



Alliance for
Peacebuilding

Harnessing collective action for peace

Perspectives in Peacebuilding

*Assessment of current
dynamics in the
peacebuilding system*

Acknowledgements

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This research was conducted and prepared by Jessica Baumgardner-Zuzik -- Director of Learning & Evaluation with assistance from Shaziya Netto.



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IN THIS REPORT

This research effort looks across the spectrum of the state of the peacebuilding field to provide a high level analysis of current norms and attitudes.

Recommendations based on the findings are provided to donors and policymakers to strengthen the peacebuilding field to achieve its goals of lasting, sustainable peace.

Purpose of the Study

This research effort looks across the spectrum of the state of the peacebuilding field to gather critical data to understand key norms and attitudes as they relate to Design, Monitoring, and Evaluation (DM&E) capacity, funding dynamics, the greatest needs for reform and pathways for change, and the future of the peacebuilding field.

AfP's Annual Conference (PeaceCon) is the nexus for the peacebuilding field that convenes the largest, diverse network of peacebuilders to share achievements, insights, and visions for the future of peacebuilding. PeaceCon provides a unique opportunity to access not only key actors in the peacebuilding field but a representative sample of the peacebuilding sector as a whole.

To capitalize on this opportunity, AfP employed real-time, mobile data collection at PeaceCon 2018 to better understand key norms and attitudes of the peacebuilding field. We were motivated to collect this data to improve our knowledge and understanding of the field's perceptions on funding norms, reform and pathways for change, design, monitoring, and evaluation (DM&E) capacity needs, and the future of peacebuilding. The learnings in this report can inform donors, policymakers, and practitioners on needed changes to current peacebuilding approaches, funding, programming, and policies to improve outcomes.



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Key Recommendations

Following this research effort, AfP supports seven key recommendations to donors and policymakers to best position the peacebuilding field to achieve its goals of lasting, sustainable peace.

Support Alternative Funding Mechanisms

All respondents agreed that the current funding norms are not sustainable for the field and expressed a concrete need for increased funding targeted to longer-term interventions. Without a radical shift by donors to provide sustained and enhanced funding to the field, the greatest prospect for improving funding norms is to support alternative funding mechanisms.

Other development sectors are experimenting with alternative funding mechanisms, particularly social enterprise models, that could be valuable to the peacebuilding field, especially with the adoption of new social technologies.

Social entrepreneurship could be particularly useful when employed with collective action in the peacebuilding field, through a crowdfunding approach. Additional alternative funding mechanisms that could be modeled in peacebuilding include regional funding consortiums, impact investment bonds, heartfelt connector models that integrate volunteer opportunities with special fundraising events like the Susan G. Komen Foundation employs, and crisis modifiers that could support a more flexible cross-sectorial system.

Encourage Cross-Sectoral Programming

The need to break down silos and better integrate peacebuilding efforts within other sectors was a consistent theme across both opportunities for the field and the greatest reform to assure the sustainability of the field. With the greater recognition of peacebuilding being placed at the center of development, donors can play a large role in pushing this agenda forward by requiring broader partnership, compelling collaboration, and programmatic integration within their Request for Proposals/Applications.

Greater awareness-raising across sectors is also necessary to increase the understanding that peacebuilding is an integral aspect of development programming, where development and humanitarian programs transition frequently between emergency response, prevention, and resiliency-building.

Increase Convenings & Partnership Opportunities

A shared concern across all respondents was the segregation of the peacebuilding field amongst itself and from other sectors. They highlighted the acute need for increased convening and partnership opportunities that encompassed both in-person and digital events.

Key opportunities include conferences, learning events, working groups, alliances, and digital networks that provide space for collaboration, learning, support, collective policy advocacy, and cross-sectoral programming.

Invest in DM&E

The demand for high-quality data is in an upward trajectory, with organizations and donors requesting progressively more research and evaluation efforts; however, too little funds are allocated towards DM&E, disadvantaging the implementers and predisposing the research to sub-par quality from the design phase.

Additionally, requiring a capped amount of funding to be allocated towards DM&E, such as a 10% level, has the potential to assist in the short-run by standardizing DM&E across all programming; however, it does not provide the necessary adaptability of research design that is responsive to purpose, vision, scope, and context of the DM&E efforts. A 10% level may be more than sufficient for the scope of some studies, but not nearly commensurate with the demands of rigor required for other types of research and programming.

Increase Transparency

Improving transparency across the peacebuilding field was a recurrent theme, particularly as it relates to approaches, methodologies, tools, and indicators. Enhancing transparency improves shared learning across organizations, creates a culture of institutional learning, and fosters a collective relationship within the peacebuilding community – each nurturing the other.

Donors and policymakers must play a critical role in supporting an ethos of transparency through assuring the open dissemination of findings, both successes and failures; supporting mechanisms for institutional learning; mainstreaming evidence-based design while supporting risk and exploration of new programmatic approaches; publishing programmatic tools and indicators; and providing open data platforms, that adhere to strict data protection and privacy policies, for continued analysis, learning, and use by other programs, organizations, and sectors.

Embrace Innovations in Technology

The advent of new technologies, from Artificial Intelligence to “deep fakes,” has upended not only the way we think, communicate, and interact with one another, it has proven to have a profound transformative and disruptive impact on fragile and conflict-prone states, as well as established democracies. Even with this dichotomous relationship, the peacebuilding field cannot afford to ignore innovations in technology that other sectors are harnessing. This includes innovations around the broader use of social technologies for communication and mass-media campaigning, innovative new

tools to improve data collection in fragile and conflict-affected settings, and the use of big data for predictive analytics and early warning.

Donors should be leading the way to encourage broader uptake and exploration of new technologies, investing in alternative methods and tools for design, collection, and analysis; partnering with the private sector to create partnerships and integrate new technology into peacebuilding; and spearheading the development of policies and regulations on data protection, privacy, informed consent, and the ethical use of data.

Promote Self-Care

While not contained within the quantitative data, the need for self-care was a repeated need expressed in the key informant interviews. Often peacebuilding efforts are focused on beneficiaries to the exclusion of program staff.

This issue is further becoming exacerbated by the increased targeting of development workers. Creating space, financial support, and time for self-care is urgently important for the sustainability of the field.

Methods

This study used robust qualitative and quantitative review of 263 survey responses across 3 administered surveys from an estimated 606 participants at the Peacebuilding M&E Solutions Forum and PeaceCon 2018. In addition, it includes data from 10 purposive key informant interviews with leading practitioners, researchers, and donors of the peacebuilding field.

Descriptive analytics and content analysis was conducted in Stata and Excel analyzing key informants' responses to determine the closed multiple-choice options self-enumerated to respondents at the Solutions Forum and PeaceCon. Respondents selected their number one threat, opportunity, or challenge from the options provided for each thematic area. Percentages provided are only calculated based upon the number one option selected by respondents.

The second survey asked respondents to provide recommendations addressing the number one selected option calculated from across the sample. The recommendations following each key section in this report are derived from a content analysis of the open-ended responses.

Data visualization was conducted in Excel, Canva, R, and D3.js.

Sample

The data collection was administered to 3 distinct populations: attendees at the Peacebuilding M&E Solutions Forum (137 attendees; 39% response rate); USIP PeaceCon Day 1 (538 attendees; 25% response rate); and FHi360 PeaceCon Days 2 & 3 (354 attendees; 20% response rate). The average response rate across these three tools was 43%, based upon an estimated total number of unique attendees as 606, of which we received 263 survey responses (across any of the administered surveys).

The sample consisted of roughly 64% self-identified women and included respondents from 35 different nationalities. Over 36% of respondents were program staff, 20% were senior leadership, and the remaining were DM&E specialists, policymakers, academics, policy leads, and students. The majority of respondents worked in organizations focused on peacebuilding. However, a large portion of respondents also came from academia, development, conflict prevention, peace education, democracy, human rights, and faith-based sectors.

Key Norms & Attitudes

Key norms and attitudes were generated through 10 purposive key informant interviews with prominent thought leaders and practitioners in the peacebuilding field, qualified to provide overall thought-leadership on the state of the field. The sample consisted of CEOs/Presidents/Vice Presidents/Directors of peacebuilding organizations, preeminent Researchers and Academics, and distinguished M&E Specialists and Evaluators. They provided insight into the key norms and attitudes related to DM&E capacity, funding dynamics, the greatest needs for reform and pathways for change, and the future of peacebuilding field as analyzed and illustrated below.



DM&E Integration

This research asked leading practitioners to identify the greatest impediments to adopting more rigorous DM&E in the peacebuilding field.

Respondents highlighted major impediments across the **entire data cycle**, from design, collection, analysis, and visualization, to use and knowledge management.

Impediments to Adoption

- **Lack of individual and organizational capacity** to conduct, analyze, and use DM&E (29%)
- **Operational field challenges** of DM&E (24%)
- **Unrealistic goals, expectations, and timelines** (19%)
- **Thrift funding for DM&E** (15%)
- **Lack of shared learning and transparency** of findings (9%)
- **Too small of a network** of peacebuilding DM&E (3%)
- **Donors don't require** more rigorous DM&E (1%)

Key recommendations from participants to address a lack of individual and organization capacity fell into seven key areas:

1 Strengthen DM&E techniques

Peacebuilding work matters, but we still struggle to show evidence of where our interventions have led to positive outcomes, such as a clear reduction in violence or increased cooperation. While the field has made significant strides in analyzing the causes of conflict, the field continues to face substantial obstacles in adopting more rigorous DM&E. This includes providing solid methodological examples, tested approaches, and proof of concepts for DM&E of interventions aiming to drive complex change processes in rapidly shifting and complex environments. To lay the foundation for showing greater evidence, we must overcome the challenge of weak DM&E practices in the peacebuilding field.

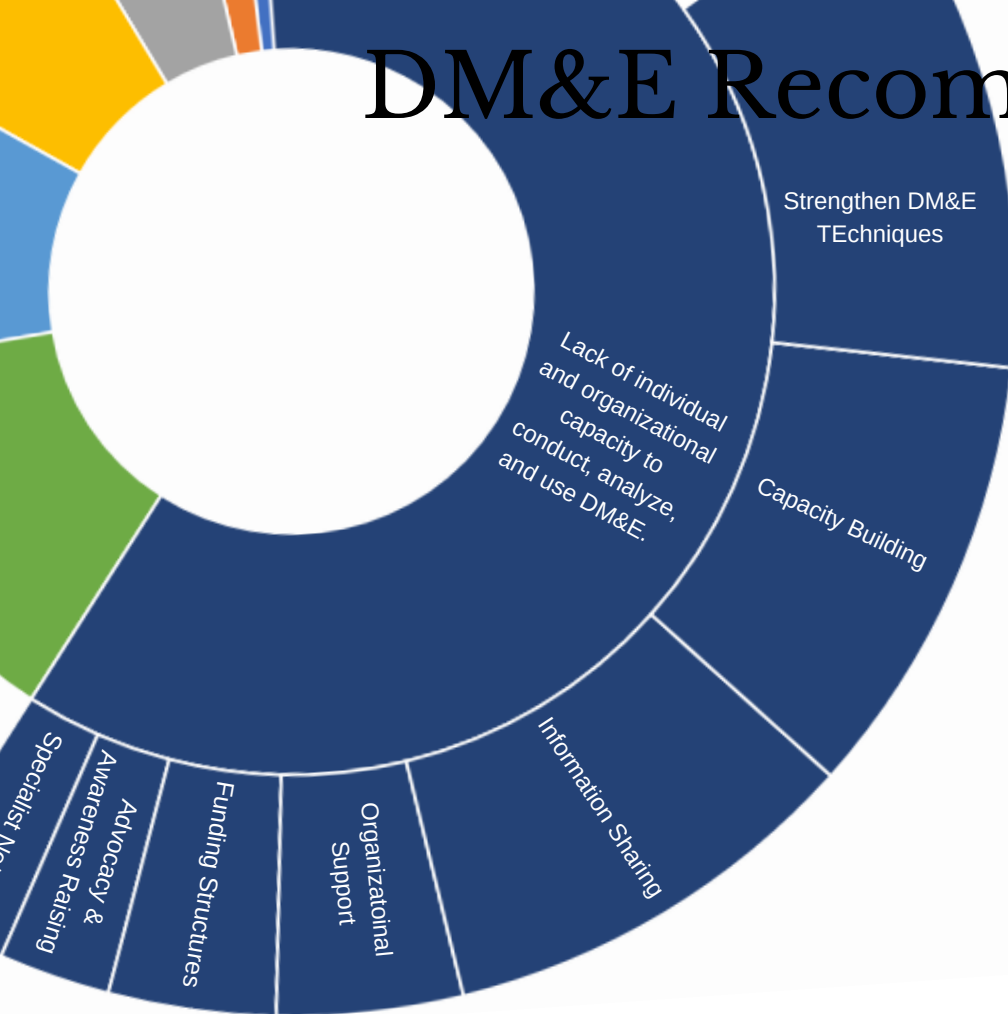
This research asked leading practitioners, given the increasing professionalization of the field and the need for stronger evidence, what they felt was the greatest impediment to adopting more rigorous DM&E.

Respondents highlighted organizational, structural, operational, and cultural impediments to adopting more rigorous DM&E, but determined that the greatest impediment is a **lack of individual and organizational capacity to conduct, analyze, and use DM&E**.

- 2** Capacity Building
- 3** Information Sharing
- 4** Organizational Support
- 5** Funding Structures
- 6** Advocacy & Awareness Raising
- 7** Specialist Network

DM&E Recommendations*

*Recommendations below result from an analysis of respondents' open-ended responses collected in the quantitative surveys as they relate to DM&E.



26%

Strengthen DM&E Techniques

Encourage rigorous evidence building through a variety of tools and methodologies that are simple, realistic, cost effective, and engage a wide range of key stakeholders (youth, women, communities, and beneficiaries)

23%

Capacity Building

Improve global accessibility and affordability of capacity building through training and greater coordination with academia to incorporate DM&E as a core element of peace education

22%

Information Sharing

Facilitate co-learning opportunities, enhance knowledge-sharing platforms, and require open-source tools, resources, and metrics for greater collective action, learning, and transparency

9%

Organizational Support

Change the organizational culture around DM&E to invest in learning, reduce stigmatization around failure, and improve internal investment in DM&E

8%

Funding Structures

Provide funding targeted at DM&E and not as separate from programming, invest in DM&E capacity building, and require DM&E as part of funding within grants

6%

Advocacy & Awareness Raising

Advocate to governments, policymakers, and donors to fund DM&E as an integral part of programming and raise awareness on use of data

6%

Specialist Network

Establish a strong network of specialists skilled in practical application of DM&E within peacebuilding.

Funding

This research asked leading practitioners whether funding norms are becoming more conducive to supporting best practices in peacebuilding.

100%

Respondents agree that the current funding norms are not sustainable for the field

Threats to funding

- **Short time horizons of funding** compared with realistic expectations/results - length of programming funded (43%)
- **Underfunding** compared to expectations (15%)
- Donor focus on **funding 'headline/conflict of the day'** (12%)
- **Projectization of the field** into single programs and outputs (12%)
- **Inflexibility of funding** – non-adaptable with strong budgetary rules including set overhead rates (10%)
- **Nature of funding streams** – who funds peacebuilding (7%)

Peacebuilding, at its core, is focused on longer-term, sustainable change that is rooted in the individual and transcends to transformational, societal and cultural-level change. As such, the field is highly dependent upon sustainable funding mechanisms that support longer-term change in prevention, addressing root causes of violence, changing attitudes and beliefs, and transforming conflict dynamics.

This research asked leading practitioners whether funding norms are becoming more conducive to supporting best practices in peacebuilding. The overall consensus was that funding norms are not sustainable to support the future of the field.

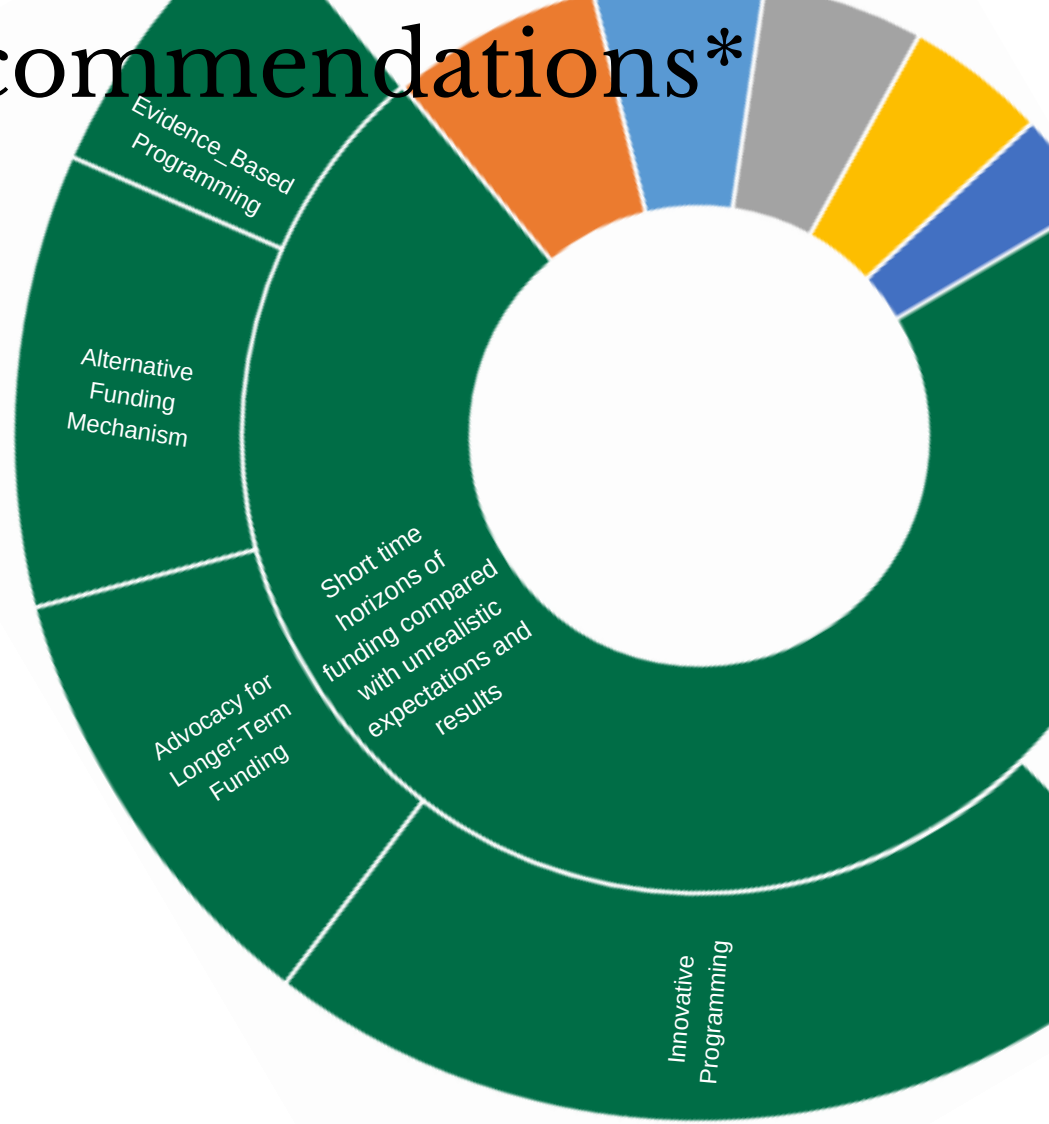
Respondents determined that the most pressing funding threat to the fiscal sustainability of the field was the **short time horizons of funding compared with unrealistic expectations and results**. This falls into a key dynamic of overpromising on key results and hyperinflating expectations within often very short funding timelines.

Key recommendations from participants to address the short time horizons of funding fell into four key areas:

- 1 Innovative Programming
- 2 Advocacy for Longer-Term Funding
- 3 Alternative Funding Mechanisms
- 4 Evidence-Based Programming

Funding Recommendations*

*Recommendations below result from an analysis of respondents' open-ended responses collected in the quantitative surveys as they relate to funding.



46%

Innovative Programming

Design programming focused on social enterprise models that are self-sustaining, scalable, and locally-led

23%

Advocacy for Longer-Term Funding

Invest in educating policymakers and donors about peacebuilding, improve collaboration with funders, and create coalitions for change to advance peacebuilding

21%

Alternative Funding Mechanisms

Provide flexible funding structures, flexible seed funding, private partnerships, innovation in tax regimes, impact investment bonds, co-funding, and pooled resourcing

10%

Evidence-Based Programming

Improve the evidence base for more effective programming, highlight lessons learned/failures, and improve organizational and individual capacity building

Reform & Pathways to Change

This research asked leading practitioners to identify critical needs and areas for reform for the peacebuilding field to achieve its goals of lasting, sustainable peace.

The majority of respondents **do not agree** that the peacebuilding field is currently well placed to achieve its goals of lasting, sustainable peace

Area for Reform

- **Integration of the peacebuilding sector with other sectors** which are beginning to use peacebuilding as a core component (46%)
- **Understanding of collective impact and systems-level peacebuilding** (22%)
- **Evidence** of what effective peacebuilding looks like (16%)
- **Clearer understanding of the vision of the peacebuilding field** (14%)
- **Standards for peacebuilding programming** (definitions, program typology, ToCs, data quality, etc) (2%)

Key recommendations from participants to address integration of the peacebuilding sector within other sectors fell into nine key areas:

- 1 Convenings & Partnerships
- 2 Advocacy & Awareness Raising

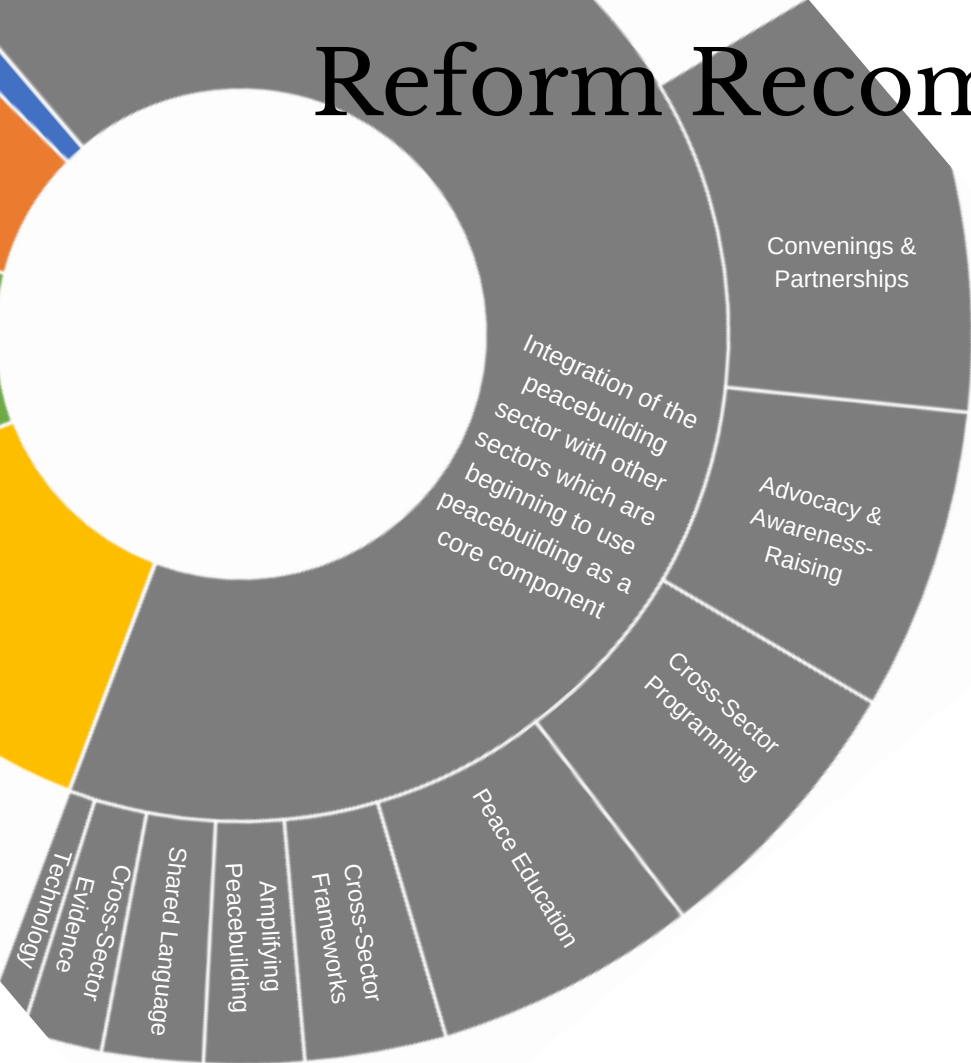
A shared concern across all respondents was the segregation of the peacebuilding field from other sectors. Respondents highlighted the siloing of the field resulted from a variety of factors: a lack of understanding and consensus of what peacebuilding is, a purposeful separation from other sectors resulting from hubris, the infancy of the field, questions of control, and perceptions of the field as different from other development sectors. Respondents also called for a clearer mapping of the peacebuilding terrain (scope of programming, state of evidence, and typologies of theories of change), questioned the ability for scale and aggregation towards cumulative impact, and improved mechanisms for funding, education, and evidence.

Respondents determined that the most important reform the peacebuilding field needs to achieve is the **integration of the peacebuilding sector within other sectors**, including introducing core peacebuilding concepts like conflict sensitivity.

- 3 Cross-Sector Programming
- 4 Peace Education
- 5 Cross-Sector Frameworks
- 6 Amplifying Peacebuilding
- 7 Shared Language
- 8 Cross-Sector Evidence
- 9 Harnessing Technology

Reform Recommendations*

*Recommendations below result from an analysis of respondents' open-ended responses collected in the quantitative surveys as they relate to critical needs and areas for reform.



30%

Convenings & Partnerships

Increase convening and partnerships opportunities, including working groups, alliances, digital networks, conferences, and spaces for collaboration, particularly with those outside of the peacebuilding field

17%

Advocacy & Awareness Raising

Advocate to governments, policy makers, and other sectors to deepen understanding on the effectiveness of cross sector programming

16%

Cross-Sector Programming

Integrate peacebuilding tenets within other disciplines and focus on how peacebuilding programming interacts with and complements other sector programming.

14%

Peace Education

Promote a culture of peace through integrating peacebuilding tenants within formal, informal, and professional development education particularly in cross-disciplinary studies

8%

Cross-Sector Frameworks

Connect global policy frameworks to specific policy proposals and make peacebuilding frameworks adaptable with other sector frameworks

6%

Amplifying Peacebuilding

Build upon existing peacebuilding strategies, support and amplify evidence-based programming, and communicate more effectively on peacebuilding impact

6%

Shared Language

Cultivate relationships and shared language between practitioners in global development and peacebuilding. Articulate peacebuilding in the language of other disciplines

2%

Cross-Sector Evidence

Establish a strong evidence base of success within cross-sector programming, develop common indicators and measures for cross-sector programming, and seek opportunities for practical joint research

2%

Harnessing Technology

Improve digital literacy, Incorporate technical advances , and increase the use of technology and social media and into peacebuilding work to promote a broader dissemination of success

Future of the Field

This research asked leading practitioners to identify the greatest threats and opportunities for the future of peacebuilding.

Threats

Respondents worry about both **internal** threats, how we change and collaborate, and **external** threats, from donors, geopolitics, and operational constraints, to peacebuilding

Threats to the field

- **Rise of new geopolitics and new forms of warfare** (29%)
- **Lack of long-term commitment to change** (28%)
- **Failure to work collectively** to address conflict (15%)
- Demand for **more rigorous evidence** coupled with an inability to show impact (13%)
- **Resistance of the field to change** leading to an inability to adapt and innovate (8%)
- **Projectization of the field** (6%)

The field and scope of peacebuilding must change in the face of new geopolitics, forms of warfare, and the rise of nationalism and transnational movements. Current systems are not able to cope when confronted with these new kinds of conflict and the standard multilateral systems are unable to provide a cohesive approach for how to effectively support weakening states. These problems are exacerbated by the continuous lack of long-term commitment to change and inability to understand what systems-level change actually would look like in these contexts.

This research asked leading practitioners, given this changing landscape, what they felt was the most pressing threat to the future sustainability of the peacebuilding field. Respondents identified many key threats, both internal and external, but determined that the most pressing threat to the future of the field was **the rise of new geopolitics and new forms of warfare**.

Key recommendations from participants to address the rise of new geopolitics and new forms of warfare fell into five key areas:

- 1 Innovative Programming
- 2 Harnessing Technology
- 3 Collaboration & Communication
- 4 Peace Education
- 5 Increased Research

Future Recommendations*

*Recommendations below result from an analysis of respondents' open-ended responses collected in the quantitative surveys as they relate to threats towards the future of the field.

25%

Collaboration & Communication

Make common cause with other social change organizations, build coalitions, and liaise with national security actors to build a broader constituency for peace and justice

18%

Harnessing Technology

Improve digital literacy and incorporate technical advances and social science technology into peacebuilding work - social networking, social media, & social diffusion

11%

Increased Research

Improving the evidence base to better understand key threats and root causes of conflict stemming from the rise in new geopolitics and forms of warfare

6%

Peace Education

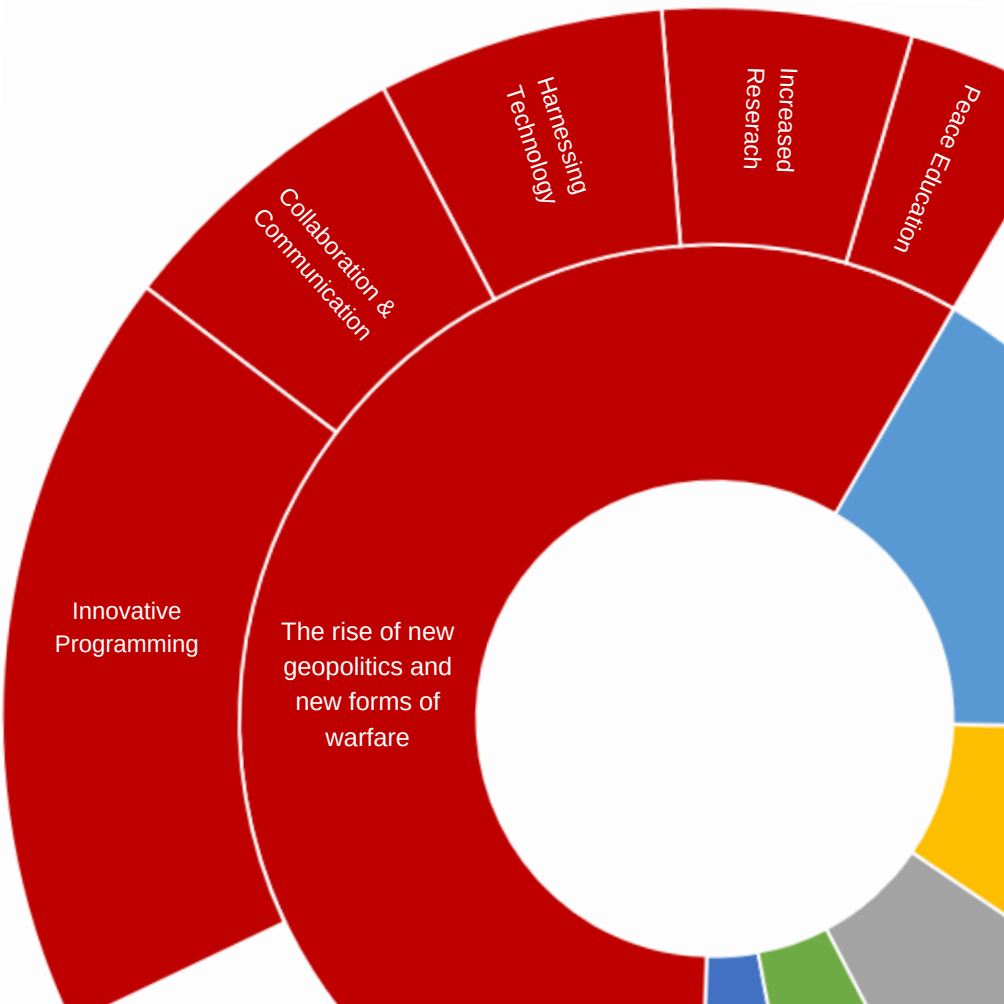
Promote a culture of peace through integrating peacebuilding tenants within formal and informal education that popularizes peace and provides a solid foundation from grassroots to diplomacy

40% Innovative Programming

Design more adaptive and inclusive programming that involves multi-stakeholders and sectors focused on prevention, prediction, and resilience to effect systems-level change

ADDRESSING INTERNAL THREATS

While respondents did not provide recommendations to addressing internal threats, it is critical to note that if the field does not adapt, innovate, and learn to better work collectively (both amongst peacebuilders and cross-sectorially), addressing these external threats will not be sufficient to secure the sustainability of the field.



Opportunities

Taking into consideration the aforementioned threats, this research also asked leading practitioners to identify the greatest opportunities for the future of peacebuilding.

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The peacebuilding field is at a tipping point, where there is greater global awareness and an increasing recognition in international development of the need to address root drivers of conflict and move towards sustainable peace. There is also an increased momentum behind harnessing different sectors approaches to development and integrating peacebuilding at center of these initiatives.

This research asked leading practitioners, given this key moment, what they felt was the most pressing opportunity for the future sustainability of the peacebuilding field. Respondents determined that the most pressing opportunity to the future of the field was the **greater recognition that peace requires a multi-dimensional foundation as demonstrated in global frameworks placing peace at center of development.**

Opportunities

- Greater recognition that **peace requires a multi-dimensional foundation** as demonstrated in global frameworks placing peace at center of development (43%)
- Increased **intersection between peacebuilding and other sectors** (18%)
- **New generation** of peacebuilders (15%)
- **Increased private sector action** and support (14%)
- **Advances in technology** to better access and understand populations within conflict zones (7%)
- **Rising importance of DM&E** and the need for greater evidence (4%)

Key recommendations from participants to address greater recognition that peace requires a multi-dimensional foundation fell into seven key areas:

- 1 Cross-Sector Collaboration
- 2 Cross-Sector Frameworks
- 3 Advocacy & Awareness Raising
- 4 Cross-Sector Programming
- 5 Peace Education
- 6 Shared Language
- 7 Cross-Sector Evidence

Future Recommendations*

*Recommendations below result from an analysis of respondents' open-ended responses collected in the quantitative surveys as they relate to opportunities for the future of the field.

22%

Cross-Sector Collaboration

Build cross-sector and multi-disciplinary partnerships, coalitions, alliances, and consortiums

20%

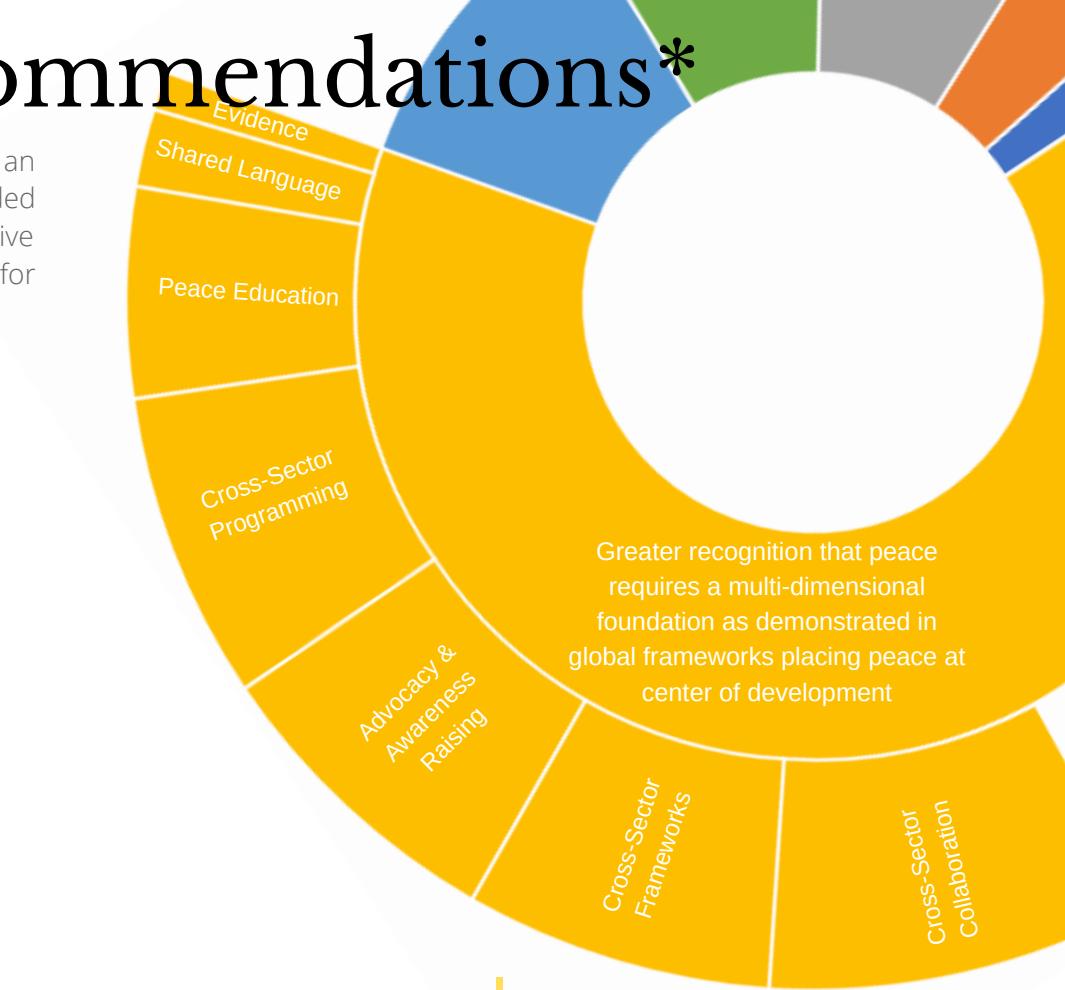
Cross-Sector Frameworks

Connect global policy frameworks to specific policy proposals and incorporate other sector frameworks (human rights, integral human dev., etc) into peacebuilding

13%

Peace Education

Promote a culture of peace through integrating peacebuilding tenants within formal and informal education particularly in cross-disciplinary studies



19%

Advocacy & Awareness Raising

Influence donor, policymaker, and government to mandate cross-sector work and integration

5%

Shared Language

Cultivate relationships and shared language between practitioners in global development and peacebuilding

19%

Cross-Sector Programming

Insert peacebuilding tenets into the development dialogue and attract cross-disciplinary actors towards peacebuilding

2%

Cross-Sector Evidence

Establish a strong evidence base of success within cross-sector programming and develop common indicators and measures for cross-sector programming

Conclusion

We believe the learnings and findings in this report will inform donors, policymakers, and practitioners to improve outcomes in the peacebuilding field. There must be a re-calibration of the field to achieve its goals of lasting, sustainable peace across seven key areas: funding, cross-sectoral programming, partnerships, DM&E, self-care, transparency, and technology. This list is not exhaustive, but as presented in this report, these areas are critical barriers to the peacebuilding field.

It is revealing that the majority of respondents sampled do not believe the peacebuilding field is currently well placed to achieve these goals. Producing evidence of what is effective peacebuilding, and developing better data quality, are considerable challenges for the field. While some of these challenges in the report are external, and would require more resources and major policy change, there are many internal issues for which the field has to be personally accountable. This report succinctly addresses not only key challenges but also highlights opportunities and recommendations that must be addressed for the peacebuilding field to move forward so as to prove its programs reduce violence and build sustainable peace.

Annex I

Research tools - Key Informant Guide, USIP Survey, FHi360 Survey, & Peacebuilding M&E Solutions Forum Survey

Perspectives in Peacebuilding: KII Guide

I. Informed Consent

Description of the study:

This survey is conducted by Alliance for Peacebuilding (AfP), an NGO based in Washington, DC. The purpose of the survey is to gather information within the peacebuilding field related to key perceptions of funding norms, reform and pathways for change, DM&E capacity, and the future of peacebuilding. Results of this interview will be used to create relevant survey questions on the state of the peacebuilding field as it relates to a variety of key topics for PeaceCon 2018.

All of your answers will be kept strictly confidential. This means that they will not be communicated to people or organization's outside of AfP, and that your organizational name will not appear in connection to any of your individual responses.

1.1 I agree to participate in this survey.	Yes
	No

II. Individual & Organizational Information

2.1	Informant Name	
2.2	Affiliation	
2.3	Position Title	

General Questions

If you could ask attendees at PeaceCon 2018 one question, what would you ask?

Funding

Are funding norms becoming more conducive to supporting best practices in peacebuilding?

Reform

Is the peacebuilding system well placed to achieve its goals of lasting, sustainable peace (or, is it moving in the right direction?)

Future of peacebuilding

What do you consider to be the greatest threat/opportunity for the peacebuilding field?

Threats:

Opportunities:

Peacebuilding M&E

To what extent does evidence/evaluation influence decision-making around peacebuilding practices and policies?

What do you consider to be the biggest threats/impediments to conducting rigorous DM&E in peacebuilding?

<h1>Perspectives in Peacebuilding</h1>	USIP Day: Peace Con 2018
	24 October 2018

I. Informed Consent

Description of the study:

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All of your answers will be kept strictly confidential. This means that they will not be communicated to people or organization's outside of AfP, and that your organizational name will not appear in connection to any of your individual responses.

1.1 I agree to participate in this survey.	Yes
	No

II. Individual & Organizational Information

2.1	Nationality	List of nationalities provided.	
2.2	Gender	Female Male Gender Non-Conforming Non-Binary Other Decline to answer	
2.3	Position Title		
2.4	Organizational Focus	See the list for organizational focus below	

Q2.4 Organizational Focus

Academia	DDR	Refugees, IDPs, and	Land/Natural Resource	Rule of law
Atrocities Prevention	Education	Migration	Conflicts	Science & Technology
Civil Society-Military	Environment	Human Rights	Neuroscience	Security
Engagement	Extractive	Human Security	Nuclear Nonproliferation	Spirituality
Conflict Prevention	Industries/Mining	Hunger	Peacebuilding	Transitional Justice
Democracy & Governance	Gender	International Law & Legal	Psychosocial Healing	Youth
Development	Health	Norms	Religion/Faith-Based	Other, please specify
	Humanitarian Aid	Landmines	Restorative Justice	

III. Perceptions of the State of the Peacebuilding Field

3.1	FUNDING	Select the most pressing threat to the sustainability of the peacebuilding field from amongst the following peacebuilding funding norms.	
		<ul style="list-style-type: none"> - Nature of funding streams – who funds peacebuilding - Underfunding compared to expectations - Projectization of the field into single programs and outputs - 	<ul style="list-style-type: none"> - Short time horizons of funding compared with realistic expectations/results- length of programming funded - Inflexibility of funding – non-adaptable with strong budgetary rules including set overhead rates - Donor focus on funding 'headline/conflict of the day'
3.2	FUNDING	Select the second most pressing threat to the sustainability of the peacebuilding field from amongst the following peacebuilding funding norms	
		<ul style="list-style-type: none"> - Nature of funding streams – who funds peacebuilding - Underfunding compared to expectations - Projectization of the field into single programs and outputs - 	<ul style="list-style-type: none"> - Short time horizons of funding compared with realistic expectations/results- length of programming funded - Inflexibility of funding – non-adaptable with strong budgetary rules including set overhead rates - Donor focus on funding 'headline/conflict of the day'

3.3	REFORM Select the most important need for the peacebuilding field to its achieve its goals of lasting, sustainable peace.	
	<ul style="list-style-type: none"> – Integration of the peacebuilding sector with other sectors which are beginning to use peacebuilding as a core component (humanitarian, international development, etc.) Clearer understanding of the vision of the peacebuilding field – develop clear definitions for what lasting and sustainable peace is for the field 	<ul style="list-style-type: none"> – Evidence of what effective peacebuilding looks like – Understanding of collective impact and systems-level peacebuilding (local, regional, gobal) – Standards for peacebuilding programming (definitions, program typology, ToCs, data quality, etc) (this seems similar to, but more specific, the second point)
3.4	REFORM Select the second most important need for the peacebuilding field to its achieve its goals of lasting, sustainable peace.	
	<ul style="list-style-type: none"> – Integration of the peacebuilding sector with other sectors which are beginning to use peacebuilding as a core component (humanitarian, international development, etc.) Clearer understanding of the vision of the peacebuilding field – develop clear definitions for what lasting and sustainable peace is for the field 	<ul style="list-style-type: none"> – Evidence of what effective peacebuilding looks like – Understanding of collective impact and systems-level peacebuilding (local, regional, gobal) – Standards for peacebuilding programming (definitions, program typology, ToCs, data quality, etc) (this seems similar to, but more specific, the second point)
3.5	FUTURE Select the most pressing <i>threat</i> to the future of the peacebuilding field from amongst the following.	
	<ul style="list-style-type: none"> – Projectization of the field – Rise of new geopolitics and new forms of warfare – Demand for more rigorous evidence coupled with an inability to show impact. 	<ul style="list-style-type: none"> – Resistance of the field to change leading to an inability to adapt and innovate – Lack of long-term commitment to change – Failure to work collectively to address conflict
3.6	FUTURE Select the second most pressing <i>threat</i> to the future of the peacebuilding field from amongst the following.	
	<ul style="list-style-type: none"> – Projectization of the field – Rise of new geopolitics and new forms of warfare – Demand for more rigorous evidence coupled with an inability to show impact. 	<ul style="list-style-type: none"> – Resistance of the field to change leading to an inability to adapt and innovate – Lack of long-term commitment to change – Failure to work collectively to address conflict
3.7	FUTURE: Select the most important <i>opportunity</i> for the future of the peacebuilding field from amongst the following:	
	<ul style="list-style-type: none"> – Increased private sector action and support for peacebuilding – Greater recognition that peace requires a multi-dimensional foundation as demonstrated in global frameworks placing peace at center of development – Rising importance of DM&E and the need for greater evidence 	<ul style="list-style-type: none"> – Increased intersection between peacebuilding and other sectors – New generation of peacebuilders – Advances in technology to better access and understand populations within conflict zones
3.8	FUTURE: Select the second most important <i>opportunity</i> for the future of the peacebuilding field from amongst the following:	
	<ul style="list-style-type: none"> – Increased private sector action and support for peacebuilding – Greater recognition that peace requires a multi-dimensional foundation as demonstrated in global frameworks placing peace at center of development – Rising importance of DM&E and the need for greater evidence 	<ul style="list-style-type: none"> – Increased intersection between peacebuilding and other sectors – New generation of peacebuilders – Advances in technology to better access and understand populations within conflict zones
3.9	PEACEBUILDING M&E: Select the greatest impediment to the peacebuilding field adopting and conducting more rigorous DM&E from amongst the following:	
	<ul style="list-style-type: none"> – Lack of individual and organizational capacity to conduct, analyze, and use DM&E – Unrealistic goals, expectations, and timelines – Lack of shared learnings and transparency of findings – Too small of a network of peacebuilding DM&E experts 	<ul style="list-style-type: none"> – Thrift funding for DM&E – Operational field challenges of DM&E (active conflict zone, ethical considerations, logistical constraints, attrition, etc.) – Donors don't require more rigorous DM&E
3.10	PEACEBUILDING M&E: Select the second greatest impediment to the peacebuilding field adopting and conducting more rigorous DM&E from amongst the following:	
	<ul style="list-style-type: none"> – Lack of individual and organizational capacity to conduct, analyze, and use DM&E – Unrealistic goals, expectations, and timelines – Lack of shared learnings and transparency of findings – Too small of a network of peacebuilding DM&E experts 	<ul style="list-style-type: none"> – Thrift funding for DM&E – Operational field challenges of DM&E (active conflict zone, ethical considerations, logistical constraints, attrition, etc.) – Donors don't require more rigorous DM&E

State of the Field: Peacebuilding	FHi360 Day: Peace Con 2018
	25 & 26 October 2018

I. Informed Consent

Description of the study:	
<p>This survey is conducted by Alliance for Peacebuilding (AfP), an NGO based in Washington, DC. The purpose of the survey is to gather information within the peacebuilding field related to key perceptions of funding norms, reform and pathways for change, DM&E capacity, and the future of peacebuilding. Results of this survey will be used to conduct an assessment of the state of the peacebuilding field as it relates to these topics.</p> <p>All of your answers will be kept strictly confidential. This means that they will not be communicated to people or organization's outside of AfP, and that your organizational name will not appear in connection to any of your individual responses.</p>	
1.1 I agree to participate in this survey.	<input type="checkbox"/> Yes <input type="checkbox"/> No

II. Recommendations for the State of the Peacebuilding Field

2.1	<p>Recognizing that it has historically been difficult for the peacebuilding field to work as a coordinated body, is it realistic to think about peacebuilding as a single sector/collective group?</p>
2.2	<p>Why do you not feel it is realistic to think about the peacebuilding field as a single sector/collective group?</p>
2.3	<p>FUNDING Given that "projectization of the field into single programs and outputs" has been identified as the most pressing funding threat to the sustainability of the field, what are 2-3 recommendations to address this situation?</p> <p>1.</p> <p>2.</p> <p>3.</p>
2.4	<p>FUTURE Following that peacebuilders are most concerned about the "rise of new geopolitics and new forms of warfare" as the greatest threat to the future of peacebuilding, what are 2-3 recommendations to address this situation?</p> <p>1.</p> <p>2.</p> <p>3.</p>
2.5	<p>PEACEBUILDING M&E: Following that peacebuilders are most concerned about the "Lack of individual and organizational capacity to conduct, analyze, and use DM&E" as the greatest impediment to the peacebuilding field adopting and conducting more rigorous DM&E, what are 2-3 recommendations to address this situation?</p> <p>1.</p> <p>2.</p> <p>3.</p>
2.6	<p>"What is your vision for the future of peacebuilding? What does success look like for the peacebuilding field?"</p>

2.7	REFORM Given that "Understanding of collective impact and systems-level peacebuilding (local, regional, global)" has been identified as most important reform the peacebuilding field needs to achieve its goals of lasting, sustainable peace, what are 2-3 recommendations to address this situation?
1.	
2.	
3.	
2.8	FUTURE: The "Greater recognition that peace requires a multi-dimensional foundation as demonstrated in global frameworks placing peace at center of development" is seen to be the most important opportunity for the peacebuilding field, what are 2-3 recommendations to support and advance this opportunity?
1.	
2.	
3.	

State of the Field: Peacebuilding DM&E	Peacebuilding M&E Solutions Forum
	23 October 2018

I. Informed Consent

Description of the study:	
This survey is conducted by Alliance for Peacebuilding (AfP), an NGO based in Washington, DC. The purpose of the survey is to gather information within the peacebuilding field related to Design, Monitoring, and Evaluation (DM&E). Results of this survey will be used to conduct an assessment of the state of the peacebuilding field as it relates to a variety of key topics.	
All of your answers will be kept strictly confidential. This means that they will not be communicated to people or organization's outside of AfP, and that your organizational name will not appear in connection to any of your individual responses.	
1.1 I agree to participate in this survey.	Yes No

II. Individual & Organizational Information

2.1	Nationality	List of nationalities provided.	
2.2	Gender	Female Male Gender Non-Conforming Non-Binary Other Decline to answer	
2.3	Position Title		
2.4	Organizational Focus	See the list for organizational focus below	

Q2.4 Organizational Focus				
Academia	DDR	Refugees, IDPs, and Migration	Land/Natural Resource Conflicts	Rule of law
Atrocities Prevention	Education	Human Rights	Neuroscience	Science & Technology
Civil Society-Military Engagement	Environment	Human Security	Nuclear Nonproliferation	Security
Conflict Prevention	Extractive Industries/Mining	Hunger	Peacebuilding	Spirituality
Democracy & Governance	Gender	International Law & Legal Norms	Psychosocial Healing	Transitional Justice
Development	Health	Landmines	Religion/Faith-Based Restorative Justice	Youth
	Humanitarian Aid			Other, please specify

III. DM&E State of the Field Questions

3.1	In one word, what, besides money, would you need to be able to do more rigorous monitoring and evaluation of your work?		
3.2	Select the top three areas where you, personally, need the greatest capacity building within peacebuilding DM&E? (<i>select three</i>)	<input type="radio"/> Data collection methodologies <input type="radio"/> M&E tools and instrument development <input type="radio"/> Conducting a baseline <input type="radio"/> Data quality assurance <input type="radio"/> Sampling & Randomization Methodologies	<input type="radio"/> Monitoring <input type="radio"/> Data cleaning <input type="radio"/> Data analysis <input type="radio"/> Data Visualization <input type="radio"/> Data Protection & privacy <input type="radio"/> Institutional Learning
3.3	What is the primary purpose/use of data for your organization?		

IV. Evidence & Use of Evidence

4.1	What does rigorous data/evidence mean to you?	
4.2	What types of evidence are sufficient for policy and advocacy?	
4.3	To what extent does evidence/evaluation influence decision-making around peacebuilding practices and policies?	1 2 3 4 5 Not at All Completely
4.4	Why do you feel evidence/evaluation influences decision-making around peacebuilding practices and policies to such an extent?	

Annex II

Qualitative Data collected as part of the FHi360 Survey and its thematic and categorical coding.

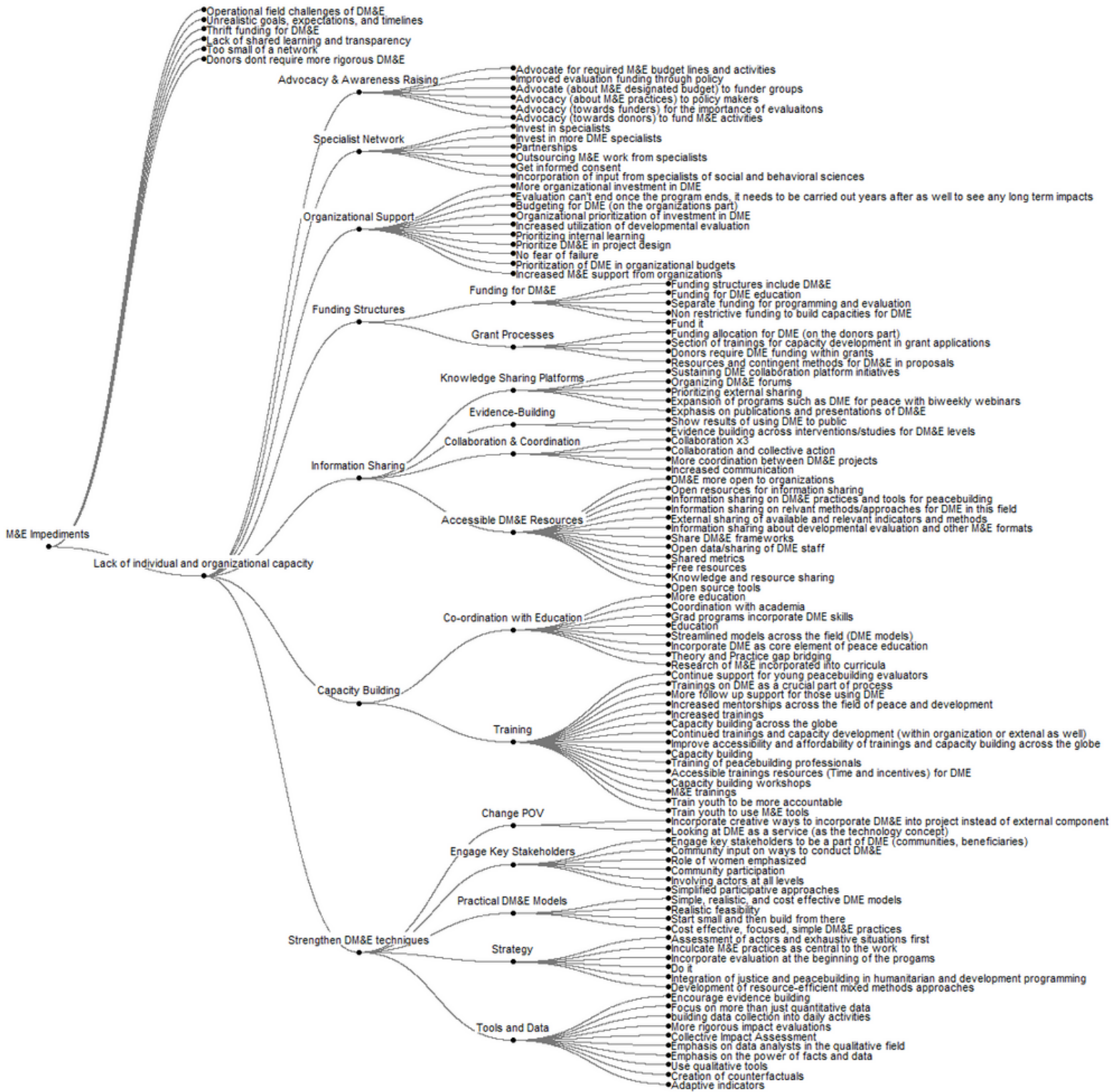
The following dendrograms depict the visual process of codifying and categorizing the qualitative data collected as part of the FHi360 Survey. Respondents were asked to provide key recommendations for each of the key norms and attitudes selected during the USIP Survey the previous day. Their responses were then analyzed using content analysis to provide the recommendations provided in the report.

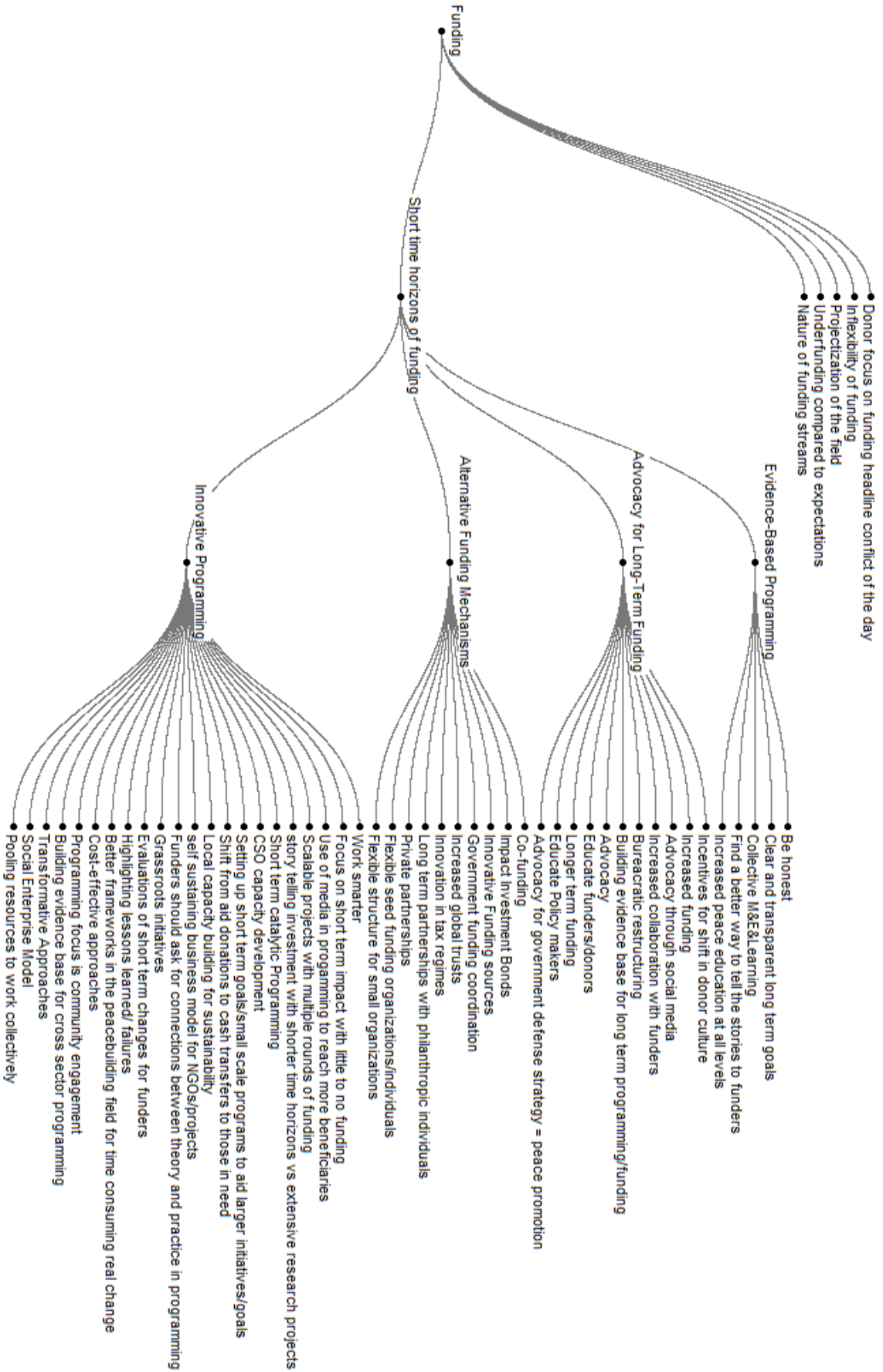
Dendrogram visualizations ©Allen Baumgardner-Zuzik, 2019

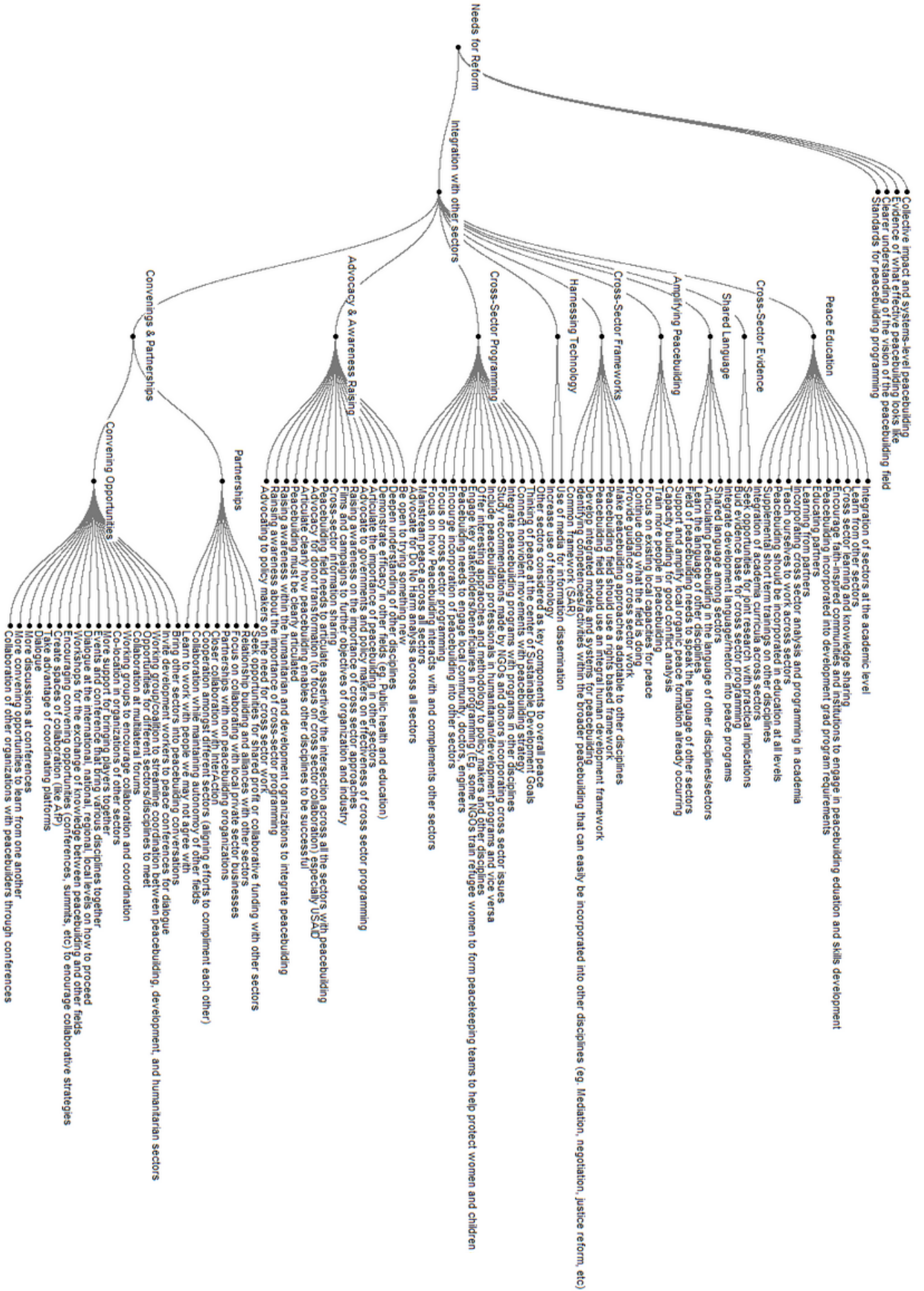
Contents

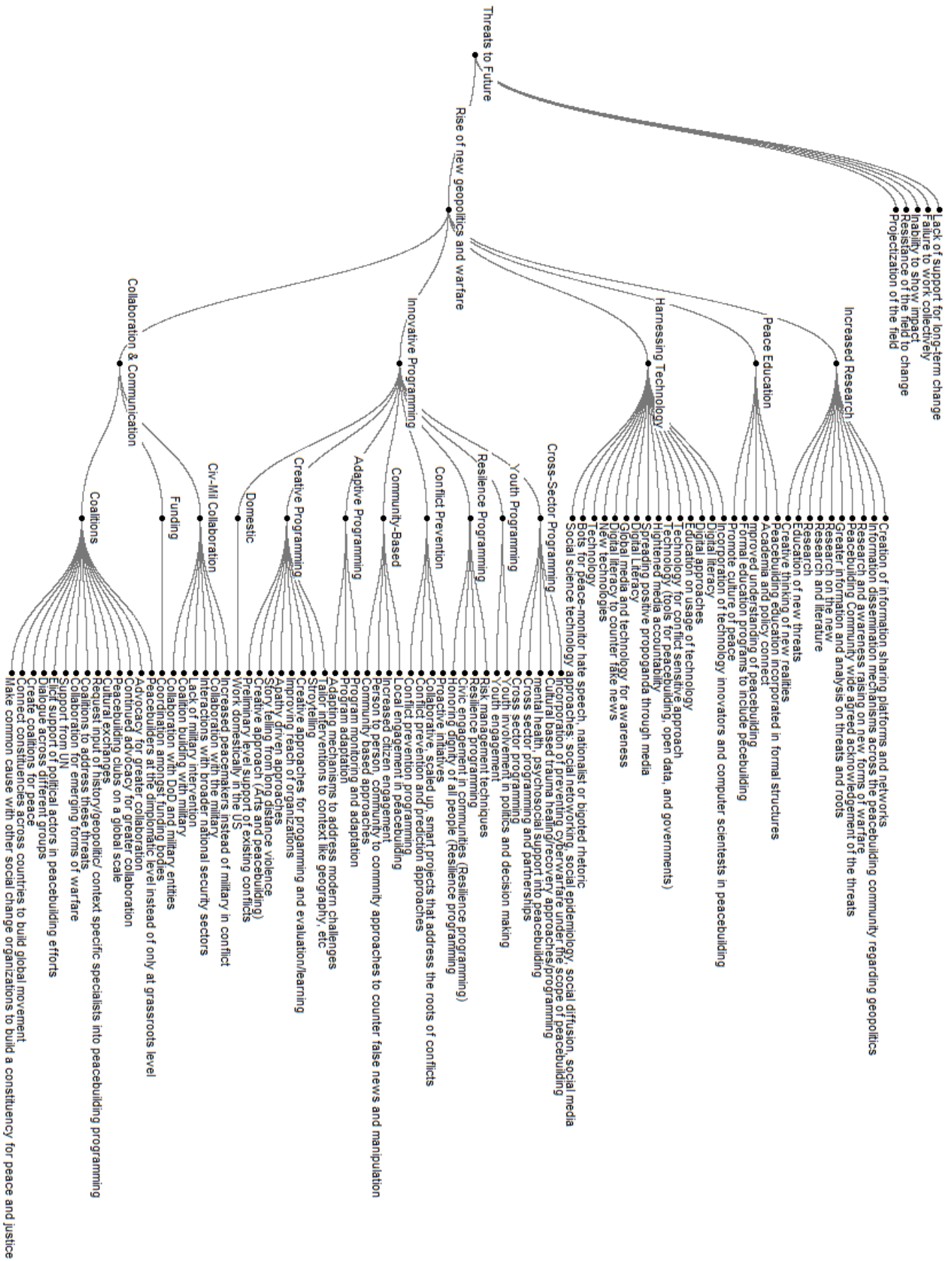
Dendrogram Visualizations

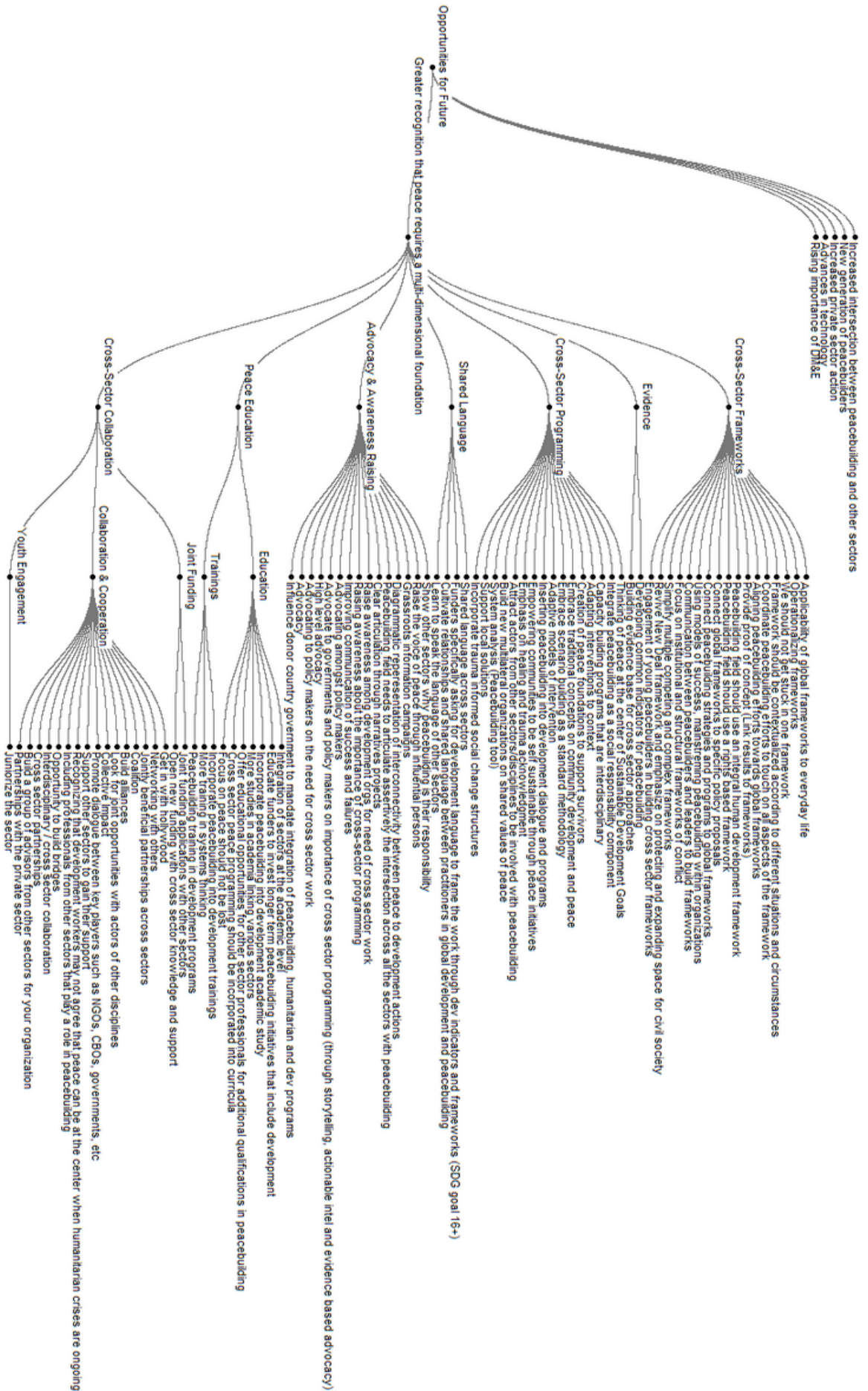
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Perspectives in Peacebuilding: Assessment of current dynamics in the peacebuilding system

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