



STRATEGIC DIRECTIONS

2023-2027



**WOMEN'S COLLECTIVE POWER
TO LEAD PEACE**

INTRODUCTION:

WOMEN'S COLLECTIVE POWER TO LEAD PEACE

“Only together can we move forward, so that there is light and hope for all women on the planet”, asserted Rigoberta Menchú Tum. The experiences of Rigoberta, her sister Nobel laureates, and women around the world, are backed by data showing that nonviolent movements are nearly twice as successful as violent ones in achieving peace¹ and that societies with more gender equality tend to be more peaceful. Study after study also shows that women’s participation in peace processes increases the chances of peace agreements resulting in lasting peace, and helps consolidate gender equality in the years that follow.

“Peace does not mean just to stop wars, but also to stop oppression and injustice”, proclaimed Tawakkol Karman. She was at the forefront of protests in Yemen from 2007 to 2010, targeting government repression and calling for inquiries into corruption and injustice. Tawakkol, along with sister laureates, noted during their delegation to Ukraine in 2022 that **“true and lasting peace happens when women’s voices are included, human rights upheld, international law respected, and when violence and militarization are rejected as long-term solutions in the quest for human security”**.²

Jody Williams put it bluntly - **“men have messed up the planet for a long time. They should step aside and let women clean up the mess”**. The “mess” Jody refers to is systemic. It includes deeply rooted patriarchal ideologies and structures which oppress anyone who challenges them, or fails to conform to outdated gender norms and expectations, including women, LGBTIQ people, and others.

The “mess” also includes mass displacement, exploitation of natural resources causing climate change, authoritarianism, right-wing populism, and persistent, pervasive militarism. Globally, the world spent over \$2 trillion on military expenditures in 2022³. War money is increasing while funds for schools, health care and our planet are lacking.



Tawakkol Karman meets inhabitants of the Kutupalong Rohingya refugee camp in Bangladesh, 2018. Credit: Allison Joyce.

There has been a sharp rise in autocratic governments in many parts of the world. Nobel Laureate Maria Ressa warned that **“we are in the last two minutes of democracy”**. It is estimated that today just 20% of the world’s population lives in a democracy⁴. Authoritarianism and populism thrive on heightening divisions between communities, nations and peoples. Discrimination in laws, policies and practices characteristic of such regimes continues to prevent women and girls from realizing and reaching their full potential, and creates even more of a “mess”.



NWI delegation to Poland and Ukraine, June 2022. Credit: Ania Bystrowska.

Threats to our planet, to democracy and overcoming the accompanying bias, discrimination and divisions require courageous leaders to call it out and propose solutions. The women Nobel Peace Prize laureates of the Nobel Women's Initiative (NWI) know from personal experiences leading peace activism in Iran, Guatemala, Liberia, USA, Yemen, and from their collective work with NWI, that what is needed today more than ever are collective efforts to spur joint mobilization, standing up to power, and creative actions. Around the world, the most important and consistent factor driving lasting change is feminist activism⁵. But feminist activism is under threat.

Dr. Shirin Ebadi has faced death threats, imprisonment, and exile for her work leading change. When speaking out in response to the mass uprisings in Iran in 2022, Dr. Ebadi emphasized that **“the people of Iran are tired of theocratic tyranny. The movement’s chant is ‘Women, Life, Freedom.’ But the realization of this slogan will only be possible under a democratic and secular government.”** Crucially, she also highlighted that **“Iranian men have understood that democracy will only come to Iran if women succeed. That it is the women who will open the gate to democracy in Iran.”**

Working together to save the planet, environment, biodiversity, and waters is critical for peace. We know that militarism and war are both cause and consequence of the climate crisis, which, in turn, exacerbates existing inequalities. Women, girls and indigenous communities are working on the ground to build inclusive, equitable solutions. The importance of leadership in the coming few years cannot be understated. Governments are lagging scandalously behind what science demands, and what a growing and strong people-powered movement knows is necessary. There is no room for expansion of the fossil fuel sector.

Nobel Women's Initiative is founded and led by women peace leaders who walk alongside activists in protest and in advocacy to strengthen and restore democracy, rights, freedom and peace. As Leymah Gbowee says **“you can never leave footprints that last if you are always walking on tiptoe”**. She reminds us that as women activists we need to be bold in our actions to make change, and to inspire change-makers to come.

At this moment in history, we reaffirm our commitment to collectively using the platform and access provided by the prestige of the Nobel Peace Prize awarded to the laureates involved in NWI to support women committed to organizing and building a peaceful and sustainable feminist future for all.

VISION, MISSION AND FEMINIST PRINCIPLES

“Women’s Collective Power to Lead Peace” Strategic Directions Plan builds on the vision, mission and commitments that will guide NWI in its journey to achieve impact in the period between 2023-2027.

VISION

A world transformed through a rejection of war, militarism, violence and discrimination, where peace and security is built on feminist principles, human rights, justice, protection of the environment, and equality for all people and communities.

MISSION

Women Nobel laureates united in actions with courageous women leading peace around the world. Leveraging collective power to amplify nonviolent solutions, defend justice, and champion equality for all.

FEMINIST PRINCIPLES

agreed by the laureates, board and staff as the basis for NWI’s work going forward:



Laureates Mairead Maguire, Shirin Ebadi, and Jody Williams with participants of Nobel Women’s Initiative Sister-to-Sister Program. Credit: NWI.

The Feminist Principles to Which NWI Holds Itself Accountable



SHARING POWER: We are committed to sharing power, to transparent and responsible use of power, to using our own power to amplify the voices of those with less power, and to model alternatives to tyranny and patriarchy.



TRANSPARENCY: We are committed to honesty, and to communicating with clarity with each other and the communities we engage.



MUTUAL ACCOUNTABILITY: We are committed to self-awareness, taking responsibility, and ensuring mutual accountability through regular cycles of feedback and support for improving practices.



RADICAL LOVE: We are committed to sustaining people, movements and ourselves, practicing care and solidarity in all aspects of NWI's work internally, and with the multiple communities we are part of.



AFFIRMATION OF HUMAN RIGHTS: We reject all forms of oppression and discrimination. We reject racism, sexism and ableism. We affirm human rights and commit to building our capacity to center diversity, inclusion, compassion and trauma-informed practice in all we do.



RESPECT: We affirm the knowledge, abilities and relationships that we each bring to our work, and seek out the unique insights and perspectives of one another and NWI's partners.



SOLIDARITY: We seek out opportunities to articulate and advance our common agenda. We show up for one another and our various communities.

The Nobel Laureates



Rigoberta Menchú Tum (GUATEMALA)

Rigoberta Menchú Tum is a Mayan k'iche' indigenous rights activist from Guatemala. She received the Nobel Peace Prize in 1992 for her work advocating for indigenous people's rights during and after the Guatemalan Civil War.



Jody Williams (USA)

Jody Williams received the Nobel Peace Prize in 1997 for her work to ban landmines. Jody believes that the concept of peace goes beyond the absence of armed conflict and is defined by human security, social and environmental justice, and meeting people's basic needs. Jody Williams is a co-founder of the Nobel Women's Initiative.



Shirin Ebadi (IRAN)

Dr Shirin Ebadi was awarded the Nobel Peace Prize in 2003 for fighting for human rights in Iran. She was the first woman to become a presiding Judge in Iran, but was dismissed after the Islamic Revolution. She obtained a lawyer's license in 1992 and started taking on human rights cases. Shirin Ebadi is a co-founder of the Nobel Women's Initiative.



Leymah Gbowee (LIBERIA)

Leymah Gbowee received the Nobel Peace Prize in 2011 for leading a women's peace movement that brought an end to the Second Liberian Civil War in 2003. Leymah is the founder and president of Gbowee Peace Foundation which works to pursue greater inclusion of women leaders in Africa.



Tawakkol Karman (YEMEN)

Tawakkol Karman was awarded the Nobel Peace Prize in 2011 for her work empowering women to participate in peacebuilding in Yemen. In 2007, Tawakkol began organizing weekly protests in Sana'a, targeting systemic government repression, corruption and injustice. The protests continued until 2011 and then merged into the Arab Spring.

* We aim to invite other women Nobel Peace Prize laureates to join NWI.

WHAT WE ARE LEARNING

Since its founding in 2006, NWI has challenged injustices and campaigned for solutions, mentored and supported hundreds of young women leaders, and convened thousands of women to stand in solidarity with struggles for freedom and rights. We monitor work for impact, adjusting how we work, who we work with, and what we do accordingly. The last two years have been especially important for internal organizational learning, as the organization went through a major transition including an external review⁶, a shifting of the governance structure, the appointment of a new board and a new Executive Director.

Key lessons and recommendations from evaluations, assessments and reflections:

- The added value of the Nobel Women's Initiative remains the visibility and prestige of the Nobel Peace Prize laureates and their unique ability to spotlight the contributions of feminist activists, and support the sustainability of partners' work in communities. Deepening and expanding this work is needed now more than ever.
- Support for young or emerging feminist leaders is important for generational renewal and equipping young leaders to realize their vision grounded in their local realities. Younger activists need practical opportunities and to be integrated into NWI's work as partners.
- An integrated partnership model that supports women peace networks and movements, as opposed to single organizations, could strengthen the impact.



Tawakkol Karman, Jody Williams, Shirin Ebadi and Rigoberta Menchú Tum in Guatemala in October 2017, gathering a first-hand account of violence perpetrated against women land defenders. Credit: NWI.



A coalition of women from the Nobel Women’s Initiative, Women Cross DMZ, WILPF, and the Korean Women’s Movement for Peace, advocating for an end to the Korean War at a meeting in Washington DC in 2019. Credit: Allison Shelley.

- Political accompaniment and high-profile delegations, such as ones to Central America, Ukraine and South Korea, increase local partners’ visibility, broaden public awareness of key issues, and advance women’s advocacy agendas.
- Communications work can be strengthened in coherence to present a stronger organizational voice at strategic moments, including increasing both NWI’s social media and traditional media presence.
- There is a critical need for NWI to continue to focus on aligning the way we work and our internal organizational practices with feminist principles.
- Laureates have a unique capacity to inspire and mobilize funds from individuals, nurturing an expanding funding support for feminist activists and networks.

The Strategic Directions mark a new phase. We are strengthening our commitment to invest in being a learning organization. Accordingly, while we are laying out strategic directions based on principles of feminist accountability and delivering results, we also see this as a living document underpinned by our commitment to continuous reflection and learning. That learning will feed ongoing

revisions to this document in line with the demands and opportunities of women peace activists around the world.



Leymah Gbowee, Jody Williams and Tawakkol Karman in Poland, 2022, Credit: Ania Bystrowska.



Shirin Ebadi, Rigoberta Menchú Tum and Tawakkol Karman at a Feminist Resistance conference, 2017. Credit: Rachel Corner.

STRATEGIC DIRECTIONS

2023 – 2027

Theory of Change

DESIRED IMPACT:

NWI outcomes lead to more courageous and collective actions for peace, to transform old, ineffective approaches to resolving conflicts and create conditions for a more peaceful, just, sustainable, democratic and equal world.

Our strategic directions emerge from a Theory of Change that enables us to remain adaptive to the realities of a fast-changing world. Our fundamental assumptions - backed by evidence - are that the nonviolent movements, and the inclusion of women in decision-making, are central to creating greater security for all.

IF WE AMPLIFY

nonviolent solutions and strategies by expanded outreach and communications with media, **THEN** women activists and their solutions will be more represented in media and contribute to transforming media coverage of peace and security, in turn supporting policy change.

IF WE INFLUENCE

decision-makers with women activists directly, **THEN** we will expand access, visibility and voice of activists, increasing their ability to influence strategies and policies of decision-makers.

IF WE UNITE

as women Nobel Peace laureates, and engage in solidarity and partnership with young women, communities, women leaders, organizations and feminist movements, **THEN** the collective power of women's movement and feminist peace leadership will be bolder.

BECAUSE

effective and collective strategies and sisterhoods for peace across communities and countries are essential to creating conditions for a more peaceful, just, sustainable, democratic and equal world.

OUTCOMES

Our strategic directions are framed by **three key outcomes:**

Women Leading Peace Together



OUTCOME 1:

Collective power of women’s movement and feminist peace leadership is bolder

“Investing in women’s leadership is the way we are going to change a world from one of conflict and violence to one of peace and hope”

— Leymah Gbowee.

Change is driven from the ground up by women’s movements and leaders who provide the sparks and the hard work needed to prevent violence and maintain peace every day. Women’s groups and women leaders – from Afghanistan to Liberia and Ukraine -- are often working in resource-poor environments, confronting threats to their own security and communities, and with inadequate opportunities to build trust. Solidarity, support and sisterhood are crucial in these situations. As a Women Peace and Security (WPS) community, we still have a lot to learn about how to build and sustain our collectives and our trust within and across communities and movements.

SOLIDARITY STRATEGY 1

Sisterhoods and Partnerships

Women Influencing Change



OUTCOME 2:

Decision-makers recognize and center the priorities of women activists in strategies and policies

“We don’t want words. We want action,”

— Dr Shirin Ebadi.

Access to decision makers leads to influence and impact on policies, decisions and resources. When decision-makers are engaged strategically, they can center peace and women’s analysis and solutions. NWI will continue to work to influence decision-makers and institutions that determine the trajectories of peace and conflict so that they center priorities and strategies of women’s and feminist organizations.

NWI will continue using the platform and access of the laureates to link women activists to elected officials, powerful institutions, thought-leaders, multilateral decision-makers or regional institutions, to spearhead change in patriarchal and militaristic policies, decisions, and institutions.

SOLIDARITY STRATEGY 2

Political Accompaniment, Advocacy and Delegations

Women Shifting Media Narrative



OUTCOME 3:

Women activists and their solutions for peace are more represented in media, transforming dominant narratives

“Without facts, you can’t have truth,”

— Maria Ressa.

Despite the central roles women play in driving peace, dominant narratives on peace and security continue to position women as victims and exclude their voices. Men are significantly more visible as experts in news stories than women. In 2020, the Global Gender Monitoring Project found that only 24% of expert voices in the news are women.

At the same time, feminist journalists are central to resisting authoritarianism, are part of movements for change, and also face threats and harassment in carrying out their work. In contexts of deepening authoritarianism, they may be subject to harassment by authorities, cancellation of press permits, or ‘lawfare’ (fabricated charges and spurious lawsuits designed to sap their time and resources).

SOLIDARITY STRATEGY 3

Amplification, Outreach and Communications

Sharing a Short Story of Combined Outcomes

The three outcomes of the Strategic Directions are not linear, nor separate. They are integrated and interconnected in how NWI works. This example from a NWI delegation to Guatemala highlights how engaging with the media, advocacy and sisterhood with the women’s movement combine to spotlight the work of activists and contribute to change.⁷

“One way to protect and strengthen women’s voices in defense of rights, land, and peace is to pass them the Nobel mic. An entourage of national press follows the laureates—often the same media that routinely ignore or malign women’s movements every other day of the year. With the spotlight on the laureates, those media are forced to relay the voices from below. Subversive messages emerge. They crack through the carefully crafted corporate lines that attack the opposition, hide the damage to earth and communities, and promote a worn-out promise that progress lies in stripping natural resources as quickly as possible.

At every stop, regardless of the issue or the audience, the main message is: you are not alone. Jody Williams spoke directly to women activists everywhere: “Often we think that resisting is all sacrifice, that nobody knows we’re fighting back. But the whole world understands there’s a battle going on—not only in Guatemala, but in Latin America—against the exploitation of resources in this part of the world. I want you to know that in other communities throughout the world there are people like you who also don’t want to live under corrupt governments and don’t want to live in systems that seek to kill our Mother Earth. Together we can do this.”



Women, Land and Peace: Nobel Peace laureates’ Delegation to Honduras and Guatemala. Credit: NWI.



SOLIDARITY STRATEGIES

The outcomes identified are carried out through solidarity strategies that NWI has honed over the past 16 years, and which we intend to strengthen in the next period. The contexts where we work differ greatly and how we show up in the world as NWI is always responsive to local contexts.

“ No one person changes the world.
We together change the world”

— Jody Williams.



Solidarity Strategy 1

SISTERHOOD AND PARTNERSHIPS

Nobel Women’s Initiative works in sisterhood and partnership across a wide range of communities, women’s organizations and feminist movements. Partnerships explore and model how effective collaboration, based on feminist principles, contributes to amplifying women’s priorities for peace and security in different contexts and conditions.

Core to this strategy is solidarity between the laureates, solidarity with young women, with women’s movements, and solidarity with women in emerging conflict situations.

Nobel Women’s Initiative will:

Unite as the sisterhood of laureates in collective actions to strengthen feminist peace leadership. We will do this by integrating the innovative initiatives that individual laureates are undertaking into NWI’s work in a strategic way, co-creating spaces together, expanding the Nobel Peace laureates sisterhood by inviting other women Nobel Peace Prize laureates, and exploring inviting other women Nobel Prize laureates to join the initiative; and by analyzing and publicizing what we are learning about what works to strengthen sisterhood with each other and our partners.

Build and nourish a community of young women activists to support generational renewal and boost confidence and connections of young activists. We will:

- Through the Sister to Sister program and the creation of a global ‘Institute for Young Feminist Peace Leaders’ enrich a widening circle of women peace activists with leadership skills, media and communication skills, management capabilities, advanced and up-to-date knowledge about global and regional peace and security dynamics.
- Center the views and priorities of a new generation of activists by launching a virtual Feminist Peacebuilders School – regularly featuring laureates in dialogue with young women leaders from different conflict areas, exploring young women’s questions and concerns, and consistently engaging young women activists in practical and action-oriented strategies.



Emerging leaders from over 20 countries gathered in Liberia in 2019 for the groundbreaking Claiming Our Space: Emerging Feminist Voices for Peace summit. Credit: Carielle Doe.

Foster solidarity and radical love *between* and amongst communities, women leaders, organizations and feminist movements. We will:

- Build peace *within* at individual, organizational, movement and network levels, devising innovative ways for NWI laureates to use their leadership, voice and inspiration.
- Explore new ways of mobilizing resources - financial/technical/social networks - for women-led movements, globally and in post-conflict countries, to conduct their work.
- Bring activists together, giving them the opportunity to share experiences, challenges, best practices and to learn, build cross-border alliances and networks, and be inspired by each other's work is a key component of successful activism. NWI will create such spaces through a variety of convenings.

Strengthen the depth and breadth of partnerships with a wide range of partners that are aligned with our principles. We will:

- Regularize consultations with our network of partners to ensure that the visibility and access that the laureates can bring to existing activities is maximized for the benefit of a shared agenda;
- Hold gatherings of partners to identify collective priorities and areas of collaborative advantage;
- Develop shared guidance to clarify what partners can expect of NWI and what NWI will expect of partners.

For example, two partnerships NWI will undertake for the period: in Mexico, Guatemala, Honduras, NWI will work with JASS on “Building Women’s Collective Power for Rights & Resources in Mesoamerica”. Across multiple conflict contexts - Afghanistan, Colombia, Nigeria, Palestine, Libya, Syria, Yemen, Iraq - NWI will work with WILPF “Strengthening the Global Grassroots Movement for Feminist Peace”.

On delegations planned in the next period, NWI will partner with local activists and organizations.



Solidarity Strategy 2

POLITICAL ACCOMPANIMENT, ADVOCACY AND DELEGATIONS

Due to the access the laureates enjoy by virtue of being recipients of the Nobel Peace Prize, Nobel Women's Initiative works on political accompaniment with activists. This includes various tactics from participating in direct actions to high level advocacy. NWI has to be flexible and adaptive to emerging situations and opportunities and respond to the urgent needs of partners in order to be effective and relevant. During a crisis, local women's organizations and movements are first responders because they are grounded in the local context. They understand the local needs and how best to avert further conflict, but they don't always have access to political leaders and policy-makers. If this access is gained, they can take advantage of an emerging window of opportunity. NWI will work on strengthening its organizational voice, planned political work, and responsive political work. Delegations are one of the signature actions undertaken by the Nobel Women's Initiative since 2008 and will be continued and strengthened. Delegations are often organized in response to crisis and conflict situations, or in response to an emerging opportunity. Typically, the delegations also include the participation of human rights experts, journalists, artists (writers, comedians, musicians), donors and other civil society partners.

Nobel Women's Initiative will:

Ensure political accompaniment, which entails brokering relationships between women activists and decision-makers, media, bilateral and multilateral organizations, donors and others, in collaboration with women's networks.

Ensure crisis response mechanisms based on feminist political analysis related to specific countries and issues – in consultation with women and partners – to identify strategic entry points for accessing key decision-makers at all levels.

Conduct delegations led by the Nobel Peace laureates and organized by NWI working in close collaboration with partner organizations. Every delegation will respond to the specific context, but all of them will involve three key components:

- Listening to and amplifying the testimonials of women on the ground;
- Meeting with high-level local and national authorities – including the head of state, cabinet ministers, members of Congress/Parliament - together with local activists;

- Media outreach to both national, regional and global media to amplify the voices of women activists.

Enhance the preparations, partnerships and follow-up to NWI's delegations and political accompaniment, ensuring advance planning, strategic partnerships and incisive political analysis underpin our delegations.

Work with partners to ensure follow-up to delegations, including identifying the kinds of resources that NWI can help to mobilize to strengthen work and advocacy of local groups and linking them to national and global initiatives.

Advocate for peaceful resolution to conflicts, the inclusion of women providing solutions to conflict, rebuilding and reconciliation, as well as climate change, demilitarization and disarmament, while centering gender equality and democracy, and increased resources for women's peace work. Ensure that key decision-makers are exposed to and aware of women's realities in conflict, their solutions for peace and their contributions to peacebuilding. Amplify and center feminist voices, positions, and priorities in formal and informal peace and reconciliation processes.

Solidarity Strategy 3

AMPLIFICATION, OUTREACH AND COMMUNICATIONS



NWI intends to significantly strengthen its media work over the next five years, working in a holistic and strategic manner. NWI will use the megaphones of the laureates to expand coverage, shift narratives, and highlight the crucial roles women play in maintaining peace and in the struggle for justice and democracy. It will strive to ensure inclusion of women's voices in every level of coverage on peace and security.

Nobel Women's Initiative will:

Increase proactive engagement with the media by:

- Building relationships with reporters covering country-situations, and gender, peace and security issues, to promote reporting on demilitarization, gender issues in conflict and crises, and to amplify the voices of feminist activists;
- Engage with mainstream and niche media through a wide range of traditional communications and creative media approaches including press releases, media outreach and interviews, op-eds, print and digital reports, social media channels, and the website.

Expand women peace leaders' presence and voice in the media by:

- Continuing to grow the *InterviewHer* database with women experts from around the world and to actively promote the resource to reporters;
- Providing media training to women activists to build the capacity of women's movements and women peacemakers to effectively engage with media.
- Dedicating more resources to actively pitching underrepresented stories relevant to the women, peace and security area to the media.



Leymah Gbowee giving an interview to Radio Miraya in South Sudan, 2023. Credit: NWI.

Support press freedom, the decolonization of media, and the protection of women and feminist reporters working in conflict situations by:

- Working with partner organizations that support efforts to protect feminist journalists from harassment including a circle or group of media allies.
- Exploring programs and linkages with citizen journalists (for instance during NWI delegations).

Undertake campaigns, events, communication work related to delegations and convenings.

STRENGTHENING ORGANIZATIONAL CULTURE AND CAPACITY

The bold outcomes envisaged in the Strategic Directions will require investing in our own sisterhood at NWI. We have adopted clear feminist principles to guide our work and relationships with each other, and we are excited to put our collective, accountable, and shared leadership into action in 2023-2027.

The laureates, the Board of Directors, and members of staff will together define, hold and amplify the vision, mission and strategy, and ensure that our values will infuse every aspect of Nobel Women's Initiative's work.

As noted under outcome 1, supporting the sisterhood of laureates is foundational. Working as a sisterhood and a collective, the laureates who affiliate with NWI will continue to support each other's priority work and country-specific work (e.g., in Liberia, Yemen, Central America and Iran) as well as a number of thematic priorities. In the future, the laureates and NWI hope to have an even more holistic approach, so that the relevant investments and initiatives they are prioritizing through their individual foundations and institutes can also be supported through NWI. Widening the laureates sisterhood by inviting other women Nobel Peace Prize laureates, and exploring inviting other women Nobel Prize laureates to join the initiative.

NWI will continue to operationalize and model feminist governance with the Board of Directors to ensure organizational decision-making is based on a clear set of priorities and criteria, and that decisions are communicated within the organization to resolve and prevent tensions.

NWI will continue to operationalize commitments and principles in the daily work of the organization. We will prioritize developing and maintaining an environment and culture of health, well-being and care for our employees in line with the feminist, anti-racist and anti-oppression principles and approaches. Under the direction of the Executive Director, appointed in 2022, we will work to ensure a positive culture, a human resource assessment, revision of personnel policies, updated compensation policies and salary bands, accountability mechanisms, and ongoing alignment of the culture and practices will be conducted. NWI will expand staffing in the strategic areas as part of the implementation plan. NWI anticipates that it will grow from a staff of 5 to a staff of 10 over the next 5 years.



Nobel Peace Prize laureates Jody Williams, Tawakkol Karman, Leymah Gbowee, and Shirin Ebadi in Liberia, 2019. Credit: NWI.



NWI Executive Director Maria Butler, Nobel Peace Prize laureate Leymah Gbowee, and Board Member and Sister-to-Sister alum Dildar Kaya at the Munich Security Conference, 2023. Credit: NWI.

The Philanthropy Circle of NWI is a close-knit group of bold donors who are instrumental in enabling the Nobel laureates and staff to accomplish their crucial work of supporting women in their efforts to achieve peace, equality and justice. The members make a three-year (or longer) commitment to give between \$25,000 and \$100,000 annually to the Nobel Women’s Initiative. They are part of the laureates’ delegations, conferences and other special events throughout the year. The Circle members participate in quarterly calls and have their own annual retreat. We will strive to strengthen and widen this group in the coming period.



Philanthropy Circle member Kathy Terry in Oslo together with Jody Williams and the NWI team, 2023. Credit: NWI.

Risk management in NWI operates at an organizational and project level with assessments carried out to identify potential risks using a continuous integrated risk management cycle. For example, although a global pandemic was not anticipated, and posed significant risks to ongoing activities, NWI conducted a risk assessment of remaining program plans, and developed an alternative, innovative online delivery model that ensured the project outcomes could still be achieved.



Women Peace Candle March in Seoul, 2018. Credit: Jee Hyun Kwon.

Accountability and Learning of Strategic Directions

Nobel Women's Initiative Monitoring, Evaluation, Accountability and Learning (MEAL) framework forms the basis for constant improvement and accompanies the Strategic Directions. The organization uses mixed methods of MEAL, including ongoing monitoring of progress towards achieving outcomes, and integrating the learnings and findings into programming.

Data is collected through baseline assessments, activity reports, participant surveys and evaluation forms, media scans/reports, social media analysis, quarterly strategic planning and review meetings, partner and stakeholder reports, and direct interviews. It is stored and analyzed on Impact Mapper. Outcomes, outputs, activities noted in this document will have related indicators and targets to measure progress. Indicator guides are, and will continue to be, developed to assist staff with responsibilities for data collection to ensure it is done in a timely manner.

A core component of all programming (design, implementation, monitoring, evaluation/reflective learning) involves consistent consultation with local and international partners. Nobel Women's Initiative will continue to work closely with partners prior to any major activity (delegations, convenings, etc.) to gather information to help inform activity planning. Consultation will continue through to the end of all activities, and partners are, and will continue to be, invited to provide feedback and evaluation through activity reporting, evaluation surveys and direct interviews.

External evaluations of our program work and organization will be commissioned as needed.

In the next period, we plan to strengthen our capacity in MEAL.

Resourcing of Strategic Directions

Nobel Women's Initiative's total estimated 5 year budget is USD 10.2 million.

Annually our current estimate for 2023 is: USD 1.5 million, 2024: USD 1.8 million, 2025: USD 2 million, 2026: USD2.3 million, 2027: USD 2.5 million. Budgets are prepared and reviewed annually.

Nobel Women's Initiative has a diverse funding base of institutional donors, private foundations and individual philanthropists. Moreover, NWI seeks out mission-related funding opportunities from various government and private grant-making organizations. Nobel Women's Initiative works collaboratively with long-standing partners on project grants that leverage each organization's expertise, enhancing the collective ability to achieve a project's desired outcomes and impacts.

Nobel Women's Initiative has a committed Philanthropy Circle - individual donors who commit to contributing substantial donations annually for a minimum three years. Since 2010 individual donors have represented an average 42% of the operating budget of the Nobel Women's Initiative. A retreat organized by the circle resulted in their re-commitment to maintaining contributions for at least an additional three years. Several new donors joined the Philanthropy Circle - a donor expansion strategy led by donors themselves. In 2023-2027, NWI aims to expand the Philanthropy Circle, and try out a variety of fundraising approaches, including events.

Nobel Women's Initiative has no debts and has an adequate reserve.

CONCLUSION

Our collective and courageous actions in these years will define the world for generations to come. Every day we work with brave and pioneering women around the world - future Nobel Laureates- and together with them we unite in actions leveraging collective power to amplify nonviolent solutions, defend justice, and champion equality for all. Join our efforts. Join Women's Collective Power to Lead Peace.



Women's rights and peace activist Riya Yuyada at the Women's Transformational Leadership Conference in Juba, South Sudan, 2023. Credit: NWI.

STRATEGIC DIRECTIONS 2023 – 2027

Theory of Change

Desired Impact:

Together, NWI outcomes lead to more courageous and collective actions for peace, to transform old, ineffective approaches to resolving conflicts and create conditions for a more peaceful, just, sustainable, democratic and equal world.

Women Leading Peace Together



OUTCOME 1:

Collective power of women's movement and feminist peace leadership is bolder

SOLIDARITY STRATEGY 1

Sisterhoods and Partnerships

Women Influencing Change



OUTCOME 2:

Decision-makers recognize and center the priorities of women activists in strategies and policies

SOLIDARITY STRATEGY 2

Political Accompaniment, Advocacy and Delegations

Women Shifting Media Narrative



OUTCOME 3:

Women activists and their solutions for peace are more represented in media, transforming dominant narratives

SOLIDARITY STRATEGY 3

Amplification, Outreach and Communications

IF WE UNITE

as women Nobel Peace laureates, and engage in solidarity and partnership with young women, communities, women leaders, organizations and feminist movements, THEN the collective power of women's movement and feminist peace leadership will be bolder.

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decision-makers with women activists directly, THEN we will expand access, visibility and voice of activists, increasing their ability to influence strategies and policies of decision-makers.

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nonviolent solutions and strategies by expanded outreach and communications with media, THEN women activists and their solutions will be more represented in media and contribute to transforming media coverage of peace and security, in turn supporting policy change.

Endnotes

- 1 Chenoweth, Erica and Stephan, Maria J., “Why Civil Resistance Works: The Strategic Logic of Nonviolent Conflict,” 2019 and Chenoweth, Erica and Marks, Zoe, “Women’s Participation for Peaceful Change” Research Brief, 2020 (UN Women, Prio and FBA).
- 2 Women Leading Peace: Standing with Women in Conflict Nobel Peace laureates’ Report on delegation to Poland and Ukraine www.nobelwomensinitiative.org.
- 3 Stockholm International Peace Research Institute (SIPRI), www.sipri.org.
- 4 Varieties of Democracy, www.v-dem.net.
- 5 Htun, Mala, Weldon, S. Laurel, Oxfam GB, Sweetman, Caroline (2013), <https://policy-practice.oxfam.org/resources/feminist-mobilisation-and-progressive-policy-change-why-governments-take-action-295457/>.
- 6 Reckoning and Repair as a Feminist Effort, July 2021, Report by Community Resource Exchange. www.nobelwomensinitiative.org
- 7 These Women Nobelists Are Fighting for Grassroots Activists in Central America, By Laura Carlsen , November 17, 2017.

Credits

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Graphic design: Jenny Walker, jwalkerdesign.ca

Version dated 7 March, 2023.

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