Amplifying women's voices towards sustainable and inclusive peace

Global Network of Women Peacebuilders

Strategic Plan
2018-2022

GNWP

Who we are

The Global Network of Women Peacebuilders (GNWP) is a coalition of women's groups and other civil society organizations from Africa, Asia and the Pacific, Latin America, Eastern and Western Europe and the Middle East and Arab World, mostly from conflict-affected countries. GNWP Board, management and staff are experts in advocating for women's leadership to be at the core of all efforts in peacebuilding, conflict prevention and sustaining peace. It has demonstrated impact in bringing local voices to influence global policies on women's rights, peace and security; and in translating global policies into practical actions that improve the lives of local populations.

GNWP is coordinated by an **International Coordinating Team**, based in New York, where it is registered as a charity.

GNWP Board, management and staff are experts in women's rights, gender equality and peace and security. We come from diverse backgrounds and have extensive experience in conflict-affected and post-conflict countries, as well as in working at grassroots, national, regional and international levels.

Our Vision

Our **vision** is an equal and peaceful world in which women's and girls' rights are promoted and protected, and they are recognized as peacebuilders and decision-makers.
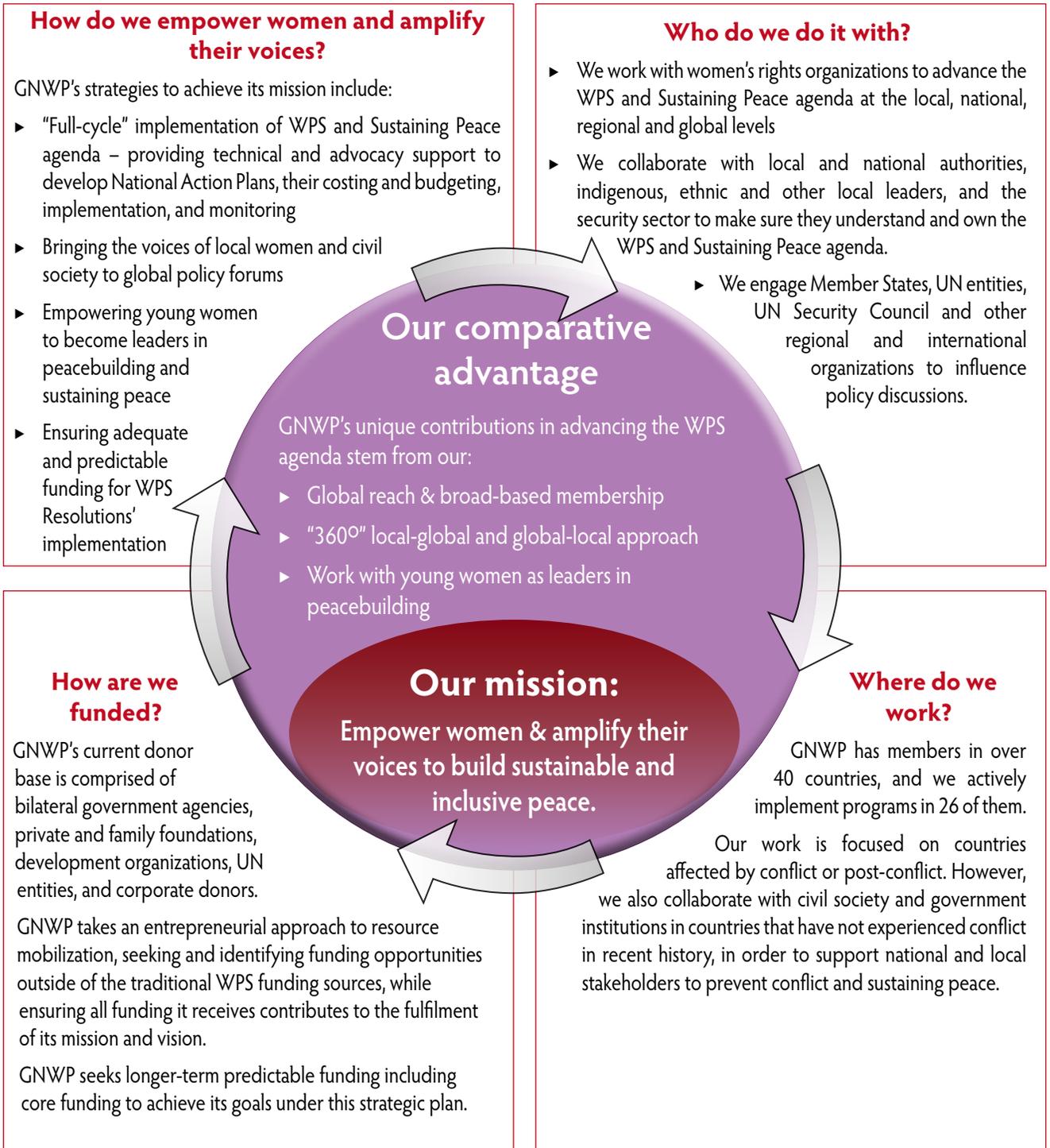
Our Mission

Our **mission** is to **empower women** and amplify their voices to build sustainable and inclusive peace.

We **empower women, young women and girls**, especially those living in local communities, to **bridge the gap** between global policies on Women and Peace and Security (WPS) and practical and necessary actions on the ground, and to achieve **greater recognition and meaningful participation of women** as key influencers and decision-makers.

How do we empower women and amplify their voices?

GNWP's strategies to achieve its mission include:

- "Full-cycle" implementation of WPS and Sustaining Peace agenda – providing technical and advocacy support to develop National Action Plans, their costing and budgeting, implementation, and monitoring
- Bringing the voices of local women and civil society to global policy forums
- Empowering young women to become leaders in peacebuilding and sustaining peace
- Ensuring adequate and predictable funding for WPS Resolutions' implementation

Who do we do it with?

- We work with women's rights organizations to advance the WPS and Sustaining Peace agenda at the local, national, regional and global levels
- We collaborate with local and national authorities, indigenous, ethnic and other local leaders, and the security sector to make sure they understand and own the WPS and Sustaining Peace agenda.
  - We engage Member States, UN entities, UN Security Council and other regional and international organizations to influence policy discussions.

Our comparative advantage

GNWP's unique contributions in advancing the WPS agenda stem from our:

- Global reach & broad-based membership
- "360º" local-global and global-local approach
- Work with young women as leaders in peacebuilding

Our mission:

Empower women & amplify their voices to build sustainable and inclusive peace.

How are we funded?

GNWP's current donor base is comprised of bilateral government agencies, private and family foundations, development organizations, UN entities, and corporate donors.

GNWP takes an entrepreneurial approach to resource mobilization, seeking and identifying funding opportunities outside of the traditional WPS funding sources, while ensuring all funding it receives contributes to the fulfilment of its mission and vision.

GNWP seeks longer-term predictable funding including core funding to achieve its goals under this strategic plan.

Where do we work?

GNWP has members in over 40 countries, and we actively implement programs in 26 of them.

Our work is focused on countries affected by conflict or post-conflict. However, we also collaborate with civil society and government institutions in countries that have not experienced conflict in recent history, in order to support national and local stakeholders to prevent conflict and sustaining peace.

The world we work in – trends, threats and opportunities

GNWP's purpose is to be an active participant in charting **a future where women and girls' rights are promoted and protected, and they are recognized as peacebuilders and decision-makers**. Fulfilling this purpose in the ever-changing world requires attention and adaptability, to be able to identify trends, foresee challenges and threats, and formulate and implement relevant responses. GNWP's broad-based network of local women's organizations; as well as our strategic geographical and political location, allows us to proactively identify such trends and threats, and respond to them adequately and in a timely fashion.

Our Strategy Screen

In today's world, we face a myriad of challenges, including those linked to women's rights, gender equality and peace and security. GNWP is committed to ensuring that we identify the challenges for which we are best-placed to respond by using a "strategy screen", composed of the following criteria:

1. Our mission – is addressing this particular trend/threat/challenge in line with our mission, and does it contribute to attaining our vision?

2. Our comparative advantage – do our unique strengths make us better-placed to address this trend/challenge than other actors? Will we add value to the solution to this challenge?

3. Timing – is it an urgent threat or challenge that needs to be addressed immediately, or an emerging trend, to which we can respond more effectively at the nascent stage?

4. Funding – can we fund the response to this trend/threat? Are there donors who would be willing to finance it?

Relying on these four criteria allows us to ensure that our interventions are meaningful; timely; unique, and that they add value to the existing responses.

An insecure world

Our work continues to be set in contexts affected by conflict and instability. Despite the efforts to prevent conflict and build peace, the world is marred by major security crises affecting millions of people around the world. As of June 2017, the UN High Commissioner for Refugees documented 65.6 million individuals who fled their homes because of violent conflicts. The security situation is deteriorating in a number of countries where GNWP implements programs, including Bangladesh, Burundi, DRC, South Sudan, Syria and Yemen.

This worrying trend points to the need for long-term solutions focused on addressing the root causes of violence and conflict, grounded in the meaningful participation of local women and other marginalized groups. GNWP lobbies

national, regional and global policy makers as well as conflict mediators and facilitators to guarantee meaningful participation of local women and other marginalized groups in peace processes and political decision-making. In its advocacy, GNWP ensures that gender inequality is recognized and analyzed as a driver of conflict.

Insecurity is also a threat that affects the work of GNWP and its partners. Around the world, women human rights defenders and peace activists – including GNWP members – are threatened, arrested, jailed and in some instances murdered for defending human rights and promoting peace. They operate in an increasingly hostile climate. Governments are restricting the ability of activists to voice unpopular views or challenge repressive laws and policies. They create constraints through harassment, intimidation, and by imposing stringent legal restrictions on the ability of civil society actors to form associations and receive funding.

The deteriorating security situation in many of the countries where we work as well as the shrinking democratic spaces that limit our partners' capacities to operate, shape our organizational reality. To respond to this threat, we closely track the security situation throughout all phases of our programming – from planning and design, to implementation, to monitoring – and ensure that we have contingency plans and sufficient flexibility to reduce security risks. In all our work, we put the safety and security of our members, partners, staff and other team members first. We conduct conflict analysis to ensure our programs are conflict-sensitive and do not contribute to aggravating the security situation.

Robust policy frameworks on WPS and civil society participation

The global initiatives to adopt and implement UNSCR 1325 and the seven supporting WPS resolutions have established the WPS agenda as a critical component of global affairs. It is an instrument for ensuring effectiveness of local, national, regional and international efforts in conflict resolution, conflict prevention, sustaining peace and humanitarian action, and a fundamental element in all efforts to achieve the Sustainable Development Goals. WPS is a cross-cutting transformative agenda that strengthens the implementation of the three pillars of the UN: security, human rights and development. An increasing recognition of its importance is a positive trend and attests to the success of advocacy of a range of groups, including GNWP.

Numerous resolutions and international agreements highlight the pivotal role of civil society in shaping global policies and ensuring that such policies become instruments in conflict resolution, conflict prevention, peacebuilding, sustaining peace, achieving gender equality, protecting human rights and in improving peoples' lives overall. Women's groups and community-based organizations operate in the most remote communities, including those devastated by war

and natural disasters. They present ideas, up-to-date information, and practical solutions. The UN, regional organizations and some Member States have tapped into the richness of civil society contributions by forming steering committees, task forces and advisory groups.

However, the implementation of the WPS resolutions remains slow and uneven because local women and other marginalized groups are not meaningfully involved. Similarly, while the importance of civil society is recognized, its meaningful inclusion is not always guaranteed. Thus, while the robust policy frameworks are a positive trend, the best practices in implementation are still isolated, one-off initiatives rather than standard practice. This is a key challenge that GNWP seeks to address through its work.

Global recognition of peace as a pre-requisite for development and human rights

The launch of the 2030 Agenda for Sustainable Development; the presentation of the results of the Global Study on UNSCR 1325; the Peacebuilding Architecture Review and the Peace Operations Review in 2015 all emphasized the importance of peace as a foundation for sustainable development; and the increasing commitment to conflict prevention. As part of this commitment, the twin resolutions on sustaining peace (Security Council resolution 2282 (2016) and General Assembly resolution 70/262) have been adopted. Both resolutions stress the centrality of women's leadership and meaningful participation in the prevention and resolution of conflict and peacebuilding; recognize the need to increase the representation of women at all levels of decision-making; and call for strengthened partnerships with women's groups and other civil society actors. A very important aspect of these new commitments to conflict prevention and sustaining peace is the need to confront the structural and root causes of crisis, including gender inequality.

In parallel, recent years have demonstrated a growing attention to the nexus between WPS and Humanitarian Action. This is an overdue response as it has long been established that violent conflicts are the primary reason why people leave their homes and seek refuge elsewhere. In recent years, it has been established that the WPS lens is essential in humanitarian action particularly because many humanitarian emergencies are an offshoot of violent conflicts. According to the UNHCR, more than half of the world's refugees come from just three countries ravaged by conflict – Syria, Afghanistan and Somalia.

Two emerging policy trends are especially important – an emphasis on preventing conflict and sustaining peace, rather than merely reacting to crises, and the need to apply a WPS lens to humanitarian interventions. However, successful initiatives to bring these discussions to the local level have yet to be seen. This is an opportunity for GNWP to apply its "local-global-global-local" approach and transform these new policies into realities.

Youth are a potent force – but young women remain invisible

The adoption of UNSCR 2250 on Youth and Peace and Security in December 2015 recognizes the threat to national and international stability and development posed by increasing radicalization among young people. It called on Member States to ensure that young people have a voice in decision-making at all levels; and that they are to participate meaningfully in peace processes and dispute resolution. In 2016, an estimated 408 million youth (aged 15–29) resided in settings affected by armed conflict or organized violence.[1] The gendered roles of women and men in conflict and post-conflict contexts are founded on the perceived roles that society associates with young people. Stereotypes associating young people with violence—in particular those depicting young men as violent predators and as members of extremist groups – are widespread. The 2018 Progress Study on Youth and Peace and Security states that "young people may account for the majority of those engaged in extremist violence, but only a minute proportion of the youth population is involved in violence. Most young people, even in the face of legitimate social, political and economic grievances, remain peaceful. Meanwhile, young women are characterized as passive victims at best, or invisible at worst, which denies their agency."[2] These dominant perceptions of young women's and men's roles are problematic because they are internalized by young people who may accept them as a reflection of their limited options. Moreover, such perceptions lead to peace and security interventions that do not fully integrate young women and LGBTQ youth.

This is a pressing challenge for the WPS community, as it risks overlooking the power and leadership of young women. GNWP's Girl Ambassadors for Peace presents an alternative vision of young's women's roles, by elevating their voices and enhancing their leadership skills, thereby strengthening their ability to become agents of peace in their communities.

Funding gaps for the WPS Agenda

Insufficient funding is one of the key challenges to the implementation of the WPS agenda. The lack of commitment to long-term and predictable financing of the WPS agenda is visible at two levels.

Globally, it is reflected in short-term and project-based funding given to peacebuilding and WPS-related projects. However, peace is not a project, but a way of life, and it needs to be nourished and sustained through all stages – before, during and after conflict. When there is continuity, there is a greater

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1   Institute for Economics and Peace, Data for Youth, Peace and Security: a Summary of Research Findings (forthcoming) IN the Independent Progress Study on Youth, Peace and Security. A/72/761–S/2018/86. 2 March 2018.

2   Ibidem.

chance of ownership among ministries, organizations and local communities to get involved in implementation; and therefore, greater chance of success. The Women's Peace and Humanitarian Fund (WPHF) is the only dedicated mechanism for providing support to the implementation of WPS resolutions and response to humanitarian emergencies with 50 percent of the funds allocated to civil society groups working in local communities directly affected by conflict or humanitarian agencies. However, the limited resources have only enabled the WPHF to support three countries and one sub-region out of the 23 eligible countries.

At the national level, as of February 2018, only 18 out of 74 NAPs on UNSCR 1325 that have been officially adopted earmarked funding for implementation. Including WPS in national budgets is crucial, as it demonstrates the government's political commitment; and ensures greater sustainability. However, integrating funding to implement NAPs in national budgets is easier said than done. While many governments agree that integrating funding for NAP implementation in national budgets is necessary, they do not always know how to do it.

Political commitments should be matched with increased funding allocations for the WPS agenda. The failure to do so remains a key challenge for WPS Agenda – and one of the key issues GNWP addresses through its global advocacy, and its in-country work supporting governments and other key stakeholders.

Our Unique Contribution

GNWP has been a recognized civil society leader that influences policies and norms, and ensures effective implementation of the Women and Peace and Security resolutions since its establishment in 2009. Thanks to our dedicated leadership, our distinguishing features, and our commitment to our principles, we have been able to make significant contributions at both global and local level.

Our strengths:

▶ **Global Reach** – GNWP has over 100 member organizations in 40 countries, most of which are grassroots organizations in conflict-affected situations. This broad-based membership allows us to work directly with women in local communities around the world to implement programs with a global reach; document and disseminate lessons learned; encourage cross-learning and South-South exchange; and strengthen collective advocacy by basing it on the evidence from the ground.

▶ **360° Local-Global-Global-Local Approach** – Local leadership and national ownership are key principles that guide GNWP's activities. We support the capacity of local women civil society organizations to effectively engage in global policy discussions; and we take global policies on WPS back to the local level, to ensure they are known, understood, owned and implemented in local communities.

▶ **Recognizing and bolstering young women's leadership on peace and security** – Responding to the absence of young women in policy spaces and programming on peace and security, GNWP initiated its "Girl Ambassadors for Peace" program, which empowers young women from conflict affected countries to be leaders and agents of peace. The program which is currently operating in Bangladesh, the Democratic Republic of Congo (DRC), Indonesia and South Sudan has had a tangible impact on the lives of young women and girls. It has also provided GNWP with unique insights and perspectives on violent extremism and how it can be prevented with the involvement of young women; as well as innovative ways of preventing conflict and sustaining peace.

Our notable achievements

▶ **Our localization strategy,** currently implemented in 15 countries: Armenia, Burundi, Colombia, DRC, Georgia, Jordan, Kenya, Liberia, Moldova, Nepal, the Philippines, Serbia, Sierra Leone, South Sudan, and Ukraine, is a bottom-up approach to implementing UNSCR 1325 and the supporting WPS resolutions. It led to the development of 55 Local Action Plans in Colombia, Liberia, Nepal, the Philippines, Serbia and Uganda. Some of the documented impacts of localization include more women running in local elections in Nepal and the Philippines, and increased reporting and better response to cases of sexual and gender-based violence in Uganda and the Philippines. The localization strategy and its outcomes have been cited by the UN Secretary-General as a key tool for translating policy into practice in his reports to the Security Council in 2012, 2013, 2016 & 2017, as well as by the 2015 Global Study on UNSCR 1325.

▶ **Promoting synergy** between WPS and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). GNWP advocates for the joint implementation of CEDAW and the WPS resolutions particularly through the use of CEDAW General Recommendation 30 (GR 30) on women in conflict-prevention, conflict and post-conflict situations as a complementary reporting and accountability mechanism. Under GR 30, all 189 States parties to CEDAW are instructed to report on their implementation. Equally important, civil society can use the shadow reporting mechanism to also report on the implementation of the WPS.

The linkages between WPS and CEDAW underscore the obligations of governments to guarantee that women's human rights are protected before, during and after conflict. As part of its advocacy for joint implementation, GNWP worked closely with the Security Council, which resulted in the Arria Formula meeting on the Synergy between CEDAW and the WPS resolutions in December 2016– the first time that the Security Council engaged with a treaty body. GNWP also conducts capacity-building workshops with civil society and government authorities to improve monitoring and reporting on the implementation of the WPS resolutions using CEDAW.

► **Improving funding for WPS.** GNWP has been at the forefront of advocacy to increase the funding for work on WPS. GNWP's research and advocacy efforts, conducted in collaboration with Cordaid, led to the **establishment of the Women's Peace and Humanitarian Fund (WPHF; formerly Global Acceleration Instrument on WPS)** in 2016. The WPHF is the first pooled financing mechanism that breaks the silos between WPS and humanitarian action. Fifty per cent of the fund is allocated to civil society groups who work in conflict-affected communities. Moreover, civil society sits on the Board of the WPHF which allows it to influence decision-making and ensure the benefit to civil society. Additionally, GNWP helps ensure funding for NAP implementation by facilitating NAP costing and budgeting workshops and its publication "No Money, No NAP: Manual for Costing and Budgeting National Action Plans on UNSCR 1325".

► **Civil Society Monitoring of UNSCR 1325.** GNWP's 1325 Monitoring Project was the first civil society initiative that regularly monitored the implementation of the WPS resolutions. Between 2010 and 2014, it was implemented in 25 countries and territories: Afghanistan, Armenia, Azerbaijan, Burundi, Canada, Colombia, Democratic Republic of Congo, Fiji, India, Iraq, Kenya, Liberia, Libya, Nagorno-Karabakh, Nepal, Netherlands, Philippines, Rwanda, Serbia, Sierra Leone, South Sudan, Spain, Sri Lanka, Sweden, and Uganda. The result was enhanced civil society capacity in these countries to hold the government accountable for UNSCR 1325 implementation. To consolidate the impacts, GNWP developed the UNSCR 1325 Scorecard, an easy to use visual monitoring tool to track implementation of NAPs and other national WPS mechanisms.

Inclusion

Evidence-based approach

GNWP

Local leadership

Conflict/Culture-sensitivity

Sustainability

Gender equality and intersectionality:

We believe sustainable peace and development are only possible if all society members participate in decision-making.

At GNWP, we make sure that all our programs are open to, and representative of, all members of society. While we focus on women's empowerment, we also proactively seek to engage **other marginalized groups**, such as youth, elderly, LGBTQ, indigenous people, ethnic and religious minorities, people with disabilities, refugees and internally displaced persons. We recognize that these different identities or characteristics may intersect, resulting in multiple layers of discrimination faced by these groups. We also strive to work with men as partners for gender equality, including men in leadership roles, who can be powerful allies in the work towards gender equality, human rights and peace.

Local ownership and leadership: **We believe real change can only occur if it is driven from within, led by local populations, and owned nationally.**

All GNWP programs and projects are designed, implemented and followed-up in close collaboration with national and local civil society groups, especially women's rights organizations, most of whom are also GNWP members.

GNWP brings in international expertise and extensive regional, national and local knowledge about the WPS agenda. This includes:

▶ Implementation of the WPS resolutions through partnerships with governments, civil society, the UN and other international and regional bodies;

▶ Enhancing the capacities of local authorities and local leaders to participate in and influence national policy-making and policy implementation;

▶ Integrating gender equality principles and WPS commitments into community development plans and local legislation, advocating for women's representation in formal and informal peace processes;

▶ Creating channels for local women to speak to global policymakers in their own authentic voices.

Sustainability: We believe that peace is not a project. It is a way of life, and it should be part of our global culture. Thus, it requires collective effort to sustain.

At GNWP, we catalyze innovative peacebuilding and conflict prevention programs that are implemented in close collaboration with our national and local partners throughout their cycle. We strive to strengthen existing institutional mechanisms or create robust new ones that will safeguard and sustain the impact of each activity. As part of our knowledge production and sharing, GNWP:

▶ Disseminates the results and lessons learned of each project to local women's rights groups and CSOs, national and local authorities, regional and international organizations to promote the continuation of the initiative and maintenance of its positive results.

▶ Provides substantive and technical inputs, guidance, and capacity strengthening, as needed,

▶ Build ongoing connections and remain in contact with our partners to provide support beyond project implementation time frame.

However, sustainability also requires adequate and predictable funding. Thus, the call to depart from "projectization" of peace initiatives is one of our key advocacy messages.

Conflict and Culture-Sensitivity: **We recognize that each context is unique, and therefore the design of each project is informed by local culture, power relations and conflict dynamics.**

While "culture" is all too often used to discourage change and defend harmful practices, there are many positive aspects of culture that could be strengthened to promote equality, justice and peace. Hence, GNWP works with cultural leaders and puts local stakeholders on the driver's seat, thereby guaranteeing that its activities are not culture-blind. At the same time, GNWP strives to amplify and elevate the voices of those who have historically been marginalized – including women, youth, LGBTQ, indigenous people, ethnic, racial and religious minorities.

► Each GNWP activity starts with a context and conflict analysis, led by the local stakeholders, which allows GNWP to design all activities in ways that are culturally applicable and adaptable.

► Our approaches to project implementation are always consultative rather than prescriptive, and aim to adequately respond to the problems faced by local populations, rather than trying to mold them into a one-size-fits-all peacebuilding model.

► The conflict analysis also allows GNWP to identify potential threats and ensure that its activities do not aggravate the conflict, or put any of the participants at risk.

Evidence-based approach: **We develop our programs and advocacy strategy based on concrete evidence from the ground.**

In its international advocacy, GNWP uses its close links to civil society and good working relationship with governments, UN, and other international and regional organizations to provide evidence-based analysis and inputs to key policy discussions. GNWP has produced research on a number of issues – including the funding for the WPS agenda; the status of the implementation of UNSCR 1325 in various countries; and the synergy between the WPS resolutions and CEDAW, among others. Knowledge production is also an important aspect of GNWP's work. We produce reports, toolkits and manuals, and support our local partners to produce evidence-based analyses and policy papers and use them as advocacy instruments.

In its own programs, GNWP also relies on evidence and uses monitoring and evaluation to strengthen its advocacy position and solicit greater accountability from Member States, the UN and other stakeholders.

The Big Questions:
How do we address global challenges on Women and Peace and Security and Sustaining Peace agenda?

Question 1: How can we bridge the gap between policies on WPS and their implementation, especially at the local level?

The WPS resolutions established the normative framework for women's meaningful participation in decision-making, conflict resolution, conflict prevention and peacebuilding; protection of women's rights; and prevention of sexual violence in conflict. Yet, despite some notable successes of the agenda over the years, "much of the progress toward the implementation of resolution 1325 continues to be measured in 'firsts,' rather than as standard practice."[3] As a consequence, there is a gap between these progressive and transformative policies, and real change on the ground.

GNWP's response is to design and implement programs that reflect realities on the ground and build on existing capacities of all actors, particularly those directly affected by violent conflicts. GNWP's local-global global-local 360° programming responds to this gap, by supporting civil society organizations and governments to systematically engage in local peacebuilding and conflict prevention processes. As a result, women in local communities are able to play a significant role in localizing the WPS resolutions, and, at the same time, shaping the global policy agenda.

Question 2: How can we guarantee that the emerging policy discussions – for example, on sustaining peace, or the nexus between WPS and humanitarian action – reflect the perspectives of local civil society, and lead to actual change on the ground?

There has been important progress in recognizing the centrality of the women and peace and security agenda to the fulfilment of the three pillars of the United Nations—security, human rights and development. These discussions have, to a large extent, been pushed for and driven by women activists and the civil society. However, it is essential to ensure that as the global policies develop, civil society – including from developing and conflict-affected countries – and local women, are included in the discussion. Furthermore, the policy discussions cannot remain in New York, but rather national ownership, and local leadership must be sought to ensure their effective implementation.

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3   Coomaraswamy, Radhika. "Preventing conflict, transforming justice, securing the peace: A global study on the implementation of United Nations security council resolution 1325." UN Women, 2015.

Amplifying women's voices towards sustainable and inclusive peace

GNWP's response is that it is critical to facilitate effective channels of dialogue between local civil society especially women's groups and policy makers on WPS and humanitarian action. GNWP is helping to ensure that these policy discussions are informed by women's experiences and that women from local communities are key participants in the discussions. For example, GNWP has partnered with UN Women to conduct research in 15 countries that will define the Sustaining Peace agenda from the perspective of local women.

Question 3: How can we ensure that young women's role as leaders and agents of peace is recognized and supported?

Young women are often subject to double marginalization – as women; and as young people. In many societies and families, they are the last to eat, to speak, to receive education. They do not have a voice, and only speak when spoken to. With little or no education or training, young women and girls are relegated to caretaking, cooking, childbearing, collecting firewood and fetching water – the unpaid labour, which is often not regarded as important by the society, and does not provide the women with financial means of their own. In conflict-affected situations, all of this is aggravated. Yet, humanitarian policies and programs rarely recognize the specific challenges and double marginalization faced by young women. The discourse on violent extremism also tends to characterize young women as passive victims. As a result, their agency and potentials as leaders and peacebuilders are not realized.

GNWP responds through its Girl Ambassadors for Peace program, dedicated to enhancing young women's leadership capacities. GNWP takes into account the context-specific vulnerabilities brought about by the socio-cultural economic and political and environments the young women live in. GNWP has developed a toolkit and conducted context-specific training on young women's leadership, peacebuilding, prevention of violent extremism, economic empowerment and the use of media, social media and theatre for advocacy. It has also facilitated discussions between young women and policy makers at national, regional and global levels that allowed their voices to be heard in the policy arenas.

Question 4: How can we ensure that the WPS agenda is financed in a long-term, predictable and adequate manner?

The persistent funding gaps underlined in UNSCR 2242 remain, and in some instances have continued to widen, despite strong evidence that women's participation in peace processes and political decision-making leads to peaceful, just, and inclusive societies. This is partly due to global trends on project-based funding; still low recognition of the importance and urgency of funding WPS work; as well as limited capacity of governments to include WPS in national budgets. Thus, the challenge requires a multi-pronged response – focusing on global advocacy; bilateral donor engagement; and capacity and technical support to national stakeholders.

GNWP's response is to conduct research on financing for the implementation of the WPS resolutions and lead sustained advocacy for the establishment of the Women's Peace and Humanitarian Fund (WPHF) that guarantees support for civil society's work in conflict-affected communities. GNWP is one of the initiators of the WPHF and a member of its Board. The WPHF provides financial support to WPS and humanitarian efforts in different countries. Fifty per cent of the total funds are allocated to civil society that work in conflict-affected communities. At the national level, GNWP supports governments, civil society, and other NAP stakeholders, to cost the NAP, and ensure adequate funding for it.

Our Business Model
What do we do: GNWP strategies and approaches

Strategy 1. Full cycle implementation of the WPS resolutions

Our objective:
Local leadership, national ownership, and government accountability on the implementation of UNSCR 1325 and supporting WPS resolutions

To achieve the above objective, GNWP supports civil society, governments, development partners and other key stakeholders at national and local levels to effectively implement UNSCR 1325 and the supporting WPS resolutions through:

1. **Developing National Action Plans (NAPs):** GNWP provides support to national stakeholders, including government and civil society, to mobilize support for UNSCR 1325; identify key WPS-related challenges that the NAP should address; develop specific, measurable, actionable, relevant and time-bound (SMART) objectives; and draft the actual plan.

2. **Costing the NAP and developing a budget to ensure dedicated funding for implementation:** Once the objectives and activities of the plan are finalized, GNWP supports national stakeholders to cost the activities, and develop a realistic budget for the implementation. It does it through a capacity-building workshop, including sessions on gender-responsive budgeting and national financing cycle; as well as through a hands-on exercise to cost the actual NAP activities, using GNWP's Costing Template.

3. **Localizing the implementation of the NAP:** The localization of UNSCR 1325, an innovative program pioneered by GNWP, is a people-based, bottom-up strategy that is based on evidence that local ownership and participation leads to more effective policy making and policy implementation. It convenes governors, mayors, councillors, community leaders, paramount chiefs, indigenous leaders and traditional leaders, religious leaders, women leaders, youth leaders, teachers, the security sector and all other key local actors — to formulate local action plans (LAPs), local legislation, and integrate UNSCR 1325 and the supporting WPS resolutions into community development plans.

   GNWP believes that localization is a good practice that should become the standard for all countries. To promote this approach, GNWP supports countries that may be unable to implement it due to lack of capacity and

Monitoring & Evaluation → Advocacy → NAP Development → Funding → NAP Implementation (Localization) → Media → Monitoring & Evaluation

shares good practices and lessons learned from past localization experiences. GNWP is currently developing a localization toolkit that will assist national and local authorities as well as civil society to implement the localization strategy.

4. **Working with the media to raise broad public awareness and mobilize for implementation:** GNWP has conducted media workshops, convening journalists to raise their awareness of UNSCR 1325, and build their capacity to report on WPS-related events and developments. The workshops combine presentations with hands-on exercises on gender-sensitive media analysis and actual drafting of articles related to WPS. GNWP and its partners also work with national media institutions to organize media competitions to incentivize reporting on WPS.

5. **Monitoring and evaluating the implementation of the NAP:** Monitoring and evaluation are incorporated into all components of GNWP work on WPS implementation. We make sure M&E activities are included in the costing of the NAP; and support national and local stakeholders to plan for monitoring and evaluating of their Action Plans on UNSCR 1325. Moreover, to support civil society in holding the governments accountable for UNSCR 1325 implementation, GNWP developed the UNSCR 1325 Scorecard, a monitoring tool consisting of 10 indicators that serves as a guidepost in assessing progress along the three key pillars of participation, prevention and protection.

Strategy 2. Local voices in global spaces: Influencing the international norms and standards

Our objective:
Humanitarian, human rights and security policy-makers and practitioners recognize the central role of women's peacebuilding efforts in addressing root causes of conflict, humanitarian crises, and human rights violations.

As part of its "local-global; global-local" approach, GNWP regularly:

▶ Organizes **panel discussions and parallel events in New York especially during CSW and UNSCR 1325 Anniversary** and invites its partners from conflict-affected countries around the world to participate in them as speakers. This provides the local activists with an opportunity to speak directly to the UN and Member State policy-makers, in their own voices.

▶ Conducts an **Advocacy and Speakers' Workshop** – A training for GNWP members and other civil society partners to better understand the structure and process of the CSW and UNSCR 1325 Anniversary, in order for them to effectively use those events as advocacy opportunities to advance women's
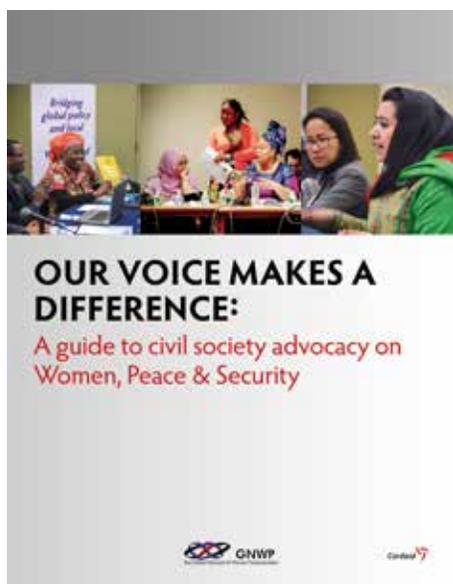
rights, gender equality, peace and security. The training includes a session on public speaking, as well as on effective packaging and delivery of messages to an audience of policy makers. GNWP has also developed an [Advocacy and Speaker's Toolkit](#) to give access to the content of the workshop to a broader audience.

► Uses its strategic geographic and political location to **identify humanitarian, human rights and security advocacy opportunities for civil society**. This resulted in, for example, the selection of one of GNWP members as civil society speaker at the Security Council Open Debate, and regular policy briefings for Member States on Afghanistan and South Sudan.

By linking the global policy discussions to the local, national and regional decision-making structures and informing the global policy space of the realities on the ground, we **influence the policy deliberations and contributed to shaping global norms and standards** in the Security Council, in different UN entities, and in the CEDAW Committee.

Some of the key policy discussions and issues, which GNWP seeks to shape in 2018-2022 include:

► Sustaining Peace and Conflict Prevention;

► The nexus between WPS and humanitarian action;

► The relevance of WPS to preventing corruption; ensuring good governance, and respect for human rights;

► The theory and practice of Preventing Violent Extremism (PVE); and

► The use of CEDAW General Recommendation 30.

Strategy 3. **Empowering young women to become leaders and agents of peace**

Our objective:
Young women are leaders and agents of peace, and their contributions are recognized and valued

Recognizing the gap in terms of policies that promote and protect young women's rights, and their participation in peacebuilding efforts and decision-making, GNWP developed the Girl Ambassadors for Peace program, currently implemented in Bangladesh, Democratic Republic of Congo, Indonesia and South Sudan.

The overarching goal of the Girl Ambassadors for Peace program is to enhance the capacities of young women and girls to promote and protect their rights, and to use UNSCR 1325, 1820 and 2250 to hold duty bearers accountable and find peaceful solutions to the conflict. Its main four components are: **leadership,**

literacy, peacebuilding, and economic empowerment. Through the training the girls develop their leadership skills, as well as the skills necessary to become literacy trainers, and learn interactive techniques to raise awareness about the importance of peace in their communities, including through theatre skits and the use of social media. The young women and girls then travel to villages to teach literacy and economic empowerment skills, and promote peacebuilding.

In the past year, GNWP introduced Economic Empowerment and Preventing Violent Extremism components, responding to the needs identified by local communities in Bangladesh and Indonesia. In the period covered by this strategic plan, GNWP will continue to strengthen these components to ensure they adequately address the realities on the ground. GNWP is also developing a **Toolkit** to enable **easy replication and implementation** of the Girl Ambassadors for Peace program in other countries.

Strategy 4. **Ensuring adequate and predictable funding on the implementation of WPS resolutions**

Our objective:
Donors and governments invest in conflict prevention and women's civil society peacebuilding initiatives, through adequate and predictable funding

At the national level, GNWP supports governments to properly cost their NAPs and develop budgets for their implementation. To ensure more governments, civil society and other stakeholders are able to cost and budget for their NAPs, GNWP developed a Costing and Budgeting Manual – <u>"No Money, No NAP"</u>, which provides answers and step-by-step guidance on the crucial question of how to integrate funding for NAPs in national budgets.

At the international level, GNWP is at the forefront of advocacy to increase the funding on WPS and ensure it is adequate and predictable. The sustained research and advocacy done by GNWP, in partnership with Cordaid and with support from UN Women, led to the establishment of the Women's Peace and Humanitarian Fund (WPHF) in 2016.

In advocating for more dedicated financing for the implementation of the WPS resolutions and Sustaining Peace agenda, GNWP is knocking on two doors: that of donors to increase the funding and make it predictable and accessible to civil society; and that of national governments to allocate funding from their budgets.
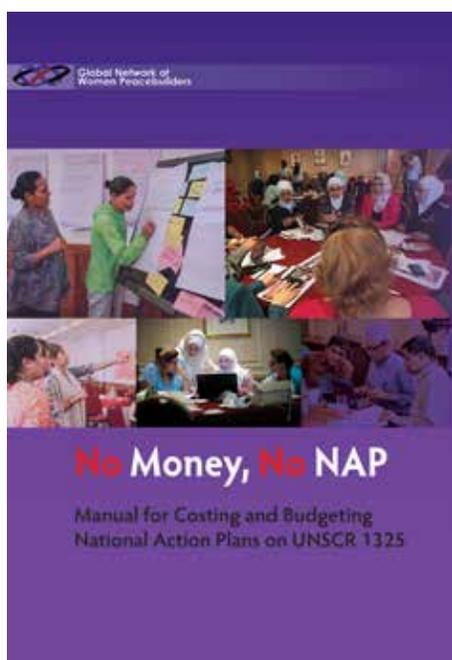
Where do we work?

GNWP has more than 100 organizational members in **over 40 countries**, and we are actively implementing projects in **26 of them**.
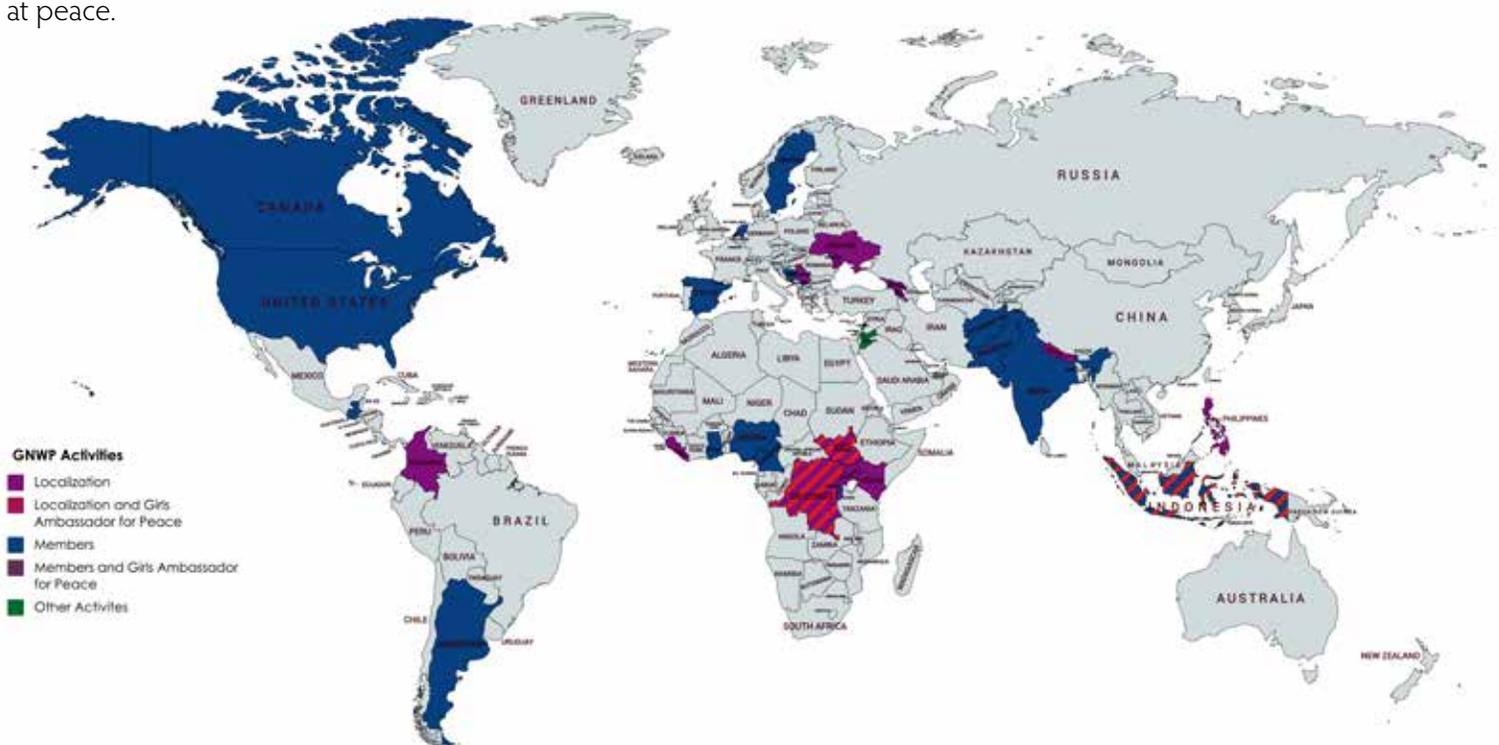
We have supported and continue to support civil society and governments in developing and implementing National Action Plans on Women and Peace and Security in Armenia, Georgia, Jordan, Kenya, Moldova, Nepal, the Philippines, and Ukraine among other countries.

We are working with local women's organizations, CSOs, indigenous leaders, local and national governments in Armenia, Burundi, Colombia, the Democratic Republic of the Congo (DRC), Georgia, Jordan, Kenya, Liberia, Moldova, Nepal, the Philippines, Serbia, Sierra Leone, South Sudan and Ukraine to implement the WPS resolutions in local communities through our Localization of UNSCR 1325 and 1820 program.

We are enhancing young women's leadership and peacebuilding capacities in Bangladesh, the DRC, Indonesia and South Sudan through our Girl Ambassadors for Peace program.

We are facilitating training on the joint implementation of the WPS resolutions and CEDAW for governments and civil society in Nepal, Palestine and Yemen. We will continue to conduct such training in conflict-affected countries reporting to CEDAW, to solicit greater government accountability on WPS resolutions and strengthen civil society participation in WPS initiatives.

In 2018-2022, GNWP hopes to expand its work in the Middle East and North Africa region; and explore the opportunities and modalities of work in developed countries, and countries that have not experienced armed conflict in recent history, in line with the Sustaining Peace agenda, that recognizes the importance of conflict prevention, even in contexts currently at peace.

GNWP Activities
- Localization
- Localization and Girls Ambassador for Peace
- Members
- Members and Girls Ambassador for Peace
- Other Activites

Our financial capacities

GNWP has a robust financial management and accounting systems that include clear budgeting, record-keeping, internal control and financial reporting procedures. These are based on professional operating standards of good governance and transparency. The entire financial operations are regulated by a Financial Management and Accounting Policies and Procedures, Conflict of Interest Policy, Anti-Corruption Policy, and Whistleblower Protection Policy adopted by its Board of Directors. The financial statements and budgets are presented to and discussed by the Board of Directors twice a year. GNWP also undergoes independent audits annually.
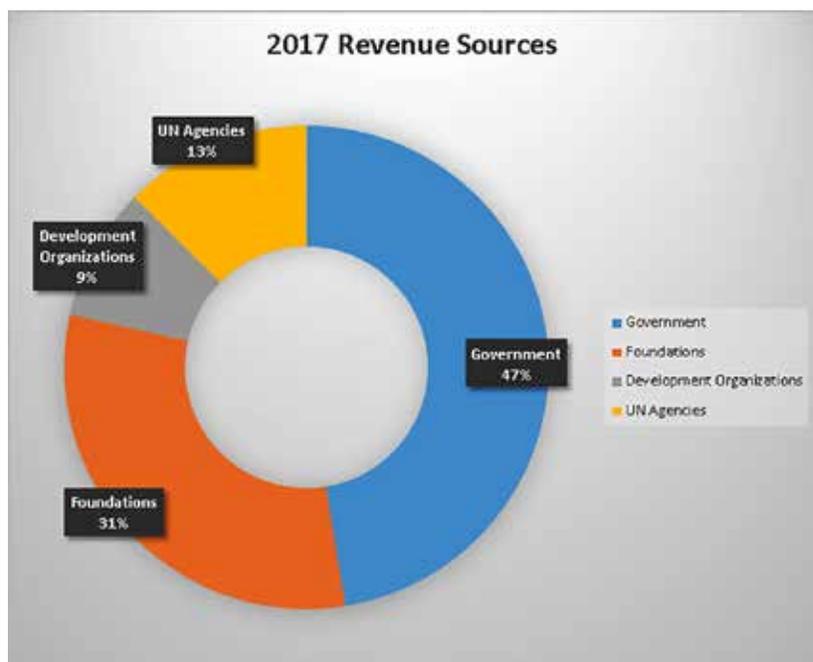
2017 Revenue Sources

UN Agencies 13%
Development Organizations 9%
Government 47%
Foundations 31%

- Government
- Foundations
- Development Organizations
- UN Agencies

GNWP's current donor base is comprised of bilateral government agencies, private and family foundations, development organizations, UN entities, and corporate donors.

GNWP's revenue in 2017 came primarily from government donors (47%) and foundations (31%), with UN agencies (13%) and development organizations (9%) as other sources.

To date, GNWP's funding has been raised primarily through submission of project proposals to different donors to obtain grants.

GNWP takes an **entrepreneurial approach** to fundraising, seeking and identifying funding opportunities outside of the traditional WPS funding sources. It seizes new funding opportunities that are in line with its mission and vision. At the same time, GNWP uses its "strategy screen" and its organizational values when evaluating different funding opportunities.

GNWP seeks longer-term strategic funding including core funding to achieve its goals under this strategic plan and to enable timely and flexible responses needed to close the gaps between policies and practical and necessary actions on the ground.

Like what we do? Support us!

Donate to support GNWP's work! You can do it here.

Follow us on social media and help spread the word about the work we do!

Become a member – if you are an organization working on advocacy and action on the Women, Peace and Security agenda, and are interested in joining our member – **apply today!**

GNWP