

# ANNUAL REPORT 2018



STRENGTHENING ORGANISATIONS, ENABLING COLLABORATION,  
BUILDING PEACE

[WWW.PEACENEXUS.ORG](http://WWW.PEACENEXUS.ORG)

## FOREWORD BY THE PEACENEXUS CHAIR



In December 2018 I began my tenure as Chair of the Board of the PeaceNexus Foundation, following Dr. Thomas Greminger's 9-years of service. The Board is deeply grateful for Dr. Greminger's commitment to the development of PeaceNexus. We look forward to building on what he has so ably helped to accomplish over the past decade.

I have a long-standing passion for peacebuilding work. I am especially impressed by the commitment of PeaceNexus to local peacebuilding organisations. Through my work with the United Nations and with private philanthropy, I have witnessed how those closest to conflict situations are crucial to transforming – and resolving - them.

Yet, despite their critical role in strengthening community resilience, building a culture of tolerance and securing peaceful political transitions, local change agents often lack resources and support. As Chair of the Board, I hope to strengthen even further PeaceNexus' support to local peacebuilders as well as to larger international organisations that amplify the voices and build the capacities of local groups.

I am also deeply committed to the approach PeaceNexus takes to developing the capacities of peace-building actors. There is strong evidence, including from the 2018 survey of PeaceNexus' partners, that the internal changes it supports would not happen otherwise, even in large international organisations. These changes have enabled PeaceNexus partners to achieve tangible results. For example, in Senegal our local partners contributed to a more peaceful Presidential election, with greater participation of youth. At the international level, our UN partnerships led to positive shifts in policy and resources for conflict prevention, including a new USD 50 million programme to promote youth-led civil society action to tackle security risks in 25 countries.

It is an honour to build on these solid foundations, particularly on the eve of the tenth anniversary of PeaceNexus (2019). The next decade will no doubt present increased peacebuilding challenges for our partners. Working together, the PeaceNexus Board and staff will strive to strengthen further our contribution to social resilience and inclusive governance and to maximize the peacebuilding impact of our partners.

Kathleen Cravero

*Chair of the PeaceNexus Foundation and  
President of the Oak Foundation (until January 2019)*



PEACENEXUS FOUNDATION

# TABLE OF CONTENTS

<b>SECTION 1: 2018 ORGANISATIONAL NEWS</b>	<b>4</b>
<b>SECTION 2: INTERNATIONAL PARTNERSHIPS</b>	<b>8</b>
ORGANISATIONAL DEVELOPMENT	<b>9</b>
CONFLICT SENSITIVITY	<b>11</b>
INCLUSIVE DIALOGUE WITH BUSINESS	<b>13</b>
<b>SECTION 3: REGIONAL PROGRAMMES</b>	<b>14</b>
CENTRAL ASIA	<b>16</b>
SOUTH EAST ASIA	<b>18</b>
WEST AFRICA	<b>20</b>
WESTERN BALKANS	<b>22</b>
<b>SECTION 4: FINANCES</b>	<b>24</b>

# SECTION

# 1

## 2018 ORGANISATIONAL NEWS

*In line with the 2018-2020 strategy in 2018 we worked towards our objectives of addressing local conflict risks in four regions and strengthening the role that international actors play in supporting local efforts to prevent conflict and sustain peace.*



# 2018 ORGANISATIONAL NEWS

## A year of growth and consolidation

We increased the number of partners we support with advisory services, from 43 in 2017 to 60 in 2018, and clarified the services we offer to strengthen organisations and enable constructive dialogue to address specific challenges. For example, our 2018 call for applications from civil society organisations elaborated our selection criteria and the services that our partners could expect to receive from us in three service areas: organisational development; conflict sensitivity; and inclusive dialogue with business.

## Transition to a more decentralized structure

The majority of growth was in our four focus regions and we invested in building up our regional teams with four new staff. This transition to a more decentralized structure is on-going. We aim to further strengthen our regional teams in 2019 and increase in our budget to CHF 4 million.

## RESOURCES USED FOR OUR ADVISORY SERVICES IN 2018

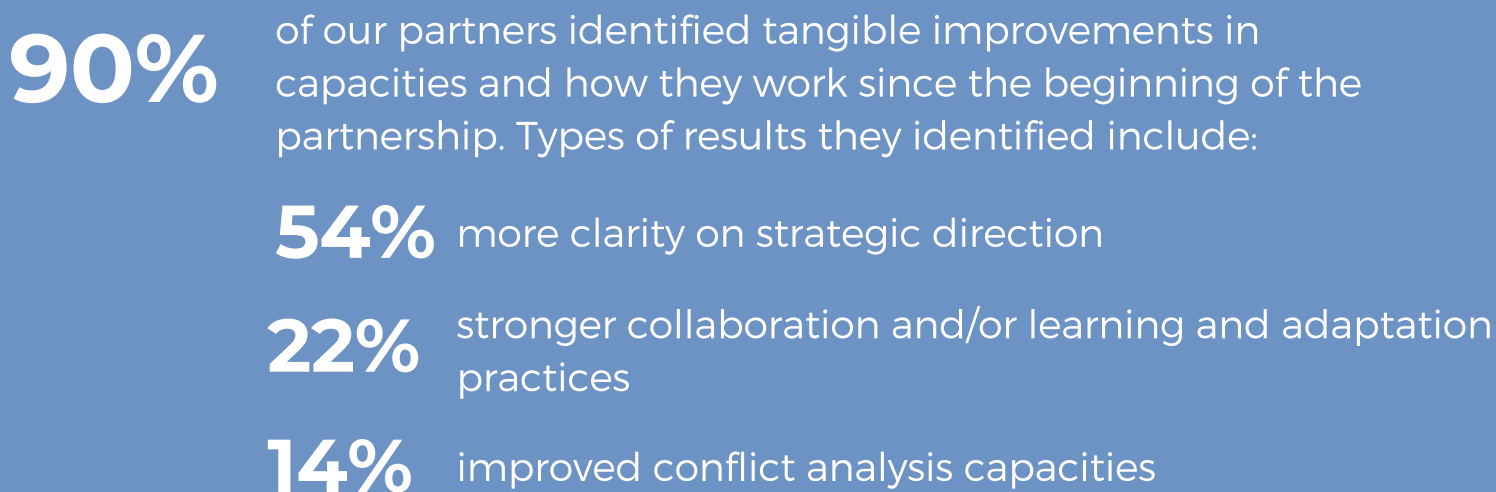
**60** Partners strengthened  
by  
17 staff  
98 consultants  
CHF 3'5 million expenditure

## We increased attention to measuring direct results

Our Organisational review in 2017 revealed that when it comes to monitoring and evaluating our results, we had little independent data that demonstrated the effectiveness of our services, or evidence that they contributed to our partners' impact.

To begin to address this, while respecting confidentiality, in 2018 we introduced an independent anonymous survey of all our partners designed to provide honest feedback on our services and assess the extent to which our project results contributed to tangible improvements in how they operate. A summary of the findings is provided below.

## 2018 PARTNER SURVEY RESULTS



None of our partners felt that they would have achieved these changes without our support.

More than **80%** of our partners saw the role of PeaceNexus as facilitator and advisor and characterized the relationship as collaborative and based on mutual trust

# OUR SERVICES

PeaceNexus provides a range of capacity building services to international partners and partners in our four focus regions.



## Organisational Development

Over the past decade we have supported more than 30 partners on their organisational development: civil society organisations, international non-governmental organisations, multilateral and regional organisations, governmental institutions and networks. Our support has the objective of enabling organisations that have peacebuilding at the core of their mission to become more effective and achieve higher impact.

Pages 9 - 10



## 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. Our partnerships result in strategies that address conflict risk, staff that are better equipped to use conflict analysis, programmes that better adapt to changing conflict dynamics, and increased funding for peacebuilding.

Pages 11 - 12



## Inclusive Dialogue with Business

We offer dialogue support to affected communities and civil society organisations, companies and local governments. We provide support based on the requests of multiple stakeholders, ideally including a local convenor of the dialogue. 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.

Page 13

# SECTION

# 2

## INTERNATIONAL PARTNERSHIPS

*In 2018, we supported a **total of 22 international partnerships**. All our international partners have a strong peacebuilding impact in a number of fragile states and are well positioned to influence the policy of other international actors. We see these partnerships as critical to improving international support for local peacebuilding efforts.*

# ORGANISATIONAL DEVELOPMENT

**OUR OBJECTIVE:** To help peacebuilding 'champions' become more effective organisations.

In 2018 we provided organisational development (OD) support to **twelve international organisations**.

## **Our International OD Partners in 2018**

Build Peace Fellowships  
Peace Brigades International  
Cord  
United Network of Young Peacebuilders  
Trial International  
Partners Network  
Nonviolent Peaceforce International  
Democracy Reporting International  
United Nations Peacebuilding Support Office  
Organisation for Security and Co-Operation in Europe  
Crisis Management Initiative  
Conciliation Resources



## Results of our Organisational Development support

Over the past decade we have supported more than 30 partners on their organisational development: civil society organisations, international non-governmental organisations, multilateral and regional organisations, governmental institutions and networks.

Our 2018 partner survey showed that as a result, organisations managed to increase their impact by anticipating context changes and responding with strategic choices, organisational reforms and adaptation of organisational practice.

# PARTNERSHIP HIGHLIGHT

## CORD

Cord was founded over 50 years ago as an organisation inspired by the Christian faith, working with all faiths and none to address inequality, marginalisation, and exclusion. Operating in five countries, Cord has developed broad networks and deep relationships of trust. Its newly launched strategy aims to further strengthen grassroots change as well as leverage institutional reform towards greater inclusion and fairness.

Cord approached PeaceNexus through the 2016 Call for Proposals to help integrate peacebuilding across all its programmes. Consultations highlighted however the need to focus on internal challenges as a matter of priority. The organisational development process was adapted as a result and Cord undertook significant changes in its structure, systems and practices. It then developed a new strategic framework that has peacebuilding at its core and provides coherence and direction to its programmatic work. To help fully operationalize the new strategy, PeaceNexus' second and final cycle of support focuses on:

- Developing and rolling out an organisation-wide Monitoring, Evaluation, Accountability and Learning (MEAL) framework that enables Cord to measure its results across programmes as well as its impact and progress vis-à-vis its strategic objectives.
- Enabling Cord to communicate its vision and work effectively, adapting it to its varied constituencies both at the local and global level.

### The Results

Having encountered significant challenges in the midst of its organisational development process, Cord has now emerged from this period in a much stronger position, having a renewed clarity of strategy and approach, being financially stable and able to expand its programmatic work in South East Asia and East Africa. Under its current leadership, it is now well positioned to build on recent progress and to accelerate its development as an organisation fully focused on peacebuilding.

*"PeaceNexus has accompanied Cord on a journey of significant transformation in recent years. This support has provided Cord with a critical sounding board over the period as well as enabling access to key resources that have expedited Cord's progress. Without the invaluable support of PeaceNexus, Cord would undoubtedly not be as far along its peacebuilding transformation journey as we find ourselves today."*

*Andy Pask, Cord CEO*

The Cord logo features the word "Cord" in a large, white, serif font. Above the letter "d" is a stylized graphic of two overlapping leaves, one in a vibrant yellow-green and the other in a deep purple.



# CONFLICT SENSITIVITY

**OUR OBJECTIVE:** To strengthen organisations working in conflict settings so they are better able to contribute to peaceful change.

In 2018 we supported 5 international organisations (CAI, ZOA, IOM, Oxfam, Conservation International) and two collaborative initiatives (Conflict Sensitivity Community Hub and Mission Zhobia).

## **Our International CS Partners in 2018**

ZOA  
Christian Aid Ireland  
International Organisation for Migration  
Conflict Sensitivity Community Hub  
Mission Zhobia  
Conservation International  
Oxfam



## Results of our Conflict Sensitivity support

Over the past five years, we have worked with diverse partners. They value our pragmatic approach which is tailored to their needs. Our partnerships result in strategies that address conflict risk, staff that are better equipped to use conflict analysis, programmes that better adapt to changing conflict dynamics, and increased funding for peacebuilding.

Our positioning to work with companies is unique. We developed the Peacebuilding Business Criteria to engage with corporate partners on how to responsibly operate in fragile contexts. We also act as a sounding board for companies in our Peace Investment Fund portfolio and in our focus regions. Feedback from these companies have shown that they value our assessments and actionable recommendations to strengthen their contributions.

# PARTNERSHIP HIGHLIGHT

## ZOA

ZOA is an international relief and recovery organisation working in more than 15 countries. It is most active in insecure and volatile regions.

We have been working with ZOA since 2015. The organisation recognised the potential to do more to address local conflict issues within its work and requested support in how to achieve this. We helped ZOA convene a cross-section of staff from country programmes and headquarters, including leadership, to design and deliver a plan to integrate conflict sensitive approaches across all their work and develop their peacebuilding portfolio. ZOA designed new tools to recognise, understand and mitigate conflict risks associated with its programmes. It conducted conflict analysis workshops with local partners and implemented new projects to build social cohesion and resolve local disputes, in particular around land use and water management.

### The Results

ZOA is now known for its peacebuilding work as well as its humanitarian work in some of the most challenging environments and has increased its funding for peacebuilding projects in 10 countries. One example of their peacebuilding work is Sudan, where ZOA initiated a network of peace and reconciliation committees across South Darfur. These were tasked with mediating conflicts between farmers and herders and promoting joint dialogue and development initiatives between different communities and tribes. An independent study showed that 93% of respondents from the areas covered by the peace and reconciliation committees (that ZOA established) reported an improved security situation two years after the project began.

*“ZOA appreciates the support of PeaceNexus as it is one of the few organisations focusing on supporting capacities for conflict-sensitive programming and doing effective peacebuilding. The role of PeaceNexus goes far beyond only financial support. The Peace Nexus staff helps us to reflect critically on our internal change process, what to adapt in our practice, and gives good suggestions based on extensive experience with other organisations.”*

*Corita Corbijn, Peacebuilding Advisor, ZOA*



**RELIEF | HOPE | RECOVERY**



# INCLUSIVE DIALOGUE WITH BUSINESS

**OUR OBJECTIVE:** To support multi-actor dialogue to develop solutions to local peacebuilding problems

In 2018 we supported one international partner in its inclusive dialogue with business (IDB).

## **Our International IDB Partners in 2018**

Compliance Advisor Ombudsman



## **Results of our Inclusive Dialogue with Business:**

We currently support various business-community dialogues in all our focus regions. Partners value our independence and expertise in facilitation and mediation.

We track various indicators to determine the effectiveness of our support, including:

- Stakeholders actively and sincerely engage in the process
- Stakeholders indicate that they feel respected by other participants and develop the level of mutual trust required for a constructive dialogue
- Agreements are reached, implemented and sustainable
- Conveners and participants have developed their capacities and have built relationships of trust

# SECTION

# 3

## REGIONAL PROGRAMMES

*In 2018, we worked with a **total of 43 organisations** that have a high potential to transform the drivers of conflict in their context and strengthen social cohesion.*

*We believe that actors that are closest to and most affected by conflict are also best positioned to serve as the primary agents of conflict transformation. This is why we have significantly expanded our regional programmes from 28 regional partner organisations in 2017 to 43 in 2018.*

# REGIONAL PROGRAMMES

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We focus on the regions of West Africa, Western Balkans, Central Asia and South East Asia, where we work with local partners who are well positioned to address specific conflict risks.



**Central Asia**



**South East Asia**



**West Africa**



**Western Balkans**

# CENTRAL ASIA

In Central Asia, we work towards regional cooperation and strengthen domestic peacebuilding initiatives that promote social cohesion, good governance and conflict sensitive business practice.

## Challenges

Since the collapse of the Soviet Union, Central Asia has been grappling with a number of factors that get in the way of social cohesion and economic reforms. Geopolitical competition and unequal access to resources exacerbate tensions between groups of diverse ethnic, ideological and religious affiliation. Reforms have been slow. While there has been limited violent conflict in the region since the end of the civil war in Tajikistan in 1997, there are many unaddressed grievances that result in regular skirmishes, and both institutional and cultural violence remain high.

## Opportunities

Recently there have been a series of reforms driven by new political leadership, creating opportunities to address challenges. Uzbekistan's new president is introducing a range of reforms that are opening space for civil society development. Kyrgyzstan has had several peaceful transitions of power when they led to open violence previously, and Kazakhstan is set for political change at the highest level. Youth, academics, and policy groups are seizing this political momentum for greater regional cooperation and connectivity.

## PeaceNexus' Work in Central Asia

PeaceNexus' programme in the region includes support to several government entities, civil society, the private sector and multilateral partners. More recently we have expanded partnerships in Uzbekistan and Kazakhstan to strengthen a regional approach. Our support entails Organisational Development support, Conflict sensitivity and Inclusive Dialogue with Business.

## Our Partners in Central Asia

National Security Council Secretariat of the Kyrgyz Republic  
Office of the President of the Kyrgyz Republic  
State Commission on Religious Affairs under the President of the Kyrgyz Republic  
The Nationwide Movement «Yuksalish»  
United Nations in the Kyrgyz Republic  
State Committee for Industry, Energy and Subsoil Use of the Kyrgyz Republic  
Development Strategy Center  
Saferworld Kyrgyzstan  
International Business Council  
Public association "Echo"  
State Agency for Local Self-Government and Inter-Ethnic Relations under the Government of the Kyrgyz Republic  
The Progressive Public Association of Women (PPAW) "Mutakalim"  
Foundation for Tolerance International  
International Debate Education Association (IDEA) Central Asia  
Institute for Youth Development



# PARTNERSHIP HIGHLIGHT

## INTERNATIONAL YOUTH DEBATE EDUCATION ASSOCIATION

International Debate Education Association Central Asia (IDEA CA) is a regional youth-led organisation that uses debate to empower young people in Kazakhstan, Kyrgyzstan and Tajikistan through the development of their analytical and critical thinking, improvement of their public speaking skills, and the creation of public platforms to promote youth voices.

IDEA CA was selected by PeaceNexus in 2016 as an organisational development partner. Through a participatory assessment, we jointly identified priorities to increase IDEA CA's impact. These included the adaptation of the debate methodology to the needs of underprivileged youth and the diversification of funding to ensure long-term financial sustainability.

### The Results

With PeaceNexus' support, IDEA CA further developed its methodology, established monitoring and evaluation practices and increased its capacity to work with all youth, including those who are disenfranchised and hard to reach. The team developed new skills and transformed their own attitudes and practices to better understand the needs of marginalised peers. Their updated strategy and monitoring and evaluation systems reflect their newfound focus and approach. The partnership also led to significant changes in the organisational culture and practices. As a consequence, IDEA CA has become more sustainable and it has secured three multi-year grants.

*"IDEA CA has undergone massive changes while working with PeaceNexus. We've grown into a mission-driven youth organisation, developed our own strategy and are now working on financial sustainability. PeaceNexus' organisational development support helped us to better understand our context and shape our work, so it addresses young people's real needs."*

*Elvira Kalmurzaeva, Executive Director of IDEA CA*



# SOUTH EAST ASIA



In Myanmar, we focus on promoting Inclusive Dialogue with Business, recognising the critical role that foreign investment and domestic business actors play in Myanmar.

## Challenges

After decades of repressive military rule, Myanmar's trajectory towards peace and stability has been marred by the crisis in Rakhine State, ongoing clashes between armed groups, and tremendous gaps in capacity on the part of the new civilian government. Alongside these challenges, efforts to promote economic development struggle to respond to the complex concerns and interests of diverse local communities. As a result, businesses have initiated massive investment projects without thinking about how their operations may impact Myanmar's complex conflict dynamics.

## Opportunities

Civil society in Myanmar has blossomed over the past decade, with national NGOs working directly with both government and the private sector. Attempts to regulate access to natural resources have provided civil society with opportunities to make suggestions for more transparent and equitable distribution of the benefits of natural resource wealth, and for more sustainable practices. This has generated interest from businesses on how they can adopt responsible investment practices.

## PeaceNexus' Work in South East Asia

Our support prepares stakeholders for dialogue to address concerns of local communities, while also supporting civil society's role in shaping the business environment. Currently, we support multiple company-community dialogue processes, as well as the effort of a national civil society network to work with regional governments to strengthen Myanmar's mining policy.

Recognising the critical role that Chinese development stakeholders play in South East Asia, PeaceNexus recently established a partnership with a Chinese think tank that addresses the question of the relationship between peace and development. Through this, PeaceNexus is able to work with Chinese businesses on these issues.

We also provide Organisational Development support to two peacebuilding organisations in Myanmar in order to answer the need of strengthening peacebuilding organisations in the region.

## Our Partners in South East Asia

Myanmar Alliance for Transparency and Accountability (MATA)  
RAFT Myanmar  
Build Peace

# PARTNERSHIP HIGHLIGHT

## MYANMAR ALLIANCE FOR TRANSPARENCY AND ACCOUNTABILITY

The Myanmar Alliance for Transparency and Accountability (MATA) is Myanmar's largest civil society network working on strengthening governance around the country's vast mineral resource deposits. MATA also represents Myanmar's civil society on the Myanmar Extractives Industry Transparency Initiative.

In 2018, PeaceNexus provided technical expertise to MATA in the area of company-community dialogue, which fed into a broader discussion around whether and how MATA might engage businesses. Through the engagement with PeaceNexus, MATA identified best practices that members might follow, and developed a strategy for corporate engagement that has since been approved by its steering committee and introduced to all members.

### The Results

MATA has now positioned itself to work with local business associations, as well as government mining departments at several levels to address the social and environmental impacts of mining. As a next step, the network will initiate partnerships with local state and regional governments around the development of their mining policies. As part of this work, MATA has developed strong relationships with industrial associations specific to the mining sector, and initiated dialogue with business on sustainable mining practice.

*"PeaceNexus' support has helped us gain a better idea of how to leverage private sector engagement strategies in our work. Members of our network now understand the potential for dialogue to provide solutions and have developed terms of engagement to reduce risks."*

*Ye Lin Myint, MATA National Coordinator*





# WEST AFRICA



In West Africa, we contribute to inclusive development, good governance and peacebuilding through inclusive natural resources management, reducing youth marginalisation and strengthening state-civil society relations and dialogue with business.

## Challenges

Across the Sahel, violence is spreading to areas that were previously unaffected. Competition over access to natural resources is increasing under the combined effect of demographic pressure and climate change. This exacerbates social tensions and socio-economic exclusion, particularly of young people and women, and makes populations vulnerable to the influence of violent radical groups. Current security-focused responses fail to address the deeper roots of grievances and sometimes fuel existing tensions.

## Opportunities

Despite a worsening security situation, West Africa remains home to a vibrant civil society with enormous resilience and some successful government institutions which are laying the foundation for durable peace. Socio-economic ties are strong between different national and ethnic groups, and traditional methods of conflict resolution help to maintain these ties. Emerging social movements, often led by youth, advocate for change and accountability in the management of public resources.

## PeaceNexus' Work in West Africa

We have worked in West Africa since 2014, and since 2017 have focused our work on Burkina Faso, Niger and Senegal. We currently provide support for Organisational Development, Conflict Sensitivity, and Inclusive Dialogue with Business to nine partners. Seven are civil society champions in their national contexts; one is a leading network of pastoralists present in nine West African countries; and one government agency with the rare mandate of steering national peacebuilding efforts in Niger.

We strive to continually promote a positive exchange of practices and learning between our partners, and the consultants accompanying them, at national and regional levels.

### Our Partners in West Africa

Burkinabe Association for Community Action  
OCADES Caritas Burkina  
African Youth Network  
High Authority for Peace Consolidation Niger  
SOS Civism Niger  
Billital Maroobé Network  
NGO 3D  
National Council of Concertation and Rural Cooperation  
Rencontre africaine pour la défense des droits de l'homme (RADDHO)



# PARTNERSHIP HIGHLIGHT

## CATHOLIC ORGANISATION FOR DEVELOPMENT AND SOLIDARITY CARITAS BURKINA

The Catholic Organisation for Development and Solidarity (OCADES) Caritas Burkina, is a non-governmental organisation that centres its actions on resilience, development, and social cohesion. OCADES Caritas Burkina is at the service of all communities, regardless of sex, religion or ethnicity. With 15 regional offices corresponding to the dioceses of Burkina Faso, OCADES has a network that covers the entire country.

With PeaceNexus's support, OCADES convened focal points from all regions to analyse the context of Burkina and adapt plans on that basis. We helped OCADES develop a strategic framework and guidance on social cohesion and peace to be applied across all its interventions. Trained focal points are now present in all 15 regions, providing support to operational teams on how to adapt activities to the context and expand conflict prevention work.

### The Results

OCADES sees early results from its efforts with less tensions triggered by projects and a greater ability to work on social cohesion through its technical programmes (water, sanitary, education and livelihood).

*"PeaceNexus has supported OCADES Caritas Burkina in the development of its new organisational tools to promote social cohesion and peace. After 18 months working closely together, we have been able to assess the impact of our work across a range of programmes and developed a holistic approach to promote social cohesion more systematically. The result is that our operational teams are now equipped with specific tools and get support in their everyday work on how to adapt their approach in each context where they are intervening."*

*Father Constantin S. SERE, Secretary General, OCADES Caritas*



# WESTERN BALKANS



In the Western Balkans, we work with partners who counter the trends of ethnic fragmentation and polarisation, and mobilise support for inclusive development, reconciliation and regional exchange.

## Challenges

Violent conflicts devastated the Western Balkans between 1991 and 2001, leaving a legacy of unaddressed bilateral and regional disputes, and dysfunctional political systems. Transitional justice processes have never been completed and war crimes are often denied. Ethno-nationalist antagonisms persist, hate speech is common, and there is increasing pressure on independent media.

## Our Partners in the Western Balkans

Regional Youth Cooperation Office (RYCO)  
Western Balkans Fund (WBF)  
South East European Youth Network (SEEYN)  
Mreža Mira The Network for Building Peace  
Humanitarian Law Centre Serbia  
Youth Initiative for Human Rights Bosnia and Herzegovina (YIHR BiH)  
Independent Journalists' Association of Vojvodina  
Metamorphosis  
Nansen Dialogue Centre (NDC)  
Centre for Research, Transparency and Accountability (CRTA)

## Opportunities

Despite these challenges, important breakthroughs have been achieved. New forms of regional collaboration between Western Balkans states have emerged and the prospect of integration into the European Union is likely to lead to further economic development and institutional reforms. In early 2019, North Macedonia officially adopted its new name and settled a 27-year name dispute with Greece. New citizen-led movements are also forming, demanding social change, and advocating for more accountability.

## PeaceNexus' Work in the Western Balkans

We have been working in the Western Balkans since 2014, starting with Organisational Development support for civil society actors. We have supported organisations that play a key role in conflict prevention and reconciliation by: enabling political participation and inclusive education of youth; advocating for media freedom; and through inter-ethnic initiatives.

Since 2017, we have been supporting two pioneer regional cooperation initiatives, led by the governments of Bosnia-Herzegovina, Serbia, Kosovo, Montenegro, North Macedonia and Albania. We are supporting them to develop strong organisational systems and conflict-sensitive grant-making. Since 2018, we have also expanded our Inclusive Dialogue with Business service offer to the region and we are currently supporting one multi-stakeholder dialogue in Bosnia-Herzegovina.

# PARTNERSHIP HIGHLIGHT

## NANSEN DIALOGUE CENTER MOSTAR

The Nansen Dialogue Centre (NDC) Mostar operates in a part of Bosnia-Herzegovina where relationships between the different ethnic groups are still fragile. For almost twenty years, the organisation has been working towards rebuilding relationships and trust in divided communities.

PeaceNexus started working with NDC in May 2017. We accompanied NDC through a participatory process to develop a new strategy with ambitious programmatic goals; improve internal planning and coordination and to develop monitoring and evaluation tools to accompany the implementation of the strategy.

Currently, we are in a second phase of support, helping NDC to manage growth by:

- Reviewing and adapting monitoring and evaluation tools
- Supporting the development of a communication strategy
- Making targeted investments in internal systems and capacities

### The Results

In 2018, NDC signed a new Memorandum of Understanding with the Herzegovina- Neretva Cantonal Ministry of Education and secured financial support to implement the organisational strategy we helped develop. As a result, NDC will implement integrated education and social cohesion projects in new communities, and is preparing to engage in policy dialogue on inclusive education with relevant educational institutions and local authorities.

*“NDC established the cooperation with PeaceNexus in a critical period of our work, in a time when we faced big organisational challenges. The main issues were diagnosed, the plan for improvement was created and we were working together on strategic rethinking and developing tools for monitoring, evaluation and learning. Thanks to PeaceNexus we managed to overcome organisational restructuring in a good way and our organisation is more capable to answer to the peacebuilding challenges of our work. PeaceNexus is helping us to change in order to bring positive change to our society.”*

*Elvir Djuliman, Director NDC Mostar*



# SECTION

# 4

# FINANCES

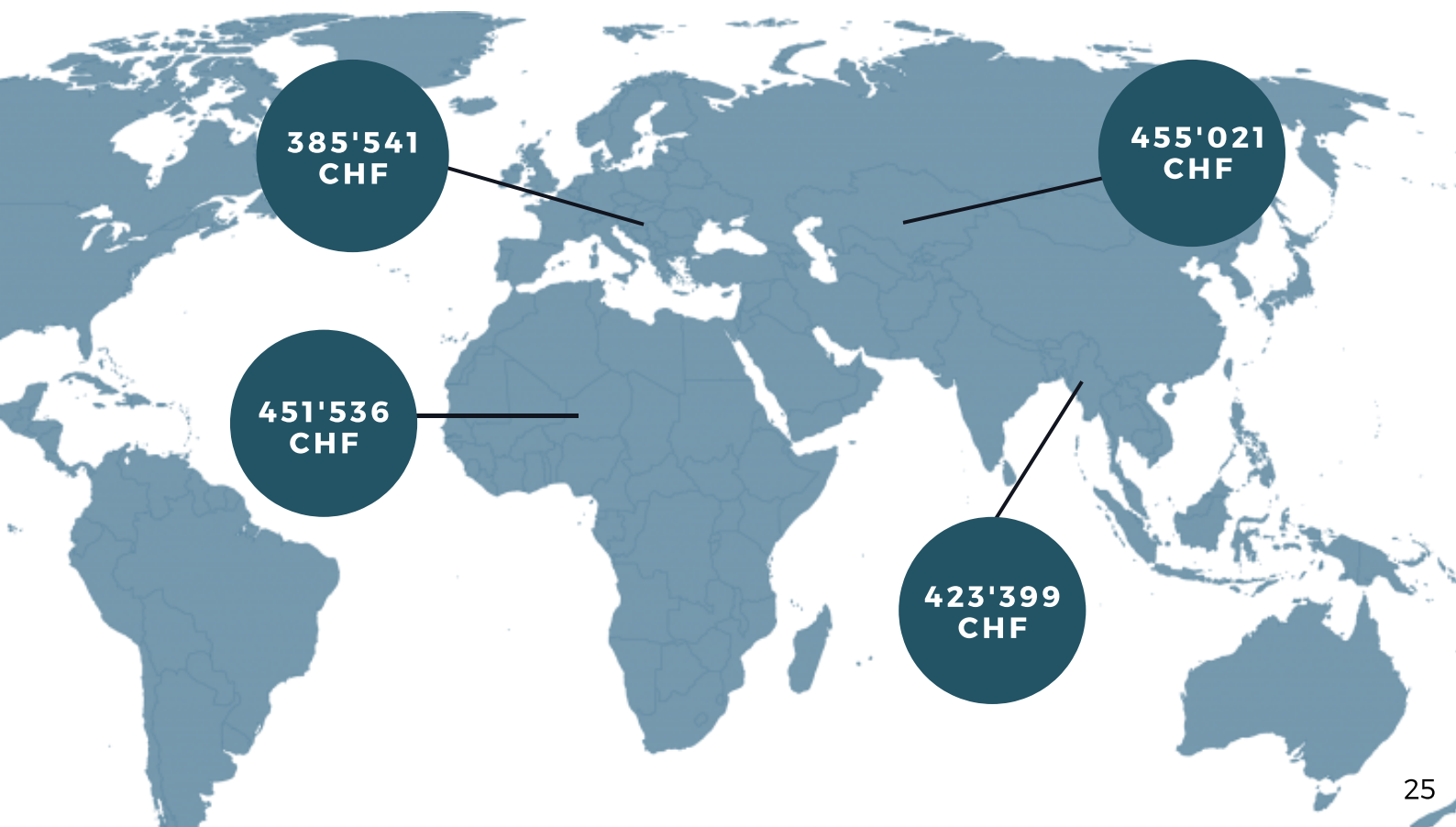


# OVERALL SPENDING IN 2018

Total Expenditure CHF 3'572'632



Total Regional Programmes expenditure  
CHF 1'715'497



The logo features three overlapping circles: a dark blue circle on the left, a light blue circle on the right, and a dark purple circle in the center. The text "PeaceNexus" is written in white across the top, with "Foundation" in a smaller font below it.

# PeaceNexus

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