



ANNUAL REPORT 2012



The PeaceNexus Foundation

2012 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

The PeaceNexus Foundation was established in 2009, and for the first two years focussed on organisational development, identifying partners and experts, and acquiring clients. Early projects produced impressive first results. Subsequently, Board and staff took time off to take stock, draw lessons, and reflect on how to organise the team to make best use of internal competencies. With three new staff members and the Founder as the Executive Director, the organisation grew significantly in 2012.

During this period of growth, and with a new Research & Knowledge Manager on board from March, PeaceNexus established new internal procedures for project cycle management as well as instruments for project assessment, monitoring and evaluation. Since then projects have been documented and systematic lessons have been learned from past experiences in collaboration with clients and partners.

ACTIVITIES IN 2012¹

This report of activities provides an overview of selected projects underway in 2012. A restructuring, that came into effect at the beginning of the year, clustered activities around client sectors: governments (international agencies, regional organisations and governmental institutions), nongovernmental organisations (NGOs) and the corporate sector (companies, business associations, partner organisations working with the business sector). Activities are presented in line with these sectors.

¹ This list is not exhaustive due to reporting agreements with clients, but represents a good sample of activities in 2012.



SUPPORT TO GOVERNMENTAL AGENCIES

Multiple assistance to the UN PBSO and UN Country Teams

As part of the collaboration with the UN Peacebuilding Support Office (PBSO) initiated in 2010 to clarify the meaning and concept of catalytic peacebuilding, PeaceNexus produced a guide for the UN Peacebuilding Fund in August on how to programme for catalytic peacebuilding. Subsequently, an Assistance Framework with the PBSO was signed in October to a) support UN Country Teams to identify immediate peacebuilding needs and develop catalytic programmes for effective spending of the UN Peacebuilding Fund; b) support policy development and guidance on selected peacebuilding topics; and c) support monitoring and impact assessment. The implementation of the first pillar of the Assistance Framework started in Niger and Kyrgyzstan. Implementation is on-going and has a timeframe of several years.

MENA facilitator platform for the UNDP

Following PeaceNexus' role in the establishment of the African Platform of Insider Mediators (see annual report 2010), the Bureau of Crisis Prevention and Recovery of the United Nations Development Programme (UNDP) requested PeaceNexus to assist in the conceptualisation and related research of how to strengthen the capacity of facilitators for a peaceful transition in the MENA region. PeaceNexus hired specialists to map key organisations and actors in selected countries, and together with the client and partner organisations prepares a workshop scheduled for March 2013 to discuss a MENA facilitators' platform.

Advise to peace negotiators in Myanmar

The Swiss Ambassador to Myanmar connected PeaceNexus with Leon de Riedmatten, a long-standing expert on Myanmar whose close ties to key stakeholders at different levels put him in a position to assist the peace talks between the Myanmar government and ethnic minorities. Upon request from the chief governmental negotiator and representatives of ethnic minority parties, PeaceNexus initiated a project with Leon de Riedmatten acting as an advisor to different ethnic groups, the government and other actors supporting the peace process in Myanmar.

SUPPORT TO NONGOVERNMENTAL ORGANISATIONS

PeaceNexus Fund

In 2012, PeaceNexus introduced small grant making as a new instrument to foster innovation, promote collaboration and support impact assessment of non-governmental organisations. For the first year of the pilot phase (2012/2013), an amount of CHF 200'000 has been allocated to provide seed money for project design and innovation, to support impact-oriented planning and evaluation and to promote collaborative responses to peacebuilding challenges.

The following organisations/projects have been awarded with the first four small grants (max. CHF 50'000 each) in 2012:

<p><i>Graduate Institute/CCDP:</i> “Arab Spring: Strengthening Sustainable Participation of Civil Society in Political Transitions” Focus: collaboration (between different societal and political factions)</p>
<p><i>Geneva Call:</i> “Casamance/Senegal: Preparing the ground for peace through demining” Focus: collaboration (between different actors and different tracks), innovation (new area for Geneva Call)</p>
<p><i>Centre for Humanitarian Dialogue:</i> “Conflict prevention and dialogue in Central Asia” Focus: innovation (project design)</p>
<p><i>Swisspeace:</i> “Increasing the space for collaborative learning in current results orientation frameworks” Focus: impact assessment, enabling institutional learning</p>

The first funding cycle started in June and all 2012 projects are still in implementation. First results and feedback show that the small-grant making mechanism indeed meets critical gaps of government funding, such as project design and further development of impact assessment, as suggested by the findings of the PeaceNexus NGO Study commissioned to inform the small grant making.

The grant-making concept, the respective procedures and the projects awarded will be evaluated in 2013, informed by the feedback of a Donor Advisory Group specifically set up for this purpose. The definite concept for the Fund will be developed based on the findings.

Organisational development

Another gap identified by the “PeaceNexus NGO Study” is organisational development. In this regard, PeaceNexus supported a comprehensive organisational development process of its partner organisation “Democracy Reporting International”, enabling this relatively young and successful actor in the field of democratisation to deal with its own growth and structural challenges.

SUPPORT TO THE ROLE OF COMPANIES IN PEACEBUILDING

From human rights guidelines to peacebuilding

Following the research PeaceNexus had commissioned about the potential and existing role of companies in peacebuilding, the team explored ways to get companies interested in playing this role. To learn from relevant experience in developing and implementing environmental and human rights guidelines and to inform its future strategy, the business



and peace team made a [survey of existing guidelines and experiences with their implementation](#).

A [high level meeting of business leaders](#), convened by PeaceNexus in May, explored different approaches to facilitating collaboration between peacebuilding actors and business leaders on stabilising conflict-prone countries. The discussion revealed the challenges of bringing companies to the table with governments and donors to jointly plan for development and stability of fragile states. However, experiences shared at the meeting also indicated that some companies already shape business plans along principles of shared value for a society as a whole; and it is increasingly standard practice for companies to have a human rights policy to prevent human rights violations being associated with their operations.

The World Economic Forum is another platform for gaining familiarity with the business world and its potential for peacebuilding. The PeaceNexus Executive Director was invited to the [WEF Global Action Council on Conflict Prevention](#) in May. This Council currently works on natural resource management in conflict countries and Myanmar. Results will be reported next year.

PeaceNexus also supported the Geneva Peacebuilding Platform to conduct [research on multi-stakeholder dialogues](#) between companies, communities and government around conflicts of interest related to business operations.

Finally, in order to raise awareness of future business leaders on business and peace issues, PeaceNexus engaged in [initial discussions with one leading business school](#) on jointly developing case studies.

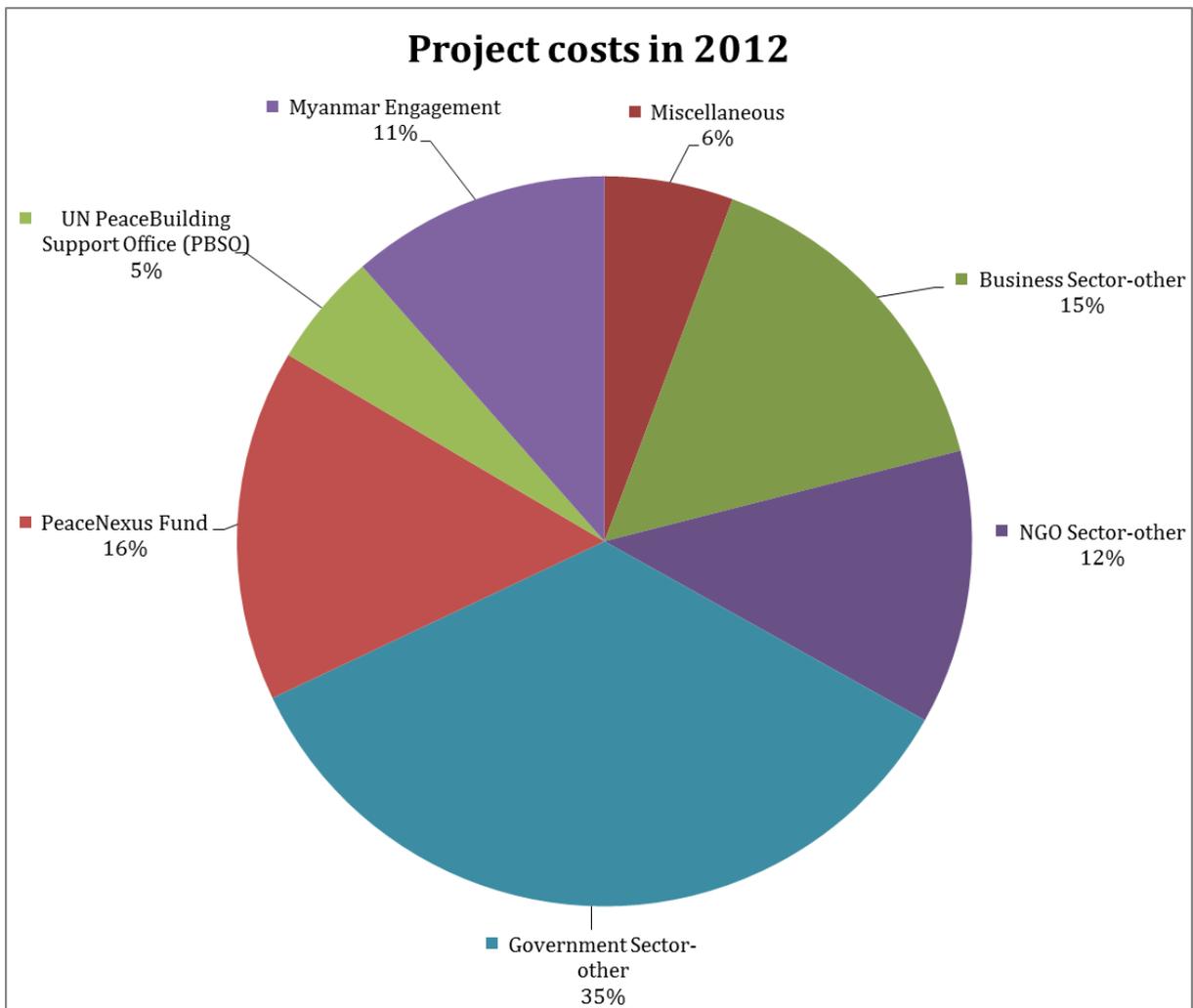
[The Business and Peace Nexus in Myanmar](#)

Triggered by a partner organisation engaged in the peace process in Myanmar, PeaceNexus has been exploring ways to address issues of conflict-sensitive investment. PeaceNexus' assessment missions confirmed that, if not conducted in an appropriate way, investment is likely to be a major trigger of conflict, as has been the case in the past. PeaceNexus engaged in discussions with key players in the peace process about ways to promote responsible business development in the minority zones.

BUDGET

Overall spending of the organization was just above **CHF 1.8 Mio.**

Overall project costs were approximately CHF 1.2 Mio. This money was principally spent on internal and external expertise to assist clients and partner organisation, and to develop the business & peace nexus.





OUTLOOK 2013

Government sector: Priority has the continued implementation of PBSO assistance framework including providing thematic expertise on selected policy issues and impact assessment. The workshop with facilitators from the MENA region is scheduled for March 2013. We are requested to help develop the concept for a European Institute for Peace. And we hope that the facilitation support in Myanmar will break ground in 2013.

NGO sector: More projects will be funded with additional funding allocated to the pilot phase of the PeaceNexus Fund. In June, the small grant making will be assessed and further developed, while on-going support will be provided to the 2012/2013 fund projects. Organisational development may be included in the fund.

Business sector: A new colleague with experience in the corporate sector will come on board to strengthen the business team. We will work closely with partner organisations in the human rights field to complement their expertise with the conflict-sensitive business perspective. We also envisage collaborating with business associations and possibly with selected companies to promote multi-stakeholder dialogues. Finally and importantly, we will continue to explore partnerships with business schools to contribute with good examples on how companies can play a role in the stabilisation of fragile states.

Knowledge Management: A focus in 2013 is developing approaches and partnerships for impact assessment of peacebuilding operations. A peace game pilot might be a helpful element in that difficult endeavour.

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