



# **ANNUAL REPORT 2015**

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## **Foreword by the PeaceNexus Chair**

For PeaceNexus, 2015 was a year of further consolidation and increased focus. We reviewed and in some cases deepened our engagement with selected partners with global reach. This was true of our partnerships with Intergovernmental Organisations with a peacebuilding mandate, to which we provide advisory services.

Notable achievements include work with the UN Peacebuilding Support Office in 2015 that resulted in the adoption of more inclusive mechanisms -- including government and civil society participation -- in deciding where and how UN Peacebuilding Funds are used. PeaceNexus also helped strengthen UN PBSO's 'nexus' role in generating learning about how to engage youth in peacebuilding. This contributed to the UN Security Council formally prioritising work with youth to achieve peace and security.

Another example of work to improve conflict prevention practice is the initiative to establish and implement an Early Warning to Early Response System for the European Union. In 2015 PeaceNexus worked with the European External Action Service to roll out the system globally. European Union Member States and the EU institutions have acknowledged that the system has generated a shared understanding of risks and priorities for preventive engagement. These examples demonstrate that PeaceNexus's targeted support can produce real change in policy and practice even in large multi-mandate organisations. In these cases we remain committed to supporting our partners in consolidating emerging practice.

In 2015 PeaceNexus also consolidated its organisational development support services for International Non-Governmental Organisations (INGOs) that play an influential role in developing peacebuilding policy and practice. Our role is to help our partners in strengthening internal systems for greater external impact. In 2015 our support to six INGOs either contributed to internal restructuring and revised strategies or to strengthened systems for evaluating the effectiveness of their work.

In addition to prioritising the organisational development of a few global players, in 2015 we decided to focus our support to national actors in four priority regions: West Africa, the Balkans, Central Asia and South-East Asia. Our decision to identify priority regions was a pragmatic one. We believe that local actors are critical in peacebuilding and that there is a high potential for locally-led peacebuilding in these regions at this time. Based on our experience and networks in these regions, we aim to further strengthen existing capacities to develop collaborative responses to conflict risks.

The decision on regional focusing means that PeaceNexus will gradually increase its engagement in these regions, starting with countries in which we are already active. For example, in 2015 PeaceNexus developed a partnership with the United Nations Development Programme (UNDP) in Kyrgyzstan to strengthen its work with civil society and government

agencies on peacebuilding programming and monitoring. To complement this, we decided to offer organisational development grants to selected civil society organisations in Kyrgyzstan from 2016 and to explore impact investment opportunities in Kyrgyzstan as part of our mission-aligned investment strategy. Conversely, focusing means that there are some places where we will no longer work: in 2015 we began to responsibly conclude our work with partners in Southern Africa and South America.

In each focus region we support different partners in addressing context specific challenges. In the Balkans, for example, we support six NGOs who promote government accountability and advocate for minority rights, political inclusion and reconciliation. In West Africa, our NGO partners work on issues of governance and social cohesion.

In Myanmar, PeaceNexus has worked to strengthen collective capacities of (former) conflict parties and communities to work together on economic issues. An example is support for a multi-actor process in Kayin state, which is under mixed control of the government and the ethnic armed group. In this area where 'development' has often been a trigger for conflict, PeaceNexus helped facilitate a working group on tourism development. This is now highlighted by the government and international donors as a model for community-based development in conflict-affected areas.

These achievements and changes reflect that PeaceNexus is committed to effective and relevant partnerships for peacebuilding. As a learning organisation we also remain ready to adapt further based on an honest review of our results and where we add value.

Enjoy the reading,



Dr Thomas Greminger  
Chairman of PeaceNexus and  
Ambassador, Deputy Director General  
Federal Department of Foreign Affairs  
Swiss Agency for Development and Cooperation SDC

## INTRODUCTION

This report is structured around the three strategic objectives identified in the 2014-2018 PeaceNexus strategy. The first is ***stronger capacities for peacebuilding***. To this end, PeaceNexus provides tailored advice and expertise to support a change process that often takes a number of years.

In 2015 PeaceNexus supported twenty partners with advisory services to improve their capacity and performance. They included three multilateral organisations, six international NGOs and eleven local NGOs based in the Balkans, West Africa and Southern Africa. While we work with a diverse range of organisations, many face similar challenges related to operating politically in highly dynamic contexts. For example, in 2015 our experts worked to strengthen organisational capacities to:

- Conduct participatory conflict analysis and identify programming priorities
- Strengthen risk assessment and risk mitigation systems
- Build real-time monitoring and adaptation based on feedback from affected communities
- Design and manage multi-stakeholder consultation processes
- Strengthen internal management and governance

The results from this work shows that with a relatively light touch PeaceNexus can catalyse and accompany organisational change that is critical for organisational performance.

A second organisational objective is to ***strengthen the role of business in peacebuilding***. In 2015 PeaceNexus supported projects that aim to promote more responsible business operations through business education services and new dialogue and mediation mechanisms designed to address conflict related to economic development in Myanmar. In addition, under the guidance of its founder Anne Gloor, PeaceNexus continued to develop its mission-aligned approach to investing its endowment and began to explore how to measure company contributions to peacebuilding to this end.

The third organisational objective for PeaceNexus relates to ***innovation in peacebuilding***. By providing grants and advice to design and test new responses to selected peacebuilding challenges, PeaceNexus aims to play a catalytic role in incubating more effective approaches. In 2015 we initiated a project to develop new approaches to monitoring how aid agencies live up to their commitments to 'do no harm' in conflict-affected contexts, with a view to pilot testing Conflict Sensitivity Monitoring in two countries in 2016. We also continued to support three projects to strengthen civic engagement in monitoring the implementation of peace agreements in West Africa (Mali) and the Balkans (Bosnia and Herzegovina), and coordinated a project with five training institutes to develop a peacebuilding game for training purposes.

In 2015 our core team of six staff members and five associate consultants played an active role in selecting and implementing projects, in close collaboration with our network of experts and the partners we support.

## **ACTIVITIES IN 2015**

### **STRENGTHENING ORGANISATIONAL CAPACITIES FOR PEACEBUILDING**

Our 2014-2018 strategy clarifies that PeaceNexus aims to advance the effectiveness of the peacebuilding sector by strengthening core peacebuilding capacities of organisations that have high potential for peacebuilding impact. In 2015 we provided expertise to support three inter-governmental organisations, and we provided organisational development advice and grants to 17 non-governmental organisations.

### **SUPPORTING INFORMED AND COHERENT PEACEBUILDING RESPONSES FROM INTERNATIONAL ORGANISATIONS**

For inter-governmental organisations it is often a challenge to develop shared understandings of conflict risk and peacebuilding priorities and coherent responses to address them. Our work with the UN Peacebuilding Support Office (PBSO), the Peacebuilding Division within the EU External Action Service, and the g7+ group of conflict-affected states aims to support our partners to address the challenge of developing informed, coherent and inclusive policies and programmes.

#### United Nations Peacebuilding Support Office

In 2015 we expanded our cooperation with the UN Peacebuilding Support Office. Following previous support in Kyrgyzstan, we provided operational support in Niger, Mali and the Central African Republic, where PeaceNexus played a facilitation role in building consensus on priorities for the UN Peacebuilding Fund (PBF) which has multi-million budgets for each of its priority countries..

In line with our 2012-2015 framework agreement with UN PBSO, we also began work to improve PBSO capacities and tools for monitoring and evaluation and we supported a policy initiative on youth and peacebuilding, coordinating the production of a multi-author practice note on how to engage youth in peacebuilding. This was part of a successful initiative to adopt a UN Security Resolution on Youth Peace and Security, agreed in December 2015, and will inform follow-on UN efforts to scale up engagement with youth in political and security processes. In all cases our work involved supporting participatory processes, including UN, governmental and civil society actors.

Four examples of our work to strengthen the UN PBSO are provided below:

***Support to start up UN Peacebuilding Programming in Niger***

In 2015, PeaceNexus supported a participatory process leading to the identification of peace building priorities and the programming of PBF resources in Niger. Facilitating the creation of an exchange platform, PeaceNexus brought together representatives of civil society, government, elected bodies, and the UN to identify strategic peacebuilding programmes to be financed by UN Peacebuilding Fund.

***Support for UN Peacebuilding Fund Programming in Mali***

In Mali, PeaceNexus has supported a new form of governance mechanism for PBF interventions. The new approach gives a greater role to civil society and to government in identifying priorities for PBF investments. This more inclusive structure will be replicated in the Central African Republic.

***Practice Note on Youth and Peacebuilding***

Traditionally, youth has mostly been perceived as a threat to peace rather than a positive force for social transformation. While some initiatives have been harnessing youth for positive change, these experiences have not been comprehensively collected or compared. The co-chairs of the working group on Youth and Peacebuilding, UN PBSO and Search for Common Ground, requested PeaceNexus support in compiling this evidence. This resulted in the [\*Young People's Participation in Peacebuilding: A Practice Note\*](#)<sup>1</sup> to inform policymakers and donors on how to support young peoples participation in peacebuilding. Beyond drafting three chapters, PeaceNexus coordinated, supported and provided quality insurance for the other 25 contributions.

***Community-based Monitoring***

In the context of its partnership agreement with PBSO, PeaceNexus provided support to the Monitoring and Evaluation section of PBF. The focus has been on mapping the different options for community-based monitoring that would ensure that beneficiary feedback can be fed into programme design, implementation and evaluation.

PeaceNexus commissioned an independent review of the three-year partnership agreement with UN PBSO in late 2015. This confirmed that the partnership was mutually beneficial, had contributed to improved PBSO systems and performance and represented value for money for PeaceNexus. On the basis of this review, PeaceNexus and UN PBSO agreed a new three-year partnership framework for 2016-2018. This will deepen the engagement, with greater emphasis on reviewing and adapting internal systems.

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<sup>1</sup> Accessible at: <http://tinyurl.com/z783d2g>

## The European Union External Action Service

In 2015 PeaceNexus maintained its support for the EU's initiative to establish an Early Warning System to systematically generate common understanding of conflict risk and, importantly, identify opportunities for preventive action. Since 2012 PeaceNexus has provided specialist expertise to develop the tools and methodologies to be used in the system. In 2015 PeaceNexus seconded a consultant to work directly with the division to support the global roll-out of the system.

PeaceNexus commissioned an independent review of this partnership in late 2015. This found that the partnership was critical to the development and roll-out of the system, and that its results in terms of high-level and member-state buy-in to the joint analysis processes had exceeded expectations. However, the long-term viability of the system would require evidence that joint analysis did, in practice, lead to action. For this reason, it was agreed that from 2016, PeaceNexus support would focus on implementation at country-level, through the provision of facilitators and experts that would accompany and document the analysis to action process in selected countries including Bangladesh, Tunisia and Uzbekistan.

### ***Support for the development and roll-out of the EU Early Warning System (EWS)***

2015 saw further consolidation of the EWS. It has now been established in a Joint Staff Working Document, a published EU document that serves as basis for the inter-service (External Action Service and Commission) collaboration. This was a key milestone as it codifies the process and stakeholders roles.

There were two Political Security Committee (PSC) discussions dedicated to the EWS cyclical horizon-scanning in 2015, involving the 28 member-state PSC ambassadors. The PSC continues to voice support for the system and a few member-states made contact with the team to exchange on developing complementary national early warning systems or mechanisms for engaging with the EU EWS. In addition, the new High Representative / Vice President, Federica Mogherini, requested a personal briefing on the EWS at the end of the year, and expressed an interest in being kept informed of the EWS global scanning.

There has been significant development between the roll-out in 2014 and the second and third exercises in 2015. These include improvements in the quality of analysis and better connections with other institutional mechanisms, including working with chairs of the regional Council Working Groups and 'shadowing' of geographic teams. There was also a positive trend toward depth over breadth of engagement with EWS countries and regions, though creating prevention impact was hampered by the large number of selected 'priorities'.

The focus for 2016 will be on assisting the Division to engage EU actors in the field and identify specific EU entry points for preventive and peacebuilding impact and improving the logic, design and monitoring of EU options to ensure relevance for prevention.

## The g7+ Secretariat

The g7+ is an international organisation, comprised of 20 fragile states that are committed to supporting each other in steering a path towards resilience and in making aid more effective. Although a young organisation, it has already made a significant contribution to aid policy, including through the 2011 'New Deal' on how to collaborate with donors. In 2015 PeaceNexus continued to support an expert from the European Centre for Development Policy Management to work with the g7+ to provide advice to the Policy Director.

In late 2015 PeaceNexus commissioned an independent review of the partnership. This found that the partnership had contributed to improving the quality of g7+ policy products and its engagement in policy dialogue with partners. This included, for example, policies related to improving cooperation between g7+ members and to measuring progress towards the Sustainable Development Goal #16, on Peace and Justice and Strong Institutions. However, the partnership had not contributed to other policy implementation and organisational development objectives. It was agreed that the partnership could be resumed in future once there was greater clarity on how PeaceNexus advisors could contribute to specific organisational objectives.

### **DEVELOPING NEW PARTNERSHIPS AT THE NATIONAL LEVEL IN PRIORITY REGIONS**

The PeaceNexus 2014-2018 strategy foresaw increasing engagement with national partners, and in mid-2015 a decision was taken to adopt a geographical focus for in-country partnerships. As a result in 2015 PeaceNexus began to explore opportunities to support national governmental agencies with a peacebuilding mandate or country offices of international organisations within priority regions: West Africa, the Balkans, Central Asia and South-East Asia.

This resulted in a new partnership agreement with UNDP office in Kyrgyzstan, concluded in late 2015. In line with the agreement PeaceNexus has recruited a senior conflict prevention advisor to work with UNDP for one year. In this capacity she will play a role in reviewing and adapting UNDP programming related to cross-border conflict and to youth. She will contribute to strengthening UNDP partnerships and the capacity of its partners, notably a government think-tank involved in monitoring conflict and civil society partners.

### **STRENGTHENING PEACEBUILDING NGOS**

In 2015 PeaceNexus continued to build on its niche as a specialist provider of organisational development assistance for peacebuilding NGOs, resulting in strengthened capacities in areas such as: programme design, evaluation and learning, partnerships, governance and internal accountability.

PeaceNexus selects NGOs that function as key agents of social change, and that have clear commitment to addressing internal challenges they view as limiting their capacity and impact. This includes support for larger international NGOs and support for local organisations that have high potential for national or regional impact. The Board of PeaceNexus makes the final grant selection. In doing so, they carefully consider the potential contribution of the organisation to peacebuilding and the potential of the grant to improve organisational effectiveness. The selection is followed by joint assessment and planning meetings, during which PeaceNexus staff work with the grantees to define objectives and the process to achieve them.

In 2015 PeaceNexus provided new organisational development grants to three international NGOs (headquartered in the USA, the Netherlands and the UK), two local organisations from West Africa ( Côte d’Ivoire and Senegal) and four organisations in the Balkans (in Bosnia Herzegovina, Serbia and Macedonia) See box below for selected examples. Since projects typically take over a year, in total PeaceNexus supported twenty ongoing projects to strengthen the capacity of peacebuilding NGOs in 2015.

***Examples of organisational development work begun in 2015***

**Conciliation Resources (UK):**  
Conciliation Resources (CR) is a non-profit organisation working with people in conflict to prevent violence and build peace in eight regions across the globe. Through its local partner organisations, it provides advice, support and practical resources to help divided communities resolve their differences peacefully and reaches out to decision-makers, to improve policies and peacebuilding practice worldwide.

With PeaceNexus’ organisational development support, CR set out to review its current organisational learning practice, and to develop a strategic and manageable approach to learning within the organisation and with its partners. PeaceNexus made an expert available who is working with CR on identifying methods, measures and actions to address internal challenges to effective learning. At the same time, and also with external support, CR is developing practical ways to learn with and from its partner organisations, and to foster their own reflection and learning.

**Oxford Research Group (UK):**  
The Oxford Research Group (ORG) is an independent peace and security “think-and-action-tank” that advocates for the idea of sustainable approaches to security as an alternative to violent global confrontation. Through preventive diplomacy, original research, inclusive dialogue, and practical policy recommendations it seeks a shift in global priorities away from militarism, and towards security based on justice, human rights, prevention of conflict and fair distribution of the world’s resources.

ORG requested PeaceNexus support for its organisational development in a time of transition which affected leadership, board development and programmatic change. PeaceNexus made an organisational development expert available to ORG and provided additional expertise regarding specific questions, thereby enabling ORG to overcome its challenges and establish a sustainable organisational structure and strategy.

**Center for Research, Transparency and Accountability (Serbia):**

The Center for Research, Transparency and Accountability (CRTA) is a Belgrade-based civil society organisation that advocates for the accountability of public officials, active citizenship and open institutions. CRTA engages both the government as well as civil society towards more democratic processes and to ensure that principles of accountability, transparency and the rule of law are upheld and implemented..

In early 2015, CRTA grappled with challenges around governance, management and programming. PeaceNexus helped CRTA to address these challenges with the support of an experienced consultant. With this support, CRTA was able to review and strengthen its governing structure; develop a new three-year strategy to orient future programming; as well as introduce a new 'management by objectives' system to ensure better management. Based on these achievements, PeaceNexus has committed to support CRTA in a second organisational development phase, enabling them to further support the CRTA in the implementation of the initiated changes.

**Forum Ziviler Friedensdienst (Germany + Western Balkans Programme):**

*forumZFD* is a Germany-based civil society organisation working on violent conflict in different contexts, including South East Asia, the Middle East and the Western Balkans, combining practice-oriented civil conflict management with advocacy approaches. In the Western Balkans, *forumZFD*'s work focuses on Dealing with the Past and Peace Education. Most of *forumZFD*'s programme is currently funded by *German Federal Ministry for Economic Cooperation and Development* through the *Civil Peace Service Programme*.

In 2015, *forumZFD* applied for PeaceNexus organisational development support with the aim of diversifying the funding base of its Western Balkans Programme. As a first step, PeaceNexus helped *forumZFD* with finding and tasking an expert to conduct a baseline assessment of the existing fundraising approach, identifying needs, risks and opportunities. This assessment helped *forumZFD* gauge the implications related to raising third party funding. It also provided *forumZFD* with different recommendations for organisational adjustment. In a second phase – also supported by PeaceNexus – *forumZFD* will start to implement the recommendations developed.

**Rencontre Africaine pour la Défense des Droits de l'Homme (RADDHO), (Senegal)**

RADDHO is a leading human rights and advocacy organisation in West Africa. RADDHO has an extensive network of local observatories in Senegal and is further developing them in the sub-region. With the support of PeaceNexus, RADDHO will be pursuing the following organisational development priorities in 2016:

- Reviewing and strengthening its internal structures, human resources and communication, and ensuring an effective articulation between thematic departments and local observatories;
- Strengthening the capacity for operational implementation including through effective monitoring and evaluation and resource mobilisation.

Since projects typically take over a year, in total PeaceNexus supported twenty ongoing projects to strengthen the capacity of peacebuilding NGOs in 2015. The box below highlights some of the results of some on-going organisational development processes.

**Oxford Research Group (ORG), UK**

The Oxford Research Group (ORG) is an independent peace and security “think-and-action-tank” that advocates for the idea of sustainable approaches to security as an alternative to violent global confrontation. Through preventive diplomacy, research, inclusive dialogue, and practical policy recommendations it seeks a shift in global priorities away from militarism, and towards security based on justice, human rights, prevention of conflict and fair distribution of the world’s resources.

ORG requested PeaceNexus support for its organisational development in a time of transition which affected leadership, board development and programmatic change. PeaceNexus made an organisational development expert available to ORG and provided additional expertise regarding specific questions, thereby enabling ORG to overcome its challenges and establish a sustainable organisational structure and strategy.

**Voices in the Vision for Africa (VIVA), Zimbabwe**

VIVA is a youth-driven civil society organisation, which constructively engages young people in Zimbabwe’s peace- and nation-building processes. VIVA is the convener and secretariat of the Joint Youth Working Group (JOWOG), a unique platform that brings together diverse youth from youth wings of political parties, communities, civil society and students, with the aim to enable action oriented dialogue and joint developmental initiatives.

With the OD support of Peace Nexus, VIVA embarked upon a review of its focus, positioning and capacities to identify operational priorities. Key steps have included a context analysis workshop with key stakeholders (youth, government, civil society); the development of a new strategic plan to guide VIVA’s positioning in view of the national peace agenda; and a review with network members of how to strengthen the Youth Working Group and VIVA’s convening role within it.

**Grace To Heal (GTH), Zimbabwe**

Grace To Heal is a faith-based peacebuilding organisation involved in trauma healing, mediation and conflict transformation at grassroots level mostly in the rural areas of Matebeleland in Zimbabwe. With the support of the PeaceNexus OD grant, Grace to Heal has embarked on a process to address three inter-related organisational priorities:

- Reviewing and adapting the overall strategy of the organisation through a participatory process, taking into account a changing operating context;
- Identifying possible tools and processes to strengthen organisational learning across programmes, and testing them;
- Strengthening internal management mechanisms around selected issues.

**The Centre for the Study of Violence and Reconciliation (CSV), South Africa**

CSV is a multi-disciplinary institute which dedicates its expertise to building reconciliation, democracy and a human rights culture, and to preventing violence in South Africa and in other countries in Africa.

With PeaceNexus OD support, CSV has reviewed and strengthened its internal learning, monitoring and evaluation (LME) systems, as well as its accompanying knowledge management (KM) mechanisms. With the help of a consultant, CSV identified the current strengths, needs and expectations across teams and developed, through a collaborative process, an organisational framework for LME and KM that helped harmonise practices and structure organisational learning while accommodating the different approaches.

In line with the geographic focusing decision, in 2015 PeaceNexus started to adapt its selection of civil society partners. Civil society organisations from Southern Africa were no longer eligible to apply for PeaceNexus organisational development grants. In addition, following preliminary civil society needs assessments in Kyrgyzstan and Myanmar, it was decided to extend organisational development support for selected civil society partners in these countries from 2016.

## **STRENGTHENING THE ROLE OF BUSINESS IN PEACEBUILDING**

Our 2014-2018 strategy highlights PeaceNexus ambition to actively promote new approaches to engaging business and civil society to address some key peacebuilding challenges.

### **PROMOTING A POSITIVE ROLE FOR BUSINESS**

A strategic priority for PeaceNexus is to strengthen the constructive engagement of business in peacebuilding. Although it is widely recognised that business has a critical role to play in transforming economies and societies, it is often associated with supporting existing elites, and fuelling social conflict. In 2015 PeaceNexus supported a number of start-up initiatives and activities to deliver more conflict-sensitive business performance:

#### Business education to promote conflict-sensitive business

After developing resources for business leaders working in complex environments, (a practitioner's guide and five case studies) in 2014, our 2015 priority was to work with business schools to adapt their curricula and deliver trainings based on these resources. This resulted in international business schools in Nairobi, Paris and Pretoria offering new courses. In addition, PeaceNexus supported alternative service providers, including three NGOs, to generate additional case studies from conflict-affected contexts and develop new services for business to improve their social impact.

#### Investments for Peace

Based on our increasingly mission-aligned investment strategy, PeaceNexus also explored the potential of influencing the finance sector and educating investors to consider the peacebuilding impact of their investments. Work on raising awareness about impact-investment with other investors began in 2015 and in 2016 PeaceNexus will support the development of a Peacebuilding Company Index and a dedicated investment Fund.

### Inclusive and conflict-sensitive business in Kayin state, Myanmar

Following a 2013 request from the Myanmar government and the leadership of the Karen National Union (KNU) , an armed ethnic minority group, PeaceNexus had supported a multi-stakeholder process to determine priority areas for community based development. In 2015 our efforts focused on supporting the establishment of a formal working group for community-based development in a ‘mixed control’ pilot area, the Thandaunggi township in northern Kayin state. In 2015 this resulted in the area opening up for tourism for the first time in 60 years. The government granted overnight access to the area for tourists for the first time and a dozen local enterprises were established. In late 2015, the KNU was a signatory of the National Ceasefire Agreement. In view of this new context, PeaceNexus will collaborate with new international actors (now able to work with the KNU), the Tourism Ministry and local organisations to develop other community-based development initiatives.

#### ***PeaceNexus support for inclusive and conflict-sensitive business in Kayin state, Myanmar***

Along with partner organisations, the Hanns Seidel Foundation and Myanmar Tourism Federation, PeaceNexus has continued supporting the activities of the Thandaunggi Tourism Development Working Group (TTDWG), which was formed in December 2014 as a means of promoting inclusive local business development in an area under partial control of the Karen National Union (KNU). The group met every two months throughout 2015, and though there was attendance from both the government and KNU, community representatives were always placed in charge of the development process.

The working group has brought government and KNU representatives together and built trust, while also delivering tangible improvements in livelihood opportunities for the residents of Thandaunggi. PeaceNexus and the partner organisations have been responsible for facilitating these meetings, and bringing in external expertise to advise the community on their tourism development.

Today, there are seven Bed and Breakfasts operating in Thandaunggi – the first ever licensed in the country, as well as a number of other community based tourist related businesses. Acknowledging this positive precedent, in 2016 the new Tourism Minister, U Ohn Maung, selected Thandaunggi as one of six local communities to be included in a new national programme to boost community-based tourism.

During 2016 PeaceNexus will phase out its direct involvement as the group’s capacity to self-facilitate is consolidated, while it will offer advice to the government and other organisations interested in replicating the model in other areas.

### Developing new mechanisms to address company-community conflict

In 2015 PeaceNexus explored opportunities for pilot-testing the concept of a financial mechanism or ‘Trust Fund’ to strengthen community engagement in dispute resolution and dialogue. Feasibility studies and consultations were undertaken in Kyrgyzstan, Myanmar and Morocco. Interest from companies, government and communities to develop the mechanism at a national level encouraged us to proceed in Morocco. In 2016 a multistakeholder interim governance structure will be established for the pilot testing phase, which will select and support a limited number of projects in the first year.

A second new initiative is a partnership with the Myanmar Centre for Responsible Business to establish a Mediation and Dialogue Facility to identify and train local mediators and facilitators to support dialogue and mediation processes between companies and communities. The partnership was agreed in 2015 and design and implementation will begin in 2016.

In addition, PeaceNexus maintained its partnership with the Compliance Advisor Ombudsman (CAO) of the International Finance Corporation (IFC), responsible for arbitrating disputes related to IFC-funded projects. In 2015 joint activities included efforts to identify and train local mediators from West Africa. In 2016, cooperation will include strengthening CSO capacities to meaningfully engage in one or two dispute resolution processes and to support 'preventive' dialogue mechanisms even after CAO processes have been concluded.

A second ongoing partnership is with the Geneva Centre for the Democratic Control of Armed Forces (DCAF) in which PeaceNexus has supported DCAF in working with NGOs and mining companies in Peru to address security and human rights challenges around mine sites. The partnership will be reviewed in 2016.

#### **PROMOTING INNOVATION IN PEACEBUILDING**

In addition to new initiatives to promote civil society engagement with business, PeaceNexus also supports innovative initiatives to increase meaningful civil society participation with international and national governmental actors. Typically, PeaceNexus supports one thematic initiative each year.

##### *2015: Participatory monitoring to promote more conflict-sensitive government aid*

In 2015 PeaceNexus supported research and consultations to develop new approaches to civil society monitoring of the impact of aid on conflict in fragile contexts. These consultations revealed civil society and donor interest in developing context specific guidance and capacity building, including through participatory monitoring, in South Sudan and Myanmar. PeaceNexus will support testing in Myanmar in 2016.

### ***Conflict Sensitivity Monitoring Feasibility Study***

In 2015, PeaceNexus commissioned a study to explore the impediments to conflict sensitivity implementation and assess the feasibility of developing conflict sensitivity monitoring to act as an incentive towards better performance. This included country-level studies in South Sudan and Myanmar. The majority of donors consulted were acutely aware of the high risks of inadvertently exacerbating tensions and agreed that strengthening conflict sensitivity monitoring could help facilitate implementation, generate insights to challenge key blockages and create the necessary incentives to help implement donors' policy commitments. The research concluded that conflict sensitivity monitoring would be most effective if it were donor-led, had high level buy-in, and were anchored somewhere with high-level donor representation, both globally and in-country, to achieve visibility and traction.

The research proposed that Conflict Sensitivity Monitoring initially focus at the country level. Combining an assessment of internal processes to promote conflict sensitivity – at individual donor level and/or collectively– with monitoring of outcomes in terms of the conflict sensitivity of donor programming in a particular context.

Two high-potential entry point options for conflict sensitivity monitoring were identified as donor coordination forums and multi-donor trust funds and case studies from Myanmar and South Sudan supported this finding.

### ***2014-2015: Civil society monitoring of the implementation of peace agreements.***

There is strong evidence that civil society monitoring of the implementation of peace agreements is critical to their sustainability. In 2014 and 2015, PeaceNexus supported three initiatives, one in the Balkans and two in Mali, to test new approaches to monitoring.

### ***An initiative to strengthen civil society monitoring of peace agreements***

#### **The Center for Civic Cooperation (Bosnia and Herzegovina):**

The Center for Civic Cooperation (CGS) based in Bosnia and Herzegovina (BiH), is a civil society organisation that promotes active citizen participation in the social, economic and political spheres of the country.

With support from PeaceNexus, CGS developed an initiative to increase citizen's participation in a possible revision of BiH's constitution, which is part of the Dayton Peace Agreement. By means of an interactive website, targeted social media campaigns as well as over 30 outreach meetings at the local level, CGS created spaces for citizens to build stronger awareness on how the constitution affects their daily lives and to develop ideas on what could be done about it. Following this campaign, CGS invited civil society organisations from across the country to assess its findings and develop recommendations for political decision makers. In a press conference, CGS presented the project's outcomes to the broader public and announced the initiation of a new civil society network that will continue advocating for a bottom-up constitutional reform process.

*2016: Technology enabled civil society engagement in peacebuilding*

In 2016 PeaceNexus will partner with Build Up, a social enterprise that brings together a community of technologists and peacebuilders, including through annual conferences. Together we will launch a fellowship programme that will enable peacebuilders to use and adapt available technology to improve civil society engagement in peacebuilding. In 2016 our role will be to provide mentorship, organisational development advice and a small grant to two fellows.

## **BUDGET**

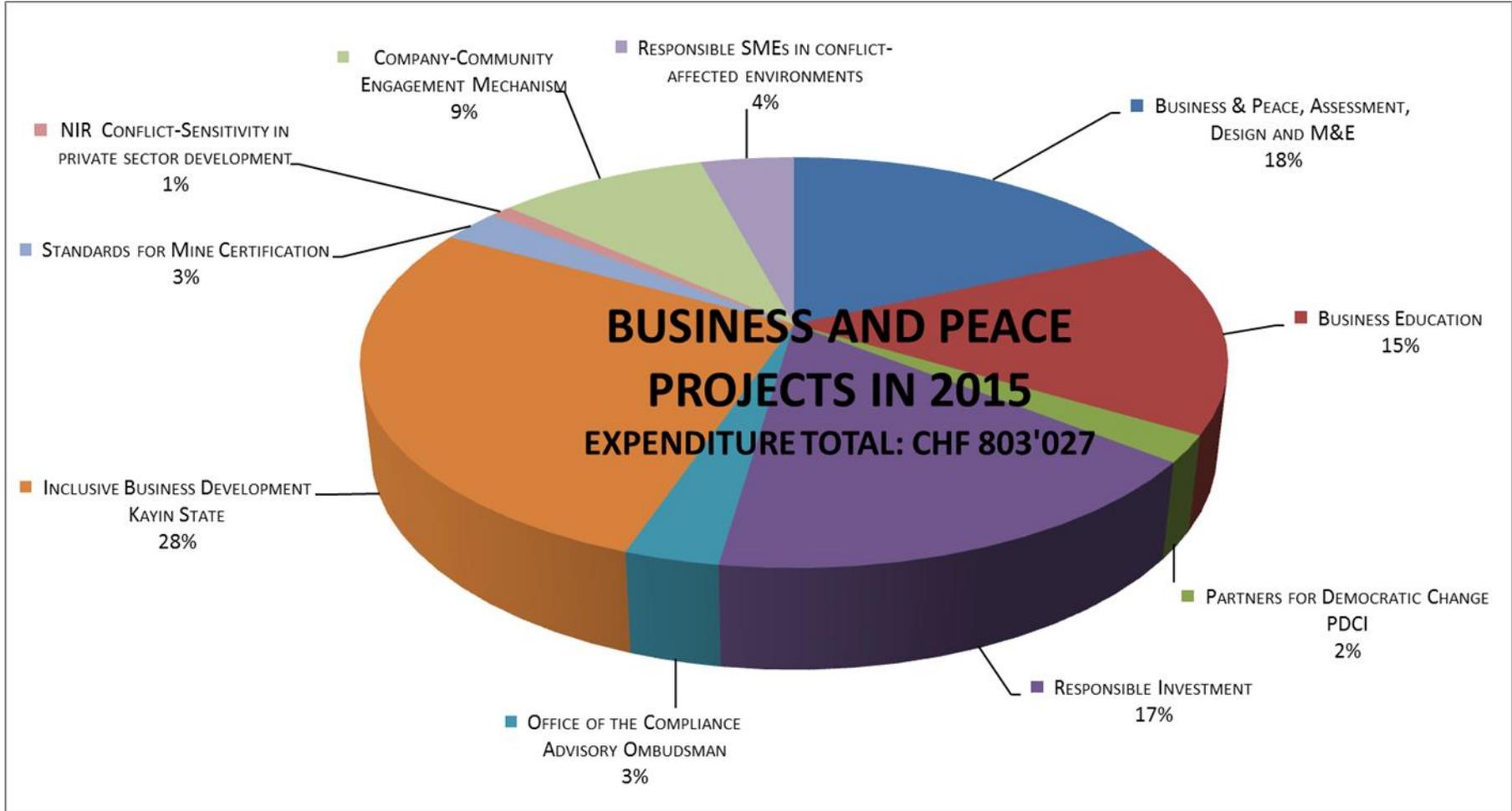
The overall spending of PeaceNexus in 2015: **CHF 2'555'231**

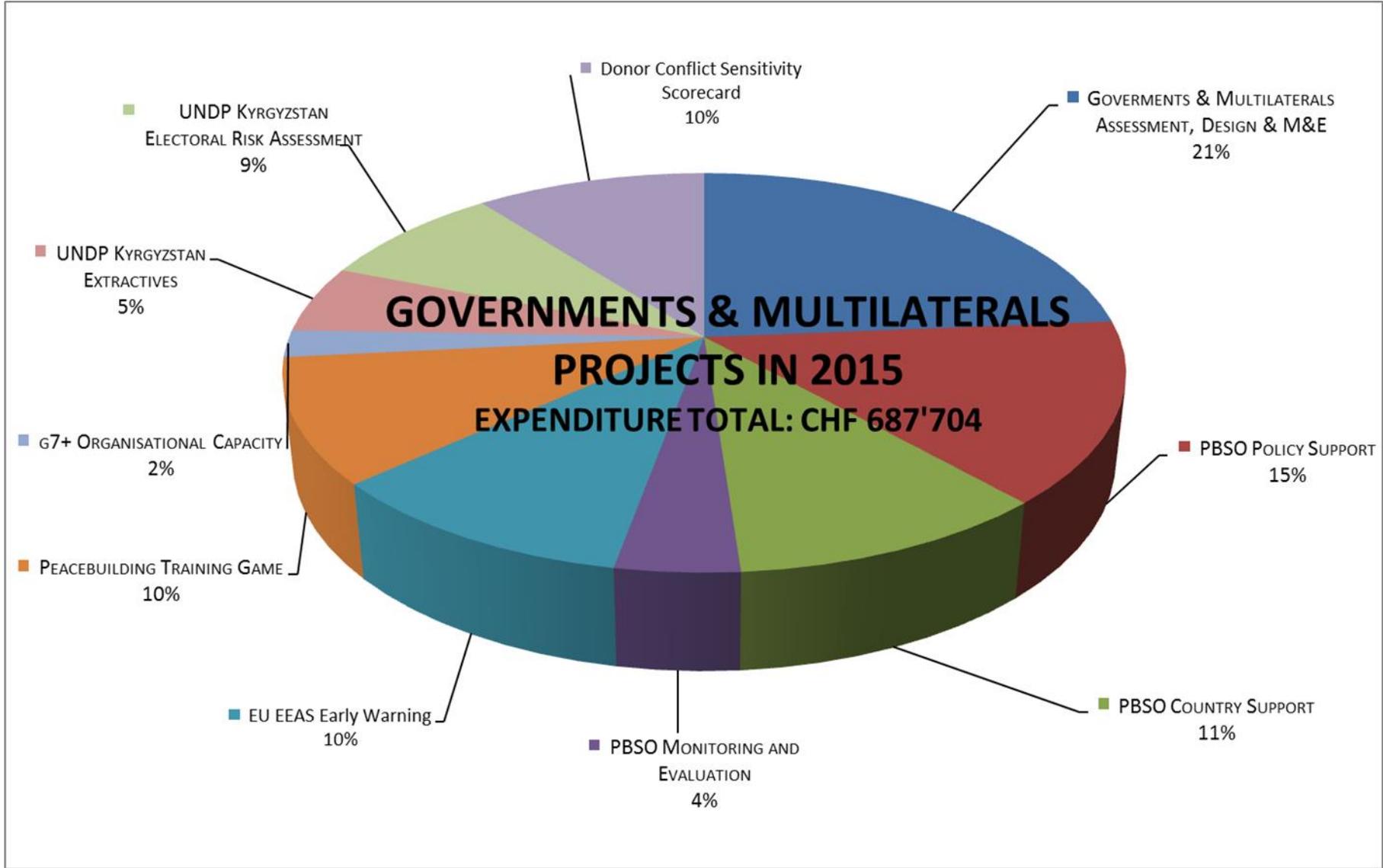
Project spending per sector:

- NGO Support **CHF 646'953**
- Support to inter-/governmental agencies **CHF 687'704**
- Promoting responsible and conflict-sensitive business **CHF 803'027**

Total **costs for projects: CHF 2'137'684** of which **65.2%** was spent on external and **34.8%** on internal **expertise**.

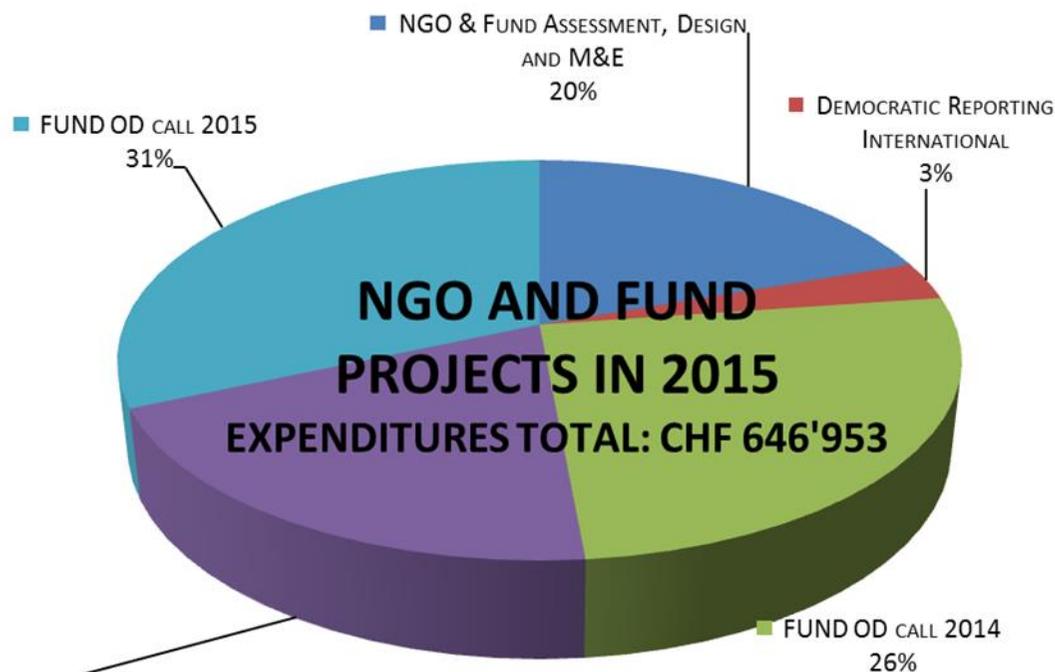
The **overhead** costs of the Foundation are: **CHF 417'547** or **16.3%** of overall costs.





### OD Call 2015

- **Center for Research, Transparency and Accountability (CRTA)**  
Belgrade, Serbia /Western Balkans
- **Macedonian Center for International Cooperation (MCIC)**  
Skopje, Macedonia/Western Balkans
- **Balkans Investigative Reporting Network (BIRN BiH)**  
Sarajevo, Bosnia and Herzegovina /Western Balkans
- **Forum Ziviler Friedensdienst (forum ZFD)**  
Cologne, Germany & Western Balkans
- **Convention de la Société Civile Ivoirienne (CSCI)**  
Abidjan, Ivory Coast/West Africa
- **Rencontre Africaine pour la Défense de Droits de l'Homme (RADDHO)**,Dakar, Sénégal/West Africa
- **Search for Common Ground (SFCG)**, Washington DC, USA/INGOs
- **ZOA Apeldoorn**, The Netherlands /INGOs
- **Conciliation Resources (CR)**. London, UK/INGOs



■ FUND INNOVATION CALL  
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### Innovation Call 2014

- **Center for Civic Cooperation (CGS)**  
Livno , Bosnia and Herzegovina/ Western Balkans
- **Institut Malien de Recherche Action pour la Paix IMRAP**,  
Mali/ Western Africa
- **Fondation Hirondelle**, Lausanne , Switzerland & Bamako-  
Mali/Western Africa

### OD Call 2014

- **Voices in the Vision for Africa VIVA**, Harare, Zimbabwe/Southern Africa
- **Grace to Heal (GtH)**, Bulawayo, Zimbabwe/Southern Africa
- **Basilwizi**,Bulawayo and the Zambezi Valley, Zimbabwe/Southern Africa
- **Khulumani**, Johannesburg/ Southern Africa
- **Center for the Study of Violence and Reconciliation(CSVR)**,Cape Town  
& Johannesburg, Southern Africa
- **Crisis Management Initiative (CMI)**, Helsinki, Finland/INGOs
- **International Alert (IA)**, London, UK/INGOs
- **Oxford Research Group (ORG)**, London, UK/INGOs









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