

Globalising Local Voices,
Localising Global Commitments

Building Peace Together: GPPAC Strategic Plan 2021–2025



A Network of People
Building Peace



“We are a network of locals, we share and learn from the experiences in different regions. Being part of GPPAC helps us to magnify our struggle, it becomes a protection against the local dangers we face, and allows our voices to be heard in global and regional arenas. At the same time the local experiences give meaning to this global network.”

Gus Miclat
Initiatives for International Dialogue, Philippines



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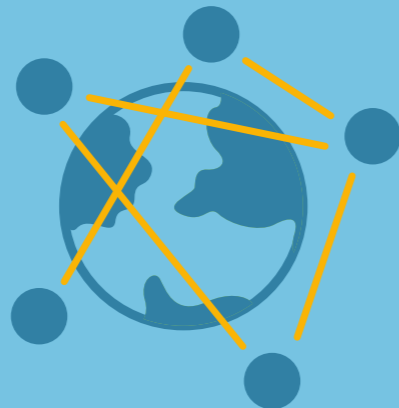
A Network of People
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GPPAC Strategic Plan 2021–2025

At a Glance

We are the Global Partnership for the Prevention of Armed Conflict (GPPAC).

We are the world's largest global network of local peacebuilders with more than 200 members



We are stronger than the sum of our parts

We support and learn from one another and work together

We seek a world where violence and armed conflicts are prevented

Pathways of Change



#1 Amplify Member Expertise



#2 Mobilise Collective Action



#3 Influence Policy & Practice

Strengthening our platforms for exchange of expertise and learning

Facilitating organisational development within regional networks

Enhancing collaboration and joint action between members at all levels

Connecting with allies to further the impact of joint initiatives

Securing flexible funding for emergency and crisis response

Targeting peacebuilding programming aimed at policy or practice change

Facilitating joint learning and action between local peacebuilders and powerholders

Building and sustaining strategic partnerships

Our Aim for 2025



Peacebuilding policies, practices and infrastructures are rooted in locally-led and locally-grounded peacebuilding

Challenges

1

Not enough support for local peacebuilding action

2

Those most affected by conflict are often not included in the solutions

3

Climate change and other emerging threats are mitigated rather than prevented

Thematic focus



Locally-led peacebuilding action



Inclusion of Women and Youth Peacebuilders



Climate security and emerging threats

A letter of welcome

In 2003, the Global Partnership for the Prevention of Armed Conflict (GPPAC) was founded as a network of civil society peacebuilders. Fifteen years ago, the network gathered in New York to launch *People Building Peace: A Global Action Agenda for the prevention of Violent Conflict*. This Global Action Agenda promotes a paradigm shift in the way the international community addresses armed conflict: from reaction to prevention. It continues to guide the efforts of GPPAC members, at a time where conflict prevention and peacebuilding are needed more than ever.

Conflict prevention and peacebuilding efforts have to involve, and in many cases even have to be led by civil society actors – which are often at the centre of these dynamics.

The last few years have been characterised by widespread political polarisation. The return of ‘great powers’ politics; the rise of nationalist populism; the proliferation of authoritarian regimes which systematically close spaces for dissent; the persistence of violent extremism; the recurrent risk of violence around elections; and the failure of some states to deliver basic public goods are some of the factors contributing to increasing the risk for violent outbreaks. These are exacerbated by the climate crisis, including intensifying disasters and the continuation of environmental degradation, which are amongst the most pressing challenges to the maintenance of peace and security around the world.

The UN and World Bank flagship study *Pathways for Peace*, published in 2018, suggests two main trends in the nature of current armed conflicts. First, most of the current conflicts now occur between non-state actors. Second, most of the victims of these violent conflicts are non-combatant civilians.

If we consider these two trends, it is evident that conflict prevention and peacebuilding efforts need to go beyond governmental actors. These efforts have to involve, and in many cases even have to be led by civil society actors – which are often at the centre of these dynamics.

GPPAC’s fourth strategic plan builds on our previous work, and on the premise that we need to put the capacities and expertise of local civil society actors front and centre in the debates and decisions, globally and locally. This is essential in enabling local civil society actors to play their role as agents of peace and security more effectively. Through its implementation, GPPAC will continue to advance towards a vision of a world where violence and armed conflicts are prevented and resolved by peaceful means, based on justice, gender equity, sustainable development, and human security for all.

This strategic plan, developed through a truly collaborative approach in which all members of our network had the opportunity to contribute, outlines a clear road map for our work over the next five years.

The current times bring enormous challenges but also significant opportunities. They will require us to step up our efforts to bring people together, and make our voices heard loud and clear. It is our ability to work together that will enable us to tackle some of the great challenges ahead of us.

This strategic plan, developed through a truly collaborative approach in which all members of our network had the opportunity to contribute, outlines a clear road map for our work over the next five years. It gives insight into our goals, the means through which we aim to achieve these goals, and the added value of our network approach and the essential role that local peacebuilders play. We are convinced that through our collective efforts, and with the support of our donors and partners, we will make the vision described in this plan a reality, contributing to a more peaceful, secure and prosperous world. If we work together, peace is possible!

**In peace,
the International Steering Group Members of GPPAC.**

Regional ISG Members

Rose Othieno
Center for Conflict Resolution
Eastern & Central Africa

Chipo Simunchembu
Network of African
Peacebuilders
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Fadi Abi Allam
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Institute for Global Policy

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Introduction

About GPPAC

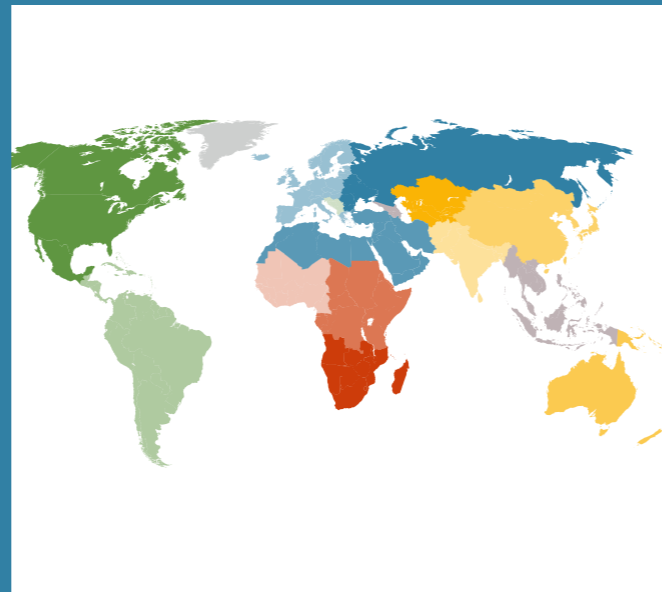
The Global Partnership for the Prevention of Armed Conflict (GPPAC) is the world's largest global network of local peacebuilders. We bring together over 200 civil society organisations active in the field of conflict prevention and peacebuilding, and it is these local members who lead our network.

GPPAC

Founded in 2003, we consist of fifteen regional networks, each with their own priorities, character, and agenda – tailored to their regional context and needs. We work through partnerships at local, national, regional and global levels. We specialise in connecting, convening, exchanging ideas and learning together to find peaceful solutions to conflict. We firmly believe that conflict prevention initiatives need to be locally grounded and internationally supported.

In this strategic plan, 'we' refers to the GPPAC network and its members.

Our regions



GPPAC is the world's largest global network of local peacebuilders.



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Our vision

GPPAC seeks a world where violence and armed conflicts are prevented and resolved by peaceful means, based on justice, gender equity, sustainable development, and human security for all.

Our mission

GPPAC is a global network that links civil society with relevant local, national, regional and international actors and institutions, to collectively contribute to a fundamental change in dealing with violence and armed conflicts: a shift from reaction to prevention.

Our locally-led network approach



We are a community of over 200 expert local organisations that strive for peace based on a human security approach. Five characteristics define our network:

- 1 We are a member-led network.** It is our member organisations who lead our governance structures, and who set the priorities for the network as a whole, and for the Global Secretariat in the Hague.
- 2 We are stronger than the sum of our parts.** Through the network, our voices are amplified and our position is strengthened. Under the pressures of a contracting civic space and shrinking funding for peacebuilding, we stand in solidarity with each other, share resources and act together. In this way, our collective impact is greater, and we are stronger together.
- 3 We are a platform for sharing the expertise and experiences of our members.** Our members are all credible civil society peacebuilding organisations and activists. Our members connect with and learn from each other as a source of inspiration and influence.
- 4 We take a local-to-global approach.** We act as a hub to connect and convene local and global actors to influence, discuss and exchange ideas for policymaking and implementation related to conflict prevention and sustaining peacebuilding. We particularly focus on ensuring local voices and experiences are taken into account at the global level.
- 5 We catalyse global action.** We work closely with states, regional organisations, the United Nations, peacebuilding experts and other like-minded civil society organisations to bring about inclusive and transformative peace, and spark joint conflict prevention initiatives.

We regard peacebuilding to be community-inclusive processes that:

- help to restore relationships in conflict-affected communities;
- build institutions that prevent political and social violence; and
- help to empower citizens to work for positive change in their societies across ethnic, religious and political divides.

We understand conflict prevention to be structures, mechanisms and interactions that achieve a world where people and governments elect nonviolent means to achieve greater justice, sustainable development, and human security.

The GPPAC Gender Policy and Youth Policy stress the crucial role of women and youth in preventing conflict and building sustainable peace, as key agents of change. They will continue to guide our work in the next five years, promoting the process of meaningful inclusion of women and youth.

GPPAC's commitment to integrity

Integrity and accountability are at the heart of GPPAC's work. We strive to conduct all our operations with honesty and transparency. Two policies are at the core of the integrity system: the Global Secretariat Code of Conduct, and the GPPAC Network Integrity policy. The new global strategy takes the following commitments as integral to all that we do and the way that we work:



Diversity, Inclusiveness and Equality

We recognise the value and strength inherent in diversity and pluralism, and that equality is a cornerstone for sustainable peace and justice.

Accountability and Transparency

We prioritise transparency in all our work, especially within the communities we work with, to ensure that we adhere to good governance and anti-corruption standards. If we have specific interests or allegiances, we will declare them and acknowledge how they affect our priorities and approaches.

Conflict-Sensitivity

We prioritise understanding conflict dynamics, and will take actions to minimise negative impacts and maximise positive impacts of our work on conflict.

Every day, our members courageously speak truth to power. They rebuild the social fabric of conflict-torn societies, take part in challenging peace processes, and make a stand for the meaningful participation of women and youth. Our members use peacebuilding tools to design and deliver effective programming in their local contexts, grounding our understanding of peacebuilding in the principles of conflict prevention and human security.

The GPPAC Global Secretariat is ISO certified (Partos 9001:2015 version 2018), attesting that we have a quality system in place to manage the processes and procedures needed to provide network coordination, programme implementation and other services.

IPI

IPI

“A peacebuilding leader should maintain honesty and integrity, which are crucial in confidence-building, and have an ability and zeal for the empowerment of others.”

Justine Ngum Kwachu Kumche
Executive Director,
Women in Alternative Action Cameroon



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What we have learned

Over the next five years, we will actively work towards fostering more just, peaceful and inclusive local societies, which are resilient to and can withstand violence and armed conflicts, by further transforming peacebuilding policies, practices and infrastructures to locally-led and locally-grounded action.

Through our 15-year network experience, we have seen that locally-led transformative peacebuilding policies, practices and infrastructures are most sustainable because:

Amplify Member Expertise

Conflict prevention and peacebuilding is most effective when it is rooted in local experiences, is locally-led, and builds on the experiences of all in society.

Influence Policy & Practice

The capacities of local peacebuilders to play their role in peacebuilding and conflict prevention are best supported by working together. Our network is a safe place to exchange and build on the experiences of other members.

Mobilise Collective Action

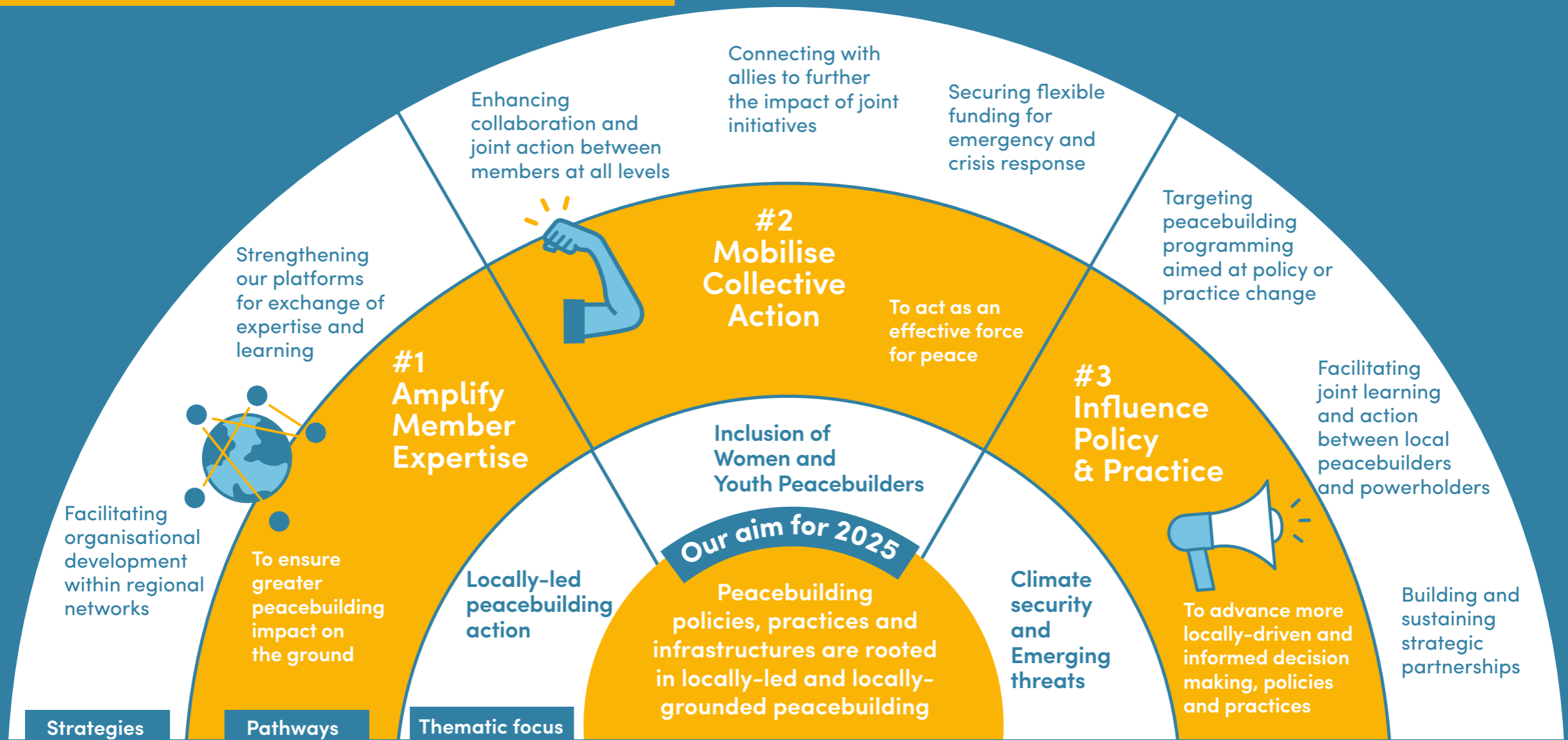
Contributions of local peacebuilders make global policies and global commitments stronger. We work to connect with global powerholders, and ensure our voices are present in the development of peacebuilding practices, policies and infrastructures.

This strategy builds on 18 years of us working together as GPPAC to build peace and prevent violence: *Capacity development and learning from one another; working together and influencing other stakeholders in conflict prevention and peacebuilding remain key elements of our work.*

However, working with our 2016–2020 plan taught us some important lessons, that we have incorporated into this new strategic plan:

- **Three sharp strategic pathways of change, to give our work greater focus;**
- **A clearer distinction between the three pathways, who they target, and how they relate to one another;**
- **There is no hierarchy between our pathways – they all contribute to more peaceful societies, and they are all important; and,**
- **There is no linear progression between these pathways – they all build upon one another.**

Theory of Change



Challenges & opportunities

In 2020, peace has deteriorated in 80 countries,¹ and the COVID-19 pandemic has deepened structural inequalities in almost every country. Violent conflict spills across borders, and involves a complex array of actors; it disproportionately affects women as well as young people. If we do not take preventative action now, then more than half of the world's poor will be living in countries affected by high levels of violence by 2030.²

The global crisis we now face will have ripple effects, and will disrupt the possibilities for sustainable peace for years to come. In addition to the human costs of violent conflict, its economic cost is vast, exceeding 14 trillion USD per year.³ Funding priorities reflect this trend.

In 2019, global military expenditure reached \$1.9 trillion⁴, while funding dedicated to peacebuilding and conflict prevention has been averaging around \$443 million⁵.

But there is cause for hope. Even amidst violent conflict, local civil society has shown its resilience, and its capacity and ability to adapt, mobilise, influence, and spark creative and sustainable change. It is our firm belief that locally-led conflict prevention and peacebuilding is the key to sustaining peace. During the next five years, we will build on and scale up our successful locally-led approaches, and respond to the following three key challenges which undermine sustainable peace.

It is our firm belief that locally-led conflict prevention and peacebuilding is the key to sustaining peace.

As of December 2019,

79.5 million people around the world were forcibly displaced as a result of persecution, conflict, violence and human rights violations.*

*UNHCR (2020), Global Trends: Forced Displacement in 2019

1 Institute for Economics & Peace (IEP) (2020), Global Peace Index 2020, 4.
2 World Bank (2020), World Bank Group Strategy for Fragility, Conflict & Violence (2020–2025), 2.
3 Institute for Economics & Peace (IEP) (2020), Global Peace Index 2020, 4.
4 <https://undocs.org/en/S/2020/946>; SIPRI, "Global military expenditure sees largest annual increase in a decade—says SIPRI—reaching \$1917 billion in 2019", 2020.
5 OECD, "Trends and insights on development finance" 2020; OECD Statistics, "Aid (ODA) by sector and donor" 2020.

Challenge #1

There is not enough support for local peacebuilding action

In the context of shrinking civic space, taking joint action provides local peacebuilders with protection, support, and access to political spaces when they need it.

Only 12% of the tiny envelope of funding available for peacebuilding reaches local peacebuilders⁶. And with a looming global recession in 2020, our members have seen funding reduced and are expecting negative budget effects for 2021 and beyond. Further, peacebuilding and sustaining peace mean nothing, if they exist only within the global policy arena. They need to be operationalised at the local level to generate real impact for those affected by conflict. To achieve this, we need the infrastructures for peace⁷ which are capable of supporting root-cause analysis, crisis response and other actions. In the context of shrinking civic space, taking joint action provides local peacebuilders with protection, support, and access to political spaces when they need it. Only when these infrastructures are in place, and local peacebuilders are empowered to deliver their own actions can peacebuilding gains be sustained in the long-term.

⁶ Radical Flexibility: Strategic Funding for the Age of Local Activism 5.

⁷ Infrastructures for peace comprise all institutions, mechanisms, resources, and skills that create resilience, address root causes of conflict and support peaceful resolution of conflicts. These infrastructures are essential in the achievement of peaceful, just and inclusive societies.

Challenge #2

Those most affected by conflict are often not included in the design and delivery of solutions for peace

Women and young people have an irreplaceable role in building sustainable peace, and indeed their involvement has been proven to be more effective and enduring.

Despite the fact that local civil society is best equipped to reach polarised and hard-to-access areas, and can provide more accurate insights into local conflict contexts, this often does not translate into meaningful participation. This is particularly true for women and young people – who continue to bear the brunt of conflict, but do not have a seat at the table throughout the entire policy and programming cycle. Women and youth are not only persistently side-lined, but are also stereotypically portrayed mainly as victims or perpetrators of violence. Between 1992 and 2018, women constituted just 13 per cent of negotiators, and 3 percent of mediators.⁸ Women and young people have an irreplaceable role in building sustainable peace, and indeed their involvement has been proven to be more effective and enduring.⁹

⁸ UN Women (2019) The Power Of Women Peacebuilders

⁹ ibid, 191-198.

Challenge #3

Climate change and other emerging threats are mitigated rather than prevented

Addressing the emerging risks through a conflict prevention and locally-informed lens presents an opportunity to build sustaining peace, and eliminate the most pressing global challenges to peace.

The impact of and action to address climate change and other emerging threats such as COVID-19 are mitigated without a conflict-sensitive locally-informed approach, developed to prevent these challenges from emerging or re-emerging. The international community does not have available the tools and means to prevent these challenges, while local peacebuilders consistently work to identify early signs of instability, to train communities in the use of sustainable resources, and to shape the narrative through peace education. As such, local peacebuilders are best placed to understand and respond to complex, context-specific crisis situations. Addressing the emerging risks through a conflict prevention and locally-informed lens presents an opportunity to build sustaining peace, and eliminate the most pressing global challenges to peace.¹⁰

¹⁰ ECDPM Thematic Focus: Climate Change And Conflict Great Insights Magazine – Volume 8, Issue 4. Autumn 2019



Adapting to Emerging Crises: the Covid-19 Pandemic

While calling for an inclusive, people-centered peacebuilding response to the COVID-19 pandemic, GPPAC local peacebuilders have swiftly adapted to the challenges posed by the global pandemic: in Kyrgyzstan, the Foundation for Tolerance International has been working through media channels to counter xenophobia against ethnic groups accused of spreading the virus in the country, and to promote positive public health messaging.

In Zimbabwe, the Ecumenical Church Leaders Forum opened public hotline consultation and advising services on domestic violence, gender-based violence, and interpersonal conflict arising disproportionately due to lockdown measures.

In Mexico, SERAPAZ is advocating to ensure that the search for those forcibly displaced and disappeared continues, and that COVID-19 is not allowed to serve as a 'blanket excuse' to shift attention or halt ongoing justice processes.

Our global thematic areas

We have collectively identified three thematic areas that require us to take joint action in the next five years. The three pathways (Amplify Member Expertise, Mobilise Collective Action and Influence Policy) will act as a conduit to scale up, strengthen, establish the network's expertise and knowledge.

We will join forces to elevate our collective impact in three thematic areas:



**Locally-led
peacebuilding action**



**Inclusion of Women and
Youth Peacebuilders**



**Climate security and
emerging threats**

To advance in these areas, we will work together as GPPAC members with our partners at the **global level** (UN agencies including UNDP, UNDPPA, UN Women, the World Bank, Member States, key peacebuilding and conflict prevention donors), at the **regional level** (regional intergovernmental organisations), and the **national** and **local level** (community leaders, national governments, UN Country Offices, embassies, key peacebuilding and conflict prevention donors, and like-minded civil society organisations).

These three thematic areas have been informed by:

- The priorities of our members, as identified in their regional strategic objectives 2021–2025;
- The current priorities in funding and the peacebuilding and conflict prevention field;
- The financial and operational reality of the Global Secretariat to support the network more efficiently.

While these three themes will be coordinated globally, the 15 GPPAC regional networks will also continue focusing on context-specific thematic areas as outlined in their regional strategic plans, a summary of which is included as an Annex.

Locally-led peacebuilding action

As a global network of local peacebuilders we offer a unique entry point to access local peacebuilding expertise to strengthen the funding mechanisms, resources, skills and infrastructures needed to create resilience, address root causes of conflict, and support its peaceful resolution. Supporting these capacities and infrastructures at local level, GPPAC aims to magnify local peacebuilding – essential to achieving peaceful, just and inclusive societies.

As a global network of local peacebuilders we offer a unique entry point to access local peacebuilding expertise



Our goal is to further the implementation of peacebuilding, achieving change and sustaining peace at the local level. This must include new ways of allocating resources and establishing peace infrastructures based on local ownership.



We will achieve our goal by both building and sustaining inclusive infrastructures for peace centred around local ownership, and facilitating multi-stakeholder engagements that explore and promote innovative ways of increasing accessible funding for local peacebuilders.



By 2025 we will have delivered the following to achieve our results:

- Our members assess existing infrastructures for peace, including funding resources and regional mechanisms, to identify gaps and opportunities for further engagement.
- Our network operates as a community of practice to exchange experiences and strengthen joint action to advance local infrastructures for peace at all levels (globally, regionally, nationally).

Inclusion of women and youth peacebuilders

Sustainable peace can only be achieved when all members of society are engaged and participate, regardless of their gender, age, religion, race, class or nationality. Yet local women and young peacebuilders are often not included in these decision-making processes. Guided by our local gender experts and youth-led groups, and through our collective efforts as a global network of local peacebuilders, we are able to open up key policy spaces (from local to global) and promote the implementation of inclusive policies & frameworks – such as the Youth, Peace and Security and Women, Peace and Security agendas.

As a global network of local peacebuilders we offer a unique entry point to access local peacebuilding expertise to strengthen the funding mechanisms



Our goal is to include the needs, perspectives and expertise of local peacebuilders from diverse societal backgrounds in the analysis, design, solutions and monitoring of peacebuilding and conflict prevention processes at all levels, with a specific focus on the agency of women and young peacebuilders.



We will achieve our goal using a three-pronged approach: by strengthening the capacity of our network for inclusive peacebuilding and conflict prevention; by supporting our gender and youth experts in strategically engaging in peacebuilding processes at every level; and by ensuring our members contribute to further develop and implement global policies and frameworks.



By 2025 we will have delivered the following to achieve our results:

- Our members at all levels of the network meaningfully include women and young peacebuilders in their work, from objective setting to design to implementation to evaluation.
- Our Gender Experts and members of the Youth, Peace and Security Working Group collectively strategise on specific themes within the Youth, Peace and Security and Women, Peace and Security agendas, and collaborate on the implementation of these policy frameworks and internal GPPAC gender and youth policies.
- We will engage with global, regional and national actors to contribute to the implementation and localisation of the agendas of Youth, Peace and Security, and Women, Peace and Security.

Climate security and emerging threats

Climate change and other emerging threats (such as global pandemics) exacerbate the drivers of conflict and reinforce inequalities, posing a threat to peace, stability and inclusion at all levels. In order to build inclusive resilient social structures which can withstand complex challenges, a holistic yet locally-grounded approach is needed. There is also growing attention to gender equality and peacebuilding linkages, to ensure climate security responses are inclusive and just. This promotes the application of a human security approach, and addresses the needs of the whole community.



Our goal is for every relevant stakeholder to apply a conflict-sensitive and peacebuilding lens to the design and delivery of their climate security and emerging threats policies and practice.



We will achieve our goal by capitalising on the expertise and experience of GPPAC members. Through cross-regional learning, we will build the knowledge and understanding of GPPAC members to mainstream a peacebuilding response to climate-related risks and other emerging threats in their own programming, and influence powerholders to do the same.



By 2025 we will have delivered the following to achieve our results:

- Our members apply a climate and risk-sensitive approach to peacebuilding strategies and responses, based on resources developed by GPPAC local peacebuilders.
- We will support cross-regional exchanges across the GPPAC network, to build joint capacities and messages to influence climate security and emerging threats policy/mechanisms in a conflict-sensitive manner.
- We will engage with global, regional and national actors to ensure their climate and crisis response takes better account of conflict dynamics, and that their practices/policies are rooted in local peacebuilding expertise and meaningful engagement.

Climate security and emerging threats

Catalyse global action that is locally-grounded and responsive to conflict dynamics.

Local peacebuilders are especially well-placed to understand and respond to complex, context-specific crisis situations, and bring peacebuilding practice into climate debates and humanitarian action, strengthening the application of the peace-development and humanitarian nexus approach.

As a network, we can bring our expertise to support many stakeholders to apply this peacebuilding lens to their actions and policies, from communities, and like-minded civil society organisations to states, regional organisations, the United Nations, and peacebuilding experts. In this way we aim to catalyse global action that is locally-grounded and responsive to conflict dynamics.



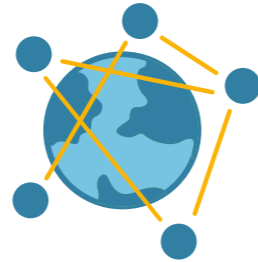
Women Mediating Climate Risk in the Pacific

The Pacific Island region is one of the most vulnerable to climate change, exacerbating challenges that make entire communities vulnerable and heightening their insecurities. Women and children bearing the brunt of these impacts. In response, GPPAC Pacific network has been bringing the perspectives and experiences of rural Pacific women to regional roundtables and debates on UN Security Council Resolution 1325 on Women, Peace and Security, to raise awareness on environmental risks and gender-sensitive responses. We are calling for the meaningful inclusion of women in the design of regional disaster management and recovery.

Our strategic pathways of change

Pathway #1

Amplify member expertise



We will amplify the unique experiences, expertise and skills we have as GPPAC members, and strengthen our platforms for regional and cross-regional exchange, learning and capacity development in order to deliver greater peacebuilding impact on the ground.

Strategies

1 Strengthening our platforms for exchange of expertise and learning among members.

2 Facilitating organisational development within regional networks.

Pooling expertise and sharing knowledge

Dozens of local peacebuilders and experts from the GPPAC network around the world have come together to share their expertise and experience, and develop toolkits and manuals pooling their collective knowledge. Among other resources, this has resulted in the GPPAC Handbook on Human Security – A Civil–Military–Police Curriculum; Multi-Stakeholder Processes For Conflict Prevention and Peacebuilding: A Manual; and the Conflict Analysis Framework: Field Guidelines and Procedures. These toolkits and guides are used by GPPAC members and others around the world to support and strengthen their peacebuilding practice.



Over the next five years, GPPAC members will achieve the following:

- Have effective mechanisms in place, including an interactive mapping of members, to enable us to directly connect with each other, and facilitate cross-regional learning and exchange of expertise throughout the network.
- Improve capacities, tools, policies and resources for organisational development in each GPPAC regional network with a specific focus on monitoring, evaluation and learning; fundraising; and accountability and transparency.
- Increase our impact in local conflict prevention and peacebuilding: the twin approaches of knowledge sharing and organisational development will allow us to continuously improve our peacebuilding practices; communicate effectively about what we do; and raise further funds for our work.

Pathway #2

Mobilise collective action



We will act in solidarity as an effective force for peace, by forming a strong, adaptable, inclusive network, connected locally, regionally and globally. Together we will mobilise collective action and provide protection to civil society.

Strategies

- 1** Use our network structures for collaboration and joint action between members at national, regional and global levels.
- 2** Bolster our capacity to connect with allies to further the impact of these joint initiatives.
- 3** Secure flexible funding for emergency and crisis response.



Over the next five years, GPPAC members will achieve the following:

- Take joint and immediate action to respond to emerging conflicts, crises or opportunities, and in support of other members facing threats.
- Work together, lend our support, solidarity and expertise to contribute to the peaceful resolution of specific protracted conflicts.
- Proactively engage with allies for collaborative action at the global level.



Dialogue for Peace on the Korean Peninsula

For over a decade, GPPAC's process in Northeast Asia has forged and strengthened cross-border ties between civil society organisations, and improved communication channels with governments that may not traditionally be responsive to civil society initiatives. In 2015, a civil-society dialogue known as the Ulaanbaatar Process was launched, bringing together representatives from both the DPRK and the ROK, as well as other countries in the region and the United States, to discuss various perspectives towards peace and stability on the Korean Peninsula. More recently, in 2019, GPPAC held the first-ever conflict analysis workshop of its kind in Pyongyang, DPRK. As government-level relations remain at a standstill, such civil society initiatives and communications are all the more important.

Pathway #3

Influence policy and practice



We will open up space for meaningful engagement of local peacebuilders at all levels to advance more locally-informed decision making, to ensure positive impact at local, national and regional levels. This will improve policies and practices to advance conflict prevention and peacebuilding in members' own contexts as well as globally.

Strategies

- 1** Designing and delivering targeted peacebuilding programming aimed at policy or practice change.
- 2** Convening and connecting local peacebuilders with powerholders to facilitate joint learning and action.
- 3** Building and sustaining strategic partnerships with state and intergovernmental actors and private sectors, to influence their response on conflict prevention, equality and human security.



Over the next five years, GPPAC members will achieve the following:

- Local peacebuilders have tools and resources to develop targeted peacebuilding programming aimed at policy and practice change.
- Powerholders meaningfully engage with local peacebuilders in developing priorities and delivering action.
- Governments, multilateral partners, private sector, non-state actors, civil society, media, etc. work together to advance inclusive conflict prevention, equality and human security through joint-learning and dialogues.

Governance structures and decision-making processes

The success of all three pathways depends on the GPPAC network being inclusive, effective and efficient:

We recognise the need to continuously improve and strengthen our ethical governance structures and decision-making processes. We will focus further on ensuring our structures and decision making at all levels within the GPPAC network are inclusive, democratic, and transparent. Together, we will ensure that we all act with integrity and engage in honest self-reflection about the network and adapt accordingly. We want to see a Global Secretariat which is fully representative of and grounded in our network, and we want to see regional networks which are open and welcoming to a diversity of interested new members. We also want to see the strength and capacity of our regional networks continue to grow, for example through being financially sustainable, or through developing their capacity to lead global themes across the network.



“The conflict prevention approach works; it saves lives, and it is cost effective”

António Guterres
UN Secretary General



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A network governance in transition

In 2018, GPPAC started a change process aimed at identifying critical success factors for the network, and adapting the structure of the Global Secretariat to better support GPPAC members. The outcome of this change process led to a new structure, including a plan to improve the organisational culture of the Global Secretariat, that we are monitoring on a quarterly basis.

The second phase, to start in 2021, will target the network structure. The GPPAC Board, the International Steering Group, and the Global Secretariat have together recognised a need for more strategic and agile working methods to ensure progress on identifying a strategic niche for GPPAC – improving the impact of the network while increasing our ability to mobilise funds. We will examine the Global Secretariat to ensure that it is grounded in the network, and at the same time operating as efficiently as possible – for example, by posting regional support functions in the regions.

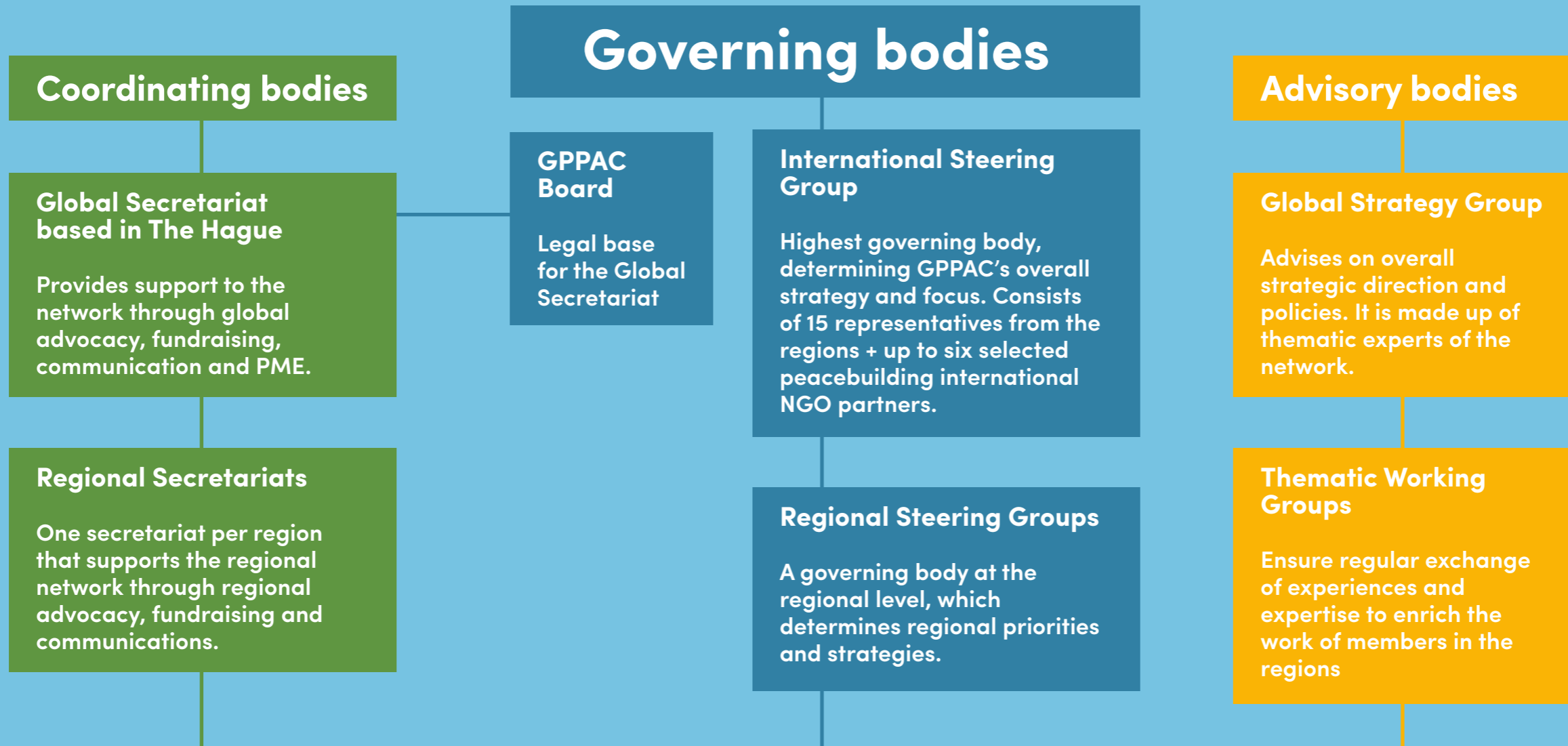
By 2025, we expect to have determined and implemented the revision of the network governance in a participatory and inclusive manner for all members, promoting an open organisational culture, where the diversity of members is celebrated and new members are encouraged to participate, discouraging any exclusionary attitudes or gate-keeping. These new governance structures will foster regional and

local support to all GPPAC members, focusing on building up capacities so each is better equipped to develop and implement projects, while also registering and communicating significant results/impact to relevant stakeholders.

Finally, a strong sense of GPPAC's unique value, strategic positioning and diversity of local expertise and experience would help the network be more targeted in its approach to peacebuilding, making GPPAC more competitive for donors.

New governance structures will foster regional and local support to all GPPAC members.

GPPAC network governance



A network of 200+ local peacebuilding civil society organisations who work together for a world where violence and armed conflicts are prevented and resolved by peaceful means based on justice, gender equity, sustainable development and human security for all.

Our tools & approaches

To support the realisations of conflict prevention and peacebuilding, we will continue to use the proven 'Toolbox' of resources that GPPAC members have developed over the years:



GPPAC Toolbox

- **Advocacy Training**
- **Policy Engagement**
- **Cross-Regional Exchange**
- **Peace Education**
- **Facilitating Dialogue and Mediation Processes**
- **Small Grants Programme**
- **Transferring Different Civil Peacebuilding Approaches across Varying Environments.**
- **Participatory Video in Peacebuilding**
- **Developing Operational Models**

Integral to this approach is our ability as GPPAC members to influence local and global debates and institutions to take a **human security perspective** in their discussions and decision making. We want to shift conflict response from a reliance on military responses to more sustainable community-based responses; and to ensure that those who deliver development and climate change initiatives consider the impact on human security within their decision making, actions and policies.

Our Approaches to Conflict Prevention & Peacebuilding

Although the individual actions may vary, we are united through a common understanding of a local civil society approach to conflict prevention and peacebuilding – an effective tool of social transformation in different regions and environments. Around the world, the network is proud of all our members' work. Every day, members work tirelessly and take risks to bring about meaningful change for our communities. Across this new strategic period, we will continue to:

- 1 Use our skills in facilitating dialogue and mediation to shift the positions, values and behaviour of those engaged in and affected by conflict.
- 2 Ensure peace processes are inclusive, and are accountable to those affected by the conflict (with a particular focus on inclusion of women, young people, indigenous communities and disabled people).
- 3 Strengthen the skills, capacities and structures of local civil society to influence democratic processes, and help ensure local/national policies and practices take account of citizens' needs.
- 4 Conduct research and provide training for citizens to engage in conflict early warning and response and election monitoring.
- 5 Promote a culture of non-violence and positive civic action through peace education.
- 6 Present alternatives to military actions, including those related to violent extremism, and help all sides understand the root causes of violence.
- 7 Advocate for space for civil society to engage with regional organisations, promote the inclusion of a people-centred approach to their work, and develop regional norms and frameworks for conflict prevention.
- 8 Use a peacebuilding lens to understand and respond to environmentally-driven conflicts, building resilient social structures, and influencing policy/practice at regional and global levels for climate commitments made in support of sustainable peace.
- 9 Apply a conflict-sensitive approach to crisis response, and support others to do the same. From online innovations in the COVID-19 pandemic to ensuring civic space is protected in crisis, we will use a variety of conflict-sensitive tools with local communities, governments, companies and others, to ensure support can be provided and adapted in times of crises.
- 10 Operationalise civil peacebuilding practices by gathering information about their outcomes, analysing their qualitative, quantitative and institutional impact, developing 'how to' models, and setting up expert teams; and demonstrate the potential of civil peacebuilding on various strategy development and operational planning platforms.



Local Peacebuilders Shaping Global Commitments

For 15 years, GPPAC has endeavoured to bring the perspectives of local peacebuilders into global policymaking for meaningful change at the field level. Drawing from their experience and knowledge, local GPPAC members regularly participate in UN dialogues to both inform global policy and ensure that policy translates into meaningful impact at regional, national and local levels.

An example of this global influence is GPPAC members in Ghana, Cameroon, and Uganda promoting the localisation of SDG 16+, to ensure local ownership and meaningful inclusion in initiatives towards achieving the 2030 Agenda at the national level. Be it through the Civil Society-UN Prevention Platform, the Operationalisation of Sustaining Peace roundtable series, or network action – GPPAC engages with various UN departments, including UNDP, DPPA and OHCHR at UN Headquarters to globalise local agendas.



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Learning & adaptation

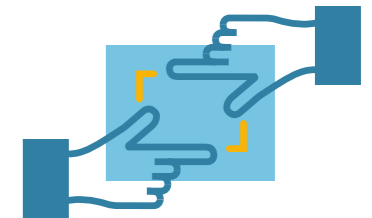
Creating social change to prevent conflict and build sustainable peace requires a unique approach to every context. Yet what we have in common as a network is our aim to learn from each experience in order to amplify our impact.

In our field of work, social change does not happen overnight, and is prone to a high level of uncertainty. Preventing conflict and building peace is a long-term process – in which the journey is just as important as the destination, and timing is critical. This requires patience, close monitoring, and a high level of flexibility in our planning and implementation, to adapt to our learning and changing circumstances.

Centralising learning allows us to adapt to changing circumstances, to improve our programming, and most importantly to showcase our peacebuilding impact and best practices.

A flexible response mechanism will guarantee a rapid response to emerging opportunities. Our approach in the next five years will build on our experience, and focus on improving our adaptive programming to ensure learning informs implementation:

- **We track social and policy change:** building on over ten years of experience, we use Outcome Harvesting as the central approach to tracking our impact.
- **We are reflective practitioners:** we use Theory of Change and Conflict Sensitivity approaches to critically reflect on our role, our assumptions and the impact we have at every stage.
- **We evaluate and learn to improve:** evaluation and strategic learning are essential for improving conflict prevention practice and developing accountability.



Over 2021–2025, we will focus on advancing in the following:

- Further standardisation and operationalisation of regional monitoring practices, impact generation and adaptive learning;
- Greater focus on direct use of progress monitored for reflection and communication;
- Operationalisation of online GPPAC Outcomes Working Space & Database;
- Exploration of qualitative and quantitative methods to track the societal impact.

Risk & mitigation

GPPAC's governing bodies and management team regularly review our comprehensive risk matrix and adapt our mitigation strategies accordingly. For this strategy, we highlight two key risks and mitigation measures:

Risk



Increasing difficulties in raising funds due to changes in the global funding environment, limited access to funds for local peacebuilding initiatives, and diverging funding interest between donors prioritising country-focused projects while GPPAC is promoting a regional approach.

A political environment not conducive for peacebuilding and conflict prevention activities. Laws and regulations blocking our work, and members working under an increasingly closed operational space and a climate of intimidation.

Mitigation



We will strengthen the fundraising capacity at both the Global Secretariat and regional level, develop alternative sources of income, and reduce operational costs. We will also increase lobbying efforts towards donors to increase financing for local peacebuilding.

We will operate with sensitivity to the local environment, consider the transfer of activities to other countries, and advise our members regarding secure communications and safety/security measures.



Financing Peacebuilding: Funding for Youth by Youth

Youth-led projects are often financially slowed down in their ambitions, due to strict donor requirements that hardly reconcile with their reality on the ground. In 2018, GPPAC initiated the Youth Peace and Security Small Grants Scheme with the objective of investing in youth-led peacebuilding across our network. This accessible funding stream enabled youth-led projects to make a real difference, for instance by training young women and men to be mediators in Kenya, and by boosting meaningful youth inclusion for the design of national programmes in the Philippines. For the next five years, GPPAC will scale up the ambition of providing accessible resources to young peacebuilders.



“We believe in the power of young people: with little resources they can be mobilised to address structural causes of conflict in their communities”

Saumya Aggarwal
Youth for Peace International



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Resource mobilisation

To realise our strategy and goals, GPPAC requires a secure and scaled funding base. To achieve this, we will focus our fundraising strategy and approach on the following:

A special thank you to our donors who have been of tremendous support in our efforts to build legitimate and sustainable peace.

- Widen our engagement with the donor community to present GPPAC's peacebuilding approach as an essential value-based investment, tackling some of the most urgent priorities across the globe.
- Support locally-led peacebuilding approaches by sharing the burden of complex funding requirements between the Global Secretariat, GPPAC regional networks and local members.
- Access non-traditional funding streams, such as private sector funding.

Despite the challenging funding context, we want to extend a special thank you to our donors who have been of tremendous support in our efforts to build legitimate and sustainable peace, as violent conflicts become increasingly fragmented and complex. We thank them for their continued commitment to the mission of GPPAC, and for making our work possible. GPPAC is especially grateful for the strong partnership we have established with the Dutch Ministry of Foreign Affairs, the Swedish International Development Agency (Sida), the European Union, the United Nations Peacebuilding Fund, the ifa-zivik Conflict Prevention Programme of the German Ministry of Foreign Affairs, and the Austrian Development Agency, among others.

“GPPAC is a key partner for Sweden in the realisation of the global Strategy for Sustainable Peace.”

GPPAC is one of few peacebuilding organisations that are truly global with member organisations around the globe. Being membership based and member driven is probably what has kept the organisation relevant for such a long time; members are able to set the agenda and foster exchange around key peacebuilding themes with a few to advance all.

For Sida, a central aspect of effective global peacebuilding is the two-way link between the normative policy frameworks and the reality of conflict contexts in which policies are to be implemented. GPPAC has a unique ability to ensure that this link is strengthened, thanks to the work of the members and the Global Secretariat. Sida appreciates how GPPAC continues to evolve and take onboard themes concerning youth and environmental/climate change aspects and how they relate to peacebuilding and conflict prevention.

The Swedish International Development Cooperation Agency (Sida), GPPAC's partner since 2017



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Annex 1 - RESULTS ORIENTED LEARNING FRAMEWORK - GPPAC

Background

Over the course of 2021, there was an intensive transition process with the network to develop recommendations for new ways of working in multiple areas - the structure of the Global Secretariat, the governance of the network, and the focus of the network as a whole.

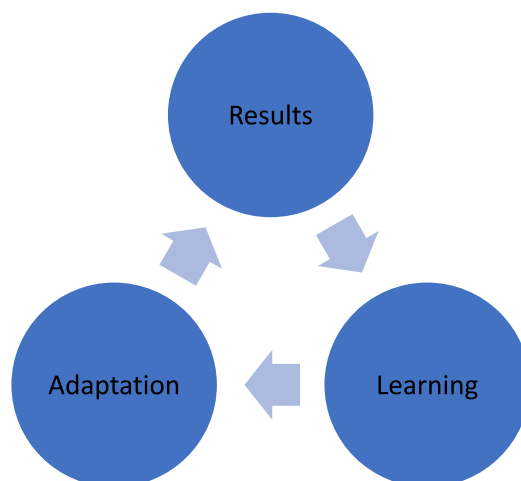
The recommendation of the ISG was to have a greater focus on learning and exchange, and to make this GPPAC's core purpose. This learning will be rooted in members' expertise and is geared towards increasing the impact of their peacebuilding practice; and ensuring that policy is informed by that local peacebuilding expertise.

Rather than being an add-on or an extra layer of work, this learning integrates with everything we do. For the Global Secretariat, the intention is to bring greater focus and coherence to its work, which in turn can help reduce, not increase, our workloads.

Linking Learning to Results

GPPAC is trialling a *results oriented learning* approach to support the implementation of its 2021-5 strategy. This approach has three benefits:

- It builds GPPAC's knowledge of members' 'results' – the impact they are having through their good practices and policies. By capturing and sharing this learning GPPAC can catalyse impact for members across the network
- It focuses GPPAC's attention on performance – global, regional, and local results. A sound understanding of your results – good and bad – is at the heart of performance management. It improves planning and is the foundation for a culture of continuous improvement
- It makes learning integral to all GPPAC activities, rather than an add on carried out by a few members of staff



Defining the term: *results*

A consequence or outcome that is caused or produced by something else.

Results can be positive, negative, or neutral

Diagram 1: Results-oriented learning

Learning, building knowledge and adapting how we do things is at the core of all successful organisations.

The challenge for GPPAC is to do this across a global network, using its strategy to focus results. GPPAC's collaborative ethos guides us:

By working and learning together we are stronger than the sum of our parts

Trust and solidarity provide the foundation for members to learn and share

We have the courage to learn from things that are not working

Results oriented learning questions

GPPAC has developed a set of learning questions, which place attention on the results it wants to achieve. These questions will support GPPAC to focus on its role in contributing to the local, regional, and global results as set out in its strategy.

By continually reflecting on these questions over the life of its strategy, GPPAC staff will build the *practice* of learning around the impact GPPAC is contributing to and what it needs to adapt.

Question	Focus
1. What are members requiring from GPPAC to strengthen their peacebuilding work?	The members' motivation for being part of GPPAC and the support they require
2. What peacebuilding work is taking place that other GPPAC members can learn from?	Local impact
3. What are the most effective ways for GPPAC to facilitate knowledge flows and collaboration between the members, and regional networks and externally with policymakers?	GPPAC effectiveness in running an inclusive global learning platform
4. How is GPPAC facilitating the entire network's capabilities thematically and organisationally (OD)	GPPAC effectiveness in capacity strengthening across the network
5. How can local peacebuilding experiences and practices best shape national, regional, and global policy and programming on peacebuilding and conflict prevention?	Policy and advocacy outcomes
6. How is GPPAC building a culture of solidarity and inclusion that supports and cares so everyone can flourish?	Resilience and self-care
7. How can GPPAC add the greatest value to the peacebuilding sector, its members and attract financial support?	Overall strategy

Regularly reflecting on these questions will create an ongoing dialogue across GPPAC around what is working and help staff to develop their work around how GPPAC can most effectively support members and contribute to the wider peace building sector.

Results framework

The learning questions provide a simple way for staff to focus on how well GPPAC is performing. They help staff focus on what matters most.

The results framework lays out very specifically and, in ways that can be measured, the intended changes GPPAC wants to see.

The results framework is very helpful for monitoring and evaluation as it specifies where GPPAC wants to measure its contribution.

Additionally, progress markers and outcomes can be seen as a form of 'milestone' to aid GPPAC prioritise and plan its work.

GPPAC has chosen two 'result areas' to focus on:

- 1. Local, regional, and global outcomes resulting from GPPAC's effectiveness in running a learning and collaboration platform & facilitating capacity strengthening**
- 2. Regional and global policy and campaigning outcomes**

In keeping with a culture of learning and adaptation, the results framework as is a 'live document'. It will change as it is used. Some of the progress markers do not fully meet the standards for outcome mapping. They will be improved as staff use the framework.

Purple = stakeholders

GPPAC Overarching goal	Peacebuilding policies, practices and infrastructures are rooted in locally-led and locally-grounded peacebuilding			
Result area 1:	GPPAC members strengthen local, regional, and global impact as a result of the GPPAC learning platform			
Outcome 1.1 GPPAC members apply lessons learned from peacebuilding expertise and build solidarity through GPPAC's global learning platform	Progress Markers			
	1.1.1. Members join the learning platform	1.1.2. Members identify their peacebuilding expertise & needs	1.1.3. Members operate as a community of practice, knowing where to find needed expertise across the network & sharing expertise with other GPPAC members	1.1.4. Members support one another & collaborate together
Outcome 1.2 GPPAC members promote gender equality and youth inclusion in peacebuilding	1.2.1.a. Members recognise the importance/value of gender equality in peacebuilding 1.2.1.b. Members recognise the importance of promoting youth inclusion in peacebuilding	1.2.2.a. Members involve women and people of diverse gender identities in all aspects of peacebuilding work 1.2.2.b. Members involve young peacebuilders in all aspects of peacebuilding work	1.2.3. Members identify and address harmful societal norms in their work that prevent full, equal, and meaningful participation of women, people of diverse gender identities and youth in peacebuilding	1.2.4. Members share equal decision-making power in their peacebuilding work among women, people of diverse gender identities and young peacebuilders
Outcome 1.3 - GPPAC members integrate climate and risk-sensitive approaches to their peacebuilding practices	1.3.1. Members are aware of local knowledge and experiences for addressing climate-related insecurities	1.3.2. Members document local knowledge and exchange experiences for addressing climate-related insecurities	1.3.3. Members showcase their local knowledge and experiences, and make their needs heard in global policy fora	
Outcome 1.4 - GPPAC Members have multilateral support for locally led peacebuilding action (e.g., through funding, I4P's, CEG)	1.4.1. Members are able to engage with multilateral policy to make their voices and demands heard	1.4.2. Members build partnerships with global, regional, & national peacebuilding actors	1.4.3. Members successfully raise funds & support for member's peacebuilding initiatives from global, regional, & national peacebuilding actors (through accessing existing infrastructures for peace)	

Result area 2:	Policyholders act on regional and global policies and practices which are rooted in the learnings of locally-led and locally-grounded peacebuilding			
	<i>Progress Markers</i>			
Outcome 2.1 - Global, regional, & national policymakers consult GPPAC as a go-to source for locally-led and locally-grounded peacebuilding	2.1.1. Global, regional, & national policymakers access GPPAC's local peacebuilding expertise through news, stories, policy briefs and ideas (e.g., via social media & GPPAC's learning platform)	2.1.2. Global, regional, & national policymakers approach and consult GPPAC Members for knowledge & advice based on their local expertise (e.g., by exchanging best practices, establishing partnerships)	2.1.3 Global, regional, & national policymakers use, integrate, reference, or adopt knowledge of local peacebuilding shared by GPPAC	2.1.4. Global, regional, & national policymakers act on locally-led and locally-grounded peacebuilding
Outcome 2.2 - Global, regional, & national policymakers implement the YPS and WPS agendas based locally-led and locally-grounded peacebuilding	2.2.1.a. Global, regional, & national policymakers adopt & localise the WPS agenda (and beyond) 2.2.1.b. Global, regional, & national policymakers adopt and localise the YPS agenda (and beyond)	2.2.2. Policymakers ensure full, equal, and meaningful participation of women and youth, in all their diversities in all aspects of peacebuilding programming	2.2.3.a. Policymakers increase access to resources to women local peacebuilders based on feminist financing principles 2.2.3.b. Policymakers increase access to resources youth local peacebuilders based on youth-inclusive financing principles	2.2.4 Policymakers support locally led peacebuilding initiatives that contribute to WPS and YPS agendas, e.g. through increased access to resources
Outcome 2.3 - Global, regional, & national policymakers integrate Climate and Risk-sensitive approaches to peacebuilding	2.3.1. Global, regional, & national policymakers have access to local peacebuilders' experiences in integrating climate analysis (e.g., Attend an event, have access to resources on website)	2.3.2. Global, regional, & national policymakers engage with local peacebuilders on climate and security (e.g., co-sponsoring an event, requesting local expertise)	2.3.3. Global, regional, & national policymakers use, integrate, reference, or adopt GPPAC climate & security expertise in their peacebuilding approaches	
Outcome 2.4 - Global, regional, & national policymakers (financially/policy/network) support locally-led and locally-grounded peacebuilding	2.4.1 Global, regional, & national policymakers provide GPPAC members with access to relevant political fora/spaces	2.4.2. Global, regional, & national policymakers develop concrete strategies to engage with peacebuilding civil society (e.g. in line with CEG)	2.4.3. Global, regional, & national policymakers build and enhance local infrastructures for peace	2.4.4. Global, regional, & national policymakers ensure funding structures for local peacebuilders is more flexible, inclusive and directly accessible

Five assumptions underpin the framework

Assumptions: Result area 1

1. We are generating and exchanging knowledge for the purpose of improving our work
2. Members are open to learning from other members and apply learning in their context
3. Members are willing and able to transfer knowledge within the network

Assumptions: Result area 2

4. Policy makers have the power and are willing to change policies
5. Policy windows will open during the Strategic Period