



ANNUAL REPORT
2011



THE PEACENEXUS FOUNDATION 2011 Annual Report

MISSION STATEMENT

To facilitate integrated solutions to peacebuilding challenges with emphasis on the interfaces between development, democracy and security promotion, by providing multi-disciplinary expert teams to peacebuilding organisations.

BACKGROUND

Having established the Foundation in 2009 and put in place internal processes to run the organization, 2010 was focused on ramping-up the business – serving our clients, ranging from the UN and Northern and Southern Governments, to international NGOs. After these first two years, 2011 was a year for taking stock, consolidating and drawing lessons for future years.

ACTIVITIES IN 2011

ORGANISATIONAL DEVELOPMENTS

Xenia Dormandy, the first Executive Director of PeaceNexus, did a magnificent job in establishing the Foundation, attracting important clients, and designing and implementing successful projects. When she left in February, the foundation had an impressive portfolio of activities of which the 2010 annual report is a testimony.

Her successor and interim director, Marla Zapach, revisited the initial strategy and encouraged a number of reforms, but had insufficient support from the board. The focus on internal strategy discussion and consequently a significant turnover of staff explain the comparatively modest spending during 2011.

Anne Gloor, the founder of PeaceNexus, replaced Marla in September. She took stock of lessons learnt, hired new staff and re-structured. She initiated strategic partnerships with organizations and commissioned research on business and NGO needs in peacebuilding. This informed the decision to establish a funding mechanism to foster innovation and impact assessment in 2012.

PROJECT HIGHLIGHTS¹

Inter-institutional collaboration in peace operations

PeaceNexus organised a meeting in May on the collaboration between international and regional organizations carrying out peace operations. The project started with a request from a Russian academic institution stressing the need for Russian and CSTO (Collective Security Treaty Organisation) peacekeepers to communicate more effectively with other peacekeeping missions. The lack of inter-operability was confirmed by other relevant players such as NATO and the UN. Where all are involved and have common interests, for instance to prevent further escalation of conflict and extremism in Afghanistan, coordination mechanisms need to improve.

Representatives from NATO, UN, OSCE, Russia, Ukraine and Switzerland met over two days in Switzerland. PeaceNexus acted as the convener and facilitator after having engaged intensively with each bilaterally, to coordinate inputs and to prepare the framework and rules for constructive discussions. Working groups developed a number of concrete suggestions which were clustered around the following objectives:

- Joint assessments;
- Common training standards and exercises;
- Aligned doctrines and procedures;
- Coordinated policy development.

Participants have since engaged in follow-up activities such as coordinated training exercises and joint policy discussions.

Operationalize the catalytic role of the UN Peacebuilding Fund (PBF)

In 2010 PeaceNexus commissioned a study for the PBF on the meaning of “catalytic” in peacebuilding and on the consequences for its work. According to its mandate, the PBF should fund catalytic peacebuilding. The study found that this can be achieved for instance by selecting projects and partners that “kick-off” or “unblock” a peace process; supporting key activities that other organizations cannot fund (e.g. for political reasons or high risks); or by a quick release of funds when urgent funding is needed.

The response to the PeaceNexus report was positive from both the client and its donors. It was felt that clarifying practical implications of a “catalytic” mandate helped to manage expectations and to focus on the added value of the PBF vis-à-vis other UN agencies.

¹ These examples do not constitute a comprehensive list of all projects undertaken in 2011, but give a flavour of the range of clients and topics covered.



Appreciation for PeaceNexus support was also reflected in the UN Secretary General’s 2011 report on the Peacebuilding Fund.

In April we started the second phase of the project to operationalize the criteria for “catalytic” programming and evaluation. PeaceNexus consultants elaborated ways to fine-tune priority setting, programme design and project selection in line with catalytic objectives. This included adapting PBF guidelines for programming, monitoring and evaluation. The project is on-going.

Connecting national and international peacebuilding²

Between May and September, PeaceNexus assisted Peace Direct, a UK-based private non-governmental organisation that promotes locally-led peacebuilding. It has partners in Africa and Asia. It supports them financially and shares their stories with a wider audience to promote their work and to raise funds for them. Peace Direct approached PeaceNexus for advice on how to increase the awareness of and support for local peacebuilding within the international donor community.

PeaceNexus provided expert advice on how international donors operate and how they perceive and work with local peacebuilders. This deepened Peace Direct’s understanding of the international community. PeaceNexus also visited and analysed two Peace Direct partners and their networks in South Sudan and Nepal, to identify potential opportunities for increasing in-country engagement with international actors.

Key recommendations to Peace Direct included to:

- Collaborate with other like-minded organizations in-country and at the international level to build an evidence base for the impact of local peacebuilding; develop advocacy objectives accordingly.
- Showcase how Peace Direct operations are designed to identify and mitigate risks. This includes Peace Direct methodology for selecting partners, its provisions for financial due diligence and its approach to monitoring and evaluating results.
- Focus on scaling-up operations in one or two countries in order to become eligible for larger scale project funding by international actors.
- Seize opportunities to link local conflict analysis capacity with international agency project planning processes.
- Frame activities and results in terms used by international actors.

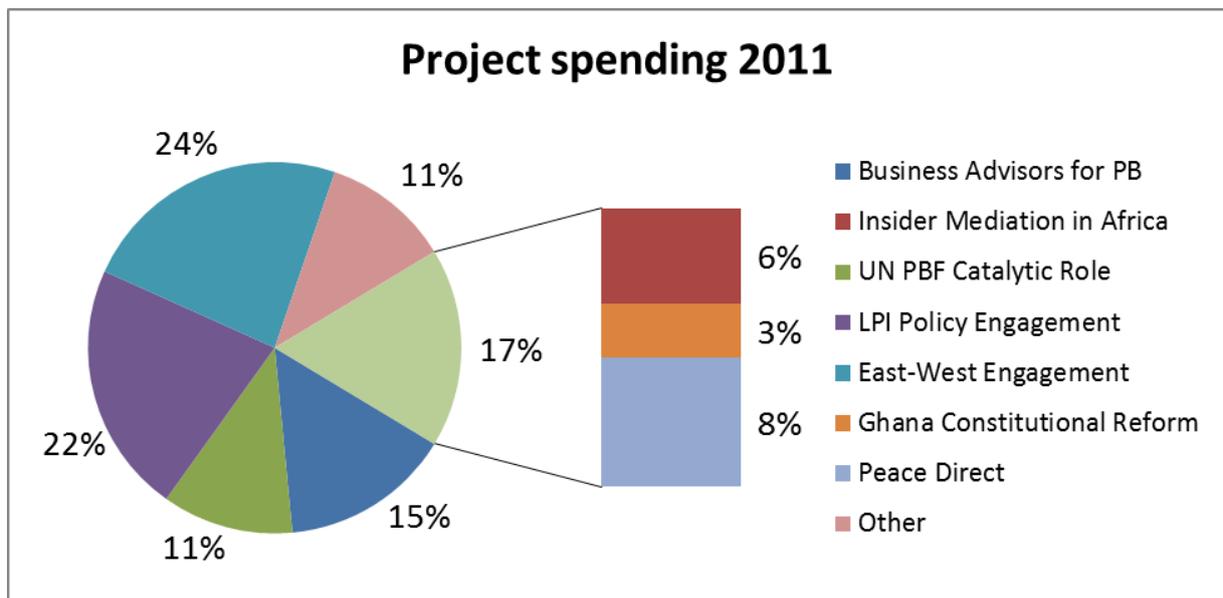
Peace Direct follow-up included new research projects designed to illustrate comparative strengths of locally-led projects, increased support to partner’s planning processes, and a revision of the presentation of its work in its reports and on its website.

²For more info on this project, please see the PeaceNexus reports on our website www.peacenexus.org.

BUDGET

Overall spending of the organization was CHF 1.3 million.

Overall project costs were just above CHF 750'000. This money was principally invested in internal and external expertise for project implementation.



PeaceNexus has the ability to respond to client requests for assistance in strict confidence. As a result, the support listed as “other” in the chart above is not detailed in this report.

PRIORITIES FOR 2012

Key objectives for 2012 are to:

- Recruit and integrate new professionals;
- Develop and test an organisational structures based on client sectors;
- Set priorities, focusing on fewer clients and topics;
- Build strategic partnerships;
- Set up a funding mechanism to support innovation;
- Operationalize the nexus between peacebuilding and business.