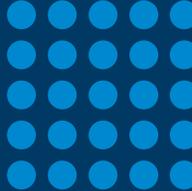
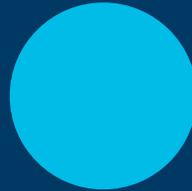
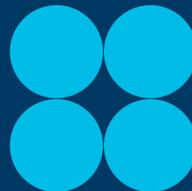
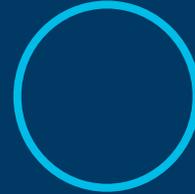
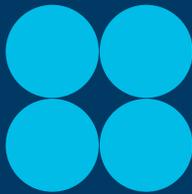
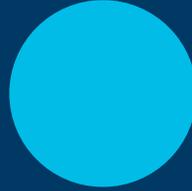
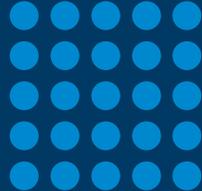


ALLIANCE FOR PEACEBUILDING



FIELDBUILDING STRATEGY 2022-2032



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This strategy guides AfP as an organization but is not intended to guide our members' operations. However, we recognize that AfP's work significantly impacts its members and the broader peacebuilding field. While not all members will agree with every aspect of this strategy or be able to participate in all strategic priorities, this strategy ensures AfP and its growing network advance and build the peacebuilding field. A stronger and bolder peacebuilding field is critical to turning the tide of increasing violent conflict and fragility to reduce and prevent violent conflict and collectively build sustainable peace globally.



Vision & Values

Our Vision

A world where all citizens and sectors, governments, multilateral organizations, and corporations are global champions for building sustainable peace and preventing violent conflict. We strive for a fundamental change in policies, development assistance, and collective action so that peacebuilding and conflict and atrocities prevention are the tools of first resort resulting in cutting the number of fragile states and violent conflict globally in half by 2035.

Our Organizational Values

We have extremely high standards because *how* we do our work is as important as *what* we do.

1. We are **bold**. We challenge the status quo. We are not afraid to tackle hard problems and challenges and innovate for today, tomorrow, and the future.
2. We are **resilient**. We know our work requires tenacity, determination, and long-term commitment.
3. We are **adaptive**. We use feedback and failure to experiment, evolve, and grow.
4. We are **inclusive**. We ensure diverse voices and expertise are included because we are stronger and better as an inclusive and equitable workplace.
5. We are **evidence-based**. We use data, research, and evidence to inform our work, learning from successes and failures to do better.
6. We are **respectful**. We live by our values and ambitious standards by being accountable and learning from our mistakes, treating all with dignity and compassion throughout the process.
7. We are **collaborative**. We make decisions by building consensus collectively through active listening, humility, and learning.

Our Internal Values

These internal values hold true for how we engage with our colleagues, how we manage our network, and how we scale and model leadership and integrity across our organization and the field.

8. We strive for a **healthy organization**. We endeavor to cultivate and model a healthy organizational environment by ensuring equal voice, psychological safety, and clarity of structure. We strive for a workplace that encourages ongoing personal and professional growth—celebrating successes, supporting each other, and learning from our successes and failures. Most importantly, we strive to build a team that can balance the prioritizing demands of one’s work and personal life.

9. We aim to be a **great team**. We are collaborative, dependable, and accountable to each other. We trust we will treat each other with respect, empathy, and kindness. We strive to practice our peacebuilding values even when it is hard, and we make mistakes.

How Did We Get Here: 2022

20 22

AfP was established in the late 1990s by a small group of visionary peacebuilders who knew that peacebuilding organizations must work collectively to advance the field, build sustainable peace, and prevent violent conflict. AfP was officially incorporated in 2002 and in 2023, AfP celebrates its official 20-year anniversary. Over more than two decades, AfP has grown into a strong nonpartisan network representing over 190 organizations and 30,000+ global peacebuilders in 181 countries working to end violent conflict and build sustainable peace across 32 different areas of expertise.

The peacebuilding field has come a long way from its early beginnings. In the 1990s, peacebuilding was not a recognized term, and the field struggled to prove its impact. Today, however, we have created a cadre of robust peacebuilding policy and lawmakers adopting the game-changing Global Fragility Act (GFA), and other policies, including

the U.N. Sustainable Peace Agenda and the World Bank Fragility, Conflict, and Violence Strategy. We have made strides at the sector level by successfully making the case that COVID-19 is more than a health crisis and that climate change and conflict are compounding crises. We are also moving toward evidence-based standards, as reflected in AfP's expanded and digitized [Eirene Peacebuilding Database®](#), so that policymakers and organizations can ensure better evidence correlates to better programming and policies.

We are also able to mobilize collective action through on and off-the-record convenings at the highest policymaker levels globally. PeaceCon 2022, in partnership with USIP, grew from a small retreat of a few peacebuilding leaders to now, over a decade later, a gathering of 1,600+ participants from 120 countries, representing a dynamic cross-section of civil society, bilateral and multilateral donors, policymakers, lawmakers, philanthropy, the private sector, and academia. PeaceCon@10's hashtag #RiseToBuildPeace had over 21 million social media impressions, demonstrating AfP's global influence and reach. AfP and its members, through groundbreaking narrative research, are working on rebranding and reframing peacebuilding that makes the case that it is active, interconnected, and possible.

While we have come a long way in more than two decades, **much work remains**. This robust, committed, and growing community proves that violent conflict is not inevitable and building peace is possible in far-away places and in neighborhoods just down the street. Even before the war in Ukraine, violent conflict globally reached a 30-year high in 2018. To meet these challenges, the field must demand and develop new global peacebuilding architectures for today and tomorrow.

AfP at a Glance

11

on the team

19

board members

197

member organizations

This new strategy results from over two years of guided inquiry and intensive mapping of AfP's membership base and the broader peacebuilding field. In addition to internal outreach, AfP engaged an external consultant to lead a focused membership engagement process to assess the peacebuilding field's needs. This process included individual focus groups with members, staff, donors, and other key peacebuilding actors to understand better the everyday needs of AfP's membership base and the broader field. This strategy was developed through engagement with AfP staff, consultations with over 35 members (representing all aspects of AfP's membership) and donors, significant input from the Board of Directors, and support from an ongoing, standing Advisory Committee of 13 members. The Advisory Committee will continue to advise AfP throughout the implementation of the strategy. Hence, we have a consistent group of members who engage with us on an ongoing basis to identify challenges and needed course corrections and how to leverage and build upon successes.



Where We Are Going

The overall goal of AfP's new Fieldbuilding Strategy is to **strengthen and advance the peacebuilding field so we can achieve more significant impact by tackling issues too large for any one organization to address alone.** No single organization, approach, or broad strategy can solve complex social challenges alone, but collective action by a strong and united network can work together to demand, develop, innovate, and produce profound change.

To achieve the bold vision of a more just, secure, and inclusive future, **AfP's 10-year Fieldbuilding Strategy is critical to building and improving the overall infrastructure of the peacebuilding field** by uniting the field on common purpose, standards, evidenced based learning, new narratives, and building global champions and securing much-needed resources.

While there is consensus among the peacebuilding field that **collaboration is key to preventing and reducing violent conflict and fragility and building sustainable peace, it remains siloed and dispersed.** Recent research found scaling individual organizations is insufficient to solve the most pressing and complex problems.¹ Therefore, a cohesive field is vital to achieving systems-level change.

AfP has also taken a global big-tent approach to expanding our membership base and is actively

1. Field Building for Population-Level Change, how funders and practitioners can increase the odds of success," the Bridgespan Group, March 2020

Fieldbuilding is the intentional and strategic practice of **cultivating an ecosystem of organizations and actors** with broadly shared goals and, through collective reflection and action, **creating conditions to achieve systemic change.** The goal of fieldbuilding is to **develop effective and aligned standards, capacity, and collaboration, while also ensuring diversity of approach.** We are confident that AfP's Fieldbuilding Strategy will unlock the peacebuilding field's potential for greater impact at scale by working through five action-oriented strategic priorities.²

recruiting members from the Global South and other networks. To assist in these efforts, AfP has intentionally selected Board members representative of our membership's geographic diversity and the field. Per AfP bylaws, at least 51% of AfP's Board of Directors is comprised of CEOs and/or senior leaders from organizational members and maintain gender parity. Board members include representatives from the interreligious, for-profit, and academic sectors, including those based in Europe and the Global South. AfP senior leadership has been building its profile globally including by joining the executive committees of The Civil Society Platform for Peacebuilding and Statebuilding.

AfP recognizes the increasing global trends of democratic backsliding, compounding conflict dynamics, and eroding social cohesion. However, as a U.S.-based organization, we cannot ignore conflict in our own backyard. Since 2015, AfP has been developing policy, advocacy, and education briefs and articles on increasing conflict and violence dynamics in the United States. AfP has also advocated for policy and lawmakers to quickly and robustly develop and resource urgent new U.S. domestic assistance programs that apply lessons learned from years of international peacebuilding assistance programs and scale existing evidence-based peacebuilding and conflict prevention programs.

Unfortunately, the U.S. is **polarizing faster** than any other democracy, but the rise of multiculturalism and changing demographics in Europe and North America is causing a reduction in the ethnic majorities in other established democracies including France, U.K., Germany, and Sweden. However, **we know little about how societies respond when the majority status of a group feels threatened in a large democracy**¹, and we have a steep learning curve of how to address these grievances and threats

2. There are only a **few examples of countries'** majorities becoming a minority, such as Trinidad, Tobago, Bahrain, and Singapore but none are large democracies.

3. [*Alliance for Peacebuilding: A Global Growing Network*](#)

from the local to the national level. It is also critical that peacebuilding organizations address increasing conflict dynamics at home and abroad to ensure major donor countries remain stable and these emerging threats are not exported and increase instability and fragility globally.

We recognize this strategy is bold and ambitious, and implementing it will require additional resources and saying no to working on issues. AfP's scale of ambition and innovation to affect positive change are often met with limited capacity and AfP is constantly assessing the workload to ensure adequate staffing needs, prevent staff burnout, and provide professional development and rightsizing the workload. While a lack of resources is a consistent challenge in the peacebuilding field, it is especially difficult for smaller organizations and an added challenge for AfP is that many donors want to fund programs that directly impact beneficiaries at the community level. To meet the staffing needs and successfully implement this strategy, AfP is creating a development strategy in consultation with the Board's Development Committee.



Fieldbuilding Strategic Priorities

To advance and strengthen the peacebuilding field, AfP's Fieldbuilding Strategy elevates the following strategic priorities:



Accelerating collective action through collaboration and exchange



Advocating for policies, laws, and funding to advance the peacebuilding field



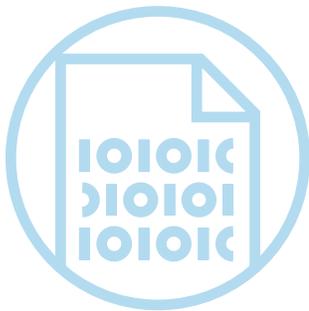
Developing an evidence base and standards of practice for better policies and programs and aligning the field on shared approaches



Shaping new narratives to develop and amplify effective peacebuilding messaging

How we get there

A strategy is only as good as the implementation and AfP has the experience and platform to successfully implement this ambitious strategy. AfP is advancing this strategy through its integrated technical capacities of Learning & Evidence, Partnerships & Convening, and Policy & Advocacy. AfP is also working on growing its communications reach to amplify its messaging to new audiences through social and traditional media and creative campaigns. These technical capacities are mutually beneficial but have not always been integrated, and AfP is dedicated to building greater capacity across our technical capacities and within to break down silos and scale impact.



Learning & Evidence: AfP leads the field to embrace a more adaptive and rigorous evaluative culture to collectively address Monitoring, Evaluation, and Learning (MEL) challenges, prove impact, and understand what works.



Partnerships & Convenings: AfP forges strong cross-sectoral partnerships within and outside the peacebuilding field to expand our collective reach, advance multi-disciplinary learning, and elevate peacebuilding expertise and approaches on a global stage.



Policy & Advocacy: AfP advocates and educates to ensure conflict and atrocities prevention, violence reduction, and peacebuilding best practices and research correlate to better policies, legal frameworks, programming, and resources.



Fieldbuilding Strategic Priority 1:

Accelerating Collective Action

Why it matters

Complex social problems require significant collaboration, and organizations and networks must work together collaboratively and collectively for the benefit of the entire field. However, creating a collective network requires robust engagement, development, and investment, and it does not happen organically. Fieldbuilding requires intentionally harmonizing and advancing the actions of organizations focused on addressing both specific problems (e.g., gender mainstreaming) and broad issue areas (e.g., women, peace, and security). Facilitating collective action and achieving collective impact requires creating inclusive spaces to engage, learn, collaborate, and foster joint action to shape the field so that together we can tackle issues too large for any one organization to address alone.

How we will do it

As a trusted and inclusive platform, AfP convenes an unparalleled network and diverse global partnership base, consisting of NGOs, member networks, the private sector, funders, academic institutions, and policymakers. We will leverage our position as a global peacebuilding influencer and change agent to collaborate within the peacebuilding sector while also forging partnerships with other networks and sectors outside of the traditional peacebuilding field.

Increase the strength of AfP's membership

AfP is only as strong as its membership base, and AfP will work to continue to grow its membership and continue to strengthen key strategic partnerships with other networks, such as the Civil Society Platform for Peacebuilding and Statebuilding, the European Peacebuilding Liaison Office, Geneva Peacebuilding Platform, Global Partnership for the Prevention of Armed Conflict, InterAction, Swiss Peace, and the Paris Peace Forum, as well as with Global South networks and women, youth-led, and development and humanitarian, health, and climate organizations.

Engage sectors not “traditionally” in the peacebuilding field

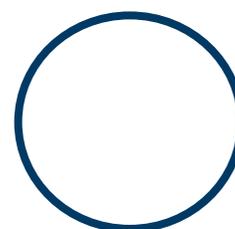
AfP will work with sectors and stakeholders outside of peacebuilding's traditionally small sphere of influence, including media, technology, and the private sector, to expand the collective reach and influence of the peacebuilding field. These efforts will work to cultivate and expand relationships through sponsorships and creative marketing campaigns.



A Closer Look: The Open Palms



A gesture of cooperation and collaboration, the open palms signify working together toward common goals, sharing of resources, and supporting other peacebuilding individuals and organizations for the benefit of the entire field.





I am more convinced than ever

that one of our greatest barriers to achieving our peacebuilding goals is our fragmentation and lack of mobilization muscles within the peacebuilding field. Luckily the Alliance for Peacebuilding is addressing exactly that gap and is serving as a powerful convener to bring the field together; to support our members and forge new partnerships; and, to help activate more collective action amongst our very diverse membership.”

- Julia Roig, AfP Board Chair, Founder and Chief Network Weaver of The Horizons Project

Establish collective direction and provide joint learning opportunities for the field

At our core, AfP is a powerful convener and accelerator of collective action. We will continue identifying key issues and creating safe spaces for joint learning, providing public and closed-door conversations. AfP will identify key issues that offer the potential for the greatest impact through joint action on peacebuilding priorities to establish clear direction for the peacebuilding field. These issues will include core peacebuilding priorities, cross-cutting priorities, and outside and emerging priorities from beyond the field. AfP’s flagship platform for catalyzing cross-learning and partnerships is PeaceCon, our annual conference and the largest global gathering of peacebuilders in the United States. PeaceCon will continue to bring together leaders from government, multilateral agencies, grassroots, and global NGOs, donor institutions, the private sector, academia, and youth constituencies for dialogue, cross-pollination, and collaboration. AfP will continue to provide hybrid attendance options and invite new audiences and stakeholders to support the needed paradigm shifts we seek within and beyond the peacebuilding field to be adaptive and inclusive.

However, many peacebuilders work in isolation, hampering the field’s ability to collaborate and learn from each other. We will scale our joint learning initiatives to promote a shared peacebuilding vision, new solutions to common challenges, and better knowledge management. AfP convenes several working groups that drive innovation and policy-to-action on pressing peacebuilding challenges, including [Conflict Sensitivity and Integration](#), [Preventing and Countering Violent Extremism \(P/CVE\)](#), [Locally-Led Peacebuilding](#), and [Digital Peacebuilding](#). AfP also co-leads the [U.S. Peace, Justice, and Democracy Working Group](#), which applies the



lessons learned from the peacebuilding field globally to the U.S. context by understanding and addressing conflict dynamics.

Build the capacity of our members to collectively advance the field

To advance the collective power of the field, AfP is working to build the organizational capacity and standards of its members. We will continue to scale capacity building offerings including training and mentoring in policy development, DM&E support, business development and proposal design, and evidence-based narrative framing strategies to align peacebuilding messaging in traditional and new media platforms.

Expected Outcomes

Short-Term (1-3 Years)

- Member-informed and aligned collective action priorities created and rolled out for the peacebuilding field

Mid-Term (3-6 Years)

- PeaceCon regarded as one of the premier global convenings on peacebuilding, generating innovative new partnerships, sponsors, approaches, learning modalities, and networking opportunities
- Increased global attendance at PeaceCon with more equitable participation by Global North and Global South attendees

Long-Term (6-10 Years)

- Increased global reach and impact of peacebuilding actors through sustained membership growth with at least half representing the Global South, women and youth-led organizations, and underserved communities
- Increased consultation, coordination, amplification, engagement, and mobilization of members and new stakeholders resulting in field-wide joint campaigns, hybrid and regionally aligned events, and collaborative actions
- Enhanced members' organizational and leadership capacity



Fieldbuilding Strategic Priority 2: **Advocating for Policies, Laws, & Funding to Advance the Peacebuilding Field**

Why it matters

To unlock the field's potential and progress toward greater impact at scale, we need an enabling policy and legal environment and dedicated funding globally including bi- and multilateral donors, private foundations, and the private sector. For too long, peacebuilding has been a second-order priority in relation to humanitarian and development assistance. However, even before the war in Ukraine and the global pandemic, in 2018 violent conflict globally hit more than a 30-year high. Conflict is also compounding other crises, including climate change and the weaponization of disinformation. AfP will continue to build peacebuilding champions to expand and implement peacebuilding and conflict and atrocities prevention laws and policies, ensure their integration across sectors, and increase funding.

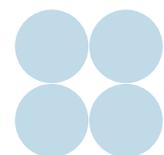
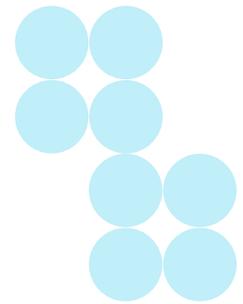
How we will do it

Through our extensive network and experience, we will continue to build peacebuilding champions and make peacebuilding the preferred approach to preventing conflict, reducing violence, and creating more resilient societies.

As a trusted, neutral broker, AfP will continue to bring diverse peacebuilding organizations together to develop policy recommendations and spearhead collective action. We will convene policy-to-action networking, learning events, and working groups to drive innovation in legal and policy frameworks in the U.S. and globally. AfP will leverage the expertise and reach of our network to successfully advocate for conflict prevention and peacebuilding approaches and funding with key multilateral and bilateral donors and the private sector. AfP will achieve global advocacy wins, provide oversight, and ensure their implementation with a focus on inclusion and amplification of diverse local voices to advance peacebuilding, conflict, and atrocities prevention worldwide.

Strengthen coordination of our global advocacy efforts

Given the compounding and interconnected nature of global crises—from violent conflict to climate change and food insecurity—AfP will build off its existing engagement and successes to intentionally expand policy efforts to advance support for peacebuilding on the global level, coordinate international networks and partners, and elevate local voices and solutions. Over the next 10 years, AfP will leverage existing, and expand participation and leadership within, additional global networks and coalitions to reinforce international legislative, policy, and funding frameworks for peacebuilding.



AfP recognizes the U.S. is not the only donor or context that is critical to building peace globally. While AfP has considerable contacts, influence, and success with U.S. law and policymakers, we will continue to strive to provide robust technical leadership and expertise to advocate and educate on conflict, atrocities prevention, and peacebuilding to multilateral donors, including the World Bank, United Nations, European Union, and OECD, as well as key bilateral donors, including the United Kingdom, Germany, Canada, and private donors. In addition, AfP will continue to improve how international and national actors operate in fragile and conflict-affected contexts and support the development of critical global initiatives. By expanding our membership, board representation, and networks in Europe and the Global South, and serving in leadership roles at key platforms, such as the Civil Society Platform for Peacebuilding and Statebuilding (CSPPS) and the International Dialogue on Peacebuilding and Statebuilding (IDPS), AfP will continue to enhance our ability to make the case and garner wider support for peacebuilding and conflict prevention funding and approaches globally.

Support effective implementation and development of global peacebuilding, conflict, and prevention-oriented policies and laws

AfP will continue to lead the GFA Coalition, Prevention and Protection Working Group, and other key networks to push for successful implementation of key U.S. and global peacebuilding and conflict prevention laws and policies. AfP will continue to serve as the go-to convener to ensure consistent and iterative consultation between the governments and civil society. AfP will also strive to ensure that peacebuilding priorities, such as the GFA; Women, Peace, and Security (WPS) Act and Agenda; the Elie Eiesel Genocide and Atrocities Prevention Act (EWGAPA) and Agenda;



the World Bank Strategy for Fragility, Conflict, and Violence; the Global Europe Peace, Stability, and Conflict Prevention thematic programme; the New Agenda for Peace; and the UN Summit of the Future are fully funded and robustly scaled.

Increase dedicated funding for peacebuilding and conflict prevention

AfP will continue to engage closely with the U.S. Congressional appropriations process and with multilateral, bilateral, philanthropic, and private sector funders to build understanding and generate the demand and support for peacebuilding interventions. In the U.S., AfP will seek to increase funding in key U.S. peacebuilding accounts and foreign assistance funding vehicles, including those that support U.S. contributions to the UN, such as for the UN Peacebuilding Support Office, UNDP, and other multilateral institutions and initiatives. The integration of conflict and atrocities prevention and peacebuilding language in authorizations and appropriations across sectors is critical to shifting the norms that have prioritized securitized interventions over conflict and atrocities prevention and peacebuilding initiatives. More broadly, AfP will advocate for increased peacebuilding financing globally and work diligently to ensure humanitarian, development, and democracy and governance donor funding and programming is conflict-sensitive and integrates principles of peacebuilding and prevention. AfP will work to expand the cadre of peacebuilding champions in the donor community writ large to secure increased and sustained funding for peacebuilding that also integrates peacebuilding and prevention across sectors.

A Closer Look: The Laurels



The laurels, a symbol of recognition and achievement, represent AfP's commitment to advocate and educate so that conflict prevention, violence reduction, and peacebuilding best practices and research correlate to better policies, legal frameworks, programming, and resources.

Build AfP's surge capacity to be responsive to and address emergent issues

The past few years have brought great volatility and unpredictability in global peace and security. The COVID-19 pandemic, the war in Ukraine, technology threats, and the withdrawal from Afghanistan, to highlight only a few, have diverted key AfP resources. AfP must build surge capacity, including a vetted pool of consultants, increased staff, and flexible funding to allow AfP to provide early warnings and be responsive to emergent issues.

Establish ourselves as a leading and trusted voice for much needed peacebuilding in the U.S and other mature democracies

The January 6th attack on the United States Capitol forced Americans to confront what conflict and peacebuilding experts have warned for years that dangerous conflict dynamics are increasing in the U.S. In response, AfP will continue to expand its research, advocacy, and convening competencies and create standards to promote peacebuilding in the U.S.⁴ AfP is already leveraging the lessons learned and best practices for peacebuilding gleaned from abroad and at home to develop and advocate for concrete policies, programs, and resources for the Department of Homeland Security, Department of Justice, Department of Health and Human Services, and other U.S. Government agencies to address worsening conflict dynamics including toxic polarization, extremism, and declining social cohesion. AfP will continue efforts to expand its network of bipartisan Congressional champions, with an emphasis on those on the Judiciary and Homeland Security Committees.

AfP will also work with key partners and members and

4. Note—none of the membership dues collected from AfP members are utilized for advocacy to any specific governments or donors. AfP's membership dues are used to support membership staff and operations.



create new relationships with organizations undertaking domestic peacebuilding efforts to advocate for increased appropriations and new laws and policies to address drivers of conflict.

Expected Outcomes

Short-Term (1-3 Years)

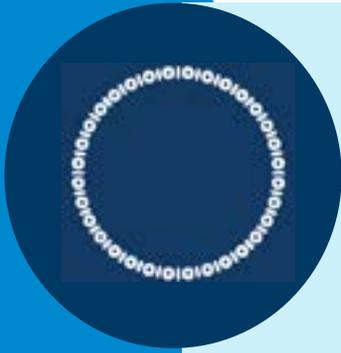
- Robust coalitions of peacebuilding champions are built in the U.S. and globally to increase coordination and advocacy at the global, transnational, regional, and local levels

Mid-Term (3-6 Years)

- Current GFA, peacebuilding, and conflict prevention efforts are effectively implemented with iterative learning and innovation and scaled to other bi- and multi- lateral donors
- Peacebuilding and conflict prevention are integrated into cross-sectoral laws, policies, and funding
- The U.S. peacebuilding architecture is bolstered through increased funding and a more robust legal and policy framework

Long-Term (6-10 Years)

- The global peacebuilding architecture is strengthened through measurable increase in dedicated policies, funding, and laws by foreign governments, multilateral organizations, and funders
- Future GFA efforts are expanded and applied to new priority contexts
- The peacebuilding field is well funded and recognized as critical to and integrated into global peace, security, development, and humanitarian efforts



Fieldbuilding Strategic Priority 3: **Developing an Evidence Base and Standards of Practice**

Why it matters

Developing a credible and accessible evidence base that confirms the efficacy of peacebuilding practice is crucial to building the field. Too much is at stake in fragile and conflict-affected settings to not understand the impact of peacebuilding programming. If we can identify **where peacebuilding programming has directly correlated to peacebuilding outcomes**, then we will be better able to **ground peacebuilding programming and policy in evidence**. Standards of practice are essential to professionalize and strengthen a field, and adhering to field-validated standards will improve peacebuilding practice. The peacebuilding field has a **pressing need to develop and adopt more robust and explicit standards of practice**. It requires more than good values, morals, and principles to ensure our programs and policies do not exacerbate conflict dynamics and prevent and reduce violent conflict, violence and build sustainable peace.

How we will do it

AfP's research agenda is focused on identifying and addressing current research gaps for the field and making the evidence base for peacebuilding work more accessible, credible, and actionable. AfP will scale the foundational work we have done to set and raise standards for the peacebuilding field by developing critical resources and ongoing technical assistance to our members and the broader field.

Address Evidence Gaps in the Peacebuilding Field

AfP will continue to raise the bar by leading the peacebuilding field to embrace a more rigorous evaluative culture to better prove impact and understand what works. AfP will continue our work to guide the field by creating, coordinating, aggregating, and curating evidence around peacebuilding practices achieving field-wide outcomes. These research efforts will involve both AfP-led, joint, and supported research. AfP will partner with our vast global network of research and academic partners to amplify their expertise and research findings and ensure better overall coordination, translation, and dissemination.

Make Evidence Accessible and Actionable for the Field

Over the coming decade, AfP will enhance the reach and practical application of peacebuilding research by creating vehicles to collect, analyze, debate, and disseminate knowledge. We recognize that evidence alone is not sufficient to engender change. Evidence must be translated into digestible formats that are easily accessible across multiple contexts, cultures, and languages. AfP will strengthen

A Closer Look: Binary Code



Binary code, a chain of 1s and 0s, signifies the need for a credible and accessible evidence base to validate the peacebuilding practice. AfP's research focuses on detecting and addressing gaps in research to expand the peacebuilding field's evidence base and make it more accessible, credible, and actionable.



The Eirene Peacebuilding Database is a pioneering effort to map indicators across the peacebuilding field.

and scale the Eirene Peacebuilding Database⁵, the #CreativityInCrisis video series, and other joint learning initiatives for knowledge sharing and exchanges to support an ongoing portfolio of evidence-based learning that are practically and easily disseminated. Emphasis will be given to ensure that research users are included in research design and collection, as well as intentionally engaged during dissemination and learning efforts.

Ground Programming, Evaluation, and Policy in Evidence

AfP will also publish substantive policy briefs that outline the problems we are trying to solve and provide evidence-based recommendations with practical examples to translate evidence-to-action. We strive for our policy briefs to become industry-wide must-reads to inform policy and practices. We will focus heavily on translating these briefs into publishable articles, recorded webinars, podcasts, panel sessions, and reports distributed widely to donors, policymakers, diverse media outlets, our partners, and those beyond our traditional sectors.

AfP will harvest cutting-edge research and learning to ensure our advocacy identifies lessons learned and standards, promotes opportunities to scale, and advances evidenced-based laws, policies, and practices. Evidence of what works, and the impacts of peacebuilding and conflict and atrocities prevention approaches will continue to remain the cornerstone of AfP's advocacy to enhance funding from the U.S. Government, as well as bilateral, multilateral, and philanthropic donors.

5. AfP's pioneering Eirene Peacebuilding Database[®] features 3,300+ peacebuilding indicators. We are currently expanding the database through the second scraping of 2,129 added resources published since 2018. We look to include an additional ~7,000 indicators and further develop it into a digital database. We are currently incorporating the results into an expanded prototype of the digital database that we expect to release in late 2022.



Establish Design, Monitoring, & Evaluation Standards

AfP has laid a solid foundation for field-wide Design, Monitoring, & Evaluation (DM&E) by creating the Guiding Steps for Peacebuilding Design, Monitoring, and Evaluation. The document outlines the minimum set of steps every peacebuilding program must adhere to achieve robust evidence and learning. AfP also contributed a chapter entitled “Why the Peacebuilding Field Needs Clear and Accessible Standards of Research Ethics” detailing six practical standards for ethically informed research. Over the coming 10 years, AfP will build on these existing efforts to validate these standards through an inclusive process with our members and partners, work towards adopting and integrating them into practice, and build both practitioner and donor capacity to support their formalization across the field.

Integrate Conflict Sensitivity/Integration Across Development and Humanitarian Sectors

AfP will work to position humanitarian, development, and peacebuilding (HDP) actors for success by ensuring programs include conflict sensitivity/integration and prevention standards and that relevant programming is situated within a broader context of conflict and fragility. AfP is partnering with InterAction and other humanitarian and development organizations to step outside of the peacebuilding field’s “echo chamber” and work closely with non-peacebuilding organizations, sector by sector—starting with climate change and food security—to ensure conflict sensitivity/integration. AfP, in partnership with Saferworld and MSI, leads our Conflict Sensitivity and Integration Working Group to support collective efforts to advance the prevention of conflict, violence, fragility, and extremism, and build sustainable peace. We aim to integrate conflict sensitivity



Over the past 30 years the idea of **“evidence-based practice”** has become a dominant perspective in a variety of fields. This idea is **built on pillars of learning and accountability**, and emphasizes that organizations should develop systems for predicting and monitoring the impact of their work, report the results of this monitoring, and over time **develop better and better approaches to driving impact.**

and peacebuilding into cross-sectoral laws, strategies, policies, and programs across the HDP nexus. AfP is working with civil society partners and policy-makers to break down the silos between the HDP nexus and elevate standards and best practices of peacebuilding and conflict sensitivity/integration, so they are no longer second order priorities in times and places of crisis.

Center Diversity, Equity, and Inclusion Practices within Peacebuilding

Diversity, equity, and inclusion are vital to advancing a more peaceful, just, and prosperous world. The peacebuilding field cannot achieve meaningful, systemic change if we do not center the voices of marginalized communities and those most affected by violence. We must address systemic drivers of marginalization and increase support for locally-led and owned peacebuilding. At the same time, we need to ensure that our organizations are inclusive, which will lead to more effective programming and policies.

Expected Outcomes

Short-Term (1-3 Years)

- Practitioners access and use evidence to design and implement evidence-based peacebuilding
- Peacebuilding programs are evidence-based and evidence generating, facilitating improved coordination, learning, and decision-making across and within the field
- Member-validated and aligned standards, tools, frameworks, and approaches are created and rolled out for peacebuilding DM&E, conflict sensitivity/conflict integration, and inclusive and trauma-informed peacebuilding in the U.S. and globally
- Measurable increase in awareness, adoption, and use of field-validated standards, tools, frameworks, and approaches

Mid-Term (3-6 Years)

- AfP's Eirene Peacebuilding Database is expanded and recognized as a trusted, practitioner-oriented tool to standardize peacebuilding measurement and programming

- Dedicated donor investment in and requirement of peacebuilding DM&E, conflict sensitivity/ conflict integration, and inclusive peacebuilding standards
- AfP strengthens and aligns the peacebuilding field around common standards, approaches, and criteria

Long-Term (6-10 Years)

- Evidence of peacebuilding policies and practices increase funding from bilateral, multilateral, governmental, and philanthropic donors
- Peacebuilding is employed as an effective instrument of first resort within governmental and global policy frameworks
- Integration of peacebuilding standards within all international development programming occurring in fragile and conflict-affected environments, including in the U.S.



Fieldbuilding Strategic Priority 4: **Shaping & Amplifying New Narratives**

Why it matters

The peacebuilding field has not been effective in its collective messaging, struggling to successfully communicate what peacebuilding is and why it matters. Peacebuilding is often perceived as an intangible and passive end state rather than an active, interconnected, and vital part of global policies and laws impacting assistance and diplomacy. As opposed to other development assistance sectors ex: health and humanitarian, the peacebuilding field must consistently argue for including peacebuilding and conflict prevention in laws, policies, programming, and funding. Additionally, the current media environment is [overwhelmingly negative](#) and emphasizes conflict and violence, which creates a climate of fear and a lack of agency and hope. [Social science research](#) shows that crisis and negative messaging generate a culture of fear, causing people to shut down. We can promote a cultural shift toward peacebuilding by identifying, developing, and deploying common framing strategies. Reframing can change how we and the field communicate and message about peacebuilding to make the case and build peacebuilding champions—with policymakers, lawmakers, and the public.

How we will do it

Through evidence-based, strategic narratives and messaging, AfP will grow its influence across social, traditional, and creative media to innovatively support a deeper cultural shift in all actors toward peacebuilding as the tool of first resort.

Identify, develop, and deploy evidence-based framing strategies to align the peacebuilding sector's messaging

In 2022, AfP, PartnersGlobal, and The FrameWorks Institute released new research on framing strategies for peace and peacebuilding. This multi-year, multi-method research gathered data from the American public and peacebuilding experts to determine which narrative frameworks best make the case for peacebuilding in foreign affairs. While this research provides valuable data for how Americans think, it also offers general lessons for global peacebuilding communication. This research is a game-changer for peacebuilding because it identifies and deploys common framing strategies that support a deeper cultural shift toward peacebuilding. AfP is already using these frames with policy and lawmakers globally to communicate more effectively about peacebuilding. To strengthen peacebuilders' capacity in narrative construction, AfP is working to reframe peacebuilding as active and interconnected and not only focused on crisis messaging. AfP will help the field generate new narratives and rebrand peacebuilding by developing and amplifying credible, reinforcing messages and messengers. This work includes engaging with a broad cross-section of community leaders and organizations impacted by and grappling with conflict and violence. By working to understand and incorporate their framing and perspectives, we will be better positioned to deploy evi-

A Closer Look: All Elements Combined



AfP's full logo combines the previously discussed elements and serves as a reminder of the importance of effective messaging, narratives, and communication. AfP looks to reframe the peacebuilding field as an active, interconnected, and vital facet of global governance and diplomacy.

dence-based messaging strategies in an intentional, tailored, and flexible way.

Expand AfP's media presence to establish AfP as a leading global voice on peacebuilding and conflict prevention

AfP will expand its "Peace: We Build It!" podcast to explore critical issues in peacebuilding with leading voices from the field. AfP will also actively engage the press on essential developments in peacebuilding to elevate the field in popular media outlets and online publications. AfP will launch a new campaign to rebrand peace and find innovative ways of making peacebuilding resonate in the lives of everyday people. Combined, these efforts will help AfP reach new audiences and shift mindsets and behaviors on conflict and violence reduction and prevention and building peace. As an example of AfP's reach, our 2022 International Day of Peace #PeacebuildingInAction campaign reached hundreds of thousands of people on social media.

AfP will harvest cutting-edge research and learning to ensure our advocacy identifies lessons learned and standards, promotes opportunities to scale, and advances evidenced-based laws, policies, and practices. Evidence of what works, and the impacts of peacebuilding and conflict and atrocities prevention approaches will continue to remain the cornerstone of AfP's advocacy to enhance funding from the U.S. Government, as well as bilateral, multilateral, and philanthropic donors.



Building Good Narratives: Examples

Since 2001, the U.S. military has intervened internationally over and over under the auspices of the “War on Terror.” Using the military to address violent conflict has exacerbated sectarian tensions and led to widespread violence. Instead, we must use the proven tools of peacebuilding.

The pandemic has underlined just how **interconnected** the world is—what affects one part of the world **affects all of us**. When we allow violent conflict to happen anywhere, it can **spread and disrupt peace everywhere**. As a global community, peacebuilding matters to all of us.

Peacebuilding programs are designed to end hostilities and restore peace. When violent conflict erupts, peacebuilders stop the violence by bringing together the parties to resolve conflict without violence. Once the conflict is resolved, peacebuilding programs re-establish safety and stability.

Peacebuilding programs work to create **sustained** peace in countries and communities around the world. These programs engage in **ongoing efforts** to address the root causes of violent conflict. By **building and maintaining** the conditions for peace, peacebuilders work to ensure **continuing** safety and stability.

Expected Outcomes

Short-Term (1-3 Years)

- Evidence-based framing strategies and messaging campaigns are widely deployed across the peacebuilding field
- Members’ capacity and commitment to narrative construction using positive peace frames is strengthened, resulting in more local support and long-term impact of peacebuilding policies and programming

Mid-Term (3-6 Years)

- AfP-produced media, including our podcast, video content, social media, online campaigns, and publications, are strengthened, resulting in increased online engagement and recognition as a trusted voice for the peacebuilding field
- The broader public has more interest in and understanding of how to become involved in local, national, and global peacebuilding efforts

Long-Term (6-10 Years)

- AfP becomes a leading global voice on peacebuilding and conflict prevention with global media reach
- Peacebuilding is rebranded as an active, interconnected, and vital part of global policies and laws within governmental and global policy frameworks



**Alliance for
Peacebuilding**

Published by:

Alliance for Peacebuilding

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Washington, DC 20036 USA

www.allianceforpeacebuilding.org

©April 2023

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