

Strategic Framework 2024 - 2026

Contents

What we aim for 3

Who we are 4

Why are we special? 5

Our purpose 6

Our theory of change 7

Processes of change 8

Our strategies and themes 9

Our cross-cutting theme's 12

What we do 13

Our interventions 14

Implementation 15

What we need 16

Needs 17

What do we aim to **achieve** by this strategic framework?

This framework aims to express for the organisation as a whole our ambitions and tell one story about who we are and what we do. This framework is different from the former one: it is concise and intended to guide other, more detailed strategies (i.e. business plan, programme strategy, branding strategy, advocacy strategy, fundraising strategy, etc.). The main goals of this strategic framework are:

- Foster coherence and integration as “one PAX” in profile and programming.
- Develop our added value thematically. A thematic lens guides corporate communications, fundraising, programme development and linking, learning and networking.
- Strengthen our added value as an international peace organisation with a Dutch constituency.
- Enhance national to global networks of allies and support to in-country partners in conflict countries to take a leadership role in their societies.
- From reactive bidding to proactive fundraising and building long-term relations, supported by outreach.
- Manage resources and information more flexibly, effectively and efficiently, and enhance accountability.

Who we are

Our mission

Protecting civilians against acts of war, ending armed conflicts, and fostering peaceful and just societies, promoting human rights, as well as contributing to the international legal order and a culture of peace in the Netherlands and globally.

Our belief

Peace is only peace if it doesn't exclude anyone.

Our promise

Working on inclusive and just peace by pushing for collective action.

To us, peace is achieved through prevention, protection and transformation towards just and resilient societies. Breaking the vicious cycle of violence.

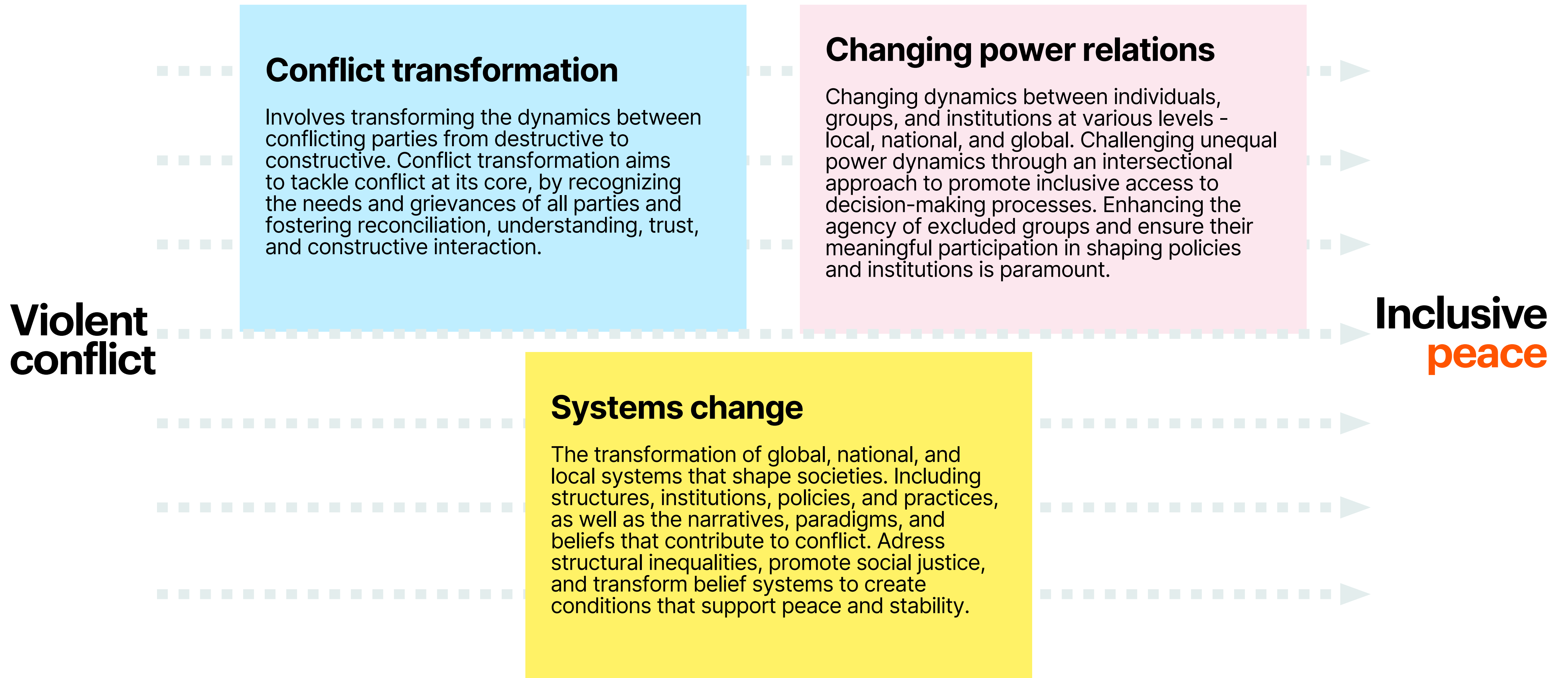
Building inclusive peace by rallying with peace builders

By rallying, we unify and empower where necessary but are just as much rallied by others. Creating an interplay between peacebuilders, from activists to policymakers and everyone inbetween. We hold those in power accountable for their actions. Consolidating such a broad community, we all become greater than the sum of our parts.

Much like peace itself, peace builders is a broad concept. With it, we refer to anyone working toward peace, either for us or with us—be it by activism on the ground, lobbying with lawmakers, donating funds or making sure our accounting is by the books.

Our theory of **change** (in a nutshell)

Our aim is to achieve inclusive peace by influencing societal **processes of change**, fostering equality, freedom, inclusion, trust, solidarity, and collaboration.



Through three main **strategies** we aim to influence the processes of change in a purposeful way. In every strategy we focus on two thematic domains that shape our peacebuilding efforts.

Build peace

Supporting resilient and peaceful societies

Thematic domain
Non-violent action to counter rising authoritarianism and suppression of civic space

A resilient society is built on social and political systems that can resolve conflicts peacefully, withstand shocks and threats, and promote social justice. We support civil society actors (in conflict-affected countries and in the Netherlands) to address the root causes of conflict, build social cohesion and promote inclusive governance. Together with partners, we prioritize protecting human rights and countering discrimination, hate, stigma and negative stereotypes based on gender, religion, ethnicity, age, etc. We do this by using evidence-based approaches to maximize impact and sustainability.

Thematic domain
Inclusive victim-centred approaches to transforming the cycles of trauma, hate and violence



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Protect civilians

Preventing and mitigating violent conflict and civilian harm

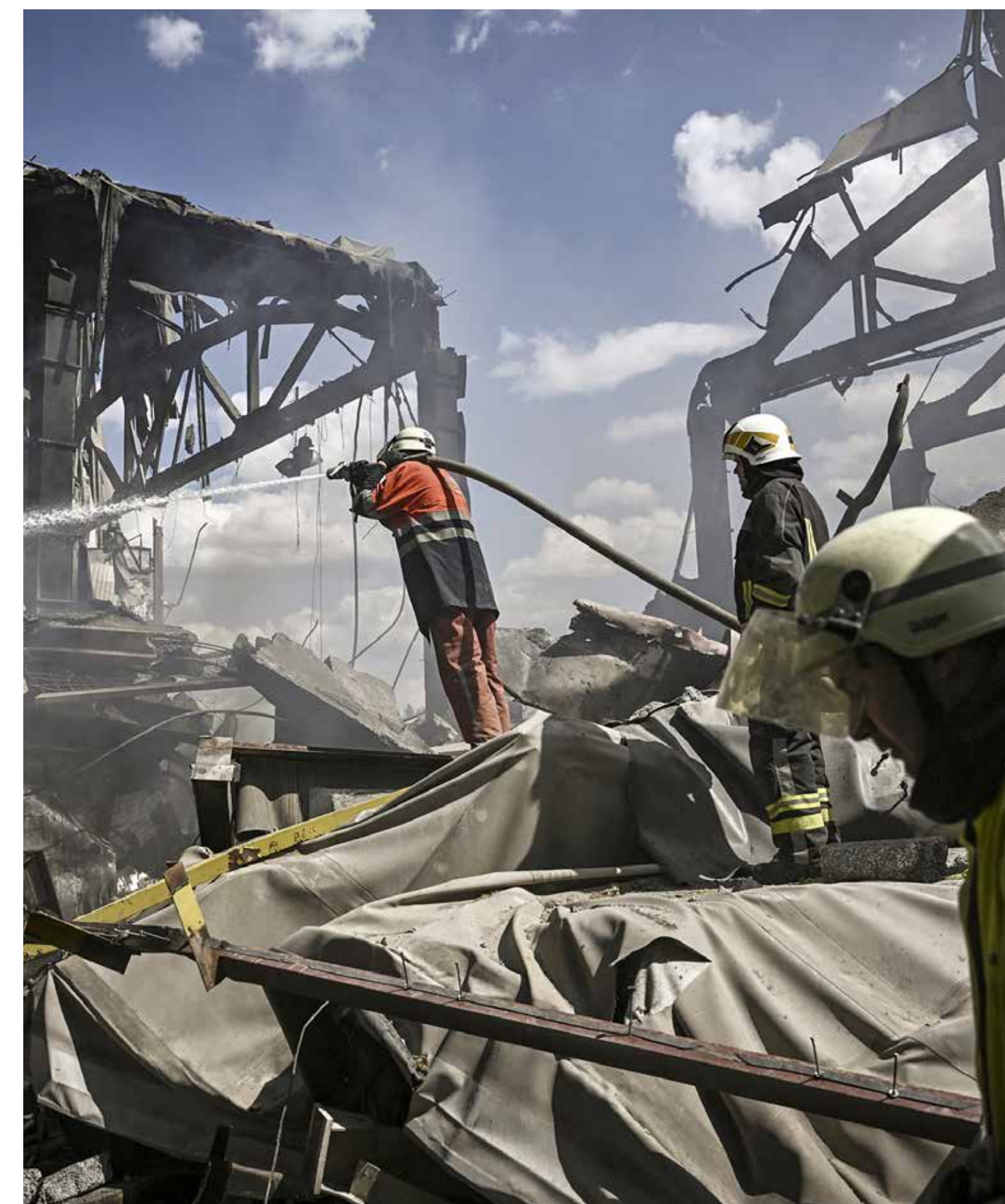
Together with in-country partners and international coalitions, we monitor and hold belligerent parties and their stakeholders accountable to international humanitarian law. We support conflict resolution, peace negotiations and security mechanisms to prevent and stop violence and armed conflict. We put pressure on the international community to do the same. We advocate and campaign for more effective regulation of arms production, trade and use and engage with armed forces to safeguard the protection of civilians and their livelihoods in military strategies, tactics and the use of weapons.

Thematic domain

People-centred approaches to security

Thematic domain

Impact of armed conflict on human security, livelihoods and the environment



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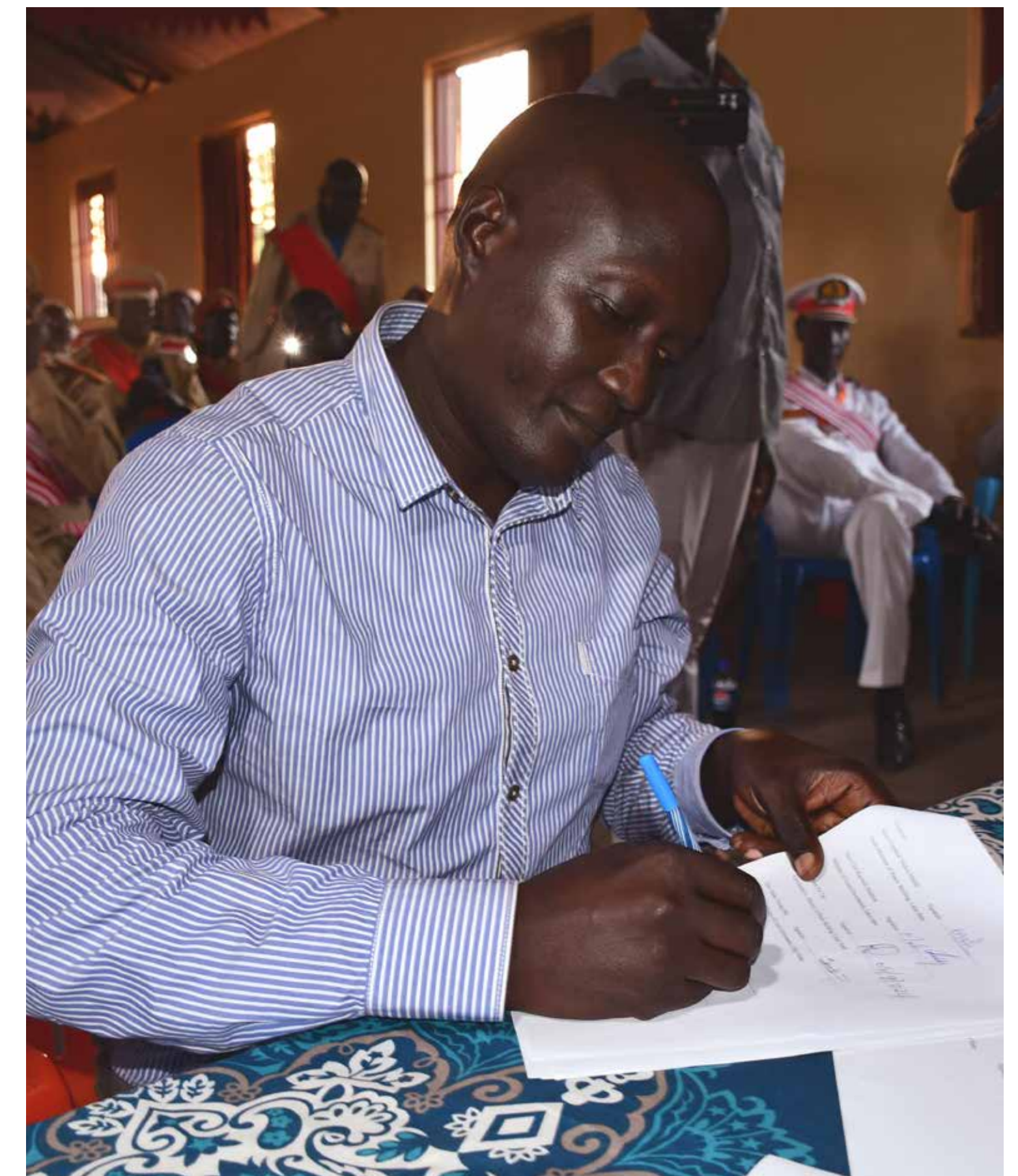
Combat injustice

Addressing the external drivers of conflict

Thematic domain
Business, conflict & human rights

Together with in-country partners and international coalitions, we identify and mitigate the external factors that fuel or exacerbate conflicts. We analyze the socio-political, economic, and environmental influences from outside sources, such as neighbouring states, transnational corporations and international geopolitical dynamics. Through diplomatic engagement, advocacy and campaigning, we aim to contain these drivers by holding states and companies accountable. We seek to do this jointly with our in-country partners and support their access to international platforms.

Thematic domain
Influence of militarization, the arms industry and arms proliferation on conflict



Through three main **strategies** we aim to influence the processes of change in a purposeful way. In all strategies two cross-cutting themes are relevant.

Cross-cutting theme Gender-Transformative Change

Recognizing that peace cannot be achieved without addressing the root causes of gender inequality, exclusion and related violence, we integrate a gender perspective into all aspects of our work. This includes analyzing power and conflict from a gender perspective, promoting inclusive participation in decision-making processes, addressing the specific needs and vulnerabilities of different genders, challenging harmful norms and fostering an environment that supports gender equality and inclusivity.

A gender-transformative approach requires an intersectional feminist lens that acknowledges the interconnectedness of gender with other forms of identity and oppression. The objective is not only gender parity, but a fundamental shift in social norms and behaviors to create more just, inclusive, and peaceful societies.



Cross-cutting theme New Technologies

We recognize that new technologies have the power to transform the way we build peace. They can amplify the voices of those who have been marginalized, disseminate information and connect diverse stakeholders across geographical and cultural boundaries. New technologies allow us to use open-source information to monitor the impact of armed conflict and violations of international humanitarian law.

We aim to use these tools to enable inclusive, participatory and innovative approaches. However, we must also address the risks and challenges posed by these technologies. These include the further marginalization of vulnerable groups, the spread of misinformation, state and corporate surveillance, and the use of AI in warfare. We must remain vigilant to the risks and advocate for international norms to regulate these technologies, and ensure we use new technologies responsibly in our peace work.

What we do

We work for change in everything we do. The types of interventions we do are clearly defined in three pillars. It's 'the PAX way' of doing things and it helps people understand the work we do.

Demand peace

Influence & mobilize

These are the big, visible actions of PAX. Our vision and influence are guided by strong campaigns and thorough research and analysis. We drive system change through evidence-based knowledge and advocacy, while leading campaigns to build public pressure and awareness. We challenge those in power to ensure accountability and pave the way for inclusive peace.

Do peace

Linking levels & networking

This is where the theory and practice of peace work come together. It involves lobbying and leveraging our role as mediators. It's the hard work in conflict zones and navigating the often arduous bureaucratic pathways. We build influential networks and alliances by connecting local, national, regional, and international stakeholders.

Share peace

Building partnerships

This reflects the engagement and the collaborative nature of our work. It involves partner organisations and peace builders around the world contributing to peace. It's about celebrating achievements. It's collective action and inclusive peace.

This strategic framework informs all our activities and is the foundation for our different business strategies.

Organisational Strategy

To enhance our impact, we're developing a new organizational strategy that streamlines our processes and prioritizes initiatives that align with our mission. This strategic direction will improve our efficiency and deliver measurable achievements.

Brand Strategy

We are implementing a new brand strategy to double brand awareness in the Netherlands, attract a younger donor base, and significantly boost private fundraising efforts. The brand will resonate with the general public while maintaining our reputation with institutional donors, emphasizing our international expertise and advocacy role.

Programme Strategy

We are implementing a new programme strategy to increase our impact, enhance efficiency, and sharpen our focus on key peacebuilding initiatives. This focused strategy will allow us to work more efficiently in delivering measurable results while maintaining our commitment to context-specific action to enhance peace and justice on an international scale.

Fundraising Strategy

Our goal is to form stronger partnerships with international institutional donors, including governments, foundations, and NGOs, and we have created a detailed strategy to achieve this. The aim is to diversify our income and broaden the impact of our peace work globally. Alongside our current initiatives, we've developed a fundraising strategy focusing on individual donors in the Netherlands to build a strong and reliable income base.

What we need

What do we need to excel?

We need our partners

We can only make an impact towards inclusive peace if we collaborate strategically with our partners and allies, knowing that change for inclusive peace requires a combination of efforts that goes beyond our own capacities. We leverage our joint legitimacy and mandate to influence power holders more effectively.

We need to be agile

The world is changing rapidly. We need to constantly monitor and analyse what is happening in the world and in the conflict contexts in which we work, adapt our strategies, approaches and thematic knowledge and expertise, and raise awareness and influence for positive change.

We need to be rooted in local contexts

We can only realize our added value if our programmes and our stories are firmly rooted in the local (conflict) context. We achieve this through our partnerships with in-country civil society actors, and, in the Netherlands, through our own presence. Our joint legitimacy is firmly based on a mandate from our constituencies.

We need to fundraise to realise our mission

Generating a steady stream of (unrestricted) income is crucial to ensure we have the resources necessary for our work and our partners. This income is essential to maintain our independence and provide the flexibility to adapt to changing circumstances. To achieve our goals, we need to increase our visibility, demonstrate our impact, and build strong relationships with supporters, donors, and strategic partners.



make peace work

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