



**ANNUAL REPORT**

**2010**

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## **THE PEACENEXUS FOUNDATION 2010 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 actors.

### **BACKGROUND**

The Foundation works to improve the effectiveness of peacebuilding by connecting actors, tools and levels of peacebuilding. We integrate stakeholders and other relevant actors, who bring a broad range of tools to bear, across multiple fields, to assist in the development and implementation of comprehensive and durable solutions to conflict. PeaceNexus accomplishes this by undertaking extensive analysis with our clients to jointly develop an understanding of key issues requiring resolution to ensure sustainable and stable processes and transitions within the realm of peacebuilding and its nexuses.

Having established the Foundation in 2009 and put in place fundamental internal processes required to run the organization, 2010 was focused on ramping up the business of the Foundation – serving our clients, from the UN and Northern and Southern Governments, to international NGOs.

### **ACTIVITIES OF 2010**

The principal focus of 2010 was to get the activities of the Foundation up and running; to start implementing projects. As the year progressed, our limiting constraint became insufficient human resources rather than lack of clients, something we have begun to address with new members of staff coming on board in January 2011. Alongside our projects, as the institution grew, a number of other institutional activities were carried out such as expanding the database on expertise and best practice in peacebuilding.

We realize that PeaceNexus has the opportunity to make a difference primarily in the first phase of our work with our clients, when enhancing the understanding of their problems and discussing possible solutions along the lines of their needs and capacities. The resulting tailor-made support is a product of a long design phase that is difficult to plan and requires a significant investment of time from PeaceNexus staff.

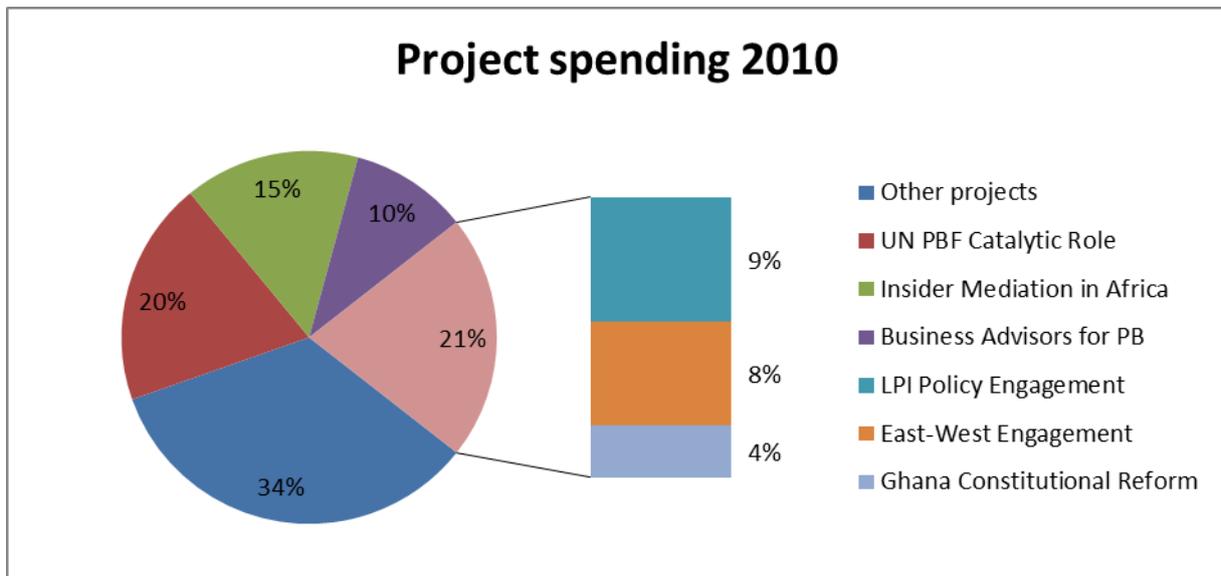
We engage experts who help us implement projects after we have jointly defined and planned the activities with our clients. This three-way engagement has proven to be both useful, yet also challenging as most consultants are not necessarily accustomed to receiving guidance from a client (PeaceNexus) when working on a project for another beneficiary

(essentially the client of the client). While ultimately an enriching experience given the ability to engage in tripartite partnerships, it does require extensive management on the side of PeaceNexus staff.

## BUDGET

By the end of 2010, PeaceNexus was engaged in seven projects, with another two in discussion. Overall spending of the organization was just over 1 Mio. CHF in 2010, of which around two thirds was spent on projects.

Overall project costs were almost 700'000 CHF, money that was invested in internal and external expertise. Other costs related to projects were covered by respective clients.



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

## PROJECT DETAILS

- 1. UN PBF Catalytic Role:** To define “catalytic” for the UN Peacebuilding Fund (PBF) and how it applies practically to the PBF mandate; drawing on this, to propose recommendations for ways to identify priority PBF activities and measure the impact of projects. Phase 1 encompassed establishing a definition, phase 2 laying out evaluative measurements.

Client: United Nations Peacebuilding Support Office (UN PBSO) and Peacebuilding Fund (PBF).

Intended Results: PBF adjusts its funding mechanism to become more responsive and effective in supporting peacebuilding efforts.

Activities: We launched this project over the summer in 2010 after discussion with PBSO and PBF to understand their mandate and functions. Drawing initially on a broad definition of “catalytic”, applying it to the peacebuilding industry, and then to the client specifically, our team put together a report with recommendations for the PBF. This was presented to the PBF’s Advisory Group in September, in New York, and was received extremely positively with a request for continued support (the report has since received acclaim outside the PBF when distributed by the client). Towards the end of the year we began conceptualizing and preparing phase 2 that would assist the PBF in identifying and evaluating projects in favor of the desired catalytic effect. We will look at the best way to include other relevant UN agencies in these discussions, especially those having an implementation role for the PBF.

- 2. East-West Engagement on Peace Operations:** To bring together a small group of Russian/CSTO and Western/NATO stakeholders to meet in a Track II dialogue process to contribute to improving interoperability between Western and Eastern peace operations in crisis management.

Client: Initially a Russian academic think-tank; by now we act as a facilitator for all involved stakeholders.

Intended Results: Engagement of all sides in dialogue to increase interaction and coordination in peace operations.

Activities: Given the sensitivity of this project we have been moving with some caution to ensure all the appropriate parties are brought into the process. After a thorough search we engaged a consultant with extensive experience working with Russian and Western peacekeepers. He has been working with PeaceNexus staff on understanding and documenting the various players, and on the context and the history of East-West relations in peace operations and broader security issues. We have engaged actively through visits to Moscow and Brussels with NATO (and originally the EU also), the Russian Government, CSTO representatives, and think-tanks, academics and NGOs on both sides to understand the interests of stakeholders to improve interoperability and identify best paths forward. As the year ended, based on these discussions we were able to put together an agenda for a brainstorming meeting to unite the respective actors in Switzerland. It is hoped that this meeting, to be held in the second quarter of 2011, will allow us to build consensus regarding the principal challenges to East-West engagement in peace operations and to lay out a roadmap to address these issues.

- 3. LPI Policy Engagement:** This project aims to assist the Life and Peace Institute (LPI), an international and ecumenical center that supports and promotes non-violent approaches to conflict transformation, to find its niche to influence the national and international policy debate on peacebuilding issues in the countries where they work.

Client: The Life and Peace Institute (LPI).

Intended Results: a) LPI provides regular and strategic policy input to relevant policy makers thereby ensuring greater acknowledgment of their field operations and key

partners in the field, integration of these in broader peacebuilding efforts and, to that effect, improved networking by HQ; and b) to understand the missing links between different peacebuilding tracks and establish them in view of coordinated policy making and implementation.

Activities: We started this project in early fall with an initial assessment trip to the client HQ and field operations (Eastern DRC) to strategize with the client their policy needs and aspirations in the various parts of their operations. With a follow-on two-day meeting in December that brought together the client core working group with the PeaceNexus consultants and staff, we were able to assess the client's potential for influencing policy-making and we gained a strong endorsement of the project and its goals from throughout the client organization. Based on the evidence gathered in this phase, we will work in early 2011 on defining best approaches to build the necessary capacity to help them to achieve their policy-making objectives.

- 4. Insider Mediation in Africa:** To identify and multiply good practices of insider mediators to manage conflicts in Africa effectively, focusing initially but not exclusively on those related to elections, and to establish a network for this purpose.

Client: Swiss Department of Foreign Affairs, Division for Human Security.

Intended Results: a) identify and understand insider mediators; b) collect best practice; and c) create a network of insider mediators in Africa.

Activities: In early 2010, we signed the MOU with the client to start work on a 3-phase project. The lead consultant produced a report in summer that characterized insider mediators based on desk research interviews and best practice. Towards the end of the year we held a workshop with insider mediators in Johannesburg, which was an enormous success, with the workshop leading to the creation of a locally-owned "African Insider Mediators Platform" (AIMP) that we anticipate will get off the ground in 2011. Early 2011, we will sit down with the Swiss FDA to discuss the support of the network and specific needs it could address (e.g. strengthening insider mediation capacity in Burundi).

- 5. Business Advisors for Peace:** To build a small advisory group of key business leaders to work with PeaceNexus in identifying possible approaches to increase private sector involvement in peacebuilding activities generally, and in specific PeaceNexus projects as needed.

Client: Potentially all partners who wish to increase private sector involvement in peacebuilding.

Intended Results: Create an advisory group of business leaders to provide private sector input in peacebuilding.

Activities: The first phase was designed to build a broad understanding of the nexus between peacebuilding and the private sector. In the fall, our consultant produced a summary of the principal efforts conducted in this arena to-date and the remaining gaps PeaceNexus could fill. In December we started to reach out to a small set of companies to understand the internal systems they have created to do business in conflict-prone areas, and to assess their possible motivations to engage in peacebuilding. In 2011, we

anticipate using the information gathered to bring together the Advisory Group and discuss, based on achieved results and their experience, how the Group could support PeaceNexus projects with their advice and connections.

- 6. Ghana Constitutional Review:** To assist the Constitution Review Commission (CRC) of Ghana in bringing international best practice to their constitutional review process, including assisting the client in conducting a legitimate and effective national conference, and producing recommendations for the President and Parliament.

Client: Constitution Review Commission (CRC) of Ghana.

Intended Results: Assist the CRC in developing recommendations for constitutional amendments to the President and Parliament through: a) an inclusive review process; and b) a reform proposal that reflects international best practice.

Activities: We were approached by the CRC in Ghana through the Swiss Embassy to assist them in their three-year constitutional review process. The CRC had already completed the process of gathering a significant number of suggestions coming from their citizenry and elite, followed by the attempt to distill the recommendations into a manageable format for final discussion at a conference in early 2011. Subsequently, reform proposals are to be submitted to the President and Parliament. Following an assessment trip with Yash Ghai, a well-known African Constitutionalist, we provided the CRC with software training to enable them to more effectively and quickly distill the 60,000 individual comments and prepare the presentation of suggestions at a national conference into key areas for recommended focus.

**Other projects:** Over the course of the year we have been approached and have engaged on a number of other potential projects. Some were quickly rejected for various reasons, while with others we undertook a more extensive assessment before deciding not to move forward (EC monitoring project) or to put on hold for a period of time until the environment improved (Sri Lanka, Philippines). We continue to engage in discussions with other possible clients, in some cases being close to signing an MoU (Peace Direct and Nonviolent Peaceforce) and in others just exploring initial ideas (Dutch Foreign Ministry, World Bank in Central Asia). In addition, we anticipate some of our ongoing projects to lead to new follow-on work.



## **INSTITUTION BUILDING**

At the beginning of 2010 we brought on board two new staff members, a Research and Analysis Officer (Mark Knight) and a Partner Relations Officer (Igor Vorontsov). Mark has a strong background in security sector reform and DDR and started his career in the British military. Igor's expertise is principally in human rights having worked for a number of well-established organizations in, among other places, the Balkans and Central Asia. Over the summer we also brought in Victor Henckel von Donnersmarck who was hired to take over from Scott Deely as Administrator when he left in October. Towards the end of the year we recruited another Program Officer, Herve Gonsolin who has spent the last few years consulting to the UN mainly in Africa and who started to work for us in January 2011.

In addition to our staff, following our model of operations, we have also engaged with a number of excellent consultants on all our projects. Each one brings extensive experience in their field, ranging from diplomacy, organizational change management, mediation, monitoring and evaluation, private sector engagement in conflict areas, and more.

After our people, our next most valuable resource is our database. After much research, this was built for us in early 2010 and went through a maintenance review and update towards the end of the year. As new contacts are made, documents researched and projects conducted, it will need, and receive, constant input from all the staff. At the end of the year it has around 1000 entries, and is growing daily.

As the institution has grown, so too have the support structures we need to work effectively, and we have spent some time this year formalizing budgeting systems, accounting, and other personnel processes. We are now putting in place systems that will improve the quality of our projects, allow us to better ensure they stay on track, to make more accurate estimations of future activities and processes, and build best practice of our own.

And to end, PeaceNexus is beginning to make its presence felt through the work we do, with some reports being hailed as highlights of the peacebuilding field (our report on the definition of "catalytic" for the PBF was particularly appreciated as was the report showing the gaps in the nexus between business and peacebuilding).

## **NEXT STEPS FOR 2011**

The first year of Peace Nexus's existence was focused on building the institution and our network, the second has been on implementing projects. Looking to the future, 2011 should



Rte de Lausanne 107  
1197 Prangins - Switzerland

T +41 22 365 15 00  
F +41 22 365 15 05

info@peacenexus.org  
www.peacenexus.org

© 2011 PeaceNexus Foundation  
Rte de Lausanne 107 | 1197 Prangins | Switzerland  
T. +41 (0) 22 365 15 00 | F. +41 (0) 22 365 15 05  
IDE: CHE-114.865.509