Equality for Women, Peace for all.

Strategic Plan
2018-2022
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. The 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 have proven track records in the areas of women’s rights, human 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, just 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 and to prevent conflict.

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 Youth and Peace and Security (YPS), and practical and necessary actions on the ground; and to achieve greater recognition and meaningful participation of women as key influencers and decision-makers.

Acknowledgments:

This Strategic Plan is a result of a collaborative effort and numerous consultations among GNWP staff, Board of Directors, as well as inputs from GNWP members and members of Young Women Leaders for Peace program. It is updated annually by GNWP staff and Board of Directors.

GNWP is grateful to Susana Fried for her expertise and support provided to develop this strategic plan. The strategic plan was developed using a methodology laid out by David La Piana in “The Nonprofit Strategy Revolution” published by Fieldstone Alliance.
Our Strengths

▶ **Women's Leadership:** GNWP puts women’s leadership especially the strong participation of local women leaders at the center of its work in peacebuilding, conflict prevention, sustaining peace and humanitarian action. With more than 100 member organizations around the world, most of which are grassroots women's rights organizations in conflict-affected situations, GNWP is able to implement programs with a global reach. GNWP’s work with local women leaders and peacebuilders highlights cross-learning and South-South exchange.

▶ **Local to Global, Global to 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.

▶ **Elevating Youth Leadership:** GNWP’s Young Women Leaders for Peace responds to the absence of young women in peacebuilding and humanitarian policy and programming. The program has had tangible impact on the lives of the young women and provided GNWP with unique insights and perspectives on conflict prevention and peacebuilding.

▶ **Adaptability and Flexibility:** Thanks to its direct links to local women’s and youth organizations and social movements, GNWP is able to quickly adapt to changing local, national, regional and global contexts. During the COVID-19 pandemic, GNWP was among the first international actors to develop a Mitigation, and Adaptation Strategy and Appeal to the International Community, supported and organized relief operations in conflict-affected communities while continuing peacebuilding work on the ground.
Our Values and Approaches

We believe sustainable peace and development are only possible if women and men participate equally and all members of society are actively involved in decision-making.

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

We believe that peace is not a project. It is a way of life, and it requires a collective effort to sustain.

We believe that prevention-based humanitarian strategies grounded in human rights principles and developed in equal partnership with local women and youth strengthen community resilience and demand government accountability.

We recognize that each context is unique, and therefore the design of each program must be informed by concrete evidence on local culture, power relations and conflict dynamics.

Please see Annex 1 for a more detailed description of GNWP’s values and approaches.
The World We Live In: Persistent Challenges and Emerging Threats that Shape GNWP’s Work

GNWP’s programs and strategies are shaped by the lived realities of women and girls in conflict-affected communities. They address persistent and new challenges to gender equality and women’s meaningful participation in peacebuilding and decision-making on peace, security and crisis response.

Challenge: There is a gap between robust policy frameworks 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 over the years, the resolutions and national policies adopted to implement them are often not known, understood, or implemented at the local level. As a consequence, there is a gap between these transformative policies, and real change in the lives of women and girls on the ground.

Our Response: GNWP uses its “Full cycle” implementation strategy (Strategy 1), 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 Localization of UNSCR 1325 program supports local women and youth, civil society, traditional and religious leaders, and government actors to jointly analyze the challenges they face and design local peacebuilding and conflict prevention solutions in their local communities. As a result, local policies are more gender-, conflict-and crisis-sensitive; women in local communities are recognized for their roles in peacebuilding, and conflict-response, shape national and global policy agenda.
Challenge: Policy discussions on peacebuilding and humanitarian action often do not reflect the perspectives of local women and civil society, and realities on the ground.

There has been important progress in recognizing the centrality of the WPS 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 civil society. It is essential to ensure that as the global policies— including on Youth and Peace and Security, Sustaining Peace, and peace-development-humanitarian nexus develop, civil society 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.

Our Response: GNWP brings local voices to global spaces through its transformative research and evidence-based advocacy (Strategy 2). GNWP creates effective channels of dialogue between local civil society, especially women and youth groups, and policymakers on WPS, YPS, Sustaining Peace, and humanitarian action. Through its innovative, locally-informed research and evidence-based advocacy, GNWP helps to ensure that policy discussions are informed by women's and youth's experiences.

GNWP also creates opportunities for women from local communities to directly participate in these discussions and share their priorities and recommendations using their own, unique voice.
Challenge: Young women are a potent force—but their roles as leaders for peace and crisis-response are unrecognized and unsupported.

Young women are often subject to multiple forms of marginalization— as women and as young people. In many societies and families, they are the last to eat, to speak, to receive education. They are relegated to caretaking, cooking, childbearing, collecting firewood and fetching water. This is unpaid labor that is often not regarded as important by society. In conflict-affected situations, all of this is aggravated. At the same time, young women are not helpless victims, and often act as peacebuilders in their communities and first responders in crises. UN Security Council Resolutions 2250 and 2419 on YPS and the 2018 Progress Study on YPS emphasized the roles of young women and men in preventing conflict and building peace. Yet, peacebuilding and humanitarian policies and programs rarely recognize their potential, specific challenges and double marginalization.

Our Response: GNWP’s Young Women Leaders for Peace program is dedicated to enhancing young women’s leadership capacities (Strategy 3). GNWP takes into account the context-specific vulnerabilities brought about by the socio-cultural economic and political 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 policymakers at national, regional and global levels that allowed their voices to be heard in policy arenas.
What We Do

GNWP's Strategy Screen

Fulfilling our mission in an ever-changing world requires attention and adaptability, to be able to identify trends, foresee challenges and threats, and formulate and implement relevant responses.

To effectively identify the challenges that we are best placed to address, GNWP uses a “strategy screen” with the following criteria:

1. **Our mission and vision:** 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 well-placed to address this trend/challenge in synergy with 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 our response?

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.
Our Strategies

Strategy 1: From local to global, from words to action: Full cycle implementation of the WPS resolutions

Strategy 2: Local voices in global spaces: Using action research to influence policies and highlight local women's agency

Strategy 3: Elevating young women as leaders and agents of peace

Strategy 4: Supporting Feminist, Localized Humanitarian Action and Crisis Response
To implement our strategies, and foster cooperation and coordination at local, national, regional and international levels, we work with a wide range of actors, including:

- Women’s rights organizations at the local, national, regional and global levels
- Local and national stakeholders, such as authorities, indigenous, ethnic and other local leaders, and the security sector
- Member States, UN entities, UN Security Council and other regional and international organizations
- Global humanitarian and peacebuilding organizations
- The media, academia, and other key actors
Implementing our Strategies: GNWP's Objectives and Targets

1. From local to global, from words to action: Full cycle implementation of the WPS resolutions

GNWP supports civil society, governments, development partners and other key stakeholders at national and local levels to effectively implement WPS, YPS and Sustaining Peace resolutions. This entails: policy advocacy; support to drafting, costing and budgeting of National Action Plans on WPS; implementation of WPS, including through its Localization of UNSCR 1325 (see box below); work with the media and awareness-raising; and civil society monitoring of UNSCR 1325.
Our objective is:
Local leadership, national ownership, and government accountability on the implementation of UNSCR 1325 and supporting WPS resolutions.

Our 2020-2022 targets are:

- Make Localization of UNSCR 1325 standard practice in 10 additional countries.
- Ensure local women’s meaningful participation in the implementation of peace agreements.
- Strengthen partnership with the media through the launch of a global Media and WPS Prize.

Localization of UNSCR 1325, an innovative program pioneered by GNWP, is a people-based, bottom-up strategy. It convenes local actors—governors, mayors, councilors, community leaders, paramount chiefs, indigenous leaders and traditional leaders, religious leaders, women leaders, youth leaders, teachers, the security sector and all other key local stakeholders—to formulate local action plans (LAPs), local legislation, and integrate UNSCR 1325 and the supporting WPS resolutions into community development plans.

GNWP’s Localization of UNSCR 1325 program has been cited by the UN Secretary-General as a key implementation strategy on WPS in his reports to the Security Council.

Please see Annex 3 for a more detailed description of GNWP’s strategies.
2. Local voices in global spaces: Using action research to influence policies and highlight local women's agency

GNWP creates spaces for local women to speak directly to global decision-makers. We organize panel discussions, bilateral meetings and regional and global conferences, and provide strategic guidance to local activists to make their advocacy more effective. GNWP also conducts action research that brings the perspectives of local populations, especially women, and local civil society into deliberations on national, regional, and global policies.

Our work has contributed to shaping global norms and standards in the Security Council, other UN entities, and the CEDAW Committee.
Our objective is:

Humanitarian, human rights, and security policymakers and practitioners recognize the central role of women and youth peacebuilders in addressing root causes of conflict, humanitarian crises, and human rights violations.

Our 2020-2022 targets are:

- Seize 2020 global momentum to elevate local voices by establishing Beijing+25 WPS-YPS civil society-led Action Coalition to prevent the weakening of agreed upon language on the WPS and YPS agendas, and solicit greater international accountability.

- Catalyze implementation of the Sustaining Peace agenda at the national and local levels by launching 10 or more national workshops and conveying local women’s perspectives in the Peacebuilding Architecture Review.

- At least 6 policy briefs based on action research and 6 panel discussions and/or bilateral meetings with international, regional, and national policy makers, advocating intersections between WPS, YPS, human rights, humanitarian actions, and the Sustaining Peace policies.

- At least 4 global or regional forums between policymakers on the WPS, YPS agendas and humanitarian action and women and youth peacebuilders to promote locally-led, gender-responsive and conflict-sensitive crisis response.
3. Elevating young women as leaders and agents of peace

Recognizing the gap in terms of policies that promote and protect young women’s rights, and their participation in peacebuilding and decision-making, GNWP developed the Young Women Leaders for Peace (YWL) program, currently implemented in Bangladesh, DRC, Indonesia, Myanmar, the Philippines, South Sudan, and Ukraine. The overarching goal of the YWL program is to enhance the capacities of young women and girls to promote and protect their rights, and to use WPS and YPS resolutions to hold duty bearers accountable and find peaceful solutions to conflicts. Its program components are: leadership, literacy, peacebuilding, economic empowerment, media, and theater. Young women who have been trained in these components train others who do not have the opportunity to go to school, nor to attend the training.

GNWP also elevates young women as leaders and peacebuilders through its other programs such as the Cora Weiss Peacebuilding Fellowship.
Our objective is:

Young women are leaders and agents of peace, and their contributions are recognized and valued.

Our 2020-2022 targets are:

- Implement the Young Women Leaders for Peace program in at least 10 additional countries.
- Support youth-led civic engagement campaigns in at least 5 countries.
4. Supporting Feminist, Localized Humanitarian Action and Crisis Response

GNWP responds to humanitarian emergencies, while advocating for inclusive and sustainable peace and development as well as gender-responsive and feminist humanitarian action. It contributes to the strengthening of the peace-humanitarian-development nexus. It does so by enhancing the capacities of women and youth peacebuilders as decision-makers in the design and implementation of humanitarian emergency response, and building local communities’ resilience to threats and violence.
Our objectives is

Women and youth peacebuilders meaningfully participate in the design and implementation of humanitarian and crisis response, resulting in more gender-responsive and conflict-sensitive humanitarian action.

Our 2020-2022 targets are:

▶ Support humanitarian responses led by women peacebuilders in at least 10 countries.

▶ Create a database to deliver concrete evidence of the impacts of humanitarian emergencies on conflict-affected women and on peace and security; as well as women peacebuilders’ roles in addressing crises.

▶ Expand GNWP’s collaboration with humanitarian actors through participation in the Global Compact on Refugees, the Inter-Agency Standing Committee Reference Group on Gender in Humanitarian Action, and local humanitarian coordination committees and consistently advocate for gender-responsive and conflict-sensitive humanitarian response.
GNWP has more than 100 organizational members and partners in over 40 countries, most of which are grassroots women’s rights organizations in conflict-affected communities.

We have supported and continue to support civil society and governments in drafting National Action Plans on WPS in Armenia, Georgia, Iraq, Jordan, Kenya, Lebanon, Moldova, Nepal, the Philippines, and Ukraine, among other countries.

We are working with local women’s and youth’s organizations, civil society, traditional and religious leaders, security sector, and local and national governments in Armenia, Burundi, Colombia, the Democratic Republic of the Congo (DRC), Georgia, Jordan, Kenya, Liberia, Moldova, Nepal, Nigeria, the Philippines, Serbia, Sierra Leone, South Sudan and Ukraine to implement the WPS resolutions in local communities through our Localization of UNSCR 1325 program.
We are enhancing young women’s leadership and peacebuilding capacities in Bangladesh, the DRC, Indonesia, Myanmar, the Philippines, South Sudan and Ukraine through our Young Women Leaders for Peace program.

We have facilitated training on the joint implementation of the WPS resolutions and CEDAW for governments and civil society in Nepal, Palestine, Ukraine, and Yemen.

We conducted global research on local women’s and civil society perspectives on the Sustaining Peace resolutions, which reached 1,600 women and men in 50 countries.

In 2018-2022, GNWP hopes to expand its work in the Middle East and North Africa region. GNWP will also strengthen partnership with civil society, governments, research and academic institutions, media and other stakeholders in developed countries, and countries that have not experienced armed conflict in recent history. This is in line with the Sustaining Peace agenda, which recognizes the importance of conflict prevention even in situations not directly affected by violent conflict.
GNWP’s Structure and Capacity

Our organizational structure

GNWP is governed by a Board of Directors that is responsible for decision-making on the organization’s strategic direction. It ensures that GNWP fulfils its vision, mission and goals. The Board supports and supervises the Chief Executive Officer (CEO); provides planning and financial oversight; oversees internal controls and management; and promotes the organization’s image and portfolio.

The management structure of GNWP is based on clearly defined roles. It consists of the CEO, Program Coordinators, and Program Officers. The CEO reports to and is accountable to the Board of Directors. The GNWP management team—consisting of the CEO, Program Coordinators and the Chief Financial Officer—is responsible for overseeing the program and project implementation, reporting, monitoring and evaluation. The Program Coordinators report to and are accountable to the CEO. They supervise Program Officers, project staff, consultants, volunteers and interns.

GNWP also has an International Advisory Council (IAC). The IAC is composed of thought leaders and senior policy experts committed to GNWP’s vision, mission and activities. They are former diplomats, academics, and senior policy experts on gender equality, women’s rights, human rights, peacebuilding, conflict prevention, conflict resolution, sustaining peace, disarmament, climate change, environment, economic empowerment, and sustainable development, among other thematic areas. They advise GNWP in its planning and program development and implementation, based on their areas of expertise, as well as their access to information and resources.
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.

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

GNWP takes an entrepreneurial approach to fundraising, identifying funding opportunities outside of the traditional WPS funding sources. It seizes new funding opportunities that are in line with its mission and vision.

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.

2019 Revenue Sources

- Government: 57%
- Foundations: 19%
- UN Agencies: 10%
- Development Organizations: 8%
- Miscellaneous: 6%
Like what we do? Support us!

Donate to support GNWP’s work! You can do it here. https://gnwp.org/donate/

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!