



BUILDING SAFETY THROUGH SOLIDARITY

NONVIOLENT PEACEFORCE STRATEGIC PLAN 2026-2028

This strategic plan positions us to act with clarity and courage in a time of disruption. The challenges ahead are formidable, but they also illuminate the enduring relevance of NP's mission and values.

Ultimately, this plan is an invitation—to our teams, partners, and supporters—to deepen our collective practice of care, accountability, and solidarity. Together, we will keep learning, adapting, and accompanying those at the frontlines of human dignity. And together, we will continue to prove that protection grounded in humanity can transform not only lives, but the systems that shape our shared future.





The moment we're in

Nonviolent Peaceforce is at the forefront of Unarmed Civilian Protection (UCP)—connecting frontline practice with global policy to redefine how peace and security are built. The context we work in holds real tension. Civilian safety is under pressure from every direction: political instability, economic strain, environmental crisis, and intensifying conflict. And yet, the opportunity for lasting transformation has never felt more present—people across the world are investing in community, mutual care, and the values nonviolence has long championed.

This moment is calling for a fundamental shift—from separation to interdependence, from top-down engineered systems to societies where the wellbeing of each part sustains the whole. NP is built for exactly this moment.

How we show up

We are steadfast on the path of interrupting cycles of violence and building the conditions for communities to coexist safely. Over the next three years, we build on what we've already proven. Our focus sharpens around direct, lifesaving protection while scaling the practice and values of UCP across conflict management, prevention, and civilian safety. We deepen our investment in gathering evidence of UCP's impact and amplify the voices of those most affected by violence—creating space for stories of protective, inclusive action that too often go untold.

Together, we work to rebalance the power asymmetries that allow violence and deprivation to be treated as normal. In a time of weakening institutions, we bring UCP approaches to policy, organizational development, and civil society—reaching non-traditional actors, businesses, and anyone where meaningful connection is possible. Underlying all of this is a commitment to operational excellence—protecting the agile, adaptable ways of working that allow NP to bend without breaking, even in the hardest of times.

We are a community of care and solidarity for one another, for the communities we are in service of and all we partner with. *Everything we do in the next three years will be through this lens.* We will lean in with courage, tenacity and joy as we contribute to inclusivity, justice, equity, and peace.

Where we are going

Everything NP does contributes to our overarching goal of **interrupting cycles of violence** and **enhancing nonviolent responses to conflict**, moving us closer to our vision of a worldwide culture of peace. Accelerating the application and recognition of UCP is how we get there, enabling us to prevent violence and catalyse local actors to strengthen their own nonviolent responses to conflict. The next three years are about doing exactly that — with greater scale, sharper focus, and renewed resolve. Here is where we are directing our energy.



We stand at a moment that demands acceleration, innovation, and resolve.

We will continue to be present where the risks are greatest.

We will help build and strengthen the global community of UCP practice.

We will evolve the practice of UCP to meet emerging threats.

We will demonstrate impact through evidence and narrative.

We will leverage our 23 years of experience, reach, and influence to serve as a force multiplier for peace.

We will amplify our impact to redefine what effective, principled protection looks like.



Objectives

The world is not waiting. Neither are we. These objectives define where NP is placing our energy and resources over the next three years—chosen not for ambition's sake, but because the need is urgent and our capacity to meet it is proven. We are organizing our work under three interconnected areas: adapting our direct impact on protection, building the knowledge and influence to shift systems, and strengthening the organization that makes all of it possible.



Protecting people now, shaping the future

Protection impact and adaptation

The world needs direct, frontline civilian protection more than ever—and NP delivers it. *Protective accompaniment, strategic presence, interpositioning, shuttle diplomacy*—these are NP's signature contributions, and in an era of intensifying violence, they are in demand. Over the next three years, we are scaling and sharpening this work: enhancing our rapid response capacity to extend direct protection programming beyond our existing country programs, strengthening direct protection skills across our teams, and ensuring that everything NP designs and proposes continues to put frontline protection at its core. We are also investing in identifying where we are needed next—from new operational locations to different delivery modalities.

At the same time, the threat landscape is changing, and NP is changing with it. We are investing in cross-organizational infrastructure to provide protection and risk reduction in digital spaces—including digital accompaniment and rumor-control mechanisms. We are establishing cross-cutting drone safety programming, implementing protective advocacy strategies for AI and autonomous weapons systems, and building partnerships with climate and sustainable energy actors to integrate proactive risk reduction into our work.





Building the Global Architecture for UCP

Influence, knowledge, and systems change

Unarmed civilian protection works—and the world needs to know it. We are strengthening the global UCP Community of Practice, launching the UCP Academy to formalize knowledge-sharing, and expanding the UCP Changemakers initiative to resource locally-driven micro-projects. We are investing in our ability to translate our collective experience into influence. This means deepening engagement with regional peace and security bodies, expanding our media presence and storytelling, and strengthening our brand and communications to reach new audiences and grow the movement for civilian-led protection. And it means building the evidence base that makes influence possible — including research into the relationship between improved civilian security and reduced humanitarian aid dependency. The Peace Indicator Framework sits at the center of this: generating frontline data that informs our own decision-making while demonstrating to the world that civilian-led protection delivers measurable, lasting change.



Sustaining protection beyond NP's direct presence

Sustainability and organizational health

Sustainability for NP is not solely about keeping the lights on—it is about resilience with integrity. In an era of shrinking humanitarian space and constrained resources, that means disciplined adaptability, diversified funding, and systems that enable agile, ethical decision-making. It also means knowing when NP's direct presence should evolve—through transition to local leadership or responsible exits that embed UCP principles within communities long after we have gone. To do so, we are planning our exits with the same intentionality we bring to our start-ups: developing structured transition strategies that transfer capacity, preserve impact, and uphold our commitments to localization and community leadership—including supporting localized UCP Communities of Practice and as part of our legacy-building approach.

