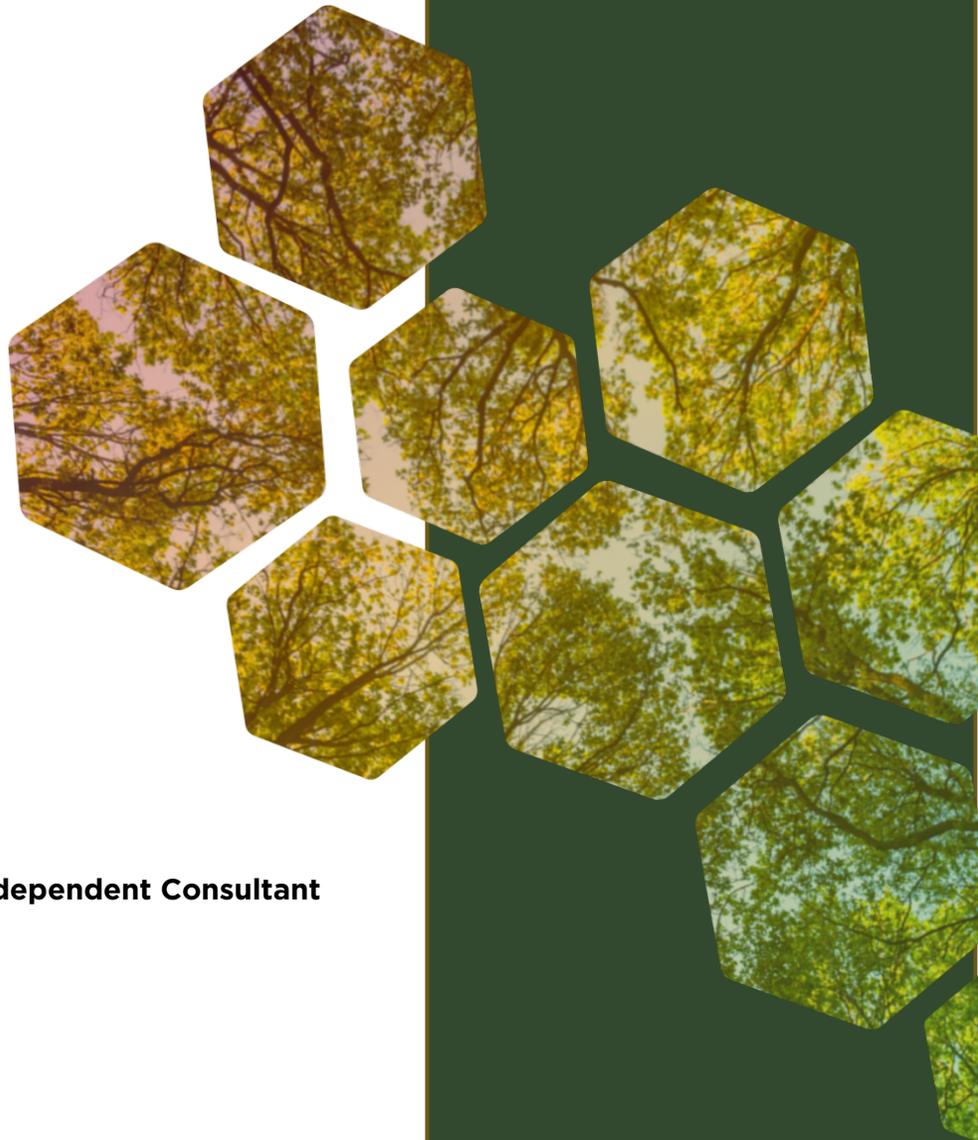


# A PATHWAY TO **PEACE**

## Survey Report



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## Abbreviations

CBO	Community Based Organization
CSO	Civil Society Organization
DRC	Democratic Republic of Congo
INGOs	International Nongovernmental Organization
MEL	Monitoring, Evaluation, and Learning



# Executive Summary

## Background and Purpose

In July 2025, Humanity United conducted a global online survey of proximate peacebuilders, activists, and allies to better understand direct funding practices, power dynamics in donor-partner relationships, and recommendations to strengthen collaboration across the program and partnership lifecycle. It also collected information on how shifts in foreign aid and international conflict dynamics are reshaping peacebuilding practice and partnership models.

This initiative builds on Humanity United’s ongoing engagement with proximate peacebuilders to explore three interrelated questions:

1. What does effective localization look like in a changing foreign aid landscape?
2. How can the sector advance direct funding to proximate peacebuilders?
3. How are peacebuilders interpreting and engaging within the new international system?

The survey complements data gathered through focus group discussions and key informant interviews conducted earlier in 2025, validated by a nine-member Steering Committee. Findings informed Humanity United’s publication, *Pathways to Peace: An Engagement Framework for the Next Evolution of Peacebuilding*.

## Methodology

The online survey, conducted between July 6 and 28, 2025, comprised 32 questions. It included two questions which were mandatory. The survey was available in English, French, Spanish, and Arabic. Anonymity was prioritized to protect participants’ safety. The survey was disseminated through Humanity United’s networks and Steering Committee members. It targeted proximate peacebuilders but also reached intermediary and donor organizations.

A total of 97 participants from 32 countries responded, representing all regions. Most respondents (61%) were affiliated with local or national peacebuilding organizations, CBOs, CSOs, or activist networks. The remainder included representatives from INGOs (23%), donors, multilaterals, and governments (5%), and others who preferred not to disclose their affiliations (11%).



While the sample size limits statistical generalization, the consistency of responses across geographically diverse contexts highlights shared challenges and perspectives within the global peacebuilding ecosystem.

## Key Findings

1. The sector is in a period of immense transition as a result of foreign aid cuts. Participants reported that foreign aid cuts, combined with ongoing conflicts, have constrained peacebuilding programs and weakened trust between communities and peacebuilding partners. The funding cuts are contributing the enabling conditions of conflicts while limiting civil society's ability to effectively respond. Organizations are entering a period of transition and innovation. They are experimenting with new funding models, diversifying income sources, restructuring, and forming new alliances, including with private sector actors. While these shifts show resilience, they also carry risks of mission drift, capacity strain, and new dependencies.
2. Direct funding to proximate peacebuilders remains limited and uneven. About 51% of respondents reported receiving direct funding from bilateral donors, while 43% said they had not. Grant sizes varied widely, with some exceeding USD 500,000, demonstrating that direct support is possible but not yet the norm. Donors, philanthropists, and INGOs cited barriers including limited financial management capacity, inadequate donor coordination, legal eligibility challenges, and complex compliance reporting requirements. Grantees, in turn, described these requirements as bureaucratic and rigid, underscoring a misalignment between donor expectations and local realities.
3. There is uneven grant flexibility across donor types, highlighting the need for more consistent and locally responsive funding practices. Survey participants viewed bilateral and multilateral donors as more rigid and risk-averse, emphasizing results-based reporting, accountability frameworks, and hierarchical systems. Intermediary INGOs received mixed assessments. They are valued for their contextual understanding and local engagement. But were also criticized for passing donor compliance burdens to local partners and for not sharing overhead costs. Proximate peacebuilders felt that they took on many of the risks with limited resources.



4. Power asymmetries persist in decision-making processes. Participants strongly advocate for increased role and responsibility in key project implementation processes. Respondents highlighted a consistent imbalance of power in partnerships. Donors and intermediary actors retain authority over activity design, work planning, and budgeting, while proximate peacebuilders carry the implementation risks. Participants strongly advocated for greater local authority in decision-making, especially in activity design, workplan and budgeting. They indicated that communities affected by conflict should also have decision-making authority.

## Recommendations

Survey participants emphasized that meaningful change requires systemic reform across five interconnected areas:

1. Culturally and contextually informed peacebuilding. Ensure programming reflects community needs and interconnected conflict dynamics, integrating peacebuilding into broader sectors.
2. Decision-making processes. Promote collaborative and participatory decision-making that centers conflict-affected communities.
3. Relationships and partnerships. Build partnerships grounded in trust, transparency, and shared responsibility, while enhancing the safety and well-being of proximate peacebuilders.
4. Resources and Support. Reconsider funding models to provide flexible, long-term, and direct support, paired with investments in capacity strengthening that go beyond compliance-focused training.
5. Learning and mutual accountability. Establish two-way learning systems and adaptive monitoring, evaluation, and learning (MEL) frameworks that foster mutual accountability and shared reflection.

## Conclusion

The survey reveals a peacebuilding sector in transition, shaped by reduced foreign aid, geopolitical shifts, and evolving expectations of local leadership. Despite persistent barriers, many organizations are reorganizing their structures and partnerships.

The survey findings underscore that donors, intermediary INGOs, and philanthropies have the responsibility to address systemic barriers that prevent direct funding and



equitable collaboration. By simplifying compliance frameworks, investing in local institutional capacity, and embracing trust-based, context-sensitive partnerships, donors can help unlock the full potential of proximate peacebuilders. Peacebuilders are willing and desire a shift in how they engage with one another and are ready to embrace mutual accountability.

This moment represents both a challenge and an opportunity to move beyond rhetoric on localization and toward a renewed peacebuilding ecosystem rooted in trust, equal power dynamics, and shared accountability. New partnerships and relationships would enable proximate peacebuilders to lead lasting, community-driven change to create the conditions for peace.



# Introduction

In July 2025, Humanity United undertook a global online survey of proximate peacebuilders, activists, and allies. The survey sought to understand direct funding practices, perceptions of power dynamics in partnerships and funding decisions, and recommendations on how to improve program and partnership lifecycles in conflict settings. The survey was used as an opportunity to understand how peacebuilders have been impacted by recent government, philanthropic, and bilateral donor foreign aid cuts.

This survey is part of an ongoing effort by Humanity United to understand proximate peacebuilders' perspectives on how to transform partnership practices. In January 2025, Humanity United began a reflection process with proximate peacebuilders on the following three questions: (1) What does effective localization look like for peacebuilders in the new and changing foreign aid landscape? (2) How can the sector advance funding to proximate peacebuilders? and (3) How are peacebuilders understanding, perceiving, and engaging in the new international system? Survey data complements data gathered through focus group discussions and key informant interviews. A nine-member Steering Committee validated the survey questions and findings. Results from the global survey informed a new publication, [\*A Pathways to Peace: An Engagement Framework for the Next Evolution of Peacebuilding.\*](#)

## Methodology and Sample Size

The online survey took place from July 6 to July 28, 2025, and consisted of 32 questions, with only two questions required. It was predominantly anonymous to ensure the safety of participants. Participants were asked to disclose only the primary country or region of association and the type of organization they represented. For a copy of the online survey please see Annex B.

The survey was disseminated through the project's Steering Committee, Humanity United's networks, and word of mouth. The goal was to target proximate peacebuilders. Results are not intended to represent the entire peacebuilding sector but rather provide insight into emerging trends.



In total, 97 individuals from 32 countries responded. Participants represented all continents, including Oceania, the Middle East, North and South America, Western Europe, Southeast Asia, and Africa. For most countries, only one or two people responded. However, several countries had more than five respondents, including Colombia, the Democratic Republic of Congo, Mali, Nepal, the United States of America, Uganda, and Zimbabwe.

Of the 97 participants, 61% of respondents worked in local national peacebuilding organizations, community-based organizations (CBO) or civil society organizations (CSO), or as activists. Specifically, 34% identified themselves as representing local national peacebuilding organizations, 23% as working with international non-governmental organizations (INGO), 19% with CBOs/CSOs, 8% as activists, and 5% as donors, representatives of multilateral organizations, or national governments. Another 11% chose not to disclose their affiliation.

The survey data were disaggregated by organization type and highlighted in the report when the aggregated results were significantly different from one another. Given the relatively small sample size, disaggregated findings should be interpreted as indicative rather than definitive.

## Limitations

Given the sample size, findings may not fully represent the entire peacebuilding sector or provide statistically significant insights at the regional, national, or local level. Nevertheless, the diversity of participants underscores significant trends in foreign aid and peacebuilding sector. In several areas, responses were highly consistent across geographically dispersed participants, indicating shared experiences of the global foreign aid system.

Potential positive bias was reduced by ensuring anonymity. However, because a philanthropic organization distributed the survey during a period of financial contraction, this may have influenced some participants' responses, particularly regarding changes to philanthropic behavior or grant-making.

The survey was available in English, French, Spanish, and Arabic to enable as full participation as possible. It included both closed and open-ended questions. Given the length of the survey and the number of open-ended questions, some participants may have used Artificial Intelligence (AI) to generate or enhance responses. There were a few responses with similar formatting and reasoning.



Survey results were consistent with data gathered through six focus group discussions and Steering Committee meetings held between January and September 2025.



# Findings

This survey report is structured in three sections, including:

- 1. Financial situation, impact of foreign aid cuts, and direct funding;
- 2. Power dynamics and decision-making;
- 3. Sectoral recommendations.

## Financial Situation, Impacts of Foreign Aid Cuts, and Direct Funding

The survey aimed to gain a deeper understanding of the financial situation of organizations by identifying their current sources of funding and assessing the impact of foreign aid cuts.

The results show that 57 survey participants reported that their organizations were currently funded by philanthropic organizations, followed by 31 who indicated that their organizations received funding from international government donors, and 25 who reported funding from multilateral organizations.



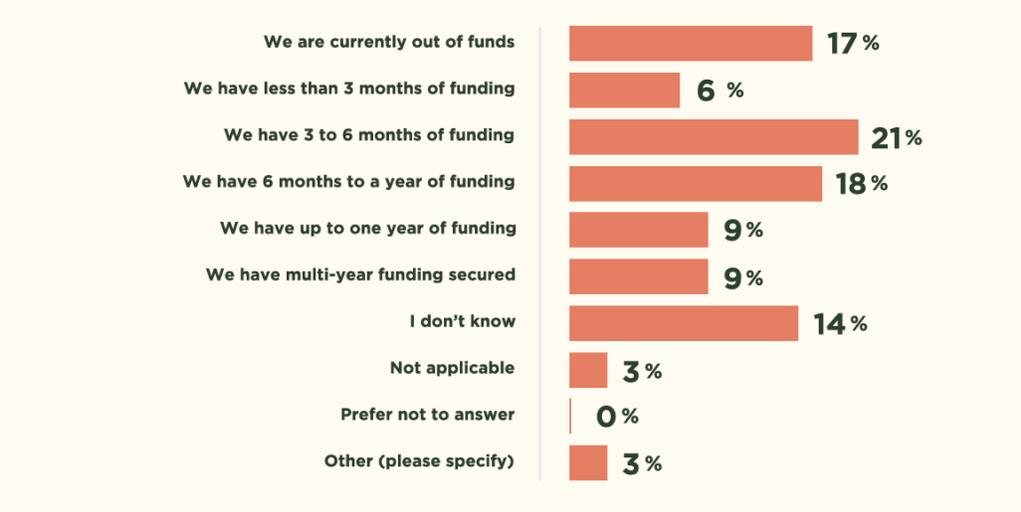
## DECREASE IN FOREIGN FUNDING

Findings indicate that 71% of survey participants funding had decreased since January 2025. Overall, 17% reported that their funding remained the same, and 4% indicated that it had increased.

Seventeen percent of survey respondents reported that they were currently out of funds, and 44% of respondents indicated that their organization would run out of funds by December 2025. This number is even larger among local peacebuilding organizations, which shared that more than 1 in 2, or 55% will be out of funds by December 2025. Analysis of the data revealed that 14 organizations are currently out of funding (17% of survey participants). Moreover, survey participants indicated that October 2025 would be a pivotal moment for many organizations, as they do not expect new projects to begin, which raises concerns about the sustainability of their operations. As a result, it is likely that many more organizations will run out of funding and cease to exist, which will have cascading impacts on civic space and service delivery.

- “The absence of new funding continues to pose a serious threat to the sustainability of our operations and our ability to serve the communities that rely on our support.” Local national peacebuilding organization, India.
- “Projected income from some donors hasn’t materialized; other donors have reduced their funding from multi-year to one-year funding. Other funds have simply gone quiet.” Intermediary (INGO), United Kingdom.

44% of respondents reported that their organizations will run out of funds by December 2025.



## IMPACT OF FOREIGN AID AND CONFLICT DISRUPTIONS ON PEACEBUILDING PROGRAMS

Survey participants were asked if their organizations had experienced operational disruptions since January 2025 and to reflect on the type of disruptions. Sixty percent of respondents noted that programmatic disruptions were caused by reductions in programmatic funding by the United States government and other bilateral donors. Additionally, factors such as war or local conflict (11%) contributed to interruptions of program implementation.

### Impact on Communities

Survey participants noted alarming changes in the communities where they work. Disruptions are creating the enabling conditions for conflict, while simultaneously reducing the ability of proximate peacebuilders to prevent or mitigate it. In open-ended questions, participants were able to describe some of the impacts. Given that the following statistics come from open-ended questions where participants could openly share their thoughts without being prompted, it is possible that the effect of foreign aid cuts on communities is underreported.

- 22% of participants noted a significant impact on peacebuilding programming and activities.
- 27% of respondents stressed that support to communities had decreased due to funding cuts.
- 18% of survey participants reported a reduction in trust among communities and partners, which was attributed to program disruptions.
- 11% of survey participants noted an increase in fear, violence, or deaths since January 2025.
- 11% of survey participants indicated that the disruptions weaken local momentum towards peace and reduce the ability for civil society to provide a timely response to conflicts.
  - “The termination of the partnership cooperation has had a significant impact on our local peacebuilding efforts. This clearly contributes to the rise of autocratic regimes in our African regions. The civic space is rapidly shrinking and is increasingly being targeted by state entities.” Activists, Ethiopia.



- “The abruptness of the ending of our peacebuilding work with communities, brought about by the cuts in foreign aid by the Americans, has brought up issues of trust and suspicion with communities that we were working with.” Local National Peacebuilding Organization, Zimbabwe.
- “Support for communities is scarce. The initiatives that have been launched lack support. Many achievements are either at the same level or are regressing.” Intermediary (INGO), Mali.

## Impacts on Partnerships

The foreign aid cuts have also negatively impacted relationships between peacebuilders. An estimated 15% of participants, including 10% from the Global North, reported that the disruptions had a negative impact on local partners. They reported a decrease in trust between partners and an increase in competition. They lamented their need to reduce funding to proximate partners and are concerned about the shrinking space for civil society.

- “The main negative impact of these disruptions has been the need to communicate transparently with our partners and communities that, despite our multi-year commitments and intentions, we may only be able to guarantee financial support for one year, depending on our own liquidity. We are working to minimize the negative effects on communities, activities, and peace processes, prioritizing the continuity of essential work led by our partners.” Intermediary (INGO), Switzerland.
- “We haven’t been able to secure funding for some of our partners, leaving them in a difficult situation with regards to their own budgets, but also more importantly, their planned peacebuilding work.” Intermediary (INGO), United Kingdom.
- “We are offering less and less pass-through small grants - fewer workshops/training, doing less media/communications... There is more uncertainty, more fear, more need for our services (training, coaching, mentoring, materials/ translation accessibility, etc.)” Activist, United States.



## Impacts on Peacebuilding Organizations

The foreign aid cuts had a significant impact on all peacebuilding and social justice organizations worldwide. Survey participants reported massive staff reductions and the closure of projects and programs. The shrinking of peacebuilding organizations hinders their ability to respond quickly to community-based conflicts or emerging instability. Individuals who have gained the trust of communities and were the primary point of contact may no longer be employed by peacebuilding organizations. Below are just three of the 97 testimonials gathered in the survey, which demonstrate the depth of changes taking place within all peacebuilding organizations, whether they are CBOs/CSOs, local national organizations, or INGOs.

- “Yes, we faced a severe decline in funding due to the international situation, which led to an unprecedented decline in projects. We were forced to lay off some employees and close some of our branch offices in the governorates.” Community-Based or Civil Society Organization, Yemen.
- “Our ongoing programs were abruptly shut down due to the U.S. funds closure. Projects focused on transgender and women were dismissed by U.S.-based donors. We had to disband our project-based teams in different cities.” Local National Peacebuilding Organization, Pakistan.
- “Massive program cuts and thus budget cuts; staffing reductions of up to 50%; office closures; and a retraction to a more bare-bones way of operating. Our teams have been working on pivoting to more innovative approaches, but the sad reality is that there just won’t be time before we lose more staff or put in place enough of a foundation to carry those approaches forward.” Intermediary INGO, United States.

## ADAPTIVE AND COPING MECHANISMS IN PEACEBUILDING ORGANIZATIONS

Participants were asked to share the coping and adaptive mechanisms that their organizations were implementing in response to the global decrease in funding for peacebuilding. Survey participants noted the lack of funding opportunities for new projects in 2025, contributing to an existential organizational crisis. Organizations are adapting by making externally and internally focused organizational changes.



## Looking externally as organizations adapt

Through an open-ended question, peacebuilders and activists shared the multiple strategies that their organizations have implemented or will implement to adapt to reduced funding. Overall, 23% of participants reported that their organizations are diversifying their funding streams and engaging with new donors, including increased engagement with private foundations (16%) and international or local actors (17%). Organizations are also seeking funds from the private sector, including exploring impact investment and creating social enterprises (13%). Finally, 11% of participants shared that they are seeking ways to funds directly from local actors or communities. This strategy is the most challenging one, as noted by some survey participants, because communities cannot afford the services peacebuilders provide.

## Looking internally to adapt

Twenty-three percent of participants reported that peacebuilding organizations are shifting their programs to focus on activities that are most impactful, scalable, or financially viable. For example, participants highlighted the need to focus on the intersection between peace and climate change, as well as to work more closely with faith-based peacebuilding networks. It was found that 8% of participants noted the need to integrate peacebuilding into other sectors, such as the humanitarian sector.

Survey participants shared that their organizations are conducting strategic or structured reviews. They are reducing non-essential costs and downsizing, including operational and administrative staff. They are reducing travel and training costs and opting for digital or free professional development.

At least 13% of survey respondents shared that their organizations are establishing businesses, undertaking consultancies, or building social enterprises. These are considered long-term business investments, and some acknowledged that they may not be effective. For example, a CBO/CSO from Yemen shared, *“We tried to start an investment activity, but unfortunately, we did not succeed due to the economic conditions of the people (we sought to serve). We also resorted to the private sector and financiers in the Arabian Gulf.”* For a Yemeni CBO/CSO, seeking financing from a Gulf country can be sensitive because it risks perceptions of political alignment with actors directly involved in the conflict and as a result may undermine its legitimacy or trust among local and international stakeholders. This suggests that the CBO/CSO may have been under considerable duress to take such a risk.

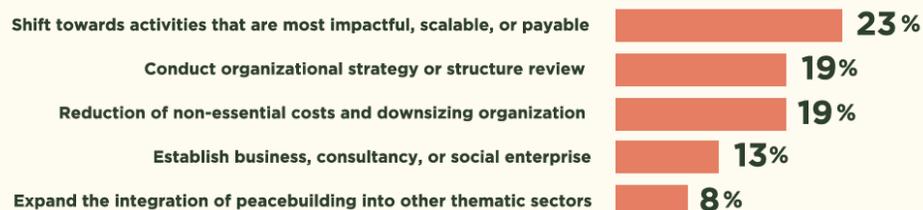


Finally, some organizations are also rethinking their roles and the value they add. One INGO from the United Kingdom mentioned, *“The current landscape has prompted us to find ever-more creative strategies to transfer ownership and outcomes of our work to local partners, to fundamentally challenge the traditional, extractive model of human rights work. We’re choosing to see this as a catalytic moment for change.”* A CBO/CSO from Uganda shared that they shifted towards a social enterprise model. *“As a community-based organization, we are planning to set up a private community health facility for sustainability, start an organization business, and write more proposals for funding.”*

#### Looking Externally



#### Looking Internally



## CONCLUSION OF SECTION

These findings reveal a sector that has been significantly impacted by foreign aid cuts, in addition to ongoing disruptions from conflict. The reduced program funding has had adverse effects on communities and increased the enabling conditions for conflict. Trust between communities and peacebuilding partners has decreased. Peacebuilding organizations, whether they are CBOs/CSOs, local national organizations, or INGOs, are undergoing a period of transition.



They are adapting rapidly by employing a variety of strategies, including diversifying income streams, seeking new partners, targeting the private sector, shifting and reprioritizing project activities, restructuring organizations, and revisiting funding models. Organizations are also rethinking their role, relationships, and future programming.

While these shifts demonstrate resilience and innovation, they also carry substantial risks. In the pursuit of financial survival, some organizations may have to compromise their core mandates, mission, and/or community accountability. Partnerships with new actors, such as the private sector, can introduce new dependencies or present reputational vulnerabilities. Rapid restructuring and funding diversity may further strain organizational capacity, weaken program quality, and increase competition.

At the same time, these pivots also present important opportunities. Diversifying funding and partnerships can foster greater local ownership, innovation, and long-term sustainability. Organizations may create new funding streams that provide them with the freedom to reshape how they engage with other actors. They may finally have the flexibility to implement the type of programming that they always hoped and truly live by their organizational values. This moment could potentially trigger a renewal process that can redefine what effective and locally led peacebuilding looks like.



## Funding and Receiving Direct Funding from International Donors

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The survey aimed to determine whether and to what extent proximate peacebuilders received direct funding. Survey participants received different questions depending on the type of organization they identified as being part of. Intermediary actors were asked questions on whether they (1) funded proximate peacebuilders and/or (2) received funding. They were also asked to reflect on the challenges of funding or receiving direct funding.

### FUNDING PROXIMATE PEACEBUILDERS

According to 19 survey participants their organizations provide funds to proximate peacebuilders, while smaller numbers said that they do not (9), did not know (4), or found the question not applicable (3).<sup>1</sup> The mechanism through which organizations fund proximate peacebuilders varied. Although the survey did not assess the effectiveness of grant mechanisms, an INGO from the United Kingdom noted, *“When we can, we always partner with local CSOs and include sub-grants in our funding proposals.”*

There is a wide variation of grant sizes for proximate peacebuilders. Five survey participants reported that the grants they provide are under \$19,999 USD, and six indicated that they provide grants exceeding \$100,000 USD. One intermediary organization (INGO) from Denmark reported that it allows for technical and strategic support. They noted, *“Our organisation does not offer direct funding, but rather provides technical and strategic accompaniment support, and works closely with proximate peacebuilders to shape their own strategies and programming and, to the extent possible, facilitate and support their own fundraising efforts.”*

The main barriers to directly funding proximate peacebuilders reflect a mismatch between donors’ compliance and legal requirements and the current administrative capacities of local partners.

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<sup>1</sup> This question was answered by 35 individuals. This question was asked only to individuals that identified as donors, multilateral organizations, intermediary (INGOs), or ‘other’. Data in this question is not shared in terms of percentage as the sample size is small.



The top four challenges that survey participants identified in directly funding proximate peacebuilders were: limited financial management capacity of local partners, inadequate coordination with other donors, difficulty meeting legal requirements to participate in grants or contracts, and difficulty completing compliance reporting requirements (finance, monitoring, evaluation, and learning (MEL), and accounting). One intermediary INGO from Switzerland summarized, “Key challenges in directly funding local peacebuilding organisations include increased bureaucratic barriers, complicated accreditation processes imposed by governments (such as in Nepal), shrinking civic space, and complicated, costly fund transfers with high bank fees (such as in Colombia). These obstacles divert resources away from frontline peacebuilding and threaten the sustainability of local efforts.” The challenges indicate a need for greater investment in institutional strengthening and more flexible funding mechanisms rather than a lack of willingness on either side. The table below summarizes the top challenges accompanied by supplementary qualitative comments provided by participants.

***Main Challenges in Funding Proximate Peacebuilders and Qualitative Comments***

<b>Top challenges to funding local peacebuilding organizations directly.</b>	<b># of responses</b>	<b>Qualitative Responses</b>
<b>Limited financial management capacity of local partners</b>	<b>10</b>	<p><b>“This is a challenge, especially when it comes to audits. Capacity building is needed for this.”</b></p> <ul style="list-style-type: none"> <li>- <b>Intermediary INGO, Kenya</b></li> </ul>
<b>Inadequate coordination with other donors</b>	<b>9</b>	<p><b>“Organisations jump through hoops to deliver what donors say is needed. Often not believing in it.”</b></p> <ul style="list-style-type: none"> <li>- <b>Intermediary INGO, New Zealand</b></li> </ul>



<p><b>Local organizations have difficulty meeting legal requirements to participate in grants or contracts</b></p>	<p><b>9</b></p>	<p><b>“Some organizations exist informally in their countries as they carry out sensitive work, and being legal entities would expose them to government scrutiny.”</b></p> <ul style="list-style-type: none"> <li>- <b>Philanthropic Organization, Kenya</b></li> </ul> <p><b>“Many of the best groups are non-formal, especially when it comes to youth-led and women-led organizations. It’s challenging to manage auditor-driven compliance regimes when the local organization lacks the necessary legal infrastructure. We address this by offering services to those groups to support.”</b></p> <ul style="list-style-type: none"> <li>- <b>Intermediary Actor, United States</b></li> </ul>
<p><b>Difficulty completing compliance reporting requirements (finance, MEL, accounting)</b></p>	<p><b>8</b></p>	<p><b>“Donor or INGOs compliance processes are too rigid for local partners, especially working in highly volatile countries.”</b></p> <ul style="list-style-type: none"> <li>- <b>Intermediary INGO, Nepal</b></li> </ul> <p><b>“Less of a challenge - but more an area where we see our role (INGO) as adding value to the process by absorbing some of the administrative burden on the local organisations through sub-granting and simplifying the compliance and reporting.”</b></p> <ul style="list-style-type: none"> <li>- <b>Intermediary INGO, United Kingdom</b></li> </ul>
<p><b>Political or reputational risk associated with local partners</b></p>	<p><b>6</b></p>	<p><b>“Working both sides of the conflict to demonstrate neutrality can be challenging.”</b></p> <ul style="list-style-type: none"> <li>- <b>Consultant, Spain</b></li> </ul>
<p><b>It is difficult to build trust with local partners</b></p>	<p><b>5</b></p>	<p><b>“It can take time to build a coalition of diverse partners and align on strategy, shared vision, etc. When historically organizations have been used to a competitive mindset with a limited amount of resources, the same partners are fighting for.</b></p>



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- **Intermediary INGO, United States**

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**Currency exchange or  
fund transfers**      **5**

**“Bank de-risking is making it increasingly  
difficult to send funds to certain locations.”**  
- **Intermediary INGO, United Kingdom**

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**Inadequate  
communication with  
local peacebuilding  
organizations**      **4**

**“Local voices are not given enough  
priority.”**  
- **Intermediary INGO, Nepal**

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## Receiving Funding Directly

All participants, except for those who identified as donors, were asked whether they received funding directly from bilateral governments, intermediary INGOs, or philanthropic foundations.

### *Bilateral Donors*

Fifty-one percent of survey respondents reported receiving direct funding from bilateral donors, while 43% stated that they did not.<sup>2</sup> Among those that had received direct funding, 42% were intermediaries (INGOs), 35% were local national peacebuilding organizations, 11% were CSOs, and 1% identified as activists or other. Eight organizations reported receiving funding from bilateral donors, but as sub-grants or sub-contractors through Intermediary INGOs.

Most of the respondents that did not receive funding directly from bilateral donors were proximate peacebuilders. Notably, of the 34 respondents whose organizations had not received direct bilateral donor funding, only two were INGOs. The remaining 94% were activists, CSOs, local or national government entities, and local national peacebuilding organizations.

Twenty-three participants reported receiving bilateral donor funding while affiliated with a local national peacebuilding organization, CSO, activist, or other. Of these,

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<sup>2</sup> This question was answered by 79 participants.



eleven reported that their organization's largest grant exceeded \$500,000 USD, four reported grants between \$100,000 USD and \$499,999 USD, three reported grants between \$50,000 USD and \$99,999 USD, and five reported grants between \$1 USD and \$49,999 USD.

### ***Intermediary INGOs or Multilaterals (UN)***

Data shows that 55% of survey respondents receive funding directly from intermediary INGOs or Multilateral organizations, 40% said they had not, and 5% either did not know or said the question was not applicable.<sup>3</sup> Reported funding sources included the World Bank, the UN Peacebuilding Fund, UNHCR, INGOs (such as Christian Aid and Peace Direct), and academic institutions.

Twenty-eight survey participants reported receiving intermediary INGOs or multilateral UN funding while associated with a local national peacebuilding organization, CSO, activist, or other. Among them, five reported that their largest grant was between \$20,000 USD and \$49,999 USD, four between \$50,000 USD and \$99,999 USD, six between \$100,000 USD and \$499,999 USD, and nine exceeding \$500,000 USD.

### ***Foundations***

A total of 65% of survey respondents reported that their organizations had received funding directly from philanthropic foundations. Twenty-five percent said that they had not received funding and 9% said they didn't know or that it was not applicable.<sup>4</sup> Reported sources included Humanity United, Ford Foundation, and Open Society Foundation.

Thirty-five local national peacebuilding organizations, CSOs, activists, or other organizations reported receiving funding from philanthropic organizations. Among these, two organizations received the largest grants, ranging from \$0 USD to \$19,999 USD; three from \$20,000 USD to \$49,999 USD; two from \$50,000 USD to \$99,999 USD; thirteen from \$100,000 USD to \$499,999 USD; and eleven over \$500,000 USD.

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<sup>3</sup> This question was answered by 79 respondents

<sup>4</sup> This question was answered by 79 respondents.



***Largest Award or Contract by Type of Funder***

<b>Largest award or contract that you or your organization has received from:</b>	<b>Bilateral Donor</b>	<b>Intermediary Actor (INGO or Multilateral Organization)</b>	<b>Philanthropic Organization</b>
<b>The number of organizations* that received funding</b>	<b>40 (51% of respondents)</b>	<b>43 (55% of respondents)</b>	<b>52 (65% of respondents)</b>
<b>USD 0-19,999</b>	<b>2 (5%)</b>	<b>1 (2%)</b>	<b>3 (6%)</b>
<b>USD 20,000- 49,999</b>	<b>3 (8%)</b>	<b>5 (12%)</b>	<b>3 (6%)</b>
<b>USD 50,000- 99,999</b>	<b>3 (8%)</b>	<b>4 (9%)</b>	<b>2 (4%)</b>
<b>USD 100,000-499,999</b>	<b>11 (27%)</b>	<b>10 (23%)</b>	<b>18 (35%)</b>
<b>Over USD 500,000</b>	<b>19 (48%)</b>	<b>17 (40%)</b>	<b>20 (38%)</b>
<b>I don't know</b>	<b>1 (2.5%)</b>	<b>5 (12%)</b>	<b>3 (6%)</b>
<b>No response</b>	<b>1 (2.5%)</b>	<b>1(2%)</b>	<b>2 (4%)</b>

**\*Organizations include intermediary INGOs, local national peacebuilding organizations, CBOs/CSOs, and activists.**

**CHALLENGES MANAGING GRANTS**

Survey respondents shared that the key challenges of managing direct grants were the unrealistic expectations of bilateral donors or INGOs. Other challenges included difficulty in completing compliance reporting requirements, limited financial management capacity to comply with all requirements, and difficulty in meeting the legal requirements to participate in grants or contracts. The table below summarizes the top challenges accompanied by supplementary qualitative comments provided by participants.



*Main Challenges in Managing Grants or Contracts from Foreign Government Donors*

<b>What are the challenges that grantees face when managing grants or contracts from foreign government donors?</b>	<b># of responses</b>	<b>Qualitative Comments by Participants</b>
<b>Unrealistic expectations of donors or INGOs</b>	<b>29</b>	<p><b>“Requirements are often not possible to implement on the ground.”</b></p> <ul style="list-style-type: none"> <li>- <b>Local National Peacebuilding Organization, Mali</b></li> </ul> <p><b>“Donors expected huge returns, which might be unachievable, especially from one-off grants. Peacebuilding is a long-term endeavour, not linear, often characterised by two steps forward and one step back.”</b></p> <ul style="list-style-type: none"> <li>- <b>Local National Peacebuilding Organization, Zimbabwe</b></li> </ul> <p><b>“Many donors expect to see substantial results (reduction of violence, transformation of social norms, building institutional trust) in one or two years, without considering that these processes require time, continuity, and sustainability.”</b></p> <ul style="list-style-type: none"> <li>- <b>Local National Peacebuilding Organization, Colombia</b></li> </ul>
<b>Challenging to complete compliance reporting requirements (finance, MEL, accounting)</b>	<b>25</b>	<p><b>“We are a downstream intermediary organization, working with another intermediary before the funder. It was very difficult to work facing multiple layers of bureaucracy.”</b></p>



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- Intermediary INGO, Germany  
“We need pre-training in monitoring and evaluation and financial matters to comply with donors’ needs.”

- Community-based or civil society organization, Palestine

“Our donors have expectations of the monitoring, evaluation, and Learning (MEL) that are not adapted to our local realities and are almost colonial.”

- Local National Peacebuilding Organization, Democratic Republic of Congo (DRC).

“The difficulty comes from the complexity and sheer volume, which requires excessive staff time.”

- Local National Peacebuilding Organization, Zimbabwe

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**Limited financial management capacity to comply with all the requirements**      **20**

“Some donors limit the percentage allowed to cover operating or administrative expenses, leaving organizations without resources to strengthen their management structure. This ultimately affects the technical and financial quality of implementation.”

- Local National Peacebuilding Organization, Colombia

“Complying with increasingly complex requirements—such as biannual audits and detailed financial reporting—places significant strain on both intermediary and local organisations, particularly as overhead costs are often excluded from funding.”

- Intermediary Actor, Switzerland



<p><b>Difficult meeting legal requirements to participate in grants or contracts</b></p>	<p><b>18</b></p>	<p><b>“Most of the time, only highly established organizations have (legal) documents because they’ve been in the system for a decade. Definitely not for local organizations, especially those led by young people, dealing with the highest \$60,000 grant allocation for two years.”</b></p> <ul style="list-style-type: none"> <li>- <b>Local National Peacebuilding Organization, Nigeria.</b></li> </ul>
<p><b>Challenge demonstrating impact or meeting MEL expectations</b></p>	<p><b>17</b></p>	<p><b>“(Donors) require explicit evidence of changes that are not tangible when dealing with transformational ideas.”</b></p> <ul style="list-style-type: none"> <li>- <b>Intermediary INGO, Spain</b></li> </ul> <p><b>“This isn’t a problem per se; we demonstrate impact and meet the MEL expectations. We have a whole system for this, and donors pay. The problem is that for the most part, they don’t care about impact. It’s the rare donor who starts with impact, engages with results, and learns from challenges. This is tragic, given the outsized influence that donors have on all things programmatic.”</b></p> <ul style="list-style-type: none"> <li>- <b>Intermediary Actor, United States</b></li> </ul>
<p><b>Difficult building trust with donors or INGOs</b></p>	<p><b>16</b></p>	<p><b>“It can be very challenging to work through INGOs, especially when there is no direct link to the donor.”</b></p> <ul style="list-style-type: none"> <li>- <b>Research NGO, United States</b></li> </ul>
<p><b>Currency exchange or fund transfers</b></p>	<p><b>14</b></p>	<p><b>“The exchange rate most times creates pressure in the implementation.”</b></p> <ul style="list-style-type: none"> <li>- <b>Non-governmental organization, Sierra Leone</b></li> </ul>



<b>Political or reputational risk</b>	<b>12</b>	<b>No qualitative comments were provided for this section</b>
<b>Inadequate coordination with other donors</b>	<b>6</b>	<p><b>“Timescales for applying, receiving, and delivering projects can be limited; for example, aligning to financial years, or requirements for projects to be completed by a fixed date, which does not align with ongoing programmatic work.”</b></p> <p><b>- Intermediary INGO, United Kingdom</b></p>

Participants reflected that funding applications are often complex and demand administrative efforts, which takes time away from program implementation. Participants described funding cycles as unpredictable and short-term. In addition, strict compliance requirements and rigid structures were factors that limited flexibility, planning, and adaptability. A CBO/CSO from Yemen summarized, *“Political and security risks—money transfers. Also, the difficulty of communicating with funders and their imposition of conditions and requirements may be prohibitive. Sometimes there is pre-planning by funders without considering the actual needs of the communities, which makes it illogical and unfeasible.”*

## **SIMILARITIES AND DIFFERENCES BETWEEN DONORS (BILATERAL, MULTILATERAL, AND INGOS)**

Survey participants reflected on what the main similarities and differences were between donors.<sup>5</sup> While some focused on describing key characteristics of specific donors, 23 survey participants highlighted similarities.

The most commonly cited similarity between donors included compliance requirements that were described as labor-intensive and donor driven. Eight of these noted that all donors have compliance requirements that grantees must meet.

<sup>5</sup> This question was answered by 63 respondents.



Participants also mentioned that donors' emphasis included reporting (7), results-based reporting (4), financial reporting (4), technical reporting (3), monitoring and evaluation (4), accountability (3), and being results-driven (2). An activist from Thailand shared that all donors have *"Heavy compliance requirements that burden partnership processes and take away from the time dedicated to the actual work of peacebuilding. There is 'fear' of ineligible expenses during audits. Also, auditors' lack of consideration for the context in which activities are implemented."*

Five survey participants reported that donors often have unrealistic and difficult-to-meet expectations. *"International donors expect reports and actions based on guidelines, which have not worked in the past,"* reflected an activist from Ethiopia. Three participants mentioned that there is an expectation to align with donor priorities and agendas. *"They project Global North assumptions onto global south contexts. They have inaccurate assumptions about how change happens,"* shared a survey respondent from East Africa. Another participant from a local national peacebuilding organization in Uganda concluded, *"Similarities (among donors) mostly come from unrealistic expectations around how long it takes to see change, especially on behavioral change-related interventions. There's almost an unconscious bias that has built up over time, suggesting that changes in peace-building processes can be structured into project timelines. We therefore end up losing focus on the most important work because the funding parameters require funding to be applied only to "measurable activities," which in most cases end up missing the mark. We are so busy doing things that can be seen because we find it hard to justify the transformational work that takes time to see its outcomes."* Survey participants reflected that the focus on requirements and compliance excludes proximate peacebuilders from the foreign aid system preventing effective locally led peacebuilding. They shared the following insights.

- "This issue prevents these grassroots peacebuilders from participating in locally based efforts that could have a significant impact." Activist, Ethiopia.
- "Local peacebuilders are often implementers, not co-designers. What works best is when any of these partners takes time to build trust and give us room to shape the work ourselves." Community-based or civil society organization, Uganda.
- "What is important to note is how unreliable donor funding is. They often give awards and then claw back resources. I have had overhead rates reduced mid contract and activities canceled because of donor country politics." Organization not disclosed, United States.



Most survey participants noted that, while the trends among donors were similar, there were differences in their processes. The differences appeared not only across different types of donors but also within each category.

Detailed and nuanced responses highlighted differences in processes, grant and contract mechanisms, funding flows, capacity-strengthening programs, and power dynamics. Below is a summary of the comparative strengths and weaknesses of bilateral donors, multilaterals, and intermediary INGOs.

1. **Bilateral donors and foreign governments:** Bilateral donors and foreign governments were described as highly bureaucratic and inflexible, yet they remain essential funding partners whose substantial resources and support can strengthen the sustainability of peacebuilding organizations. Ten survey participants reported that bilateral donors and foreign governments tend to have the most stringent reporting and administrative requirements, as well as complex monitoring and evaluation (M&E) procedures, branding, and hierarchical structures. Their contracts often involve a greater amount of documentation, and they carry a significant financial burden. Two survey participants noted that foreign governments frequently arrive with predefined agendas that may not necessarily reflect the needs of local communities. Three participants observed that project design and implementation are usually inflexible and do not allow for adaptation, particularly when local dynamics shift. Two others noted that bilateral donors tend to fund INGOs and avoid directly funding proximate peacebuilders. A survey participant from the Democratic Republic of Congo working in a CBO/CSO reported, *“Most multilateral and bilateral donors share similar characteristics, i.e., risk-averse, bureaucratic, do not want to fund local actors directly, develop over-engineered calls for proposals, prefer funding the ‘usual suspects.’”*

Bilateral donors tend to provide substantial funding, and foreign governments often cover the administrative management and overhead costs that support the sustainability of organizations. One survey participant from a community-based or civil society organization in Switzerland noted that bilateral donors can show some flexibility in their targets and communication can be more fluid, as opposed to other types of donors. They shared, *“Although certain indicators with clear targets are established from the outset to ensure the project is fulfilled, when necessary, variations arise during the implementation process. There is an opportunity to adjust and review the initial plan. Additionally, communication with government donors has been more fluid. It represents a constant ability to review the project, make adjustments, justify them, and reach agreements to adapt the projects to the contexts and realities they aim to impact.”*



2. **Multilaterals:** Multilateral donors are perceived as highly bureaucratic and rigid with complex administrative systems that can limit flexibility and responsiveness to local peacebuilding contexts. Nine survey participants reported that multilateral donors, like bilateral donors, have structured procurement and financial systems, rigorous documentation, and multiple layers of approval. Much like bilateral donors, contracts from multilateral organizations generally come with *“pre-established conditions, ideas, and activities that are rigid.”* Survey participants described multilaterals as: ‘very disorganized’, ‘bureaucratic’, ‘hindering rather than helping’, and ‘self-serving’. Administrative processes were described as time-consuming by four survey participants. A United States intermediary organization shared that processes were not conducive to peacebuilding programming as *“UN agencies tend to extend the funding and review cycles, which affects response speed.”* Three participants noted that the regulatory frameworks of multilateral organizations often overlook community voices and do not easily align with local contexts.

*“UN agencies try to influence the approach, reporting, and their role or image in the project in ways that have no impact on communities but make partnering harder.”* Local National Peacebuilding Organization, Colombia

3. **Intermediaries – INGOs:** Intermediary organizations, such as INGOs, are viewed as valuable partners with strong local awareness and adaptive potential, yet they remain constrained by donor-driven requirements that are passed on to proximate peacebuilders. Perceptions of intermediaries, such as INGOs, were mixed. On the one hand, INGOs were described as more likely to understand local contexts, prioritize local sustainability, and advocate for human rights. Survey participants described them relatively favorably: open to collaborative dialogue, flexible, pragmatic, quick to act, and supportive of strengthening capacity. Several survey participants highlighted a ‘new wave of progressive INGOs’ offering more adaptive approaches and closer partnership models. A Ugandan CBO/CSO noted that *“INGOs, especially those with a territorial focus, have greater flexibility to adjust actions to community needs and facilitate more participatory processes.”*

On the other hand, several survey participants noted that INGOs were constrained by contractual obligations and requirements, often passing these burdens to proximate peacebuilders. This created bureaucratic processes poorly suited for implementation in the context. A Colombian survey participant from a local national peacebuilding organization reported, *“INGOs are hardest, most strict, and most invasive in their partnership approach, passing on and extending requirements rather than absorbing risks.”* While INGOs can usually claim overhead costs, these benefits are rarely shared with



proximate peacebuilders. One participant also observed that INGOs were often slow to adapt. An intermediary actor from Germany summarized, *“INGOs usually pass on the requirements from their funders and then also add on some extras for good measure too. INGOs are sometimes (not always) not ready to come back to their funder(s) and negotiate on your behalf. But at times, when INGOs do provide this kind of support, it's been very helpful and enabled us to strengthen our capacity.”*

Survey participants suggested that they would like to see INGOs align their internal practices with the values of peace, justice, and equity that they promote externally. For example, a survey participant from East Africa shared, *“Build more horizontality within your own workplaces. Get gatekeepers out of the way or limit their influence. Learn about and begin to practice consensus processes.”*

### CONCLUSION FOR THIS SECTION

This section found that donors were providing direct funding to proximate peacebuilders. While the sample size was small and more research is needed, 19 participants—including donors, philanthropists, and intermediary INGOs—shared that grants or contracts varied in size, with some receiving more than half a million dollars to implement peacebuilding programs. There is a misalignment of expectations between donors and grantees. On the one hand, donors assert that limited financial management capacity of local partners and difficulty completing compliance reporting requirements is a barrier. On the other hand, grantees shared that the requirements are bureaucratic and rigid. Given the power hierarchy in the global foreign aid system, donors and INGOs have a capacity and responsibility to remove the described barriers for direct funding. For example, if financial management capacity is a barrier, donors can clearly communicate expectations, milestones, as well as resources to support the development of these skills. The absence of and need for these capacities does not solely sit with the implementers.

Survey participants also reflected on the similarities and differences between donors. For the most part, survey participants felt that all donors had compliance requirements, result-based reporting, financial reporting, technical reporting, accountability, and a results-driven approach. The degree to which the donors were rigid or flexible in these categories varied. For the most part, participants noted that bilateral and multilateral donors were more rigid than intermediary INGOs. INGOs were described as more likely to understand local contexts, prioritize local sustainability, and advocate for human rights. On the other hand, several survey



participants noted that INGOs were constrained by contractual obligations and requirements, often passing these burdens to proximate peacebuilders.



## Power Dynamics and Decision Making

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The survey aimed to understand how proximate peacebuilders perceived decision-making authority through various grant processes, power dynamics between actors, mutual accountability, and their sense of belonging within the sector. It also asked participants to imagine what a power-sharing partnership could look like.

### SECTOR SENTIMENT

There was a strong sense of belonging among survey participants. A total of 70% reported feeling part of a sector that supports and values organizations like theirs. Agreement on this statement was positively skewed among proximate peacebuilders, with 20% strongly agreeing and 55% agreeing. By comparison, only 59% survey participants identifying as intermediary actors (e.g., INGOS) agreed, and none strongly agreed.<sup>6</sup>

While the majority of peacebuilders felt that they belonged to a sector that values them, responses were almost evenly split on measures of mutual transparency and trust, consultative decision-making, and control over implementation of peacebuilding activities. Key results included:

- Inclusion and whether their perspectives were reflected in final partnership decisions (48% agree vs. 37% disagree),
- The decision-making process is being consultative (47% agree vs. 43% disagree),
- Control over how activities are implemented (46% agree vs 46% disagree),
- Mutual transparency and trust in partnerships (45% agree vs 51% disagree).<sup>7</sup>

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<sup>6</sup> There were 59 respondents who were considered proximate peacebuilders (local national peacebuilding, community-based or grassroots organizations, activists) and 22 intermediary actors who answered this question. The statement that was asked was “to what extent do you agree with the following statement: I feel part of a sector that supports and values organizations like mine.”

<sup>7</sup> For each of these statements, several participants that chose not to answer. This included (i) I feel part of the sector that supports and values organizations like mine (12%), I have control over how peacebuilding activities are impacted (7%), there is mutual transparency and trust in funding partnerships in peacebuilding sector (4%), most decision-making processes in peacebuilding are consultative (13%), and my perspectives are reflected in final decisions in partnerships (18%).



These divided results may reflect the limitations of quantitative survey question formats, which force respondents to choose an answer without providing context. Trust, consultation, inclusion, and control are nuanced and may vary significantly by partnership, depending on the specific donor, intermediary, or partnership model. This interpretation is supported by the fact that most respondents chose “agree” or “disagree” rather than “strongly agree” or “strongly disagree.” The divided results may reflect the diversity of partnership types and the inconsistencies in how peacebuilders experience working in the sector. Therefore, one could conclude that while survey participants may feel valued in principle (sectoral belonging), they experience uneven power dynamics in practice (consultation, control, accountability).

Peacebuilders feel valued in principle, but they experience uneven power dynamics in practice as seen on statements related to consultation, control, and trust.



### DECISION-MAKING IN GRANT PROCESSES

The survey asked participants who they thought had the most decision-making authority in (1) the design of peacebuilding activities, (2) determining the content of workplans of activities, (3) implementation of activities, and (4) budgeting of activities. Respondents could select from donors, local peacebuilders, governments

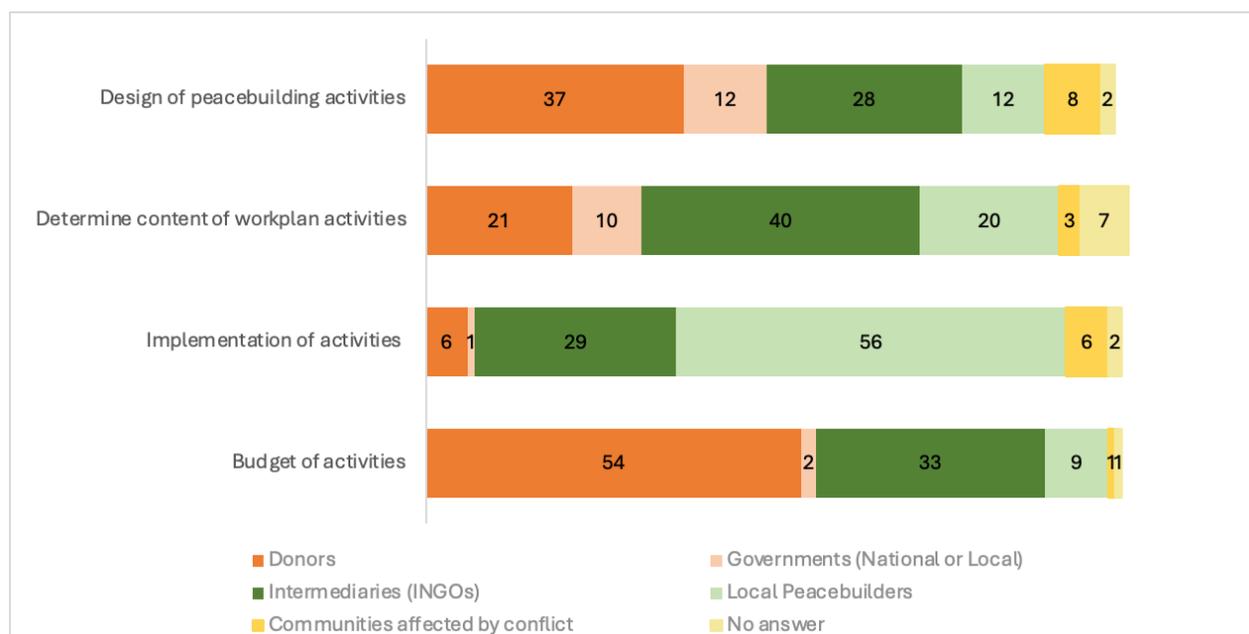


(national or local), intermediaries (INGOs), or conflict-affected communities. Participants also had the option not to answer.

Survey participants indicated that donors hold the most decision-making authority in activity design (37%) and budgeting (54%). Intermediary INGOs were perceived as the most influential in determining the content of work plans and activities (40%), as well as in budgeting (33%), and in designing activities (28%).

Local peacebuilders were identified as having the most authority in implementation (56%), but comparatively ranked much lower in design, work planning, and budgeting. Communities affected by conflict were perceived as having the least authority across all processes. National and local governments also had a limited decision-making authority, with relatively few respondents identifying them as primary decision-makers.

In the current foreign aid system, donors and Intermediary actors have the most decision-making authority in key activity processes while local peacebuilders and communities affected by conflict have the least (%).

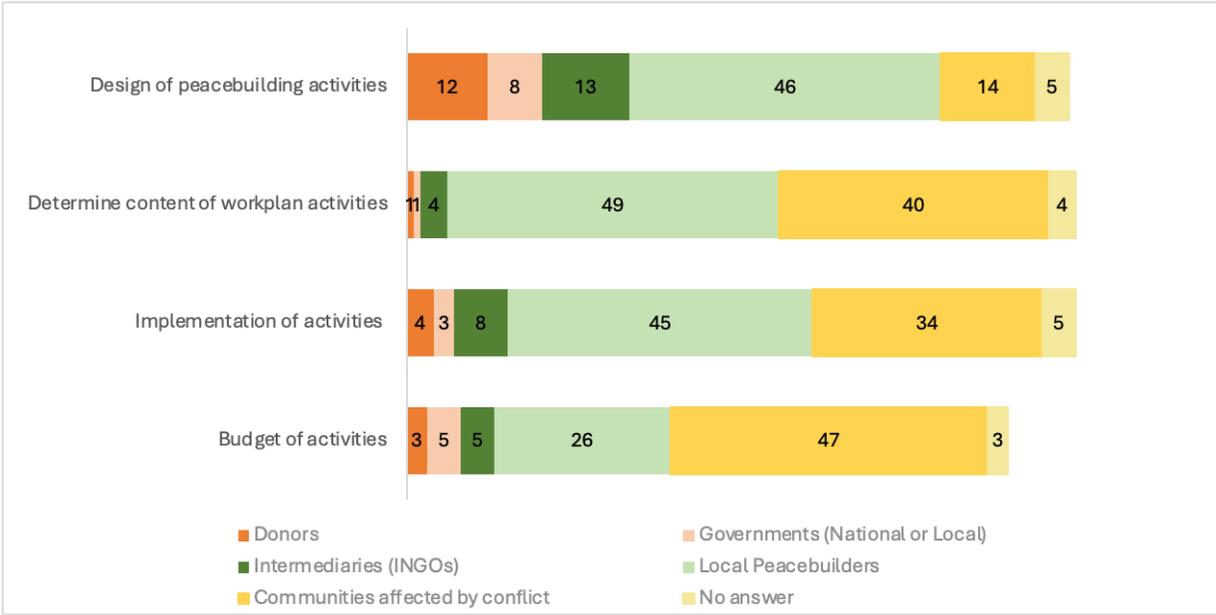


When participants were asked who should have the most decision-making authority, responses shifted towards local peacebuilders and communities affected by conflict. Participants noted that conflict-affected communities should have the most authority in designing peacebuilding activities (47%), followed by local peacebuilders (26%). Local peacebuilders were perceived as having primary jurisdiction for determining



the workplan content (45%) and implementing activities (49%), with communities affected by conflict following at 34% and 40%, respectively.

Conflict-affected communities and local peacebuilders should have the most decision-making authority in key activity processes (%).



Budgeting emerges as one of the most contested and complex areas of authority to address. When asked who should have decision-making authority over budgets of activities, 46% of respondents identified local peacebuilders. They also acknowledged roles for other actors, including communities affected by conflict (14%), intermediaries (INGOs) (13%), and donors (12%). With nearly 40% of respondents dividing their answers among these three groups, budgeting emerges as one of the most contested and complex areas of authority to address. This stands in sharp contrast to current practice, where donors and intermediaries (including INGOs) are perceived as holding the most significant budget authority.



## CONCLUSION OF SECTION

Overall, this section of the survey shows a sector in transition. Survey participants are challenging the traditional donor-led and intermediary-led models.

Survey participants perceive that donors and intermediary actors currently hold the most decision-making authority in key processes, such as activity design, work plan development, and budgeting. In contrast, authority for implementation, which is often the stage that produces tangible results and carries significant personal risk, rests largely within the decision-making authority of local peacebuilders. This reveals an apparent disconnect between current practices and participants' preferred approaches, as well as an inverse relationship between risk and power.

Respondents overwhelmingly indicated that decision-making authority should rest with conflict-affected communities in designing activities, and with local peacebuilders in determining workplan content, implementing activities, and managing budgets. Participants favored shifting authority to local actors and conflict-affected communities. Budgeting has emerged as a contested area, underscoring the need for more transparent and more equitable approaches to financial decision-making.



# Recommendations by Survey Participants

Survey participants were asked seven open ended questions related to recommendation. The section is sub-divided the following subsections (with actor-specific recommendations in Annex A):

- Power Sharing Partnership Reform
- Sector Reform
- Strengthening Relationships with Proximate Peacebuilders
- Program Management and Program Cycle Reform

## Power-sharing Partnerships Reform

Survey participants represented a diverse range of organizations and live across the world. Despite this diversity, there was high coherence in their answers when asked to describe what a power-sharing partnership would entail. Four prominent themes emerged.<sup>8</sup>

1. Ensure partnerships are founded on trust, transparency, respect, equity, and shared responsibility. Survey participants shared the need for change in partnerships and to avoid top-down dynamics and instead embrace horizontal and collaborative structures. For them, there is collaboration and power sharing in authentic partnerships. All voices are valued, and all partners have a say in key decision-making processes, including planning and implementation. Key values were prioritized by survey participants, such as genuine listening, co-creation, and shared ownership. They would like open and constant communication. Survey participants argued that partnerships with truly power-sharing and collective processes will lead to greater resilience, sustainability, long-term transformation, leading to better peacebuilding outcomes.
2. Center conflict-affected communities during program design, decision-making, and evaluation, with local organizations supporting implementation and international actors providing funding and technical assistance. Survey participants shared the need to center conflict-affected communities in power-sharing partnerships. They would like to see donors genuinely collaborate and consult with communities directly.

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<sup>8</sup> This open-ended question was answered by 81 participants.



Communities should have the freedom to choose their partners, set priorities, and define their own success. Centering conflict-affected communities would need to be done carefully and adhering to best-practices to avoid replicating extractive dynamic of data collection and raising expectations.

3. Provide flexible, direct, and long-term, funding and supports various needs, including local capacity strengthening. Survey participants advocated for a shift in resource allocations away from short-term and project specific funding. They would like for funding processes to be transparent and directly accessible to local actors. The funding would create opportunities to reduce dependency. The distribution of responsibilities, resources, and benefits would be fair in power-sharing partnerships.
4. Decision-making is collaborative, participatory, and inclusive. There is a need to change the way in which decisions are made. Processes would include the voices of marginalized groups. Survey participants expressed the need for mutual or community-centered accountability, as well as inclusive participation.

#### **Power-sharing Relationships as described by Survey Participants.**

**“(A truly-power sharing relationship would be like) eating food together on our collectively owned land, eradicating all class, caste, and hierarchy in every way, and enjoying life together in the shade of the trees we have planted.” Type of organization not disclosed, East Africa.**

**“In a partnership where power is shared, results are evident, with satisfaction on the ground. The specific needs of communities on the ground are addressed.” Local national peacebuilding organization, DRC.**

**“A partnership where power is truly shared feels like a circle. Everyone’s voice matters—no one speaks for others, but collectively. Decisions are made through deep listening, mutual respect, and a willingness to let go of control. It’s not about equal roles, but about honoring each other’s strengths, experiences, and wisdom. Resources are distributed with fairness. In this kind of partnership, dignity is protected, difference is respected, and collective action grows from a shared sense of purpose—not imposed agendas.” Community-based or civil society organization, Palestine.**



**“A truly shared-power partnership would embody equality, transparency, and mutual respect. Decision-making would be collaborative, with all voices equally heard and valued. Responsibilities and benefits would be distributed fairly, ensuring no single partner dominates.” Community-based or civil society organization, Yemen.**

**“Decision-making process will be collaborative, including each and every individual regardless of any caste, ethnicity, and background. Each party has its own duties and responsibilities based on its expertise and ideas. Transparency, open communication, and reflection. In such a partnership, success will be a collective process, and credit is shared fairly. Such a partnership transforms relationships, promoting resilience, creativity, and long-term sustainability.” Local national peacebuilding organization, Nepal.**

**“An alliance where power was truly shared would be seen as a horizontal, inclusive, and equitable space. All voices would be heard with equal value, without hierarchies imposed by status, gender, race, or experience.” Local national peacebuilding organization, Colombia.**

**“Power and love co-create in such an environment, continuously changing in unison rather than competing.” Local or national government, Ethiopia.**

**“Sharing power among partners is critical, but very good for a peaceful society. In conclusion, a partnership where power was truly shared, can best be described as a force of unity and peace.” Type of organization not disclosed, Sierra Leone.**



## Sectoral Reform

The survey asked specifically what the peacebuilding sector needed to change to be transformational and achieve its full potential.<sup>9</sup>

When analyzing the responses for this question, four key recommendations emerged:

1. Peace cannot be achieved in silo and there is a need for further integrate with other sectors, while simultaneously creating movements of change. There is an acknowledgment that peace is interconnected with wellbeing and must be integrated into humanitarian response, development, human rights, climate action, governance, education, and justice systems, as well as digital activism. An intermediary actor from the United Kingdom explained, *“Unconventional partnerships, for example with organizations conducting human rights documentation, would have a huge amount to learn from the peacebuilding sector, and vice versa.”* The survey participants acknowledge that while the nexus approaches strengthen outcomes, there is a need to continue to integrate even further. Addressing basic needs, such as food, security, and livelihoods, is essential to be provided alongside peace efforts to ensure that peacebuilding programming is relevant and stakeholders participate. A local national peacebuilder from India shared, *“As one community member once put it: ‘If there is no food on the table, why would I come to a peace session that does nothing to ease my misery?’”*

For peace to be achievable, there is also a need to address key reforms, including combating polarization, disinformation, climate justice, economic inclusion, and governance reform. Peacebuilders acknowledged that addressing these issues is also part of their peacebuilding strategies. Survey participants showed that they are energized to work on justice issues.’

CBO/CSO from Uganda explained, *“Peace cannot be achieved in isolation from other forms of justice. The sector must address the intersections of peace with social, economic, racial, gender, and environmental justice. This means confronting systemic oppression, including colonial legacies, patriarchy, and capitalism that fuel conflict and instability. True peace requires patience, deep*

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<sup>9</sup> This survey question was answered by 63 respondents.



*trust-building, and long-term investment. The sector must move away from short project cycles and instead support sustainable, locally rooted peace ecosystems.”*

There is also a need for regional cooperation and strengthening networks to enhance collective resilience. There is a need to create new coalitions, networks, and movements. An intermediary actor from the United States explained, *“We should not see ourselves as a sector in international development and not default to thinking in terms of “organizations,” with “country offices and teams” or “local” versus “international.” We should think of coalitions and networks as the main actors who are leading changes on issues that matter to them, with a focus on ensuring that they are locally rooted but globally connected.”* A CBO/CSO from Nepal commented, *“Rather than project thinking, it should be run as a movement for long-term system change. Prioritize the capacity of local leadership at the focus point for locally driven peace initiatives. Build a strong relationship with local actors.”* Other survey participants shared similar sentiments, for example:

- “Be open to understanding that peacebuilding, nonviolent action, and social movement organizing are on the same spectrum-- all part of building capacity for a more equitable and healthy world... each has its place. Need to ‘synergize nonviolent action and peacebuilding’ and engage in building more of a ‘movement mindset’ to leverage the power of it all. Include more engaged and embodied approaches in all aspects,” Activist, United States.
- “Peacebuilding needs to pull out of the ‘international development’ category entirely. We need to conceptualize the sector as fundamental to all societies and should be a globalized movement, relevant everywhere. We need to stop thinking so small and assert our role in solving the major divides of our time, building just and inclusive societies. We need major leaps of innovation and impact. We need to embrace our imperative as a sector and demand our place. And we need to create ways for multitudes of others who are not “peacebuilders” to advance our mission.” Type of organization not disclosed, United States.
- “Greater coordination between international actors, governments, and civil society is also required, prioritizing contextual solutions rather than generic approaches. Peacebuilding must incorporate social justice, equitable economic development, and reparations for victims. Additionally, it must address challenges such as climate change, digital misinformation, and



polarization. Finally, it is essential to invest in peace education and strengthen local capacities, promoting a culture of dialogue.” Local National Peacebuilding Organization, Colombia

3. Local leaders need to be centered to ensure ownership and inclusivity. Peacebuilding needs to be led by proximate actors. Survey participants emphasized the need to center proximate peacebuilders as leaders and decision-makers, rather than merely as implementers or subcontractors. Survey participants noted that design mechanisms are often flawed. An intermediary INGO from Colombia summarized, *“Patterns persist where solutions are designed from the global north, with external agendas that do not correspond to the specific needs of communities. It is urgent to reduce the intermediation of large international organizations or government entities, which are often unaware of local knowledge and dynamics.”*

There is a need to continue strengthening community knowledge and acknowledging the contributions of informal local actors, including elders, youth, and religious leaders. There are also local governance structures that need to be respected. Moreover, more attention is required to ensure inclusive participation across gender, class, race, and marginalized groups, with a particular focus on women and youth.

Survey participants noted the need to advance decolonization of peacebuilding and challenge colonial legacies, unequal power dynamics, and donor-driven frameworks. This includes a shift towards communities and local actors determining their priorities and leading the design and implementation of programs, with some support. This requires direct funding and capacity strengthening, while simultaneously recognizing the wisdom of local communities.

4. Enhance advocacy efforts to ensure key actors prioritize peace as a core investment and that peacebuilding can be effectively scaled. Survey participants recognize the need to continue advocating for peace, particularly in today’s world. They noted the need to promote greater public awareness and knowledge-sharing to strengthen legitimacy and demand for peacebuilding.



An intermediary INGO from the United States shared, *“Recognize that we have done a poor job getting buy-in for the importance of (donors, governments, societies) investing in peace, and to find more creative ways to make the case for peace as a first order of business—applicable everywhere, all the time.”*

5. Several survey participants brought forward the importance of scalable programs and greater understanding of the interconnected dynamics of conflict. An intermediary actor from Colombia summarized, *“Listening to communities and understanding that change begins within them but does not solely depend on them. There must be a commitment to transforming the local, regional, and national contexts in which they live; it is not enough to invest in changing things at the local level if there is no multi-scale understanding of the contexts.”*
6. Re-conceptualize how the peacebuilding sector and its activities are funded. Survey participants expressed the need for long-term, flexible, and accessible funding that shifts away from project-based structures towards long-term partnerships. The funding needs to be predictable, locally managed, and more rapid to directly support proximate peacebuilders, including community-based organizations (CBOs) and grassroots peacebuilders or organizers. There is a need for adaptive financing to support innovation and sustainability. Survey participants stressed that peacebuilding is long-term endeavor, particularly in fragile and conflict-affected settings, and it can be hard to predict. As a result, predictable support is essential. They noted that currently, some INGOs play a gatekeeping role, and the sector needs to shift towards adopting regional financial mechanisms with greater contributions from philanthropic and private sectors. Survey participants acknowledge that some local actors require mentorship, ongoing support, and capacity strengthening to apply for traditional grants. There is also a need to continue to invest in networks and activists, perhaps through a collective fund that reduces competition. A local CBO/CSO from South Sudan argued, *“The peacebuilding sector must undergo several changes to become transformational and reach its full potential. One essential change is for the donor community to revise their funding conditions by providing direct financial support to local peacebuilders and civil society organizations. This shift will enable these groups to make a significant impact. Additionally, funding needs to increase from \$100,000 to \$350,000 to facilitate meaningful progress and enhance their capacity when applying for larger funding opportunities.”*



## **Sectoral Reform needs as described by Survey Participants.**

- **“A wise man once said, to find a new ocean, one must get the courage to lose sight of the shore. This is exactly what we need!” Local National Peacebuilding Organization, Nigeria.**
- **“The peacebuilding sector is a shadow of previous self which is a chance to reimagine what the sector could be and how it could function to achieve the goals of a world built on cultures of peace and collaboration.” Donor, United Kingdom.**
- **“Peace must be anchored in everyday life: access to land, dignity, memory, youth employment, etc. This is where it is played out, not just in dialogue rooms. Transformational peace is slow, grounded, and courageous. It requires daring to embrace the discomfort of true change.” Local National Peacebuilding Organization, DRC.**
- **The peacebuilding sector should not be solely reliant on foreign funding. Actually, it truly takes a lot of work to increase knowledge about peacebuilding; hence there should be local initiatives. Peacebuilders must plan locally friendly strategies to combat human rights abuses and authoritarianism.” Activist, East Africa.**



## Strengthening Relationships with Funding Directly.

The survey sought to find more information about how donors could strengthen their relationship with proximate peacebuilders when they are funded directly. There are the six main areas of recommendations of how donors can strengthen relationships, from the perspective of primarily proximate peacebuilders, intermediaries – INGOs, and activists.

1. Improve trust by increasing consultations, consistent engagement, and clear communication. Twenty-two survey participants reported that there was a need to build trust between donors and peacebuilders. They would like to see more direct communication, deliberate listening, and continuous engagement. Their interactions with peacebuilders needed to be more consistent and transparent. In fact, approximately 18 survey participants specifically mentioned the need to improve communication and coordination. They emphasized the need for donors to better understand the community's needs. They also sought donors to improve coordination, avoid duplication, and ensure coherence.
2. Contextualize programming to reflect the needs of communities. According to 19 survey participants effective peacebuilding is grounded in local diagnostics, priorities, and ways of working. When funders impose external models or frameworks, these can undermine contextual knowledge and networks. Survey participants shared that donors are better positioned to support local coalitions and recognize grassroots strategies for responding to dynamic conflict environments. A shift towards more contextualized programming could support a strengthening of relationships.
3. Flexible, predictable, and long-term funding is needed along with simplified processes and due diligence. Twenty-eight survey participants provided recommendations related to resources. Much like in other open-ended questions, they called for flexible, predictable, multi-year funding that allows them to adapt to changing contexts and address the root causes of conflict. Twenty-one survey participants called for simplified applications, reporting, and the elimination of unnecessary compliance burdens. They requested that procedures be streamlined so that peacebuilders could focus on meaningful implementation work, while also ensuring accountability and transparency. An intermediary actor from Indonesia mentioned, *“Listen, learn and giving more discretion to local partners. Prioritize capacity building.”*

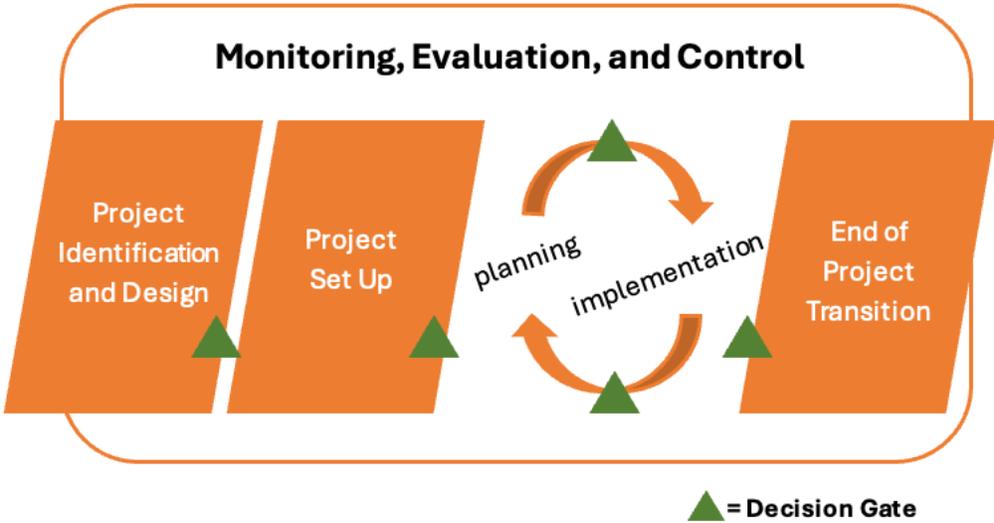


4. Increase the safety, dignity, and well-being of proximate peacebuilders. An estimated 11% of survey respondents mentioned the safety and dignity of proximate peacebuilders. They stressed that proximate peacebuilders' safety is often put at risk and there needs to be more recognition about the pressures and vulnerabilities that local peacebuilders face, including trauma and protection. Concern and more support to enhance the well-being of proximate peacebuilders can strengthen relationships. An activist from East Africa shared, *"Prioritize safety and dignity at all times of local peace builders. The relational trust peacebuilders gain over time with their communities should never be taken for granted."*
5. Build an infrastructure for two-way collaborative learning. Proximate peacebuilders are asking for new models of partnership and learning. Twenty-five survey participants emphasized the need for capacity strengthening to transition from compliance-focused training to a two-way learning process. Training is needed outside of traditional compliance areas, such as monitoring and evaluation, and finance. They shared that they needed more institutional support, leadership development, networking, mentoring, and coaching. They stated the need for more spaces for the exchange of knowledge and invited donors to participate to learn from proximate peacebuilders. Donors also have a lot to learn from proximate peacebuilders and conflict-affected communities related to context, effective programming, and impact of programs. Contextually and locally grounded analysis can strengthen relationships as actors recognize each other's strengths.
6. Ensure peacebuilding programs are community led to increase purpose and impact. Twelve participants stated that peacebuilding programs should be guided by relevance, responsiveness, and sustainability, rather than donor-driven agendas. Impact must be measured in ways that reflect local realities and ways of working, not only through external frameworks. Donors and local partners should emphasize learning, reflection, and harm reduction, recognizing that peacebuilding is a dynamic process shaped by complex contexts. By aligning interventions with community-defined priorities and long-term outcomes, including those of marginalized people, partnerships can produce deeper and more sustainable change. After all a local national peacebuilder from DRC stated, *"If you want to build peace, start by listening to those who live with war."*



# Program Management and Program Cycle Recommendations

Peacebuilding is mainly delivered through a program or project cycle that includes needs or conflict assessments, design processes, implementation, monitoring and evaluation, and learning.



Survey participants were asked to reflect on the program cycle and program management that needed to change and why.<sup>10</sup> Reflections and recommendations are grouped by key aspects of the project cycle. Notably, few survey participants focused on implementation reform as a key area of reform, and as a result, there is no summary related to implementation.

1. Rethink all aspects of program management and the project cycle. Half of the survey participants that answered this question alluded to changing the entire way in which funding is distributed and moving away from the project cycle. A United States actor summarized, *“We need to get entirely out of this mindset. The projectized mindset has undermined our ability to cause lasting change. We need visionaries to envision major systems change and to assemble coalitions of groups to be mobilized around those changes.”* The survey participants outlined the problems with linear log frames, short and

<sup>10</sup> A total of 60 survey participants answered this question.



unpredictable funding streams, the competitive nature of the sector, and project processes.

2. A United Kingdom intermediary INGO stated, *“From needs identification and programme design to implementation to MEAL to reporting. All of it needs a root and branch review. All of it is based on Global North neocolonial thinking.”* Most of the survey participants that felt shifting resources from short-term and rigid models to long-term and flexible ones could enable a new way of implementing peacebuilding.
3. Implement community -led conflict and needs assessments - Nine survey participants focused on making recommendations on conflict and needs assessments. They emphasized the importance of ongoing conflict analysis, grounded in community needs, root causes, and local dynamics. They stressed that donor agendas and rigid frameworks shape current practices. Instead, they would like to see conflict and needs assessments co-created with communities, ensuring that community voices and priorities shape interventions. A CBO/CSO from South Sudan summarized, *“Donors should avoid making assumptions about the needs of the people or beneficiaries. Instead, it is essential to involve civil society and local peacebuilders at this stage to ensure transparency and accountability.”*

Moreover, there was an emphasis on conflict and gender-sensitive integration to prevent harm and foster genuine, sustainable peace. A local national peacebuilding organization in the DRC emphasized the need for inclusivity. *“Finally, systematically integrating conflict- and gender-sensitive analysis helps avoid adverse effects. This paradigm shift is necessary to build a just, slow, but real peace. Because peace is not managed like a construction site; it is cultivated like a relationship.”*

4. Value community input across the entire project cycle, starting at design processes. Thirty-two survey participants noted that the design and planning processes of peacebuilding activities need reform, particularly in terms of what information is valued and who participates. Programs should be grounded in local realities, with communities leading the analysis, design processes, and implementation. Survey participants highlighted that design processes are the first step of implementation where expectations with communities are set. Therefore, it is important to be genuine from the first interaction and consider building continuous engagement processes.



Survey participants noted that the design of activities needs to reflect the needs of communities affected by conflict, and they should define what success means. While not all community members may have the skills or knowledge to resolve conflict, their inclusion in peace processes is essential to ensuring sustainable peace. The inclusion of key stakeholders needs to extend to women and youth during the co-design and co-budgeting processes. A CBO/CSO in Palestine summarized, *“In conflict settings, development must be peace-informed, and peacebuilding must address socio-economic root causes. Promote nexus approaches—integrate peace, development, and humanitarian strategies for holistic impact. Ensure local co-creation from the start. Involve community members (especially women and youth) in needs assessment, design, and evaluation.”* There may also be a need to diversify partnerships to include rural and underserved actors. For design processes to be owned by local actors, dedicated resources are required.

Survey participants emphasized the importance of meaningful participation and the need to avoid tokenism. Survey participants advocated for moving beyond consultation and avoiding entering communities with pre-defined projects or proposals. They advocated for everyone to listen to communities and ensure that communities were empowered and ready to lead the creation process. A local national peacebuilding organization in Pakistan noted. *“When assessing the needs of community, focus on listening and co-creation. Don’t go to a community with a pre-defined project or proposal, but (instead) see what the community actually needs by listening to them.”*

The tools and processes used in the design process also need to be reconsidered. Survey participants expressed a need to move from rigid log frames to adaptive, conflict-sensitive, scenario-based approaches. They noted a need to adopt multi-track, multi-sector “nexus” strategies (peace-development-humanitarian) and institutionalize locally owned processes. A Kenyan philanthropic organization summarized, *“Design should begin with community wisdom, not donor templates.”* A local national peacebuilding organization in Egypt summarized, *“This (design) phase is often formulated in offices away from the local context, based on the assumptions of donors or international organizations, without the effective involvement of affected communities or local actors. This leads to a gap between real needs and the interventions implemented. The adjustment required is to ensure true local leadership in the planning phase by involving communities from the outset in*



*conflict analysis, prioritization, and goal formulation. This change will lead to more realistic and relevant programs and increase the effectiveness and sustainability of impact.”*

5. Reform monitoring and evaluation processes to better integrate adaptive learning processes. Eighteen survey participants mentioned the need to reform monitoring and evaluation systems. They stressed the need to shift from rigid, donor-driven metrics that emphasize short-term quantitative outputs towards more adaptive learning processes. Monitoring and evaluation frameworks must adapt as conflict changes. Five participants also shared the need to change the way in which projects and organizations conceptualize and implement exit strategies. They emphasized that exit strategies were needed from the beginning of the program, focus on building local capacity, and prioritize local ownership. A Kenyan philanthropic organization summarized, *“Monitoring and evaluation should center learning, accountability to communities, and qualitative depth—not just numeric indicators. And closure shouldn’t mean extraction or abandonment—it should consider the long-term arc of healing and trust. Peace work doesn’t move in quarters—it moves in seasons, in relationships, in lives. The project cycle must reflect that.”*

## Conclusion of Section

Survey participants consistently described key challenges in donor-grantee relationships, as well as the need for sectoral reform. If key recommendations are implemented, it would also lead to improved peacebuilding programming and more sustainable results. Overall, their main recommendations can be summarized under the following headings: culturally and contextually informed peacebuilding, decision-making processes, resources, relationships and partnerships, and learning and mutual accountability.

### Culturally and contextually informed peacebuilding

1. Contextualize programming to reflect the needs of communities affected by conflict.
2. Ensure that peacebuilding is scalable and addresses interconnected conflict dynamics that transcend local, national, and regional dynamics.
3. Integrate peacebuilding into other sectors, networks, and movements.

### Decision-making processes



4. Ensure that decision-making processes are collaborative, participatory, and inclusive.
5. Center conflict-affected communities during key grant-making and decision-making processes.

#### Relationships and partnerships

6. Ensure that partnerships are founded on trust, transparency, respect, equity, and shared responsibility.
7. Shift towards equal power-sharing and inclusion and reflect on the role each player should play, including bilateral organization, philanthropy, intermediary-INGO, proximate peacebuilder, communities.
8. Increase the safety, dignity, and well-being of proximate peacebuilders.

#### Resources

9. Reconsider how peacebuilding is funded. Provide flexible, direct, and long-term funding. Fund local capacity strengthening efforts that go beyond compliance-focused skill development.

#### Learning and mutual accountability

10. Build an infrastructure for two-way collaborative learning that uses adaptive MEL systems. Create cultures of mutual accountability and learning.



## Conclusion

Across the findings, the survey results indicate that the peacebuilding sector is undergoing significant disruption and transition. Foreign aid cuts, ongoing conflict, and reduced program funding have constrained operations and weakened trust between communities and peacebuilding partners. In response, organizations are rethinking their structures, strategies, and partnerships. They are beginning to experiment with new funding models, diversifying income streams, and reevaluating their role in conflict-affected contexts. This adaptation reflects both resilience and a recognition of the urgent need to evolve to sustain impact.

In the past, donors have provided some direct funding to proximate peacebuilders, though challenges persist. While direct grants and contracts have enabled some organizations to implement peacebuilding programs at scale, barriers such as compliance reporting, financial management capacity, and legal requirements have limited access and effectiveness of programming. Donor flexibility varies, with philanthropists often perceived as more adaptive than bilateral or multilateral institutions. Intermediary INGOs remain in a complex position. They are valued for contextual understanding but also criticized for passing down rigid donor requirements.

Taken together, survey responses indicate that the sector is calling for reform and reimagined partnership models. Proximate peacebuilders envision new relationships grounded in equity, trust, and shared responsibility. They are advocating for culturally and contextually informed programming, participatory and inclusive decision-making, and the integration of peacebuilding into broader development systems and sectors. To achieve this, all peacebuilding actors will have to be intentional about reform and particularly how it approaches funding and resourcing key organizations. After all, survey participants recommended a shift toward longer-term, flexible, and direct support, while ensuring that there were learning systems based on collaboration and mutual accountability that valued all voices, including and specifically those of communities affected by conflict



## Annex A: Recommendations by Actor

### Actor Specific Recommendations

Survey participants were asked to reflect on what specific recommendations for the following three actors (a) Bilateral donors, (2) philanthropic organizations, (3) intermediary-INGOs. This section provides actors specific recommendations.

#### Bilateral Donors

Survey participants were asked to reflect on what specific recommendations they would make to bilateral or foreign donors. Much like the sectoral recommendations, 57 survey participants provided qualitative responses, and these are summarized in the following six overarching categories.

1. Be honest and upfront about bilateral donors' interests. Three respondents from East Africa were very explicit in stating that they believed foreign governments should avoid double standards in their foreign policy. They believed that if foreign governments were funding or involved in a conflict, they should not be involved in state-sponsored peacebuilding. A respondent from Uganda shared, "Supporting peacebuilding means being willing to call out repression, occupation, or structural violence even when it involves allied states or strategic partners." Another survey respondent shared their frustration, reporting, "We need to know who we can trust, because trustworthy people who won't dilute our humanity while doing their jobs are few & far between."
2. Shift Decision-Making to Peacebuilders. Eleven respondents emphasized the need to change decision-making processes to benefit peacebuilders. They noted the need to improve understanding of local perspectives, increase analysis of the interplay between national-level and regional-level dynamics, and integrate local priorities into project design. Survey participants emphasized the importance of contextualized peacebuilding activities and the centrality of local leadership, including proximate peacebuilders. They noted the need to implement localization agendas and the importance of including proximate people builders in all processes, including design and implementation. Other survey participants emphasized the importance of involving local governments, women-led organizations, youth-led initiatives, and marginalized communities in key decision-making processes. Decision-making authority should also extend to the allocation of funds for delivering activities.



A DRC participant representing a local national peacebuilding organization noted, “foreign government donors should adopt a stance of equitable partnership rather than top-down supervision. They would benefit from co-developing programs with local organizations, recognizing their knowledge, priorities, and realities. In short, we must transition from the subcontracting model to that of a strategic alliance, where local autonomy is not viewed as a risk, but as a strength to be leveraged.”

3. Improving partnership models. Fourteen participants included recommendations in their responses related to the need to shift from contract-based partnership models towards more equitable and trust-based models. They emphasized that peacebuilding requires time, trust, and adaptability, and the current project system does not provide the conditions to create sustainable results. They argued that a shift away from short-term and project-focused relationships would lead to more effective and sustainable results. The new partnership models should be based on key principles and values, such as transparency, accountability, respect, community impact, and mutual accountability. At the core, survey participants emphasized the importance of listening and adapting to local realities. To achieve this vision, survey participants recommended that donors enhance their communication, increase funding reliability, foster greater collaboration, engage more thoughtfully with local stakeholders, and identify mutual interests through honest exchanges.
4. Provide direct, flexible, and long-term financial resources, including capacity and institutional strengthening. Almost 40% of the survey participants who answered this question had recommendations related to how bilateral donors should manage their resources. They emphasized the need for direct, flexible, and long-term funding for peacebuilding activities, particularly for proximate peacebuilders. They argued that such resources would enable planning and support sustainable and transformative peacebuilding processes. They also stated that the funding should include support to strengthen institutional capacity and include genuine partnership mechanisms. This may be supporting finance, human resources, governance, and key equipment. Finally, the importance of funding operating costs was raised. An intermediary (INGO) from the United Kingdom stated, “There needs to be more creative thinking about how government funding can bend to the needs of the work, not the other way around.” An intermediary (INGO) from Mali suggested that funds should be distributed as a pool of efforts to reduce competition among local partners and encourage synergy of actions.



5. Simplify administrative and reporting requirements. As noted in earlier sections of the report, compliance requirements such as administrative and reporting requirements are a barrier for proximate peacebuilders to participate in key opportunities. Eleven respondents focused on making recommendations to simplify grant processes, administrative, and reporting requirements. They stressed the need to adapt requirements to local contexts and make eligibility criteria more flexible, including barriers to accessing legal mechanisms to register.
6. Creating cultures of mutual accountability and learning. Nine survey participants emphasised the need to make reforms to improve mutual accountability and learning. One respondent from Colombia challenged foreign donors to undertake more regular visits to the territories and to create spaces for dialogue to understand local dynamics better and adjust strategies accordingly. A respondent from DRC offered the following advice: “accountability mechanisms must become mutual and proportionate, valuing qualitative as well as quantitative results.”

### Philanthropic Organizations

When survey participants were asked to reflect on the recommendations they would make for philanthropic organizations, their advice was similar to that of bilateral donors. Nonetheless, the 57 respondents acknowledged the potential role of philanthropic organizations in shaping the sector and advancing alternative narratives. In many ways, the recommendations are more nuanced, given that the survey participants understand that philanthropies have more flexibility and, as a result, more opportunities to change.

1. Shift towards more equal power sharing, inclusion, and reflect on role of philanthropic foundations. A total of 39% of survey participants who answered this question emphasized the need to change power dynamics and move towards increased inclusion. They noted that this shift needed to go beyond token inclusion towards a genuine power shift. They emphasized that proximate peacebuilders, including CSOs and marginalized groups, need to be part of designing strategies. They needed to lead in funding, decision-making, and branding. They challenged foundations to be more innovative and adaptive in their peacebuilding portfolios, while ensuring approaches were culturally and context specific. To achieve this, survey participants emphasized the need for increased exchange events and engagement with proximate peacebuilders to share insights and learn from one another. These can be online or in-person.



A donor from the United Kingdom stressed, foundations need to “De-center yourselves from the situation and re-center the needs of communities living in dire situations that could use your funds.” A United States-based intermediary (INGO) challenged philanthropic organizations to “limit the role of intermediaries and require them to pass funds to local actors transparently.” Finally, survey participants emphasized the need for foundations to be less ‘impenetrable’ and more accessible to new applicants through open grant applications or an open-door policy for new grantees who require support.

2. Redefining the role of philanthropy as a partner. Twenty-six survey participants stressed that the way in which philanthropic organizations do their work also needs to shift towards more trust-based dynamics. Some participants shared that foundations already demonstrate greater flexibility, responsiveness, and community orientation compared to other donors. That said, more needs to be done. Survey participants emphasized the importance of involving local actors in decision-making processes, fostering long-term partnerships, promoting collective giving, and prioritizing systemic change. A survey participant from France emphasized, “Commit to a relationship-centered approach and see the foundation not as a provider but as a partner in the journey of peacebuilding and conflict transformation. Trust your partners, embrace risk, and attend with care to partners’ well-being.” Others emphasized the importance of listening and improving communication skills to make a more visible impact and position new narratives that shift paradigms. One participant noted that philanthropic organizations were well-positioned to share best practices with other foundations. about work cultures.
3. Continue to provide flexible, unrestricted resources that enable practitioners to adapt and strengthen their organizations. Much like the recommendations for bilateral donors, 28 respondents had resource allocation recommendations. For the most part, survey participants requested flexible, long-term, unrestricted funding. The funding could support core operating costs and support innovation and adaptation of programming. Many participants emphasized that funding should prioritize helping organizations become sustainable and self-sustaining. Participants emphasized that foundations could support capacity development by continuing to allocate dedicated funding for digital tools, governance, and staff well-being. They stressed that some administrative and reporting requirements could also be simplified.



4. Advance Accountability, Learning, and Holistic Impacts. Eight survey participants emphasized that philanthropic organizations should prioritize mutual accountability, with feedback and learning flowing in both directions. They need to focus their limited funds on strategic and sustainable impact, supporting not only visible outputs but also "invisible" yet crucial work such as relationship-building, early warning systems, and psychosocial support.

Stronger monitoring and evaluation practices should measure impact holistically, using participatory methods to capture long-term outcomes like social cohesion and transformative change. Additionally, fostering collaboration networks and collective learning spaces will enhance knowledge-sharing, visibility of local work, and the capacity to sustain peace over time.

### Intermediary INGOs

Fifty-seven survey participants were the most critical of intermediary INGOs and provided the most detailed and nuanced recommendations. This may be because the proximate peacebuilders had the most interaction with intermediary actors.

1. Rethinking the role that INGOs play. According to 31 survey participants intermediary actors should reconsider their role within the international system and adopt new ways of operating, while prioritizing local participants. Survey participants emphasized the need for INGOs to transition from being implementers to facilitators and connectors, while advocating for the inclusion of proximate peacebuilders. This may mean that intermediaries need to scale down some aspects of their operations. They noted that intermediary actors were well-positioned to amplify and transfer resources, including supporting long-term capacity strengthening and developing effective advocacy strategies. Survey participants would like INGOs to reduce practices that reinforce dependency, extractive processes, or inequities. They should shift towards recognizing and valuing proximate peacebuilders as co-leaders and strategic allies, rather than just subcontractors. Recommendations included ensuring that systems are tailored to local realities and avoiding the use of templates. They emphasized the need, from the outset, for local actors and marginalized groups to be involved and lead all grant-making and implementation processes. An intermediary survey participant from the United States summarized, "Time to reinvent INGOs - even this idea of being an intermediary feels very outdated in the current context. INGOs working in this field should reinvent themselves as networks or platforms for great work, enabling people to do great work to build peace."



Collectively, organizations operating at the international level can create collective political power, not just bringing their voices upwards, but forging networks of people around a common cause, which can address global and transnational drivers of conflict.”

“INGOs should invest in building trust and transparency, valuing local knowledge and leadership, and encouraging joint advocacy and learning fosters mutual growth. Additionally, INGOs must actively support inclusion by amplifying the voices of women, youth, and marginalized communities. By centering local expertise and fostering equitable partnerships, INGOs can enhance the effectiveness and sustainability of peacebuilding efforts.” National or Local Government, Ethiopia.

2. Share power, build trust, and support local leadership for lasting peace. Twenty-one participants focused on describing how they believe the relationship between proximate peacebuilders and INGOs should change. Proximate peacebuilders would like not only to be included in processes but also to be treated as equal partners, with shared power, credit, and decision-making authority. They want collaboration, transparency, and honesty in their relationships with partners. They want their lived experiences and value-driven forms of organizing, including coalition and movement building, to be recognized. Overall, proximate peacebuilders aim to shift from transactional, short-term project cycles towards long-term, relationship-centered collaborations.
3. Commit to partnerships that are flexible and long-term. In this section, 17 survey participants also stated the need for flexible, multi-year financing to ensure that projects could adapt and respond to conflict and changing contexts. While resource allocation may be less within the control of INGOs, survey participants also suggested a need to reduce or simplify reporting, compliance, and administrative requirements. They requested more transparency and sharing of overhead costs to promote equitable financial practices. Proximate peacebuilders would also like to be compensated fairly, particularly given the risks and challenges that they face. Finally, there is a desire for well-being to be prioritized and recognized within partnerships.
4. Implement dynamic, context-specific, and learning focused monitoring and evaluation systems. Eight participants stressed the need to change monitoring and evaluation practices. They emphasized the importance of ensuring that MEL frameworks prioritize results, learning, and adaptation to local contexts.



They stated that the current MEL practices were not working and that there was a need to make reports accessible in local languages. Results needed to be more visible and meaningful to all stakeholders, not just funders and intermediaries. A Colombian intermediary organization stressed that “INGOs should promote mechanisms for knowledge transfer and practical lessons learned so that communities can sustain the processes once funding ends.”

Local knowledge, community voices, and storytelling practices needed to be centered. A local national peacebuilding organization from India summarized, “Focus on results and learning—not just paperwork. Shift from punitive or rigid oversight to mentorship-based capacity sharing in financial management, compliance, and program monitoring.” A Kenyan philanthropic organization offered the following recommendation: “Be more thoughtful about storytelling. Too often, narratives are shaped to appeal to donors in the global north, rather than reflecting the realities, dignity, and agency of those most affected by the work. INGOs have an opportunity to tell fuller, truer stories—ones that center the people and communities at the heart of peacebuilding.”



## Annex B: Copy of Survey Questions (English)

### Engaging with Peacebuilders

This survey will ask you about your experience as a peacebuilder or activist.

Thank you for participating in this survey. It will take approximately 15 to 20 minutes to complete. Your responses will contribute to the development of an Engagement Framework for Peacebuilders, which will be shared by Humanity United in late 2025.

Please note that this survey is available in multiple languages: English, French, Spanish, and Arabic.

Veillez noter que cette enquête est disponible en plusieurs langues : français, anglais, espagnol et arabe.

Tenga en cuenta que esta encuesta está disponible en varios idiomas: español, inglés, francés, y árabe.

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If you have any questions about the survey, please contact Humanity United at [peacebuilding@humanityunited.org](mailto:peacebuilding@humanityunited.org).

After the next question, you'll have the opportunity to review our privacy statement and decide whether you'd like to continue or opt out.

To begin the survey, please type "Peace" in the text box below.

### Evaluation Survey Privacy Statement

This privacy statement supplements the Humanity United's Privacy Policy for survey participants. We describe how we collect, use, share, store, and delete the information we receive from participants. More information can be found here.

### Survey Privacy Policy

#### Collection & Use of Info

- 1) Why we collect your information



This project will help us understand the experiences that peacebuilders are having and generate data to advocate for a new way of conducting peacebuilding. We will use the information you provide to develop an Engagement Framework to work with peacebuilders in today's world that advocates for advancements in foreign aid. The engagement framework will focus on peacebuilding through proximate actors (local peacebuilding actors).

## 2) How we collect your information

LimeSurvey is used to collect responses or registrations; please read their Privacy Policy and Terms of Service. Humanity United's Microsoft password secured network will also be used. Privacy Policy and Terms of Service are found [here](#).

## 3) What information do we collect?

If you choose to participate, we will ask you to provide the following types of information:

- Responses to questions - such as defined and free-form responses
- Demographic information - such as country/territory of placement

## Sharing

### 1) How do we share your information?

**Publishing:** We will only publish non-identifying data (such as anonymous quotes, statistics, or other aggregate data). For example, please review what we have published previously on [Proximate Peacebuilding](#). To facilitate this publishing, you agree to donate your copyrightable contributions to the public domain under the terms of Creative Commons Zero 1.0.

**Access:** Raw data will only be shared with Humanity United staff, contractors, and service providers who need to process this information and are subject to non-disclosure obligations.

**Other sharing:** We may disclose any collected information when required by law, when we have your permission, when needed to protect our rights, privacy, safety, users, or the public, and when necessary to enforce our Terms of Use or any other Humanity United policies.

## Protection

### 1) How long we keep your information?



- 2) The raw data we collect will be deleted, de-identified, or aggregated within 180 days.

Who to contact - If you have questions, please email:

[peacebuilding@humanityunited.org](mailto:peacebuilding@humanityunited.org). Participants who wish to change, access, or delete information they provided should contact us with their requests.

Please note that in the event of any differences in meaning or interpretation between the original English version of this Privacy Statement and a translation, the original English version takes precedence.

### Section 1: Introduction

This section of the survey will ask for background information. It will not ask for your email or name. However, we do ask about the region of the world you live in, and the type of actor that you generally work for. This information is only used for analysis purposes. You can choose not to provide this information. Almost all the of the questions in this survey are optional.

<p>Summary of the Privacy Policy: This survey collects information from peacebuilders to better understand their experiences and develop an Engagement Framework for Today's World. Data is gathered via LimeSurvey and hosted in a secured Microsoft network, including survey responses. Only non-identifiable data will be published, and raw data is accessible only to authorized staff under confidentiality agreements. Data may be shared when legally required. All raw data will be deleted, de-identified, or aggregated within 180 days. Participants can contact (<a href="mailto:peacebuilding@humanityunited.org">peacebuilding@humanityunited.org</a>) to access, change, or delete their information.</p>	<p>A. Yes B. No</p> <p>Instructions - If No - linked to exit page.</p>
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Q1: Would you like to continue with the survey? (mandatory)	
Q2: In which country or territory do you currently live in?  This information is only used for analysis purposes.	Open Ended
Q3: Which type of organization do you primarily represent? (This is a mandatory question, please select one option)  This information is only used for analysis purposes. Please pick one option.	<ul style="list-style-type: none"> <li>A. Donor (i.e. foreign government, bilateral government, foundation)</li> <li>B. Multilateral organization (i.e. United Nations, World Bank)</li> <li>C. Government (national or local)</li> <li>D. Intermediary (INGO)</li> <li>E. Local National Peacebuilding Organization</li> <li>F. Community - Based or Civil Society Organization</li> <li>G. Activists</li> <li>H. Prefer not to answer</li> <li>I. Other (Please Specify)</li> </ul>

Section 2: Partnership and Funding Decisions. This section of the survey will ask you to reflect on power dynamics in the current peacebuilding sector.

Decision Making and Authority in Project Cycle

Q4. Who do you think has the most decision-making authority in the following	Donors (Bilateral countries or Foundations)	Governments (national or local)	Intermediaries (e.g. International NGOs)	Local Peacebuilders	Communities affected by conflict	Prefer not to answer
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processes: Please select one option per scenario.						
Design of peacebuilding activities	<input type="radio"/>					
In determining the content of the workplan of activities	<input type="radio"/>					
Implementati on of activities	<input type="radio"/>					
Budget of activities	<input type="radio"/>					

Q5. Who do you think SHOULD have the most decision- making authority in the following processes: Please select one option per scenario.	Donor s (Bilate ral countr ies or found ations )	Governm ents (national or local)	Intermedi aries (e.g. Internatio nal NGOs)	Local Peacebuil ders	Communi ties affected by conflict	Prefer not to answer
Design of peacebuilding activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



In determining the content of the workplan of activities	<input type="radio"/>					
Implementation of activities	<input type="radio"/>					
Budget of activities	<input type="radio"/>					

Q6: To what extent do you agree or disagree with the following statements:  Please select one option per scenario.	Strongly Agree	Agree	Disagree	Strongly Disagree	Prefer not to answer
There is mutual transparency and trust in funding partnerships in the peacebuilding sector.	<input type="radio"/>				
Most decision-making processes in peacebuilding are consultative.	<input type="radio"/>				
My perspectives are reflected in the final decisions in partnerships.	<input type="radio"/>				
I feel part of a sector that supports and values organizations like mine.	<input type="radio"/>				



I have control over how peacebuilding activities are implemented.					
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Q7. Imagine a partnership where power was truly shared—what would it look like?  Please limit your response to 150 words	Open Ended Question
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Section 3: Best practices for directly funding local organizations. This section of the survey will ask questions about current funding practices.

Questions for Donors or Intermediates

Q8. If selected 'donor' or 'intermediate/INGO or multilaterals in Q4:  "Does your organization directly fund local peacebuilding organizations or activists?"	<ul style="list-style-type: none"> <li>A. Yes</li> <li>B. No</li> <li>C. I don't know</li> <li>D. Not applicable</li> <li>E. Prefer not to answer</li> <li>F. Other (please specify)</li> </ul>
Q9. If 'yes' to Q8  What is the largest award or contract you or your organization has provided to local peacebuilders or activists?  Select one option	<ul style="list-style-type: none"> <li>A. USD\$0-19,999</li> <li>B. USD\$20,000- 49,999</li> <li>C. USD\$50,000-99,999</li> <li>D. USD\$100,000-499,999</li> <li>E. Over USD\$500,000</li> <li>F. I do not know</li> <li>G. Prefer not to answer</li> <li>H. Other (please specify)</li> </ul>
Q10. If yes to Q8  What are the challenges you encounter	A. Local organizations have difficulty meeting local requirements to participate in grants or contracts



<p>in directly funding local peacebuilding organizations?</p> <p>Select up to three options</p>	<ul style="list-style-type: none"> <li>B. Limited financial management capacity of local partners</li> <li>C. Difficulty completing compliance reporting requirements (finance, MEL, accounting)</li> <li>D. Poor performance</li> <li>E. It is difficult to build trust with local partners</li> <li>F. Currency exchange or fund transfer</li> <li>G. Political or reputational risk associated with local partners</li> <li>H. Inadequate coordination with other donors</li> <li>I. Inadequate communication with local peacebuilding organizations</li> <li>J. Local peacebuilders have challenge demonstrating impact or meeting MEL expectations</li> <li>K. Not applicable</li> <li>L. Prefer not to answer</li> <li>M. Other (please specify)</li> </ul>
<p>Q11. if yes to ‘Donors’ in Q4 -</p> <p>Are the challenges in directly funding peacebuilding organizations the same as the challenges you encounter when funding intermediaries (e.g., INGOs)?</p> <p>Select one option.</p>	<ul style="list-style-type: none"> <li>A. Yes - The challenges are the same for both intermediaries (i.e., INGOs) and local peacebuilding organizations.</li> <li>B. Yes - The challenges are similar, but they tend to be more pronounced when working with local peacebuilding organizations.</li> <li>C. No - The challenges differ between intermediaries, INGOs and local peacebuilding organizations.</li> <li>D. Not applicable - not relevant to my work or role.</li> <li>E. I don't know</li> <li>F. Prefer not to answer</li> <li>G. Other (please specify)</li> </ul>



Questions for local peacebuilders, activist, community -based organizations, others	
<p>Q12. If selected 'any answer other than donor or multilaterals' in Q4: (mandatory question)</p> <p>Have you or your organization received any funds directly from foreign government donors (UK, Canada, Norway, etc.)?</p> <p>Select one option</p>	<p>A. Yes  B. No  C. I don't know  D. Not applicable  E. Prefer not to answer  F. Other (please specify)</p>
<p>Q13. If 'yes' to Q12</p> <p>What is the largest award or contract you or your organization has received from foreign government donors?</p>	<p>A. USD\$0-19,999  B. USD\$20,000- 49,999  C. USD\$50,000-99,999  D. USD\$100,000-499,999  E. Over USD\$500,000  F. I do not know  G. Prefer not to answer  H. Other (please specify)</p>
<p>Q14. If selected 'any answer other than donor, Foundations, or UN' in Q4: (mandatory question)</p> <p>Have you or your organization received any funds for peacebuilding activities directly from INGOs or multilateral organizations (UNDP, UN Women, World Bank, etc)?</p> <p>Select one option.</p>	<p>A. Yes  B. No  C. I don't know  D. Not applicable  E. Prefer not to answer  F. Other (please specify)</p>
<p>Q15. If 'yes' to Q14</p> <p>What is the largest award or contract you or your organization has received</p>	<p>A. USD\$0-19,999  B. USD\$20,000- 49,999  C. USD\$50,000-99,999  D. USD\$100,000-499,999  E. Over USD\$500,000</p>



<p>from INGOs or multilateral organizations (UNDP, UN Women, World Bank, etc)?</p> <p>Select one option.</p>	<p>F. I do not know G. Prefer not to answer H. Other (please specify)</p>
<p>Q16. If selected 'any answer other than donor or intermediate' in Q4: (mandatory question)</p> <p>Have you or your organization received any funds directly from foundations?</p> <p>Select one option.</p>	<p>A. Yes B. No C. I don't know D. Not applicable E. Prefer not to answer F. Other (please specify)</p>
<p>Q17. What is the largest award or contract you or your organization has received from a foundation?</p> <p>Select one option.</p>	<p>A. USD\$0-19,999 B. USD\$20,000- 49,999 C. USD\$50,000-99,999 D. USD\$100,000-499,999 E. Over USD\$500,000 F. I do not know G. Prefer not to answer H. Other (please specify)</p>

<p>Q18. If 'yes' to Q14</p> <p>What are the challenges you face when managing grants from bilateral or foreign government donors? (UK, Canada, Norway, USA, etc)</p> <p>Select up to three options.</p>	<p>A. Difficulty meeting legal requirements to participate in grants or contracts B. Limited financial management capacity to comply with all the requirements C. Difficulty completing compliance reporting requirements (finance, MEL, accounting) D. Unrealistic expectations of donors or INGOs E. Difficulty building trust with donors or INGOs F. Currency exchange or fund transfer</p>
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	<ul style="list-style-type: none"> <li>G. Political or reputational risk</li> <li>H. Inadequate coordination with other donors</li> <li>I. Inadequate communication by donors</li> <li>J. Challenge demonstrating impact or meeting MEL expectations</li> <li>K. Not applicable</li> <li>L. Prefer not to answer</li> <li>M. Other (please specify)</li> </ul>
<p>Q19. if yes to Q14</p> <p>What similarities or differences do you experience in managing grants or contracts from INGOs, multilateral organizations (such as the UN), or foreign government donors?</p> <p>Please limit your response to 150 words.</p>	Open ended
<p>Q20. Question for everyone</p> <p>How can donors strengthen their relationships with local peacebuilders when funding them directly? What should donors prioritize?</p> <p>Please limit your response to 150 words</p>	Open ended
<p>Section 3: Funding Environment. This section of the survey asks organizations about their current funding.</p>	
<p>Q21.</p> <p>What are your current sources of funding?</p>	<ul style="list-style-type: none"> <li>A. International government donors</li> <li>B. International philanthropic organizations (i.e. Foundations)</li> </ul>



<p>Please check all that apply.</p>	<ul style="list-style-type: none"> <li>C. Multilateral organization (UN, World Bank, IDB)</li> <li>D. National governments</li> <li>E. Local government</li> <li>F. Private sector or business sector</li> <li>G. Community funding</li> <li>H. Own funds generated through alternative funding (sales, ticket fees, etc.)</li> <li>I. We are a volunteer-based organization.</li> <li>J. I don't know</li> <li>K. I'm a donor, question does not apply</li> <li>L. Not applicable</li> <li>M. Prefer not to answer</li> <li>N. Other (please specify)</li> </ul>
<p>Q22. If select 'Other' response in Q22.</p> <p>Can you share more about your "other" source of funding?</p> <p>Please limit your response to 150 words</p>	<p>Open ended</p>
<p>Q23. Since January 2025, has your level of funding increased, decreased, or stayed the same?</p> <p>Please select one option.</p>	<ul style="list-style-type: none"> <li>A. Increased</li> <li>B. Decreased</li> <li>C. Stayed the same</li> <li>D. I don't know.</li> <li>E. Not applicable</li> <li>F. Prefer not to answer</li> <li>G. Other (please specify)</li> </ul>
<p>Q24. How many months of financial resources do you have to keep your organization operational?</p> <p>Please select one option.</p>	<ul style="list-style-type: none"> <li>A. We are currently out of funds.</li> <li>B. We have less than 3 months of funding remaining.</li> <li>C. We have 3 to 6 months of funding remaining.</li> <li>D. We have up to one year of funding remaining.</li> <li>E. We have multi-year funding secured.</li> </ul>



	<p>F. I don't know.</p> <p>G. Not applicable</p> <p>H. Prefer not to answer</p> <p>I. Other (please specify)</p>
<p>Q25. Has your organization experienced any types of disruptions since January 2025? If yes, can you share with us what type of disruptions you have experienced?</p> <p>Please limit your response to 150 words</p>	Open Ended
<p>Q25a. If your organization has experienced disruptions, can you share how it has affected communities, activities, or peace processes?</p>	Open Ended
<p>Q26. Considering the decreasing global funding for peacebuilding, what funding or operational strategies are you using to address or adapt to the challenges of funding cuts?</p> <p>Please limit your response to 150 words</p>	Open Ended

Section 4: Recommendations: This is the final section of the survey. It asks you to reflect on the changes you would like to see in the next 5 to 10 years related to peacebuilding. Please refer to the image of Project Phase for your reference.

<p>Q28. Which aspects of the project management or peacebuilding program cycle should change and why?</p> <p>Please limit your response to 150 words</p>	Open Question
<p>Q29. What recommendations do you have for foreign government donors to improve their</p>	Open Question



<p>work, partnership, or funding to local peacebuilding organizations?</p> <p>Please limit your response to 150 words</p>	
<p>Q30. What recommendations do you have for foundations to improve their work, partnership, or funding to local peacebuilding organizations?</p> <p>Please limit your response to 150 words</p>	Open Question
<p>Q31 What recommendations do you have for INGOs to improve their work, partnership, or funding to local peacebuilding organizations?</p> <p>Please limit your response to 150 words</p>	Open Question
<p>Q32. Please leave any other comments you would like to share.</p> <p>Please limit your response to 150 words</p>	Open Question

**Exit Message**

Thank you for participating in this survey. Results will be shared by Humanity United in late 2025. If you have questions, please email: [peacebuilding@humanityunited.org](mailto:peacebuilding@humanityunited.org). Participants who wish to change, access, or delete information they provided should contact us at their requests.

