

Launching

IMPACT:PEACE



THE GOAL OF IMPACT:PEACE

Build a dynamic, agile evidence infrastructure to **accelerate and amplify** the most promising change processes in the peacebuilding field, whenever and wherever they happen.



ABOUT IMPACT:PEACE

In early-2019, the University of San Diego’s Kroc Institute for Peace and Justice and the Stanley Foundation launched the Impact:Peace Initiative as a response to three key dynamics:

- 1** The world made a commitment to significantly reduce all forms of violence globally by 2030.¹ Yet, violence and armed conflict are increasing; 2016 was the most violent year on record since World War Two.² If we are to reverse current trends³ and realize the ambitious and galvanizing goal of driving down global violence by 2030, much more needs to be done and quickly.
- 2** An increasing amount of knowledge, insight, and applied learning about reducing violence and building peace is being produced by an ever-widening number of stakeholders. Overall, however, the evidence base remains insufficient and the evidence we do have is not being effectively leveraged to produce the kind of outcomes we want to see.
- 3** New and promising efforts to increase peacebuilding and prevent mass atrocities are emerging. These include the commitments contained within Sustainable Development Goal (SDG) 16, the efforts to pass the US Global Fragility Act (GFA) on Capitol Hill, the new public advocacy campaigns such as those being led by +Peace, and many others. These “change processes” hold potential to shift the field toward a greater level of global impact, beyond efforts focused on improving peacebuilding approaches in a particular context or efforts limited to raising awareness of a specific issue.

1 <https://sustainabledevelopment.un.org/sdg16>

2 Croicu, Mihai, and Ralph Sundberg, “UCDP GED Codebook version 18.1,” Department of Peace and Conflict Research, Uppsala University, last modified 2017, <https://ucdp.uu.se/downloads/>.

3 <http://www.smallarmssurvey.org/fileadmin/docs/T-Briefing-Papers/SAS-BP-Violent-Deaths-Scenarios.pdf>

Impact:Peace's strategy is straightforward:

- Identify the change processes with the most potential to significantly reduce violence globally.
- Identify the most important shapers and influencers of those change processes.
- Get those influencers the research and evidence, at the time and in the form they need, to accelerate change and ensure impact.

WHAT WE'LL DO



**Synthesize and
produce evidence**



**Shapers and
influencers**



**Accelerate Change
Processes**



**Less Violent
Conflict**

A NOTE ON LANGUAGE:

PEACEBUILDING, MASS ATROCITIES, VIOLENCE PREVENTION.

The Impact:Peace launch convening brought together individuals who identify themselves as coming from the peacebuilding, mass atrocities, and violence prevention fields. These fields represent specializations that have variation in approach, emphasis and language even as they pursue a common goal of increasing peace and reducing violence.

For the purposes of this document, we primarily use the terms peacebuilding and violence prevention. This aligns with the general approach of Impact:Peace, which will focus on the acute manifestation of violence and - true to its peacebuilding roots - strategies to prevent and reduce violence where it is chronic, organized, and/or disrupting a community or society as a whole.

Impact:Peace is a partnership between the Kroc Institute for Peace and Justice, University of San Diego and The Stanley Foundation. Impact:Peace is also working closely with the newly-formed +Peace Coalition. Seed funding of \$1 million was provided for the initiative by Milt Lauenstein.

THE IMPACT:PEACE LAUNCH CONVENING

WHEN	May 20-22, 2019
WHERE	Kroc Institute for Peace and Justice, University of San Diego
ORGANIZERS	Kroc IPJ and the Stanley Foundation ⁴
PARTICIPANTS	35 policymakers, practitioners, advocates, academics and others from 28 organizations
THE DISCUSSIONS	70 single-spaced pages of rapporteur notes. Too many post-it notes to count.

From May 20-22, over 35 leaders from the peacebuilding, mass atrocities, and violence prevention fields gathered at the University of San Diego for the Impact:Peace launch convening. The peacebuilding and prevention expertise at the launch event spanned the globe, with participants representing organizations working in Africa, the Middle East, Asia, Latin America, the US, and Europe. The collective expertise ranged from very local peace building to global policy making. Over two days of intense discussions, the participants wrestled with three core questions that will guide the direction of Impact:Peace.

1 What “change processes”⁵ have the most potential to create real impact?

- What change processes in the peacebuilding and violence prevention fields have the most potential to create important shifts in policy and practice?
- How can we identify the kinds of policy and practice change that will have real impact on the ground?

⁴ Impact:Peace would like to thank Frontier Design for facilitating the launch convening and their continued support.

⁵ By “change process” we are referring to policy, advocacy or political efforts that can strengthen our collective ability to reduce violence and increase peace.

2

What evidence is needed to accelerate and amplify those change processes?

- What role can and should evidence play in driving positive change?
- What type of evidence is of most use to the influencers and shapers driving those change processes forward?
- How does that evidence need to be developed, packaged, and communicated to have the most impact?

3

How can Impact:Peace build the infrastructure necessary to deliver that evidence?

- How do we provide the influencers and shapers the evidence they need in the forms they need to drive forward key change processes?
- How can we think differently about how we provide and leverage evidence to drive change?

THREE CORE QUESTIONS:



What change processes have the most potential to create real impact?

Participants identified **change processes** that have the potential for creating important shifts within the peacebuilding and violence prevention fields. This was our starting point. It soon became clear, however, the participants at the convening wanted a broader discussion of ways change can happen and what change should happen.

The result was a broad and rich list of opportunities to drive change:

MULTILATERAL	US GOVERNMENT
<ul style="list-style-type: none"> • UN Sustainable Development Goals, including SDG16 and the SDG16+ framing • UN Sustaining Peace Framework • UN Security Council Resolution 1325 - Women, Peace, and Security • UN Security Council Resolution 2250 - Youth, Peace, and Security • World Bank Fragility, Conflict, and Violence Strategy 	<ul style="list-style-type: none"> • State Department Strategic Prevention Project • Stabilization Assistance Review • Small Arms Export Control Rule Change • Revision of the USAID Acquisition and Assistance Strategy • Establishment of the new USAID Conflict Bureau • Global Fragility Act • Elie Weisel Genocide and Atrocities Prevention Act • Efforts to Repeal the Authorization for the Use of Military Force (AUMF)
EUROPEAN UNION	GLOBAL AND THEMATIC ISSUES
<ul style="list-style-type: none"> • Efforts to Counter Proposed Changes to the European Peace Facility, particularly the military “train and equip” provisions. 	<ul style="list-style-type: none"> • Country-Based Strategies - Yemen, Sudan, Venezuela, etc. • Efforts to Improve Civilian Protection Strategies • Efforts to Address the Nexus of Climate Change and Peace • Leveraging the Private Sector for Peace • Development of a Just Peace Doctrine to Replace the Just War Doctrine • Improving Urban Violence Prevention and Fostering Resilient Cities • Countering the Rise of Populist, Rightwing and other Forms of Identity-Based Violence

CHANGE PROCESSES

OPEN QUESTIONS

» *Should Impact:Peace focus on particular countries or geographies?*

What are the benefits and drawbacks of such an approach recognizing that a country-focused orientation would require different strategies and capacities than efforts focused on impacting policy and practice more broadly.

» *Should Impact:Peace seek to contribute to the development of change processes where they don't exist, are nascent or where stronger connections to the peacebuilding and prevention communities should be cultivated?*

There was a lot of energy at the convening around issues such as climate change or the rise of identity-based violence but also acknowledgment that there was less clarity around which specific change processes to engage with on these issues.

» *How can Impact:Peace maintain a focus on large-scale, potentially transformative change processes, while creating a platform that allows for engagement with an inclusive and diverse set of stakeholders?*

Based on its initial focus on high-level policy processes, participants in the Impact:Peace launch convening were primarily elite policymakers and practitioners. This clearly impacted the list of change processes developed. Moving forward, Impact:Peace will need to consider the right balance between focusing on large-scale policy processes with potential global impact and ensuring inclusive strategies to engage a broad and diverse set of stakeholders.

» *How should Impact:Peace decide where to focus?*

The list on the previous page is a menu of choice for Impact:Peace and is not exhaustive. There was less discussion regarding which of these efforts has the most potential for real impact. Impact:Peace will need to do



additional work to establish criteria and use those to choose where to focus its efforts. Criteria could include: level of access to the change process, potential impact of the process, amount of time before impact, potential importance of evidence to drive change, availability of evidence, and presence of partners to use and message evidence effectively.

Moving forward, Impact:Peace will continuously consult to understand what are the most promising change processes. It was clear from the convening that where you work, and what you work on, can narrow your focus to a small number of avenues for change. Many of the key change processes identified by some participants, for instance, were totally unfamiliar to other participants, and vice-versa. The goal of Impact:Peace is to work on the change processes with the most potential whenever and wherever they are happening. Creating a continuously updated mapping of promising change processes will both help it reach its goal and provide something of value to the peacebuilding and violence prevention fields.



2

What evidence is needed to accelerate and amplify those change processes?

Evidence is essential for impact. A core premise of Impact:Peace is that to drive change processes forward and ensure meaningful impact, evidence must be formulated and framed for specific influencers and shapers. With this premise as a starting point, participants at the launch discussed how to leverage evidence to create change. The goal was not to conduct an evidence synthesis or to summarize the state of the research on peacebuilding or violence prevention. Instead, the goal was to think about evidence. What kind of

evidence is needed to drive change? How should that evidence be shaped, packaged, and communicated? How can you combine evidence with other elements to have meaningful impact?

We often categorize evidence by research method or data collection strategy: quantitative, qualitative, ethnographic, participatory, survey-based, events-based, etc. An interesting outcome that emerged from the discussions was a taxonomy based on evidence utilization according to audience needs.

THE TAXONOMY CAN BE DIVIDED INTO THREE CATEGORIES:

» EVIDENCE ABOUT APPROACHES

Evidence of how good a specific intervention is at producing a specific outcome - A traditional evaluation-based conception of evidence. Evidence that shows the impact of a particular intervention.

Evidence comparing two different interventions vis-à-vis a specific outcome - This is also a traditional conception of evidence. Evidence that compares interventions to see which has the greater impact all else being equal.

Evidence to articulate a clear strategy. Use evidence to lay out a concrete strategy and set of steps to be taken. Evidence that shows what to do in a particular place on a particular issue.

» EVIDENCE TO FIGHT APATHY

Evidence that a particular outcome is possible. Evidence that success is possible, that we have tested strategies that work.

Evidence that shows benefits and consequences. Evidence to show the added value that success would create. Evidence to show the negative consequences of conflict and violence both to societies, and to other agendas that people care about - poverty reduction, youth development, sustainable economies, etc.

» EVIDENCE TO CREATE ENGAGEMENT

Evidence that evokes empathy. Evidence that shows the urgency or human cost of an issue. Participants noted that this often involves complementing evidence with individual stories.

Evidence that removes barriers to engagement. Evidence that provides clear answers and guidance for what people can do. One participant, for instance, used the example of sustainable seafood buying guides that you can keep in your wallet.



This more holistic taxonomy of types of evidence sends a clear message that Impact:Peace needs to move beyond a “what works” or “lessons learned” approach into an approach that brings the best evidence together with a deep understanding of how change happens. In particular, the participants emphasized that it is important to understand the system you are trying to impact and who can help create change within that system, and then design your evidence specifically for them.

Of course, a great deal of work has been done across numerous fields on how evidence can be used to shift policy and practice. In addition to building strong relationships within the peacebuilding and violence prevention fields, Impact:Peace will need to build relationships with leading thinkers on leveraging evidence for change.

EVIDENCE

OPEN QUESTIONS

» *How much do we know?*

There was an interesting lack of consensus among participants regarding the current state of the evidence in peacebuilding and violence prevention. Some believed a great deal of evidence exists, it is just not being used. Others believe our current evidence base is weak and much more basic research needs to be done.

» *How can we build consensus to create shared learning and evidence agendas?*

One reason for the lack of consensus on how much we know is the lack of a shared learning agenda. More research is being done, but for the most part knowledge is not accumulating. While a single, shared learning agenda is neither feasible, nor desirable, how might consensus on a learning agenda be built in specific areas in order to facilitate knowledge accumulation and associated applied practice?

» *What are the best strategies for Impact:Peace to use in order to be responsive and demand-driven, while also maintaining trust and a commitment to rigor?*

To meet its goals, Impact:Peace will often need to treat evidence as a means to create change. This can create tension with a commitment to treat evidence as an end in itself, the pursuit of knowledge. Impact:Peace will need to create concrete mechanisms, such as external review, to ensure a commitment to rigor and maintain the credibility of the evidence it provides.

» *Should Impact:Peace work on public engagement as well as engagement of policymakers and practitioners?*

Energy exists in the peacebuilding and violence prevention fields to engage and build support among the broader public. In line with this trend, there was rich discussion among participants about strategies for public engagement. A key question is whether Impact:Peace can use the same set of tools and capacities to engage policymakers, practitioners, and the general public. And if not, does Impact:Peace initially need to prioritize areas of focus on policymakers and practitioners or the general public?

3

How can Impact:Peace build an infrastructure to deliver that evidence?

Building on their answers to the first two questions, participants then discussed the infrastructure Impact:Peace needs to build in order to create evidence that can drive change. This conversation included discussion of capacities, activities, and partnerships that Impact:Peace should consider.

CAPACITIES

Participants at the launch convening discussed the capacity necessary to:

- Continually map change processes.
- Rapidly curate and synthesize knowledge from diverse sources.
- Understand how evidence impacts change processes.
- Maintain real-time mapping of influence networks.
- Find and process interesting ideas from unlikely sources, including through supporting the amplification of localized evidence.
- Leverage evidence for public engagement. Create capacity to develop short films, animations, apps, better use technology, etc, including to tell good stories.

ACTIVITIES

Participants discussed several specific activities and initiatives Impact:Peace could undertake in the near term, including:

- Create a rapid response hub to quickly synthesize and communicate evidence on a particular issue on request.
- Hold hack-a-thons or deep dives on key questions, for instance, How do we communicate evidence better?
- Hold an annual "Demand for Evidence" meeting to map out key opportunities for change and calendar out what evidence is needed to take advantage of those opportunities and when.
- Create regular "influence maps" to guide evidence dissemination.
- Create a top-ten list of evidence-based actions to reduce violence.
- Create and build the capacity of a network of evidence champions
- For each change process, analyze the actual added value that success would create.
- Conduct gap analyses. Analyze what resources are needed for successful violence reduction versus what is actually allocated. This could be similar to the annual infrastructure needs assessments that are produced in the US.
- Create "Evidence Packages" - identify specific stakeholders, package data targeted at that stakeholder, and combine with specific actions that stakeholder can take.
- Create guidance for consumers on the "peace impact" of their consumption choices.

PARTNERSHIPS

The discussion at the meeting made clear that Impact:Peace will need to build two kinds of partnerships - demand partners and supply partners.

Demand Partners

Demand partners are the influencers, the shapers, the drivers of important change processes who will use Impact:Peace products to drive forward the change they seek. They can be advocates, practitioners, policymakers, congressional staffers, engaged academics, or others. We call them demand partners because we want them to demand research and evidence from Impact:Peace. We want them to tell us what evidence they need and how they need it to be more effective change agents.

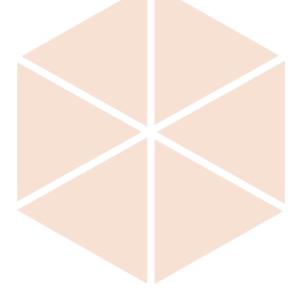
Impact:Peace is already beginning to consult with potential demand partners on possible streams of work to support promising ongoing change processes. If you have evidence you need to create real change in the peacebuilding and violence prevention fields, get in touch about being a demand partner.

Supply Partners

Impact:Peace will build teams of Supply Partners, who will help develop and deliver the evidence needed to drive forward key change processes. Academics and researchers will of course be a part of these teams. But a clear message from the launch convening was that Impact:Peace also needs supply partners who are communications professionals, design professionals, experts on organizational and policy change, experts on advocacy and public engagement, grassroots activists, and so on. Supply partners will help us get the right evidence in the right form to the right people at the right time.



NEXT STEPS



Organizational Development

Impact:Peace is new and key next steps also include organizational development. One first step was Rachel Locke coming on board as director on July 1.

During the launch convening, a [resource library](#) structured around the change processes identified was developed. Impact:Peace will continue to manage and add to this library moving forward.

Other steps to come include forming the Impact:Peace Advisory Board and establishing our first policy focal point in Washington DC. Policy focal points will be individuals based on the ground in key policy centers.

Emerging Partnerships

Consultations have already begun with a variety of potential demand partners about how Impact:Peace can provide evidence to accelerate their efforts. Two specific collaborations have already begun:

» **PATHFINDERS** The Pathfinders for Peaceful, Just and Inclusive Societies based at the Center on International Cooperation at New York University has been a powerhouse in supporting delivery of Sustainable Development Goal 16 commitments. Impact:Peace will work closely with Pathfinders to develop evidence specifically to drive forward Goal 16.1, significantly reducing all forms of violence globally by 2030.

» **+PEACE** Impact:Peace will be working closely with +Peace Coalition to support their new Peace in Our Cities campaign, which aims to decrease violence in partner cities by 50% in the next five years. +Peace is building a network of city leaders to come together and deliver on this promise. Impact:Peace will be supporting the campaign through the delivery of targeted, timely, and accessible evidence that can be deployed by city partners. This bringing together of advocacy and evidence through leveraging the power of partnerships demonstrates the core promise of Impact:Peace.

Additional collaborations will be launched in the coming months. For each strand of work, a set of “supply partnerships” will be established to deliver rigorous, timely evidence.

Key Events



» Salon Dinners

Impact:Peace and the Stanley Foundation hosted two Salon-style dinners in mid-July, one in New York and one in Washington DC. Presidents, CEOs and top leaders from influential peace building, humanitarian, security, and human rights organizations joined counterparts from UN agencies, national and local governments to share ideas and challenge one another on the greatest opportunities to leverage knowledge for impact. Dinners were held under Chatham House rules, but provided Impact:Peace with practical and actionable ideas on how knowledge investments can aid the delivery of more impactful peace generating processes.

» 2019 High Level Political Forum

Rachel Locke represented Impact:Peace at the UN High Level Political Forum in New York in mid-July. One of the six goals under review this year is Goal 16, the Peace, Justice and Inclusion Goal. The HLPF brought attention to progress made and challenges remaining in living up to the commitments enshrined within Goal16, including to significantly reduce all forms of violence everywhere. As a new initiative, Rachel shared the ambition of Impact:Peace with a global audience of policy makers, advocates, and agents of change.

» 2019 Alliance for Peacebuilding PeaceCon

Andrew Blum will be presenting Impact:Peace at the 2019 PeaceCon as part of a panel entitled *Transforming Peacebuilding: Narratives, Evidence, and Coalitions*. The goal of the panel will be to explore the role evidence plays alongside other advocacy strategies and what kind of collaborations are necessary to drive real change.

» Strategy for Peace Conference

This year, from October 16-19, the Stanley Foundation will host its 60th consecutive Strategy for Peace Conference, which annually tackles policy challenges in key global issue areas through concurrent, autonomous roundtables. The Impact:Peace partners are excited to share that the roundtable of the Mass Violence and Atrocities team will be dedicated to pushing forward the work of Impact:Peace by examining the role of evidence in shaping narratives for peace and in building coalitions of support for peacebuilding and violence prevention.

» Annual Demand for Evidence Event

Impact:Peace will begin organizing its first “Demand for Evidence” conference. The idea for the conference will be to identify key change opportunities in the coming year and calendar out what type of evidence is needed and when to take advantage of those opportunities. The result would be a dynamic, shared, timely learning agenda for the year.

» Deep Dive: How Can We Communicate Evidence Better?

Impact:Peace will begin organizing its first “deep dive” on how to communicate evidence. The event will bring together a diverse cross section of practitioners, policymakers, marketing and communications professionals, designers, and others to help spark fresh thinking regarding how we communicate evidence in ways that create impact.

Conclusion

KEY TAKEAWAYS

In addition to the many insights already discussed above. Here are three headline takeaways from the launch convening:

We are at an important moment where transformative change is possible and essential within the peacebuilding and violence prevention fields.

Impact:Peace requires capacity to create rigorous evidence, expertise on how change happens and the right relationships to pursue change. Impact:Peace needs all three of these elements to reach its goals.

Impact:Peace will fill an important gap. The demand for evidence by those who need it most is outpacing the supply.

We have the evidence to make the world more safe. While destruction can be achieved with remarkable efficiency, preventing such destruction is more complicated. It requires collaboration, partnership, sustained attention and continued dedication. Fundamentally, it requires acknowledging we have the tools and evidence to save lives.

This from Rachel Locke, the new director of Impact:Peace perfectly encapsulates the central rationale of Impact:Peace. Through evidence, partnership, collaboration, and dedication, Impact:Peace will contribute to the global effort to reduce violence, build peace, and make the world more safe.

ABOUT THE KROC INSTITUTE FOR PEACE AND JUSTICE: The Kroc Institute for Peace and Justice is the bridge between theory and practice at the University of San Diego's Kroc School. Together with peacemakers around the world and in San Diego, the Institute develops powerful new approaches to end cycles of violence. This work drives forward the Kroc School mission to equip and empower the next generation of leaders shaping more peaceful and just societies. To learn more about the work of the Kroc Institute for Peace and Justice or the Kroc School and its innovative Master's degree programs, please visit: www.sandiego.edu/peace/.

ABOUT THE STANLEY FOUNDATION: The Stanley Foundation advances multilateral action to create fair, just, and lasting solutions to critical issues of peace and security. The foundation's work is built on a belief that greater international cooperation will improve global governance and enhance global citizenship. The organization values its Midwestern roots and family heritage as well as its role as a nonpartisan, private operating foundation. The Stanley Foundation does not make grants. Online at www.stanleyfoundation.org.