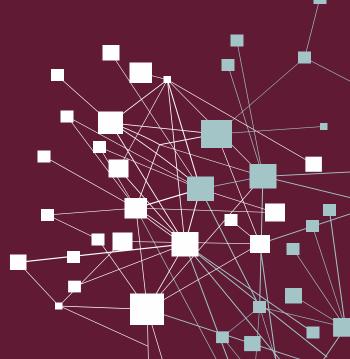# CONTENT

Mapping Change Agents and Influencers in Sustainable Peacebuilding

Harald Katzmair

Lisa Bertel

Christian Gulas

Frank Sposito

Valerie Streibel

Andrea Werdenigg

FASresearch
Project Team

Meet the Peacebuilding Project Team of FASresearch

Harald Katzmair

Expert Interviews, Project Leader

Lisa Bertel

Expert Interviews & Analysis

Christian Gulas

Social Network Analysis

Frank Sposito

Expert Interviews & Software Development

Valerie Streibel

Expert Interviews

Andrea Werdenigg

Project Management, Expert Interviews & Analysis

Context –
The Current Situation

Conflict and Fear as Power Source global erosion in the value of peace itself

Dog-eats-Dog World

THE NEW YORKER

News   Books & Culture   Fiction & Poetry   Humor & Cartoons   Magazine   Crossword   Video   Podcasts   Archive   Festival

COMMENT   OCTOBER 14, 2019 ISSUE

DONALD TRUMP'S UKRAINE SCANDAL HAS ITS ROOTS IN RUSSIA

Both situations stem from the President's apparent willingness to accept political favors from foreign leaders, and his eagerness to do Putin's bidding.

How leaders like Boris Johnson took toxic masculinity in politics to terrifying new heights

The notion of political co-operation is still viewed as a deficiency, a sacrifice of manhood. And it's being used to justify heinous

CNN   World   Africa   Americas   Asia   Australia   China   Europe   India   Middle East   United Kingdom

Attack on Saudi oil field a game-changer in Gulf confrontation

Putin: Russian president says liberalism 'obsolete'

Brazil's uncontacted tribes face 'genocide' under Bolsonaro, experts warn

Letter says groups are in danger amid Jair Bolso... overturn existing policies to protect...

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WORLD NEWS   SEPTEMBER 27, 2017 / 10:23 PM / 2 YEARS AGO

Los Angeles Times

Three of five Austrians want strong man as leader: poll

U.S. student held in North Korea died of oxygen starved brain: coroner

WORLD & NATION

Putin seems to be enjoying the Trump impeachment show

Strategic Demolition of Post WWII Institutional Order
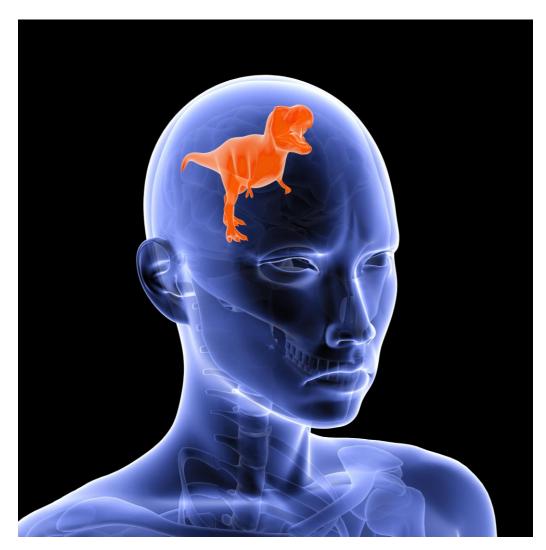
Digital Transformation

Weaponized Information

Brain Hacking Technolgies

Weapons of Mass Dissemination

Social Polarization

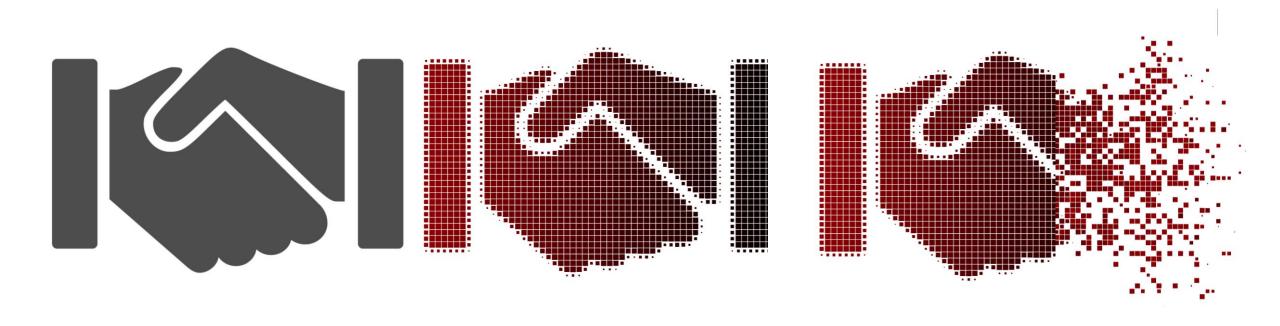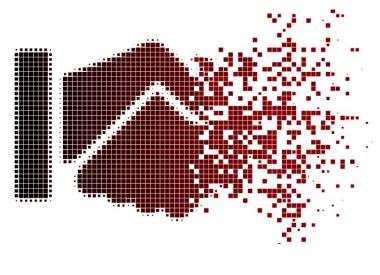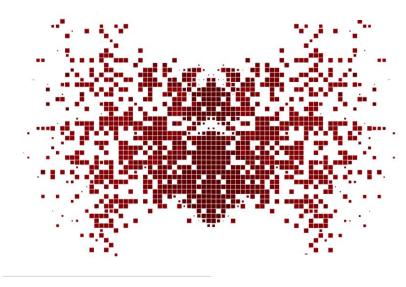# Loss of Social Cohesion

Pulverization of Value of Compromise
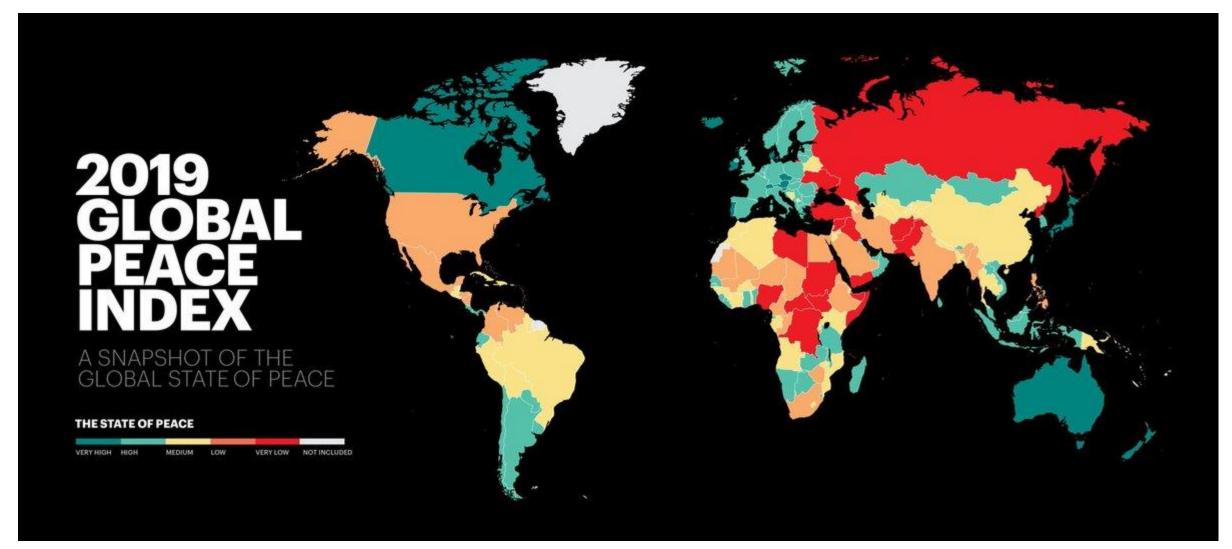
Representative Democracy   =>>>   Digital Swarms

The State of Peace in Decline

Global Peace Index 2019: Institute for Economics and Peace, http://visionofhumanity.org/app/uploads/2019/07/GPI-2019web.pdf

How can we respond to the current global erosion in the value of peace itself?
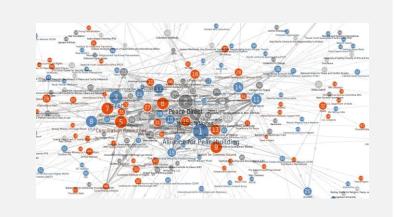
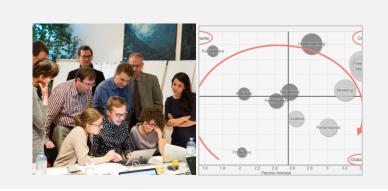# The Study

A two-step Study Design

I. Referential Network Analysis

Mapping the influencers and change agents
in sustainable peacebuilding through peer-nomination
process.

II. Peace Lab

Bringing key-influencers and change agents
in sustainable peacebuilding together and co-create a
roadmap by using innovative technology.

5 Research Questions

1. Network	Who are the **Influencers and Change Agents** in the Field of Sustainable Peacebuilding?
2. Values & Virtues	What **qualities, values or virtues** do we have to activate given the current state of the world?
3. Leverage Points	How can we respond to the current global erosion in the value of peace itself. What **systemic leverage points** can we deploy?
4. Measures	How can we draw on our experiences in peacebuilding at the local level to promote peace at the global level? What **specific measures** can we take in the next 12 months?
5. Role of Foundations	What could be the **role of foundations** in the context of sustainable peacebuilding?

Data Base

141 Interviews

565 People in the network

288 (51%) Women

277 Men

432 Institutions in the network

8 Ø Nominations per Person

81,4% Response rate questionnaire

© 2019 FASresearch

Nominations from 71 Countries (Headquarters)

→ Dominated by US-UK

Ranking	Country	Frequency
1	USA	189
2	UK	80
3	Kenya	39
4	Netherlands	37
5	Switzerland	28
6	Democratic Republic of Cong	20
7	Sweden	18
8	South Africa	14
8	Belgium	14
8	Germany	14
11	Israel	12
12	Philippines	11
13	Colombia	10
14	Ukraine	9
15	Italy	7
15	Ghana	7
17	Global	6
17	Finland	6
19	Norway	5
19	Spain	5
19	Ireland	5

Countries of Engagement with at least 10 nominations

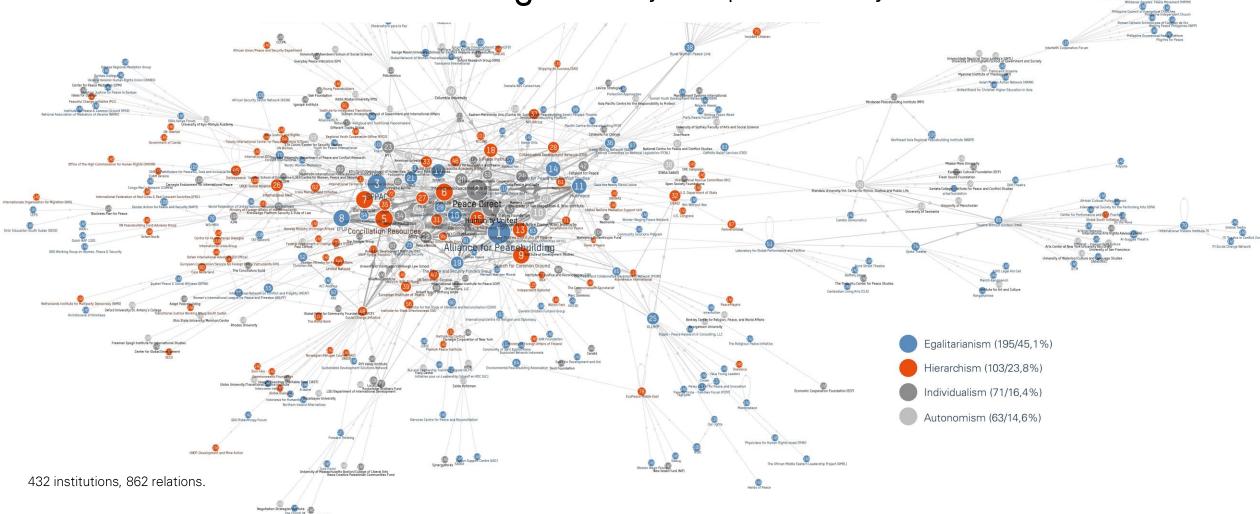| Ranking	Country	Frequency
1	South Sudan	19
1	Kenya	19
3	Uganda	15
4	Burundi	13
4	Sudan	13
4	Liberia	13
7	Colombia	12
7	Ethiopia	12
7	Philippines	12
10	West Bank/Palestinian Territories	11
10	USA	11
10	Afghanistan	11
10	Somalia	11
10	South Africa	11
10	Myanmar	11
16	Rwanda	10
16	DR Congo	10

→ Nominations from 140 different target countries
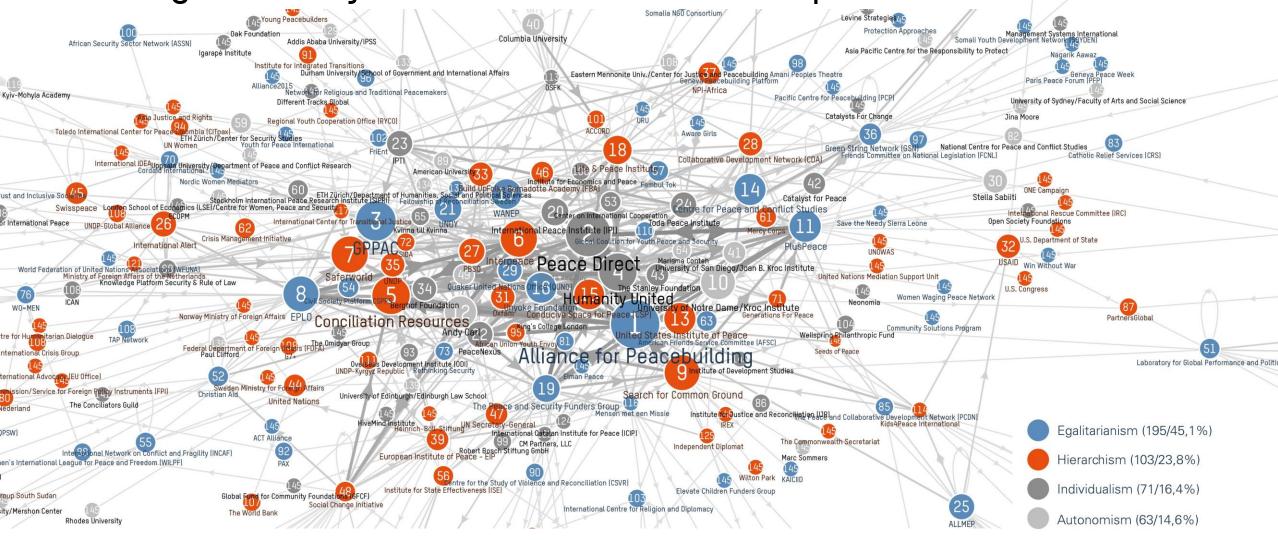
The Peer Network of Change-Agents and Influencers in Sustainable Peacebuilding (curated by the Expert Community)

PORTICUS

FAS research — from networks to strategy

- Egalitarianism (195/45,1%)
- Hierarchism (103/23,8%)
- Individualism (71/16,4%)
- Autonomism (63/14,6%)

432 institutions, 862 relations.

The high-density Network Core ("Status-Sphere")

Egalitarianism (195/45,1%)

Hierarchism (103/23,8%)

Individualism (71/16,4%)

Autonomism (63/14,6%)

🏛 Key Influencers and Change Agents (Institutions)

	Name	Type	Nominations	Brokerage	Closure	Centrality
1	Alliance for Peacebuilding	Alliance	26	100	100	200
2	Peace Direct	Foundation	22	93	97	190
3	Global Partnership for the Prevention of Armed Conflict (GPPAC)	Alliance	17	72	61	132
4	Conciliation Resources	International NGO	15	76	87	162
5	Humanity United	Foundation	15	75	95	170
6	Saferworld	International NGO	14	68	63	132
7	Interpeace	International NGO	14	90	92	182
8	European Peacebuilding Liaison Office - EPLO	Alliance	13	91	82	172
9	Search for Common Ground	International NGO	13	96	63	160
10	University of Notre Dame/Kroc Institute for International Peace Studies	Academia	12	98	21	119
12	Andy Carl	Individual	10	83	89	172
14	Centre for Peace and Conflict Studies	National NGO	10	88	16	104
13	United States Institute of Peace	Public institution	10	84	26	110
11	PlusPeace	Alliance	10	88	84	173
15	Conducive Space for Peace (CSP)	International NGO	9	54	66	120
17	West Africa Network for Peacebuilding (WANEP)	Alliance	9	57	16	73
16	Unyoke Foundation	National NGO	9	55	58	113
18	Life & Peace Institute	International NGO	8	92	71	163
20	International Peace Institute (IPI)	Research institute	7	37	50	87
19	The Peace and Security Funders Group	Alliance	7	73	74	147
21	United Network of Young Peacebuilders (UNOY)	Alliance	7	62	18	80
25	Alliance for Middle East Peace (ALLMEP)	Alliance	6	91	21	112
22	PeaceNexus	Consultancy	6	70	79	149
24	Toda Peace Institute	Research institute	6	78	58	136
27	UN Peacebuilding Support Office (PBSO)	IO	6	39	5	44
26	International Alert	International NGO	6	68	21	89
23	Inclusive Peace & Transition Initiative (IPTI)	Research institute	6	87	55	142
28	Collaborative Development Network (CDA)	International NGO	5	95	47	142
34	Berghof Foundation	Foundation	5	35	11	46
33	Build Up	International NGO	5	45	24	68
31	Oxfam	International NGO	5	42	37	79
35	United Nations Development Programme (UNDP)	IO	5	35	5	40
29	Quaker United Nations Office (QUNO)	Religious institution	5	65	68	133
30	Stella Sabiiti	Individual	5	83	5	89
32	United States Agency for International Development (USAID)	Public institution	5	63	8	71

Institutions with at least 5 nominations

Institutions sorted by (1) nominations and (2) network centrality.

Network Centrality:

a) Brokerage
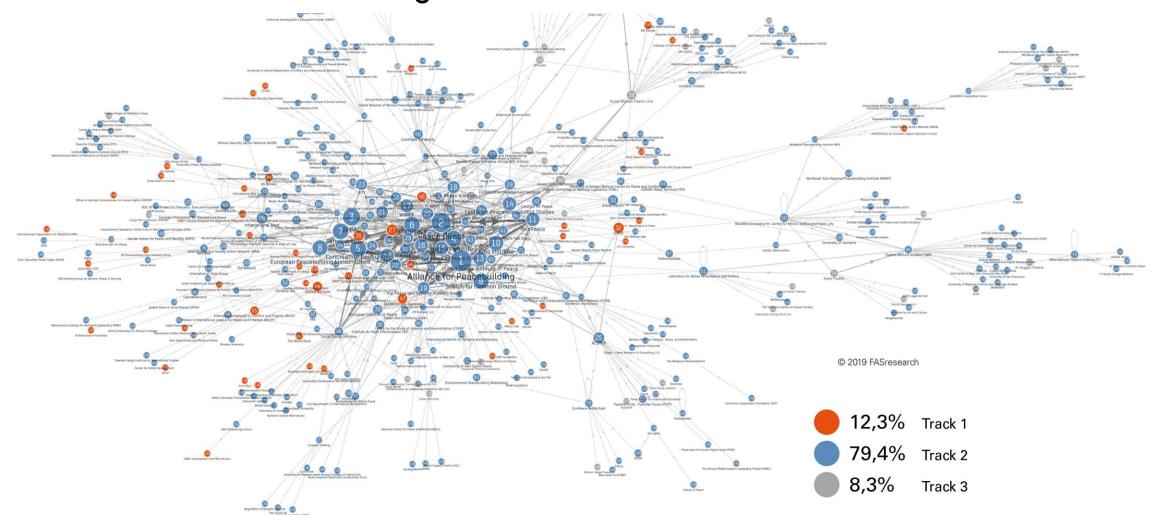
b) Closure

Self-evaluation on a scale of 0 (low) to 5 (high)

	Decision-making power	Willingness to engage	Capacity to engage
Academia	1,9	4,4	2,9
Alliance	3,2	4,5	3,6
Consultancy	1,3	4,7	3,7
Cultural institution	1,2	4,6	3,6
Foundation	3,0	5,0	4,0
Individual	2,3	5,0	3,5
International NGO	2,3	4,4	3,3
IO	4,0	2,0	1,0
National NGO	1,9	4,3	3,3
Public institution	1,5	3,5	2,5
Religious institution	2,6	4,4	3,3
Research institute	2,4	4,6	3,5

n= 84
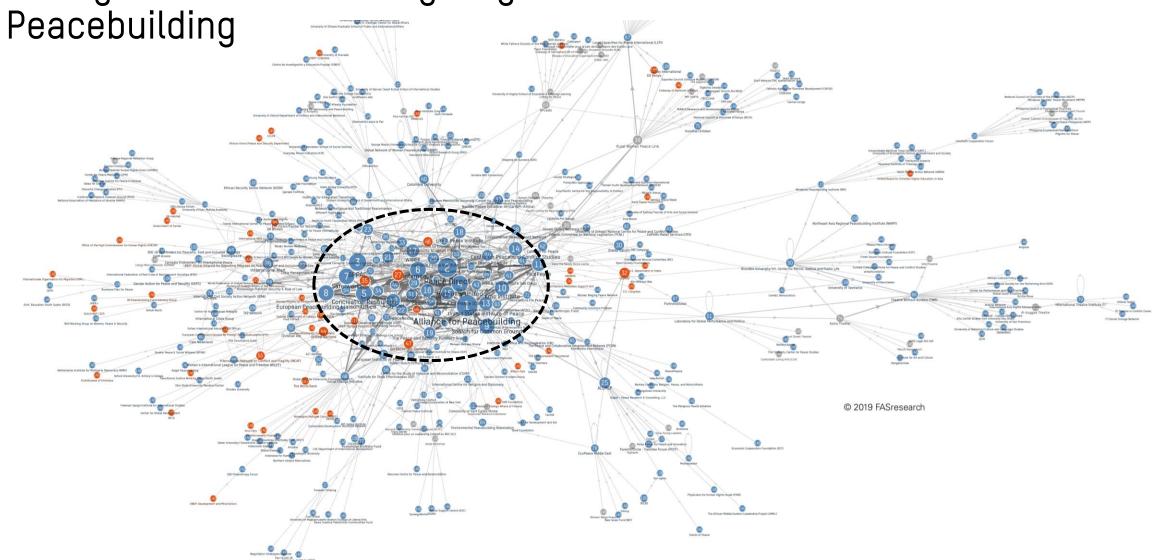
The Peer Network of Change-Agents and Influencers in Sustainable Peacebuilding (Lederach´s Tracks)
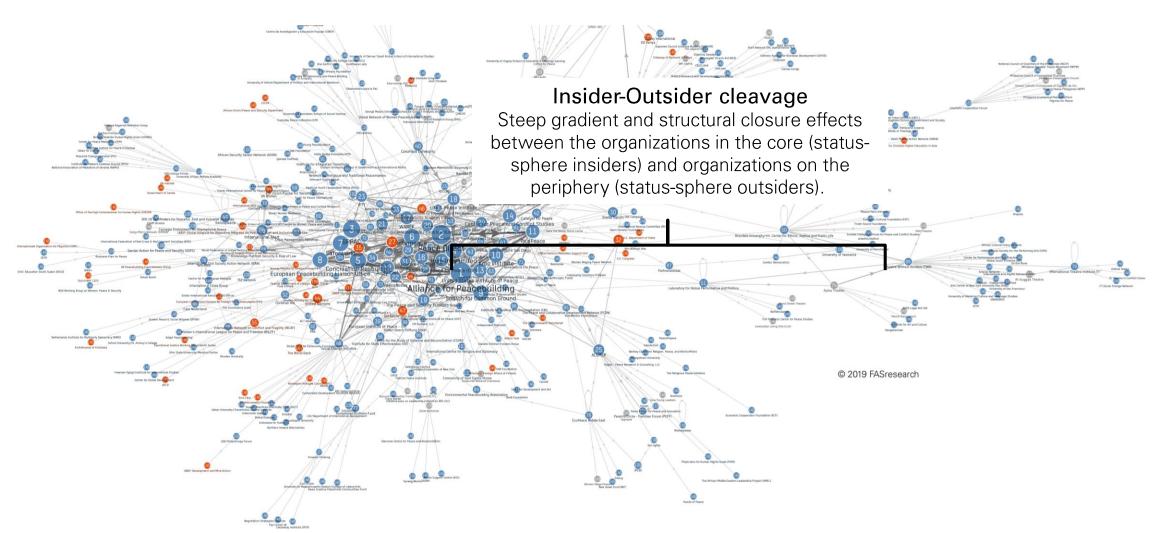

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🔴 12,3%	Track 1
🔵 79,4%	Track 2
⚪ 8,3%	Track 3

Strong Peer-Core of Change-Agents and Influencers in Sustainable Peacebuilding
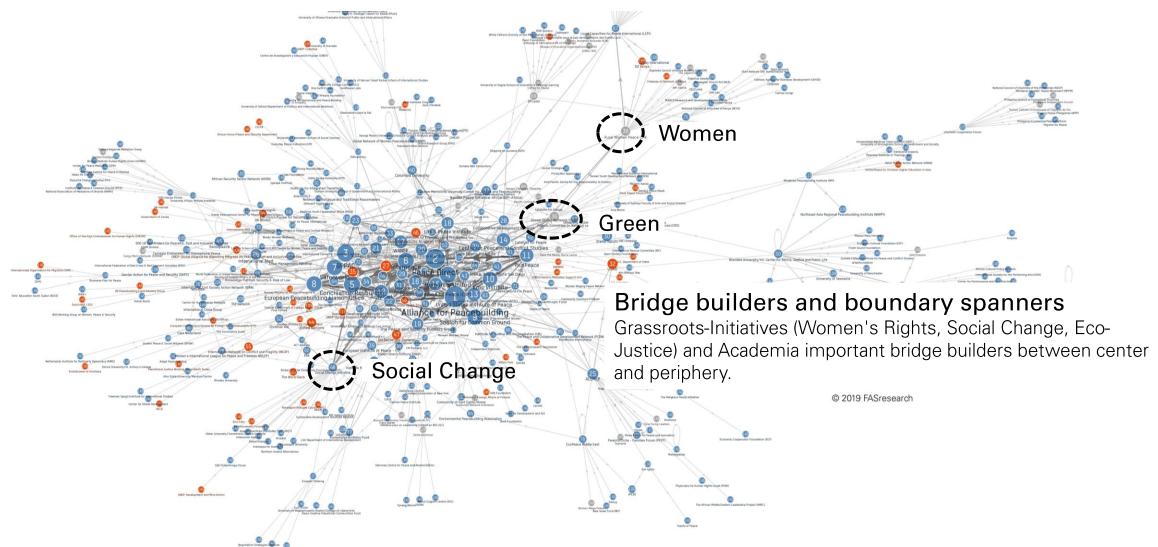
Strong Insider–Outsider Gradient

Insider-Outsider cleavage
Steep gradient and structural closure effects between the organizations in the core (status-sphere insiders) and organizations on the periphery (status-sphere outsiders).

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(Local) Cross-Sectoral Grassroots-Initiative as Connectors

Women

Green

Social Change

Bridge builders and boundary spanners
Grassroots-Initiatives (Women's Rights, Social Change, Eco-Justice) and Academia important bridge builders between center and periphery.

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Key-Insights on Network Mapping

1. **Fragmentation of a different kind:** Your nominations show that you have a strong peer community of like-minded NGOs and initiatives but funders and donors (sources) and local organizations (beneficiaries) are underrepresented in the network.

2. **Single peaked core-periphery network**: Your network has a clearly defined, high density core and a periphery. That means the field is not fragmentated; rather, the strong cohesion and connectivity at the center could serve as an ideal platform for addressing weaker spots and integrating the periphery.

3. **Using your potential as a broker**: Utilize your high motivation (average willingness to engage 4,5 out of 5) and your extensive experience (average 19,7 years in the field) to create guidelines for collaboration and take advantage of your position in the network as a well-connected community to build space for discussion among the tracks.

4. **Mimetic competition**: Juxtaposing the core of the network and the concerns you raised during the interviews around funding, we notice a tendency to assimilate your profiles and missions due to market competition and donor pressure.

5. **Bridge builders and boundary spanners**: One way to avoid becoming "more of the same" is to close the ranks with bridge builders, for instance grassroot movements with a thematic priority on the periphery or academia and learn how to promote peacebuilding as a movement.

Porticus Peace Lab

05.11.2019 – 07.11.2019, Schloss Hernstein (Austria)

Schloss Hernstein

Peace Lab Participants

An expert community of diverse peacebuilding professionals

Andrew **Blum**
University of San Diego

Aart **Bos**
Masterpeace

Natalia **Chan**
Christian Aid

Jonathan **Cohen**
Conciliation Resources

Roger **Duthie**
ICTJ

Irene **Etzersdorfer**
University of Vienna

Marco **Francioni**
Community of Sant'Egidio

Hans Joachim **Giessmann**
Berghof Foundation

Dalit **Wolf Golan**
EcoPeace

Wilfried **Graf**
Herbert C. Kelman Institute

Gudrun **Kramer**
ASPR

Tatiana **Kyselova**
Kyiv-Mohyla Academy

Dinah **Lakehal**
GNWP

Livio **Liechti**
UNOY

Dylan **Mathews**
Peace Direct

Dijana **Milosevic**
DAH Theatre

Jan **Pospisil**
ASPR

Mie **Roesdahl**
Conducive Space for Peace

Megan **Schmidt**
Quaker UN Office

Josh **Thomas**
Kids4Peace

Cath **Thompson**
PSFG

Michael **Warren**
Cordaid

A new approach for creative brainstorming and co-creating instant insights using technology

Brainstorming, presenting, discussing in groups

Analyzing and generating insights using software

A network is only strong when there are settings enabling members to build connections and support them to learn to work together and negotiate about things they want, even with people who are different from them.

A network is only strong when members agree on how to measure internal status.

Values
Virtues
Performance Criteria

George Akerlof
Nobel Laureate,
Georgetown University

What qualities, values or virtues do we have to activate given the current state of the world?

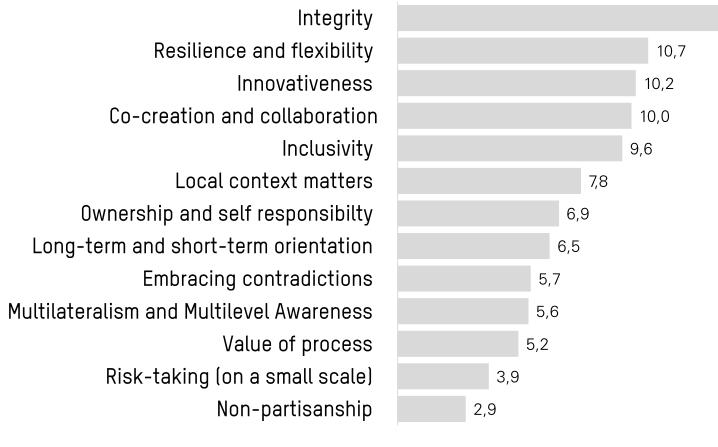# Values and Virtues of Peacebuilding

Defined by the Expert Community

1. Integrity: honesty, integrity, humility, generosity, dignity, empathy, positivity, self-interrogation
2. Pragmatism: Resilience and flexibility; responsiveness and trust; dealing with unpredictability
3. Innovativeness, imagination, openness, curiosity to support transformation
4. Co-creation and collaboration
5. Inclusivity: women, working with hardliners, religion, non-conventional leadership)
6. Focus on the local: each context has specific conditions and characteristics
7. Ownership and self responsibility
8. Balancing long term & Short-term approaches (patience); learning from multi-generational approaches
9. Embracing contradictions and complexity; challenge the either/or mindset
10. Multilateralism and multi-level awareness (global/local, local/local)
11. Value of the process; dialog and mediation
12. Risk-taking (on a small scale)
13. Non-partisanship (norms & values)

The Importance of Peacebuilding Values and Virtues

Ranked by percentage share of total importance

Value	Percentage
Integrity	14,9
Resilience and flexibility	10,7
Innovativeness	10,2
Co-creation and collaboration	10,0
Inclusivity	9,6
Local context matters	7,8
Ownership and self responsibilty	6,9
Long-term and short-term orientation	6,5
Embracing contradictions	5,7
Multilateralism and Multilevel Awareness	5,6
Value of process	5,2
Risk-taking (on a small scale)	3,9
Non-partisanship	2,9

N= 22 Participants

1. **Integrity**: Embracing the „soft skills" of peacebuilding that are often absent when dealing with politics and conflict, particularly those relating to integrity such as honesty, humility, reciprocity, trust, dignity, empathy and self-interrogation.

2. **Resilience & Flexibility**: Developing an appetite for new and daring programs or projects and implementing them – possibly first on a smaller scale – by allowing for trial and error.

3. **Innovativeness**: Being eager to come up with new ideas and innovations, not only with the help of technology, but also in an imaginative and original sense.

4. **Co-Creation & Collaboration**: Refraining from assigning conflict-affected communities an invariable victim status and engaging positively by acknowledging their self-esteem and power to create peace.

Degree of Fulfillment of Values and Virtues across Stakeholder Groups

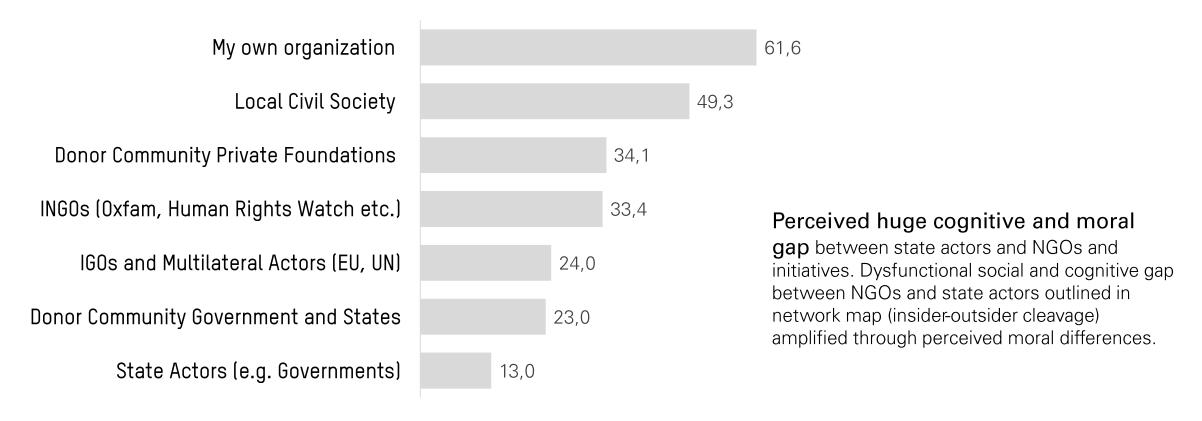Ranked by average participant perception of fulfillment (on a scale from 0 to 8)

Value/Virtue	Score
Multilateralism and Multilevel Awareness	3,4
Local context matters	3,3
Value of process	3,2
Inclusivity	3,1
Ownership and self responsibilty	2,7
Integrity	2,7
Embracing contradictions	2,6
Innovativeness	2,5
Resilience and flexibility	2,5
Co-creation and collaboration	2,4
Long-term and short-term orientation	2,4
Risk-taking	2,3
Non-partisanship	2,2

N= 22 Participants

Stakeholder performance varies widely across the Peacebuilding Community
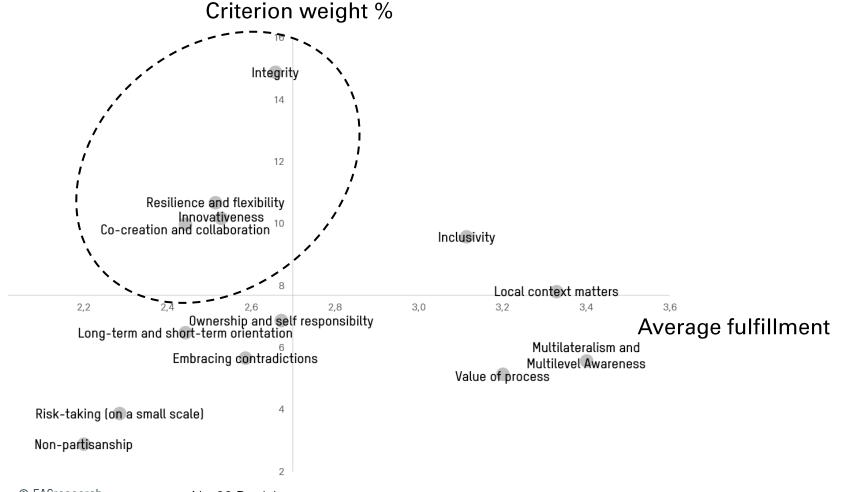
Values are percentage of maximum fulfillment

Stakeholder	Value
My own organization	61,6
Local Civil Society	49,3
Donor Community Private Foundations	34,1
INGOs (Oxfam, Human Rights Watch etc.)	33,4
IGOs and Multilateral Actors (EU, UN)	24,0
Donor Community Government and States	23,0
State Actors (e.g. Governments)	13,0

Perceived huge cognitive and moral gap between state actors and NGOs and initiatives. Dysfunctional social and cognitive gap between NGOs and state actors outlined in network map (insider-outsider cleavage) amplified through perceived moral differences.

N= 22 Participants

Focusing our Priorities

Mapping the values and virtues by their importance and how well they are fulfilled

Criterion weight %

Average fulfillment

- **Ambiguous assessment** of the moral foundation and practice of the sustainable peacebuilding field.

- The top four most important values are all below average fulfillment, and therefore at risk.

- Obvious **structural hurdles and obstacles** to live up with moral sense of self (identity of the field).

- The call for "local context" and "inclusivity" is a shared refrain of the field but tends to **overshadow more important core values** (integrity, resilience & flexibility, innovativeness, co-creation & collaboration).

Key Insights on Mapping Moral Foundation

- **Ambiguous assessment** of the moral foundation and practice of the sustainable peacebuilding field. The top four most important values are all below average fulfillment, and therefore at risk.

- Most important values and virtues at risk:

  – **Integrity**: Embracing the „soft skills" of peacebuilding that are often absent when dealing with politics and conflict, particularly those relating to integrity such as honesty, humility, reciprocity, trust, dignity, empathy and self-interrogation.

  – **Resilience & Flexibility**: Developing an appetite for new and daring programs or projects and implementing them – possibly first on a smaller scale – by allowing for trial and error.

  – **Innovativeness**: Being eager to come up with new ideas and innovations, not only with the help of technology, but also in an imaginative and original sense.

  – **Co-Creation & Collaboration**: Refraining from assigning conflict-affected communities an invariable victim status and engaging positively by acknowledging their self-esteem and power to create peace.

- **Obvious structural hurdles and obstacles** to live up with moral sense of self (identity of the field).

- **Perceived huge cognitive and moral gap** between state actors and NGOs and initiatives. Dysfunctional social and cognitive gap between NGOs and state actors amplified through perceived moral differences.

- The call for "local context" and "inclusivity" is a shared refrain of the field but tends to **overshadow more important core values** (integrity, resilience & flexibility, innovativeness, co-creation & collaboration).
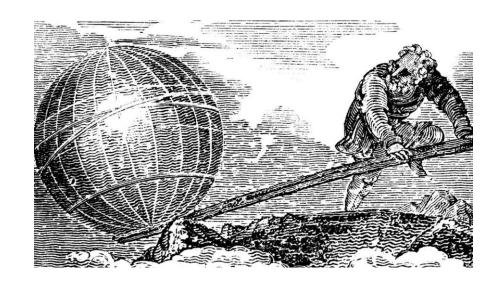
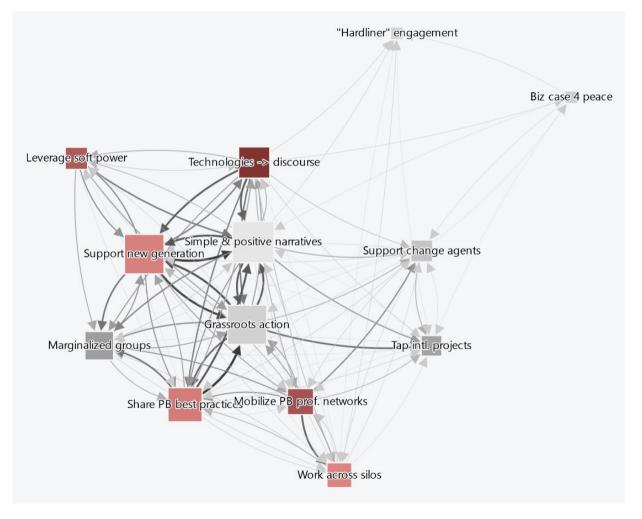How can we respond to the current global erosion in the value of peace itself.

What systemic leverage points can we deploy?

The System of Leverage Points

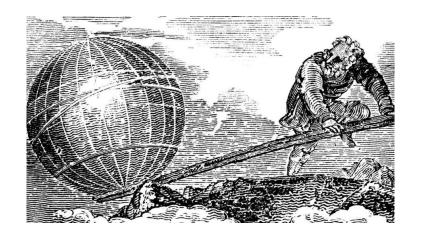# 13 Leverage Points to Improve Peacebuilding on the Systemic Level

Defined by the Expert Community

1. Developing an engaging, positive and simple narrative that reaches out to new audiences
2. Learning, understanding, sharing best practices of organizing/mobilizing specifically in the context of new movements
3. **Leverage energy of new and emergent grassroots movements/moments to support and embedded positive peacebuilding ideas**
4. Leverage the power of untapped resources and support marginalized groups and communities
5. Leverage transformative soft powers: arts, culture and education, norms and values
6. Make business case for peace - economic benefits of peace for transformative discussions
7. Mobilizing peacebuilding professional networks (alumni, peer exchange)
8. Recognizing and amplifying a new generation of role models (in their context: care, share, dare)
9. Support known change agents within institutions (transnational & local) and support the establishment of change agents eco-systems
10. Target "hardliners" with constructive engagement
11. Use mediation, networking, and outreach skills to work across vertical and horizontal social and thematic social silos
12. Use opportunity of existing international initiatives/frameworks (SDGs, Human Rights, climate agreements) to keep and extend their commitments
13. Use technologies to mobilize (otherwise inaccessible) communities and elicit more diverse discourses on peace

Key Systemic make-or-break Leverage Points

1. **The reframing and revitalization of the peacebuilding narrative**: Reaching new audiences and fostering a culture of peace through developing simple, positive and engaging narratives and success stories.

2. **Support a new generation of peacebuilders**: Identifying and recognizing current "peace champions" to amplify a new generation of role models for peace.

3. **Support grassroot action**: Tapping into the positive energy of grassroots and people's power movements (Arab spring, climate strike, women's movement, anti-Trump demonstrations etc.) and engaging them with peacebuilding.

4. A requirement for activating 1 to 3 is an **open and active embracement of opportunities linked with new technologies** (as used in the Porticus Peace Lab).

5. For that reason, the peacebuilding community must build strong links with **civic technologists and innovators**.

6. **Creating platforms for peacebuilding peers**, alumni of peace studies and practitioners and developing stronger professional networks for change. Use those platforms as devices to connect peacebuilding communities with grassroots and people's power movements and links to civic technologies and innovators.

How can we draw on our experiences in peacebuilding at the local level to promote peace at the global level?

What **specific measures** can we take in the next 12 months?

32 Measures to Promote Peacebuilding at the Global Level
Recommended by the Expert Community

1. Avoid duplication of activities across peacebuilding organizations
2. Better coordination among ourselves with platforms and being more inclusive with other organizations
3. Bring other movements into the conversation (outreach similar to women's and environment movements)
4. Bring the conveners together, building momentum through out the year to amplify the work and pulling together the strands (no silo events)
5. Create mimes peacebuilding that can be shared
6. Creating a new peace building logo
7. Develop knowledge platforms to understand what progress in peacebuilding is
8. Doing a grandparents / 80+ tour (children asking adults)
9. Engaging with donors and redesigning the cocreation process to achieve innovative changes
10. Find innovative ways and aggregating information of who is doing what at the local level
11. Finding ways to help young people from the global south working together to help exposure to global north institutions
12. Finding ways to make peacebuilding more accessible (translating peacewords into local dialects)
13. Finding ways to strengthen peacebuilding in a systemic way
14. Hire Marketing Professionalists to communicate stories
15. Hosting professional branding workshop

32 Measures to Promote Peacebuilding at the Global Level II
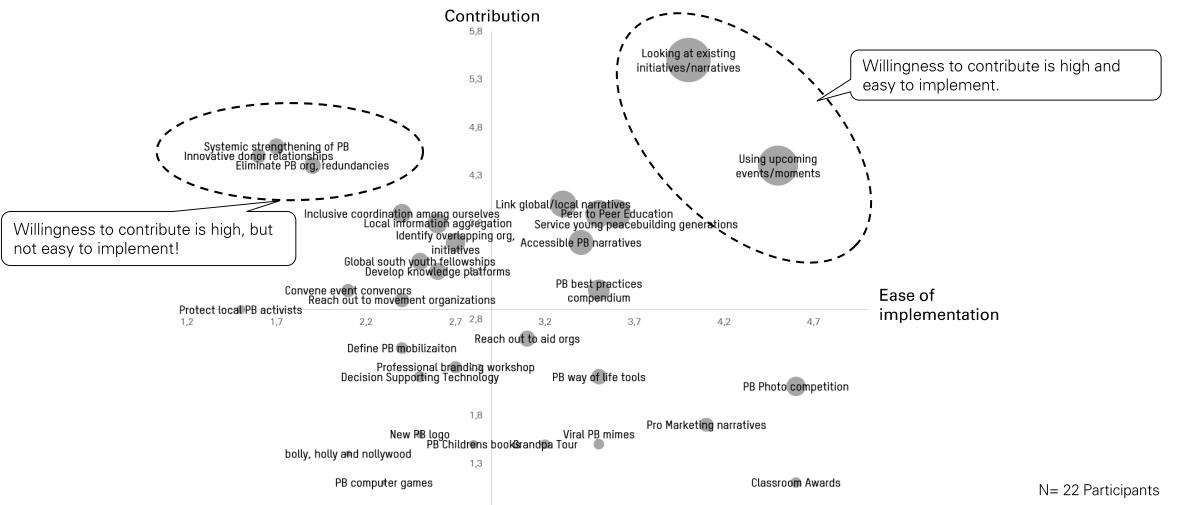## Recommended by the Expert Community

16. Introduce a peacebuilding best practices catalogue and documentaries in order to learn from each other
17. Introduce peacebuilding computer games
18. Introduce systems to protect activists at the local level (e.g. human rights defenders)
19. Introducing a new narrative of peacebuilding with a children's books
20. Looking at existing initiatives and learn from them in terms of narratives (e.g. Plus Peace Coalition)
21. Mapping of existing/overlapping initiates that we are already doing and link the efforts (finding the middle ground, advocacy)
22. Nominating classmates and honor them in schools
23. Organizing a photo competition
24. Organizing campaigns and introducing positive narratives to find new pathways to link Local to global approaches
25. Peer to Peer Education
26. Reach out to organizations in humanitarian aid and development etc.
27. Recognize and making the young peacebuilding generations visible and support and service them
28. Training PB as a way of life (Tools in order to promote self care)
29. Using technology and data management to support the peacebuilding community (Software Decision making tool)
30. Using upcoming events/moments to amplify key messages and to do something collectively and coordinate efforts (e.g. Inter. Day Peace, 75th anniversary UN)
31. Work with mobilization experts to articulate what mobilization means for peace building
32. Working with bolly, holly and nollywood

32 Actions to take in upcoming 12 Months

Mapping the measures by our willingness to contribute and the ease of implementation

Contribution

Willingness to contribute is high and easy to implement.

Willingness to contribute is high, but not easy to implement!

Ease of implementation

N= 22 Participants

Top 5 agreed Action Points for the next 12 Months

- **Easy to implement** and **high degree of willingness** to engage:
    1. **Looking at existing initiatives and narratives:** Mapping and documenting "what we have" in terms of successful initiatives and narratives by using new technologies, for example the Plus Peace Coalition.
    2. **Using upcoming events:** Taking advantage of upcoming milestones and anniversaries (e.g. youth, peace & security, international day of peace) to amplify key messages and to organize activities and campaigns as a community.

- **Demanding in implementation** and have a **high degree of willingness** to engage:
    4. **Systemic strengthening of PB:** Strategizing systemic change to promote sustainability.
    5. **Innovative donor relationship:** Engaging with donors to redesign the way stakeholders work together through a co-creative and innovative process
    6. **Eliminate PB organization redundancies:** Creating mechanisms to avoid the duplication of activities across peacebuilding organizations

What could be the role of foundations in the context of sustainable peacebuilding?
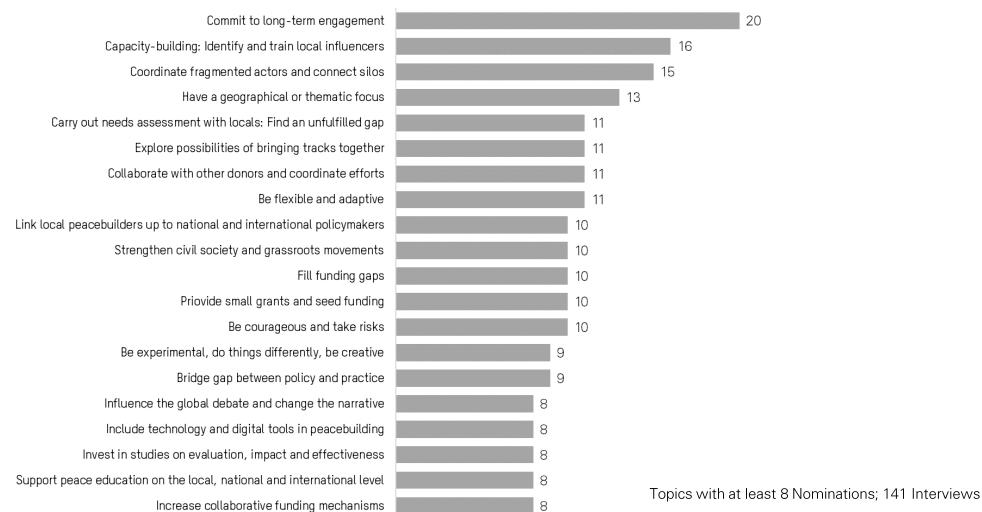
Top Tasks of Foundations
Recommended by the Interviewees

Task	Nominations
Commit to long-term engagement	20
Capacity-building: Identify and train local influencers	16
Coordinate fragmented actors and connect silos	15
Have a geographical or thematic focus	13
Carry out needs assessment with locals: Find an unfulfilled gap	11
Explore possibilities of bringing tracks together	11
Collaborate with other donors and coordinate efforts	11
Be flexible and adaptive	11
Link local peacebuilders up to national and international policymakers	10
Strengthen civil society and grassroots movements	10
Fill funding gaps	10
Priovide small grants and seed funding	10
Be courageous and take risks	10
Be experimental, do things differently, be creative	9
Bridge gap between policy and practice	9
Influence the global debate and change the narrative	8
Include technology and digital tools in peacebuilding	8
Invest in studies on evaluation, impact and effectiveness	8
Support peace education on the local, national and international level	8
Increase collaborative funding mechanisms	8

Topics with at least 8 Nominations; 141 Interviews

5 Key Approaches regarding a New Role of Foundations

1. Collaborate with funders to develop a special portfolio to **revitalize the narrative** and to reconnect and re-embed **peacebuilding in a new contextual framework**. Encourage donors to support a **reframe of the generally exhausted peacebuilding narrative** (in times where the values of peace itself it as risk).

2. Advocate for and encourage funders to generate platforms, round-tables, translational-organizations to help **bridging the social, cognitive and moral gap** between track 2 and track 1 and 3.

3. Make the case for projects that **connect with current trans-sectoral and cross-issue movements** around climate disruption and social justice all over the world.

4. Highlight the need for a **connection of analog community building practices with modern scalable technology** (in times of mass dissemination of weaponized information).

5. Articulate the demand of the community to **engage with a funders-circle to figure out new ways to readjust and reform the whole funding mechanism:** advocate for new incentives and requirement for collaboration, support cross-sectoral innovation and mitigate the risks of long-term engagement through funders-funds.

A network is only strong when there are settings enabling members to build connections and support them to learn to work together and negotiate about things they want, even with people who are different from them.
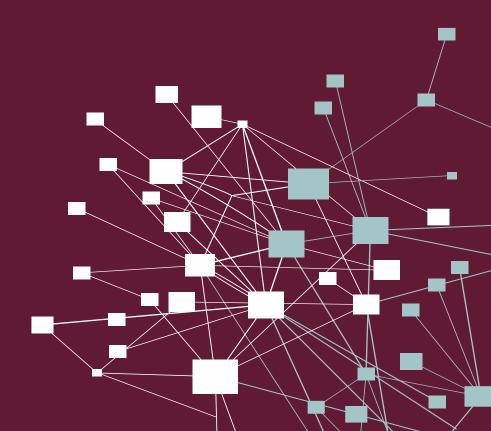
Thank you!

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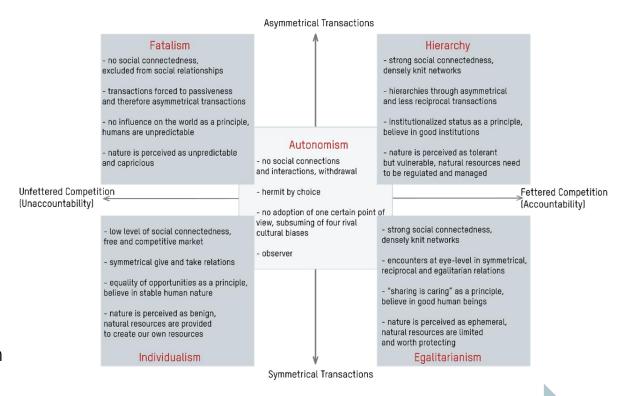
Appendix

Theoretical Background

Theory of Plural Rationality (also known as Cultural Theory)

„There is no elegant solution for wicked problems"

Michael Thompson

Asymmetrical Transactions

Fatalism
- no social connectedness, excluded from social relationships
- transactions forced to passiveness and therefore asymmetrical transactions
- no influence on the world as a principle, humans are unpredictable
- nature is perceived as unpredictable and capricious

Hierarchy
- strong social connectedness, densely knit networks
- hierarchies through asymmetrical and less reciprocal transactions
- institutionalized status as a principle, believe in good institutions
- nature is perceived as tolerant but vulnerable, natural resources need to be regulated and managed

Autonomism
- no social connections and interactions, withdrawal
- hermit by choice
- no adoption of one certain point of view, subsuming of four rival cultural biases
- observer

Unfettered Competition (Unaccountability)

Fettered Competition (Accountability)

Individualism
- low level of social connectedness, free and competitive market
- symmetrical give and take relations
- equality of opportunities as a principle, believe in stable human nature
- nature is perceived as benign, natural resources are provided to create our own resources

Egalitarianism
- strong social connectedness, densely knit networks
- encounters at eye-level in symmetrical, reciprocal and egalitarian relations
- "sharing is caring" as a principle, believe in good human beings
- nature is perceived as ephemeral, natural resources are limited and worth protecting

Symmetrical Transactions

Adaption of the model for the field of peacebuilding

The Voices of Sustainable Peacebuilding

Centralization (Top-Down)

The Voice of AUTONOMISM

The Voice of HIERARCHISM

Deregulation (weak cohesion)

Regulation (strong cohesion)

The Voice of INDIVIDUALISM

The Voice of EGALITARIANISM

Decentralization (Bottom-Up)

The Voices of Sustainable Peacebuilding

Centralization (Top-Down)

The Voice of AUTONOMISM

- Withdrawal from coercive involvement
- Hermit by choice
- Observer
- Strong internal hierarchies
- Self-sufficient and self-centred

The Voice of HIERARCHISM

- Asymmetrical relations and binding prescriptions
- Institutional approach: Extensive international and supranational institutions and treaties as ideal
- Those at the top aid those at the bottom

Deregulation (weak cohesion) ← → **Regulation (strong cohesion)**

The Voice of INDIVIDUALISM

- Impressed by unfettered and competitive operation of market
- Symmetrical give and take relations
- Daring, pragmatic, trial-and-error mentality
- Equality of opportunities

The Voice of EGALITARIANISM

- Interacts on an equal footing in symmetrical and reciprocal relations, rejects inequality
- Global solidarity and preference for civil society rule
- Carefully negotiates relations
- Equality of condition

Decentralization (Bottom-Up)

Self-Evaluation

Self-evaluation according to Plural Rationality Theory and Types

	Decision-making power	Willingness to engage	Capacity to engage
Egalitarianism	2,4	4,4	3,4
Hierarchism	2,3	4,2	3,1
Individualism	2,4	4,8	3,7
Autonomism	1,9	4,4	2,9

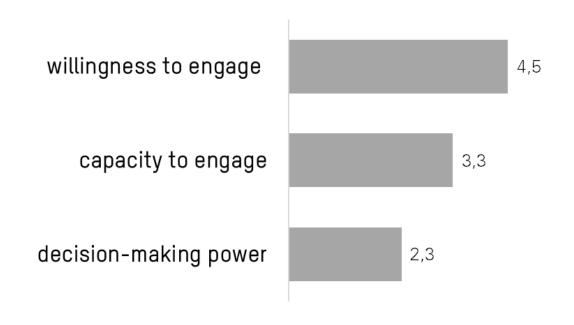|	Decision-making power	Willingness to engage	Capacity to engage
Academia	1,9	4,4	2,9
Alliance	3,2	4,5	3,6
Consultancy	1,3	4,7	3,7
Cultural institution	1,2	4,6	3,6
Foundation	3,0	5,0	4,0
Individual	2,3	5,0	3,5
International NGO	2,3	4,4	3,3
IO	4,0	2,0	1,0
National NGO	1,9	4,3	3,3
Public institution	1,5	3,5	2,5
Religious institution	2,6	4,4	3,3
Research institute	2,4	4,6	3,5

Insights

⇒ Respondents are ready to engage but feel their capacities don't entirely suffice and are convinced they are lacking in decision-making power to pursue their goals

⇒ Exception: International organizations experience their decision-making power as high, their willingness and capacity to engage as low

Mean of self-evaluation on a scale of 0 (low) to 5 (high); n= 84

Self-evalution of willingness, capacity and decision-making power

willingness to engage — 4,5

capacity to engage — 3,3

decision-making power — 2,3
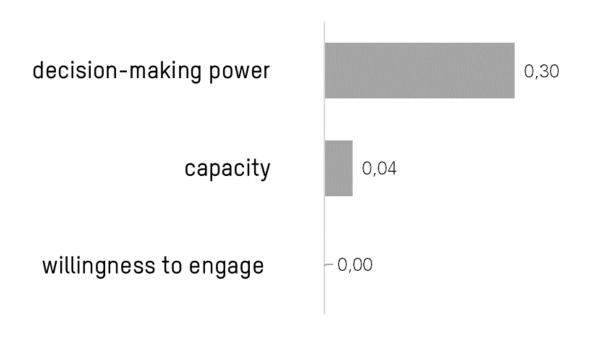
Insights 🔍

⇒ Respondents are highly motivated but experience low decision-making power

Self-evaluation on a scale of 0 (low) to 5 (high); n=84

Correlation of self-evaluation and indegree*

Insights

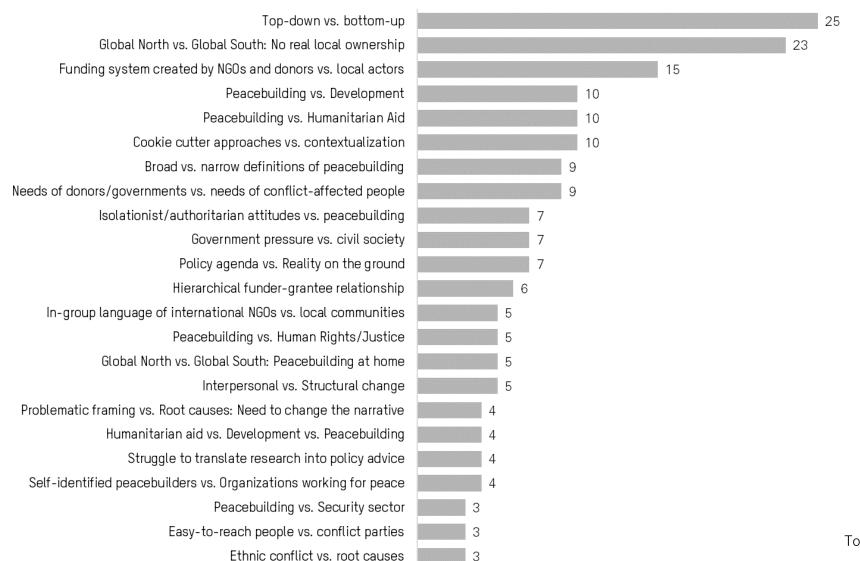⇒ Organizations that have been nominated more often have higher decision-making powers

Pearson correlation; n= 84; *Number of nominations

Cleavages

What are the cleavages in the field of peacebuilding?

Frequencies of topics

Topic	Value
Top-down vs. bottom-up	25
Global North vs. Global South: No real local ownership	23
Funding system created by NGOs and donors vs. local actors	15
Peacebuilding vs. Development	10
Peacebuilding vs. Humanitarian Aid	10
Cookie cutter approaches vs. contextualization	10
Broad vs. narrow definitions of peacebuilding	9
Needs of donors/governments vs. needs of conflict-affected people	9
Isolationist/authoritarian attitudes vs. peacebuilding	7
Government pressure vs. civil society	7
Policy agenda vs. Reality on the ground	7
Hierarchical funder-grantee relationship	6
In-group language of international NGOs vs. local communities	5
Peacebuilding vs. Human Rights/Justice	5
Global North vs. Global South: Peacebuilding at home	5
Interpersonal vs. Structural change	5
Problematic framing vs. Root causes: Need to change the narrative	4
Humanitarian aid vs. Development vs. Peacebuilding	4
Struggle to translate research into policy advice	4
Self-identified peacebuilders vs. Organizations working for peace	4
Peacebuilding vs. Security sector	3
Easy-to-reach people vs. conflict parties	3
Ethnic conflict vs. root causes	3

Topics with at least 3 nominations

Frequencies of topics

Topic	Subtopic	Frequency	Conflict Parties
Differences in approaches (74)	Top-down vs. bottom-up	25	Hierarchism-Egalitarianism
Differences in approaches (74)	International vs. Local/Global North vs. Global South: No real local ownership	23	Hierarchism-Egalitarianism
Problems of funding system (33)	Funding system and intermediary system created by NGOs and donors vs. local actors	15	Hierarchism-Egalitarianism
Differences in approaches (74)	Cookie cutter approaches vs. contextualization	10	Hierarchism-Egalitarianism
Problems of funding system (33)	Upwards accountability: Needs of donors and governments vs. needs of conflict-affected people	9	Hierarchism-Egalitarianism
Problematic global political trends (14)	Government pressure vs. civil society: Shrinking spaces for peacebuilding	7	Hierarchism-Egalitarianism
Problematic global political trends (14)	Isolationist/authoritarian attitudes vs. peacebuilding	7	Hierarchism-Egalitarianism
Differences in approaches (74)	Global North vs. Global South: Peacebuilding at home	5	Hierarchism-Egalitarianism
Difficulties relating to definitions and the use of language (21)	In-group language of international NGOs, funders and negotiators vs. local communities	5	Hierarchism-Egalitarianism
Violent extremism (4)	Problematic framing vs. Root causes: Need to change the narrative	4	Hierarchism-Egalitarianism
Differences in approaches (74)	Ethnic conflict vs. root causes	3	Hierarchism-Egalitarianism
Differences in approaches (74)	Easy-to-reach people vs. conflict parties	3	Hierarchism-Egalitarianism
Competition leads to fragmentation (32)	Peacebuilding vs. Security sector	3	Hierarchism-Egalitarianism
Problems of funding system (33)	Migration and violent extremism: Donors vs. peacebuilders	2	Hierarchism-Egalitarianism
Tensions between different mentalities (2)	Global North and international community vs. Local communities	2	Hierarchism-Egalitarianism
Problems of funding system (33)	State vs. NGO: Funding hollows out the state	1	Hierarchism-Egalitarianism
Competition leads to fragmentation (32)	Peacebuilding vs. Humanitarian Aid	10	Egalitarianism-Egalitarianism
Competition leads to fragmentation (32)	Peacebuilding vs. Development	10	Egalitarianism-Egalitarianism
Difficulties relating to definitions and the use of language (21)	Broad vs. narrow definitions of peacebuilding	9	Egalitarianism-Egalitarianism
Differences in approaches (74)	Interpersonal vs. Structural change	5	Egalitarianism-Egalitarianism
Competition leads to fragmentation (32)	Peacebuilding vs. Human Rights/Justice	5	Egalitarianism-Egalitarianism
Theory vs. Practice (15)	Overlaps and transition: Humanitarian aid vs. Development vs. Peacebuilding	4	Egalitarianism-Egalitarianism
Theory vs. Practice (15)	Policy agenda vs. Reality on the ground: Struggle to turn policy advice into practice	7	Hierarchism-Individualism
Problems of funding system (33)	Funder vs. Grantee: Hierarchical relationship	6	Hierarchism-Individualism
Competition leads to fragmentation (32)	Non-state vs. State actors	2	Hierarchism-Individualism
Difficulties relating to definitions and the use of language (21)	Self-identified peacebuilders vs. Organizations and individuals working for peace	4	Egalitarianism-Individualism
Competition leads to fragmentation (32)	Peacebuilding NGOs vs. Commercial contractors	2	Egalitarianism-Individualism
Theory vs. Practice (15)	Research vs. policy advice	4	Autonomism-Hierarchism
SUM		192	

Cleavages

Conflict Parties (Theory of Plural Rationalities)	Percentages
Hierarchism - Egalitarianism	65,1
Egalitarianism - Egalitarianism	22,1
Hierarchism - Individualism	7,7
Egalitarianism - Individualism	3,1
Autonomism - Hierarchism	2,1

Strongest tensions between hierarchism and egalitarianism, followed by tensions within egalitarianism.

Hierarchism vs. Egalitarianism

Deepest Cleavages

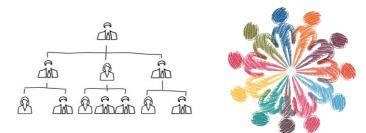| HIERARCHISM		EGALITARIANISM
Top-down	vs.	Bottom-Up (25)
International	vs.	Local (23)
Intermediary/Funding System	vs.	Local Actors (15)
Cookie cutter approaches	vs.	Contextualization (10)
Needs of donors and government	vs.	Needs of conflict affected people (9)
Government Pressure	vs.	Space for PB and Civil Society (7)
Isolationist/Authoritarian Attitudes	vs.	Peacebuilding (7)
Global North	vs.	Global South: Peacebuilding at home (5)
Ingroup Language	vs.	Local language (5)
Problematic Framing	vs.	Root Causes (4)

Hierarchism vs. Egalitarianism I

1. Top-down vs. Bottom-up (25)

"Donors and in general the North-based support structure is better at dealing with high-level politics, but they don't know what to do on-the-ground. This is a formula for ignition of violence. Northern organizations can maybe stop violence, which is great, but this process does not change peoples' lives on the ground."

2. International vs. Local: No real local ownership (23)

"International organizations are damaging the peace for locals. Locals rarely get cited; they are not put out at the front. […] Peacebuilding has become more formalized over the years, it is now something at universities, an expert field, but the experts continue to be Western, local partners are only used to do the groundwork."

Hierarchism vs. Egalitarianism II

3. Intermediary/Funding system vs. Local Actors (15)

"NGOs and private donors increasingly see themselves as grant managers and local NGOs as implementers. International donors have stringent requirements and reporting structures that locals cannot keep up with, so they need a broker, and this is why the policy comes from so far away. It divides peacebuilding up between those who are having funds and the locals, and it also creates a power imbalance."

4. Cookie cutter approach vs. Contextualisation (10)

"The process that peacebuilders undertake often goes against the principles that they themselves say is important. For example, they see inclusion as key to sustainable peace, but they often apply template approaches to peacebuilding and do not have learning context in mind."

Hierarchism vs. Egalitarianism III

5. Needs of government/donors vs. Conflict-affected people (9)

„There is a constrain of upwards accountability: Organizations are more accountable to the donors at home than to the people they work with. This supports the professional approach of standardized toolboxes because funders tend to avoid risks. It also means that there is not much space for civil society."

6. Governments pressure vs. Space for peacebuilders & Civil Society (7)

"Peacebuilding has always seen manifestations of violent extremism; the question is how aware civil society is of these issues. This also has consequences for the changes in space of civil society. There is a notion of responses, the wrong type of discussion is being held and the balance is shifting."
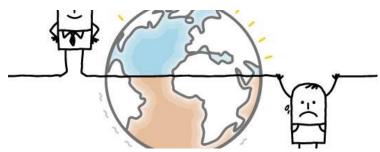
Hierarchism vs. Egalitarianism IV

7. Isolations/Authoritarian attitudes vs. Peacebuilding (7)

"I believe that we are at a moment where peacebuilders recognize that the big challenges are expanding due to a global shift to authoritarianism and isolation. This shift, which includes my own government, is at conflict with the values of peacebuilding like inclusivity, reaching out, dialogue."

8. Global North vs. Global South: Peacebuilding at home (5)

"Conflict perception and application of peacebuilding: Peacebuilding is applied to foreign places in the global South, even though there are very similar questions on inclusion and exclusion, on who benefits from economic processes in the North. I think that as long as we keep building peace and we overlook the divisions in our own society it will undermine our peacebuilding efforts and they will seem illegitimate."

Hierarchism vs. Egalitarianism V

9. In-group language of peacebuilders vs. Local language (5)

"They have been trying to bring "new" people (those who work as peacebuilders on the ground but are not well connected with the community), but they are not able to engage because of the in-group language. They have difficulties to articulate themselves. I was trying to reinforce the otherness with bringing them in, so that this language could be removed and to prepare peacebuilders."

10. Problematic framing vs. Root causes (4)

"There is often the sense that conflict is created by violent extremists and that the problem is with those violent extremists themselves and that they need to be stopped, their thinking needs to be changed. What often gets overlooked is that there are many actors that are responsible for conflict, there are grievances that create violence and this approach skews focus on things that either change nothing or at worst lead to greater social divisions."

Egalitarianism vs. Egalitarianism

Deepest Cleavages

EGALITARIANISM		EGALITARIANISM
Peacebuilding	vs.	Development Aid (10)
Peacebuilding	vs.	Humanitarian Aid (10)
Broad Definitions of PB	vs.	Narrow Definitions of PB (9)
Interpersonal Change	vs.	Structural Change (5)
Peacebuilding	vs.	Human Rights/Justice (5)

Egalitarianism vs. Egalitarianism I

1. Peacebuilding vs. Development Aid (10)

"There is a lack of recognition of the importance of peacebuilding for development. There are few funders in the field. Development has a lot more funding, but they do not connect the dots to peacebuilding. [...] There is a useful peacebuilding dividend to development and there needs to be an understanding that there is a mutual interest. But this requires design.

2. Peacebuilding vs. Humanitarian Aid (10)

"Humanitarians work short-term, they address life saving-needs if a catastrophe happens. They walk in with food and medicine, but what comes next? This is where resilience, recovery and rehabilitation should happen. In my experience, there is a lot of talk, many lovely meetings but when it comes to implementing, organizations fall back to meet the targets of donors or their own needs. There are no smooth transitions."
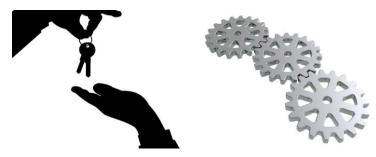
Egalitarianism vs. Egalitarianism II

3. Broad definitions vs. Narrow definitions of peacebuilding (9)

"The concept of peacebuilding is too narrow, conflict is not only negative, it is also a possibility"

4. Interpersonal change vs. Structural change (5)

"There is another divide between those who approach peacebuilding as relationship-building, to change personal relationships for instance to reduce prejudice, and those who want to make right with the reasons why conflict exists, power issues, the big structural issues like discrimination, disenfranchisement, inequalities. This is a challenge around values, and I believes sustainable peace does require a mix of these issues."

Egalitarianism vs. Egalitarianism III

5. Peacebuilding vs. Human rights/justice (5)

"We don't think of justice as social and economic justice unfortunately, but justice isn't just criminal justice and accountability, it can be a very powerful peacebuilding tool. Justice and human rights are also preventive, they are normative obligations and transformative opportunities and peacebuilders should embrace it."

Hierarchism vs. Individualism

Deepest Cleavages

HIERARCHISM		INDIVIDUALISM
Policy Agenda	vs.	Reality on the ground (7)
Funder	vs.	Grantee (6)
State	vs.	Non-state actors (2)

Hierarchism vs. Individualism I

1. Policy Agenda vs. Reality on the ground (7)

"It is important to go where the conflict is exactly and not be in Rome when the conflict takes place somewhere else. It is important to find a way of translating high level politics into local meaning, local change building local trust, and building safe spaces, the rest is just talk, talk, talk."

2. Hierarchical Funder vs. Grantee Relationship (6)

"There is a contract that gives money in return for a service. There is a lack of impartial communication. Grantees often say yes to any requirements that the donor demands, even though it might not be in line with their vision. Often, the donors do not have a real analysis and it can negatively affect the "do no harm" principle."

Hierarchism vs. Individualism II

3. State vs. Non-State Actors (2)
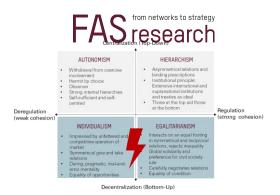
"There is a gap between state-organizations vs. non-state organizations. In my eyes, this is a huge cleavage. I thinks that there is no ecosystem in which different actors have different roles and approach each other to work together, it would be very important to link the actors to each other, especially the private sector and the state actors."

Egalitarianism vs. Individualism

Deepest Cleavages
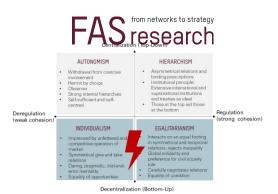
EGALITARIANISM	⚡	INDIVIDUALISM
Organizations/individuals working for peace	vs.	Self-identified peacebuilders (4)
Peacebuilding NGOs	vs.	Commercial contractors (2)
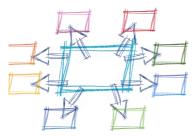
Egalitarianism vs. Individualism

1. Organizations/individuals working for peace vs. Self-identified peacebuilders (4)

"There is an official peacebuilding profession these days. […] One of the cleavages I see is the space between career builders and "activists" because the career builders see peacebuilding as a way to earn money and not to actually create change."

2. Commercial contractors vs. Peacebuilding NGOs (2)

"The real challenges now for peacebuilding NGOs is the competition from commercial contractors who get bigger funds. These are traditional consultancies. The benefit for the donor is that they do not need to deal with small organizations, they trust the big ones to handle huge sums."

Autonomism vs. Hierarchism

Deepest Cleavage

AUTONOMISM ⚡ HIERARCHISM

Research   vs.   Policy advice (4)

Autonomism vs. Hierarchism

1. Research vs. policy advice (4)

"The biggest challenge in my view is on how to bring forward the evidence. There is the recognition that the UN tools are not working. So the question is what causes peace and not only what causes conflict. Evidence-based work is needed that unpacks how to build and measure peace and how to generalize the insights from the study into policy-advice."

Issues

What are relevant issues in the field of peacebuilding?

Frequencies of Issues

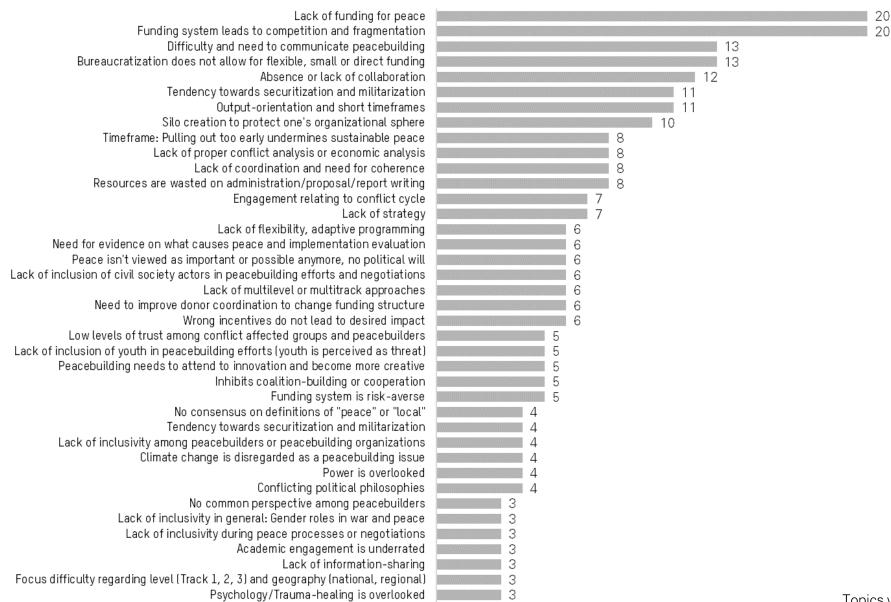| Issue	Count
Lack of funding for peace	20
Funding system leads to competition and fragmentation	20
Difficulty and need to communicate peacebuilding	13
Bureaucratization does not allow for flexible, small or direct funding	13
Absence or lack of collaboration	12
Tendency towards securitization and militarization	11
Output-orientation and short timeframes	11
Silo creation to protect one's organizational sphere	10
Timeframe: Pulling out too early undermines sustainable peace	8
Lack of proper conflict analysis or economic analysis	8
Lack of coordination and need for coherence	8
Resources are wasted on administration/proposal/report writing	8
Engagement relating to conflict cycle	7
Lack of strategy	7
Lack of flexibility, adaptive programming	6
Need for evidence on what causes peace and implementation evaluation	6
Peace isn't viewed as important or possible anymore, no political will	6
Lack of inclusion of civil society actors in peacebuilding efforts and negotiations	6
Lack of multilevel or multitrack approaches	6
Need to improve donor coordination to change funding structure	6
Wrong incentives do not lead to desired impact	6
Low levels of trust among conflict affected groups and peacebuilders	5
Lack of inclusion of youth in peacebuilding efforts (youth is perceived as threat)	5
Peacebuilding needs to attend to innovation and become more creative	5
Inhibits coalition-building or cooperation	5
Funding system is risk-averse	5
No consensus on definitions of "peace" or "local"	4
Tendency towards securitization and militarization	4
Lack of inclusivity among peacebuilders or peacebuilding organizations	4
Climate change is disregarded as a peacebuilding issue	4
Power is overlooked	4
Conflicting political philosophies	4
No common perspective among peacebuilders	3
Lack of inclusivity in general: Gender roles in war and peace	3
Lack of inclusivity during peace processes or negotiations	3
Academic engagement is underrated	3
Lack of information-sharing	3
Focus difficulty regarding level (Track 1, 2, 3) and geography (national, regional)	3
Psychology/Trauma-healing is overlooked	3
Art and artists are neglected in peacebuilding efforts	3

Topics with at least 3 nominations

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Frequencies of Issues with Topics

Topic	Subtopic	Frequency	Cultural Theory
Problems of funding system (92)	Funding system leads to competition and fragmentation	20	Egalitarianism
	Lack of funding for peace	20	Egalitarianism
	Bureaucratization does not allow for flexible, small or direct funding	13	Individualism
	Output-orientation and short timeframes are opposed to peacebuilding's long-term view and impact	11	Egalitarianism
	Resources are wasted on administration/proposal/report writing	8	Individualism
	Wrong incentives do not lead to desired impact	6	Individualism
	Need to improve donor coordination to change funding structure	6	Hierarchism
	Funding system is risk-averse	5	Individualism
	Incoherence of donor governments	2	Hierarchism
	Proliferation of organizations leads to fragmentation and competition	1	Hierarchism
Competition leads to fragmentation (47)	Absence or lack of collaboration	12	Egalitarianism
	Silo creation to protect one's organizational sphere	10	Individualism
	Lack of coordination and need for coherence	8	Hierarchism
	Lack of strategy	7	Hierarchism
	Inhibits coalition-building or cooperation	5	Egalitarianism
	Conflicting political philosophies	4	Autonomism
	Proliferation of organizations leads to fragmentation and competition	1	Hierarchism
Differences in approaches (46)	Engagement relating to conflict cycle	7	Autonomism
	Lack of multilevel or multitrack approaches	6	Egalitarianism
	Lack of inclusion of civil society actors in peacebuilding efforts and negotiations	6	Egalitarianism
	Peacebuilding needs to attend to innovation and become more creative	5	Individualism
	Lack of inclusion of youth in peacebuilding efforts (youth is perceived as threat)	5	Egalitarianism
	Power is overlooked	4	Egalitarianism
	Climate change is disregarded as a peacebuilding issue	4	Egalitarianism
	Art and artists are neglected in peacebuilding efforts	3	Egalitarianism
	Psychology/Trauma-healing is overlooked	3	Egalitarianism
	Focus difficulty regarding level (Track 1, 2, 3) and geography (national, regional)	3	Autonomism
Tensions between different mentalities (22)	Difficulty and need to communicate peacebuilding	13	Egalitarianism
	Low levels of trust among conflict affected groups and peacebuilders	5	Egalitarianism
	Lack of information-sharing	3	Egalitarianism
	No role models for youth	1	Hierarchism
Problematic global political trends (21)	Tendency towards securitization and militarization	11	Egalitarianism
	Peace isn't viewed as important or possible anymore, no political will	6	Autonomism
	Multilateral institutions are dysfunctional	2	Individualism
	Power dynamics and geopolitical dynamics	2	Egalitarianism
Theory vs. Practice (18)	Lack of proper conflict analysis or economic analysis	8	Autonomism
	Need for evidence on what causes peace and implementation evaluation	6	Autonomism
	Academic engagement is underrated	3	Autonomism
	Climate change is disregarded as a peacebuilding issue	1	Egalitarianism
Exclusion of women (14)	Lack of inclusivity among peacebuilders or peacebuilding organizations	4	Egalitarianism
	Lack of inclusivity during peace processes or negotiations	3	Egalitarianism
	Lack of inclusivity in general: Gender roles in war and peace	3	Egalitarianism
	Women are underfunded	2	Egalitarianism
	Other	2	
Structural difficulties through projectization (14)	Timeframe: Pulling out too early undermines sustainable peace	8	Egalitarianism
	Lack of flexibility, adaptive programming and appetite for risk does not create lasting impact	6	Individualism
Violent extremism (7)	Tendency towards securitization and militarization	4	Egalitarianism
	No common perspective among peacebuilders	3	Egalitarianism
Difficulties relating to definitions and the use of language (4)	No consensus on definitions of "peace" or "local"	4	Egalitarianism
SUM		285	

Centralization (Top-Town)

Top 10 Issues

Deregulation (Weak cohesion)

Regulation (Strong cohesion)

Decentralization (Bottom-Up)

The Voice of AUTONOMISM

- Lack of proper conflict analysis or economic analysis (8)

The Voice of HIERARCHISM

- Lack of coordination and need for coherence (8)

The Voice of INDIVIDUALISM

- Bureaucratization does not allow for flexible, small or direct funding (13)
- Silo creation to protect one's organizational sphere (10)

The Voice of EGALITARIANISM

- Lack of funding for peace (20)
- Funding system leads to competition and fragmentation (20)
- Tendency towards securitization and militarization (15)
- Difficulty and need to communicate peacebuilding (13)
- Absence or lack of collaboration (12)
- Output-orientation and short timeframes are opposed to peacebuilding's long-term view and impact (11)

Insights

⇒ The voice of hierarchism calls for strategy development and better coordination in order to tackle fragmentation.

⇒ Funding is viewed as the most pressing issue

Top 10 Issues I

1. Lack of funding for peace (20)

Compared to the resources spent on war or on related fields like development and aid, peace and peacebuilding efforts are chronically underfunded.

"The Fund for Ireland meant that 4 Dollars were invested in every person, in Israel-Palestine, this amounts to 3.6 cents per person. [...] Half of the organizations that existed in Israel and Palestine are gone now. The ones that are there are underfunded. There is no funding at the necessary scale."

2. Funding system leads to competition and fragmentation (20)

The hierarchical structure of the funding system and the limited resources available create competition among peacebuilding actors, which in return facilitates and deepens fragmentation.

"Funding divides the peacebuilding NGOs. They compete for funding at different levels and this creates tensions, gatekeeping and exclusions."

Top 10 Issues II

3. Tendency towards securitization and militarization (15)

A military approach and a strong security sector are commonly regarded as the best solution to conflict situations.

"The big trend right now: In richer countries, there is a tendency to approach the problems in poorer countries from a security perspective. I find it very worrisome because real security does not come through the expenditure on army or police but from addressing peoples needs for jobs, services of health and education, seeking recourse from injustice, rule of law."

4. Bureaucratization does not allow for flexible, small or direct funding (13)

Small grants, unrestricted and adaptive funding is often more valuable than big money tied up in a lengthy and difficult application process.

"I remember when we were involved in the peace process in Myanmar, we received funding that helped us move around. […] It was the most valuable funding we've ever had because there were no restrictions. It did not lock you in for three years on the activity A, B and C that is supposed to have this impact. This accountability system keeps organizations and people on a very tight leash."

Top 10 Issues III

5. Difficulty and need to communicate peacebuilding (13)

Peacebuilders have not been successful in communicating their program and abilities to the public.

"It is tricky, over the last few years, the Europeans have been searching for answers [on the issues of climate change and migration], they were pouring funding into what they want to think about but very little has gone to peacebuilding organizations. Peacebuilding organizations have the knowledge but somehow, the phone isn't ringing."

6. Absence or lack of collaboration (12)

Concerns about organizations and individuals who are striving for the same goal but aren't acting together.

"The challenge is how to bring these two important actors, humanitarians and peacebuilders, to understand that collaboration is the best way to go."

Top 10 Issues IV

7. Output-orientation and short timeframes are opposed to peacebuilding's long-term view and impact (11)

Taking issue with the projectization of peacebuilding, respondents argue that the pre-determined timeframes and result-based interventions are at odds with a deeper understanding and practice of conflict resolution.

"The timeframes that are used are not long enough. […] Everything about structures and systems that we have built is a problem, the results-based approach, the log-frames, the whole cycle from research to implementation does not fit the reality of the people they seek to support."

8. Silo creation to protect one's organizational sphere (10)

Organizations are pressured to prove their unique selling point. Divisions are being upheld even where it contradicts the reality on the ground.

"The way that programs are funded is dysfunctional and fragmented, it creates silos. Despite all the talk of a holistic approach, the system is designed that the silos are kept up."

Top 10 Issues V

9. Lack of coordination and need for coherence (8)

The lacking coordination of different actors and their activities in the field leads to a replication of projects and is considered counterproductive.

"She often reads reports that in Mali, for example, NGO A, B, C and D have been doing something on community-level but it is not clear what they have been doing to prevent violence. It is important that organizations are more strategic, to speak with the UN to have a more comprehensive approach."

10. Lack of proper conflict analysis or economic analysis (8)

Going in without knowing about the unique context and conflict situation can do harm.

"Many organizations have something on conflict sensitivity in their statements, but it still happens because there is a lack of proper conflict analysis."
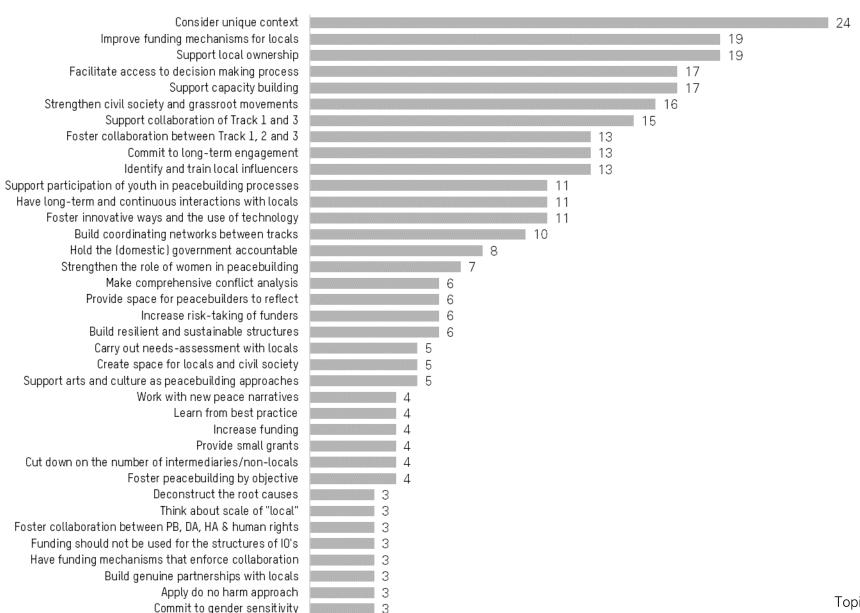
High Impact Interventions

What are the high impact interventions to support the local level?

Frequencies of Interventions

Intervention	Count
Consider unique context	24
Improve funding mechanisms for locals	19
Support local ownership	19
Facilitate access to decision making process	17
Support capacity building	17
Strengthen civil society and grassroot movements	16
Support collaboration of Track 1 and 3	15
Foster collaboration between Track 1, 2 and 3	13
Commit to long-term engagement	13
Identify and train local influencers	13
Support participation of youth in peacebuilding processes	11
Have long-term and continuous interactions with locals	11
Foster innovative ways and the use of technology	11
Build coordinating networks between tracks	10
Hold the (domestic) government accountable	8
Strengthen the role of women in peacebuilding	7
Make comprehensive conflict analysis	6
Provide space for peacebuilders to reflect	6
Increase risk-taking of funders	6
Build resilient and sustainable structures	6
Carry out needs-assessment with locals	5
Create space for locals and civil society	5
Support arts and culture as peacebuilding approaches	5
Work with new peace narratives	4
Learn from best practice	4
Increase funding	4
Provide small grants	4
Cut down on the number of intermediaries/non-locals	4
Foster peacebuilding by objective	4
Deconstruct the root causes	3
Think about scale of "local"	3
Foster collaboration between PB, DA, HA & human rights	3
Funding should not be used for the structures of IO's	3
Have funding mechanisms that enforce collaboration	3
Build genuine partnerships with locals	3
Apply do no harm approach	3
Commit to gender sensitivity	3

Topics with at least 3 nominations

Topic	Subtopic	Frequency	Cultural Theory
Recommended approaches (95)	Foster innovative ways and the use of technology	11	Individualism
	Have long-term and continuous interactions with locals	11	Egalitarianism
	Support participation of youth in peacebuilding processes	11	Egalitarianism
	Strengthen the role of women in peacebuilding	7	Egalitarianism
	Build resilient and sustainable structures	6	Egalitarianism
	Support arts and culture as peacebuilding approaches	5	Egalitarianism
	Foster peacebuilding by objective	4	Egalitarianism
	Commit to gender sensitivity	3	Egalitarianism
	Apply do no harm approach	3	Egalitarianism
	Work beyond usual suspects	2	Egalitarianism
	Support a system approach to peacebuilding	2	Egalitarianism
	Wear the peacebuilding label lightly	2	Individualism
	Focus on prevention	2	Egalitarianism
	Support entrepreneurial activities of locals/civil society	2	Individualism
	Stop corruption and build democracy	2	Egalitarianism
Have a bottom-up approach (94)	Support local ownership	19	Egalitarianism
	Support capacity building	17	Egalitarianism
	Facilitate access to decision making process	17	Egalitarianism
	Strengthen civil society and grassroot movements	16	Egalitarianism
	Identify and train local influencers	13	Egalitarianism
	Create space for locals and civil society	5	Egalitarianism
	Cut down on the number of intermediaries/non-locals	4	Egalitarianism
	Build genuine partnerships with locals	3	Egalitarianism
Improve funding system (52)	Improve funding mechanisms for locals	19	Egalitarianism
	Commit to long-term engagement	13	Egalitarianism
	Increase risk-taking of funders	6	Individualism
	Provide small grants instead of large sums and lengthy application processes	4	Individualism
	Increase funding	4	Egalitarianism
	Have funding mechanisms that enforce collaboration	3	Egalitarianism
	Funding should not be used for the structures of IO's	3	Egalitarianism
Facilitate new networks (49)	Support collaboration of Track 1 and 3	15	Egalitarianism
	Foster collaboration between Track 1, 2 and 3	13	Egalitarianism
	Build coordinating networks between tracks	10	Egalitarianism
	Provide space for peacebuilders to reflect	6	Egalitarianism
	Foster collaboration between peacebuilding, development, humanitarian aid and human rights	3	Egalitarianism
	Increase collaboration with economic actors	2	Individualism
Support and engage in research efforts (47)	Consider unique context	24	Autonomism
	Make comprehensive conflict analysis	6	Autonomism
	Carry out needs-assessment with locals	5	Autonomism
	Learn from best practice	4	Autonomism
	Think about scale of "local"	3	Egalitarianism
	Deconstruct the root causes	3	Autonomism
	Increase follow-up-evaluation	2	Autonomism
Support advocacy efforts (14)	Hold the (domestic) government accountable	8	Egalitarianism
	Work with new peace narratives	4	Egalitarianism
	Find a common goal and support the campaign	2	Hierarchism
SUM		329	

PORTICUS

Top 10 High Impact Interventions

Centralization (Top-Town)

The Voice of AUTONOMISM

- Consider unique context (24)

The Voice of HIERARCHISM

Deregulation (Weak cohesion)

Regulation (Strong cohesion)

The Voice of INDIVIDUALISM

The Voice of EGALITARIANISM

- Improve funding mechanisms for locals (19)
- Support local ownership (19)
- Facilitate access to decision making process (19)
- Support capacity building (17)
- Strengthen civil society and grassroot movements (16)
- Support collaboration of Track 1 and 3 (15)
- Commit to long-term engagement (13)
- Foster collaboration between Track 1, 2 and 3 (13)
- Identify and train local influencers (13)

Decentralization (Bottom-Up)

Insights 🔍

⇒ Supporting local actors (with funding, training, acknowledgment of ownership) and creating networks are considered most impactful interventions

Top 10 High Impact Interventions I

1. Consider unique context (24)

Each conflict is different; only a case by case analysis allows to explore and develop ways to provide local actors with the support they need.

"In Afghanistan, when the UN entered after the war, women's organizations were few because the system of the Taliban forbid women to be politically active. In South Africa on the other hand, there was a platform for women under the banner of the United Democratic Front and many women were active. These are very different conditions that need different types of support."

2. Improve funding mechanisms for locals (19)

Establish a less restrictive grant strategy that enables flexible and quick engagement and advantages local actors.

"It would be an important step to allow civil society organizations to have larger pools of money to give out to locals that need it and that are deemed trustworthy, then it all has a greater impact. The UN infrastructure is ridiculous. There is a lot of money, but it doesn't get to the people who can put it to use."

Top 10 High Impact Interventions II

3. Support local ownership (19)

Enable ways to build peace from within. Make sure that local concerns are at the heart of peacebuilding efforts and support the active participation of communities.

"An outside organization has a limited role to play. Conflict affected communities decide whether the guidance has been successful. Encourage organizations not to move in and replace people but to provide real support instead. INGOs have stopped partnering and started implementing; they put aside the local population and went on undermining them."

4. Facilitate access to decision making process (19)

Include local actors in the decision-making process on all levels. Bridge the divide between policy and reality on the ground by bringing local representatives into international forums and policy centers in the Global North.

"The area where locals struggle with most is policy-making because it is by definition not localized. Bring local experts to the discussion, to the round tables."

Top 10 High Impact Interventions III

5. Support capacity building (17)

Facilitate access to resources. Provide opportunities for training and knowledge exchange to local peacebuilders and civil society actors.

"I believe skills and quality matters a lot. Improve the effectiveness of people who work on peace building issues by creating space where people can come together and learn from each other."

6. Strengthen civil society and grassroot movements (16)

Offer technical and financial support to less organized Track 3 actors and push for their inclusion their engagement with the peacebuilding process.

"In Afghanistan, people are forced into their private space because of the security situation. How do you get them back into the public? In Israel-Palestine, the societies are very NGO-ized, the only way to resources is by being part of the NGO structure. Instead, support communities in a way that is not donor-led."

Top 10 High Impact Interventions IV

7. Support collaboration of Track 1 and 3 (15)

Engage top level decision-makers and political leaders with grassroots leadership and conflict-affected communities to find sustainable solutions.

„It is still a challenge on how the UN thinks about civil society and some still do not see the relevance, it takes a huge amount of trust building. The United Nations is a beast that takes a long time to change, but policy really needs the civil society – not just as somebody called in for consultation but someone who really holds the pen."

8. Commit to long-term engagement (13)

Acknowledge the long-term perspective of peacebuilding by creating different funding cycles.

"The advantage that a private actor with funding has is that he is able to provide someone with money for a sustained period of time, most of the funding today is short-term and project-tied."

Top 10 High Impact Interventions V

9. Foster collaboration between Track 1, 2 and 3 (13)

Engage grassroots, middle-range as well as top leadership to avoid that peacebuilding efforts on one level get spoiled by another and to ensure sustainability.

"Another example is my experience with the UN in Somalia. We engaged with a community of people who are knowledgeable about and interested in reducing violence, these people included all sorts – women, diplomats, regional actors etc. And they shared the knowledge on a collective approach to reconciliation. This then fed into the national reconciliation framework and tackles how to engage with businesses to invest in marginal groups and how to engage women."

10. Identify and train local influencers (13)

Go beyond the "usual suspects" and invest in local leaders that act as social entrepreneurs and changemakers.

"It's the key influencers that needs to be approached in divided communities, ex-combatants for instance, who say that there has to be a different way. High impact always requires support for that person and leadership, it requires authenticity."

Porticus Peace Lab

05.11.2019 – 07.11.2019, Schloss Hernstein (Austria)

Key Criteria Mapping

What qualities, skills or virtues do we have to activate given the current state of the world?

A Robust Set of professional Values and Virtues in Detail I

As defined by Peace Lab expert participants

Long-term and short-term orientation

Balancing a long-term and a short-term approach. Being able to react to immediate challenges or conflict outbursts as well as applying a generational view and learn from other experiences.

Co-creation and collaboration

Refraining from assigning conflict-affected communities an invariable victim status and engaging positively by acknowledging their self-esteem and power to create peace.

Embracing contradictions

Challenging the "either-or" mindset and being willing to accept the complexity and ambiguity of a conflict situation as well as the engagement of peacebuilders.

A Robust Set of professional Values and Virtues in Detail II

As defined by Peace Lab expert participants

Local context matters

Taking the specific local characteristics and conditions of a conflict into account.

Inclusivity

Working with groups who are commonly marginalized during the peace process like women, youth or „hardliners" and those who experience societal marginalization within these groups, for instance young women, women with disabilities and indigenous women.

Innovativeness

Being eager to come up with new ideas and innovations, not only with the help of technology, but also in an imaginative and original sense.

A Robust Set of professional Values and Virtues in Detail III

As defined by Peace Lab expert participants

Integrity

Embracing the „soft skills" of peacebuilding that are often absent when dealing with politics and conflict, particularly those relating to integrity such as honesty, humility, reciprocity, trust, dignity, empathy and self-interrogation.

Multilateralism and multilevel Awareness

Going beyond the dichotomy of global vs local and value the variety of approaches and interconnections (global-global, local-global, local-local, global-local).

Non-partisanship

Returning to norms and values of peacebuilding that relate to impartiality by working with all actors and ensuring a variety of stakeholders.

A Robust Set of professional Values and Virtues in Detail IV

As defined by Peace Lab expert participants

Ownership and self-responsibility

Handing over the reins to those at the local level and allowing communities to take responsibility for themselves by letting them define their needs, the process and whether the outcome is satisfactory.

Risk-taking (on a small scale)

Being pragmatic and adaptive as a way to deal with unpredictability. Reconsidering notions of resilience and relying more on responsiveness and trust.

Resilience and flexibility

Developing an appetite for new and daring programs or projects and implementing them – possibly first on a smaller scale – by allowing for trial and error.

Value of process

Appreciating the process of dialogue, mediation, conflict resolution and peacebuilding instead of putting too much emphasis on (short-term) outcomes.

Conjoint Analysis of Proposed Values and Virtues

A two-step evaluation methodology

-9 ... absolutely less important
-7 ... much less important
-5 ... less important
-3 ... slightly less important
1 ... equally important
3 ... slightly more important
5 ... more important
7 ... much more important
9 ... absolutely more important

1. Scale for pairwise comparison of values and virtues

0 ... Doesn't fulfill Criterion at all
1 ... Hardly fulfills Criterion
2 ... Partly fulfills Criterion
4 ... Strongly fulfills Criterion
8 ... Completely fulfills Criterion
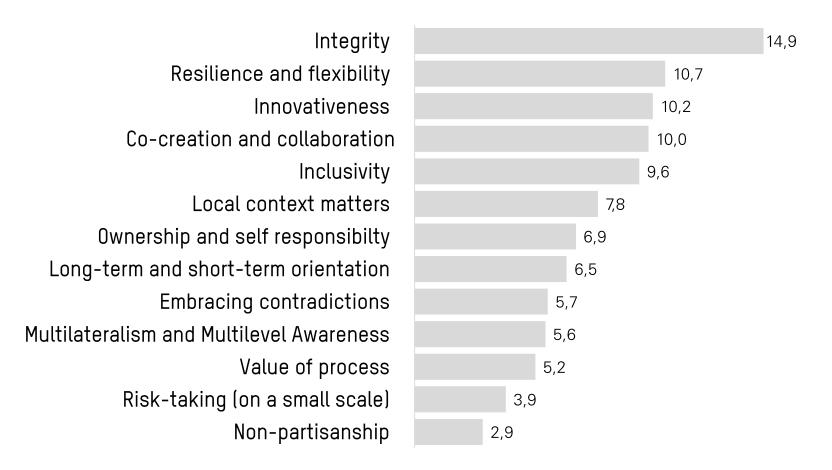
2. Evaluation of fulfillment of ranked values and virtues by stakeholder groups

The Importance of Peacebuilding Values and Virtues

Ranked by percentage share of total importance

Value/Virtue	Percentage
Integrity	14,9
Resilience and flexibility	10,7
Innovativeness	10,2
Co-creation and collaboration	10,0
Inclusivity	9,6
Local context matters	7,8
Ownership and self responsibilty	6,9
Long-term and short-term orientation	6,5
Embracing contradictions	5,7
Multilateralism and Multilevel Awareness	5,6
Value of process	5,2
Risk-taking (on a small scale)	3,9
Non-partisanship	2,9

N= 22 Participants

Note

⇒ Lower ranked values and virtues are not irrelevant, but rather inherently connected to higher rated values and virtues. E.g. non-partisanship is a result of integrity.

Degree of Fulfillment of Values and Virtues across Stakeholder Groups

Ranked by average participant perception of fulfillment (on a scale from 0 to 8)

Multilateralism and Multilevel Awareness	3,4
Local context matters	3,3
Value of process	3,2
Inclusivity	3,1
Ownership and self responsibilty	2,7
Integrity	2,7
Embracing contradictions	2,6
Innovativeness	2,5
Resilience and flexibility	2,5
Co-creation and collaboration	2,4
Long-term and short-term orientation	2,4
Risk-taking	2,3
Non-partisanship	2,2

N= 22 Participants

Leverage Point Mapping

How can we respond to the current global erosion in the value of peace itself?

What systemic leverage points can we deploy?

A Robust Set of Leverage Points I

As defined by Peace Lab expert participants

Simple & positive narratives

Reaching new audiences and fostering a culture of peace through developing simple, positive and engaging narratives and success stories.

Share PB best practices

Exchanging knowledge on best practices regarding mobilization and organization with new influential movements like Extinction Rebellion, thereby building a momentum for peace.

Grassroots action

Tapping into the positive energy of grassroots and people's power movements (Arab spring, climate strike, women's movement, anti-Trump demonstrations etc.) and engaging them with peacebuilding.

A Robust Set of Leverage Points II

As defined by Peace Lab expert participants

Marginalized groups

Leveraging the power of untapped resources by supporting marginalized groups and communities, for instance empowering youth leadership beyond participation.

Leverage soft power

Engaging „soft powers" like culture, arts, education and norms and values and leveraging their influence on the perception and understanding of conflict and peace.

Biz case 4 peace

Using the economic rationale to transform current discussions on the option of military engagement and feeding the economic benefits of peace into social concepts like corporate responsibility.

A Robust Set of Leverage Points III

As defined by Peace Lab expert participants

Mobilize PB prof. networks

Creating platforms for peacebuilding peers, alumni of peace studies and practitioners and developing stronger professional networks for change.

Support new generation

Identifying and recognizing current "peace champions" to amplify a new generation of role models for peace.

Support change agents

Accompanying known change agents within transnational and local institutions and supporting the establishment of change agents' eco-systems.
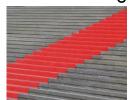
A Robust Set of Leverage Points IV

As defined by Peace Lab expert participants

"Hardliner" engagement

Returning to the values and virtues of peacebuilding and working with constituencies who are considered "hardliners" for constructive engagement instead of focusing on "safe bets" (in the eyes of donors or donor governments).

Work across silos

Activating mediation, networking and outreach skills of the peacebuilding community to work across vertical and horizontal social and thematic silos, for instance engaging global North donors with local women leaders.

Tap intl. projects

Building on robust international frameworks and initiatives such as the SDGs, Human Rights or climate agreements to keep and extend peace commitments.

Technologies -> discourse

Making use of new technologies to mobilize (otherwise inaccessible) communities and elicit more diverse perspectives on peace, for example the project "everyday peace indicators".

Analysis of Proposed Measures
A two-step evaluation methodology

0 ... Not at all
1 ... Slightly
2 ... Moderately
4 ... Very
8 ... Enormously

1. Evaluation of the contribution to the implementation of each measure
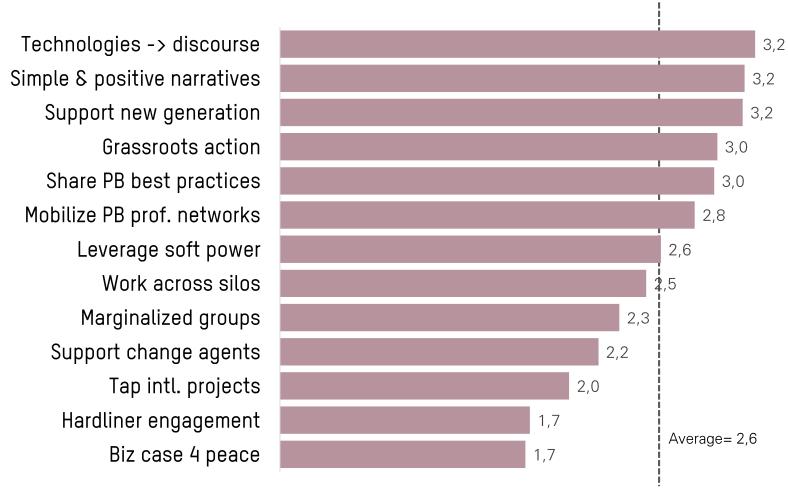
2. Evaluation of the ease of implementation of each measure

Active Leverage Points

Leverage points sorted by their average impact on other leverage points as rated by the expert community

Leverage Point	Value
Technologies -> discourse	3,2
Simple & positive narratives	3,2
Support new generation	3,2
Grassroots action	3,0
Share PB best practices	3,0
Mobilize PB prof. networks	2,8
Leverage soft power	2,6
Work across silos	2,5
Marginalized groups	2,3
Support change agents	2,2
Tap intl. projects	2,0
Hardliner engagement	1,7
Biz case 4 peace	1,7

Average= 2,6

Insights

⇒ The impact of technologies on the discourse, simple & positive narratives and the support for a new PB generation are rated as having the strongest active influence on all other leverage points.

Passive Leverage Points

Leverage points sorted by their average sensitivity towards the other leverage points as evaluated by the expert community

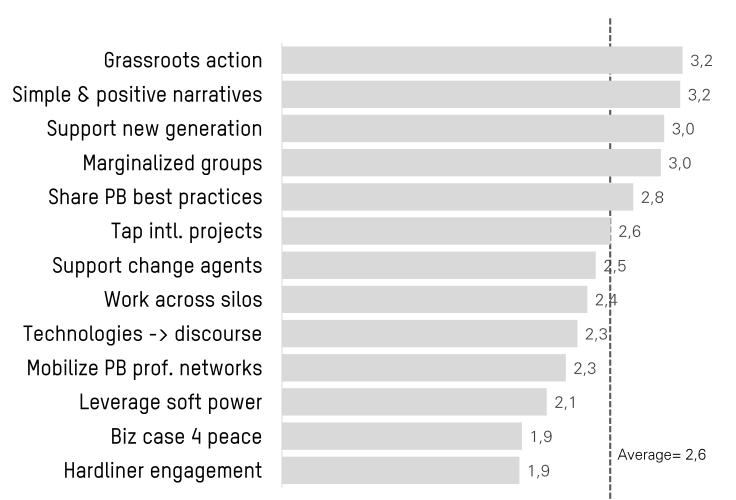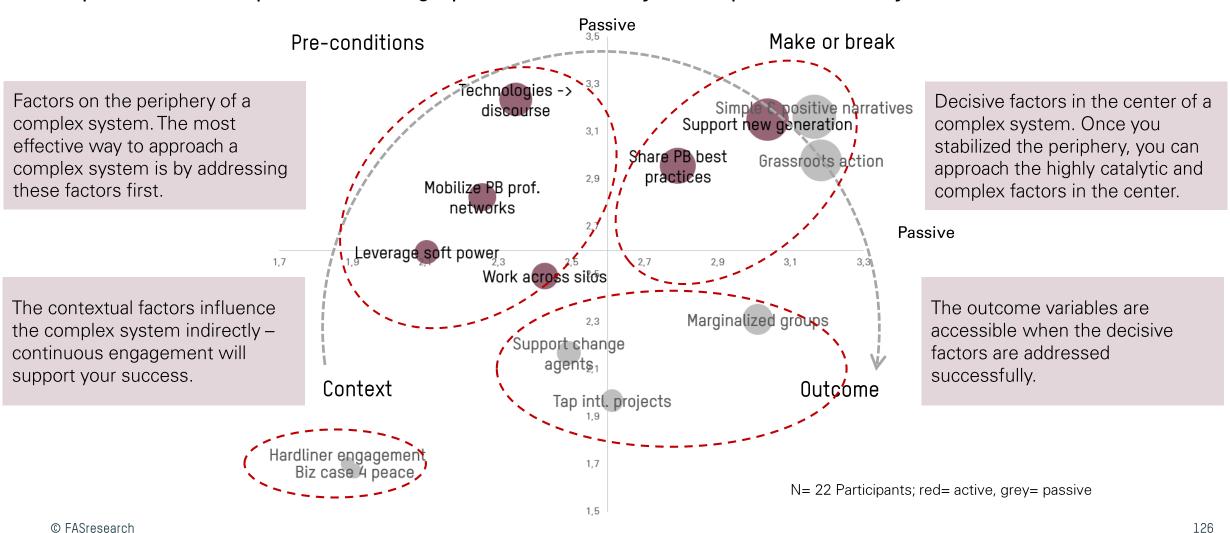| Leverage Point	Value
Grassroots action	3,2
Simple & positive narratives	3,2
Support new generation	3,0
Marginalized groups	3,0
Share PB best practices	2,8
Tap intl. projects	2,6
Support change agents	2,5
Work across silos	2,4
Technologies -> discourse	2,3
Mobilize PB prof. networks	2,3
Leverage soft power	2,1
Biz case 4 peace	1,9
Hardliner engagement	1,9

Average= 2,6

Insights

⇒ The Biz case 4 peace and hardliner engagement are rated as being the least amenable to influence by other leverage points.

The Leverage Points in different Stages of a Process

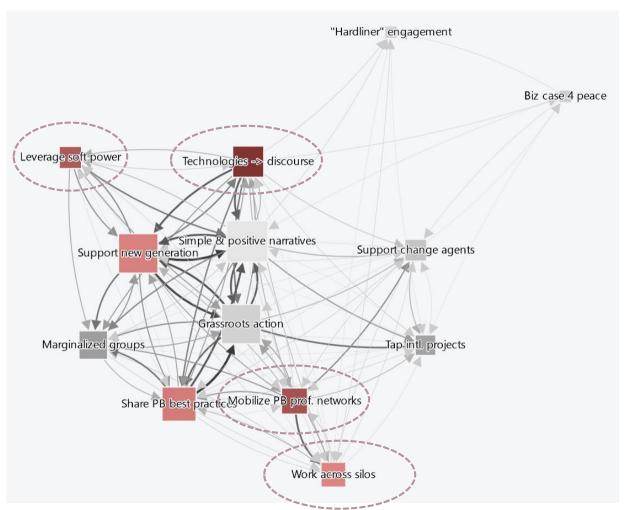Map of active and passive leverage points as rated by the expert community

Factors on the periphery of a complex system. The most effective way to approach a complex system is by addressing these factors first.

Decisive factors in the center of a complex system. Once you stabilized the periphery, you can approach the highly catalytic and complex factors in the center.

The contextual factors influence the complex system indirectly – continuous engagement will support your success.

The outcome variables are accessible when the decisive factors are addressed successfully.

Passive

Pre-conditions

Make or break

3,5
3,3
Technologies -> discourse
3,1
Simple & positive narratives
Support new generation
2,9
Share PB best practices
Grassroots action
Mobilize PB prof. networks

2,7
Passive
Leverage soft power
1,7   1,9   2,1   2,3   2,5   2,7   2,9   3,1   3,3
Work across silos

2,3
Marginalized groups
Support change agents
2,1

Context
Tap intl. projects
1,9
Outcome

1,7
Hardliner engagement
Biz case 4 peace

1,5

N= 22 Participants; red= active, grey= passive

Getting started – Lay the foundations

The most effective way to approach a complex system is by addressing the active factors in the periphery first

1. **Technologies -> discourse**: Use technologies to mobilize (otherwise inaccessible) communities and elicit more diverse discourses on peace
2. **Mobilize PB prof. networks**: Mobilizing peacebuilding professional networks (alumni, peer exchange)
3. **Leverage soft power**: Leverage transformative soft powers: arts, culture and education, norms and values
4. **Work across silos**: Use mediation, networking, and outreach skills to work across vertical and horizontal social and thematic social silos
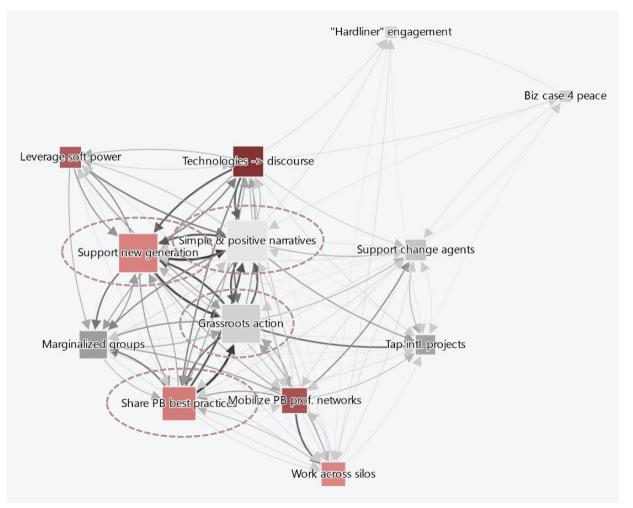
Arcs represent the impact of the leverage points on each other.
Size of leverage points: total weight (active * passive)
Colors: active > passive (red); active < passive (gray)

Make or Break – the Decisive Factors

Once you stabilized the periphery, you can approach the highly catalytic and complex factors in the center

1. **Simple & positive narratives**: Developing an engaging, positive and simple narrative that reaches out to new audiences
2. **Support new generation**: Recognizing and amplifying a new generation of role models (in their context: care, share, dare)
3. **Grassroots action**: Leverage energy of new and emergent grassroots movements/moments to support and embedded positive peacebuilding ideas
4. **Share PB best practices**: Learning, understanding, sharing best practices of organizing/mobilizing specifically in the context of new movements

Arcs represent the impact of the leverage points on each other.

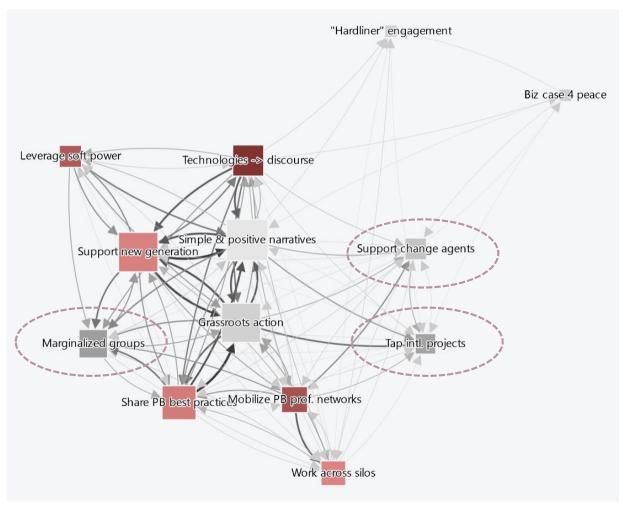Size of leverage points: total weight (active * passive)

Colors: active > passive (red); active < passive (gray)

The Outcome and our „Health-Indicators"

The outcome variables are accessible now and follow from your progress in addressing the decisive factors

1. **Marginalized groups**: Leverage the power of untapped resources and support marginalized groups and communities
2. **Tap intl. projects**: Use opportunity of existing international initiatives/frameworks (SDGs, Human Rights, climate agreements) to keep and extend their commitments
3. **Support change agents**: Support known change agents within institutions (transnational & local) and support the establishment of change agents eco-systems

Arcs represent the impact of the leverage points on each other.

Size of leverage points: total weight (active * passive)
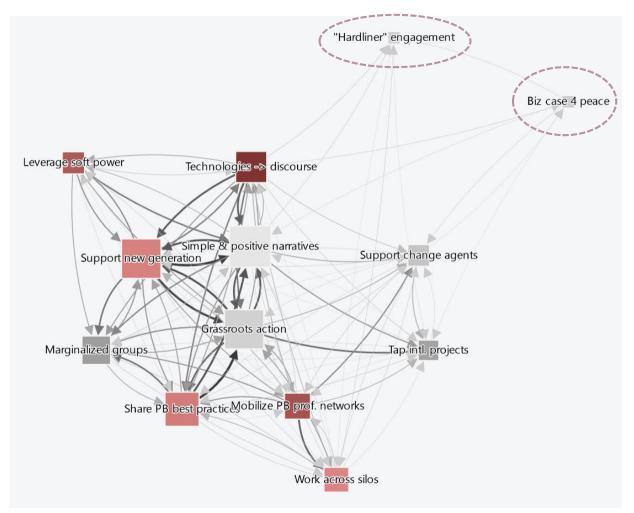
Colors: active > passive (red); active < passive (gray)

Considering the Context

The contextual factors influence the complex system indirectly – continuous engagement will support your success

1. **Hardliner engagement**: Target "hardliners" with constructive engagement
2. **Biz case 4 peace**: Make business case for peace - economic benefits of peace for transformative discussions

Arcs represent the impact of the leverage points on each other.

Size of leverage points: total weight (active * passive)

Colors: active > passive (red); active < passive (gray)

Roadmap to a Resilient and Sustainable Peacebuilding Field

Overview of the leverage points in different stages of the process

Pre-conditions

- Technologies -> discourse
- Mobilize PB prof. networks
- Leverage soft power

Make or Break

- Simple & positive narratives
- Support new generation
- Grassroots action
- Share PB best practices

Outcomes

- Marginalized groups
- Tap international projects

Resilient & Sustainable Peace-building

Context

- Hardliner engagement
  - Biz case 4 peace:

Key Action Mapping

How can we draw on our experiences in peacebuilding at the local level to promote peace at the global level?

What specific measures can we take in the next 12 months?

A Robust Set of Key Actions I

As defined by Peace Lab expert participants

Eliminate PB org, redundancies

Creating mechanisms to avoid the duplication of activities across peacebuilding organizations.

Inclusive coordination among ourselves
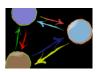
Building platforms to improve the coordination in a way that is inclusive of peacebuilding actors.

Reach out to movement organizations

Bringing other movements that so far haven't been connected to peacebuilding into the conversation and create opportunities for active learning.

Convene event conveners

Pulling together the different strands of events by bringing the conveners together and avoiding silo events by creating a meta-theme of all events in the coming year(s).

A Robust Set of Key Actions II

As defined by Peace Lab expert participants

Viral PB memes

Reaching out to new audiences and youth by creating peacebuilding memes that can be shared on social networks.

New PB logo

Creating a new peacebuilding logo (through a logo competition) that reflects and communicates the common narrative and idea of the community.

Develop knowledge platforms

Developing a knowledge-sharing platform that tackles our understanding of peacebuilding and leads to a shared notion of progressive peacebuilding.

Grandpa Tour

Organizing intergenerational exchanges that gives young people and young peacebuilders the chance to learn from the elderly (80+).

A Robust Set of Key Actions III

As defined by Peace Lab expert participants

Innovative donor relationships

Engaging with donors to redesign the way stakeholders work together through a co-creative and innovative process.

Local information aggregation

Aggregating information on activities of Track I and II on the local level and developing innovative ways to inform keep each other informed.

Global South youth fellowships

Exposing young people from the global South to global North institutions by opening up our own organizations to global South fellows, in person or virtually.

Accessible PB narratives

Making the concept of peacebuilding more accessible and developed from within, for example by translating existing notions of peace into different (local) languages.

A Robust Set of Key Actions IV

As defined by Peace Lab expert participants

Systemic strengthening of PB

Strategizing systemic change to promote sustainability.

Pro Marketing narratives

Hiring marketing professionals to communicate local stories about peacebuilding idols and a shared PB message.

Professional branding workshop

Hosting a professional branding workshop for peacebuilders that helps developing a new peace symbol.

PB best practices compendium

Introducing a catalogue that collects, documents and provides best practices.

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A Robust Set of Key Actions V

As defined by Peace Lab expert participants

PB computer games

Developing and introducing new computer games that promote peace.

Protect local PB activists

Ensuring the safety of civil society actors and local human rights defenders who risk their lives, for instance by creating a fund.

PB Children's books

Creating children's books that introduces a new and simple peacebuilding narrative.

Looking at existing initiatives/narratives

Mapping and documenting "what we have" in terms of successful initiatives and narratives by using new technologies, for example the Plus Peace Coalition.

A Robust Set of Key Actions VI

As defined by Peace Lab expert participants

Identify overlapping org, initiatives

Creating a map of existing activities and organizations, visualizing the overlaps and linking the efforts, also in terms of individual strengths.

Classroom Awards

Nominating classmates that show peacebuilding strengths and honoring them in their schools.

PB Photo competition

Organizing a photo competition and workshop on what peacebuilding means to individuals.

Link global/local narratives

Finding new pathways to link local and global as well as national and regional approaches for instance through organizing campaigns.

A Robust Set of Key Actions VII

As defined by Peace Lab expert participants

Peer to Peer Education

Connecting and teaching each other what we have learned.

Reach out to aid orgs

Bridging the silos and engaging organizations that are also concerned with peace, particularly humanitarian aid and development aid.

Service young peacebuilding generations

Recognizing the value and work of young peacebuilders by providing support and making them more visible.

PB way of life tools

Promoting and training peacebuilding tools for the use in everyday life.

A Robust Set of Key Actions VIII

As defined by Peace Lab expert participants

Decision Supporting Technology

Making use of technology and data management by creating a decision-making tool that facilitates interaction among peacebuilders.

Using upcoming events/moments

Taking advantage of upcoming milestones and anniversaries (e.g. youth, peace & security, international day of peace) to amplify key messages and to organize activities and campaigns as a community.

Define PB mobilization

Connecting with mobilization experts to clearly articulate what mobilization means for peacebuilders.

Bolly, holly and nollywood

Working with film industries to foster the peace narrative.

Analysis of Proposed Measures
A two-step evaluation methodology

0 ... Not at all
1 ... Slightly
2 ... Moderately
4 ... Very
8 ... Enormously

1. Evaluation of the contribution to the implementation of each measure
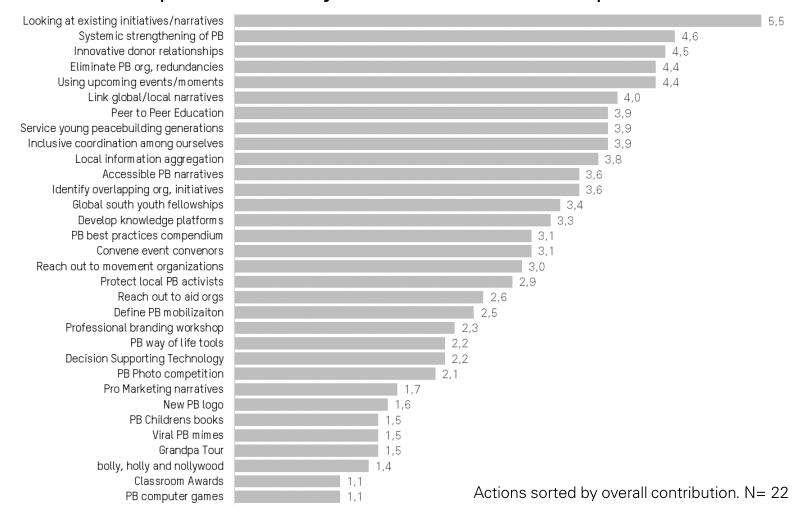
2. Evaluation of the ease of implementation of each measure

Measures with highest contribution

Willingness of the expert community to contribute to the implementation of the measures

Measure	Value
Looking at existing initiatives/narratives	5,5
Systemic strengthening of PB	4,6
Innovative donor relationships	4,5
Eliminate PB org, redundancies	4,4
Using upcoming events/moments	4,4
Link global/local narratives	4,0
Peer to Peer Education	3,9
Service young peacebuilding generations	3,9
Inclusive coordination among ourselves	3,9
Local information aggregation	3,8
Accessible PB narratives	3,6
Identify overlapping org, initiatives	3,6
Global south youth fellowships	3,4
Develop knowledge platforms	3,3
PB best practices compendium	3,1
Convene event convenors	3,1
Reach out to movement organizations	3,0
Protect local PB activists	2,9
Reach out to aid orgs	2,6
Define PB mobilizaiton	2,5
Professional branding workshop	2,3
PB way of life tools	2,2
Decision Supporting Technology	2,2
PB Photo competition	2,1
Pro Marketing narratives	1,7
New PB logo	1,6
PB Childrens books	1,5
Viral PB mimes	1,5
Grandpa Tour	1,5
bolly, holly and nollywood	1,4
Classroom Awards	1,1
PB computer games	1,1

Actions sorted by overall contribution. N= 22

Measures easy to implement
Assessment of the ease of implementation by the expert community

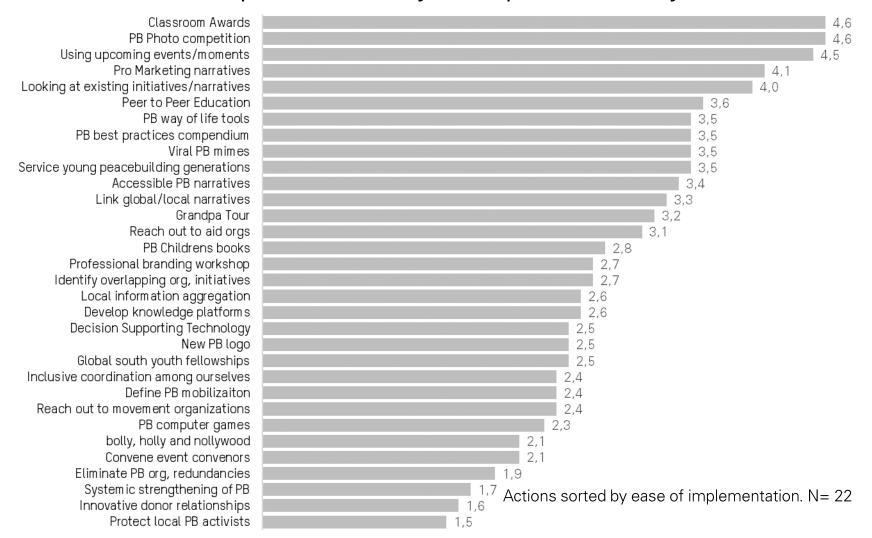| Measure	Value
Classroom Awards	4,6
PB Photo competition	4,6
Using upcoming events/moments	4,5
Pro Marketing narratives	4,1
Looking at existing initiatives/narratives	4,0
Peer to Peer Education	3,6
PB way of life tools	3,5
PB best practices compendium	3,5
Viral PB mimes	3,5
Service young peacebuilding generations	3,5
Accessible PB narratives	3,4
Link global/local narratives	3,3
Grandpa Tour	3,2
Reach out to aid orgs	3,1
PB Childrens books	2,8
Professional branding workshop	2,7
Identify overlapping org, initiatives	2,7
Local information aggregation	2,6
Develop knowledge platforms	2,6
Decision Supporting Technology	2,5
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Inclusive coordination among ourselves	2,4
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bolly, holly and nollywood	2,1
Convene event convenors	2,1
Eliminate PB org, redundancies	1,9
Systemic strengthening of PB	1,7
Innovative donor relationships	1,6
Protect local PB activists	1,5

Actions sorted by ease of implementation. N= 22