

GLOBAL STRATEGIC PLAN

2025-2030



**Peace Brigades
International**



For over 40 years, Peace Brigades International (PBI) has been working for a more just and peaceful world.

We believe that local and community-based approaches are key to realising this ambition and stand resolutely alongside the human rights defenders who fight for our common future, even in some of the most repressive and conflictive contexts.



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1. INTRODUCTION

Adapting and Evolving to Ensure the Impact of Defenders in a Volatile World

For over 40 years, Peace Brigades International (PBI) has been working for a more just and peaceful world. We believe that local and community-based approaches are key to realising this ambition, and stand resolutely alongside the human rights and environmental defenders who fight for our common future, even in some of the most repressive and conflictive contexts.

Never has this work been more important. When human rights and environmental defenders are safe and empowered, they can catalyse positive change in their communities and for our planet. The impact of this work — and the risks that defenders face — will always link to the circumstances around them. As local and global landscapes shift, we are acutely aware of the difference these complex and volatile contexts will make.

The world is in a state of ‘polycrisis’. That is, a situation that sees multiple conflicts, challenges and threats overlap - locally, regionally and globally. Time and again, the traditional international order is being called into question, with multiple state and non-state actors vying for power and resources. While such movement is not new, recent years have seen it become increasingly complex and widespread. This has dangerous consequences for the defenders standing up against these vested interests.

Environmental rights are human rights and, therefore, our strategy uses the term ‘human rights defenders’ to refer to all of the human rights and environmental defenders that PBI works with. This is often abbreviated to ‘HRDs’.

2. CONTEXT

In light of the above, our new Global Strategic Plan is designed as a framework through which PBI can adapt and evolve its work to provide effective support in the face of:

1

Persistent Threats

Human rights defenders continue to face entrenched challenges. These include a decline in legal safeguards, shrinking civic spaces, tensions and divisions within social movements, and escalating criminalisation and violence. The easy availability of weapons and widespread impunity exacerbate these risks. To mitigate them, PBI will use its 40 years of experience to expand its support into new regions and tackle the root causes of such persistent obstacles.

2

Emerging Actors and Tactics

An increasing number of criminal actors, non-state armed groups, fundamentalists and corporations are becoming involved in human and environmental rights violations. Each is using increasingly sophisticated and nuanced strategies, such as digital attacks, misinformation, smear campaigns, violence, and legal measures to silence those who stand in their way. To counter this, PBI will use its deep, localised knowledge and relationships to analyse perpetrator behaviour and develop sophisticated intervention tactics that work to dissuade attacks.

3

Geopolitical Shifts

The influence of traditional political actors has waned as a consequence of crises and the emergence of alternative options. These shifts are in constant flux and require continuous assessment, analysis and adaptation. PBI takes a pragmatic approach to this challenge, and will continue to harness the potential of traditional political actors, while making deliberate inroads with alternate conduits when needed.

4

Underlying Motivations

Despite the complex web of actors and changing dynamics, the primary motivation behind attacks on human rights defenders remains consistent: they are targeted for obstructing financial gain or the consolidation of power. Other driving factors include the preservation of impunity, as well as hate and prejudice.

The confluence of these factors is particularly acute in the case of land, environmental and Indigenous defenders — with these groups often finding themselves at the sharp end of the global climate crisis and competition to control natural resources.

To meet these and other protection requests, a multi-disciplinary approach to security, conflict resolution and crisis management is a must. Feedback from those supported by PBI has reinforced the need to build upon tried-and-tested methodologies, while also exploring new, innovative means to stop those who exercise violence and maximise the impact of defenders' work.

This work will be underpinned by a renewed emphasis on PBI's internal processes and strategic evolution as an organisation. We know that lasting change must be built on an absolute commitment to anti-racism, decolonialisation and a move to address multiple intersecting issues of discrimination and marginalisation. And we are prepared to tackle these issues head-on.

Our experience working with a range of social movements in high-pressure environments has also motivated us to ensure our work is built on a foundation of equality, inclusivity, care and wellbeing. This endeavour, coupled with a desire to provide effective support to more defenders despite a challenging funding context, has led to a number of changes that you will see reflected in this new strategic phase.

To ensure that our strategy for 2025-30 is as holistic and effective as possible, we have put equal emphasis on sustaining and scaling up our existing work as well as both new internal and external goals. We believe that this is the best way to ensure the sustainable future of our organisation and its ability to help human rights and environmental defenders change the world.





3. INTRODUCING PEACE BRIGADES INTERNATIONAL



Who Are We?

PBI is a leading international NGO working to support and protect human rights defenders so that they can effect change in their communities and for our planet. We contribute to a strong civil society infrastructure by building and sharing the tools, tactics and networks necessary to prevent threats, reduce risk and influence decision-makers.

We believe in a world where conflict is addressed non-violently, where human rights are universally upheld, and where social justice and intercultural respect are a reality.

To make this happen, PBI is working to 'open space for peace'. This means applying a strategy of international presence and concern, and supporting local and global movements that contribute to a culture of peace and justice. We act on request and complement our protective accompaniment services with proactive dialogue across multiple parties. This works to address the intersection of political and social processes and enable human rights defenders to facilitate change.



Our Aim

Our Values



Non-Violence

We are committed to giving the highest consideration to life and its defence.



International Character

We embody the concerns of the international community in relation to conflicts and crises which affect all and to peace which benefits everyone.



Non-Partisanship

We act independently and do not become involved in the work of the groups or individuals we accompany.



Horizontality

We place importance on relationships and processes, not just on outcomes.

The Role of Human Rights Defenders

Human rights defenders (HRDs) are at the heart of all we do. They enable lasting change as they act as catalysts for human and environmental rights in their communities, countries and globally.

HRDs are often ordinary people taking extraordinary actions, sometimes at great personal risk. Some are Indigenous leaders or rural communities protecting ancestral lands and the environment from destructive or illegal business projects like mining or dams. Others are women's rights activists and LGBTIQ+ movements demanding an end to gender-based violence and discrimination. Human rights defenders include victims and lawyers seeking justice and reparations, journalists exposing violations, and NGOs proposing reforms.

What they have in common is their crucial role in making the world a better place, ensuring values of freedom, respect, justice and equality are reflected in policy and practice, and that democracy and the rule of law are universally upheld. They are regularly threatened, attacked, smeared and imprisoned just for taking a stand, which is why PBI stands firmly with human rights defenders around the world, contributing to their ability to safely and effectively promote rights and protect the environment.



Geographic and Thematic Properties

PBI has teams in tens of countries across multiple regions. Many of these provide direct protection to human rights and environmental defenders. Others have a greater emphasis on advocacy or fundraising and support PBI's direct protection work as well as its broader contribution to the global ecosystem of defenders.

The majority of PBI's protection work currently takes place in Africa, Asia and Latin America. It focuses on the following three areas:

1 Land, environmental and Indigenous defenders are on the front line of the fight for our planet's future. The Intergovernmental Panel on Climate Change (IPCC) recognises that Indigenous communities and environmentalists are already suffering greatly from the impact of climate change and that if we are to stem the crisis, their voices must be heard.

Yet many live in fear of speaking out. More than four land and environmental defenders are murdered every week, with Indigenous defenders the most at risk. It is a hard reality, especially as people living in rural communities often lack the information and resources they need to challenge the business interests affecting their rights.

2 Defenders of women's rights and gender equality are working to end the discrimination that fuels the challenges faced by women and the LGBTIQ+ community (e.g. sexual and gender-based violence and inadequate healthcare). This work is becoming increasingly dangerous as fundamentalist groups continue to stoke anger and fear about the risks of so-called 'gender ideology'. It is a situation compounded by the fact that many of the defenders working on these issues are women. As such, they are often exposed to distinct challenges — including threats from within their own communities — that require specific and tailored support.

3 Defenders working for peace, justice and the rule of law help build, protect and strengthen the institutions that allow democracy to flourish and safeguard human rights. Whether they are fighting specific cases of injustice or advocating for systemic change, these activists are on a collision course with those who have a vested interest in maintaining the status quo. Sophisticated protection strategies and specialised tools can help these defenders catalyse an effective peace transition and support the development of laws/mechanisms to uphold human rights.

4. PBI'S GOALS FOR 2025-2030

PBI's Global Strategic Plan for 2025-30 was agreed at the organisation's General Assembly in November 2024. It was built upon an analysis of our existing work's impact, an assessment of the global context of human rights and environmental defence, and an evaluation of the requests received for support from defenders at risk.

Our primary conclusion was that the tactics employed through our unique approach of 'holistic protective accompaniment' continue to work. The defenders who we support are satisfied with our activities and PBI is continuing to help enhance defenders' safety and impact even in the most complicated of contexts. We face an increasing demand for our protection work. Therefore, the first pillar of our new Global Strategic Plan is to sustain and scale up our provision of holistic protective accompaniment, including in new geographies.

The details of how these tactics will be applied locally and effective goals, actions and indicators will be defined in each of PBI's protection teams. Monitoring and evaluation will initially take place locally, before feeding into an organisation-wide system.

However, in view of the contextual challenges outlined earlier in this document, we also identified areas to strengthen in the coming six years in order to ensure that our holistic approach is as impactful as possible, whilst also ensuring the strategic evolution and sustainability of our organisation.

These objectives are grouped under six new goals — three focused on our external interactions (pillar II) and three on our internal systems and processes (pillar III). Given that these will be implemented on an organisational level, additional detail was agreed upon at the General Assembly and is outlined below. These goals will underpin both our ongoing holistic protective accompaniment and any new initiatives we undertake. Beneath each goal, we have identified a series of strategic indicators. These will act as measurable checkpoints against which the implementation of PBI's new strategic goals can be tracked, with monitoring and evaluation led by the International Secretariat.

The Global Strategic Plan was developed with joint participation from across all of PBI's teams. The document is deliberately high-level and emphasises the new approaches we will take in 2025-2030. A more detailed version of this Plan is being used internally. Each PBI team will use this to create its own Strategic Plan to implement these goals in alignment with their local context and requests from HRDs. Strategies will be put into action through Operational Plans that are developed and evaluated on a yearly basis in each of PBI's teams and with the support of the International Secretariat.

PILLAR I - SUSTAINING AND SCALING UP OUR UNIQUE APPROACH

1. Holistic Protective Accompaniment

PBI takes a holistic approach to the support, protection and empowerment of human and environmental rights defenders. Unique to our organisation, the most recognisable feature of this approach are the diverse teams of international volunteers wearing the distinctive PBI vest, who are trained to protect threatened HRDs. This is just the start.

Holistic protective accompaniment is rooted in a deep understanding and analysis of the personal, physical, legal, digital and psychological spheres that affect defenders' security. It is backed by a necessary focus on networking and awareness raising — with PBI one of the only organisations to advocate at all levels, from the soldier at a local checkpoint to UN leaders.

This multi-dimensional approach means that we can employ a variety of tactics and strategies that work to keep defenders safe, and create the security, policy and political environments they need to carry out their work. Within this, it is important to note that while PBI will work with defenders to react to changes in circumstances and respond to emergencies, our focus will always be on prevention: that is, reducing the likelihood of reprisals and mitigating their impact when they occur.

To be effective in this, we must stay the course. Being embedded on the front line and working alongside defenders allows PBI to maintain a long-term presence and build the relationships, knowledge and understanding needed to manage risks and help defenders continue to effect change.

2. Key Tactics

PBI employs the following tactics to deliver on its commitment to holistic protective accompaniment.

1

Maintaining a Physical Presence

PBI maintains a continuous presence in areas where few international organisations remain. Our teams accompany defenders in high-risk contexts, creating a **deterrent effect** against potential perpetrators. Coupled with the moral support that defenders often describe as an underappreciated but galvanising force, this presence helps HRDs to continue their activism and expand their work.

Looking forward, PBI will continue to sustain a long-term physical presence in existing areas. We will also work to extend our support into new regions and explore options for ground-level, remote, and short-term interventions.

2

Capacity Strengthening

PBI is committed to creating opportunity and space for human rights defenders to deepen their capacities in **holistic security and self-protection**, particularly in contexts where state protection is non-existent or ineffective. We are also working to promote individual wellbeing through a programme of **psychosocial support**. This will improve defenders' ability to protect themselves and enable them to continue their work despite the multiple challenges they face.

In the coming years, we will continue to adapt and expand our capacity-building portfolio to meet the needs of the defenders we already work with, while extending our offer to new and emerging groups of defenders (as capacity allows).

3

Network Building

As a trusted, independent actor, PBI creates spaces for HRDs to connect, share experiences, and develop/expand their own support networks. These connections break down silos and work to build mutual support and **collective protection** strategies.

The next strategic period will see PBI move to strengthen these networks, counteract fragmentation, and **reinforce solidarity** between global human rights movements.

4

Multi-Level Advocacy

PBI plays a **bridging role** by connecting HRDs with national and international actors and creating a platform to amplify their voices. These advocacy efforts make sure that defenders are **recognised and heard**, encourage local governments to fulfil their protection duties, motivate **international support** and help deter attacks.

By continuing to advocate with, alongside and on behalf of HRDs (when requested or deemed safest), we can ensure that both their and our capacities are continuously and reciprocally reinforced.

5

Awareness Raising

Our long-term presence allows us to provide trusted, first-hand information to local and global audiences. We use this to raise awareness of human rights issues and the demands of HRDs — **mobilising support** by sharing information through a range of creative formats (e.g. films, webinars, newsletters and educational programmes).

Over the next six years, we aim to expand this work and mobilise even more people to support the work of human rights defenders.

3. Guiding Principles

Our work is underpinned by an unwavering commitment to:

Relationship Building and Collaboration



Local Presence and Dialogue: PBI's presence on the ground and ongoing dialogue with HRDs builds trusting relationships, and promotes mutual learning and effective analysis.

Engagement with Decision-Makers: Regular and strategically informed contact with decision-makers and interlocutors at every level helps to build strong support networks.

Civil Society Partnerships: We work closely with other organisations to share information and learning, and use our combined efforts to support the protection of HRDs and strengthen the civil society ecosystem.

1

Ethical Practice



Dialogue and Knowledge to Avoid Harm: We are committed to ensuring that our support does not unconsciously generate or increase the level of risk for HRDs, their organisations, families or communities. As part of this, we create mechanisms that enable us to listen, learn and develop methodologies that respond to sociopolitical realities and HRD feedback.

Avoiding Divisions, Strengthening Movements: Before we act, we conduct a careful analysis of our actions to ensure that they will not contribute to, or inflame, the very real divisions that exist in some communities and social movements. Our approaches and tactics are well-tested and have been proven to increase the psychosocial strength of organisations and communities, as well as to make a positive contribution to movement and peace-building activities.

Strengthening Self-Protection: We focus our efforts on supporting HRDs so that they have the tools and agency to ensure long-term self-determination, security and wellbeing, share information and learning, and use our combined efforts to support the protection of HRDs and strengthen the civil society ecosystem.

No Interference: We respect the autonomy of local HRDs and movements to ensure that our presence does not interfere with internal decision-making or strategies.

2

Collective and Inclusive Practices

Participatory Interventions: All our interventions are planned and implemented in a collective, participatory and inclusive manner.

Internal Governance: A horizontal structure and consensus-based decision-making reflects PBI's commitment to promoting internal diversity and participation.

Flexibility: We remain adaptable and adjust our approaches so that we can meet the changing circumstances and needs of HRDs.



3

Intersectionality

Acknowledging Intersectionality: We are committed to addressing needs that arise from the multiple intersecting identities of HRDs. These include, but are not limited to: gender, sexual orientation, race, ethnicity, disability, religion, class, economic status and age. Within this, we prioritise the inclusion of HRDs affected by multiple forms of discrimination.

Customised Protection: Access to first-hand information and dialogue with HRDs allows us to offer tailored protection measures that meet an individual's specific needs.



4

HRD-Centred Work

Amplifying Voices: Our work is centred on HRDs and is designed to raise the voice of people that have been repressed, rather than speaking on their behalf.

Sustainability: We recognise HRDs as agents of change and support them as they work to build their capabilities within a framework of self-protection and achieve long-term independence from PBI assistance.



5

4. Decolonialisation

PBI is continuously working to decolonialise its practices and address power imbalances by ensuring that a broad range of voices, knowledge and leadership are at the centre of our work.

To do this, we employ a number of intentional strategies that have been carefully designed to tackle the cultural, social and economic effects of (neo)colonialism. This includes, but is not limited to, consensus-based decision-making, a strategic focus on groups that have been marginalised, and the fact that we only take action on the initiative of those who approach us with specific requests.

In delivering the above, we recognise that some aspects of our holistic protection work also require us to tap into and leverage existing and emerging power dynamics as a tool to influence the behaviour of those who seek to attack human rights defenders. This means that PBI faces some particularly complex challenges in ensuring our operations are as decolonial as our impact. We are committed to tackling these challenges head-on.

Our work has always been guided by a robust intersectional analysis that examines the interplay of race, gender, class and other socioeconomic factors. This lens must underpin our approach to decolonialisation too. Recent years have seen us take important steps forward in this regard, particularly when it comes to building a diverse, equitable and inclusive workforce. Our next strategic phase will build on this foundation, and we are determined to make it our most effective yet — changing the nature, scale and diversity of our funding so that we have the flexibility and independence we need to deliver on our strategic goals.



PILLAR II - OUR NEW EXTERNAL GOALS

Goal 1: Expanding Protection Work and Enhancing Deterrence

Objective

Human rights defenders expand their protection networks, with future threats prevented following actions based on PBI's analysis of actors* in and beyond their immediate context. This information will be used to take direct and indirect actions that encourage positive initiatives from some actors, and deter negative actions from others.

*Actors include, but are not limited to: politicians, state officials, companies, investors, organised crime and non-state armed groups, social movements, media, conservation organisations, other regional/global powers.

Priority Actions

- 1 Broaden PBI's regional reach** by identifying potential allies and points of leverage, as well as recognising (and reacting to) local, regional and global power shifts.
- 2 Expand the protection ecosystem** by partnering with organisations/actors in similar space to create new synergies, support the delivery of multi-layered tactics, and help sustain the impact of defenders' work.
- 3 Find and use new leverage points** to help deter those who exercise violence, raise the cost of attacking, and ensure a manageable level of risk.

Strategic Indicators

Broadening Our Regional Reach

- PBI has further diversified its workforce and is using the benefit of its combined experience to challenge pervasive colonial attitudes, break down traditional power structures, and increase the impact of its work.
- PBI has strengthened its engagement in regional and global spaces while continuing to support and participate in locally-driven networks.
- PBI is using its networks and coalitions to connect local HRDs, expand their support systems and achieve sustainable organisational impact.

Expanding the Protection Ecosystem

- PBI has identified and engaged with sectoral actors that can support the development of new tactics to complement PBI's own toolkit.
- PBI is actively sharing its own resources, technical know-how and holistic protection methods with identified actors to expand regional/global synergies.
- PBI has established creative thinking spaces to support the development and application of locally-anchored HRD protection strategies.

Finding and Using New Points of Leverage

- PBI conducts regular stakeholder mapping and analysis to identify actors who have connections with human rights violators, and who might be able to directly or indirectly raise the cost of aggressions.
- PBI has created space to develop new dissuasion methodologies that mitigate the level of risk posed by local and global actors.
- PBI has developed individually tailored engagement strategies (direct and indirect) for actors/sectors that can precipitate behavioural changes and enhance the protection of HRDs.

Goal 2: Strengthening Global Movements

Objective

Human rights defenders are increasingly interconnected and benefit from mutual learning and support, collective protection and joint strategic activities. This will create a sense of community that extends beyond the borders of geography and identity, and that helps human rights and environmental actors strengthen their common cause.

Priority Actions

- 1 Facilitate knowledge exchange and mutual learning** to enable HRDs to gain new perspectives that can be integrated into their own strategies and activities.
- 2 Help HRDs support each other** by sharing practical skills, expanding networks, offering moral support and providing collective protection — all of which helps to build psychosocial wellbeing, security and strategic action.
- 3 Support HRDs in jointly advocating** for common concerns, thereby enhancing the visibility, reach and efficacy of their work.

Strategic Indicators

Exchange and Mutual Learning Between HRDs

- PBI has identified, and is connecting with, new social movements and organisations working on similar issues.
- PBI has created an 'exchange platform' to facilitate connections between civil society actors and the HRDs we support.
- PBI has systemised and is regularly sharing successful tools and methodologies.
- PBI facilitates peer-to-peer capacity and knowledge sharing with HRDs in different countries, regions and global spaces.

An International Support Network of HRDs

- PBI supports a network of HRDs in and across different countries, including those in exile.
- PBI has explored the possibility of expanding its work to support HRDs in Europe and North America.
- PBI regularly organises and supports capacity strengthening initiatives by and for HRDs (potential activities include trainings, conferences and peer learning groups).

Defender-Led Advocacy

- PBI has expanded its efforts to create meaningful spaces for HRD networking and offers more opportunities for speaker tours and advocacy delegations.
- PBI has created systems to improve the follow-up on connections made during these visits and pursue potential new opportunities/synergies.
- PBI actively supports joint intra- and inter-regional strategic activities led by HRDs.

Goal 3: Sharing Our Resources

Objective

A broader range of human rights defenders will benefit from PBI's tools and interventions. This will allow PBI to continue its existing protection work, while also expanding our support to include requests outside established programmes. All requests will be dealt with in a timely manner, with responses rooted in a philosophy of dialogue, knowledge and a pledge to ensure no harm. Strategies will be tailored to the needs of individual defenders and will form part of a broader move to systemise PBI's methodologies and improve its direct protection work.

Priority Actions

- 1 Systemise PBI's methodologies, tools and learnings** to help improve internal and external accessibility to essential knowledge and tactics.
- 2 Share PBI tools and methodologies** with HRDs in and beyond our current networks to enrich their strategies and improve risk management across the global movement.
- 3 Provide prompt, tailored and effective responses** to protection requests to directly benefit the work and activity of HRDs and coalitions.

Strategic Indicators

Systemising PBI's Methodologies, Tools and Learning

- PBI has established the internal processes and spaces needed to develop a common understanding of our protection and support methodologies, and to ensure shared learning.
- PBI has documented and systemised its methodologies, tools and learnings in formats that allow for effective sharing.
- PBI has built the capacity needed to deliver on the above and make sure that we can respond to information requests quickly and effectively.

Enriching the Strategies and Tactics of Human Rights Defenders

- PBI regularly shares methodologies, tools and learnings with HRDs and coalitions in and beyond its operational countries.
- PBI participates in coalitions and provides information-sharing and capacity-building services to personnel and HRDs worldwide (e.g. through the facilitation of peer-to-peer exchanges).
- PBI makes every effort to make sure that information is shared in a way that does no harm, ensures quality, and manages expectations — but that also gives HRDs and coalitions the space and autonomy to use and share these tools as they see fit.
- PBI is committed to enriching its own strategies and tactics through ongoing global analysis and shared learning spaces.

Ensuring Prompt, Tailored and Effective Responses to Protection

- PBI has increased its capacity to receive, process and respond to requests from HRDs and coalitions beyond our current focus countries.
- Support includes:
 - the provision of contacts and connections to networks and resources;
 - sharing methodologies and materials;
 - capacity-building programmes;
 - scoping missions and needs assessments;
 - the identification of financial resources to assess the viability of long-term interventions;
 - bespoke ground-level interventions, including through the use of holistic protective accompaniment and the inclusion of new geographies under Pillar I.

PILLAR III - OUR NEW INTERNAL GOALS

Goal 4: Strengthening Internal Decision-Making Processes

Objective

PBI has increased its capacity to deliver on its mandate and ensure that internal systems support a dual focus on process and outcomes.

4

Priority Actions

- 1 Strengthen our approach to consensus and horizontality** to improve internal decision-making.
- 2 Strengthen internal processes** to help ensure the clarity, transparency and efficacy of organisational decisions.
- 3 Identify and leverage new opportunities** to help maximise the impact of HRDs work.

Strategic Indicators

Strengthening Our Approach to Consensus and Horizontality

- PBI has developed a common understanding of the key components of good decision-making.
- PBI has put the systems in place to build trust, reinforce consensus-based decision-making and make sure that everybody's expertise is valued.
- PBI implements user-friendly systems for information sharing.

Strengthening Internal Decision- Making Processes

- PBI ensures that all staff and volunteers understand the decision-making process and have the information and tools to participate effectively.
- PBI has agreed to delegate certain expert decisions to streamline and focus the decision-making process.

Identifying and Leveraging New Opportunities

- PBI has refined existing mechanisms to enable timely decision-making in line with contextual needs.
- PBI has created an empowering environment where new ideas are welcomed, respected and given the space to thrive.

Goal 5: Fostering Efficiency

Objective

The consolidation of key operational areas enables PBI to work more efficiently and effectively. These activities are a foundational pin that will contribute to the broader implementation of our Global Strategic Plan.

Priority Actions

- 1 Ensure that PBI has sufficient human and financial resources** to sustain and expand our support for defenders.
- 2 Build a coherent and unified brand** to help attract, engage and retain actors with the potential to support our work and that of defenders.
- 3 Strengthen internal systems and processes** to help maintain effective operations and robust organisational governance.

Strategic Indicators

Ensuring Human and Financial Resourcing

- PBI has streamlined all key operational areas including fundraising, volunteer recruitment and financial management.
- PBI's systems are working to engage new donors and diversify our pool of staff and volunteers.

Building a Coherent and Unified Brand

- PBI has strengthened its core communications and advocacy functions.
- PBI is working to ensure effective representation across a range of forums, including international coalitions.

Strengthening Internal Systems and Processes

- PBI has reformed its systems and processes to streamline day-to-day operations, avoid duplication and boost staff productivity and wellbeing.

In delivering the above, it should be noted that:

- All plans to streamline and consolidate organisational systems, processes and structures will be carefully formulated, implemented and measured.
- As part of this, PBI will work to analyse the strengths and weaknesses of its current systems, and use the lessons learned to inform new developments.
- The risks and benefits of tabled adjustments will be carefully assessed prior to implementation, with activities prioritised, staggered, monitored, tested and modified as necessary.
- All adjustments will be rooted in a drive to boost organisational capacity, impact and efficacy. They are not a short-cut and we will be careful to ensure that the term 'consolidation' does not become synonymous with 'centralisation'.

Goal 6: Strengthening Care

Objective

PBI provides a supportive environment where people can grow and thrive, and where the impact of our work can be sustained for the long-term.

6

Priority Actions

- 1** **Prioritise care in PBI** to build team skills, policies, and wellbeing practices.
- 2** **Ensure a person-centred approach** to help make sure that people feel supported in their roles and equipped to deal with any challenges they might face.
- 3** **Identify and address systemic and structural issues** to help build a caring, respectful and inclusive working culture.

Strategic Indicators

Prioritising Care Across the Organisation

- PBI has made care a key part of its organisational practice. This includes:
 - Prevention through a commitment to individual wellbeing
 - Building resources and capacity in the area of people management and wellbeing.
 - Ensuring an effective organisational response to emerging issues.
- PBI has strengthened its human resource capacity.
- PBI is implementing global HR policies across the organisation.
- PBI provides periodic training in care and wellbeing to all its teams.

Ensuring a Person-Centred Approach to Organisational Development

- PBI has carried out an internal assessment to understand structural causes of stress and burnout.
- PBI has carried out internal processes to understand the cultural and gendered aspects of stress and neglect.

Building a Caring, Respectful and Inclusive Culture

- PBI provides all its personnel with reasonable and achievable job descriptions.
- PBI has an established approach to address and dismantle (internal) racism.
- PBI offers culturally appropriate support to promote care and wellbeing.
- PBI offers access to independent, professional and tailored support services.

WITH THANKS

Acknowledgements

PBI would like to dedicate this document to the environmental and human rights defenders who are bravely defending their communities and our planet, and who we have the privilege to stand alongside. You are our inspiration.

We would also like to show our appreciation to the thousands of current and former volunteers who have enriched PBI's work over the decades and without whom our organisation could not function.

Finally, we want to take this chance to thank our donors, supporters and civil society friends. Your support is helping PBI to get life-changing support out to where it's needed the most.

Thank you.





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