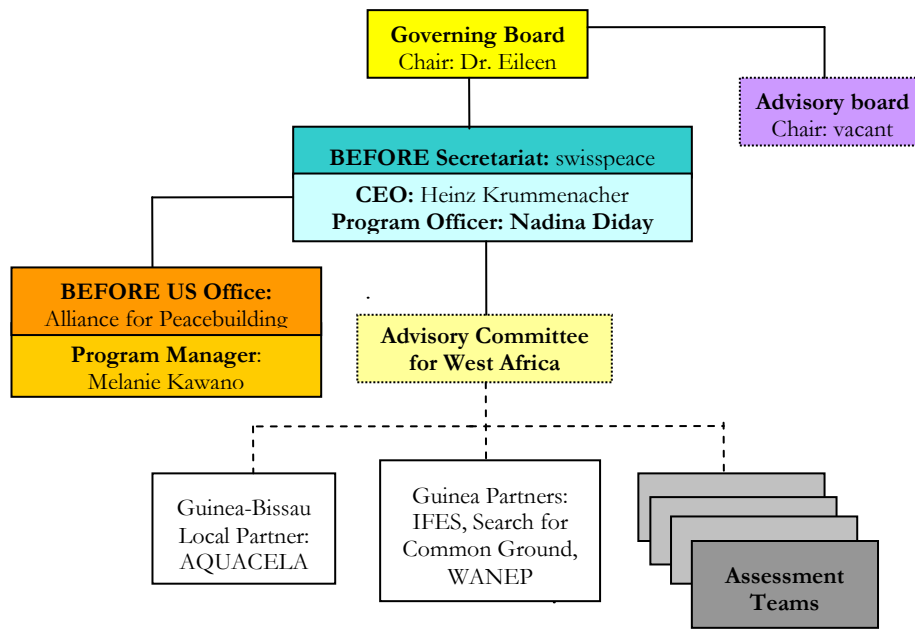


The Global Structure of BEFORE

BEFORE is a partnership project of the Alliance for Peacebuilding (AfP) and swisspeace.¹ Together, AfP and Swisspeace connect with virtually all violence prevention civil society organizations and individuals in the world. One of BEFORE's core values is collaboration and its organizational structure, described below, is designed to encourage collaboration globally.



Governing Board

Composition: Comprised of 6-10 persons, including equal numbers of experts from the global North and South, representing swisspeace, AfP, conflict prevention experts, and key BEFORE stakeholders with a mix of backgrounds and skills.

Responsibilities and Roles: The Governing Board will perform the following tasks:

- Provide general oversight and review to determine functionality and refinement.
- Report periodically to donors and interested parties about activities and growth.
- Conduct global and national advocacy, and support initiatives funding requests.
- Synthesize lessons learned to benefit the conflict prevention field.
- Provide fundraising activity support with staff and other Board members.
- Participate in quarterly BEFORE Governing Board meetings.
- Actively contribute to resource development of BEFORE with personal contacts and participation in appropriate meetings.
- Actively participate in conversations outside of quarterly meetings, as appropriate and/or as requested, including input, comments and advice on written documents.

Regional Advisory Committees

Composition: Composed of equal northern and southern individuals who vary in gender and expertise, and based on regional and international contact recommendations.

Role: The regional Steering Committee will perform the following tasks:

- Review early warning data provided by the Secretariat.
- Select countries for early response engagement.
- Consult on initial Assessment Missions and nominate Assessment Teams.
- Nominate Implementation Teams.
- Monitor the strategy development process and project implementation.
- Participate in capturing broad lessons learned by the global BEFORE system.

¹ AfP is a network of more than fifty organizations specializing in international conflict prevention and resolution and the North American representative of the Global Partnership for the Prevention of Armed Conflict. swisspeace is an independent, non-governmental institute with significant experience in early warning systems and leads a peacebuilding network, KOFF, of some forty European governmental and non-governmental organizations.

Secretariat & US Office

Composition: Staff includes a CEO, Program Manager and a Project Officer.

Role: The Secretariat will perform the following tasks:

- Perform administrative and strategic tasks.
- Organize initial Assessment Missions and nominate Assessment Teams.
- Establish a reliable information pool for BEFORE program countries.
- Select, prepare and advise Assessment Teams.
- Select an Implementation Team, monitor the strategy development process and project implementation.
- Review assessment reports and decide whether and how to proceed.
- Oversee the monitoring process by organizing risk assessments and aggregating multiple sources information.
- Ensure evaluation of the BEFORE country programs.
- Produce reports from discussions with country experts and synthesize data.
- Generate reports for public dissemination through posting on the web.
- Undertake fundraising activities and advocacy on behalf of prevention programs.
- Support the Governing Board and the Steering Committees.
- Ensure that technical assistance is available to program implementers.

Assessment Team

Composition: Assessment Team selection criteria includes knowledge of the country of concern and potential intervention modalities and technical and language skills.

Role: The Assessment Team will perform the following tasks:

- Meet with stakeholders, including government representatives, political leaders, civil society, and the international community.
- Develop an understanding of the conflict roots and a joint analysis of the situation.
- Find out whether local individuals or organizations are already taking preventive action, and what they are doing. Identify gaps in action and capacity.
- Outline a broad conflict prevention direction or strategy.
- Identify potential partner organizations for the Implementation Team.
- Recommend whether or not BEFORE response should be undertaken and how.
- Write a report and, if needed, meet with the Committee to discuss the report.

Implementation Team

Composition: Generally, this team includes both a global southern and a northern partner to maximize local and regional ownership, availability of technical support and skills, and international leverage for advocacy.²

Role: The Implementation Team will perform the following tasks:

- Follow up on recommendations, refining strategy based on local stakeholders.
- Organize a joint conflict analysis among multiple stakeholders.
- Engage local stakeholders in refining the overall strategy to conflict prevention.
- Identify specific prevention activities by different actors.
- Determine next steps for ongoing engagement, including longer term programs.
- Develop an advocacy agenda to promote preventive action and funding.
- Communicate regularly with the regional Steering Committee and the Secretariat.

² If the southern partner has the capacity to lead the implementation process, the role of the northern partner will be merely supportive. Otherwise the northern partner may take the lead at the beginning of the implementation process, but the lead will shift as soon as the local partner has acquired the necessary capacities and capabilities.