

STRATEGIC PLAN 2009-2012

INTERNATIONAL
CATALAN
INSTITUTE

FOR PEACE

STRATEGIC PLAN 2009-2012

LA PAU NO ÉS UN COP DE VENT SOBTAT,
SINÓ LA PEDRA EN LA QUAL CADA DIA
CAL ESCULPIR L'ESFORÇ DE CONQUERIR-LA.

Miquel Martí i Pol

[Peace is not a gust of wind, / it's a stone from which /we need to sculpt
the effort every day / in order to conquer it]

The Act which created the International Catalan Institute for Peace states that the Governing Council of the Institute will approve a Strategic Plan that will form the core of the Institute's work and from which a future bonded program will be drawn up.

This document is an overarching Plan, which has been divided into six focal points: three final and three instrumental ones. The six focal points include goals and activities for 2009, 2010 and 2011 and, potentially, for 2012 as well, in which year a new strategic plan will be approved.

In other words, of the three final focal points are – respectively: research; teaching and public awareness; peace-building and the prevention of violent conflicts. These objectives intend to bring together the ultimate purposes established for the Institute by Law. The three instrumental focal points are: internationalization and service to other actors; resource management; organization, which express what must be guaranteed and what must be ensured in order to achieve the aims of the stipulated objectives. In short, they are instrumental to the final focal points.

All of the focal points are structured around different strategic areas and multi-year objectives. Those focal points which are of greater importance will take place over a longer period than just one single planning cycle, guaranteeing their continuity. The multi-year objectives will fulfill each of the strategic areas and it is intended that they be achieved, maintaining with the specific formulation that they have now, over the course of a three-year cycle.

For medium- and long-term (6 to 10 years) strategic areas specific activities and multi-year objectives will be devised every year for the purposes of maintaining an annual plan and for accountability.

The structure of the strategic plan aims, therefore, to serve simultaneously as an instrument for planning and strategic guidance, as an instrument for implementation, monitoring and evaluation and, finally, as an instrument for accountability.

Each focal point is organized into strategic areas using letters of the alphabet, specified by capital letters and multi-year objectives, which sorted by numbers, 1 to 61.

In short: 21 strategic areas and 61 multi-year objectives.

FINAL FOCAL POINTS

FOCAL POINT 1. RESEARCH

STRATEGIC AREA 1

A. *Set up a solid platform for research – both theoretical and applied – organized around various programs that will last for at least two strategy cycles. The programs may be set up through a single initiative or a collaborated initiative, either exclusively and independently or in accordance with other entities.*

Multi-year objectives

1. Carry out research into important and relevant areas (cutting edge research) on the dynamics of conflict and on subjects that are important for the establishment of peacebuilding policies and practices.

2. Organize and progressively promote research programs, which can fit into categories in terms of how they are organized and managed. The types of programs are the following:

- a) Private programs financed with private and/or external funds, with private and/or external personnel, but managed by the ICIP.
- b) Joint programs with universities and other institutions or centers, either in Catalonia or abroad, which are financed privately, through agreements, or using external and/or mixed funds.
- c) Programs supporting and promoting research in the areas in which the ICIP works. These will essentially be carried out in two ways: a) support for research using grants for PhD programs and/or official masters programs; b) calls for competitive research proposals, in collaboration with specialized bodies, or funded projects on prioritized subjects.

d) Meeting research requests from international bodies, public authorities and civil society. Using external financing on customized projects, with ad hoc, private and/or external personnel teams.

3. In order to make the above objectives a reality, the ICIP will set up agreements with the Department of Innovation, Universities and Enterprise, the Office for the Promotion of Peace and Human Rights, the Directorate General for Development Cooperation and Humanitarian Action, the Catalan Agency for Development Cooperation (all parts of the Government of Catalonia), the Spanish Ministry of Education, the Spanish Ministry of Foreign Affairs and Cooperation (Office of Development Planning and Policy Evaluation – DG POLDE; Spanish Agency for International Development Cooperation – AECID) and the Spanish Higher Scientific Research Council, amongst others. The ICIP will develop its plans within the strategic areas in order to maintain a role in the above listed institutions' agendas. The ICIP will also intend to make use of existing evaluation instruments of these institutions to call for and adjudicate research proposals.

4. Set up agreements with appropriate universities in order to share personnel and combine research areas, as well as assign researchers to the ICIP, either on a full or part time basis.

5. Evaluate research proposals from Catalonia, Spain and Europe in order to draw conclusions and, potentially, establish strategies for modifying guidelines or adjusting projects in order to adapt them

to the needs of the ICIP. The ICIP will coordinate with researchers and research groups, which are not associated with the ICIP full time, to draw-up competitive projects for the various proposals.

6. Prepare and put into practice various systems and instruments – including external financing for private research through grants for doctoral and postdoctoral studies, temporary work-stays for junior and senior research personnel and internships and other related activities.

7. Prepare and put into practice a first set of research programs, which distinguishes between permanent programs and temporary programs, as well as between programs in which the ICIP plays a leading role and those in which other organizations do. Initially, the main areas of research will be:

A. MONITORING AND ANALYSIS OF CONFLICTS, NEGOTIATIONS AND PEACE PROCESSES

- Case studies (specific conflicts, countries and processes) and general themes (natural resources, development, etc.)
- The legitimacy and legality of armed activity
- International humanitarian law
- Private actors and armed conflicts
- International penal justice

B. HUMAN SECURITY AND SECURITY AND DEFENCE POLICY

- Case studies (specific countries and/or bodies) and issues that are of general importance

- The role of “decentralized governance” and non-central political authorities in peacebuilding, conflict prevention and human security
- Applications of human security
- The “Responsibility to Protect”
- The arms cycle
- Disarmament

C. THE EVOLUTION OF PEACE RESEARCH AND PEACE STUDIES

- The history and evolution of peace research
- The evolution of peace studies
- The impact of peace research on the social sciences
- Research on peace and the prevention of violence

D. RESOLUCIÓN Y TRANSFORMACIÓN DE CONFLICTOS

- The transformation of conflicts, in particular identity conflicts, using political and nonviolent solutions
- Policies relating to historical memory, transitional justice and reconciliation processes

E. EDUCATION FOR PEACE AND PEACEBUILDING

- The role of “decentralized governance” and of non-central political authorities in peacebuilding, conflict prevention and human security
- Development and violent conflicts
- Humanitarian activity, development cooperation and peacebuilding/the consolidation of peace
- Education for peace and fostering a culture of peace

F. PEACE ACTORS, WITH A PARTICULAR FOCUS ON THE PEACE MOVEMENT

- Approaches for specific actors, analysis of specific countries and general approaches
- Monitoring and analyzing of the activities of specialized bodies and entities, both general and regional
- Specific peace movement campaigns
- Nonviolent movements
- The influence of collective action and non-state actors in decision making relating to peace and security
- The peace movement in Catalonia

STRATEGIC AREA 2

B. *Facilitating the transfer of knowledge on subjects relating to the ICIP’s research in Catalonia as well as, expanding its audience of research in order to make the research being carried out in Catalonia known over a wider area.*

Multi-year objectives

8. Contract personnel and especially, specialists associated with the ICIP offering a collaborative route through which knowledge – understood as the offering of services and advice – can be transferred at the request of users (administrations, universities, companies and civil society).

9. Prepare and publicize a list of advisors and specialists who are either associated with and/or contracted to the ICIP, whose reliability is verified and guaranteed by the ICIP.

10. Implement various programs and activities, some of them as joint ventures with entities such as the Catalan Federation of NGOs for Human Rights, the Office for the Promotion of Peace and Human Rights, the Catalan Agency for Development Cooperation, the Ramon Llull Institute, the Institute for Catalan Studies, the Joan Lluís Vives Network, amongst others) to publicize research results and to promote its development. Amongst these there will be:

- Short-term programs for the staff and representatives of international organizations so they may systematize and/or reflect on their experiences.
- Programs and work-terms for field workers within peace processes, making use of their participation with ICIP, by collecting and systematizing the experiences these people and/or groups who are crucial in peace processes and peacebuilding.
- Prizes awarded each year for research in a specific area, in at least these four areas: a) best thesis; b) best masters project; c) best higher-level bachelors project; d) best short essay.
- Specific seminars, (at least three per year) aimed at, the country’s academic community (to help and promote research), as well as international institutions and social movements, journalists and communicators.
- Mechanisms and instruments for raising worldwide, public awareness and thinking on issues relating to peace developed in Catalonia.

STRATEGIC AREA 3

C. *Establishing and maintaining a library, in both traditional and digital formats, which facilitates research and aids in transfer of knowledge.*

Multi-year objectives

11. Progressively establish: a) a reference library that compiles basic resources on all subjects linked to peace and formulate agreements with Catalonia’s publishing houses regarding any resources that are published here on this subject matter; b) a specialized library that is focused on active research programs and aims to be as up to date and complete as possible.

12. Establish a digital library of specialized journals (100 x 100 on Peace) which will grant approximately one hundred people the right to access – both on site and remote – to some one hundred publications (distinguishing between members of the ICIP and associated personnel, who will have multi-year access that is renewed annually and those with short-term access, which will be by request).

13. Establish an agreement and mechanisms for regular collaboration with the Consortium of Catalan University Libraries (CBUC) on incorporating the ICIP’s catalogue and library into the university network.

14. Collaborate on creating possible specialized libraries alongside other institutions the Centro de Paz del Castillo de Montjuic, Memorial Democrático de Catalunya, for example, on policies relating to the past, truth commissions, and localized peace actors, etc.

15. Study the viability and relevance of creating a library specializing in notable “grey literature” (non-public or non-published documents; non-confidential documents), or collaborating with other institutions on this matter.

STRATEGIC AREA 4

D. Establish specialized observatories that are either run by the ICIP or which are joint ventures with other centers and, eventually, publishing reports and/or yearly journals based on their work.

Multi-year objectives

16. Study how to establish and, where pertinent, create specialized observatories in the following areas, in order of priority:
- Identity and ethno-political conflicts, paying special attention to nonviolent political solutions.
 - The role of non-central public actors in peacebuilding and preventing violent conduct, as well as the fostering of human security.
 - The treatment of conflicts and peace processes in the media (this will include the drawing up of an annex of the media’s code of ethics).
 - Conflicts over natural resources: water, energy.
 - Best practices in peacebuilding and conflict prevention.
 - Campaigns of peace and nonviolence movements.
 - Monitoring of peace agreements (from five years after their signing onwards).
 - Active reconciliation processes.
 - Peacebuilding, development cooperation and humanitarian action.
 - Observatory on textbooks and educational materials. (...)

STRATEGIC AREA 5

E. Creating an information archive of written and oral sources on the peace movement in Catalonia.

Multi-year objectives

17. Establishing the bases, objectives and methodology for the information archive.
18. Undertaking the collection and classification of written materials, oral interviews and images.
19. Preparing the publication of selected documents every year.

FOCAL POINT 2. TEACHING, TRAINING AND PUBLIC AWARENESS

STRATEGIC AREA 6

F. Promote and/or establish regular and regulated university teaching and training – both under- and postgraduate – on issues relating to peace, conflict resolution and transformation, the culture of peace and education for peace. Where applicable this will be in collaboration with universities and other centers; it will respect already-existing initiatives.

Multi-year objectives

20. Observe and evaluate existing educational programs and promote, wherever necessary and reasonable, the inclusion of

content specifically relating to peace and conflict transformation into undergraduate courses.

21. Advise various Catalan universities on setting up subjects and official teaching on peacebuilding and the transformation of conflicts.

22. Promote the establishment of an official interuniversity masters program on conflict resolution and transformation and peacebuilding, which is modular, is of a mixed (vocational and research-based) nature and can be completed over one or two years.

23. Promote, create and/or carry out the following, in collaboration with other institutions and with parallel programs of grants and subsidies:

- Online and bimodal masters and postgraduate programs, with special emphasis on Catalonia’s prioritized foreign action areas and on regions in active conflict.
 - Regular, continuous learning aimed, by mutual agreement, to people across the world who are involved in peace, security, humanitarian aid and development cooperation.
 - Regular training for teaching staff, in particular training modules in the Department of Education’s Lifelong Learning for Teachers Plan.
 - Annual seminars and workshops with the Staff College of the United Nations.
 - Periodical training seminars with other institutions.
- (...)

STRATEGIC AREA 7

G. Ensure that people and groups who are interested/or specialized in peacebuilding, education for peace or the prevention of violent conduct in conflicts and peace process have access to technical training.

Multi-year objectives

24. Organize specific and bespoke training courses aimed at people involved in government, the media and civil society. These courses will be aimed, in particular at, amongst other things, the following: conflict resolution and transformation; strategic negotiation; the observation of peace processes and democratic consolidation; human security and instruments for relating development cooperation and peacebuilding on the ground; conflicts and the media.

25. Organize regular training programs in peace education through the School for a Culture of Peace’s Peace Education Program and/or through other initiatives or programs of similar entities. These will include: regular activities aimed at all types of teachers, taking place during the course of the year and in summer schools; tailored training courses agreed upon with the Department of Education and, eventually, local authorities; devising (or supervising, validating) educational materials and models; drawing up generic guidelines for textbooks and materials; support for networks of specialized schools, etc.

26. Periodically setting up Peace Libraries for various audiences: sets of a few dozen books – up to about one hundred – that schools should have, depending on

age groups and thematic specialization.

STRATEGIC AREA 8

H. Broadcast, in various ways, using various instruments, the general aspects of the following: the research and the theoretical and practical knowledge linked to the analysis and transformation of conflicts; peace education and the culture of peace; nonviolence and the peaceful resolution of conflicts; peace processes; human security and peacebuilding and, in particular, observing the way they relate to the centers, units and programs that make up the ICIP.

Using a wide range of materials, publications and acts to consistently inform governments, the academic world, the media, civil society and the public in general of the nature, the dynamics and the development of international and intrastate conflicts and of the approaches and processes aimed at preventing them, managing them, resolving them and transforming them.

Multi-year objectives

27. Set up a specialized documentation centre that will be connected to both the library and the website through a reference portal (peacenet).

28. Create an English-language reference portal (peacenet or peaceweb) that allows for easy access to the majority of the existing material on subjects relating to the ICIP's research and training, for a diverse public, in an organized and systematic way.

29. Develop materials for monitoring the current state of international conflicts, wars and peace and peacebuilding processes,

and use the portal to disseminate the information.

30. Launch a series of books through joint agreements with publishing houses (in Catalan and Spanish; in some cases in English). These should include collections such as the following:

- Clàssics de la Pau i de la No-violència (Classics of Peace and Nonviolence), (complete works and anthologies).
- The "Pau i Seguretat" collection (The "Peace and Security" collection) (books – translated or written in Catalonia – on contemporary themes, as well as orders made by the ICIP, such as dictionaries or manuals).
- Testimonis de Pau (Testimonies on Peace), (books that will compile specific experiences of peacebuilding using direct or indirect accounts from key players).
- Minilibres de Pau, Seguretat i Justícia (Mini-books on Peace, Security and Justice), (short books, no longer than 100 pages of print).
- "Educar per no Estar en Pau" ("Educating to not be in Peace"), (collection on values education, in particular on subjects relating to peace, social support and development, aimed at creating concern and conscience).

31. Establish a series of publications, electronically and in print, including the following formats:

- Newsletters
- Working Papers (between 6 and 10 titles per year)
- Position Papers
- Policy Papers
- The Results of the Observatories
- Notes on Peacebuilding (jointly published with the School for a Culture of Peace

and/or other institutions)

32. Organize and hold lectures, seminars and debate series.

33. Study the possibility of promoting a respected academic journal, which is used as a major source of reference. Preferably this will be a joint undertaking.

STRATEGIC AREA 9

I. Work individually and jointly to generate the means for raising awareness, and teaching and sensitizing the public about issues of peace. This will use nonconventional instruments such as, expositions, artistic series, recitals, concerts, short films, etc.

Multi-year objectives

34. Publicize diverse pro-peace productions, including short films, which are directed at the general public, using the videowall and the various audiovisual facilities located at the ICIP.

35. Set up a series of thematic awareness exhibitions, designed to be shown throughout Catalonia. This will be done in collaboration with the Centro de Paz del Castillo de Montjuïc, entities and the Memorial Democràtic; one of which would be permanent.

36. Organize, together with other entities, nonconventional means of teaching the public and raising its awareness, using for example:

- Cinema series
- Music series
- Theatre and poetry series and shows

- Running and publicizing short films and audiovisual shows (...)

37. Create mechanisms to ensure the regular presence of educational and public-awareness material so far produced by the ICIP in the media (radio, television, written press).

38. Establish habitual relationships and set up joint ventures with museums, cultural and artistic centers or similar institutions that are concerned with issues relating to peace.

FOCAL POINT 3. PEACEBUILDING AND THE PREVENTION OF VIOLENT CONFLICTS

STRATEGIC AREA 10

J. Identify the geographic areas, the sectors and the types of action that have the greatest comparative advantage potential for concentrating fieldwork. In particular, the ICIP plans to observe, facilitate and mediate peace processes and peacebuilding, with particular focus on reconciliation and improving human security. Simultaneously, identify the main alliances, networks, partnerships and collaborations, which are needed to achieve these goals in the most effective and efficient way.

Multi-year objectives

39. Set up and run several ground missions, which include observing and monitoring elections and peace agreements and processes. Look for a consensus on what conditions are necessary for providing operational aid on the ground in conflict areas and/or in processes relating to peacebuilding and the consolidation of peace.

40. Set up a series of programs – individually and cooperatively ran by the ICIP – in supporting field work, as well as any administrative, organizational and operational agreements and collaborations which make such work a possibility.

41. Discretely make contacts and take actions that enable the establishment of various processes involved in facilitating, mediating or supporting peacebuilding.

STRATEGIC AREA 11

***K.** Identify best practices and develop innovative programs aimed at preventing, managing, resolving and transforming violent conflicts on the ground. Also focus on stabilizing and transforming societies, institutions and regions that are coming out of violent conflicts and/or prolonged social conflicts.*

Multi-year objectives

42. Set up a program to compile and spread 'best practices' in conflict transformation and peacebuilding that is universal but at the same pays particular attention to stipulated geographic areas and particular types of conflict. When doing so, special attention will be paid to the regions

which have been prioritized by Catalonia's various foreign policy initiatives.

43. Identify and put into practice – with local partners and, preferably, with similar institutions – actions and programs which aim to support the management, resolution and transformation of various types of violent conflict with various causes. Also, promote the stabilization and transformation of society and social relationships in Asia, Africa, Latin America and the Caribbean.

STRATEGIC AREA 12

***L.** Identify, agree upon and put in place the various instruments necessary in order to make possible the achievement of the objectives set out in strategic areas 10 and 11.*

Multi-year objectives

44. Set up a multi-year, on-the-ground, peacebuilding program and a list of intervention instruments and places where interventions are taking place, to be agreed on by the various actors – governmental and nongovernmental – in Catalonia that are involved in foreign affairs, development cooperation, peacebuilding, the promotion of human rights and human security.

45. Establish mechanisms for dealing with the various instruments, including a debate about the possible creation of and/or support for peace brigades and nonviolent peace forces.

INSTRUMENTAL FOCAL POINTS

FOCAL POINT 4. INTERNATIONALI- SATION AND SER- VICE TO OTHER ACTORS

STRATEGIC AREA 13

***M.** Ensure from the outset that the ICIP is present and active throughout Catalonia*

Multi-year objectives

46. Establish multi-year agreements with the governments, entities and various actors of the regions of Barcelona, Tarragona, Lleida and Girona in addition to those which stipulated in this Strategic Plan and the annual objectives that are derived from it, in order to ensure the ICIP's presence throughout Catalonia.

STRATEGIC AREA 14

***N.** Set up regular contact and joint ventures with similar centers and institutions, generating relevant partnerships and establishing medium- and long-term agreements.*

Multi-year objectives

47. Actively participate in making ICIP known in various international networks and organize and promote the exchange of personnel.

48. Coordinate with centers for research and/or the promotion of peace, particularly in Spain – through the Spanish Association for Peace Research (AIPAZ) – but also throughout Europe and the world, establishing framework agreements and, where appropriate, specific joint agreements.

49. Establish a set of initiatives and partners on certain issues; the ICIP's International Advisory Council (IAC) should be

particularly involved in this.

STRATEGIC AREA 15

O. Advise the Parliament of Catalonia and Government of Catalonia, public authorities, universities and civil society entities on their work in promoting peace and, where appropriate, on peacebuilding and the prevention of violent conflicts. When doing so specific agreements and strategies will be established with relevant departments, municipalities and entities.

Multi-year objectives

50. Take present and future requests into consideration when setting up a human and financial resources plan, as well as the proper procedures for establishing the terms of reference for the jobs in order to be able to meet the demands of the advisory role.

51. Establish the necessary agreements in response to identified requests; initially, particular attention should be paid to the demands of the Parliament of Catalonia.

52. Explicitly publicize all results, either in full or summarized, depending on what the agreement suggests.

STRATEGIC AREA 16

P. Actively participate in the Government of Catalonia's foreign policy plan, Development Cooperation's strategic plan and the Office for the Promotion of Peace and Human Rights' action Plan.

In general, play a part in all multi-year planning instruments for the promotion of peace and social support. In particular, the ICIP should participate in actions derived and/or linked to the public policies on development cooperation, social support and the promotion of peace, for which there is provision in the Statute of Autonomy of Catalonia.

Multi-year objectives

53. Establish mechanisms and agreements that allow and ensure the ICIP's presence in the various processes and plans described in strategic area 15 or in any that may subsequently be implemented.

54. Present the results for the ICIP's day-to-day work that is linked to the various public policies mentioned above.

FOCAL POINT 5. RESOURCES

STRATEGIC AREA 17

Q. Alongside the Government of Catalonia, draw up and pass a four-year binding program, which covers the establishment of the ICIP and the necessary financing for its needs identified in this Strategic Plan.

This will be based on the view of the ICIP as derived from the law which created it and the Government of Catalonia's current legislation. This sees it as an entity with full autonomy, but at the same time,

as a public company, which is subject to both public and private law.

Multi-year objectives

55. Initiate contacts involved in the drawing up of the binding program immediately following the final passing of this Strategic Plan.

56. Implement the various instruments necessary for budgeting, controlling costs and public accountability as a public company, as well as an autonomous entity, in a way that fully meets the requirements of legislation and the values that, by law and conviction, shape the work of the ICIP.

STRATEGIC AREA 18

R. Set up any mechanisms, products and agreements that enable public financing to be topped up with sponsorship and private contributions. Offer and secure services using calls for proposals and various national and international tenders.

Multi-year objectives

57. Prepare a set of products and formulas for private and/or private-public financing and co-financing, using sponsorships and agreements, with, naturally, full respect for the independence of the ICIP, for its values and principles and for the necessary full consistency between ends and means when working towards peace.

58. Set up national and international calls for proposals and tenders, with stipulated requirements for success.

STRATEGIC AREA 19

S. Draw up a report on working positions and what will be required of the staff, over a four year time period, in a way which is consistent with the binding program and the final themes.

Multi-year objectives

59. Prepare a report on working positions, a list of the members of staff and a list of tasks and responsibilities covering at least three types of positions: a) full-time staff; b) managers of programs and observatories, both part- and full-time; c) temporary contracts, (up to a maximum of three years), considered simultaneously work and services and training processes; d) assigned and/or attached personnel; e) beneficiaries of grants and people on short stays, f) people on work experience.

60. Link the report on working positions to the budget and begin its progressive implementation throughout the three-year life cycle of this strategic plan.

FOCAL POINT 6. ORGANIZATION

STRATEGIC AREA 20

T. Draw up a plan for the organization and the structure of the Institute to ensure that it will be able to comply with what is planned for it: a presence throughout Catalonia and abroad; the principle of subsidiarity with regard to specific actions; the capacity for reinfor-

cement and not replacement; flexibility and the capacity for collaborating on other initiatives and with other entities.

Multi-year objectives

61. Putting in place all the means in order to ensure compliance with the strategic area (20), ensuring that in 2010 an appropriate way of organizing the ICIP can be discussed and agreed upon, along with the establishment of a final time frame for completing its formulation.

STRATEGIC AREA 21

To conclude this Strategic Plan, the ICIP and its programs will be organized – in accordance with its initial conception as a centre for integrating and promoting already established ones – into at least three different areas, with a shared set of services and personnel:

- a) A Research and innovation division
- b) An Education division
- c) A Conflict transformation division

Each of these will work through specific programs, will have various units and, where appropriate, will have its own characteristics and management. There will also more cross-cutting structures and/or units.

For the first three years, through specified agreements and the arrangement of the various participating institutions (the Government of Catalonia, the Autonomous University of Barcelona, the ICIP and the School for a Culture of Peace), the Autonomous University of Barcelona's School for a Culture of Peace will progressively incorporate itself into the ICIP until it becomes the School for a Culture of Peace of the ICIP and eventually, of the

Government of Catalonia. When this has occurred it will maintain its own characteristics, specific direction, previous name and image, as well as its capacity for decision-making, within its capabilities and functions.

To achieve this, during 2009, the political, administrative and legal agreements will be set up, as well as the organizational and budgetary arrangements, which will include the Government of Catalonia's commitment to assign at least the same amount of money that it has granted the School via its various departments and other means on average over the last three years, in addition to its current budget, in order to ensure that the School survives.

Furthermore, in 2009 the School's Peace Education Program will be assigned to the ICIP and other joint initiatives will be launched. In addition, various mechanisms, including any assessment and analysis that seems appropriate, will be set up to ensure that in the future the process of joining the school – and potentially other centers and/or institutions – will be compatible with the ICIP's legal nature of a public entity subject to private law and a public company.

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