



NALAFEM COLLECTIVE

**STRATEGY
2023 - 2027**

**Towards The Liberation of African
Women & Girls**



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Welcome Message

by Founder & President Aya Chebbi

Welcome to Nala Feminist Collective (Nalafem),

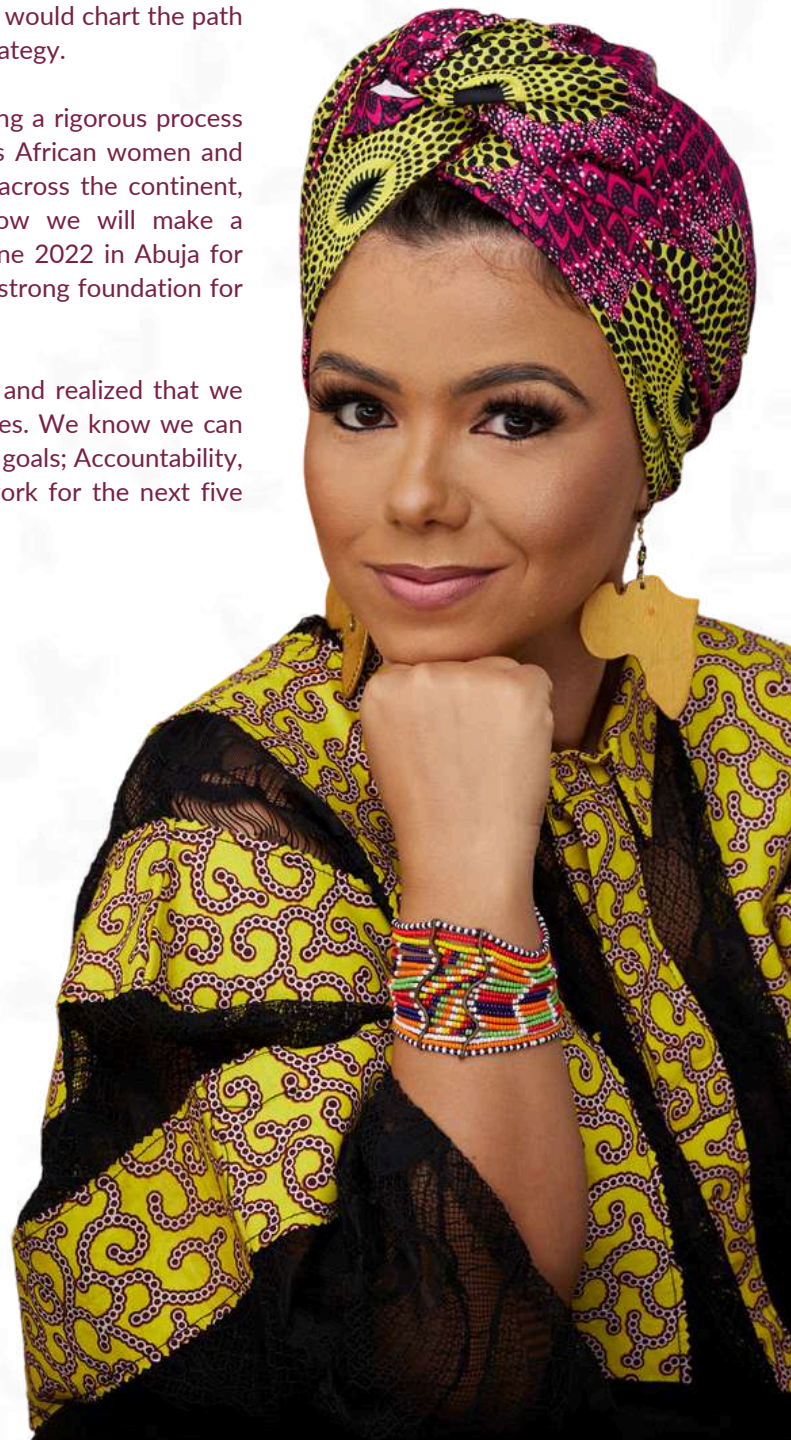
When I invited young feminist leaders from Africa and the Diaspora to join a feminist collective, and later launched Nalafem on 1st July 2021 at the Generation Equality Forum in Paris, I did not imagine that in one year we would chart the path ahead with speed, develop and adopt a powerful five-year strategy.

I am proud to present to you our first strategic plan following a rigorous process of; analyzing the Africa we live in, unpacking the challenges African women and girls face today, undertaking in-country advocacy missions across the continent, listening in multigenerational spaces and interrogating how we will make a difference. We came together as Nala Council on 27-30 June 2022 in Abuja for our first Council Retreat to challenge each other and build a strong foundation for the collective.

On our 1st year anniversary, we reflected on our progress and realized that we need to double down on our advocacy with focused priorities. We know we can create the most impact as a collective through three strategic goals; Accountability, Politics and Socio-Economic Powers, which underpin our work for the next five years.

We must FEM. Foster accountability on Africa Young Women B+25 Manifesto, Enable African women and girls by investing in their Socio-Economic Power and Mobilize young women to rise into politics. We have also curated exciting flagship projects to translate this vision into tangible results including; Nalafem Academy, Index, Fund, Intergenerational Accountability Dialogues, I Am Nala Book, Summit & Awards among others.

We will work harder and do more for African women and girls ensuring we pave the way, uplift other women and grow our collective as a multigenerational alliance. We will use multi-track diplomacy, advocacy & our voice for transformative feminist change.



ABOUT NALA FEMINIST COLLECTIVE

WHO WE ARE

Nalafem Collective is a Pan-African multigenerational platform of women politicians and activists with a mission to FEM. Foster, Enable, and Mobilize for transformative feminist leadership.

THE JOURNEY

Nalafem emerged in 2021 from the [Africa Young Women Beijing+25 Manifesto \(B+25 Manifesto\)](#) developed in consultation with 1500 African youth from 44 countries and over 30 partners under the mandate of Ms. Aya Chebbi as the African Union Special Envoy on Youth. The B+25 Manifesto is a groundbreaking feminist political document that sets out critical issues of concern for young women of Africa and makes demands for addressing them. The Manifesto is the result of five **Regional Barazas** that convened over **1500 young people** from across **44 African countries** and over **30 partners** from 12 - 30 October 2020. The B+25 Manifesto was handed over during Africa Young Women Beijing+25 **High-Level Intergenerational Dialogue** on **25 November 2020**, by Ms. Aya Chebbi to Amb. Delphine O (Secretary General of the Generation Equality Forum), H.E. Bineta Diop (African Union Special Envoy on Women, Peace and Security), and Phumzile Mlambo-Ngucka (Executive Director of UN Women).

These engagements birthed Nalafem which led a **mobilization campaign** between April and June 2021 advocating for African feminists' voices at the **Generation Equality Forums (GEF)** and the **Action Coalitions** which led to collecting 10.360 signatures of B+25 Manifesto from over **105 countries**. Nalafem's efforts in collaboration with partners and youth activists succeeded to include **8 out of the 10 demands** into Action Coalitions and Women, Peace and Security and Humanitarian Action Compact.

THE 10 DEMANDS

The 10 Demands are namely: Economic Justice; Criminalize Gender-Based Violence; End Gender-Based Discrimination; Access to Justice and Protection; Sexual and Reproductive Health and Rights; Mental Health and Well-Being, Inclusive; Equitable and Quality Education; Digital Justice; Silencing the Guns; and Intergenerational Co-Leadership.



AFRICA YOUNG WOMEN B+25 MANIFESTO

OUR MANIFESTO

<p>Demand 1</p> <p>ECONOMIC JUSTICE</p> <p>We, Africa Young Women, demand no more unpaid work and free services.</p>	<p>Demand 2</p> <p>CRIMINALIZE GENDER BASED VIOLENCE</p> <p>We, Africa Young Women, demand a society free from gender based violence.</p>	<p>Demand 3</p> <p>END GENDER DISCRIMINATION</p> <p>We, Africa Young Women, demand the end of gender discrimination.</p>	<p>Demand 4</p> <p>ACCESS TO JUSTICE & PROTECTION</p> <p>We, Africa Young women, demand equality & justice before the law.</p>	<p>Demand 5</p> <p>SEXUAL AND REPRODUCTIVE HEALTH RIGHTS</p> <p>We, Africa Young women, demand the respect of choices pertaining to our bodies.</p>
<p>Demand 6</p> <p>MENTAL HEALTH AND WELLBEING</p> <p>We, Africa Young Women, demand the provision and safe access to mental health care.</p>	<p>Demand 7</p> <p>INCLUSIVE, EQUITABLE AND QUALITY EDUCATION</p> <p>We, Africa Young Women, demand for education to be a right not a privilege.</p>	<p>Demand 8</p> <p>DIGITAL JUSTICE</p> <p>We, Africa Young Women, demand respect for our digital identities.</p>	<p>Demand 9</p> <p>SILENCING THE GUNS</p> <p>We, Africa Young Women, demand an Africa that is conflict-free.</p>	<p>Demand 10</p> <p>INTERGENERATIONAL CO-LEADERSHIP</p> <p>We, Africa, Young women, demand that it's time for co-leadership.</p>



Following the successful campaign, Nalafem was **officially launched** during the Generation Equality Forum in Paris on **1st July 2021**. Following the launch, Nalafem provided grants to youth-led organizations to convene six national Intergenerational Accountability Dialogues in order to support the implementation of the Action Coalitions' commitments at the national level and engage African women and girls in the 5-year journey of accountability on the international community's commitment of **USD40 billion**.

In **2022**, Nalafem focused on empowering its Council, Secretariat and networks. We hosted the Inaugural **Nalafem Summit** in Abuja, following the Nala Council **Retreat** where council members developed the 2023 - 2027 Strategy as part of the Nala Cycle of Transformation 2020- 2030. We also launched the **"I Am Nala"** book, an anthology of seven memoir essays written by Nala Council narrating powerful journeys of becoming and overcoming.



[GET YOUR COPY](#)



[DOWNLOAD HERE](#)

[Download our 2022 Report.](#)

NALAFEM 2021 - 2022 MILESTONES

Nalafem Collective began the advocacy journey in April 2021, collected over 10,000 signatures to **B+25 Manifesto** and included the demands into **GEF** commitments. This culminated in diverse and inclusive stakeholders, youth and media engagements, and the official launch of **Nalafem** on July 1st, 2021. The outcomes of this journey have been translated into the following milestones:

STAKEHOLDERS & YOUTH ENGAGEMENT

- USD 36,000 direct grants to grassroots youth organizations
- 51 stakeholders, 26 member states engaged, 96 youth organizations engaged
- Pre-GEF Youth Forum and Post-GEF six Intergenerational dialogues for accountability in Tunisia, Kenya, Rwanda, Malawi, South Africa and Burkina Faso.
- Co-hosted and led 41 events and trainings
- Nala Council advocacy missions in Nigeria, Rwanda, Kenya, Ghana, Niger, Belgium, Germany, France and the USA.



10,000 SIGNATURES CAMPAIGN & POLICY CHANGE

- 8,780 online & 1,580 offline signatures from over 105 countries
- 14 high-level public endorsements of the Manifesto
- 8 out of 10 demands included into Action Coalitions and Women, Peace and Security and Humanitarian Action Compact
- Call to action of 35% youth quota among which 50% are women, included into the Africa-Europe Week Youth Track Outcomes Document delivered to the AU-EU Summit
- Membership to the Global Alliance for Care and Education Plus Initiative



MEDIA ENGAGEMENT & NARRATIVE CHANGE

- Two Press Conferences
- 17 features & Op-eds
- Academic Publication "The Struggles Continues: Pan-African Youth-Led Feminist Activism for Gender Equality"
- **I am Nala** Book Launch - the first published book of Nalafem
- **I Belong To Me** Book - contribution as editor



NALAFEM LAUNCH & SUMMIT

- 1st July 2021, official Launch at GEF Paris and established credibility and influence in the gender advocacy space
- 11 council virtual briefings & meetings
- 3-day Council Retreat (28 - 30 June 2022)
- 29 council advocacy speaking engagements
- 1st July 2022, Inaugural Nalafem Summit in Abuja with +150 participants & speakers



TIMELINE

OCT 2020

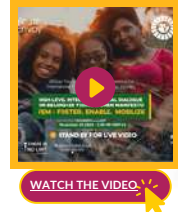
- 5 Regional Barazas consultations
- 1,500+ young people from 44 African countries + 30 partners
- Co-creation Africa Young Women Beijing+25 Manifesto

NOV 25TH, 2020

- High-Level Intergenerational Dialogue
- B+25 Manifesto Handover to UN Women and African Union



[B+25 MANIFESTO](#)



[WATCH THE VIDEO](#)

MAR 2021

- Team Strategic Planning Retreat (Mombasa, Kenya)

APR - JUN 2021

- 10,360 signatures collected from 105+ countries online & offline 8 out of the 10 demands of B+25 Manifesto incorporated into UN Action Coalitions & Women, Peace and Security and Humanitarian Action Compact

Jul 1st, 2021

- Official launch of Nalafem at Generation Equality Forum (Paris, France)



[WATCH THE VIDEO](#)

AUG 2021

- Six Intergenerational Dialogues For Accountability

[LEARN MORE](#)



JAN - MAY 2022

- Advocacy missions to Kenya, Niger, Rwanda, Belgium, Germany and France

JUN 2022

- Member of the Global Care Alliance and Education Plus Initiative
- Nala Council 1st Annual Retreat to develop the 5-year strategy (Abuja, Nigeria)

[FULL ALBUM](#)



JUL 1st, 2022

- Inaugural Nalafem Summit & Awards
- "I Am Nala" Book Launch

[I AM NALA BOOK](#)



ABOUT NALA FEMINIST COLLECTIVE

PROBLEM

- Grassroots and Intergovernmental Gap
- Generational Leadership Gap
- Policy and Implementation Gap

SOLUTION

African Feminist leadership organised into **collectives** to bridge the identified gaps

OUR VISION

Towards the liberation of African women and girls

OUR APPROACH

Multigenerational, intersectional and Pan-African approach to achieve the demands of women and girls

OUR MISSION

Foster, Enable and Mobilize (FEM) women and girls from Africa and the Diaspora for transformative feminist change.

OUR VALUES

SOLIDARITY

Our solidarity manifests in the values of empathy, feminist sisterhood and collaboration. We believe that the struggle of one is the struggle of all.

SOCIAL JUSTICE

We are driven by the sense of fairness and standing for human rights.

DIGNITY

We believe that every African woman and girl has the right to free thought and existence, and that financial freedom is the guarantee.

EQUITY

We recognize that African women and girls are not homogenous and have the right to be seen, heard, and treated equally as well as own and control the means of production.

DECOLONIAL FEMINIST PAN-AFRICANISM

We think decolonial, we act Pan-African, and we believe that there is no Pan-Africanism without feminism.

FOSTER

intergenerational co-leadership with greater inclusion of young feminists into decision-making at all levels



ENABLE

young feminists' collective engagement, capacities and free agency



MOBILIZE

resources, political support and accountability for the realization of the Africa Young Women Beijing+25 Manifesto

OUR THEORY OF CHANGE

The Nalafem cycle for transformation 2020 - 2030 comprises **4Cs** phases: **Creation, Capacity, Change, and Consciousness.**

Creation Phase (2020 - 2021)

Consists of creating demand for change by positioning Nalafem to strategically advocate for **B+25 Manifesto** engaging diverse stakeholders, decision-makers, women and youth in the Collective's advocacy.

01

Capacity Phase (2022)

Consists of **enabling** people to act by creating a community of Council, Secretariat, and Stakeholders.

02

Change Phase (2023 - 2027)

Consists of **behavioral change** focused on the implementation of Nalafem five year strategy.

03

Consciousness Phase (2025 - 2030)

Consists of **catalyzing** consistent action leading to the institutionalization process.

04



WHY COLLECTIVE

Change that transforms institutions, ideologies and systems requires collective and complementary influence work where decision-makers are persuaded and entitled to make decisions in favor of women and girls and those who are forced to the margins based on gender, race, age, ability, class and other factors. As a collective, we leverage our intervention and political action to harness the most powerful and compelling ideas to influence change proactively. Collective action through coalition work is central to our movement-building approaches and key to creating systemic change.

GENERATION EQUALITY COMMITMENT

Nalafem was launched as a core product of the Generation Equality Forum in Paris (July 2021) poised to disrupt the structures, norms and institutional arrangements that continue to disproportionately marginalize African women and girls. Nalafem is a commitment maker particularly on the below Action Coalitions.



Feminist Movements & Leadership Action Coalition

- Fund and support diverse feminist activists, organizations and movements
- Advance and increase meaningful participation, leadership and decision-making power of women, girls and non-binary people, in all their diversity
- Strengthen adolescent girls and young feminist leaders, their movements and organizations



Bodily Autonomy and Sexual & Reproductive Health & Rights (SRHR) Action Coalition

- Increase SRHR Decision-Making & Bodily Autonomy
- Strengthen girls, women's and feminist organizations and networks to promote and protect bodily autonomy and SRHR



Gender-Based Violence Action Coalition

- Autonomous Girl-Led & Women's rights organizations are enabled and empowered to exercise their expertise in addressing GBV
- Increase by 25 % the number of countries that ratify international and regional conventions on GBV against women and girls and by 50% the number of countries with multi-sectoral action plans on GBV



Economic Justice & Rights Coalition

- Through membership of GLOBAL ALLIANCE FOR CARE, increase women's economic empowerment by transforming the care economy
- Advocacy for up to 80 million decent care jobs to be created
- The number of firms owned by women is increased by 25% in all contexts, including in fragile and conflict situations

THE AFRICA WE LIVE IN

In 2020, the global community gathered for the twenty-fifth anniversary of the Fourth World Conference on Women and adoption of the Beijing Declaration and Platform for Action (1995). 2020 also marks the 20th anniversary of the Resolution 1325 (S/RES/1325) on women, peace and security. Despite progress made, unfortunately, no country was able to achieve gender equality. In Africa, we recognize the following challenges:



GOVERNANCE GAP

Government institutions deficiencies have been exacerbated by the COVID-19 pandemic, especially in delivering protection and essential services for girls. For instance, in the World Health Organization [study](#). On the impact of the pandemic on women's health in Africa, 40% of African countries have reported disruption to sexual, reproductive, maternal, child and adolescent health services. Such challenges also apply in education, transportation, justice and other services. Economic and political marginalisation of women in Africa in governance structures is a challenge and requires that women are in decision-making spaces.

VIOLENCE

An estimated 245 million women and girls, aged 15 years and above, are subjected annually to sexual and/or physical violence perpetrated by an intimate partner, and 200 million girls and women have undergone Female Genital Mutilation in 30 countries in Africa and Asia. Women and girls continue to mobilize resources and speak out in the face of systemic silencing to push for change towards safer societies. Reform and, in some cases, a total overhaul of policies and legal frameworks is needed to tame the tide of violence against women and girls in Africa, putting survivors at the center and shifting harmful gendered norms that underline this violence.

GENERATIONAL GAP

Women constitute only 21.9% of decision-makers holding ministerial portfolios as of 2021, where only 25.5% of national parliamentarians are women according to a [study](#) conducted by UN Women on women in politics in 2021, and where only 24% of the 12.113 parliamentarians in Africa are [women](#). Furthermore, the world we live in is where 60% of Africa's [population](#) is under the age of 25, while only 14% of lawmakers are under the age of 40, as of January 2021. The average age of African leaders is 64 and the average age of the population is 24.



As a collective, we take stock of these challenges and the long process to address them, but we believe that it is necessary to **foster, enable and mobilize** for transformative feminist change in order to make the Africa we live in free, peaceful and equitable.

WHAT DO WE WANT TO ACHIEVE?

2023 - 2027 STRATEGIC GOALS

Building on the success of our campaign to include 8 out of the 10 demands, from 2023 to 2027 we will advocate for the realization of B+25 Manifesto and GEF commitments.



STRATEGIC GOAL 1

ACCOUNTABILITY ON AFRICA YOUNG WOMEN B+25 MANIFESTO

Nalafem aims at leading accountability work on the implementation of international, regional and national instruments and commitments that are key in achieving gender justice such as the Maputo Protocol and the 5-year journey of Generation Equality and the Action Coalitions commitments. The focus for our advocacy is supporting member states to implement the B+25 Manifesto. As such, Nalafem aims at bridging the gap between policy and implementation, making sure young feminists are at the forefront.



How do we achieve it ?

Tracking : Collect data and monitor GEF commitments as well as the impact of B+25 Manifesto in African member states, while showcasing young feminist-led accountability.

Advocacy : Lead missions at national and regional levels, including intergenerational **accountability dialogues**, and engaging with decision-makers, civil society, and relevant stakeholders both online and offline

Innovation : Mobilize **resources** for young feminists and innovative initiatives focusing on the implementation of gender instruments including GEF commitments

WHAT DO WE WANT TO ACHIEVE?

2023 - 2027 STRATEGIC GOALS



STRATEGIC GOAL 2

INVESTING IN SOCIO- ECONOMIC POWER OF AFRICAN WOMEN AND GIRLS

Nalafem aims at supporting the work of women and girls in alignment with the 10 demands of the B+25 Manifesto. Through Nalafem, we undertake strategic interventions to invest in individual and collective actions for gender justice. We provide financial and technical support to ensure girls' financial freedom is key to improving their lives and livelihoods. Moreover, we invest in our own collective, council, staff and network so that we can meet increasing demands for our work.



How do we achieve it ?

Knowledge: Producing and delivering cross-cutting and intersectional research with digital tools that address the 10 demands of the B+25 Manifesto with a broader focus on gender equity, feminism and women rights centered on African voices

Training : Provide education opportunities, skills, coaching and knowledge for African women and girls

Paid Work : Offer paid internships, fellowships and consultancies for young women at Nalafem, while setting manuals for donors and organizations on how to engage and value the expertise of women and girls

WHAT DO WE WANT TO ACHIEVE?

2023 - 2027 STRATEGIC GOALS



STRATEGIC GOAL 3

RISING YOUNG AFRICAN WOMEN INTO POLITICS

Nalafem aims at advancing substantive representation and increasing the meaningful participation, leadership and decision-making power of women and girls. We aim to advance gender parity and the inclusion of women who are historically marginalized in all aspects, sectors and levels of public and economic decision-making, especially in political and government institutions, as well as in executive and legislative positions. This will also bridge the generational gap in decision-making and influence policy and practices in philanthropy directed to the feminist agenda.



How do we achieve it ?

Influence: Document, promote and expand feminist, intersectional approaches to decision-making and leadership, which acknowledge, analyse and challenge existing power relations and advances inclusive, gender transformative and rights-affirming laws and policies.

Convening : Facilitate spaces for young women in political leadership to disrupt male dominated politics, advance feminist ideologies and hold stakeholders accountable for their commitments.

Funding : Finance advocacy, participation and feminist agenda-setting by proactively subgranting movements and grassroots feminists as well as resourcing young women in politics and leadership positions at national governments and intergovernmental institutions

HOW WE WILL MAKE A DIFFERENCE

NALA FLAGSHIP PROJECTS

We will nurture an ecosystem for feminist transformation to target 1 million women and girls that will be impacted by 2027 through the following flagship projects:



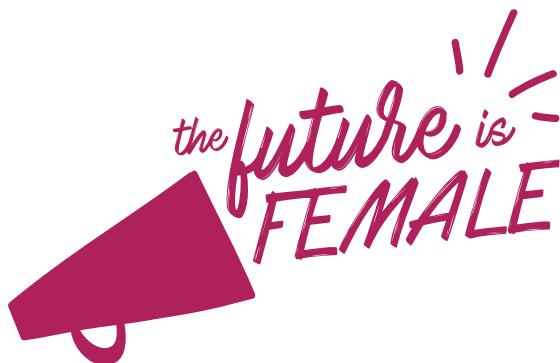
NALAFEM ACADEMY

The Academy would focus on delivering inclusive, diverse and interdisciplinary **trainings** and **fellowships** for education through learning, coaching, mentoring and building communities of changemakers including refugees, displaced, living with HIV, disabilities, among other marginalized groups.



NALAFEM INDEX

This Index will track progress made by African member states in the realization of B+25 Manifesto, through Generation Equality commitments. As of October 2022, no such initiative exists.



HOW WE WILL MAKE A DIFFERENCE

NALA FLAGSHIP PROJECTS



MULTI-GENERATIONAL DIALOGUES FOR ACCOUNTABILITY (MGD4A)

By helping to build a relationship of trust with institutions and **Intergenerational Co-leadership**, these dialogues would bring all generations to the table to collaborate in the formation and realization of policies and commitments.



NALAFEM FUND

Young feminists are too often resourced in ways that are unpredictable and inflexible, and too many of these resources are captured by large and powerful organizations. The Nalafem Fund **sub-grant** to young feminist-led organizations host **fundraising roundtables** with funders, as well as mobilize **commitment** for the financing of women's rights work to secure continent-wide resourcing for feminist organizing and movements.

Future is female

“Nalafem Intergenerational dialogue is key because as each generation rises to challenge the status quo, they face a vast range of systemic challenges that they cannot face alone”

Ms. Singalilwe Chilemba
Board Member of For Equality



HOW WE WILL MAKE A DIFFERENCE

NALA FLAGSHIP PROJECTS



NALAFEM SUMMIT & AWARDS

The annual Nalafem Summit serves as a multi-track diplomacy platform to strengthen advocacy and capacity across the collective, expand relationships with decision-makers and stakeholders, and political engagements.



NALAFEM CULTURE

Nala Culture will use **artivism** and **digital** creatives to amplify the work and voices of African women and girls using diverse mediums as tools for advocacy including performing arts, festivals, podcasts, and Nalafem books.

“

Our primary countries of focus are Kenya, Burkina Faso, South Africa, Rwanda, Malawi, and Tunisia as well as Nigeria and Ethiopia with frequent advocacy targeted to multilateral intergovernmental institutions including the United Nations, the African Union, the European Union, among others.

”

“

“Nalafem award affirms [the importance of the work we do]. I know the importance of documenting the lives of women [...] and I would like to dedicate this award to my feminist sisters.”

Ms. Kiki Mordi
Co-founder of Document Women

”



TOOLS

We use **multi-track diplomacy, advocacy & voice** for transformative feminist change.



MULTI-TRACK DIPLOMACY

Building trust and facilitating multigenerational dialogues can pave the way for sustainable change.

We are a collective of politicians and activists, our influence ranges from inside the room, around the room and outside the room. We use cooperative efforts including cultural diplomacy, environmental diplomacy, humanitarian diplomacy, preventive diplomacy and open diplomacy.

Bringing women together around common goals and providing them access to regional and international fora can push advocacy forwards, leading to life-changing societal reform. We are indeed building our constituency of feminists advocating for progressive regional, national and international policy change laws, to influence multilateral institutions and African member states.



ADVOCACY



VOICE

Using the power of evidence & storytelling, we have a united voice.

We use social media and mainstream outlets, activism, digital and innovative tools to engage the public, the media and governments, so we can amplify marginalized voices, activate powerful narratives and influence public awareness, education, attitudes and ultimately support for radical change.



OPERATIONAL PILLARS

In order to effectively implement strategies and achieve the objectives outlined in the 2023-2027 Strategic Plan, Nalafem has developed operational goals in five key areas:

1



FUNDRAISING

Nalafem is **not an NGO** but a coalition, raising our annual income from institutional and individual donors. We will maintain a diverse funding base and enter into collaborative partnerships based on shared values and objectives. Nala has fundraising standards, to ensure efficiency, minimized administrative overhead, proper stewardship of funds and contributions.



ALERT



While we are open to diverse resourcing, corporations and states are equally responsible for the oppression of and discrimination against African women and girls. While they are the target of our advocacy efforts, we do not receive funding from those whose actions conflict with our values. We have clear boundaries to not receive funding from Zionist institutions or individuals and fossil fuel corporations, among others.

2



COMMUNICATIONS

Nalafem engages in public debate about issues related to African women and girls in targeted national and international media to make the case for and raise the visibility of the collective. We disseminate our messaging through all forms of media including social and digital media while expanding the base of people who support our agenda.





Operational Pillars



3



SUSTAINABLE OPERATIONS

Nalafem invests in infrastructure that supports core strategic objectives and ensures the sustainability of the collective, promoting sustainable practices in operations with a diverse, well-supported and professional staff backed by progressive, inclusive and transparent human resources, policies and procedures.

4



LEARNING, MONITORING & EVALUATION

Nalafem is bound to uphold standards that guarantee that flagship projects are focused on African women and girls through clear and honest policies and procedures for tracking and accountability to ensure that all interventions are as effective as possible. Nalafem is committed to capturing and demonstrating impact.

5



SAFEGUARDING

The safeguarding policy guidelines set forth Nalafem's core values in line with the B+25 manifesto. These commitments define Nalafem's collective identity, establish accountability, require adherence to the highest standards and promote an organizational environment supportive of Nala's work to ensure girls' protection, rights and well-being.





ACKNOWLEDGMENT TO NALA COUNCIL AND PARTNERS ESPECIALLY TO

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STRATEGY 2023 - 2027