



2025

Annual Report

PEACENEXUS FOUNDATION

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FOREWORD A MESSAGE FROM PEACENEXUS' CHAIR



In my message last year, I predicted that 2025 would be extraordinarily challenging for many of our partners. Regrettably, this proved to be true. Unexpectedly severe aid cuts, combined with political polarisation, crackdowns on civil society, and rising levels of conflict, have constrained the space for our partners to work across political and social divides. With powerful states leveraging coercive power and waging war to secure 'peace', we are all increasingly exposed to global instability and conflict.

It is precisely in this time of disruption that we must be strategic about what to protect and what to nurture. We need to protect the foundations of peaceful societies where differences are addressed through dialogue, power is shared, and political legitimacy is granted by the people. That is why it is so important that PeaceNexus continues to support civilian leaders, established and emerging, that convene across divides and build accountable institutions that manage conflict peacefully.

This year we captured some of their stories of courageous leadership. They include accounts of young Ambassadors of Pastoralism assuming leadership roles in their communities across the Sahel, challenging stereotypes and leading in the management of disputes. Similar stories of emergent leadership in refugee camps in Ethiopia demonstrate how social cohesion can be built even in the most challenging contexts. In the Balkans, where the long shadow of war persists, last year we witnessed courageous victims expose sexual war crimes against men, which shifted attitudes a generation later.

Equally important is support for emergent responses to political shifts that have the potential to unify. In Central Asia and West Africa, we support faith leaders to collectively challenge divisive misinformation. Increasingly, we work with environmental organisations that connect across social divides to improve natural resource management. Last year, for example, I was privileged to speak at the first Ferghana Peace Forum – an initiative to promote conflict resolution and regional collaboration in Central Asia.

It is by supporting courageous community, religious and institutional leaders in the years to come that we can (re)build trust within and across societies. PeaceNexus will continue to work with different types of organisations to do so: peace is not for a few leaders to define and dictate. Only by building trusted relationships within and between societies can we forge a path out of fragmentation and instability.

I hope you enjoy the reading,

Dr. Thomas Greminger
Ambassador, Executive Director of the Geneva Centre for Security Policy (GCSP)

A handwritten signature in blue ink, appearing to be 'T. Greminger', written in a cursive style.

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Expenditure and Mission Investing

Total Expenditure	36
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ORGANISATIONAL NEWS

2025 IN REVIEW: OUR PURPOSE AND SERVICES

Our services

We multiply the peacebuilding impact of our partners through three areas of support: Organisational Development for peacebuilding champions, developing capacity for Conflict Sensitivity, and Business Engagement to develop inclusive solutions to local peacebuilding challenges.

Organisational development

Our Organisational Development service offer has the objective of enabling organisations that have peacebuilding at the core of their mission to become more effective and achieve higher impact, whether they are a multilateral, a governmental or a civil society actor.

Conflict sensitivity

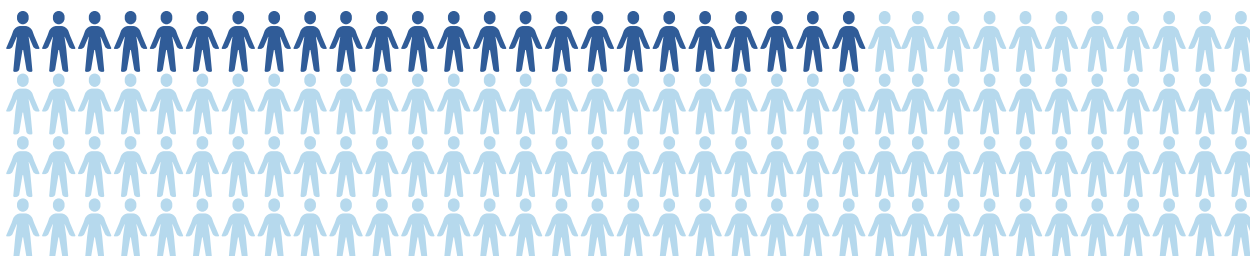
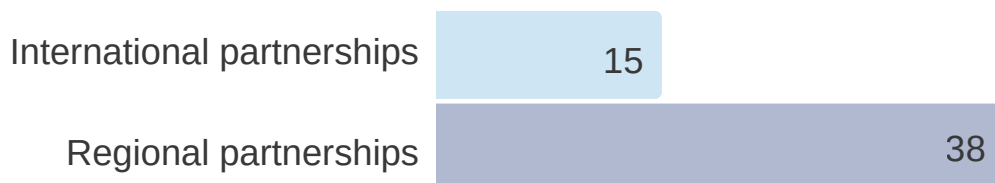
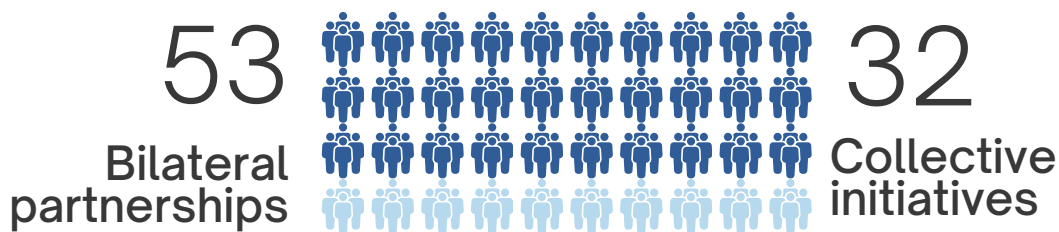
We support civil society, governmental institutions and businesses with a high impact in fragile and conflict-affected contexts to improve their practices, so their actions do not fuel violence and contribute to peaceful change where possible.

Business engagement

We offer dialogue support to affected communities and civil society organisations, companies and local governments. By strengthening the quality of the dialogue process and the capacity of participants involved, we create the conditions for them to co-develop sustainable solutions.



2025 IN REVIEW: OUR YEAR IN NUMBERS



24 staff, 11 associates and 82 consultants



4.6 million CHF total expenditure

2025 IN REVIEW: CRISIS AND SOLIDARITY - ADAPTING AND CONNECTING TO BUILD PEACE

Every year we report on how our partners respond to shocks in their contexts. In 2025, these shocks were even more severe, with abrupt funding cuts forcing redundancies and fundamental rethinking of organisational models in our international and local partners. Much of our support focused on helping partners adapt to this new reality. Yet 2025 also saw actors step up, forge new alliances, and advance their missions with conviction.

In West Africa, mechanisms that provide leaders from different organisations and sectors with collective intelligence, mutual support and solidarity to navigate increasingly complex contexts grew in strength. 'Conflict Sensitivity Hubs' initially established at the regional level, now have autonomous national chapters in Burkina Faso and Niger, with new chapters emerging in Benin and Senegal.

In the Western Balkans, civil society faced intensifying pressure from funding cuts and attacks on civic freedoms. Building on a 2024 mapping of emergency support resources and needs in the Western Balkans, we joined forces with a small group of funders to launch the Civic Emergency Fund for the Western Balkans. This rapid and flexible pooled mechanism is led by the Kosovar Civil Society Foundation and Trag Foundation and aims to contribute to the resilience of civil society actors across the region.

In Myanmar, despite a deepening humanitarian crisis and millions displaced, pro-democracy and civil society actors continued to build the foundations for a future federal democracy. We increased support to collective initiatives bringing together political parties, ethnic resistance organisations and civil society across historic divides, to develop shared approaches to transitional justice and strengthen emerging local governance on natural resource management in resistance-controlled areas.

In Central Asia, at a time when much of the world was fragmenting, it was inspiring to witness the region moving in the opposite direction. The first Ferghana Peace Forum advanced conflict resolution and regional collaboration. Through the Termez Dialogue, PeaceNexus partners broke new ground, extending regional cooperation beyond Central Asia to include Afghanistan and South Asia and creating space for shared analysis on trade and regional identity.

Across our international programmes, 2025 marked significant progress. Our conflict sensitivity team is providing practitioners across the conservation sector with a new e-training course offering practical tools to navigate the intersection of conservation and conflict. Through our Business Engagement efforts, a coalition of over 20 large asset managers piloted a new stewardship model by collectively engaging four multinational companies on their exposure to and impact in conflict-affected and high-risk areas. Our organisational development efforts continue to focus on enabling more equitable, effective, and context-driven support to local actors, working with international NGOs and networks, but also increasingly with other philanthropic donors.

These partnership stories confirm that in a year of profound disruption, long-term investment in organisations and alliances working across divides remains as essential and as impactful as ever.

2023–2025 IN REVIEW: SYNTHESIS OF INDEPENDENT PROGRAMME REVIEWS

In 2025 PeaceNexus Foundation (PN) commissioned five independent programme reviews to examine progress towards its 2024-2026 strategic objectives and corroborate 18 claimed outcomes. The reviews also assessed the relevance of PeaceNexus' strategic positioning and the effectiveness of its approach. Reviewers conducted 133 interviews with stakeholders, surveyed all partners and analysed documentary evidence. The findings will inform the development of the foundation's 2027-2029 strategy and its approach.

Overarching findings

Mission and relevance



PN continues to deliver effectively on its mission to strengthen organisational capacities and collaboration for peace. Across all regions and service areas, reviewers affirm that PN's strategic goals remain highly relevant in a period marked by intensifying polarisation, shrinking civic space, restrictive legislation, and a sharp decline in peacebuilding funding.

Stakeholders consistently validate PN's distinctive role as an independent, trusted foundation able to work flexibly and sensitively within complex and politically constrained environments. PN's approach, combining deep organisational accompaniment with systems-level convening and influencing, has helped partners to navigate uncertainty, reinforce resilience and strengthen their contribution to peacebuilding outcomes.

Progress toward strategic objectives

Strengthening Capacities & Ecosystems



Across the reviews, there is strong evidence of PN contributing to meaningful changes in partner behaviour, organisational systems and sectoral practices. Examples include the integration of conflict sensitivity by international and local organisations, the consolidation of organisational resilience among civil society actors facing repression, and the adoption of more inclusive and accountable governance practices within international NGOs. PN's support has helped partners weather crises, from political upheaval to forced exile, supporting them to emerge stronger, better connected, or more influential within their ecosystems. Collective initiatives such as hubs, peer-learning groups and regional platforms have provided safe, much-needed spaces for coordination, learning and solidarity, especially where civic space is shrinking.

Influencing Sectoral and Donor Practices



PN's growing investment in convening and influencing is yielding clear multiplying effects. By engaging donors, investors, conservation organisations and multilateral actors, PN is helping shape how institutions understand and operationalise conflict sensitivity, organisational development and localisation. Reviewers highlight examples such as strengthened human-rights due diligence in companies and investor networks, increased conflict-sensitive approaches in the environmental sector, and improved donor responsiveness to local needs. This broader role enhances PN's ability to protect progress achieved through its partnership work and extend influence into the wider ecosystem.

2023–2025 IN REVIEW : SYNTHESIS OF INDEPENDENT PROGRAMME REVIEWS

Strengths of PeaceNexus' positioning and approach



- Working with diverse, high-leverage actors across civil society, government, business and international organisations, allowing PN to generate strategic ripple effects.
- Linking sectors and levels, with ecosystem-aware strategies, including cross-regional collaboration and multi-actor initiatives.
- Facilitating learning and influencing funding models, encouraging and helping donors to adopt more adaptive, locally led and conflict-sensitive practices.
- Flexible, adaptive support designed around partner-led processes, allowing PN to accompany organisations through disruption, uncertainty and political sensitivity.
- High technical expertise and relational capital, combining strong analytical and facilitation skills with trust-based, empathetic engagement.

Cross-cuttings challenges



- Context volatility, including shrinking civic space and increasing political repression.
- Growing demand for PN's services, risking overstretch and dilution of the accompaniment model.
- Limited visibility of PN's strategy and roles, which can hinder partner understanding and influence.
- Reliance on staff intuition and tacit knowledge, creating vulnerabilities in institutional memory.
- Balancing discretion and visible influence, especially in sensitive contexts.

Recommendations

- ✓ Protect PN's model of deep, partner-led organisational accompaniment to institutionalise new practices, preserving flexibility and contextual adaptation.
- ✓ Make choices about how to influence specific contexts and ecosystems through a combination of deep partner accompaniment, lighter-touch support, convening and influencing
- ✓ Continue working across sectors and with diverse actors expand peer-learning mechanisms.
- ✓ Increase strategic donor engagement and influencing to protect and extend gains.
- ✓ Provide clearer partner onboarding, articulate PN's multiple roles, lightly codify PN principles and practices

2025 IN REVIEW: OUR PEOPLE

Our
headquarters in
Prangins,
Switzerland



Catriona Gourlay
Executive Director



Mads Frilander
Deputy Director



Magali Khéloui
Finance and
Administration Director



**Carole Frampton de
Tscharnner**
Organisational
Development Lead



Héloïse Heyer
Conflict Sensitivity Lead



Kristen Petillon
Business Engagement
Lead



Kristyna Jostova
Senior Finance and
Administration Officer



Daniela Bosnjak
Programme Officer



Anina Uhlig
Senior Programme Officer



Maren Steller
Senior Programme Officer



Nuno Lopez
Facility Manager



Maya Kasterine
Programme Support Officer



Côme Brunel
Trainee

2025 IN REVIEW: OUR PEOPLE

International Associates



Hesta Groenewald
International Associate



Luc Lafrenière
International Associate



Frauke de Weijer
International Associate

Southeast Asia Team



Carol Sivpey Te
Programme Manager



Sai Won Latt
Programme Officer



Nyein Tun
Programme Associate



Eaint Thiri Thu
Regional Associate



Isla Glaister
Regional Associate

West Africa Team



Aliou Kebe
Programme Manager



Aline Brachet
Regional Associate



Magali Nare
Regional Associate



Ousmane Dantata
Regional Associate

2025 IN REVIEW: OUR PEOPLE

Central Asia Team



Chinara Esengul
Programme Manager



Nazgul Aksarieva
Senior Programme Officer



Kanatbek Abdiev
Programme Officer



Akylai Shaidullaeva
Finance and
Administration Officer



Aliia Imanalieva
Programme
Support Officer



Zaure Sydykova
Regional Associate

Western Balkans Team



Deborah Reymond
Programme Manager



Vladica Jovanovic
Senior Programme
Advisor



Besart Lumi
Senior Programme
Advisor



Ajša Hadžibegović
Regional Associate

2025 IN REVIEW: OUR BOARD

Our board in 2025



Thomas Greminger
Chair



Dieter von Blarer
Board Member



Molly McUsic
Board Member



Funmi Olonisakin
Board Member



**Juan Carlos Sainz
Borgo**
Board Member



Tim Radjy
Board Member



Evelyne Tauchnitz
Board Member



Hansjorg Wyss
Board Member

Our founder



Anne Gloor
Founder



©AMF

OUR INTERNATIONAL PROGRAMME

In 2025 we supported a total of 15 international partnerships and 12 collective initiatives. All our international partners have a strong impact in a number of fragile states. We see these partnerships as critical to improving international support for local peacebuilding efforts.

ORGANISATIONAL DEVELOPMENT

We support the organisational strengthening of actors with peacebuilding at the core of their mandate. We facilitate collective initiatives that foster learning among change champions and influence donors to adopt new practices that enable locally-led peacebuilding.

OUR PARTNERS IN 2025

Organisational strengthening partners

- The United Nations Peacebuilding Support Office (UNPBSO)
- Peace Direct
- Women's International League for Peace and Freedom (WILPF)
- International Alert

Collective initiatives

- Integrating gender in peacebuilding peer group
- Board-level peer-learning group
- Philea's OD donors Community of Practice
- Peacebuilding donors influencing initiatives

Co-funding and Learning partners

- Robert Bosch Foundation (5 partners)
 - Somaha Foundation (3 partners)
-

2025 EXPENSES **0.51 mil CHF**

THE CONTEXT

2025 has been a catastrophic year for the peacebuilding field, faced with an increase in violent conflicts and polarisation, yet losing the resources needed to respond while often under direct attack for their work. The shutting down of USAID in January was followed by drastic cuts by long-time supporters of the field such as Sweden and the Netherlands, adding to the reductions of previous years. Most INGOs have had to lay off large portions of their staff and rethink their role while having lost the little flexibility their core funding gave them. Our external review showed that our OD support helped our partners adapt and sometimes reposition themselves in this context, yet it can only do so much in the face of such seismic shocks. We have renewed our advocacy efforts for flexible, organisational funding and continued our learning collaboration with two donors as they explored how to best provide OD support to partners.

INTERNATIONAL ALERT

International Alert (IA) has supported and worked with local partners for over 35 years, engaging from the grassroots to policy level to achieve a sustainable and inclusive end to violence. Our organisational support centred on their progress on gender and towards greater diversity, equity and inclusion (GDEI). The partnership helped to clarify their commitments in a GDEI Charter, established a dedicated GDEI Committee, brought about changes in internal governance through the inclusion of local staff voices directly in the executive team and set the context for a new strategy which was developed under the GDEI principles. Finally it enabled the institutionalization of GDEI principles at the country level through a training of GDEI focal points and small grants to support dissemination.

“*The GDEI initiative allowed us to have a broad and holistic reflection, looking both at our internal practice and our engagement with our partners, across all levels of our work, including the communities we work alongside. It was important to check if our commitments went through all the different layers and were received across multiple cultural contexts. Challenge ourselves and invite feedback: what can we do to improve?*”

Kadiatou Yacouba Keita, Sahel Hub Director, International Alert

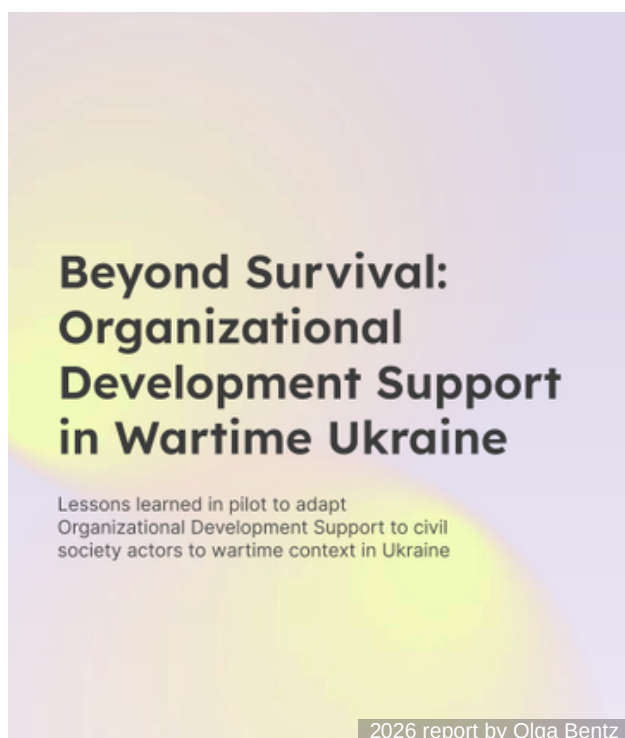
Results

The strategy process was designed as an iterative consultation with Alert’s local partners. It resulted in a new operating model that shifted expertise from HQ to countries, new local partnering processes and a clear statement of how Alert adds value to locally-led peacebuilding, which now structures its work. In addition to this strengthening of its locally-led practice, an external review found evidence of more an open inclusive workplace, improved communication between HQ and country offices and increased staff sense of belonging. These changes were accompanied by greater diversity in leadership roles and more active involvement of the governing board in supporting cultural and organisational change.



COLLABORATION WITH THE ROBERT BOSCH FOUNDATION

We began our collaboration in 2022 to support Ukrainian civil society organisations (CSOs), and test how organisational development support can be adapted to a context of war. Six local organisations benefited from accompaniment from a dedicated Ukraine OD Advisory team. All six were selected based on their credibility in the context and impactful work addressing social divisions and healing. Most were long established organisations that adapted to respond to the new needs and realities of the current stage of the war, yet also had the ambition and ability to play a role as a catalyst for system change. Their work covers various thematic areas of peacebuilding, from transitional justice to community mediation and arts in peacebuilding.



Results

The OD support directly contributed to significant outcomes for the Ukrainian CSOs. All six have clearer strategic focus and healthier team dynamics, and three now receive funding directly from international donors. These results suggest that trauma-sensitive OD is not a complementary support function but a strategic lever for strengthening local agency, resilience, and direct access to funding in crisis contexts. A report will be published in 2026 to share these insights with donors and practitioners. Its author, Olga Bentz, builds on the pilot learnings to further develop the concept of Regenerative OD, providing a stronger evidence base and understanding of why OD and MHPSS should be considered together.

LOOKING FORWARD

Four new partners will be selected in 2026 through an open Call for Proposals. The OD focus will be on supporting partners to adapt, including by operationalising commitments to mutually accountable and equitable partnerships with local actors.

The years ahead will demand great resilience as partners restructure, downsize or merge to find a new equilibrium while responding to crises and threats. Courageous leadership will be needed to navigate chaotic contexts, with the loss of shared normative frameworks at the international level mirrored by a breakdown of trust and social cohesion in many communities. Yet amid this bleak polycrisis, "hope attractors" are emerging with grassroots mobilisation for peace in different contexts. International peacebuilding organisations have a key role to play in enabling emergent movements and local leadership that can contribute to systemic change.

CONFLICT SENSITIVITY

We support humanitarian, development and environmental organisations to better address conflict and contribute to social cohesion through their work. As part of their change processes, our international partners are also reforming the way they fund and accompany local actors in conflict.

OUR PARTNERS IN 2025

Humanitarian and development partners

- International Organisation for Migration (IOM)
- Oxfam International (with West Africa programme)

Environmental partners

- African Wildlife Foundation (AWF)
- Global Green Growth Institute (GGGI) (with West Africa programme)
- Global Youth Biodiversity Network (GYBN)
- World Wide Fund for Nature (WWF)
- International Snow Leopard Trust (ISLT)

Collective Initiatives

- Global Conflict Sensitivity Community Hub
- Global Environment, Climate, Conflict and Peace (ECCP) Community of Practice
- Conflict-Sensitive Conservation online course

Co-funding and Learning partners

- Hans Wilsdorf Foundation
 - Somaha Foundation
-

2025 EXPENSES

0.78 CHF

THE CONTEXT

In 2025, shrinking civic space, escalating violence and severe funding cuts profoundly affected our partners. Humanitarian organisations were hit particularly hard: abrupt funding withdrawals forced the suspension of life-saving programmes and led to significant staff reductions, especially among local partners. Operational constraints and a narrower focus on short-term response limited their ability to invest in anticipatory approaches and trust-building. Meanwhile, momentum grew for more integrated responses to environmental, climate and conflict challenges – reflected in the adoption of a resolution on conflict-sensitive conservation at the World Conservation Congress.

Adapting to these shifts, we redesigned plans in line with our partners' needs, increased our support to collective initiatives connecting sectors and levels of action, and deepened strategic collaborations with peer foundations.

Partnership Highlight

OXFAM

Since 2019, PeaceNexus has partnered with Oxfam to strengthen conflict sensitivity across its humanitarian and development work in conflict-affected settings. As one of the world's largest humanitarian organisations, reaching over 14 million people annually, Oxfam plays a critical role in shaping both operational practice and global policy.

Our support is geared towards helping Oxfam ground its work in a strong understanding of local contexts, ensuring that its programmes do not inadvertently fuel risks of violence, and rather contribute to strengthening local capacities for peace where possible.

“PeaceNexus’ partnership provided crucial accompaniment to Oxfam. It helped us successfully take on a role to coordinate the global Conflict Sensitivity Community Hub, strengthening our role in advancing conflict sensitivity among humanitarian, development and peace actors. Internally, improved access to guidance materials helps Oxfam country offices and partners integrate conflict sensitivity across programme cycles, especially during proposal development stages.

John Ahere, Conflict Sensitivity Coordinator at Oxfam in Africa

Results

A key milestone in 2025 was the launch of Oxfam’s organisation-wide, [multilingual conflict sensitivity guidance package](#). This guidance reflects Oxfam’s consolidated learning from several years of piloting new practices across diverse conflict contexts and types of programming. The guidance was launched during Oxfam’s Conflict Sensitivity Week - a dedicated learning space spearheaded by Oxfam International Humanitarian Director. Bringing together over 200 staff and partners from across the confederation, the event introduced the guidance and tools while providing dedicated time to share experiences, challenges and explore solutions.

By embedding conflict sensitivity in its work, Oxfam is strengthening its own ability to operate responsibly in fragile contexts while ensuring locally-led efforts on social cohesion retain support in a shifting global landscape.



Oxfam in Uganda, actor mapping during Conflict Sensitivity Workshop. Credit: Sunra Lambert Baj

Collaboration Highlight

CONFLICT SENSITIVE CONSERVATION COURSE

In 2025, we spearheaded a collaborative process to develop a free, self-paced, online training course on Conflict-Sensitive Conservation (CSC). Hosted by the IUCN Academy, it is the first online course of its kind to tailor conflict sensitivity guidance to the realities of conservation actors. Recognising that training alone is not sufficient for organisational integration, the course provides a necessary knowledge base and shared vocabulary to initiate new practices from which organisational learning and adaptation can flow.

A Steering Committee of nine conservation sector leaders reviewed content and guided the initiative; while a broader Reference Group gathering fourteen organisations provided inputs on specific questions and tools.

The course explains the links between nature, conflict and peace and provides practical tools spanning four areas: conflict analysis and assessment; stakeholder engagement; contributing to social cohesion and peace; and organisational integration of conflict sensitivity.

“*Conservation often unfolds in fragile, conflict-prone contexts where decisions over nature can fuel division – or build peace. This course gives you practical tools to apply conflict-sensitive approaches, so your work not only protects biodiversity, but also navigates conflict, strengthens trust, and fosters peace for lasting impact on people and nature.*”

Julia Gorricho, PhD, Co-author and Senior Specialist – Environmental and Social Safeguards, The Nature Conservancy



Results

The course was launched during the IUCN World Conservation Congress in 2025 and has sustained a high rate of enrolment. It will be translated into French and Spanish in 2026. We will use it with our partners and as part of collective efforts to advance sector practice.

LOOKING FORWARD

In 2026, we will select our new environmental partners based on an open call for proposals. We will explore how best to position our conflict sensitivity support to humanitarian actors in view of the larger reset agenda and new realities faced by this sector. Acting on recommendations from our mid-term review, we will deepen opportunities for peer exchange among our partners while maintaining support to strategic collective initiatives aiming to increase the peace contribution of humanitarian, development and environmental action.

BUSINESS ENGAGEMENT

We work with investors and companies operating in fragile and conflict-affected settings to strengthen responsible business practices. We support them to adopt conflict-sensitive approaches to prevent harm and disputes, and contribute to more resilient outcomes, including through stronger social cohesion.

OUR PARTNERS IN 2025

Company and investor partners

- Novartis
- Triodos
- Investisseurs & Partenaires
- Release by Scatec

Collective initiatives

- International Alert
- Sustainable Finance Geneva
- Investor Alliance for Human Rights

Dispute resolution

- International Finance Corporation Compliance Advisor Ombudsman
 - Dialogue case on exit of Telenor from Myanmar
-

2025 EXPENSES **0.29 CHF**

THE CONTEXT

In 2025, the responsible business landscape became more contested and politically charged. Corporate accountability frameworks such as the EU Corporate Sustainability Due Diligence Directive faced growing pushback and institutional investor decisions to divest from companies exposed to conflict, notably the war in Gaza, triggered polarized political reactions.

Similarly, while defence investments were seen as increasingly legitimate in Europe, companies that operated in conflict areas faced charges of complicity in violations of humanitarian law or human rights, with material and reputational damage.

Against this backdrop, investors and companies increasingly sought practical guidance to manage both exposure and responsibilities in conflict-affected and high-risk areas (CAHRA).

CENTRE FOR RESEARCH ON MULTINATIONAL CORPORATIONS

Since 2021, PeaceNexus supported the Centre for Research on Multinational Corporations (SOMO) and a coalition of Myanmar civil society organisations through a complaint process related to Telenor’s exit from Myanmar. The case was mediated by the Norwegian Contact Point (NCP) of the OECD and highlighted the critical importance of conflict-sensitive company disengagement.

Following the coup in 2021, the Myanmar civil society coalition complained that Telenor had not followed OECD policy in managing human rights risks in the process of selling Telenor operations and exiting the country, and that as a result the data was used in human rights violations by the military junta. Throughout the 4-year process, PeaceNexus worked closely with SOMO and the broad civil society coalition to gather and communicate evidence and develop common positions for the dialogues with the company.

The mediation concluded in December 2025 without a final agreement on remedy for the complainants. The NCP’s Final Statement found that Telenor had not carried out human rights due diligence in line with the OECD Guidelines and recommended that the company take an active role in remediation, including through continued engagement on a Myanmar digital security relief mechanism. The matter is now also being pursued through civil litigation related to alleged data sharing with the military junta and associated harms.

“

“While the mediation did not lead to a final agreement, the collaboration with PeaceNexus helped advance collective thinking on what meaningful remedy could look like in a high-risk context. Their support enabled continued and structured engagement and shared learning, including on the practical limits and opportunities of mediation in fragile settings.”

Joseph Wilde-Ramsing, Director of Advocacy, SOMO

”



Photo credit: Erlend Bjørtvedt

COMPLIANCE ADVISOR OMBUDSMAN

In 2024, PeaceNexus partnered with the Compliance Advisor Ombudsman (CAO), the independent accountability mechanism for the International Finance Corporation (IFC) and the Multilateral Investment Guarantee Agency (MIGA), to strengthen mediation capacity in complex dispute settings.

As part of this partnership, CAO developed a Capacity Building Toolkit for mediators, drawing on its global experience facilitating dialogue between communities and companies involved in IFC- and MIGA-supported projects. The toolkit is designed to help mediators address mistrust, power imbalances and improve stakeholder knowledge of negotiation processes.

The toolkit was piloted in real-case mediation processes in 2025 and will now be used for CAO's dispute resolution processes. In 2025 alone, CAO handled 63 cases across 26 countries. As the toolkit is integrated in CAO dispute resolution practice, stakeholders will be better equipped with tested methods that support meaningful participation, enabling the projects' environmental and social impacts-related disputes to be addressed constructively. While disputes are never a desired outcome of the development projects, effective mediation can mitigate harm, rebuild trust between companies and communities, and contribute to more responsible business practices.

LOOKING FORWARD

In 2026, PeaceNexus will consolidate its focus on supporting investors and medium-sized companies operating in conflict-affected and high-risk contexts. We will continue to support our partners to develop and test practical approaches to monitor conflict-related risks and strengthen contributions to social cohesion.

In parallel, we will increase support for collective learning and knowledge sharing among investors and companies through communities of practice, and further develop practical tools that can be applied beyond individual partnerships. This includes work at the intersection of climate and peace finance, recognising the need to ensure that climate-related investments in fragile contexts are also conflict-sensitive.



OUR REGIONAL PROGRAMMES

We believe that those closest to and most affected by conflict are best positioned to lead its transformation. In 2025, our regional teams supported 38 partners and 20 collective initiatives with high potential to address the root causes of conflict and foster social cohesion within their communities.



CENTRAL ASIA

In Central Asia, we work with governments, civil society, and businesses to foster dialogue, build mutual trust, support regional cooperation, and address shared environmental challenges.

OUR PARTNERS IN 2025

- Center for Civic and Digital Education under Kyrgyz Central Elections Commission
- Ministry of Education and Science, Kyrgyz Republic
- National Commission on the State Language and Language Policy, Kyrgyz Republic
- National Agency for Religious Affairs and Interethnic Relations, Kyrgyz Republic
- Progressive Women's Public Association 'Mutakalim', Kyrgyz Republic
- The Institute for Peace and Development (IPD), Kyrgyz Republic
- International Business Council, Kyrgyz Republic
- Institute of Applied Ethnopolitical Research, Kazakhstan
- Ministry of Transport, Research Center Ma'no, Uzbekistan
- Center for Progressive Reforms, Uzbekistan
- Kangaroo DeCarbon LLC, Uzbekistan

Collective initiatives

- Peacebuilding Hub (7 members)
- The 'Book Club': Civil society learning platform

Co-funding and Learning partners

The Embassy of Switzerland in the Kyrgyz Republic

2025 EXPENSES

0.55 mil CHF

THE CONTEXT

In 2025, the countries of Central Asia increasingly demonstrated commitment to regional cooperation. The inclusion of Azerbaijan in the Consultative Meetings of Central Asian heads of state marked a significant step toward broader regional dialogue and integration. Governments made tangible progress on longstanding bilateral issues, including border delimitation, while also advancing practical cooperation on transport corridors and energy. Simultaneously, they engaged external powers more deliberately in a collective format known as C5+1.

At the same time, shrinking civic space, tighter media restrictions, and increasing authoritarianism continue to pose ongoing challenges for civil society engagement, social cohesion, and regional cooperation across Central Asia.

CENTER FOR PROGRESSIVE REFORMS – FACILITATING TRADE BETWEEN CENTRAL ASIA AND AFGHANISTAN

The Center for Progressive Reforms (CPR) is an Uzbek think-tank that conducts policy research related to regional cooperation. In 2025, PeaceNexus partnered with CPR to help redefine Afghanistan's role in Central Asian trade - shifting from being viewed primarily as a security risk to being recognised as a potential partner and transit country offering genuine economic opportunities for the region. The aim was to encourage a more balanced and forward-looking regional narrative.

Through the Termez Dialogue, we supported CPR to convene experts from Afghanistan and the five Central Asian countries to explore practical pathways to more stable and inclusive trade. Discussions focused on customs, energy links, and transport corridors. Using a conflict-sensitive approach, the process created space for constructive exchange across a politically sensitive divides and ensured Afghan voices were part of regional conversations.

“Trade and dialogue build trust. By working together and listening to Afghan experts, we can turn borders into bridges and create real opportunities for stability and growth.

Center for Progressive Reforms”

Results

The partnership produced a joint report with clear recommendations on trade, energy, and customs cooperation. It strengthened regional expert networks and supported practical steps towards improved economic links that are essential prerequisites for peace.



Termez Dialogue 2025: Fostering Connectivity Between Central and South Asia. Credit: Institute for strategic and regional studies under President of Uzbekistan

FERGHANA AND YNTYMAK WEEK 2025

Yntymak Week has been implemented since 2023 by the Peacebuilding Hub. It is a forum that brings together diverse leaders from civil society, business and government to address issues that are central to cohesive social development. The Peacebuilding Hub is an informal collective that convenes the forum. It is comprised of a coalition of international organisations dedicated to fostering and promoting peace in Kyrgyzstan and Central Asia.

In 2025, Yntymak Week focused on engaging youth as drivers of dialogue, trust-building, and cross-border collaboration. Events were held in Osh and Bishkek, and, for the first time, in Fergana, Uzbekistan. The expansion to three locations across two countries and the formalisation of partnerships with state institutions in Kyrgyzstan and Uzbekistan were important milestones in the forum's development.

“Youth voices are often not heard. Young people try, create ideas, and have the capacity to contribute, but they are still not listened to. In these moments, believing in yourself becomes especially important.”

Aizat Ruslanova, Executive Director of IDEA Central Asia



Fergana Peace Forum: Leaders of the Fergana, Sughd, and Batken border regions conclude their meeting with a symbolic handshake. Credit: ISRS

Results

Yntymak Week 2025 reaffirmed the forum's relevance in a changing regional landscape and the increasing leadership among youth. In a context of shrinking civic space, the forum served as a safe space to raise concerns and challenges and to foster constructive dialogue between government and civil society, as well as identifying priorities for greater participation and enhanced regional cooperation. Its success generated renewed commitment from Central Asian countries to continue the dialogue, with a second Fergana Peace Forum planned for Kyrgyzstan or Tajikistan in 2026.

LOOKING FORWARD

Following a recommendation from the recent programme evaluation, we will work to formalise the Peacebuilding Hub as a Strategic Advisory Body for the wider donor community in Central Asia. As part of this effort, we will update our systems analysis of the context and present the findings to embassies and development partners in Kyrgyzstan, with the aim of informing programming and strengthening regional cooperation initiatives.

We will also continue work with government partners to support inclusive governance and regional cooperation. In Kyrgyzstan, we will partner with the National Agency for Religious Affairs and Interethnic Relations to support the development of a new concept on interethnic and religious identity, centred on civic unity and building on the Kyrgyz Jarany framework. In Uzbekistan we aim to establish a partnership with the Institute for Strategic and Regional Studies to develop, coordinate, and secure endorsement for a regional identity concept encompassing the five Central Asian countries and Azerbaijan



WEST AFRICA

In West Africa, we work with national, and regional organisations to enhance their role in fostering social cohesion and dialogue between diverse communities, local and national authorities, and the private sector. We also support collective action to counter violent escalation and promote inclusive governance.

OUR PARTNERS IN 2025

- Association des Communes du Borgou (ADECOP), Benin
- University of Parakou, Benin
- Chambre des Mines, Burkina Faso
- Oxfam, Burkina Faso
- Action pour la Gestion Intégrée des Ressources (AGIR), Niger
- Comité de Dialogue Intra et Inter Religieux, Niger
- Haute Autorité à la Consolidation de la Paix, Niger
- Oxfam, Niger
- Conseil national de concertation et de coopération des ruraux (CNCR), Senegal
- L'Observatoire de Suivi des Indicateurs de Développement Économique en Afrique (OSIDEA), Senegal
- Eau Vive Internationale, regional network
- Réseau Billital Maroobé, regional network

Collective initiatives

- West Africa Conflict Sensitivity Hub (53 organisations)
- Burkina Faso Conflict Sensitivity Hub (30 organisations)
- Niger Conflict Sensitivity Hub (20 organisations/members)
- Benin Conflict Sensitivity Hub
- Francophone Africa Consultants Network (Cercle de Gaynaako) (25 members)

2025 EXPENSES

0.53 mil CHF

THE CONTEXT

In 2025, AES (Alliance of Sahel States) military regimes strengthened regional security cooperation as insecurity increasingly spread from the Sahel toward coastal countries. Despite this, non-state armed groups continued to operate across porous borders, disrupting supply routes and further straining state authority, particularly in Mali. Coastal West Africa remained relatively politically stable, yet faced mounting economic and social pressures, including inflation, unemployment, inequality, food insecurity and migration, and the southward spread of violence from the Sahel. Key to resilience in coastal states such as Benin, is the work of local actors, including municipalities, communities and traditional authorities, who promote social cohesion. The outlook for 2026 will depend on sustained regional coordination and international support to complement these locally led initiatives.

THE GLOBAL GREEN GROWTH INSTITUTE (GGGI) IN BURKINA FASO

The Global Green Growth Institute (GGGI) is an intergovernmental organisation embedded within a ministerial department of its member states. We support GGGI at two levels; at the global level (see the international Conflict Sensitivity portfolio) to strengthen institutional policies, and in Burkina Faso. In Burkina Faso, GGGI advises the government on green solutions in agriculture, energy, infrastructure, and employment, and pilots practical conflict sensitivity approaches. It demonstrates the value of applying a conflict and peace lens to climate action in a complex context and aims to ensure that country experience informs global climate and green growth policy.

“PeaceNexus’s support has been instrumental in equipping our team and our partners. The guide we developed together now enables us to design green growth projects that not only address environmental challenges but also strengthen social cohesion in the communities where we work.

Dethie Soumare Ndiaye, Country Representative, GGGI Burkina Faso Office”

Results

With our support, the country team developed a guide on conflict sensitivity that demonstrates how climate action can thrive even in challenging contexts. This resulted in concrete adaptations across several projects, including the introduction of community monitoring committees, creating safe spaces for beneficiary and non-beneficiary community members alike to voice their needs and flag whether planned activities might strengthen or strain social ties or risk exacerbating tensions, particularly between host communities and internally displaced persons (IDPs). The approach also sparked the interest of local authorities, prefects and high commissioners – who requested training and used the guidance to strengthen their consultation with different stakeholders and combine work on environmental protection with social cohesion.



COLLECTIVE INITIATIVES: INNOVATING CONFLICT SENSITIVITY PRACTICE THROUGH REGIONAL SYNERGIES

Since 2019, PeaceNexus has supported several peer-learning initiatives to share knowledge and experience on operational practice across the region, including a regional Hub - the West and Central Africa Conflict Sensitivity Community (CSC) that connects humanitarian, development and peacebuilding actors, and national hubs in Burkina Faso and Niger. In parallel, PeaceNexus facilitates the Cercle de Gaynaako, a regional network of consultants who accompany organisational change across the region.

In February 2025, for the first time, PeaceNexus brought together members from the CSC hubs and the Cercle de Gaynaako to share learning at the Jardin des Synergies pour la Paix in Porto-Novo.

Results

Through the exchanges, the national hubs emerged as inspiring spaces of innovation in conflict sensitivity practice. They have since invested in strengthening their governance, achieved greater autonomy and begun to collectively fund joint activities. There is interest in establishing similar hubs in Benin and Senegal. This signals the value of mechanisms that provide leaders from different kinds of organisations and sectors with collective intelligence, mutual support and solidarity to navigate increasingly complex contexts.



Jardin des Synergies pour la Paix, Porto-Novo, Benin, 2025. Credit: Issoufou Diallo

LOOKING FORWARD

In 2026, we will formally close several long-standing partnerships and, for the first time, select up to three new environmental partners. Organisations working in Cameroon are now also eligible for our support.

These changes reflect a shift towards strengthening conflict prevention capacities in more coastal countries and on issues related to natural resource management. In addition to selecting new partners for individual organisational strengthening, we will maintain support for collective sense-making and peer-learning. We also aim to deepen our collaboration with like-minded funders to exchange insights on our approaches and to collectively strengthen the support ecosystem in the region.

The findings of the independent programme review validated the effectiveness of both types of accompaniment as well as and the value of dual-level accompaniment to global organisations with country offices in the region.



SOUTHEAST ASIA

In Southeast Asia, we focus on Myanmar, where we collaborate with civil society organisations and pro-democracy actors working to promote inclusive federal democratic governance, transitional justice, and increasingly, locally led environmental peacebuilding in areas outside the control of the military junta.

OUR PARTNERS IN 2025

In 2025, we partnered with five local civil society organisations and political entities, as well as one international actor. Local partners play significant pro-democracy roles, including convening inclusive political dialogue, informing policy development, and supporting the development of emerging local governance structures.

Partners include:

- Salween Institute for Public Policy
- Peace Support Office
- Civic Power Collective
- Women's League of Burma
- UN Special Rapporteur on the Situation of Human Rights in Myanmar

We also supported 11 collective initiatives led by local actors on land and natural resource governance, regional federal dialogue processes, and inclusive governance in different states and regions.

2025 EXPENSES 0.47 mil CHF

THE CONTEXT

In 2025, Myanmar's military junta announced a multi-stage election process, beginning in late December 2025 and January 2026. The elections were widely condemned as neither free nor inclusive, with major opposition parties banned, large regions outside military control, and thousands of political prisoners still detained. Fighting continued throughout the year, further worsening the humanitarian crisis, with over 3.6 million people internally displaced. Meanwhile, resistance and pro-democracy actors stepped up their efforts to coordinate political and strategic positions. In some areas, local actors are increasingly establishing inclusive governance structures with support from local civil society organisations.

KAYAH EARTH RIGHTS ACTION NETWORK (KEAN)

Kayah Earth Rights Action Network (KEAN), the Karenni Land Policy Developing Committee (KLPDC), and allied civil society organisations in Karenni State are collaborating with interim governance actors to advance inclusive land, natural resource, and environmental governance in areas outside military control. Building on years of community-based advocacy, KEAN and partners conducted consultations with local communities and civil society groups and engaged Karenni governance bodies on the need for a community-centred land policy. PeaceNexus supported strategic convenings and learning spaces that enabled civil society actors to coordinate advocacy, develop shared positions, and engage emerging governance institutions.

Results

In March 2025, the Karenni State Consultative Council adopted the Karenni State Interim Land Policy drafted by civil society organisations, signalling a shift towards recognising customary land rights and community-led governance. Following adoption, the Karenni Interim Executive Council began establishing a dedicated department for land, natural resources and the environment. Civil society actors have shifted from mainly watchdog roles to co-creators of policies and governance arrangements, and relationships between communities, CSOs, and interim authorities have improved. The process provides a locally grounded example of bottom-up, inclusive governance on contested issues within a conflict-affected context.

“With PeaceNexus support, we were able to bring diverse key stakeholders to collaborate on concrete policy changes that will protect the land and natural resource rights of the Karenni people. In collaboration with Karenni CSOs and local governance, we are now working together to implement the policy on the ground.”



Karenni communities discussing natural resource management at the forum. Credit: KLPDC

**THE NATIONAL
UNITY
CONSULTATIVE
COUNCIL
TRANSITIONAL
JUSTICE JOINT
COORDINATION
COMMITTEE
(NUCC TJ JCC)**

The National Unity Consultative Council's Transitional Justice Joint Coordination Committee (NUCC's TJ JCC) brings together political parties, ethnic resistance organisations, civil society actors, and Federal Unit's interim governance representatives. It works to develop a shared approach to transitional justice to prevent the recurrence of violence as part of Myanmar's pro-democracy movement. It is the principal platform in the country for dialogue on how to address past and present harms within the framework of a future federal democratic system. The NUCC's TJ JCC has so far produced 10 draft policy frameworks and, in 2025, finalised the Victim and Survivor-Centred Policy Framework for Transitional Justice in Myanmar.

Through the Peace Support Office, PeaceNexus supported NUCC TJ JCC members in learning from comparative transitional justice experiences and in reflecting on how relevant principles and approaches can be adapted to Myanmar's context. The collaborative learning process helped strengthen relationships, build trust across historically divided groups, and create space for difficult conversations about how to ensure accountability, acknowledgement of harms, and victim protection. In 2025 NUCC TJ JCC members documented lessons learned and integrating them into the Victim-Centred Approach policy.

“ *This revolution is for system change. The Transitional Justice process is very important because it will mitigate/reduce violence, tension and vengeance toward each other and support national reconciliation. PN's support in this process is very important because it enable us to dialogue and learn from other.* ”

Htoo Saw, member of TJ JCC

Results

A Victim-Centred Approach to Transitional Justice agreed in 2025 built on the earlier agreement of a transitional justice policy framework. It marks a shift from fragmented, group-specific positions, and clarifies collective, principled decision-making processes. Following the policy agreement, consultations with civil society were convened to review implementation pathways for restorative and inclusive transitional justice processes.

**LOOKING
FORWARD**

In 2026, the programme will increase its focus on local governance and environmental peacebuilding. The research we conducted in 2025 confirmed that both thematic areas offer entry points for collaboration among political, civil society, and community actors to build accountable and inclusive governance. We will begin three new partnerships with organisations that can make a significant contribution to these goals.

To share promising practice beyond our partners, we will disseminate research conducted in 2025 on environmental peacebuilding with local stakeholders and international community, including at the International Conference on Environmental Peacebuilding in Ottawa in June. We will also continue to support platforms that provide safe spaces for joint analysis and coordination among our partners and other stakeholders engaged in building the foundations for federal democracy in Myanmar.



WESTERN BALKANS

in the Western Balkans, we work towards reconciliation by contributing to the quality and intensity of collaboration across ethnic lines and to societies taking more steps to deal with the past responsively and inclusively. We also work with other funders to strengthen the ecosystem of support available to peacebuilding actors.

OUR PARTNERS IN 2025

- Balkan Investigative Reporting Network (BIRN)
- TRIAL International - Bosnia and Herzegovina Programme
- War Childhood Museum, Bosnia and Herzegovina
- Post-Conflict Research Center (PCRC), Bosnia and Herzegovina
- Suncroket Center for Community Development, Croatia
- Community Building Mitrovica (CBM), Kosovo
- Kosova Rehabilitation Center for Torture Victims (KRCT), Kosovo
- Prishtina Institute for Political Studies (PIPS), Kosovo

Collective initiative

- Civic Emergency Fund
- Partner peer-learning event for partners

2025 EXPENSES 0.70 mil CHF

THE CONTEXT

In 2025, the Western Balkans continued to experience democratic backsliding. Independent media and CSOs are under pressure from funding cuts and attacks. Despite this, civil society remains the primary progressive force for social change and solidarity across communities, and for the defense of democracy. The drivers of social division remain powerful. Persistent ethnic and political polarisation, unresolved conflicts and nationalist narratives about the past continue to undermine social cohesion. External actors such as Russia, China, Turkey, and Gulf states are expanding their influence and exploiting division. Spillover from the Ukraine war and populist-nationalist politics in Europe and the US further negatively impact regional stability. Meanwhile, the EU integration progress has stalled, with hopes for accession only feasible in the medium term for Montenegro (2028) and Albania (2030).

COMMUNITY BUILDING MITROVICA (CBM)

Community Building Mitrovica (CBM) is a multi-ethnic organisation operating in northern Kosovo, promoting and contributing to peacebuilding and reconciliation between different communities. PeaceNexus' organisational development partnership with CBM started in late 2020 and concluded in 2025.

Our partnership initially supported CBM in developing a comprehensive organisational strategy adapted to the realities of the local context. Our support also enabled CBM to invest in updated human resources and planning systems, enhancing operational efficiency and clarity.

Given the increased tensions in the north of Kosovo, our partnership also focused on risk management and conflict sensitivity, positioning CBM to keep bringing different communities together at a time of growing ethnic distance.

Results

Our joint review of the partnership concluded that the collaboration strengthened staff skills, confidence, and ability to navigate complex challenges while overall reinforcing CBM's resilience, strategic direction, and ability to serve the community effectively.

At PeaceNexus, we are consistently impressed by CBM's steadfast dedication to foster social cohesion in divided communities. CBM remains a rare actor able to gather all communities, including for activities on the Mitrovica bridge. While the bridge is usually known as a symbol of division it is regularly transformed by CBM into a space for community connection and cohesion.

“

We greatly appreciate the support, guidance and engagement provided by the PeaceNexus team for the 5 years of our partnership. PN's support has strengthened CBM's internal capacities, enhanced our strategic direction, and strengthened resilience during a particularly challenging period, making a significant contribution to the organisation's ability to navigate complex circumstances and pursue its mission effectively.

Afërdita Sylaj-Shehu, Executive Director of Community Building Mitrovica (CBM)

”



October 24, 2025. Mitrovica bridge over Ibër/Ibar river. Joint inter-ethnic dinner. Credit: CBM

CIVIC EMERGENCY FUND

Given the shrinking civic space in the region, protecting the work and well-being of progressive civil society actors remains essential for social resilience and cohesion. In 2025, attacks increased dramatically, while severe funding cuts reduced resources to tackle them. Our [2024 report](#), which mapped the most common types of emergency support in the Western Balkans, provided a basis for collective analysis and action.

Results

In 2025, a small group of funders joined forces to act on one of the key recommendations of the mapping report: establishing an emergency fund. The efforts resulted in [Civic Emergency Fund](#) for the Western Balkans, launched informally at the end of 2025. This pooled fund serves as a rapid and flexible funding mechanism led by the Kosovar Civil Society Foundation (KCSF) and Trag Foundation.

The fund is accessible to both registered and unregistered initiatives and activists and offers flexible support for diverse emergency situations. It is an important collective resource, responding to attacks on civic freedoms across the region.

SUPPORT WHEN CIVIC SPACE IS THREATENED

Rapid support for civil society actors confronting urgent legal, security, or operational threats.

WHO WE PROTECT

LOOKING FORWARD

Civil society has never played a more vital role in advancing social cohesion, both within and across borders, yet it finds itself increasingly vulnerable amid shifting political dynamics and a shrinking funding environment. In 2026, we will reflect on the findings of the programme review our strategy but are already clear about our direction. We will continue to develop our approach to supporting civil society's role in social cohesion, building on our partnership approach and contributing to new collective initiatives. Specifically, we will continue to support our existing partners and select new partners in spring 2026, including environmental actors that work across divides. We will continue to support the newly established Civic Emergency Fund and encourage other funders to join. We will also support the development of a new leadership programme for social cohesion and conservation actors.



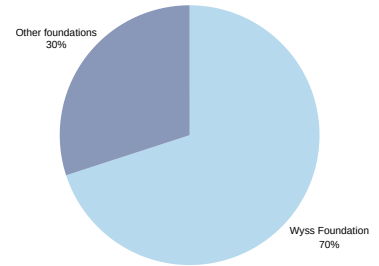
EXPENDITURE AND MISSION INVESTING

TOTAL EXPENDITURE: 2025 IN REVIEW

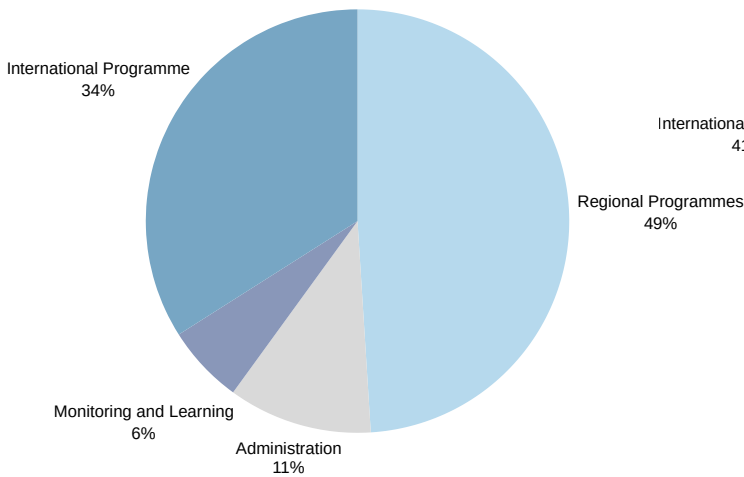


4.6 mil CHF total expenditure

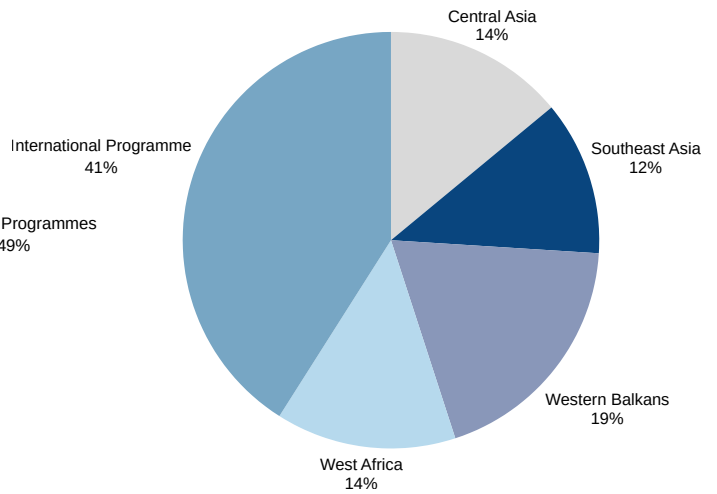
Sources of funding



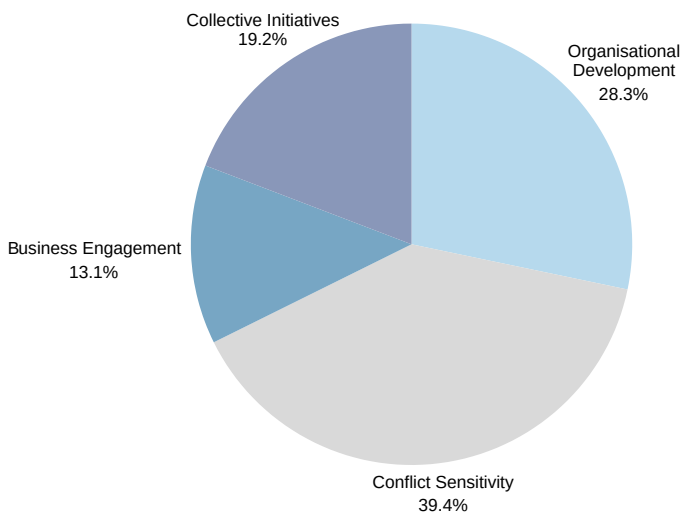
Total expenditures by programmes and non-programmes



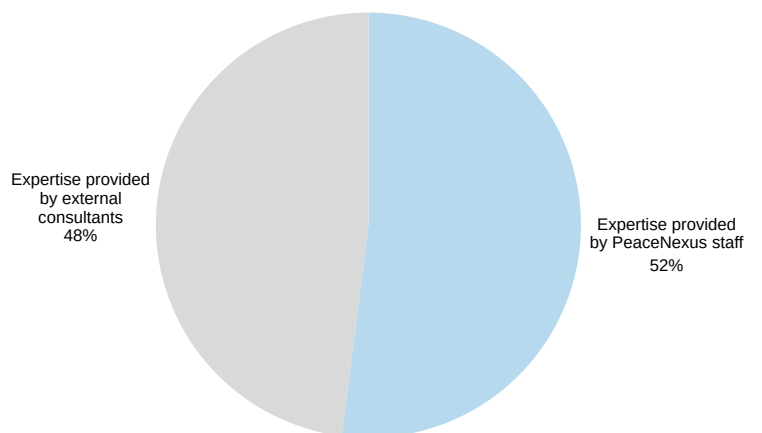
Regional programmes expenditure by region

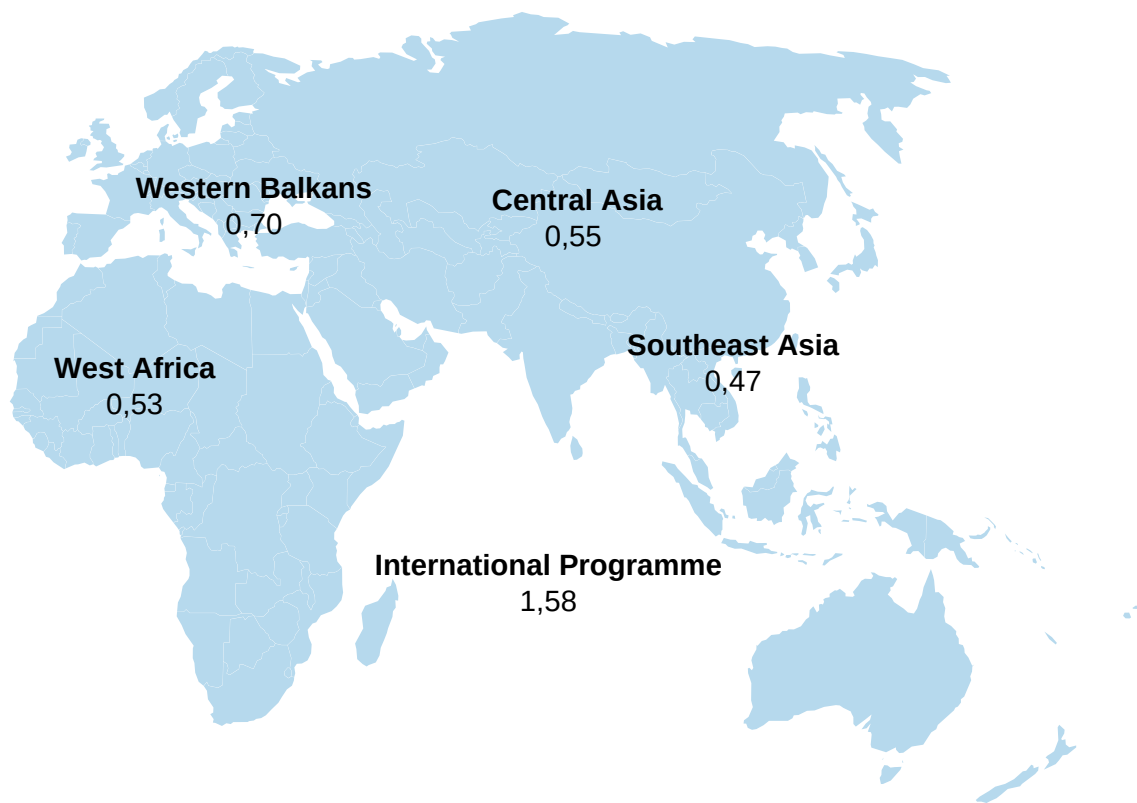


Programmes expenditure by service area and types of activities



Programmes expenditure by internal/external expertise





Expenditure by regions in million CHF

MISSION INVESTING

Our investment strategy guides how we invest our endowment to generate returns to fund our operations. Working with asset managers that have a strong approach to stewardship and engagement, we invest in public markets in line with the UN Principles for Responsible Investment and within the investment guidelines approved by our Governing Board. These aim to ensure that we invest in companies that are aware of and take action to improve their environmental and social impacts. We measure their performance against global public market benchmarks and Environmental, Social, and Governance standards.

In line with our mission-aligned investment strategy, we invest up to 15% of our endowment in impact funds and private companies operating in our focus regions, notably in renewable energy and sustainable agriculture sectors. We measure their performance through their financial and impact results.

Our business engagement work complements our investment strategies. We work with other investors in public markets to strengthen collective stewardship and engagement with multinational companies. We also work with our investees, including private and public companies as well as impact fund managers, to integrate conflict sensitivity into their business practices and to promote social cohesion.

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