

Philanthropy for a safe, healthy, and just world

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Candid.

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About Candid

Every year, millions of nonprofits spend trillions of dollars around the world. Candid finds out where that money comes from, where it goes, and why it matters. Through research, collaboration, and training, Candid connects people who want to change the world to the resources they need to do it. Candid's data tools on nonprofits, foundations, and grants are the most comprehensive in the world. Foundation Center and GuideStar joined forces to become Candid, a 501(c)(3) nonprofit organization. Find out more at candid.org.

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Foreword

By Catriona Gourlay, Executive Director, PeaceNexus Foundation



Catriona Gourlay

The idea for this research originated from a shared frustration: why aren't more philanthropic actors investing in peacebuilding when they are uniquely positioned to do so? As the authors of this study suggest, philanthropy possesses three essential qualities to play a unique role in conflict—a moral compass, financial resources, and patience. The potential of philanthropy to amplify impact and leverage other sources of funding also resonates with our operational experience.

PeaceNexus Foundation provides organizational development and capacity-building support for partners working to strengthen social cohesion, social justice, and conflict resolution in conflict-affected contexts. We have seen firsthand that while many of our partners receive the majority of their funding from public sources, flexible, private sources of funding are critical to their independence and ability to lead influential initiatives with strong community support. And yet philanthropic funding remains scarce. As we know from data compiled by the Peace and Security Funders Group and Candid, less than 1 percent of philanthropic funding goes toward peace and security, and even less is specifically focused on peacebuilding.

In 2019, we partnered with Candid and CENTRIS to better understand the reasons behind this low figure through a survey. An unprecedented number of organizations—over 800—responded and the preliminary findings were presented in *Alliance* magazine's June edition, its first edition ever dedicated to peacebuilding. The breadth and depth of the data warranted more thorough analysis. This report delves deeper into the data and provides important insights into funding patterns and motivations of philanthropists.

The research confirms some concerns of donors in relation to funding peace-related work, such as the fear of being seen as political. It also confirms that funders of peacebuilding are strongly values-driven and have a mandate to work in places that have experienced violent conflict. Better understanding of what motivates funders to support—or not support—peace can help organizations advocate more effectively for their work to reduce violence and strengthen social cohesion.

This survey is therefore an invitation for dialogue with all philanthropists and practitioners that share a commitment to furthering respect for individual rights, pluralism, and building just and resilient societies that are the foundation for peace.

Although the research was conducted in 2019 before the current global pandemic, its findings are also relevant for funders and practitioners working to build back better. The pandemic has deepened social and political divisions and the dire economic consequences will undoubtedly increase both social unrest and competition for philanthropic funding across the globe. In this context, we all need to explore how a greater proportion of grantmaking also contributes to social resilience.

This survey is therefore an invitation for dialogue with all philanthropists and practitioners that share a commitment to furthering respect for individual rights, pluralism, and building just and resilient societies that are the foundation for peace. While only a few of us will want to embrace the label of peacebuilding, many more may see it as an urgent priority to support work that strengthens social solidarity and social cohesion in this time of unprecedented need and suffering.

Executive summary

Candid and CENTRIS surveyed

823

organizations and found the two most powerful predictors of engagement in peace are working in a conflict zone and commitment to political change.

In February 2019, Candid and CENTRIS distributed an open survey to identify stakeholders, strategies, and outcomes for producing safe, healthy, and just societies. At a time when many people are questioning the value of philanthropy, the study aimed, in particular, to clarify its role in creating peaceful societies. We received 823 responses between February and March 2019.

The data collected through the survey allowed us to build a statistical model to identify factors that predict engagement in peace. The model involved the development of a “peace scale” by which we could rank each organization according to its engagement in peacebuilding. The model found that eight factors explained 52.4 percent of the variance in respondents’ commitment to peace:

- Working in a conflict zone
- Commitment to political change (e.g., enhancing democratic participation, giving voice to minorities)
- Working in areas of social marginalization (e.g., empowering Roma, improving the position of women)
- Ensuring all people have their rights respected
- Ensuring the equal distribution of public and private goods
- Community organizing
- Building trust between people and institutions
- Working with selected partners (e.g., religious institutions and intergovernmental organizations operating on an international scale)

Each of the above factors made a statistically significant contribution to the model, but the two most powerful predictors of organizational engagement in peace were:

- Working in a conflict zone
- Commitment to political change (e.g., enhancing democratic participation, giving voice to minorities)

The most committed actors to peacebuilding were non-government organizations (NGOs)/civil society organizations (CSOs). Endowed foundations, on the other hand, were found to be the least committed to peacebuilding.

The most commonly cited reasons for engaging in peacebuilding work were commitment to dealing with the root causes of social issues (93.7 percent) and alignment with the values of the organization and/or its trustees (88.9 percent).

Respondents were invited to share their stories of success in the area of peacebuilding and conflict transformation. These achievements tended to be framed around:

- Increasing social cohesion and building stronger, more harmonious relationships within and among various communities
- Conflict resolution/mediation
- Raising public awareness and understanding around conflict-related issues and conflict-affected peoples
- Justice or transitional justice
- Preventing conflict

Common ways in which these achievements were accomplished were through:

- Financial support of peacebuilding activities or organizations
- Policy, advocacy, and systems reform
- Peace negotiations
- Other types of support, including capacity building, research, and strengthening networks

Conversely, the most commonly cited reasons for not engaging in peacebuilding were because the work is too political (43.2 percent) and because there is not enough evidence for what works (24.3 percent).

When asked why they are not engaged in peacebuilding or conflict transformation, respondents cited:

- Peacebuilding is not a part of their mission
- They work in specific locations where peacebuilding activities are not needed or relevant
- Although they do not directly engage in peacebuilding, their work does support it
- They lack the capacity, including financial resources
- They lack the power or mandate, even if they want to work in this area
- They lack expertise

In general, most survey respondents indicated that peace is not the focus of their activities. Given a list of social change priorities, only 18.4 percent of survey respondents indicated that conflict transformation and peacebuilding are “very important” to their work; in fact, it ranked at the very bottom of the list. Yet, 56.8 percent of respondents said that supporting resilience and stable societies—a key component of peacebuilding—is either important or central to their work.

These findings suggest that social/economic justice and human rights are more broadly understood and accepted concepts and frameworks in civil society than peace.

It was more common for respondents to see their work through the lens of social justice or human rights than through the lens of peace, with 50.1 percent of respondents saying they work on “social inequalities/economic justice” and 33.8 percent saying they work on human rights. These findings suggest that social/economic justice and human rights are more broadly understood and accepted concepts and frameworks in civil society than peace. This finding is also reflected in philanthropic funding data, where funders allocated \$328.2 million on peace and security issues in 2016, compared with \$2.8 billion on human rights.

Respondents with a high commitment to peacebuilding tended to operate in areas affected by war or violent conflict. Many who are not engaged in peacebuilding cited that it was not relevant in the regions where they work. This view of the need for peacebuilding activities as limited to specific areas of extreme conflict likely inhibits greater engagement.

Survey analysis

In February 2019, CENTRIS and Candid surveyed

823

organizations to investigate the role of philanthropy in peacebuilding.

This report gives results from a February 2019 survey titled “Philanthropy for a safe, healthy, and just world.” The study was organized by Candid and CENTRIS and supported by PeaceNexus Foundation.

The purpose of the survey was to investigate the role of philanthropy in peacebuilding. The main topics of interest were:

- Working in a conflict zone
- The prevalence of philanthropic support for peacebuilding
- Characteristics of organizations that support peace
- Motivations for supporting or not supporting peacebuilding
- Factors that would encourage more philanthropic support for peacebuilding

The survey was designed to enable the field of philanthropy and peace to advance on the basis of evidence. Discussions of the results are designed to encourage more people to consider how to engage with peacebuilding and what the benefits would be.

The survey was open from February to March 2019. It was sent out via Survey Monkey to a wide range of philanthropic organizations in databases held by CENTRIS and Candid. The survey was widely advertised by support organizations including WINGS, the European Foundation Centre, the Council on Foundations, Foundations for Peace, and *Alliance* magazine. There were 823 usable responses. The quantity and quality of the data collected through the survey allowed us to build a multiple hierarchical regression model to identify factors that predict engagement in peace.

Background

The Institute for Economics and Peace estimates the economic impact of violence is equivalent to **13.3%** of global GDP, yet less than **1%** of philanthropic funding is for peace and security.

Although a few philanthropic organizations have played some role in building peace, their contribution is not well understood or documented. War and armed conflict have become the norm in many parts of the world, causing death, spoiled lives, ruined economies, and lost opportunities. The Institute for Economics and Peace estimated the 2015 global economic impact of violence at \$13.6 trillion, equivalent to 13.3 percent of world GDP.¹ Yet peace and security-related grantmaking totals less than 1 percent of philanthropic grantmaking. The low priority of funding for peacebuilding is documented through the Peace and Security Funding Index.² In 2017, some 2,162 peace and security grants made by 330 foundations were included in the index, totaling \$435.4 million. This sum is tiny when compared with the \$32.7 billion given by 1,000 of the largest U.S. foundations in Candid's 2017 research set. Similarly, in *The State of Global Giving by U.S. Foundations*, a five-year trend analysis (2011-2015) of international grantmaking by 1,000 of the largest U.S. foundations, peace and security funding accounted for only 0.8 percent of the total.³ Against this background, some are asking whether philanthropy could do more.

Since its inception, Foundations for Peace, a network of Indigenous funders working in conflict zones, has repeatedly tried to raise the profile of community-based peacebuilding. The Peace and Security Funders Group has long dedicated itself to enhancing the effectiveness of philanthropy focused on peace and security issues. These efforts informed the development and publication of a special feature on peacebuilding in *Alliance* magazine in June 2019. In their lead article, guest editors Lauren Bradford of Candid, Hope Lyons of the Rockefeller Brothers Fund, and Rasha Sansur of the Dalia Association raised two key questions:

- Why are funders resistant to grantmaking related to conflicts where their funding could be uniquely helpful in supporting transitions from violence to cooperation?
- How do we get more funders to see that their work is vital to peacebuilding and creating durable peace?⁴

Against this background, this study provides data and evidence to inform key conversations on philanthropy's role in building peace and to enable greater involvement and investment. It is crucial to encourage evidence-driven investment in peace to reduce the global peace deficit and achieve Sustainable Development Goal 16 by 2030, which aims to "promote peaceful and inclusive societies for sustainable development."⁵

About the survey

The “Philanthropy for a safe, healthy, and just world” survey asked questions about the demographics of each responding organization, including its size, its main activities, its mission, in which areas of the world it is active, and whether it works in areas of the world affected by war or violent conflict. It asked a series of questions about the organization’s beneficiaries, priorities for social change, methods of work, values, and working relationships. Finally, it asked about the organization’s role in peacebuilding using criteria from the Peace and Security Funding Index: involvement in preventing or mitigating conflict, activities to resolve conflict and build peace, and activities that support resilient and stable societies. If respondents were involved in peacebuilding, they were asked to say what led them to engage in it and what they consider to be their greatest achievement. If not involved in peacebuilding, they were asked to say why not. Finally, respondents were asked to say whether they would be interested in discussing the results.

The questionnaire and its full list of questions and response options can be found in Appendix A.

Characteristics of the sample

In what area(s) does your organization work?

Response options	%	No. of respondents
Education	56.4%	409
Children and young people	51.6%	374
Social and economic justice	50.1%	363
Women/gender	43.7%	317
Human and social services	43.0%	312
Health	41.4%	300
Economic development	35.7%	259
Human rights	33.8%	245
Environmental protection	32.1%	233
Arts and culture	31.2%	226
Promotion of democracy	30.1%	218
Agriculture/food security	25.2%	183
Climate change	24.3%	176
Science and research	20.3%	147
Peace	18.2%	132
Development of new economic models	17.9%	130
Disasters	16.0%	116
Access to law	15.3%	111
Corporate accountability	11.9%	86
Religion	8.1%	59
Animal welfare	7.6%	55
Other (please specify)	36.8%	267

18.2%

of respondents cited peace as the area in which their organization works

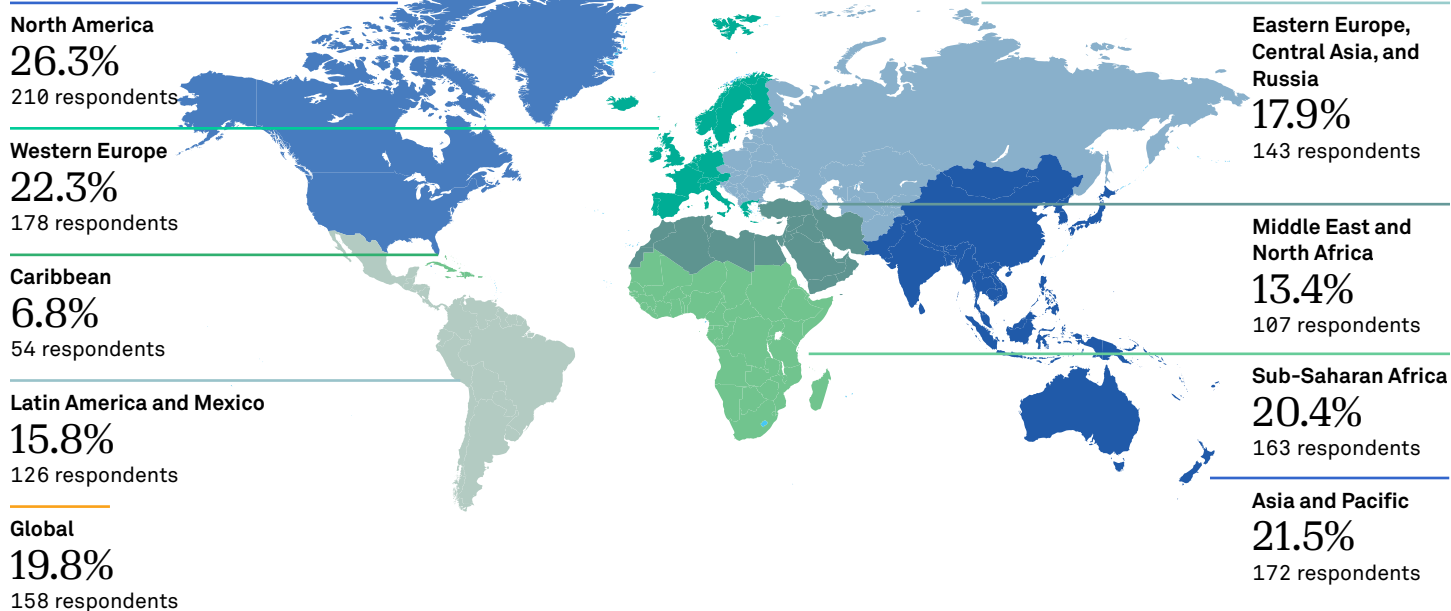
How would you best describe the organization you work for?

Response options	%	No. of respondents
Non-government or civil society organization	23.0%	183
Endowed foundation	19.6%	156
Community foundation or community philanthropy organization	19.6%	156
Philanthropy support organization	9.8%	78
Consultant	6.5%	52
Academic or research organization	5.0%	40
Corporate foundation	3.6%	29
Government funder	1.8%	14
Business or for-profit organization	1.6%	13
Individual donor	1.0%	8
Other (please specify)	16.1%	128

19.6%

of respondents self-identified as endowed foundations

In what region(s) of the world does your organization operate?



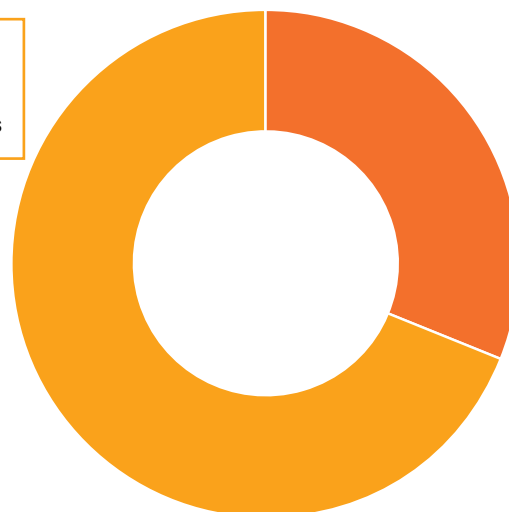
Do you work in an area that has recently been affected by war or violent conflict?

69.2%

of respondents do not currently work in an area affected by conflict

No

69.2%
544 respondents



Yes

30.8%
242 respondents

The median number of full-time paid employees was **7**

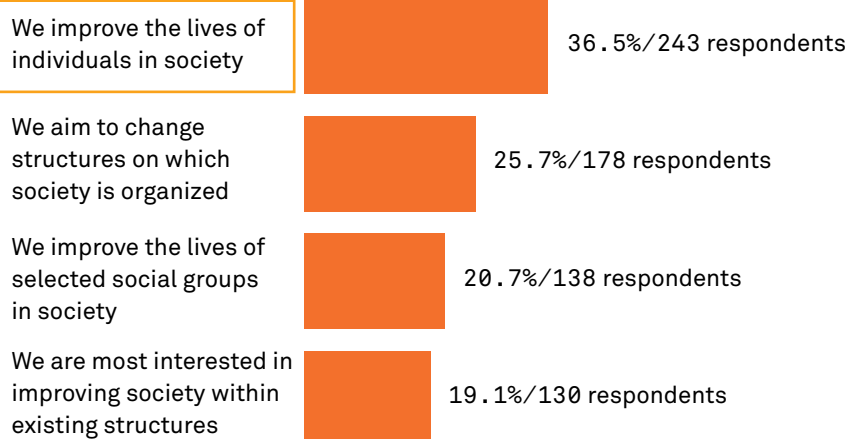
How many full-time paid employees does your organization have?

N		789
Mean		636
Median		7
Std. Deviation		12,165
Minimum		0
Maximum		340,000
Percentiles	10	1
	20	1
	25	2
	30	3
	40	5
	50	7
	60	11
	70	20
	75	30
	80	42
	90	140

Most respondents work for organizations that are fairly small. Among 789 respondents, the median number of full-time paid employees was seven. The average was 636 (one respondent reported 340,000 employees). Some respondents work for organizations with no full-time paid employees.

What are your organization's priorities?

36.5% ranked improving the lives of individuals as their top priority



Respondents were asked to rank their organization's priorities from the list above, based on order of importance in the organization's work. This figure demonstrates the percentage of respondents who rated each option as their top priority. More than a third reported that improving the lives of individuals was the top priority. Approximately a quarter of respondents identified changing societal structures as most important to their organization's work.

In the experience of your organization, how effective have the following methods been in supporting social change?

Response options	Very effective	Relatively effective	Neither effective nor ineffective	Relatively ineffective	Very ineffective	Not applicable	No. of respondents	Weighted average
Developing organizational capacity	44.4%	38.4%	6.1%	1.4%	0.6%	9.2%	708	4.37
Pioneering new approaches	38.9%	40.1%	10.0%	1.3%	0.4%	9.3%	710	4.28
Community organizing	35.7%	29.0%	10.9%	0.9%	1.0%	22.6%	704	4.26
Funding projects or programs	35.6%	39.9%	7.1%	2.2%	0.6%	14.6%	714	4.26
Training	33.9%	42.6%	9.4%	2.4%	0.3%	11.4%	711	4.21
Work on particular sectors	30.0%	36.5%	14.2%	1.6%	0.3%	17.5%	710	4.14
Advocacy	29.5%	36.2%	13.3%	2.0%	0.4%	18.7%	713	4.13
Delivering services	23.2%	31.7%	9.3%	3.7%	1.3%	30.8%	707	4.04
Research	20.6%	44.6%	13.0%	3.0%	0.9%	17.9%	708	3.99
Work on public policy	20.5%	33.1%	17.9%	3.2%	0.7%	24.7%	714	3.92

In thinking about your working relationships, how important are each of the following organizations in the work of your organization?

Response options	Very important	Relatively important	Neither important nor unimportant	Relatively unimportant	Very unimportant	No. of respondents	Weighted average
Non-governmental organizations	68.3%	23.8%	6.2%	0.6%	1.1%	663	4.58
Formal community associations	50.5%	31.5%	13.2%	2.9%	1.8%	657	4.26
Institutional philanthropy	49.5%	33.3%	12.0%	3.4%	1.8%	652	4.25
Local government	42.5%	35.0%	16.3%	4.4%	1.8%	657	4.12
Informal associations of citizens	38.7%	36.6%	17.0%	6.0%	1.7%	653	4.05
National government	36.0%	33.7%	21.0%	5.7%	3.7%	653	3.93
Universities	29.1%	39.9%	23.2%	5.2%	2.6%	656	3.88
Schools	35.1%	30.2%	23.9%	7.5%	3.4%	653	3.86
Public health and social services	29.9%	32.2%	23.5%	7.0%	7.3%	655	3.70
Think tanks	20.0%	36.7%	25.2%	11.3%	6.9%	656	3.52
Small and medium-size businesses	21.4%	31.2%	28.9%	11.2%	7.2%	653	3.49
Intergovernmental bodies	20.5%	33.2%	27.5%	11.4%	7.4%	648	3.48
Financial institutions	17.8%	33.3%	30.4%	10.5%	8.0%	651	3.43
Large corporations	19.7%	30.1%	27.6%	15.6%	7.0%	655	3.40
Intergovernmental organizations	20.2%	28.0%	22.5%	13.3%	15.9%	653	3.23
Associations of employers	12.3%	27.4%	33.2%	17.8%	9.3%	653	3.15
Religious institutions	11.9%	27.1%	30.1%	15.1%	15.8%	654	3.04

By calculating a weighted average we can give each social change method a score based on how important it was to the survey respondents.

Commitment to peacebuilding

Respondents were asked three questions designed to measure the importance of peacebuilding in their own work.

How important are the following elements of social change to the work of your organization?

Response options	Very important	Relatively important	Neither important nor unimportant	Relatively unimportant	Very unimportant	No. of respondents	Weighted average
Attitude and behavior of individuals	61.5%	28.4%	6.9%	1.9%	1.3%	722	4.47
Social systems	54.3%	33.1%	9.7%	1.9%	1.0%	724	4.38
Organizational development	52.8%	36.3%	7.2%	2.8%	1.0%	720	4.37
Community resilience/development	51.1%	30.5%	12.7%	3.8%	2.0%	720	4.25
Social marginalization	49.9%	28.1%	14.1%	5.6%	2.4%	716	4.17
Political change	36.1%	30.0%	22.2%	6.8%	4.9%	716	3.86
Economic structure	35.7%	36.9%	18.1%	6.9%	2.4%	720	3.97
Conflict transformation/peacebuilding	18.4%	20.0%	33.2%	17.3%	11.0%	717	3.17

In developing programs in your organization, how important are the following social impacts?

Response options	Very important	Relatively important	Average	Relatively unimportant	Very unimportant	No. of respondents	Weighted average
Ensuring all people have their rights respected	69.1%	20.1%	8.4%	1.6%	0.7%	677	4.55
Ensuring that individuals and groups have the power to have a say	60.7%	23.3%	10.8%	2.8%	2.4%	674	4.37
Ensuring a better condition for people in need	60.4%	27.0%	9.6%	2.1%	0.9%	677	4.44
Ensuring resilient communities	57.6%	26.3%	12.2%	2.2%	1.8%	674	4.36
Developing structures that benefit everyone	56.7%	24.5%	14.3%	3.2%	1.3%	679	4.32
Making society more aware of the problems of fellow citizens	48.8%	32.7%	12.9%	2.5%	3.1%	676	4.22
Ensuring the primacy of shared values such as “equity” and fairness	48.4%	31.0%	14.0%	3.3%	3.4%	674	4.18
Ensuring equal access to services	47.7%	32.6%	13.9%	4.0%	1.8%	675	4.20
Ensuring everyone is protected through the rule of law	46.8%	24.4%	18.1%	7.1%	3.6%	673	4.04
Building trust between people and institutions	45.9%	30.5%	16.0%	4.1%	3.6%	676	4.11
Ensuring a well-educated population	42.3%	31.7%	18.4%	4.4%	3.1%	678	4.06
Ensuring that society has access to expert knowledge	36.6%	37.2%	18.0%	5.3%	2.8%	677	4.00
Celebrating different and competing values	35.6%	33.1%	21.3%	6.0%	4.0%	671	3.90
Ensuring the equal distribution of public and private goods	31.6%	31.0%	23.2%	9.7%	4.5%	668	3.75
Ensuring that creative use of the market benefits society	25.7%	31.4%	27.3%	10.3%	5.4%	673	3.62
Developing peace/conflict transformation	23.3%	23.2%	29.2%	12.0%	12.4%	669	3.33

Engagement in peace

While

30.9%

of respondents say supporting resilient and stable societies is central to their work, just

9.4%

say resolving conflict and building peace is central to their work.

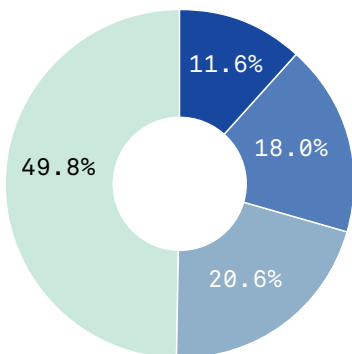
The [Peace and Security Funding Index](#) has contributed to defining the field of peace and security grantmaking since its launch in 2016. Developed by the Peace and Security Funders Group and Candid, the index helps funders, policymakers, and the general public understand the peace and security funding landscape by identifying who funders of peace and security are, what issues they fund, where they focus their activities, and how they make an impact. The index organizes peace and security-related grantmaking activities in three categories: 1) preventing, mitigating, and ending conflict; 2) rebuilding after conflict is resolved; and 3) providing the elements needed to maintain stability.

Just over 1 in 10 respondents stated that preventing or mitigating conflict was a central part of their work, and less than 1 in 10 said that resolving conflict or building peace was central to their work. A slightly larger minority—approximately 3 in 10 respondents—reported that supporting resilient and stable societies is central to their work.

Please tell us whether your organization is involved in the following areas of work.

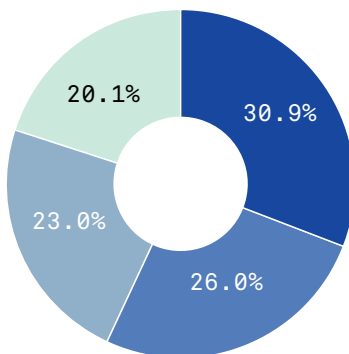
Preventing or mitigating conflict

Relevant activities include: countering violent extremism, preventing atrocities, cyber-security, combating gender-based violence, reducing weapons and militarism, or other preventive strategies.



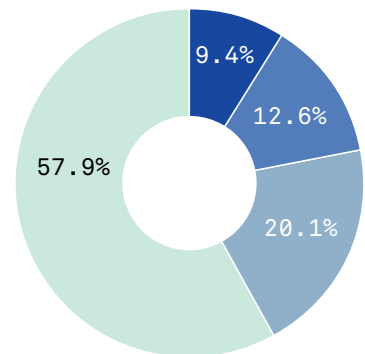
Supporting resilient and stable societies

Relevant activities include: building democratic institutions, rule of law, foreign policy, climate security, and gender equality.



Resolving conflict or building peace

Relevant activities include: peace negotiations, transitional justice, support for victims, demobilization, disarmament, and reintegration.



Central part of our work Important but not central Some involvement No involvement

Total number of respondents = 655

What drives involvement in peace?

The results show that peacebuilding is a minority interest for most civil society actors and ranks low in comparison with other priorities.

We created a peace scale, which we then used to build a model that identifies factors associated with a higher likelihood of involvement in peace.

In this section, we dig deeper to find out the characteristics of organizations associated with an involvement in peace. Our first step was to develop a “peace scale” based on factor analysis of the data.⁶ We then used the scale to build a model that aims to identify factors associated with a higher likelihood of involvement in peace.

Peace scale

The peace scale is derived from the three categories used in the Peace and Security Funding Index: 1) preventing or mitigating conflict, 2) resolving conflict or building peace, and 3) supporting resilient and stable societies.

The scale has a mean of zero and ranks each organization according to its deviation from the mean (+ for being above the mean on peacebuilding and - for being below the mean). Testing the reliability of the scale, Cronbach’s alpha = 0.785, justifying the use of the scale. Factor analysis reveals a single underlying factor that explains 70.63 percent of the variance. The scale was computed using Bartlett factor scores.

An analysis of variance was conducted to compare the mean scores on the peace scale according to type of organization. (Please see Appendix B for full data analysis.)

Commitment of different kinds of organizations to peacebuilding (by mean Z score on the peace scale)



Results show that non-governmental organizations are the most active in peacebuilding, while endowed philanthropy is the least active among the actors we surveyed.

Results show that non-governmental organizations are the most active in peacebuilding (.40 on the peace scale), while endowed philanthropy is the least active among the actors we surveyed (-.36). The main donors involved are individual private donors (.23), but we must be cautious about claims about individual donors because of the small number in the sample.

What makes organizations more likely to support peace?

To dig deeper into the data, we conducted a hierarchical regression analysis (see sidebar). The analysis uses the peace scale as a dependent variable and relevant independent variables to build a model of organizations that pursue peacebuilding.⁷

About regression analysis

In statistical modeling, regression analysis is a set of statistical processes for estimating the relationships among variables. It includes many techniques for modeling and analyzing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables (or “predictors”). More specifically, regression analysis helps one understand how the typical value of the dependent variable (or “criterion variable”) changes when any one of the independent variables is varied, while the other independent variables are held fixed.

Hierarchical regression is a way to show if variables of your interest explain a statistically significant amount of variance in your dependent variable (DV) after accounting for all other variables. This is a framework for model comparison rather than a statistical method. In this framework, you build several regression models by adding variables to a previous model at each step; later models always include smaller models in previous steps. In many cases, our interest is to determine whether newly added variables show a significant improvement in R-squared (the proportion of explained variance in DV by the model).

Model summary

Model	R	R square	Adjusted R square	Std. error of the estimate	R square change	Change Statistics			Sig. F change
						F change	df1	df2	
1 (Constant), Work in conflict zone	.463a	.215	.213	.88674668	.215	154.521	1	565	.000
2 (Constant), Work in conflict zone, Number of full-time employees	.464b	.216	.213	.88705872	.001	.603	1	564	.438
3 (Constant), Work in conflict zone, Number of full-time employees, Political change	.615c	.378	.374	.79077436	.162	146.706	1	563	.000
4 (Constant), Work in conflict zone, Number of full-time employees, Political change, Social marginalization	.633d	.401	.396	.77686258	.023	21.345	1	562	.000
5 (Constant), Work in conflict zone, Number of full-time employees, Political change, Social marginalization, Ensuring all people have their rights respected	.658e	.433	.428	.75645768	.032	31.728	1	561	.000
6 (Constant), Work in conflict zone, Number of full-time employees, Political change, Social marginalization, Ensuring all people have their rights respected, Ensuring the equal distribution of public and private goods	.682f	.465	.459	.73523331	.032	33.857	1	560	.000
7 (Constant), Work in conflict zone, Number of full-time employees, Political change, Social marginalization, Ensuring all people have their rights respected, Ensuring the equal distribution of public and private goods, Community organizing	.694g	.481	.475	.72443590	.017	17.818	1	559	.000
8 (Constant), Work in conflict zone, Number of full-time employees, Political change, Social marginalization, Ensuring all people have their rights respected, Ensuring the equal distribution of public and private goods, Community organizing, Building trust between people and institutions	.708h	.501	.494	.71130991	.020	21.821	1	558	.000
9 (Constant), Work in conflict zone, Number of full-time employees, Political change, Social marginalization, Ensuring all people have their rights respected, Ensuring the equal distribution of public and private goods, Community organizing, Building trust between people and institutions, Religious institutions, Intergovernmental organizations operating on an international scale	.724i	.524	.516	.69560938	.023	13.737	2	556	.000

Coefficients

Model	Unstandardized coefficients		Standardized coefficients		Sig.	Correlations			Collinearity statistics	
	B	Std. error	Beta	t		Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	1.655	.139		11.931	.000					
Work in conflict zone	-.990	.080	-.463	-12.431	.000	-.463	-.463	-.463	1.000	1.000
2 (Constant)	1.638	.140		11.669	.000					
Work in conflict zone	-.983	.080	-.460	-12.259	.000	-.463	-.459	-.457	.987	1.013
Number of full-time employees	2.056E-5	.000	.029	.776	.438	.081	.033	.029	.987	1.013
3 (Constant)	-.231	.199		-1.165	.245					
Work in conflict zone	-.740	.074	-.346	-9.963	.000	-.463	-.387	-.331	.915	1.093
Number of full-time employees	4.202E-5	.000	.060	1.775	.076	.081	.075	.059	.982	1.019
Political change	.375	.031	.419	12.112	.000	.507	.455	.403	.925	1.081
4 (Constant)	-.731	.223		-3.277	.001					
Work in conflict zone	-.704	.073	-.330	-9.604	.000	-.463	-.375	-.314	.905	1.105
Number of full-time employees	4.021E-5	.000	.057	1.729	.084	.081	.073	.056	.981	1.019
Political change	.310	.033	.346	9.269	.000	.507	.364	.303	.764	1.310
Social marginalization	.165	.036	.170	4.620	.000	.396	.191	.151	.788	1.269
5 (Constant)	-1.612	.268		-6.021	.000					
Work in conflict zone	-.680	.072	-.318	-9.498	.000	-.463	-.372	-.302	.902	1.109
Number of full-time employees	3.555E-5	.000	.050	1.568	.117	.081	.066	.050	.980	1.020
Political change	.275	.033	.307	8.281	.000	.507	.330	.263	.736	1.358
Social marginalization	.117	.036	.121	3.268	.001	.396	.137	.104	.744	1.345
Ensuring all people have their rights respected	.258	.046	.196	5.633	.000	.395	.231	.179	.833	1.200
6 (Constant)	-1.664	.260		-6.391	.000					
Work in conflict zone	-.684	.070	-.320	-9.832	.000	-.463	-.384	-.304	.901	1.109
Number of full-time employees	2.775E-5	.000	.039	1.258	.209	.081	.053	.039	.976	1.024
Political change	.225	.033	.251	6.742	.000	.507	.274	.208	.688	1.454
Social marginalization	.087	.035	.089	2.455	.014	.396	.103	.076	.727	1.375
Ensuring all people have their rights respected	.191	.046	.146	4.162	.000	.395	.173	.129	.782	1.280
Ensuring the equal distribution of public and private goods	.183	.032	.209	5.819	.000	.446	.239	.180	.742	1.347
7 (Constant)	-1.650	.257		-6.431	.000					
Work in conflict zone	-.685	.069	-.321	-9.994	.000	-.463	-.389	-.304	.901	1.109
Number of full-time employees	3.669E-5	.000	.052	1.679	.094	.081	.071	.051	.967	1.034
Political change	.213	.033	.238	6.452	.000	.507	.263	.197	.683	1.465
Social marginalization	.066	.035	.068	1.876	.061	.396	.079	.057	.713	1.403
Ensuring all people have their rights respected	.170	.046	.129	3.730	.000	.395	.156	.114	.772	1.296
Ensuring the equal distribution of public and private goods	.175	.031	.199	5.612	.000	.446	.231	.171	.739	1.353
Community organizing	.073	.017	.137	4.221	.000	.303	.176	.129	.884	1.131
8 (Constant)	-1.936	.259		-7.467	.000					
Work in conflict zone	-.671	.067	-.314	-9.958	.000	-.463	-.388	-.298	.900	1.112
Number of full-time employees	4.235E-5	.000	.060	1.971	.049	.081	.083	.059	.964	1.037
Political change	.194	.033	.216	5.928	.000	.507	.243	.177	.672	1.489
Social marginalization	.069	.034	.071	2.014	.044	.396	.085	.060	.712	1.404
Ensuring all people have their rights respected	.136	.045	.104	3.011	.003	.395	.126	.090	.752	1.329
Ensuring the equal distribution of public and private goods	.135	.032	.154	4.272	.000	.446	.178	.128	.687	1.455
Community organizing	.068	.017	.127	3.981	.000	.303	.166	.119	.880	1.136
Building trust between people and institutions	.155	.033	.159	4.671	.000	.406	.194	.140	.775	1.290

Coefficients, continued

Model	Unstandardized coefficients		Standardized coefficients		Sig.	Correlations			Collinearity statistics	
	B	Std. error	Beta	t		Zero-order	Partial	Part	Tolerance	VIF
9 (Constant)	-2.222	.260		-8.555	.000					
Work in conflict zone	-.624	.067	-.292	-9.274	.000	-.463	-.366	-.271	.862	1.160
Number of full-time employees	3.360E-5	.000	.048	1.594	.112	.081	.067	.047	.958	1.044
Political change	.189	.032	.211	5.854	.000	.507	.241	.171	.661	1.513
Social marginalization	.072	.034	.074	2.128	.034	.396	.090	.062	.711	1.407
Ensuring all people have their rights respected	.128	.044	.097	2.889	.004	.395	.122	.084	.751	1.331
Ensuring the equal distribution of public and private goods	.108	.031	.123	3.423	.001	.446	.144	.100	.667	1.499
Community organizing	.058	.017	.109	3.479	.001	.303	.146	.102	.870	1.150
Building trust between people and institutions	.123	.033	.126	3.705	.000	.406	.155	.108	.743	1.346
Religious institutions	.100	.025	.123	3.985	.000	.284	.167	.117	.900	1.111
Intergovernmental organizations operating on an international scale	.070	.025	.094	2.827	.005	.394	.119	.083	.780	1.282

We chose model 9, which explains **52.4%** of the variance among organizations on the peace scale.

In brief, the final model (model 9) explains 52.4 percent of the variance among organizations on the peace scale.

The following factors are statistically significant predictors of an organization's score on the peace scale:

- Working in a conflict zone
- Commitment to political change (e.g., enhanced democratic participation, giving voice to minorities)
- Working in areas of social marginalization (e.g., empowering Roma, improving the position of women)
- Ensuring all people have their rights respected
- Ensuring the equal distribution of public and private goods
- Community organizing
- Building trust between people and institutions
- Working with selected partners (e.g., religious institutions and intergovernmental organizations operating on an international scale)

The most powerful predictors of an organization's score on the peace scale are:

- Working in a conflict zone
- Commitment to political change (e.g., enhanced democratic participation, giving voice to minorities)

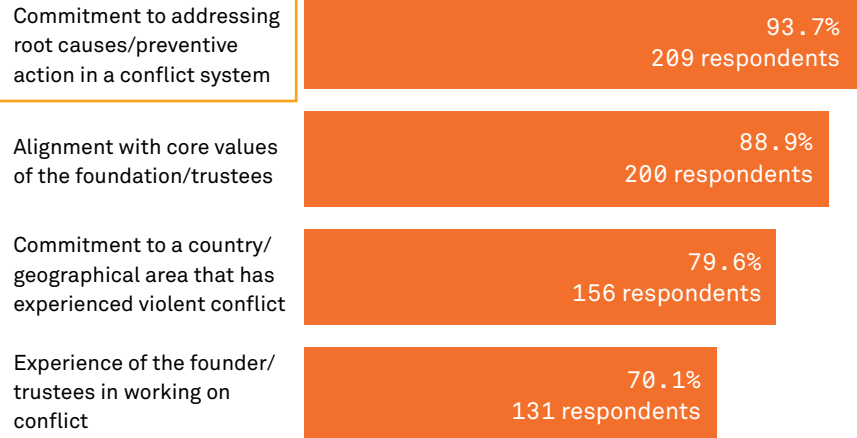
When controlled for other factors, the number of full-time equivalent paid employees makes no statistically significant contribution.

Why organizations engage in peacebuilding

Factors driving involvement with peacebuilding

93.7%

of respondents who are involved in peacebuilding said commitment to addressing root causes and preventive action in a conflict system led to their involvement.



Figures show percentage and number of respondents who are involved in peacebuilding who said they agreed that the listed factors led to their involvement.

What peacebuilding achieves

Respondents who were involved with peacebuilding and conflict transformation were asked about their greatest achievement in this area.

We analyzed and coded 160 responses to this open-ended question. Some responses related to the goals of peacebuilding activities, and others referred to the methods of achieving peace. The goals of peacebuilding and conflict transformation can be summarized in five general themes:

Social cohesion. By far, the most common goal for successful peacebuilding activities was social cohesion (82 respondents)—that is, work focused on building stronger, more harmonious relationships within and among various communities. Included in this category are activities that are explicitly inclusive of marginalized populations.

- “Organizing a community-wide mealtime conversation on one specific day that attracted over 6,000 people to talk about how to make our community a better place to live, work, and play.”
- “Getting people to talk to each other across divides.”
- “Through our support to strengthen women's groups working to end violence against women and all kinds of exploitation, we are contributing to a lasting movement-building process that aims to eradicate the roots of these widespread social problems.”

Conflict resolution/mediation. Forty-three respondents said that their successful activities included the settling of disputes through promoting dialogue between parties in conflict, mediation, or other dispute resolution mechanisms.

- “Negotiation centers established and many disputes settled.”
- “We have engaged armed groups and supported them to ceasefire, disarmament, and moving towards a more inclusive and conflict-free society.”
- “We have successfully worked with and gained significant recognition as honest power brokers from city’s stakeholders, including political parties.”

Public awareness and understanding. Twenty-two respondents indicated their achievements brought greater public awareness around conflict-related issues and conflict-affected peoples and promoted values that support peaceful societies.

- “Raising awareness of issues on a global scale [faced by] other countries around the world, sharing learning, information, best practice.”
- “Bring the issue of post-traumatic stress disorder among the conflict-affected families into development discourse.”
- “We continue to believe in promoting pluralism/supporting activities that contribute towards pluralism will help us to bring/sustain peace among communities.”

Justice or transitional justice. Twenty-one respondents referred to justice or transitional justice, including supporting victims of conflict and reconciliation.

- “1) In many areas of [country] we have been able to facilitate reconciliation of victims and offenders. 2) We promoted inclusive schools. 3) We created clubs for restorative justice and peacebuilding.”
- “Creating space for discourse on difficult and controversial issues, supporting and advocating for more support for marginalized and discriminated against groups, particularly in the context of conflict to enable them to participate in post-war reconstruction and transitional justice initiatives.”

Preventing conflict. Fourteen responses specifically mentioned their work in preventing conflict.

- “Leading efforts towards a common cross-sector agenda for violence prevention. Develop capabilities for violence prevention for NGOs.”

- “We are working on changing the narrative of migration in [region] in order to foster intercultural dialogue and prevent xenophobia and intolerant approach.”

How peacebuilding is achieved

Among the 160 responses describing successful peacebuilding activities, some cited specific methods used to achieve peacebuilding and conflict transformation. We organized these methods into four broad categories:

Financial support. Twenty-one respondents specifically referred to funding peacebuilding activities or organizations.

- “We are a funding organization, and we have supported some organizations that are doing incredible work on gender-based violence and dialogue-based conflict resolution in [specific regions].”
- “Providing emergency funds for human rights defender[s] whose lives were in danger.”

Policy, advocacy, and systems reform. Fourteen respondents mentioned influencing government policies, including engagement in legislation and government reform, strengthening elections, and advocacy for vulnerable populations.

- “Creation of [law] in [country]; the challenge is to apply them and ensure participation of families and survivors.”
- “Dialoguing with political parties, churches, and civil society to bring about peaceful elections.”
- “Empowering women, Indigenous, and Black movement organizations that fight for their rights.”

Peace negotiation. Six respondents described direct engagement with negotiating peace, including Track One and Track Two diplomacy or other formal processes of bringing together parties and stakeholders in a conflict.⁸

- “Our grantee...has been involved in training and mobilizing marginalized women’s involvement in the [country] peace process.”
- “Developing security frameworks and security sector reform schemes for [specific countries]. Dialogue [between two parties] leading to a joint framework agreement for the rebuilding of [country].”
- “Supporting track II discussions and advocacy/public and policy maker education to secure the agreement with [country]. (Lesson learned: achievements are vulnerable to political change.)”

Other support. Thirty-nine responses described other types of support for peacebuilding activities, including capacity building, research, and strengthening networks.

- “We support research on peacebuilding and conflict and are currently supporting building a cadre of new, well-trained [regional] peacebuilding researchers, which is gaining strength.”
- “Promotion of coalition of CSOs [community service organizations] to combat gender-based violence.”
- “Providing support and solidarity to member foundations working on peacebuilding issues; sharing good practice in peacebuilding; building relationships with philanthropy to support locally-led peacebuilding.”

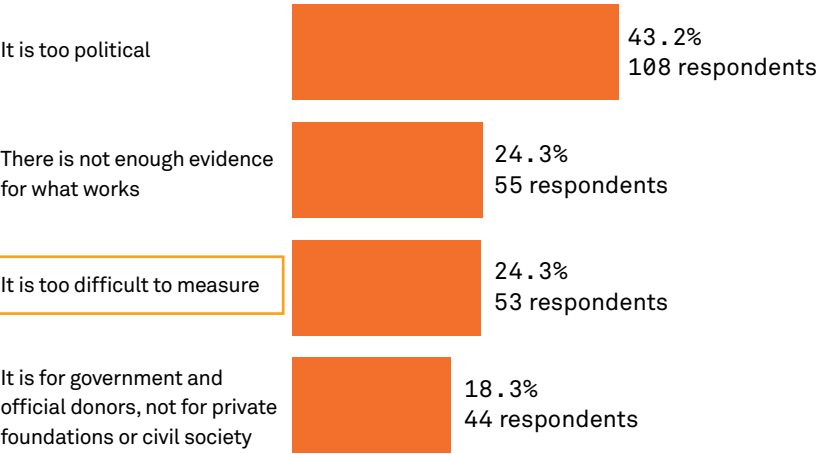
Why organizations do not engage in peacebuilding

Respondents were invited to provide additional commentary about their reasons for not engaging in peacebuilding or conflict transformation. We received 216 written responses, which we analyzed and coded; the responses can be organized into seven main categories:

Mission. By far, the most commonly stated reason for not working in peacebuilding (provided by 108 respondents) was that peacebuilding is not part of their mandate or a central focus of their work.

- “It is not relevant to our mission and work.”
- “Unless actual conflict breaks out in the communities we are engaged in, it’s not part of our remit.”
- “We are an arts foundation.”

Reasons for not engaging in peacebuilding



Figures show percentage and number of respondents who are not involved in peacebuilding who agreed with the listed reasons why they are not involved.

24.3%
of organizations not engaged in peacebuilding said it’s too difficult to measure

Geography. Forty-six respondents stated that their work focuses on a specific location or region, where peacebuilding activities are not needed or relevant.

- “We operate in a conflict-free zone.”
- “It’s not come out as a real need in our geographical area of focus; thus, it’s always overtaken by other pressing community priorities.”
- “We operate in [country] only so while we are concerned about a resilient and inclusive society, we do not work on peacebuilding.”

Supporting role. Thirty-seven respondents wrote that although they do not directly engage in peacebuilding, their work—or the work of their members or partners—supports peacebuilding.

- “Not in our mandate...We offer convening opportunities for others to meet on this topic.”
- “Not directly relevant to our mission. Our environmental work is important, though, for preventing future conflicts.”
- “We are just involved with preventive activities; for active presence in conflict areas, we do not have the human resources.”

Capacity. Thirty-four respondents stated that limited resources and capacity inhibited their work in peacebuilding; of these, nine respondents explicitly identified funding limitations.

- “As we are a relatively small foundation, we do not have the capacity to work with organizations in [specific conflict area].”
- “The foundation is only tangentially involved in peace-making and conflict transformation—the Board of Directors sees its role in philanthropy as primarily directed to improving lives in limited geographic areas. There is not enough money to do more.”
- “We gave up since there were no real political influences and social movements. Women were exhausted and things did not evolve to higher scales.”

Lacking the power or mandate. Twenty-eight respondents stated that they were unable to work on peacebuilding because they lacked the mandate, even if they might want to. Donors explained that this work can be outside the interests of founders or Board members. Those in a consulting role noted that clients have not requested assistance with peacebuilding activities. Some described the political or legal environment that can inhibit this work.

- “It’s simply not an interest to our family board.”
- “Our methods are very relevant to work in this area. We have never had a client that works on these issues. Would love to have some!”

- “Government is very sensitive to NGOs playing an advocacy role. Secondly, there are little avenues or initiatives for donors to participate in this using tax-deductible funds [in a specified country].”

Need. Two responses focused specifically on communities not directly expressing this as a need.

- “I would say that [organization’s local chapters]...have addressed peacebuilding in a very low-key way. Some [local chapters] have struggled to generate enthusiasm or interest to develop cross-community initiatives to address inter-cultural learning.”
- “It is purely a function of the public service proposals we receive. We have never received a project proposal we felt was ‘too radical’ or outside our definition of public service. However, we do not dictate to [stakeholders] what sort of public service project we ‘want.’”

Expertise. Twelve respondents said that they, or their organization, lacked knowledge and expertise to work in peacebuilding.

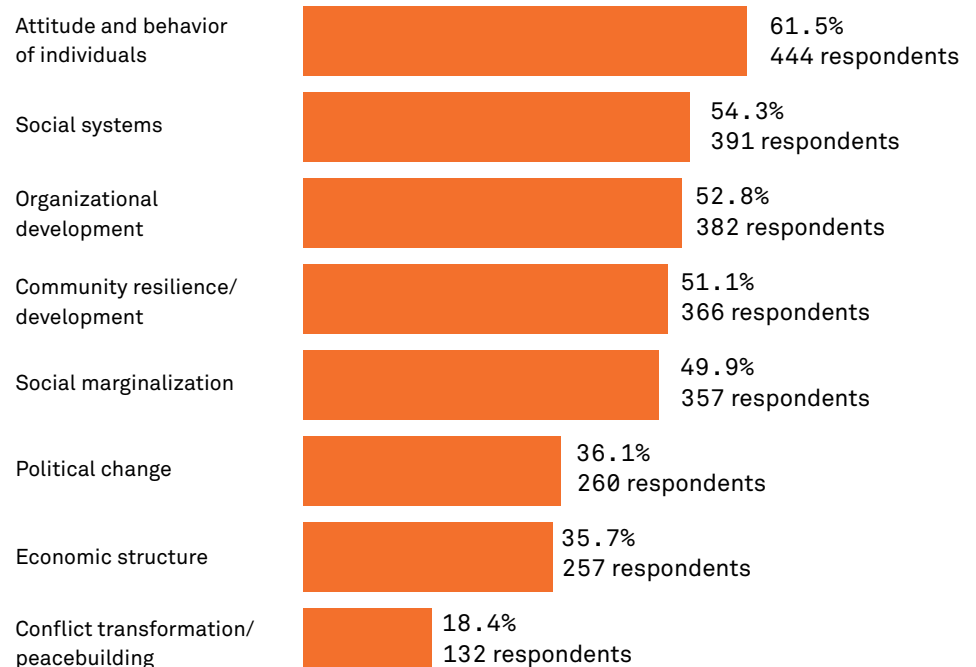
- “It is not our area of expertise. There are others who are better equipped to do this work.”

Discussion

Peacebuilding is not a priority

Among a list of subjects and issues in which respondents work (see page 12), 18.2 percent indicated that they work in the area of peace. Similarly, given a list of social change priorities (see figure below and on page 16), only 18.4 percent of respondents indicated that conflict transformation and peacebuilding are “very important” to their work; in fact, it ranked at the very bottom of the list of priorities.

Respondents who agree that the following elements of social change are “very important” in their organization



A broader understanding of peacebuilding

Although the majority of respondents said that supporting resilience and stable societies is either important or central to their work, only

18.2%

think of their work as explicitly peace-related.

Organizations engaged in elements of peacebuilding often do not define these activities as peacebuilding. Some 30.9 percent of respondents reported that supporting resilient and stable societies is central to their work (see figure on page 17). Another 26 percent stated it was important, though not central, to their work. Supporting resilient and stable societies, however, is one of the three major categories of peacebuilding and conflict transformation in the Peace and Security Funding Index (see page 17). Although the majority of respondents (56.9 percent) said that supporting resilience and stable societies is either important or central to their work, only 18.2 percent think of their work as explicitly peace-related (see page 12).

Qualitative responses illustrate this disconnect further. Among 216 respondents who provided reasons for not being involved in peacebuilding and conflict transformation, the most common response was that peacebuilding is not part of their mission or mandate. Still, many provided examples of their work that support peacebuilding.

- “We are more focused on the impacts of internal conflicts, such as migration, poverty, and policies for people affected by conflicts.”
- “We are not directly involved in part because of our relatively small scale, but we believe our focus on improving community governance should in itself have the potential to make an important contribution.”

We contend that many of these activities are, in fact, peacebuilding activities. Addressing the impacts of internal conflicts and improving community governance are integrally connected to the peace, stability, and resilience of societies. Many respondents who indicated that their organizations are not involved with peacebuilding and conflict transformation are likely already engaged—though they may not view their work in this way.

Respondents are more likely to see their work through the lens of social justice or human rights than through that of peace and security. Whereas 18.2 percent of respondents said that they worked in the area of peace, 50.1 percent reported working on “social inequalities/economic justice,” and 33.8 percent worked on human rights (see page 12). This difference between support for human rights and peace is also reflected in philanthropic funding data, with funders awarding \$435.4 million for peace and security in 2017, compared with \$3.2 billion for human rights.⁹

This discrepancy in funding and organizational focus is curious considering so many aspects of peacebuilding are connected to

human rights. It may be that issues of social/economic justice and human rights are broadly understood and accepted in civil society, whereas peacebuilding and conflict transformation are perceived as more niche.

But conflict sensitivity is crucial in any type of work, because the context in which the work takes place has implications for programming and practice. There is extensive literature documenting the ways in which humanitarian and development assistance have exacerbated conflict and tensions. Conflict sensitivity is essential in any intervention, in order to understand potential unintended consequences, minimize harm, and maximize positive outcomes.¹⁰

Applying a conflict sensitivity lens to other, interrelated causes creates the potential for greater impact.

Applying a conflict sensitivity lens to other, interrelated causes creates the potential for greater impact. Take, for example, the intersections of women's rights and peacebuilding. Twenty-six survey respondents described their greatest peacebuilding achievements in the context of their work with women and girls or gender equity. This is unsurprising, given the confirmed links between women's security and peace. Gender equality is a predictor of stable and peaceful societies, whereas violence against women is a predictor of a society's tendency toward violent conflict.¹¹ Increasingly, "academics and politicians alike turn their attention to gender relations as a linchpin of peace prior to ... and after conflict."¹² Conversely, an understanding of conflict dynamics can inform and enhance efforts to promote gender equity.

Ultimately, issues of peace and security are the foundations of thriving communities and necessary for the successful pursuit of any other activity. Even among those who do not consider themselves actors in the peace and conflict sector—for example, those in the areas of education, the well-being of children, or social/economic equity and justice (the three main priorities identified by survey respondents; see page 12)—an understanding of conflict dynamics can lead to greater effectiveness and impact.

Peacebuilding and geography

Respondents with a high commitment to peacebuilding (i.e., with a high score on the peace scale) tended to be those that operate in areas affected by war or violent conflict. Just under a third of respondents said they work in conflict areas. Among them, 46.5 percent were in the top quartile on the peace scale. Of those working outside conflict areas, only 14.8 percent were in the top quartile on the peace scale.

This connection between operating in conflict areas and commitment to peacebuilding was also reflected in the qualitative responses. Some 46 respondents indicated they do not engage in peacebuilding because

of the areas in which they work, specifically that they do not operate in areas of conflict. Some of the responses for why respondents do not work on peacebuilding include:

- “Efforts focused on domestic United States.”
- “Because we live in an EU country.”

Respondents seemed to indicate that peacebuilding is primarily relevant for places experiencing war or violent conflict. We would like to challenge this perception of peacebuilding activities being necessary only in certain regions and not in others.

Respondents seemed to indicate that peacebuilding is primarily relevant for places experiencing war or violent conflict. We would like to challenge this perception of peacebuilding activities being necessary only in certain regions and not in others. Peace and security are global issues with relevance to every community. As Celia McKeon writes in *Alliance*:

“Human security is deteriorating as the effects of a growing ecological crisis are felt across the world, refugee flows increase and economic inequalities remain extreme. ... Violence and instability are not confined within the boundaries of states, neither is climate breakdown, and states that, according to the Stockholm Peace Institute, collectively allocate \$1.7 trillion every year to military expenditure but leave substantial proportions of their populations dependent on food banks or at the mercy of climate insecurity, are storing up problems for the future.”¹³

In addition, countries that are not active war zones may still have serious conflict and security challenges. The 2020 Global Peace Index ranked the United States 121 among 163 countries on a scale of peacefulness.¹⁴ Peace Insight, a mapping platform created and maintained by Peace Direct, shares information on peacebuilding in 20 areas of conflict, provides a conflict profile for the U.S., where mass shootings/gun violence and economic inequities are specific areas of conflict.¹⁵

Preventing and resolving conflict, peacebuilding, and supporting stable societies are concerns for every community in every region of the world.

Peacebuilding and philanthropy

Philanthropy’s level of commitment to peacebuilding is low. In fact, endowed foundations are the least committed institutions to peacebuilding, with the lowest scores on the peace scale. Although individual donors demonstrated a relatively high level of commitment to peacebuilding, the sample size was small, with only seven respondents in this category.

This lack of philanthropic commitment explains, in part, why funding for peacebuilding is so low. By contrast, non-governmental organizations and other civil society organizations are the most committed to peacebuilding. Without funding, however, they will continue to find it difficult to do their work.

The reasons for the lack of engagement by philanthropy vary, including donor intent, foundation mission, and even funding—foundations, themselves, recognize that their resources are limited. But these hurdles are not insurmountable. As mentioned earlier, there are many intersections between the activities that foundations support and peacebuilding. Peace is necessary for achieving any other philanthropic goal. What may be required is not a change in focus so much as understanding, i.e., approaching their work with a peace and conflict sensitivity lens. Funders may not see the ways in which the regions where they work are vulnerable and unstable and that these communities, too, require peace, security, and resilience approaches in order to maintain stability in the years ahead. Ultimately, a deeper awareness of the peace and security context in which foundations operate will result in more effective, more impactful funding.

Some measure of risk is involved; survey respondents were clear that the political context of this work can be a deterrent. But the risks of inaction can be far greater, given the high costs of conflict.

Philanthropy is often embraced for its ability to be flexible, to take risks, and to provide long-term, patient funding. It is clear the peace and security field greatly needs this approach. Some measure of risk is involved; survey respondents were clear that the political context of this work can be a deterrent. But the risks of inaction can be far greater, given the high costs of conflict.

The movement toward trust-based philanthropy and participatory grantmaking is promising and has the potential to expand opportunities in the peace and security sector. The values of these approaches to grantmaking align well with effective peacebuilding practices. Both acknowledge the wisdom and expertise held by people with lived experience. They invite affected parties to be part of the decision-making process. They understand that the work can only move forward through inclusive practices, deep engagement, trust, and empathy from all parties involved.

Where do we go from here?

This first-of-its-kind study presents a clearer picture of the work and context of peacebuilding. The 823 responses came from a variety of organization types, working in different regions across the globe, on a wide range of issues. This broad perspective of the sector, and the use of both quantitative and qualitative responses, allowed us to do a level of analysis that identifies clear opportunities and challenges in supporting peacebuilding activities. Although we recognize that this is not a comprehensive account of the field, the insights drawn from this study can stimulate discussion and deeper engagement.

With these survey results, Candid and CENTRIS plan to:

- Communicate widely the survey findings and implications of the analyses.
- Engage with the 60 percent of respondents who said that they would like to discuss how they can better support peacebuilding and understand how peacebuilding intersects with areas in which they work.
- Through partnerships with other organizations, develop a strategy to help the philanthropic sector advance peace and security outcomes. We plan to facilitate conversations that bring stakeholders together to deepen knowledge, strengthen connections, and stimulate collaboration. We see potential in establishing learning experiences for funders to participate in peacebuilding activities firsthand and meet directly with community and implementing organizations.

Some targeted recommendations for foundations include:

- Integrate conflict analysis into your grantmaking strategy.¹⁶ Conflict analysis is a tool that can help you understand the context in which you operate or fund and assess how your intervention interacts with the context. Consider the political, economic, and sociocultural context. What are the main factors that contribute to conflict and peace in the local context? Who are the main actors and what are their interests, goals, capacities,

Conflict analysis is a tool that can help you understand the context in which you operate or fund and assess how your intervention interacts with the context.

and relationships? What institutional capacities for peace exist at the local level? What are the drivers of conflict? Conducting and regularly updating a conflict analysis can help you avoid unintentionally fueling violent conflict and to adopt a more flexible and nimble approach that is sensitive to local conflict dynamics.

- Join a funder affinity group focused on peace and security. Groups like the Peace and Security Funders Group or Foundations for Peace provide opportunities to learn from peers about how to overcome challenges—such as measuring effectiveness, complying with legal obligations while working in conflict zones, helping Board members understand the importance of long-term investment, and more. For any challenge a funder might face in supporting peacebuilding, it is guaranteed that another funder has been through it. Having these knowledge networks and communities of practice is invaluable.
- Apply an equity analysis to your peacebuilding strategy.¹⁷ Who gains from the funding, and who may be excluded? Is the grantmaking reducing or exacerbating inequities? How is gender sensitivity incorporated? Are those who are doing the difficult peacebuilding work on the ground in local contexts truly being supported?
- Create a fund to support cross-border learnings and exchanges among practitioners. Specifically, create opportunities for practitioners in communities of practice that are currently siloed (e.g., education and peacebuilding) to come together, share expertise, and develop connections in their work.
- Invest in new financing vehicles to support locally-led peacebuilding work, utilizing innovative approaches beyond grants and potentially leveraging additional resources from the private sector and other funders.¹⁸

We also see the need for field-wide coordination to move this work forward, focused on the following:

- Promote a common language and framework for peacebuilding. We recommend the Peace and Security Funding Index as a starting point, because it has already created a taxonomy and terminology to frame peacebuilding activities in the grantmaking sector. At the same time, a narrative shift may be required to more effectively communicate about peacebuilding and to help more actors see the relevance of peacebuilding in their own work.
- Develop a set of guiding principles to help existing actors and to engage new actors in providing meaningful support to peace and security activities.
- Create educational programs to support actors in better understanding what peacebuilding is and means, to make use of conflict-sensitive approaches, to develop peacebuilding programming and strategies, and to undertake peace-related grantmaking.

- Share more stories—and create platforms and opportunities—to lift up successes. There is powerful, impactful work taking place around the world, and more people need to hear about it.

The survey findings reveal an untapped opportunity to create greater awareness among philanthropy—particularly endowed foundations—and civil society organizations of how peacebuilding and conflict sensitivity relate to other areas of their work. By working together—across sectors and silos—we can shift perceptions, improve strategies, and direct funding toward a more explicit focus on preventing conflict and building peace. By doing so, we will, ultimately, strengthen capacity to support a safe, healthy, and just world.

Reflections

By Alexandra Toma and Cath Thompson,
Peace and Security Funders Group



Alexandra Toma



Cath Thompson

The results of this survey reveal what those of us in the peace and security field have long known: peacebuilding is messy and difficult to measure, but it is a critical foundation to all other work. Imagine, for example, how much more effective the response to the Ebola epidemic could be if health workers in central Africa could do their jobs without facing armed conflict. Imagine how much more effective the response to climate change could be if reforestation and water conservation programs in contested regions would also incorporate cross-community peacebuilding elements.

It is encouraging to read that survey respondents' most commonly cited reason for engaging in peacebuilding work is the "commitment to dealing with the root causes of social issues." When done well, focusing on peace and security is a way to address systems and structures—the root causes—that lead to violence and inequity.

Conversely, the most commonly cited reasons for not engaging in peacebuilding are because the work is too political and because there is not enough evidence for what works. If ever there was a moment to engage in "political" work, that time is now. With the rising tide of authoritarianism, growing inequality, and Earth on the brink of a climate catastrophe, one could argue that political work is exactly the work we need to create the transformation we hope for. We can do political work without being partisan, and without crossing legal and ethical lines. In addition, you don't have to live and work in a "conflict zone" to be a peacebuilder. There are many strong examples of work that bridges divides and repairs harm in places not in active conflict, such as the W.K. Kellogg Foundation's Truth, Racial Healing, and Transformation initiative in the United States.

As far as evidence goes, there are many organizations working to help our field understand what works and best practices for evaluation. Check out the Alliance for Peacebuilding's Learning and Evaluation program and "Design, Monitoring, and Evaluation for Peace."¹⁹ It is true that peacebuilding evaluation may be more

nuanced and longer-term than other fields, but the impact is invaluable towards saving lives, rebuilding communities, and protecting resources.

Although this survey demonstrates the importance of peacebuilding for creating a safe, healthy, and just world, funding for this work is shockingly low. In 2017, funders gave \$435.4 million towards peace and security, or just 1.2 percent of the nearly \$33 billion given by foundations in Candid's research set of grantmaking by 1,000 of the largest U.S. foundations.

This report makes a strong case for why we should all strive to take a conflict-sensitive lens to our work, no matter if we work for nonprofits, foundations, or the private sector. For funders who are wondering how they might better address the challenges laid out in this report, we encourage you to connect with your peer funders, perhaps through affinity groups like the Peace and Security Funders Group or Foundations for Peace. It's almost guaranteed that if you have questions, then another funder has faced those questions as well, and knowledge networks are invaluable.

This survey is an asset to the field of philanthropy, illuminating the perceived challenges to and reasons for supporting peacebuilding. Imagine the transformation that's possible if we see peace and security not as a "nice to have," but as critical to our missions of building a safe, healthy, and just world.

Reflections

By Dawn Shackels, The Community Foundation Northern Ireland



Dawn Shackels

The Foundations for Peace Network is delighted to contribute to the “Philanthropy for a safe, healthy and just world” survey carried out by Candid and CENTRIS and supported by PeaceNexus Foundation. With over 800 responses from a wide range of organizations—from civil society, community foundations, philanthropy organizations, corporate foundations, non-governmental organizations, consultants, and business—the findings offer a firm evidence base to advance the role and importance of philanthropy in peace.

Established in 2006, the Foundations for Peace Network is an international network of independent indigenous philanthropic organizations working towards peace and social justice. As local activist funders we play a vital role in delivering and sustaining peacebuilding and social justice programs. With local knowledge and direct access to affected communities we are a “bridge” in helping to create relationships to achieve equity and diversity. We believe that local sustainable solutions and interventions are important to resolve conflicts, and we have been working hard to ensure not only that development aid contributes to lasting peace but that we play our part in influencing the creation of a holistic development aid system that supports the autonomy of local organizations. Indeed, since our inception, Foundations for Peace has repeatedly tried to raise the profile of community-based peacebuilding and were delighted to contribute to a special feature on peacebuilding in *Alliance* magazine earlier this year.

The study and results come at a time of significant political and economic uncertainty, hardship, and instability, globally. We are all facing increasing pressures, challenges, and adversity as we go about our work. Peace agreements, where they exist, are fragile, and the role of philanthropy in peacebuilding has never been more important.

As we reflect on the findings, we are disappointed but perhaps not surprised that the results show that peacebuilding is a “minority

interest” and ranks low in comparison with other priorities. We would concur with the analysis that with only 1 in 10 survey respondents saying that they work on peacebuilding that they are perhaps not making the “intuitive leap” that all the work they undertake is contributing to peacebuilding. In our view there can be no doubt that the thematic areas and building peaceful societies are interconnected and inform each other.

The question(s) therefore, for our network and others, must focus on how we bridge this gap. How do we help organizations make what we see as an intuitive link? How can we start to change the conversation and narrative to help people understand how their work is related to peacebuilding? What more can we do to help others be even more deliberate in their approach? Do we need to go back to basics and have a discussion about what we mean by the very term “peacebuilding”?

As we look internally, think critically, and reflect on our own organizations and respective work, we need to ask ourselves if we are guilty of creating a language and approach in this field that “scares people off” and that is creating barriers that we are working so hard to break down in our peacebuilding efforts. In essence, are we guilty of being gatekeepers?

As a network we have already had an engaging conversation on the findings, prompting us to think about whether there is a need to redefine what working in a conflict zone means, how long you can say you are working in a “post-conflict” context, and, most importantly, what role we can play in taking forward the findings.

Although there is much food for thought, the time for thinking has passed and action is needed. We have an evidence base from which to work more concretely, and we must coalesce to ensure that we begin to change the language and narrative to ensure we are not “talking” about this in 5 years’ time. First, however, we must start with ourselves; therefore, as you read through and digest the findings we would urge you to consider: what can *I* do? What can *my organization* do? And what can we do to advance the role of philanthropy in peace?

Survey questions

1. What is the name of your organization? _____

2. In what area(s) does your organization work? Check all that apply.

- | | |
|---|---|
| ☐ Science and research | ☐ Development of new economic models |
| ☐ Health | ☐ Human rights |
| ☐ Environmental protection | ☐ Art/culture/museums/protection of historical monuments |
| ☐ Climate change | ☐ Human and social services |
| ☐ Promotion of democracy | ☐ Economic development |
| ☐ Animal welfare | ☐ Women/gender |
| ☐ Social inequalities / economic justice | ☐ Children and young people |
| ☐ Access to law | ☐ Agriculture / food security |
| ☐ Education | ☐ Disasters |
| ☐ Peace | ☐ Religion |
| ☐ Corporate accountability | Other (please specify) |

3. What is the mission of your organization? _____

4. Please list the regions of the world in which your organization operates. Tick all that apply.

- | | |
|---|---|
| ☐ Asia and Pacific | ☐ Middle East and North Africa |
| ☐ Caribbean | ☐ North America |
| ☐ Eastern Europe, Central Asia, and Russia | ☐ Sub-Saharan Africa |
| ☐ Globally | ☐ Western Europe |
| ☐ Latin America and Mexico | If other, please specify |

5. Do you work in an area that has recently been affected by war or violent conflict?

- | | |
|------------------------------|-----------------------------|
| ☐ Yes | ☐ No |
|------------------------------|-----------------------------|

6. How would you best describe the organization you work for? Please check the box that is closest to what you do.

- | | |
|--|--|
| ☐ Endowed philanthropy | ☐ Academic or research organization |
| ☐ Community foundation or community philanthropy organization | ☐ NGO or civil society organization |
| ☐ Corporate foundation | ☐ Business or for-profit organization |
| ☐ State or public funder | ☐ Consultant |
| ☐ Philanthropy support organization | ☐ Individual donor |
| | Other (please specify) |

7. How many full-time paid employees does your organization have? _____

8. Please look at the following statements and rank the order of their importance in the way that your organization works.

- _____ We improve the lives of individuals in society
 _____ We improve the lives of selected social groups in society
 _____ We are most interested in improving society within existing structures
 _____ We aim to change structures on which society is organized

9. How important are the following elements of social change to the work of your organization?

	Very important	Relatively important	Neither important nor unimportant	Relatively unimportant	Very unimportant
Attitude and behavior of individuals	☐	☐	☐	☐	☐
Organizational development	☐	☐	☐	☐	☐
Social systems (e.g., improving welfare, education, health)	☐	☐	☐	☐	☐
Economic structure (e.g., improving job market, inequality)	☐	☐	☐	☐	☐
Social marginalization (e.g., empowering Roma, improving the position of women)	☐	☐	☐	☐	☐
Political change (e.g., enhanced democratic participation, giving voice to minorities)	☐	☐	☐	☐	☐
Conflict transformation and peacebuilding (e.g., bringing together parties who are in violent conflict with one another)	☐	☐	☐	☐	☐
Community resilience/development: validating most effective use of assets (e.g., financial, relational, organizational) that already reside in the communities through community philanthropy	☐	☐	☐	☐	☐

10. In the experience of your organization, how effective have the following methods been in supporting social change? If your organization does not use the method, please tick N/A.

	Very effective	Relatively effective	Neither effective nor ineffective	Relatively ineffective	Very ineffective	N/A
Delivering services	☐	☐	☐	☐	☐	☐
Funding projects or programs	☐	☐	☐	☐	☐	☐
Research	☐	☐	☐	☐	☐	☐
Training	☐	☐	☐	☐	☐	☐
Community organizing	☐	☐	☐	☐	☐	☐
Developing organizational capacity	☐	☐	☐	☐	☐	☐
Pioneering new approaches to old problems	☐	☐	☐	☐	☐	☐
Advocacy	☐	☐	☐	☐	☐	☐
Work on particular sectors (e.g., children's rights or education for disadvantaged groups)	☐	☐	☐	☐	☐	☐
Work on public policy	☐	☐	☐	☐	☐	☐

11. In developing programs in your organization, how important are the following social impacts?

	Very important	Relatively important	Neither important nor unimportant	Relatively unimportant	Very unimportant
Ensuring all people have their rights respected	☐	☐	☐	☐	☐
Developing social, economic, and political structures that benefit everyone	☐	☐	☐	☐	☐
Ensuring a better condition for people in need	☐	☐	☐	☐	☐
Ensuring the equal distribution of public and private goods	☐	☐	☐	☐	☐
Ensuring everyone is protected through the rule of law	☐	☐	☐	☐	☐
Making society more aware of the problems of fellow citizens	☐	☐	☐	☐	☐
Ensuring equal access to services	☐	☐	☐	☐	☐
Celebrating different and competing values held by different cultures	☐	☐	☐	☐	☐
Ensuring that individuals and groups have the power to have a say on issues that affect them	☐	☐	☐	☐	☐
Ensuring that creative use of the market benefits society	☐	☐	☐	☐	☐
Ensuring that society has access to expert knowledge	☐	☐	☐	☐	☐
Ensuring the primacy of shared values such as "equity" and fairness underpins the organization of society	☐	☐	☐	☐	☐
Ensuring a well-educated population	☐	☐	☐	☐	☐
Developing peace or conflict transformation within divided societies	☐	☐	☐	☐	☐
Building trust between people and institutions	☐	☐	☐	☐	☐
Ensuring resilient communities	☐	☐	☐	☐	☐

12. In thinking about your working relationships, how important are each of the following organizations in the work of your organization?

	Very important	Relatively important	Neither important nor unimportant	Relatively unimportant	Very unimportant
Formal community associations	☐	☐	☐	☐	☐
Informal associations of citizens	☐	☐	☐	☐	☐
Non-governmental organizations	☐	☐	☐	☐	☐
Local government	☐	☐	☐	☐	☐
National government	☐	☐	☐	☐	☐
Associations of employers (e.g., chambers of commerce)	☐	☐	☐	☐	☐
Universities	☐	☐	☐	☐	☐
Large corporations	☐	☐	☐	☐	☐
Religious institutions	☐	☐	☐	☐	☐
Schools	☐	☐	☐	☐	☐
Intergovernmental bodies	☐	☐	☐	☐	☐
Think tanks	☐	☐	☐	☐	☐
Financial institutions	☐	☐	☐	☐	☐
Institutional philanthropy	☐	☐	☐	☐	☐
Small and medium-size businesses	☐	☐	☐	☐	☐
Intergovernmental organizations operating on an international scale	☐	☐	☐	☐	☐
Public health and social services authorities	☐	☐	☐	☐	☐

13. Please tell us whether your organization is involved in preventing or mitigating conflict. Relevant activities include: countering violent extremism, preventing atrocities, cyber-security, combating gender-based violence, reducing weapons and militarism, or other preventive strategies.

- ☐ A central part of our work
- ☐ Important but not central
- ☐ Some involvement in this
- ☐ Not involved in this

Please add any comments if you wish to.

14. Please tell us whether your organization is involved in activities to resolve conflict and build peace. Relevant activities include: peace negotiations, transitional justice, support for victims, demobilization, disarmament, and reintegration.

- ☐ A central part of our work
- ☐ Important but not central
- ☐ Some involvement
- ☐ No involvement

Please add any comments if you wish to.

15. Please tell us whether your organization conducts activities that support resilient and stable societies. Relevant activities include: building democratic institutions, rule of law, foreign policy, climate security, and gender equality.

- ☐ A central part of our work
- ☐ Important but not central
- ☐ Some involvement
- ☐ No involvement

Please add any comments if you wish to.

16. If you are involved in peacebuilding or conflict transformation, please say what led to your involvement.

	Agree	Disagree	Not applicable (not involved in peacebuilding or conflict)
Experience of the founder/trustees in working on conflict	☐	☐	☐
Commitment to addressing root causes/preventive action in a conflict system	☐	☐	☐
Commitment to a country/geographical area that has experienced violent conflict	☐	☐	☐
Alignment with core values of the foundation/trustees	☐	☐	☐

17. If your organization is involved with peacebuilding and conflict transformation in any way, please tell us what is your greatest achievement in this area. _____

18. If your organization is not involved with peacebuilding and conflict transformation activities, please tell us your main reasons for not getting involved.

	Agree	Disagree	Not applicable (we are involved in peace- and conflict-related issues)
It is too difficult to measure	☐	☐	☐
It is too political	☐	☐	☐
It is for government and official donors, not for private foundations or civil society	☐	☐	☐
There is not enough evidence for what works	☐	☐	☐

19. Would you be interested in a discussion of the topics in this questionnaire?

- ☐ Yes ☐ No

20. Please tell us who you are and your email address.

Name _____

Email Address _____

Appendix B

Peace scale score by type of organization

Type of organization	Mean	N	Std. Deviation
NGO or CSO	.4001338	157	.98259346
Community foundation or community philanthropy organization	-.0070788	135	1.01250863
Endowed foundation	-.3648970	106	.94576738
Philanthropy support organization	-.2328101	59	.81387147
Consultant	.1153303	39	.95358902
Academic or research organization	-.0100012	30	.96600866
Corporate foundation	-.1680360	21	.88967319
Government funder	-.1982985	10	1.08734883
Individual donor	.2322167	7	.89903315
Business or for-profit organization	.0050558	5	.82276113
Total	.0172010	569	.99306204

ANOVA table						
		Sum of Squares	df	Mean Square	F	Sig.
Peace scale score * Organization type	Between groups (combined)	44.172	9	4.908	5.317	.000
	Within groups	515.973	559	.923		
	Total	560.146	568			

Test for statistical significance

ANOVA table						
Model		Sum of Squares	df	Mean Square	F	Sig.
1 (Constant), Work in conflict zone	Regression	121.503	1	121.503	154.521	.000b
	Residual	444.271	565	.786		
	Total	565.773	566			
2 (Constant), Work in conflict zone, Number of full-time employees	Regression	121.977	2	60.988	77.507	.000c
	Residual	443.796	564	.787		
	Total	565.773	566			
3 (Constant), Work in conflict zone, Number of full-time employees, Political change	Regression	213.716	3	71.239	113.923	.000d
	Residual	352.057	563	.625		
	Total	565.773	566			
4 (Constant), Work in conflict zone, Number of full-time employees, Political change, Social marginalization	Regression	226.597	4	56.649	93.866	.000e
	Residual	339.176	562	.604		
	Total	565.773	566			
5 (Constant), Work in conflict zone, Number of full-time employees, Political change, Social marginalization, Ensuring all people have their rights respected	Regression	244.753	5	48.951	85.544	.000f
	Residual	321.020	561	.572		
	Total	565.773	566			
6 (Constant), Work in conflict zone, Number of full-time employees, Political change, Social marginalization, Ensuring all people have their rights respected, Ensuring the equal distribution of public and private goods	Regression	263.055	6	43.843	81.105	.000g
	Residual	302.718	560	.541		
	Total	565.773	566			
7 (Constant), Work in conflict zone, Number of full-time employees, Political change, Social marginalization, Ensuring all people have their rights respected, Ensuring the equal distribution of public and private goods, Community organizing	Regression	272.406	7	38.915	74.151	.000h
	Residual	293.367	559	.525		
	Total	565.773	566			
8 (Constant), Work in conflict zone, Number of full-time employees, Political change, Social marginalization, Ensuring all people have their rights respected, Ensuring the equal distribution of public and private goods, Community organizing, Building trust between people and institutions	Regression	283.446	8	35.431	70.027	.000i
	Residual	282.327	558	.506		
	Total	565.773	566			
9 (Constant), Work in conflict zone, Number of full-time employees, Political change, Social marginalization, Ensuring all people have their rights respected, Ensuring the equal distribution of public and private goods, Community organizing, Building trust between people and institutions, Religious institutions, Intergovernmental organizations operating on an international scale	Regression	296.740	10	29.674	61.326	.000j
	Residual	269.033	556	.484		
	Total	565.773	566			

Endnotes

1. Institute for Economics and Peace, "The Economic Value of Peace 2016," economicsandpeace.org/wp-content/uploads/2016/12/The-Economic-Value-of-Peace-2016-WEB.pdf.
2. The Peace and Security Funding Index captured data on grantmaking by 330 foundations in 2017. The index is a partnership between Candid and the Peace and Security Funders Group (PSFG) and is based on data in Candid's research set, the FC1000 (1,000 of the largest U.S. foundations); data from PSFG members; and the Advancing Human Rights data set, which includes Human Rights Funders Network, Ariadne, and Prospera members. The taxonomy used to index the data was developed together by Candid and PSFG and is designed to capture the ways in which funders themselves describe their work. The taxonomy builds on Candid's more than 60 years of experience with indexing data about foundations and allows for consistent reporting and comparison with other key data sets on philanthropic funding.
3. Foundation Center (now Candid) and Council on Foundations, "The State of Global Giving by U.S. Foundations, 2011-2015," issuelab.org/resource/the-state-of-global-giving-by-u-s-foundations-2011-2015.html.
4. Lauren Bradford, Hope Lyons, and Rasha Sansur, "In search of peaceful development," *Alliance* 24, no. 2 (June 2019): 32-36.
5. For more about the Sustainable Development Goals (SDGs), see the Sustainable Development Goals Knowledge Platform, sustainabledevelopment.un.org. Candid tracks foundation giving aligned with the SDGs at sdgfunders.org.
6. Factor analysis is a statistical method used to describe variability among observed, correlated variables in terms of a potentially lower number of unobserved variables called factors. For example, it is possible that variations in six observed variables mainly reflect the variations in two unobserved (underlying) variables. Factor analysis searches for such joint variations in response to unobserved latent variables. The observed variables are modelled as linear combinations of the potential factors, plus "error" terms. Factor analysis aims to find independent latent variables.
7. Preliminary analyses were performed to ensure that that there was no violation of the assumption of normality, linearity, multicollinearity, and homoscedasticity. See Appendix C for the test for statistical significance (ANOVA).
8. Track One diplomacy is official diplomacy occurring via official governmental channels, whereas Track Two diplomacy occurs through non-governmental, unofficial, informal channels.
9. Based on 2017 analysis reported by the Peace and Security Funding Index and Advancing Human Rights platform.
10. See *Conflict Sensitivity: Topic Guide* by GSDRC. gsdrc.org/docs/open/gsdrc_cs_topic_guide.pdf. Accessed December 2019.
11. Hudson, Valerie M.; Ballif-Spanvill, Bonnie; Caprioli, Mary; and Emmett, Chad F. *Sex and world peace* (Columbia University Press, 2012).
12. Graham, Thomas Jr.; Caprioli, Mary; Hudson, Valerie M.; McDermott, Rose; Emmett, Chad; Ballif-Spanvill, Bonnie; Reynolds, Glenn Harlan; Scheb, John M. II; Young, Sarah; Barnett, Thomas P.M.; Hunter, Melissa C.; and Sutterfield, Lauren E., "Baker Center Journal of Applied Public Policy, Vol. I No. I" (2007). P. 14. trace.tennessee.edu/utk_bakecentpubs/2. Accessed February 2020.
13. Celia McKeon, "When state security leaves humanity in harm's way," *Alliance* 24, no. 2 (June 2019): 60.
14. *Global Peace Index 2020: Measuring Peace in a Complex World* (Institute for Economics & Peace, 2020). visionofhumanity.org/reports. Accessed in June 2020.
15. peaceinsight.org/conflicts/usa
16. There are numerous resources available online on applying a conflict sensitivity lens to programmatic activities, including the *Peace and Conflict Impact Assessment Handbook* and *Conflict-sensitive Approaches to Development, Humanitarian Assistance and Peacebuilding: A Resource Pack*. For insights on grantmaking in fragile, conflict, and post-conflict settings, see *Conflict-affected Environments: Notes for Grantmakers*.
17. [Grantcraft.org](https://grantcraft.org) has many resources about equity in grantmaking, including: *How Community Philanthropy Shifts Power: What Donors Can Do to Help Make That Happen*; *From Words to Action: A Practical Philanthropic Guide to Diversity, Equity, and Inclusion*; *Funding for Inclusion: Women and Girls in the Equation*; and *Grantmaking with a Racial Equity Lens*.
18. See Kantowitz, Riva; Peace Direct, *Radical Flexibility - Strategic Funding for the Age of Local Activism*, peaceinsight.org/reports/peacefund. Accessed June 2020.
19. Alliance for Peacebuilding M&E program: allianceforpeacebuilding.org/tag/monitoring-evaluation/; dm&e for Peace: dme4peace.org.