



CHARTING A PATH TO LASTING PEACE

OUR GAME PLAN 2023 – 2025

2019

The Principles for Peace (P4P) initiative emerges from the urgency to address the increasingly deteriorating peace and security situation globally.

2020

The International Commission on Inclusive Peace (ICIP) is entrusted to lead a process to develop new principles, standards, and norms for peace.

JANUARY

2023

The Principles for Peace are launched. The Peacemaking Covenant, flagship work of the ICIP, distills this global, consultative, evidence-generating process into 8 Principles for Peace and provides a roadmap to build on the broad network of partners it brought together and the vast body of learning it generated.

The P4P Foundation is launched as a dedicated capability to move from principles to influencing policy, practice, and financing and to create a feedback loop to support the effectiveness of peace engagement.

MAY

2023

The P4P Foundation is recognised at the United Nations Security Council High-Level Open Debate as an important frame of reference for peacebuilding.

FROM INITIATIVE TO FOUNDATION

OUR JOURNEY

2020-2022

A Stakeholder Platform of 120 organisations and a global research committee come together with the Secretariat to realise this vision and work closely with the ICIP.

P4P and its partners lead one of the largest global participatory processes in the peace space: 150 consultations with thousands of stakeholders in over 60 countries, from the grassroots to the state level, and draws from over 700 pieces of research.

2023-...

The P4P Foundation continues the mission.

FOREWORD

In a world increasingly marred by conflict and division, a new game is afoot. This game isn't defined by win-lose dynamics but by collective strategy, unity, and transformative change. I introduce to you our organisational strategy: the "Gameplan". Born from the passion and determination of those who've seen conflict up-close, this plan is a testament to the urgent need for peace - the kind that is not just declared but deeply felt and enduringly built.

At the heart of this strategy is the Principles for Peace (P4P) Foundation, a catalyst of change in the intricate and non-linear web of peacebuilding and peacemaking. We act as the bridge between diplomacy's polished floors and the rugged terrains of real societies, between data-rich studies and the decisions that impact communities. Independent yet deeply interconnected, we weave the expertise of over 120 organisations, from grassroots movements to high-level diplomacy, into a potent force for good. The Principles for Peace are our compass – providing a common lexicon, a diagnostic tool, and an accountability measure. By aligning actionable insights with decision-making processes, we create a feedback loop that not only informs but empowers decision-makers to course correct in real-time, ensuring more effective outcomes.

Our commitment transcends traditional boundaries. We envision a world where peace is a tangible reality, marked by accountable security and legitimate processes. It is about fostering genuine partnerships, moving away from superficial collaborations, and prioritising an ecosystem approach. As a woman hailing from a conflict-torn nation, I deeply believe that for peace to endure, it must echo the voices and aspirations of all, especially those who've been pushed to the peripheries.

The statistics are clear: many peace processes are fragile, with one-third breaking down in less than five years. The need for a more genuine, inclusive, and transformative approach to peacebuilding is more critical than ever. At this pivotal juncture, P4P's „Gameplan“ is not just another strategy but a movement and our north star, guiding us towards a future where peace isn't just an aspiration, but a lived reality.

As we chart this course, I invite you to join us. Together, let's change the game.

With hope and purpose,

Hiba Qasas

Executive Director,
Principles for Peace Foundation



WHO WE ARE

The Principles for Peace (P4P) Foundation is a game-changer in the peace and security ecosystem.

1

WE ARE CATALYSTS.

Independent and pioneering, we knit together the threads of diplomacy, politics, security, and real society perspectives bringing together a broad and global coalition.

2

**WE DO NOT JUST PARTICIPATE;
WE ADVANCE THE PEACE ECOSYSTEM.**

Our strong belief in multi-stakeholder collaboration is mirrored in both our operations and our governance.

3

WE SERVE AS CONNECTORS.

Our foundation bridges the divide between on-ground realities and overarching strategies, melding thought with action. In a realm where peace efforts sometimes falter, our dedication lies in tailoring political strategies to resonate with communities' aspirations. While data abounds, its assimilation into strategic decisions and planning often remains elusive. Hence, our mission is clear: to align actionable insights seamlessly with decision-making processes.

4

WE FUNCTION AS AN INDEPENDENT CAPABILITY.

We aim to support the quality and durability of peace engagements. We enable decision-makers at all echelons by providing feedback loops, data and metrics, participatory reviews, and practical tools and by illuminating their broader impacts.

5

WE ARE STEWARDS OF THE PRINCIPLES FOR PEACE.

We present an actionable frame of reference, a diagnostic and accountability tool to the peacemaking sector, infusing it with unified standards, principles, and narrative. Our Principles enhance peace efforts' sustainability and effectiveness, by streamlining assessment, planning, and actions across all tiers.

OUR MISSION

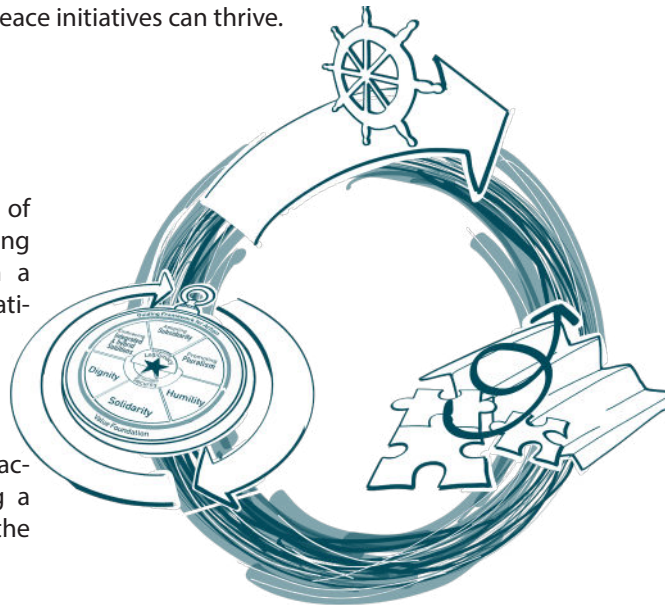
The vision of the Principles for Peace Foundation is a world where peace engagements are both lasting and impactful. The Principles for Peace guide us to lead transformative advancements within the peace and security sectors. Our primary goal is to create an environment where peace processes result in lasting positive change, accountable security, and legitimacy, measurable in the well-being and prosperity of societies we serve.

EFFECTIVENESS:

Powered by an agile and rigorous feedback loop, our focus remains on bolstering better informed decisions that yield tangible benefits for communities and quality peace outcomes. Using the Principles as our diagnostic tool, we ensure standard setting, continuous dialogue, adaptive learning, and participatory reviews to support decision-makers course correct so that peace initiatives can thrive.

SYSTEM CHANGE:

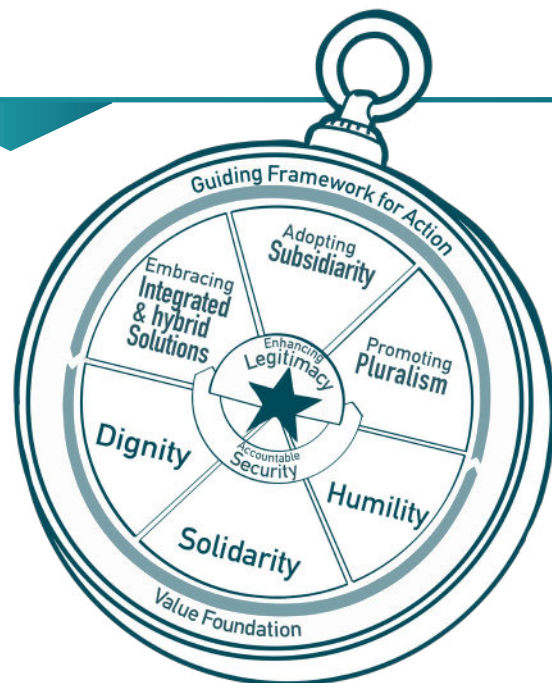
Intent on redefining the core of peacemaking and peacebuilding and advancing the field with a common compass, novel narratives, forging new partnerships, and building robust coalitions. The Principles not only serve as our unifying grammar but also provide a guide for collective action. Together, we are shaping a new approach, influencing the entire peace sector landscape.



ACCOMPANIMENT:

Collaboration is integral to our ethos. We work hand-in-hand with our partners, and we support their work with humility to co-create strategies that prioritise holistic peacemaking and peacebuilding. By integrating the Principles throughout our endeavours, we furnish our partners with bespoke, gender-sensitive, tools and methodologies, suited to varied contexts.

At the heart of our work are our core values and the Principles for Peace – dignity, humility, solidarity, subsidiarity and pluralism. We believe that for peace to be enduring, it must be rooted in the genuine voices and aspirations of all affected, especially the most marginalised. Our organisation thrives on diverse partnerships, working closely with local communities, international bodies, policymakers, and grass-roots activists.



OUR VALUE PROPOSITION

The P4P strength stems from our dynamic approach and our extensive global coalition, weaving together different realms – from diplomacy and development to politics and security.

Our vast network, comprising over 120 organisations, positions us at the pivotal juncture of theory and practice. As the crucial link connecting high-level diplomacy with grassroots movements, we blend robust academic insights with hands-on field expertise.

We are unwavering in our pursuit to reimagine the peace space. We introduce a common lexicon and an actionable framework that infuses a renewed sense of purpose and a unity of vision into the complex field of peacemaking. The Principles for Peace stand as more than just an innovati-

We are advancing the approach and the narrative of peace-building

ve set of standards; they are a game plan, an approach, and a guide. Not only do they offer common metrics and a unified language that bridges international and local peacemaking policies, processes, and organisations, but they also serve as an adaptable framework for action. Tailored to the unique needs of our partners, the Principles act as both a diagnostic and accountability tool, facilitating co-created assessment strategies, planning, and actions across the intricate landscape of the peace sector, while ensuring gender integration at every step.

We are not merely adding another strategy to the arena; we are advancing the approach and the narrative of peacebuilding, enabling nuanced assessment, strategic planning, and impactful action throughout the peace sector's expanse.

OUR COMMITMENT

SHIFT THE FOCUS

Transition from just ending violence to fostering inclusive, enduring, legitimate processes and accountable security.

REINVENT PARTNERSHIPS

Facilitate genuine partnerships with more humility, valuing locally led solutions over superficial collaborations, less peace architects and more midwives of peace.

TRANSFORM DYNAMICS

Move beyond mere elite power-sharing to reshape state-society relations.

HARNESS THE PRINCIPLES FOR PEACE

Accompany stakeholders to tap into platforms and alliances for dialogue and course correction, assess progress against shared metrics, and navigate peacebuilding's intricacies.

MOVE FROM SHAPING POLICIES TO GUIDING FUNDING DECISIONS

Use our diagnostics and feedback loop to ensure accountability, monitoring, and collective action. They encapsulate accountability to taxpayers and affected communities, and effective measurements.

HOW WE AMPLIFY EFFORTS



DIAGNOSTIC MASTERY:

Offer a diagnostic tool to establish a common framework and shared understanding of what is needed.



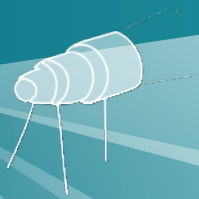
MOBILISE:

Catalyse peace actors and drive collective action, joint assessment, and joint planning.



PRACTICAL TOOLS:

Enable course correction, side-lining delayed evaluations.



ROBUST OVERSIGHT:

Ensure accountability with tangible metrics and feedback.



GUIDE POLICY & FUNDING:

Shape impactful decisions.



SPOTLIGHT PROGRESS:

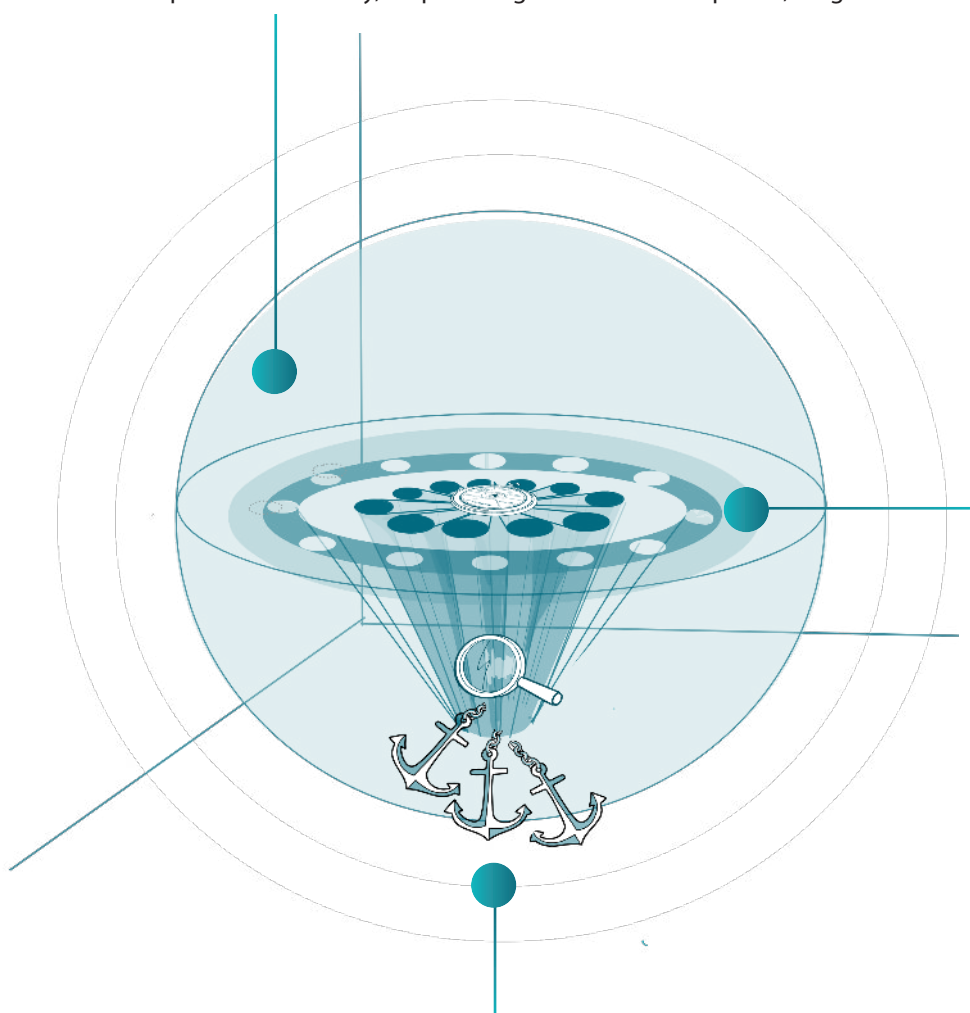
Promote global awareness and international collaboration.

HOW WE WORK

The P4P approach interweaves knowledge, collaboration, and adaptability, and always places the needs and aspirations of those affected by conflict at the forefront of peacebuilding. Our work is rooted in quiet diplomacy and constructive feedback rather than pointing fingers, and relies on a three-tiered methodology.

EMBRACING THE PEACE ECOSYSTEM

We view conflict as an intricate web of social, gendered, economic, political, and environmental factors, rather than a sum of isolated events. Recognising the interconnected nature of these elements, we advocate for a comprehensive understanding of the armed conflict environment and actors. This ecosystem perspective paves the way for strategies that consider the myriad influences on peace and security, emphasising the need for adaptable, long-term strategies that respond to evolving dynamics.

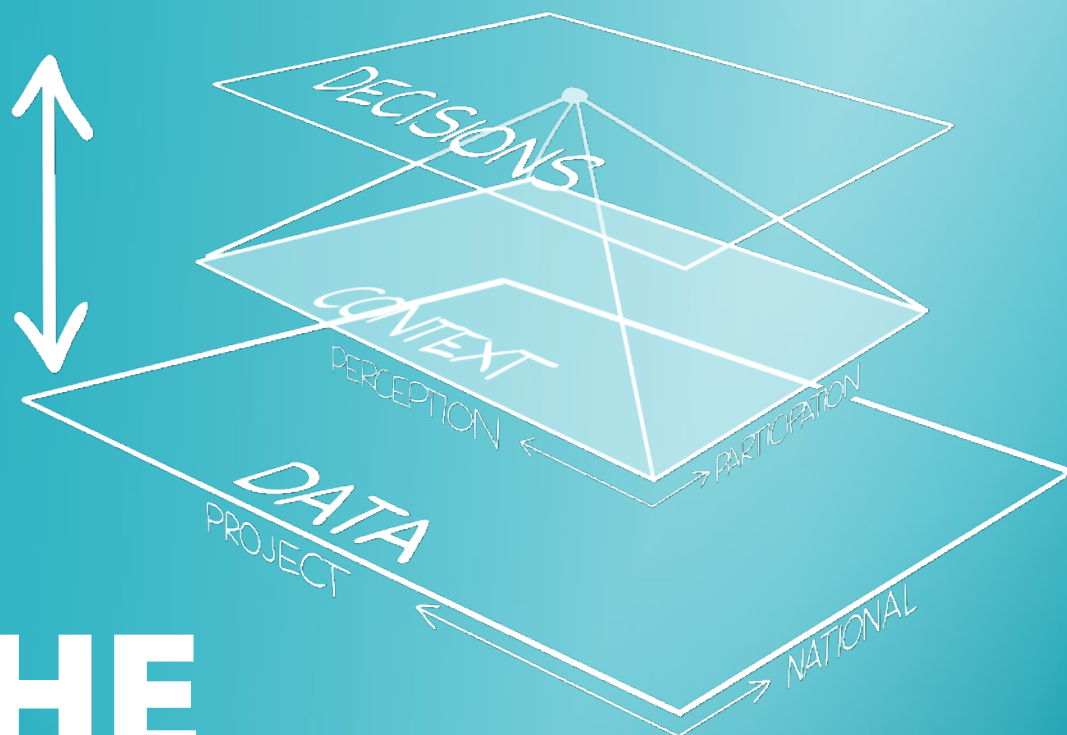


BUILDING AUTHENTIC PARTNERSHIPS

For us, working within the peace ecosystem inherently means fostering true partnerships. Our initiatives under the Principles for Peace are not individual endeavours – they are collective efforts to reshape peace engagement narratives, policies, and practices. In our connected world, facing peace and security challenges demands a collective approach. Our collaboration ethos involves key players from political elites to grassroots communities, especially prioritising those directly affected by conflict. By combining diverse expertise, sharing best practices, and aiming for common goals, we nurture a unified vision, making peace processes more robust, inclusive, and sustainable.

CHAMPIONING EVIDENCE-BASED DECISIONS

Our strategies are grounded in solid evidence, a mix of empirical data, academic insights, and personal experiences from peaceful and conflict-torn areas. This is not just about numbers – it is about real stories and practical political insights. Our commitment to continuous learning lets us fine-tune our strategies, ensuring they remain pertinent and adaptive. We see evidence collection as a collective effort and involve various stakeholders in shaping our methodologies. Prioritising evidence in our work supports stakeholders in making informed choices tailored to unique conflict contexts. When decisions are anchored in credible evidence, the trust and the legitimacy of peace initiatives grow.



THE PLAYING FIELD

NAVIGATING CHALLENGES,
PRIORITIES, AND EXECUTING
OUR MOVES

THE PEACE IMPERATIVE

We live in one of the least peaceful times in recent history. Inter-state war has made a shocking return in Europe; growing instability in the Sahel and sub-Saharan Africa and the failure of stabilisation efforts in Afghanistan and elsewhere paint a bleak picture of the war and peace landscape worldwide.

The number of countries affected by war keeps growing. Since 2020, there have been more than 55 active armed conflicts worldwide—their number has tripled since the end of the Cold War. At least half of these wars have recurred since [1989](#), many morphing into complex, protracted crises persisting for decades, with no resolution.

The number of victims of armed violence is at record heights. Civilians continue to bear the brunt of armed violence. A rough count of the incidence of armed violence across the world tells us that about [1.7 billion](#) people are affected by armed violence every day and 73 percent of the extremely poor live in conflict-affected or fragile areas.

THE CHALLENGE OF SUSTAINING PEACE

About a third of all peace agreements break down in less than five [years](#), leading conflicts that are resolved to recur, often repeatedly. Peace fails because it is neither broadly legitimate, nor sufficiently inclusive, nor consciously transformative.

Focusing on reaching agreements among political elites and armed actors to the exclusion of wider social and economic needs and rights hinders the perceived fairness of peace processes, resulting in a generalised lack of trust among the population at large and unmet expectations about what peace should deliver. This legitimacy deficit erodes the foundations for peaceful rule and efforts to build institutions or enact policies that are perceived as just and fair.

Many peace processes also suffer from an inclusion deficit as they fail to bring all relevant actors at different levels to the table and into the fold of peacemaking initiatives. Marginalised groups, and women in particular, are often the glaringly absent in peace negotiations. Key fighting groups are often left out too and, deprived of peaceful political or viable economic options,

resort to violence and become spoilers to the peace efforts.

Over-securitised and overly political, elite-centric approaches focusing on the formal resolution of hostilities fail to produce tangible dividends from peace or to address the underlying drivers of violence. Peace processes that do not pay enough attention to the protection, the dignity, and the aspirations of the communities affected by conflict fail. But so do processes that do not meaningfully deliver on the promises of lifting the population out of poverty and toward prosperity, or that cannot shift the sources of economic power away from the hands of the few and redistribute economic opportunities more fairly.

As a result of legitimacy, inclusion, and transformative deficits, sustained interest in peacemaking fades, peacebuilding mandates drift away from the needs of the people they are meant to serve, peace agreements fall apart, and countries remain trapped in a cycle of poverty, fragility, and war.

A NON-LINEAR OPERATING ENVIRONMENT

Recurring violence and high levels of insecurity and repression create fertile ground for violent mobilisation, while economic uncertainty and rising inequality remain central to the shared grievances at the heart of many armed conflicts. Lack of economic opportunities and a missing peace dividend also continue fuel political unrest. In 2022 alone, over [12,000](#) food- and fuel-related protests were recorded globally. Some of the most recent civil wars in Africa emerged from popular protests.

A diverse range of actors, including state and non-state actors, private militaries and new mercenaries are contributing to an increasingly complex armed conflict [landscape](#). Extremist groups and criminal networks are growing their global, transnational reach while grounding their violent campaigns in local communities, exploiting local grievances, and creating new cross-border war and illicit economies.

New technological frontiers and climate change complicate further the challenges to global peace and security. [Hybrid](#) and urban warfare are on the rise and have the potential to result in larger numbers of casualties than traditional wars. The cyberspace has opened new battlefields, blurring the lines between military and non-military actions and actors, and targeting critical civilian infrastructures such as communication networks or healthcare systems. Extremist groups exploit technology for online radicalisation, while disinformation and misinformation are spreading in the digital space, polarising political identities, and making it easier to target rights defenders.

The frequency, intensity, and duration of extreme weather events exacerbates the effects of climate change on peace and security by disrupting the delicate socio-economic balance of many regions while reducing the ability of conflict-affected communities to cope with the effects of war. In 2020, weather-related disasters forced 30 million people to flee their homes and are expected to contribute to the movement of more than 216 million people by [2050](#). Climate change and environmental degradation have a major impact on food security and water systems, and fuel competition over scarce resources, which leads to violent escalations between pastoralists and farmers in many regions.

AN IMPERATIVE TO ACT

Against this backdrop, the case for promoting international solidarity and social justice has become clearer and greater, but political polarisation and growing geopolitical tensions and confrontations are increasingly challenging the multilateral order and undermining our existing institutions and mechanisms for resolving armed conflict. Achieving global consensus on how to build

peace in fragile and conflict affected settings is becoming more and more difficult. Our global peace and security architecture is struggling.

Despite some noteworthy successes, the limitations of current approaches to ending conflict have become apparent and our toolboxes are increasingly not fit for purpose. We need to recalibrate our approach to peace—both the principles governing and guiding our strategies and their practical implementation. We need to bring solutions closer to the problems and to the people affected by armed violence.

It is from this premise—the belief that there must be a new and better way forward—that the Principles for Peace were created. We believe that consolidating the gains that remain fragile in many peace processes is our collective responsibility; that meeting the security challenges of our era and building peaceful states and societies requires new forms of engagement among all participants in peacemaking—governments, security actors and armed groups, national elites and local leaders, international agencies, and donor countries, local community and civil society groups, gender equality advocates, media, and business actors. Peace engagements must build upon local initiatives and harness local knowledge and experiences to influence global action.

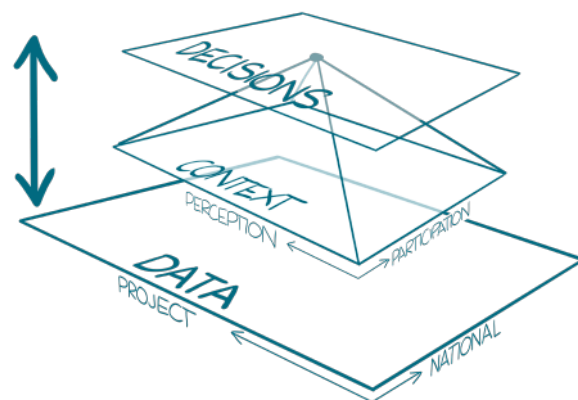
P4P is there to catalyse this change. The simple but powerful idea behind P4P is that greater accountability can lead to more sustainable peace and a truly global movement rooted in a principled approach can catalyse joint action even in a world of polarised power politics.

How do we do that? Our approach builds on three workstreams that are interconnected and mutually reinforcing. We articulate them in our three priority areas:

- 1** effectiveness
- 2** system change
- 3** accompaniment

BRIDGING THE GAPS

The Principles for Peace (P4P) Foundation provides the missing strategic middle in the peacemaking ecosystem, bridging two key gaps in the field – between what is known and what is done and in measuring the quality and the trajectory of peace engagements and their outcomes.



We co-produce data-driven metrics to inform policy developments and to influence financing decisions, including sense-making exercises and contextualised Participatory Periodic Reviews for Peace (PPR).

The P4P **feedback loop** is an evidence-based and actionable guidance for decision-makers to course correct and show return of their investment in peace. Designed to support effective policy decisions, it can also influence the multilateral system, as well as national, regional, and international actors, including specific constituencies and communities of practice (e.g., stabilisation actors, business actors, parliamentarians, and donors). The P4P feedback loop is an approach that includes a variety of evidence-generating activities, according to the needs of the contexts and the shared analysis of our partners, including multi-stakeholder convenings, peace gaming, shared metrics and analysis, and simulation and sense-making exercises.

A guidance for decision-makers to course correct and show return of their investment in peace

Co-create a comprehensive understanding of the peace landscape, catalyse global dialogue, and plan for joint advocacy.

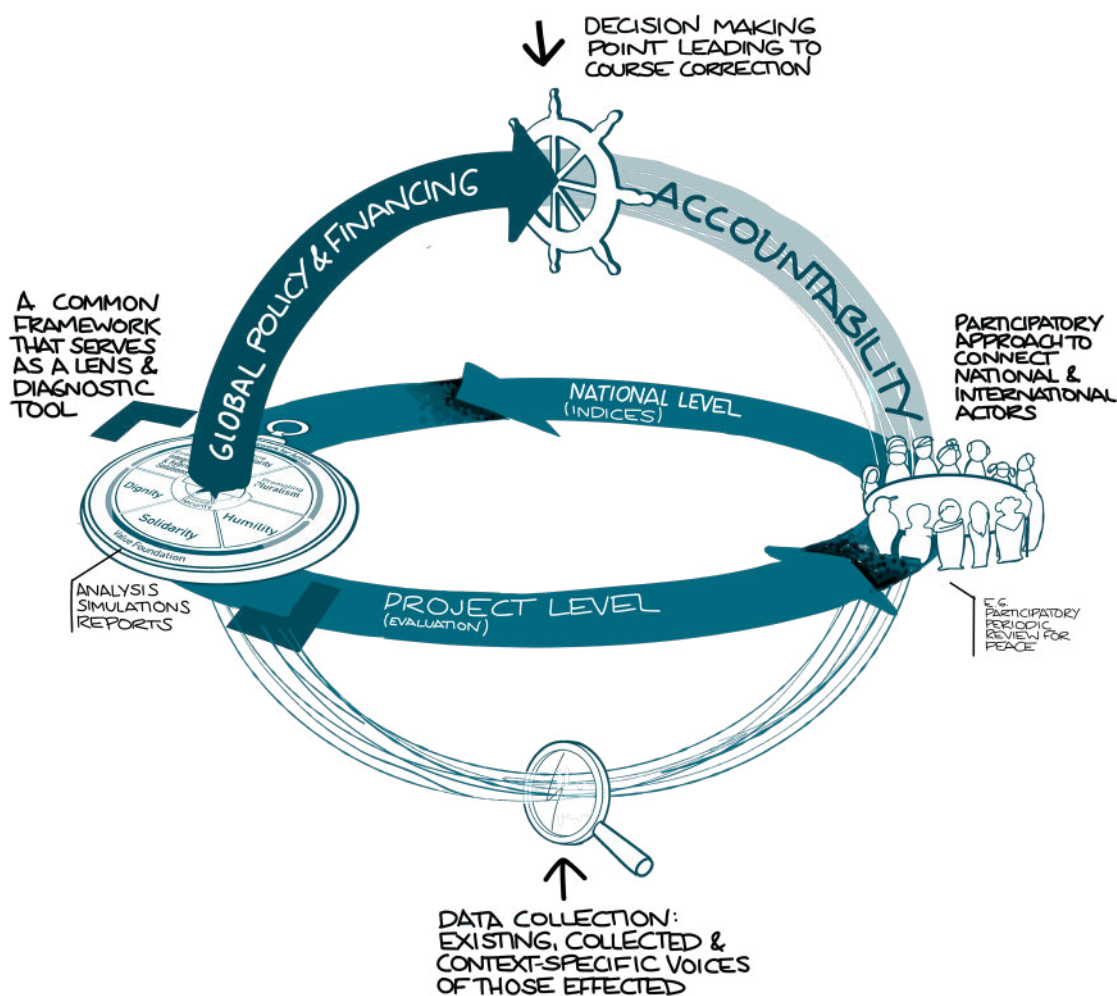
At the **global level**, the feedback loop is a strategic capability to conduct trend reviews and shared analysis using both existing datasets and the Principles for Peace as a lens to assess on the state and the trajectory of peace processes and the outcomes of peacebuilding and peacemaking efforts over time. The P4P Global Trend Review also simplifies complex data and distils it in policy-oriented advice to influence high level decision-making, policy, financing and peace and security strategies. The review involves partners' collaboration to co-create a comprehensive understanding

of the peace landscape, catalyse global dialogue, and plan for joint advocacy.

At the **national level**, the feedback loop is a diagnostic tool rooted in the Principles that helps our partners to assess the quality and the trajectory of specific peace engagements and to generate both horizontal and vertical accountability. We facilitate sense-making for our partners and course correction for decision-makers to ensure sustainable peace outcomes. We convene partners to co-develop shared analysis and metrics and catalyse a common understanding of the state of peace processes to allow decision-makers to course correct, learn in real time, and adapt their peace strategies.

Assess the quality and the trajectory of specific peace engagements

The P4P Participatory Periodic Reviews for Peace (PPRP) are regular shared analysis exercises that allow for more effective and timely assessment, planning, actions, and connections across levels, sectors, and initiatives. They are co-produced review exercises tailored to specific geographies and constituencies that establish a common framework and a shared understanding of what is needed, take stock of where we are, and produce joint assessments and plans of action.



We bridge the gap between data, relevant and actionable knowledge, and decision-making.

This allows decision-makers to assess both the trajectory and the quality of peace engagements and the efficacy of their plans and scenarios and to change course as appropriate or to demonstrate return on their investment in peace processes. We aim at enabling continuous learning and evaluation of progress at the global, regional, and country level and moving beyond current approaches focusing on project-level and end-of-cycle approaches. We do this in a collaborative way, drawing on our broad alliance of partners and engaging with a multitude of actors from government, civil society, academia.

We support our partners in achieving more effective, durable, and accountable approaches to peace. Together, we use the Principles as a diagnostic and accountability tool to track and monitor the quality and the effectiveness of peace engagements, to inform decision-making processes, and to increase accountability.

OUTCOME OUTPUTS

We provide an independent and rigorous feedback loop to assess how peace actors, individually and collectively, can better contribute to positive peacemaking trajectories and enhance the quality of their peace engagements.

STANDARD SETTING AND CONVENING POWER

The Principles for Peace (P4P) Foundation is a catalyst and synergist of partnerships. We work to advance the peace eco-system and promote greater solidarity, humility, and subsidiarity in peace actions, approaches, and strategies. We ensure that voices from outside the traditional centres of power are at the forefront.

We promote unity of vision and purpose around the new approach and narrative enshrined in the Principles for Peace and their associated tools and metrics.

OUTCOME
OUTPUTS

We build awareness and recognition and advocate for adoption of the Principles among key target audiences through political advocacy and joint action with our partners, including high-level gatherings.

We catalyse and expand the community of practice and a global alliance around the Principles, through building authentic and equitable partnerships.

We embrace an ecosystems approach, promoting collective action around peace among actors representing diverse sectors based on the framework of the Principles for Peace.

To build awareness and adoption of the Principles for Peace, we work to anchor them in the global system by engaging UN bodies, including the General Assembly, the Security Council, and the Peacebuilding Commission and Support Office. We organise bilateral meetings and briefings, facilitate targeted convenings, produce policy briefs, and contribute to consultative processes to demonstrate the relevance and practical applications of the Principles to advance global policy agendas. To bolster these efforts, we mobilise a core group of member states, including countries in conflict, post-conflict, or prevention settings, along with peace and security donors, to form cross-regional alliances and jointly promote the Principles within the intergovernmental space. We ensure that this represents a global and inclusive movement and that diverse perspectives are represented.

We ensure that this represents a global and inclusive movement and that diverse perspectives are represented.

We also work to increase our visibility, awareness and uptake of the Principles at regional and country level through bilateral and multilateral engagement with member states and regional organisations. Such work includes targeted advocacy through briefings and convenings, accompaniment of government partners in strategic reflections and planning on their peace and security approaches, as well as participation in high-level international events. Targeted actors at regional level

include the African Union, East African Commission, Association of Southeast Asian Nations, and the European Union. At country level, we engage and mobilise a diverse group of states involved in peace and security initiatives, to recognise and adopt the Principles for Peace as part of their own policy and practice.

Our efforts to **strengthen and expand the global alliance** around the Principles and to **catalyse collective action** draw on our robust global network that spans diplomatic, political, security, and development sectors. The multi-stakeholder coalition at the core of our mission enables us to act as a connective tissue, linking partners and networks across different levels around a shared set of standards, promoting equitable partnerships between local and international actors, and bridging the gap between realpolitik and real society and between academia and practice. We build on the work of the Women, Peace and Security and Youth, Peace and Security agendas, and advance their implementation through our advocacy and alliance building.

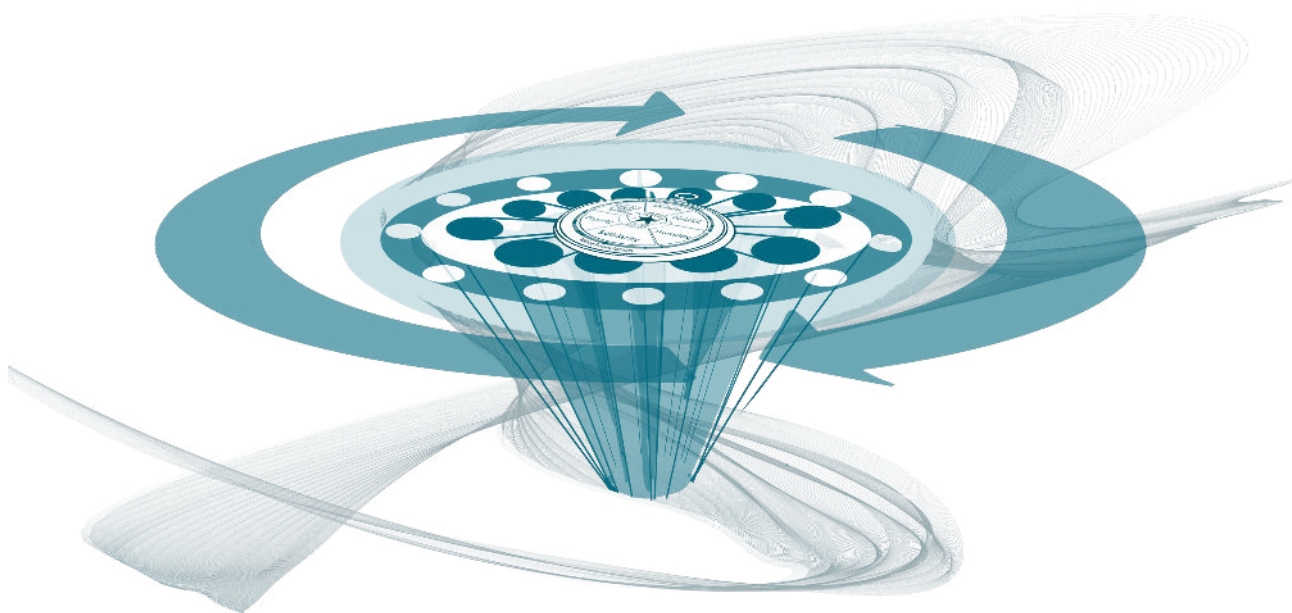
The **P4P Stakeholder Platform is a key element of our strategic approach to systemic change**. Composed of a broad network of key stakeholders from local, regional, and international organisations and networks, research institutes, think tanks, academia, and UN agencies, it played a foundational role in the development of the Peacemaking Covenant and the Principles for Peace, informing both the process and outputs. The Stakeholder Platform will continue to serve as a strategic sounding board for all Foundation initiatives and as a mechanism for collective analysis and planning around a common language and norms, and collaborative action to improve the effectiveness and sustainability of peace engagement through the framework of the Principles for Peace.

The multi-stakeholder coalition at the core of our mission enables us to act as a connective tissue, linking partners and networks across different levels

We encourage collective action for advocacy around the Principles at the global, regional, and national levels, as well as nurture partnerships to implement and measure the Principles in particular contexts or among particular constituencies (see priority areas 1 and 3). We remain committed to being an active member of global communities of practice and will strive to showcase collaborative efforts with partners demonstrating the impact of the Principles in these spaces.

All of our work to increase knowledge and acceptance of the Principles is reinforced by strategic communications outputs that showcase their relevance and application to emerging global, regional and national peace and security debates and developments.

Our strategy is built on continuous engagement with a broad range of actors, including the usual and unusual suspects, to build unity of vision and purpose. As an adaptive and nimble organisation, we will update our advocacy strategy and target stakeholders in light of emerging opportunities and peace and conflict dynamics, with particular attention to diversity and representation in our partnerships. Our advocacy and external engagement will also support institutional development, through generating interest, support and financing for the Foundation from diverse actors, including donor countries, the private sector, and philanthropic institutions.



ROLLOUTS AND PRACTICAL TOOLS

The Principles for Peace (P4P) Foundation supports peace processes at different stages of implementation, by accompanying initiatives led by our partners at the country-level (rollouts) as well as specific constituencies involved in peacemaking efforts, including institutional peacebuilding partners, mediators, security actors, parliamentarians, the diplomatic community, and civil society organisations, women and youth peacebuilders and civil society organisations.

We accompany peace processes with practical support, actionable guidance, and adaptable approaches, catalysing national dialogues and engaging partners in different geographies and specific constituencies.

OUTCOME
OUTPUTS

We enable international and national peacebuilding actors to reach a common reading of the challenges to peace and to converge towards common analysis, shared methodologies, and joint plans of action.

We co-create institutional tools for uptake by our partners' staffers worldwide that are innovative, adaptable, and tailored to different constituencies and contexts to support decision-making at crucial forks in the road.

We lead the development of practical tools, including playbooks, peace gaming, horizon scanning, training, and simulation exercises to enhance decision-making capabilities and test and refine peace-making strategies and plans.

We disseminate the lessons learnt on what works in peacemaking and peacebuilding through applying the Principles in specific contexts.

Peace is a fundamentally contextual phenomenon – what is legitimate in one place may not be legitimate in another. Hence, we do not create traditional templates or toolboxes, which might become soon obsolete or may not be appropriate for different contexts or diverse constituencies. **Rather, we use the Principles as a flexible and adaptable lens to help partners focus on the key issues and the appropriate solutions in each context.** From there, we inform approaches that are fit for purpose while serving more actors and making the peace field more participatory.

Peace is a fundamentally contextual phenomenon

We articulate the Principles into concrete accompaniment strategies for national and international partners to enhance the effectiveness of specific peace processes.

We support and guide in-country processes or specific constituencies and offer the Principles as a framework, a set of standards, and a diagnostic tool to advance peace in their context, and plan for into joint action and programming. We integrate elements of collaborative learning, risk assessment, joint management, and exchange among partners, including South-to-South and local co-operation.

We develop context-specific, constituency-tailored, practical tools for the different stakeholders in our network. Our comprehensive support encompasses a range of tools, innovative methodologies, and practical measures, such as peacegaming, scenario simulations, playbooks for staffers and practitioners, and independent convenings to catalyse dialogue and training.

The uptake of the Principles is voluntary and a large group of peace actors are already adopting them and seeking to infuse their practices with them. Our next objective is for multilateral institutions and donors to adopt the Principles and tie their procedures, funding, program design, implementation, and accountability strategies to this framework (e.g., WPS funding guidelines).

We offer the Principles as a framework, a set of standards, and a diagnostic tool to advance peace in different contexts



WORKING WITH US

| A MENU OF OPTIONS

We offer our partners a menu of options on how to engage with us and how to best benefit from our support. Our offer to them is demand-driven, contextually adapted, and non-prescriptive. All our efforts are collective in nature and co-designed, implemented, and monitored in collaboration with stakeholders at the local, regional, and global levels.

Based on the needs of the contexts and the specific demand of our partners, we adapt our support strategies and practical tools both to constituencies and geographies – e.g., from peace engagements aimed at stopping an active armed conflict, to peace processes that need to be revamped or revitalised, to strategies to prevent outbreaks of violence, and initiatives in support of peace consolidation.

CATALYSING AND CONVENING

- ☐ Convene or facilitate multi-stakeholder consultations and ecosystem-based dialogue at global, regional, and national levels.
- ☐ Support joint advocacy and action, evidence gathering, and shared assessments and planning.
- ☐ Connect international, national, and local partners, who may not otherwise meet, work together, or exchange ideas.
- ☐ Bring the non-usual suspects to the table and create synergies around context-specific initiatives.

CO-CREATING PRACTICAL AND INNOVATIVE SOLUTIONS

- ☐ Simulate plans and scenarios to assess progress of ongoing interventions and allow for course correction.
- ☐ Provide practical playbooks for adaptive peace-making strategies to guide stakeholders towards an ecosystem approach to their work.
- ☐ Run peace gaming simulations for decision-makers to support course correction around specific contexts and/or constituencies.
- ☐ Promote common learning from good practices, develop shared metrics to assess peace engagement, and accompany the design and implementation of peacemaking strategies and actions at the country level.

BRINGING ACTIONABLE EVIDENCE TO DECISION-MAKERS

- ☐ Gather and share evidence and co-create data gathering and assessment frameworks to forge consensus on strategies and joint action in different contexts.
- ☐ Produce diagnostic and trend analysis at crucial “forks in the road” for peace processes (both prospective and retrospective), based on the Principles.
- ☐ Co-create shared baselines and metrics to monitor and assess the quality of peace processes and outcomes, using the Principles as a reference for mutual accountability.
- ☐ Organise joint analysis and adaptive action sessions for various actors, including role scenarios for planning, implementing, and monitoring peace engagements at different levels and with different partners.
- ☐ Facilitate participatory periodic reviews of ongoing peace processes to bring together the perspectives of diverse and broader stakeholder networks and provide insights to enhance the legitimacy and effectiveness of peace engagements.



THE PRINCIPLES FOR PEACE

The Principles for Peace are at the core of our work and serve as a common set of standards, a reference framework, and diagnostic and accountability tool. Like the humanitarian principles, the Principles for Peace provide a set of collective norms, a shared framework for action, and the basis for common approaches and practice to unify the peace sector's diverse ecosystem of actors around a common vision, reshape peace processes, foster greater accountability, and facilitate joint assessment, planning, action, and measurement.

The Principles for Peace offer us the possibility of a shared grammar, a common language, and a reference system for better practice and better decision-making at crucial forks in the road. They provide a lens through which different actors can challenge their assumptions, identify gaps, evaluate, and identify areas of progress, make informed decisions, and recognise challenges and opportunities to improve peace efforts. They can catalyse and guide joint analysis, assessment, action, and learning, and support a shared understanding of the state, the quality, and the trajectory of peace processes and peace engagements. They can also provide a framework for analysing and understanding peace-related data, trends, and dynamics.

THE PRINCIPLES ARE ANCHORED IN THREE SOURCES OF LEARNING:

Lived experience of those affected by conflict – through consultations.

Research – through evidence review by a Research Committee of leading academics.

Realpolitik and operational challenges – through the involvement of practitioners and decision-makers and a focus on practical dilemmas.

The Principles can help us achieve lasting peace, but they need to be put into practice, contextualised into localised and concrete processes, and be owned by those who are most affected by armed conflict. They can therefore serve as a diagnostic and accountability tool to support our partners in achieving more effective and durable approaches to peace by assessing how peace actors, individually and collectively, can better contribute to positive peacemaking trajectories.¹

FOUNDATION

Enhancing legitimacy

Building the legitimacy governments, institutions and processes is essential for creating sustainable peace.

Accountable security

There is no peace without security – Accountable, people-centred security and justice provision is required to end hostilities and reduce risk of cyclical violence

PRACTICAL ACTION

Hybrid and integrated solutions

Peacemakers should be open to using a variety of approaches and methods, including traditional and non-traditional approaches, to build peace.

Subsidiarity

Decisions and actions should be taken at the most local level possible, with higher levels of government and international organisations only stepping in when necessary.

Pluralism

Peacebuilding must be inclusive and responsive to the diversity of societies and cultures.



MORAL COMPASS

Humility

Peacemakers must approach their work with humility, recognising that they do not have all the answers and that local communities and actors often have the best solutions.

Solidarity

Peacemakers must work in solidarity with local communities and actors to build peace from the ground up.

Dignity

Peacebuilding must respect the dignity of all people and must be inclusive and responsive to the needs of marginalised groups.

¹ It is useful to recall that the humanitarian principles were developed formally codified in 1991, long after the Geneva Conventions and international humanitarian law had been widely established, but at a time of crisis for the humanitarian field. A proliferation of actors proclaiming themselves humanitarian while their practice did not always reflect the conventions. The Humanitarian Principles professionalised the field by capturing the essence of the Conventions and IHL in a digestible way. They were then operationalised through organisational codes of conduct (most famously ICRC's).

ENABLERS

INSTITUTION BUILDING AND ORGANISATIONAL EFFECTIVENESS

At the Principles for Peace (P4P) Foundation, we are cognizant of the role we play in the global peace and security tapestry. Recognising our position as both an emerging thought leader and a strategic advisor, our focus is on building a robust, nimble, agile, cost-effective, and adaptive institutional framework. This approach not only resonates with the ever-evolving peace landscape but also anticipates and adeptly addresses the multifaceted challenges this space presents. By merging agility with adaptability, and weaving in cost-effectiveness with a responsive demeanour, we are carving out a niche that underscores our unwavering commitment to sustainable peace efforts, all underscored by our guiding principles.

Strategic Priorities

ROBUST FINANCIAL FOOTING

Aim: To ensure financial stability, independence, and agility.

Actions:

Engage with diverse donors to build a pool of flexible and diversified funds.

Initiate conversations for multi-year funding commitments to guarantee sustained operations.

Explore avenues for innovative financing.

TRANSPARENCY, ACCOUNTABILITY, AND OPERATIONAL EXCELLENCE

Aim: To instil trust among our partners and stakeholders while maintaining a culture of accountability and efficiency.

Actions:

Roll out a transparent reporting system that details financial expenditures and project outcomes, ensuring stakeholders are continuously informed.

Regularly solicit feedback from partners and beneficiaries to iterate on our processes, ensuring a culture of operational excellence and efficiency.

Undertake periodic third-party audits to ensure compliance, financial health, and to foster a culture of accountability.

Implement performance metrics and key performance indicators to monitor and consistently improve operational efficiency.

Establish internal review mechanisms to assess and uphold our standards of accountability and excellence across all operations.

HUMAN CAPITAL DIVERSE EXPERTISE, AND TALENT MANAGEMENT

Aim: To be a repository of rich insights and varied perspectives, attracting the best and brightest talent while ensuring organisational efficiency.

Actions:

Foster a culture of continuous learning, offering staff development opportunities that keep pace with the dynamic peace and security landscape.

Establish a robust recruitment process emphasising diversity, equity, and inclusion.

Prioritise the hiring of individuals with a proven track record in political and senior advisory roles to bring in-depth expertise to our operations.

Encourage cross-functional teams to merge interdisciplinary expertise for richer insights and more comprehensive perspectives.

Set up an Advisory Group comprising seasoned professionals from the peace, diplomacy, and security sectors to complement the core staff by providing strategic guidance and insights without adding to the fixed operational costs.

Maintain a nimble core staff structure, focusing on multifunctional roles that allow for adaptability and cost-effectiveness while drawing upon a wider network of specialised advisors as and when required.

STRATEGIC ALLIANCES AND COLLABORATIONS

Aim: To enhance our sphere of influence and efficacy.

Actions:

Initiate strategic dialogues with potential partners and our existing broad coalition to deepen our collective impact and joint actions.

Ensure consistent communication with partners to keep them abreast of our initiatives and to foster a sense of shared ownership and direction.

Actively seek and nurture champions and first movers within our network who can pioneer new initiatives, drive innovative strategies, and act as ambassadors for our cause.

REPUTATION MANAGEMENT AND THOUGHT LEADERSHIP

Aim: To be the go-to authority in the peace and security sector.

Actions:

Disseminate regular publications on pressing peace issues to highlight our analytical acumen.

Engage in global forums, seminars, and dialogues to share our perspectives and gain insights.

Foster relationships with media houses to gain visibility and to share our narratives widely.

GOVERNANCE AND STEWARDSHIP

Aim: To instate best-in-class governance practices that reflect our unique multi-stakeholder nature, ensuring our longevity, relevance, and identity as an independent catalyst and synergist of partnerships.

Actions:

Recognise and uphold our Governing Board as the highest authority in the organisation, ensuring that its composition and operations are representative of our diverse coalition and partnership ethos.

Engage governance experts to guide our board structuring and functioning, tapping into their expertise to ensure our governance mechanisms are both efficient and effective.

Undertake regular Board evaluations to ensure alignment with our mission, values, and strategic objectives. This periodic introspection will help maintain accountability, oversight, and direction.

Foster an environment where the Board actively champions our role as independent catalysts, reinforcing our position as key players and innovators in the peace and security ecosystem.

Emphasise the Board's responsibility for providing strategic direction, ensuring accountability, and overseeing the organisation's activities, ensuring that we consistently act in the best interests of our mission and stakeholders.

Strengthen our commitment to transparency and open communication, ensuring that decisions made by the Board are communicated effectively to all stakeholders, reinforcing trust and collaboration.

In our effort and actions, we remain rooted in the Principles for Peace and guided by the compass of dignity, humility, solidarity, subsidiarity, and pluralism. Our institutional building is in service of a larger vision: creating a world where peace is both sustainable and pervasive.

Our strategic priorities, geared towards solidifying our internal foundations, are a testament to our commitment to this vision. Through these meticulously charted paths, we endeavour to create ripples of change, one peace initiative at a time.

AT A GLANCE

INTEGRATED RESULTS AND RESSOURCES FRAMEWORK (IRRF)

Enablers **Output** **Outcome** **Impact**

CHARTING A PATH TO LASTING

EFFECTIVENESS

Data-driven metrics inform policy development and financing decisions

Feedback loop: Dynamic assessment and tracking of peace efforts and outcomes

Participatory Periodic Reviews & Funding Metrics

Financial sustainability

Accountability

Expertise

PEACE – ENHANCED PEACEMAKING

SYSTEM CHANGE

New approach, narrative are adopted & Principles influence policy and partnerships

Awareness, recognition and adoption through political advocacy

New narrative, partnerships and alliances

Peace and security eco-system – catalysed through joint action

ACCOMPANIMENT

Realise the transformation & Influence practice

Playbooks, Peacemaking, Simulations, Codes of Practice

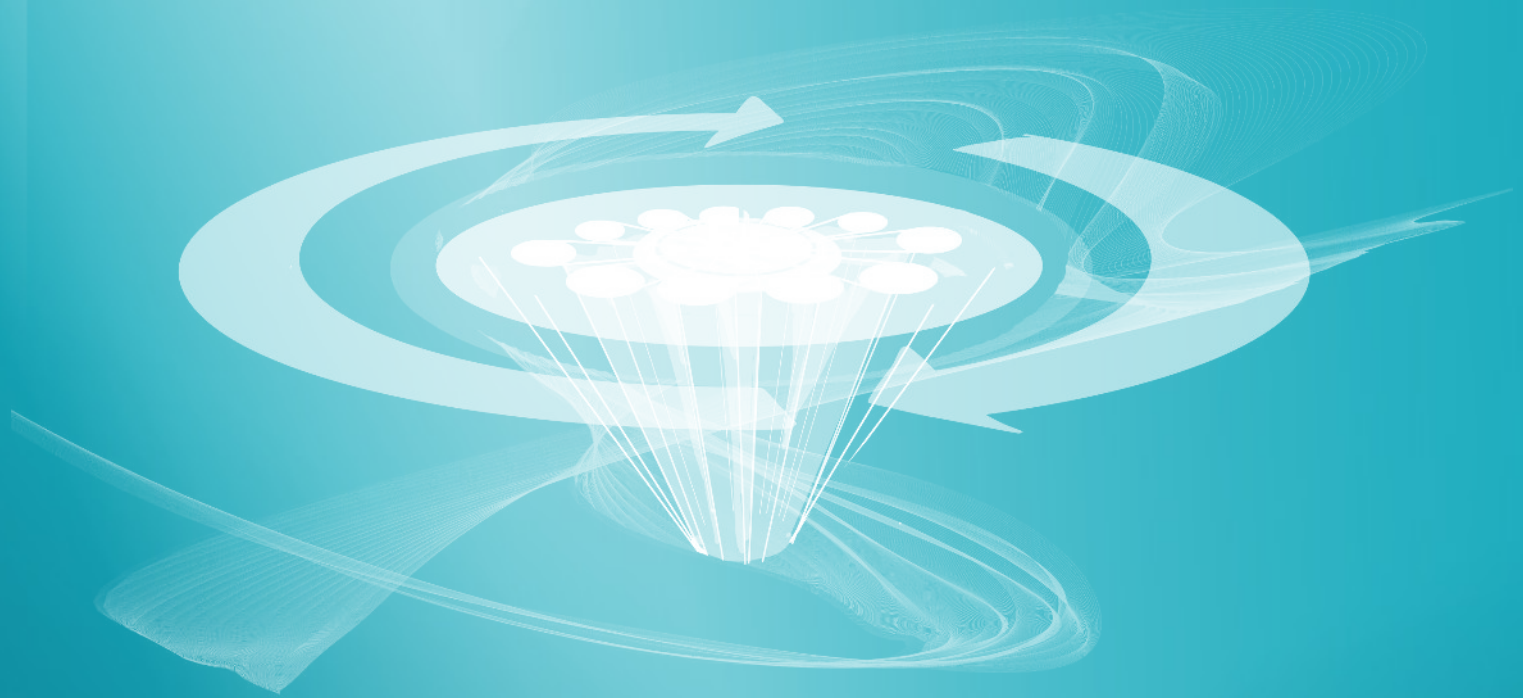
Country rollout and Accompaniment of peace processes

Accessible knowledge repository

Collaboration

Governance

Reputation



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