



2022

Annual Report

PEACENEXUS FOUNDATION

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FOREWORD A MESSAGE FROM PEACENEXUS' DIRECTOR



This report highlights the remarkable resilience and bravery of our partners who often work in difficult circumstances, driven by their values and the ambition of building more peaceful and inclusive societies. In addition to driving change externally, our partners also invest their time and effort on internal changes that improve how their organisations perform and model their values. 'Walking the talk' requires dedicated internal change champions too.

While this report provides some insights into the change journeys of some of our partners, I want to take this opportunity to acknowledge the role of the unsung heroes of our organisational story, notably the PeaceNexus Board members.

2022 was a year of Board transition and renewal. Our founding Board members endowed the Foundation with a powerful vision and resources to realize it. Over the past decade many of the original members helped steer our work and attracted new board members with fresh perspectives along the way. In 2022 some of our longest-serving Board members chose to step down from the Board. We appreciate their voluntary commitment and wisdom which has been a source of great strength for the Foundation, creating a culture of continuous learning and improvement.

As practitioners of organisational development, we understand how especially critical the role of the Founder is and how challenging the transition of leadership can be. In 2022 our Founder, Anne Gloor, also stepped down from the Board. We are profoundly grateful for Anne's founding role and vision and will work tirelessly to secure her legacy by delivering impactful work.

Finally, I also want to take this opportunity to extend our appreciation to the Board members who joined us in 2022. We thank them for their selfless service. We also look forward to new members joining us for the next chapter of our story from 2023. We will strive together to accompany and empower our partners in the next chapters of their inspiring stories of driving peaceful change.

I hope you enjoy the reading.

Catriona Gourlay

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Expenditure and Mission Investing

Total Expenditure	39
Mission Aligned Investing	40



ORGANISATIONAL NEWS

2022 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

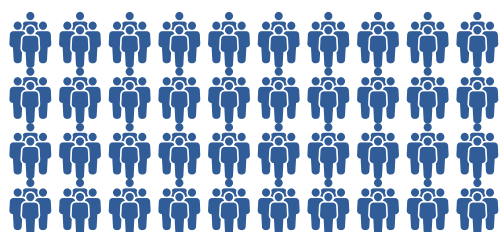
We support civil society, governmental institutions and businesses with a high impact in fragile and conflict-affected contexts to improve their practices, so their actions do not fuel violence and contribute to peaceful change where possible.

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.



2022 IN REVIEW: OUR YEAR IN NUMBERS



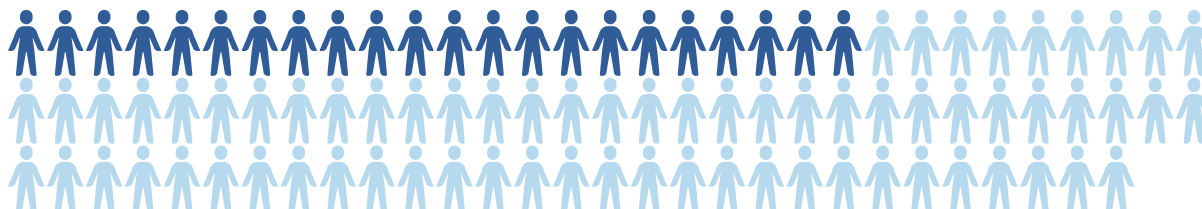
59
partners
strengthened

International Partnerships

22

Regional Partnerships

36



23 staff and 90 consultants



**3.8 million CHF total
expenditure**

2022 IN REVIEW: RESPONDING TO MULTIPLE CRISES

In 2022, the regions where we work experienced increased geopolitical tensions, social polarisation and inflationary spikes driven by trends including climate change and exacerbated by the war in Ukraine. In this context of multiple crises, our partners' efforts to mitigate risks, increase cooperation and build trust were essential. While geopolitical tensions hampered some traditional multilateral responses, local-level action remained vibrant. This is why we invested most of our effort and resources in strengthening local actors in our focus regions.

Many of our partners had to increase their efforts to respond to violent and divisive tactics. For example, in West Africa, in response to militant attacks on civilian populations, religious leaders across faiths mobilized to counter divisive narratives. Civilian government agencies and civil society organisations provided essential services to the most vulnerable groups and increasingly integrated dialogue mechanisms and dispute resolution into their work.

Similarly, in Myanmar, following the coup and violent crack-down on the pro-democracy movement, civil society actors and politicians in opposition to the junta reorganised to provide essential protection and humanitarian services and to develop common positions on issues such as sanctions and transitional justice.

In Central Asia and the Western Balkans, inter-ethnic tensions within and between states increased, as did social polarization, with incidents of escalation in hotspots in both regions. Although governments responded by increasing control over civil society, there were also promising examples of government embracing more inclusive reforms (in Central Asia) and civil society successfully countering divisive propaganda and de-escalating tensions (in the Western Balkans).

We recognize that international partners remain critical to empowering local responses to these multiple crises. In 2022, we continued to support their adaptations to do this better. For example, some of our peacebuilding partners reformed their decision-making and partnership modalities to enable more locally-led responses.

We also scaled up our support for environmental organisations; as zones of climate vulnerability, important biodiversity landscapes and conflict-affected areas overlap, our new environmental partners are integrating conflict sensitivity in how they work as an operational imperative. Our financial investments and engagement with international businesses are also increasingly aligned with ensuring that green transitions are also socially responsible.

Although we do not have a programme in Ukraine, in response to the war, we provided organisational development support to a network of local mediators. Their story of adaptation is one of a sample of partner highlights presented in this report. These highlights show the powerful agency of local actors and underscore the importance of investing in local organisations and networks, especially in response to severe threats.

2022 IN REVIEW: MID-TERM REVIEW OF PEACENEXUS PROGRAMMES

Our work is guided by our current 2021-2023 strategy. In 2022 we commissioned mid-term reviews of progress towards the strategic objectives of all our programmes. Drawing on partner surveys and interviews, the results showed progress towards programme outcomes and validated our approach to accompanying organisational change and enabling collaboration. The findings (summarized below) were presented to the PeaceNexus Board and will, together with a wider organisational review drawing on staff and consultant feedback, inform the development of the next strategy in 2023.

Overarching findings

Mission

PeaceNexus is **effectively delivering on its mission** to strengthen the capacities of and collaboration between organisations to increase their contribution to reducing violence and building peace

Approach

PeaceNexus' model of support is seen as **unique** and **highly valued** by partners.

Strategy

There is evidence of **meaningful progress towards the strategic goals** and capacity outcomes across the programme reviews and in all three service areas.

Programmes are **well aligned to the strategic plan** and strategic goals are relevant to the regional and international contexts.

Strategy adaptations were deemed **carefully considered and appropriate**.

The review found evidence of partner contributions towards:



Interethnic collaboration
Western Balkans



Collaboration between civil society and government
West Africa



Social cohesion
West Africa, Central Asia



Dialogue between communities and state authorities
West Africa, Central Asia



Citizen engagement in transitional justice and democratic reforms
Western Balkans



Collaboration on how to manage resources from extractive sector
West Africa

2022 IN REVIEW: MID-TERM REVIEW OF PEACENEXUS PROGRAMMES

Strengths of PeaceNexus' positioning and approach

- Working with a diverse and relevant set of partners
- Working at the nexus of different sectors, themes and types of organisation – from silos to synergy
- Promoting and facilitating learning and influencing funding models – multiplying effect
- Flexible funding for organisational-level, partner-led change and development
- Accompanying partners on their journey, including through difficult times
- High level of technical expertise and well-connected
- Ways of working – honest, supportive, reflective, warm, responsive, agile

Findings on challenges

- Shifting politics and priorities within partner organisations (International)
- Balancing 'behind the scenes' way of working with communications and visibility (Central Asia, International)
- Managing levels of demand for services (West Africa; International)
- Rapidly changing contexts (Central Asia, Southeast Asia, West Africa)
- In times of crisis, being adaptive and flexible while meeting reporting and longer-term planning requirements (Southeast Asia)
- Overstretch of PeaceNexus staff (Central Asia, Southeast Asia, West Africa)
- In certain instances, finding the right consultants for the job (Western Balkans)

Recommendations

Continue pursuing the current model and approach

- ✓ Continue working with range of types of actors – civil society, governments, multilaterals, businesses
- ✓ Continue working within – and at the nexus of - different sectors (peacebuilding, development, environment, extractive industries)
- ✓ Continue to work in the three service areas and prioritising a partner-led accompaniment approach

Expand aspects of the model that have multiplying effects

- ✓ Do more to support and facilitate peer-learning and learning between sectors (Central Asia, West Africa, International)
- ✓ Increase engagement with and influencing of donors (Central Asia, Western Balkans, Southeast Asia, International)

2022 IN REVIEW: UKRAINIAN DIALOGUE FACILITATORS AND MEDIATORS COMMUNITY OF PRACTICE

In 2022, PeaceNexus supported the Ukrainian Dialogue Facilitators and Mediators Community of Practice (CoP), an informal network consisting of 30 Ukrainian NGOs, associations and independent experts that have undertaken joint learning and advocacy for over 10 years. Since the start of the current stage of war, CoP members delivered trauma-sensitive conflict transformation services to vulnerable groups and worked together to develop new approaches to the most acute systemic challenges, including transitional justice, inclusive recovery and support to multi-track processes. However, with their volunteer-based model, the CoP struggled to mobilize financing to scale their work and ensure its sustainability. PeaceNexus provided strategic planning support to clarify the network's ambitions, structure and ways of working.



“

During the last 10 years I have observed two, maximum three, cases of international organisations in Ukraine that genuinely respect the principles of locally led peacebuilding and development. PeaceNexus has been quite unprecedented in putting Ukrainian actors, their vision and existing structures in the centre. What a refreshing and encouraging attitude!

The capacity development approach that PeaceNexus champions is unique. I knew it existed, but have never seen it or heard of it happening. The advisory support provided was 100% on our terms - we get what we needed, when we needed it and in the form we needed it. That's why it has been such an extremely valuable and transformational experience for the CoP. I very much appreciate what PeaceNexus has done with us and hope more international partners will follow suit.

*Tetiana Kiseleva, Director of the Dialogue Research Center,
the National University of Kyiv-Mohyla Academy*

”

Results

In under a year, the CoP has strengthened its capacities and internal processes. It has established an NGO to manage financial and administrative matters on behalf of the CoP, while a newly-formed Secretariat performs a range of support functions relating to grant writing, fundraising, communications, administration and advocacy. The CoP's impact is increasingly recognised by international partners, enabling it to mobilize financing for its initiatives and scale up new methodologies for community work. Its collective messaging has also drawn international attention. One example is [Ukraine Peace Appeal 2023](#) which received the support of over 40 organisations.

2022 IN REVIEW: OUR PEOPLE

Our
headquarters in
Prangins,
Switzerland



Catriona Gourlay
Executive Director



Peter Cross
Deputy Director



Magali Khéloui
Finance and
Administration Director



**Carole Frampton-de
Tscharnier**
Organisational
Development Lead



Héroïse Heyer
Conflict Sensitivity Lead



Johannes Schreuder
Business Engagement
Lead



Kristyna Jostova
Finance Assistant



Daniela Bosnjak
Programme Officer



Nuno Lopez
Facility Manager

Trainees



Alix Mottet
Prangins, Switzerland



Ulan Asekov
Bishkek, Kyrgyzstan

International Associate Consultants



Luc Lafrenière



Frauke de Weijer



Hesta Groenewald

2022 IN REVIEW: OUR PEOPLE

Southeast Asia Team



Carol Sivpey Te
Programme Manager



Sai Won Latt
Programme Officer

Central Asia Team



Chinara Esengul
Programme Manager



Nazgul Aksarieva
Senior Programme
Officer



Kanatbek Abdiev
Programme Officer

West Africa Team



Aliou Kebe
Programme Manager



Boris Some
Programme Officer



Anina Uhlig
Programme Officer

Western Balkans Team



Deborah Reymond
Programme Manager



Mario Mažić
Senior Programme
Advisor



Besart Lumi
Programme Advisor



Vladica Jovanović
Programme Advisor

2022 IN REVIEW: OUR PEOPLE

Our board in 2022



Kathleen Cravero
Chair



Anne Gloor
Founder and Chair



Christina Aebischer
Board Member



Victor Angelo
Board Member



Louisa Chan Boegli
Board Member



Stephan Husy
Board Member



Denis Kadima
Board Member



Michael Khambatta
Board Member



Ivo Knöpfel
Board Member



Molly McUsic
Board Member



Funmi Olonisakin
Board Member



Evelyne Tauchnitz
Board Member



Hansjörg Wyss
Board Member

LOOKING AHEAD: OUR INCOMING BOARD

Our board in 2023



Thomas Greninger
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



OUR INTERNATIONAL PROGRAMME

In 2022 we supported a total of 22 international partnerships and 6 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 accompany organisational change with partners that have peacebuilding at the core of their mandate. Our individual organisational strengthening support helps these actors practice their values and achieve greater, more sustainable impact. Our collective peer-learning initiatives create communities of practice for champions leading processes of organisational change.

OUR PARTNERS IN 2022

Individual organisational strengthening support

- The United Nations Peacebuilding Support Office (UNPBSO)
- The Organisation for Security and Co-operation in Europe (OSCE)
- Peace Direct
- Women's International League for Peace and Freedom (WILPF)
- Build Up
- International Alert

Collective peer learning initiatives

- Integrating Gender in Peacebuilding dialogue
 - Board-level peer-learning group
 - Philea's OD Community of Practice
 - International OD partners peer-learning group
-

2022 EXPENSES **0.38 mil CHF**

THE CONTEXT

The peacebuilding field is facing new challenges. In response to multiple crisis including the war in Ukraine, traditional peacebuilding donors are prioritising humanitarian and security funding over longer term investments in development and prevention.

Increased funding challenges for many peacebuilding INGOs occur at a time when many are going through reforms to shift to new levels of inclusion and accountability and more equitable partnerships with local partners. In this context, our support is in increasing demand. We are therefore also engaging other donors to invest in organisational strengthening and support localisation.

WOMENS INTERNATIONAL LEAGUE FOR PEACE AND FREEDOM

The Women's International League for Peace and Freedom (WILPF) is a social movement that has been promoting just feminist peace for over a century. Active in 55 countries, it is a vehicle for activism at the community and global policy level, focusing on disarmament, human rights, the Women Peace and Security agenda and crisis responses.

WILPF applied for OD support to adapt to its rapid growth and diversifying membership. A comprehensive strategic roadmap, *Future WILPF*, was designed in a highly participatory process. It also offered an opportunity to reflect on WILPF's governance model and adaptations needed to meet today's challenges.

“

The Future WILPF process went from an ambitious idea to a living concept amongst its membership and organisational life. The OD process continues to challenge us, as we are learning and unlearning how to practice the fundamentals of feminism as part of our functioning. These processes take time, creativity, accountability and resources.

The support and expertise provided by PeaceNexus, and the consultants it helped us hire, have been invaluable in the past year. It's not an exaggeration to say the issues PN is supporting WILPF to address are fundamental and even existential.

Jenny Aulin, WILPF Membership Manager”

Results

WILPF adopted a far-reaching strategy that is seen as a legitimate reference for the whole movement at its 2022 Congress. Its newly elected Board committed to protocols to ensure mutual accountability across its leadership. A six-day Board induction allowed for its diverse and all-volunteer members to develop a shared understanding of their role, determine rules of engagement and build trust among themselves and with the international secretariat. In 2023, WILPF will further consolidate its governance model and accountability framework, including by building capacity and working with young leaders.



WILPF congress, 2022

OD PARTNERS PEER LEARNING EVENT

This was the third partnership event for the OD international programme, bringing together our counterparts within our partner organisations with the consultants and PeaceNexus staff that support them. Based on their shared focus on inclusion-driven change processes, participants identified five key Learning Questions and co-facilitated discussions on each, reflecting on their stories through different interactive formats. A [report](#) captures their collective insights, articulated around important questions to ask when envisioning and accompanying such processes.

The group found the exchange insightful and rewarding, and they continue to support each other through monthly calls. Participants found that the format of 'Learning Questions' helped acknowledge the complexity of the challenges they faced, while also enabling them to challenge the status quo and elicit better responses. The questions were by nature generative and invitational. Framing inclusion objectives as learning conversations will increase the likelihood of all groups experiencing a sense of belonging – and help create the necessary buy-in for comprehensive policy and structural changes.



International OD partners event, October 2022

LOOKING AHEAD

Our current portfolio includes innovative and more traditional actors that have all embarked on ambitious change agenda that will continue through next year. The comprehensive changes that our partners are working towards will set important examples of how INGOs can more effectively support and resource local actors. Documenting the models developed and the lessons learned will be part of the process. While there will not be another Call to select new partners in the months to come, we aim to provide support to help action the findings and recommendations that emerged from our governance and gender integration peer-learning groups.

CONFLICT SENSITIVITY

We support humanitarian, development and environmental organisations to better address conflict risks and contribute to social cohesion through their work. As part of their organisational reforms, our partners are pioneering new ways to support local actors as lead change agents in conflict contexts.

OUR PARTNERS IN 2022

Humanitarian and development partners

- Christian Aid Ireland
- Oxfam
- International Organisation for Migration

Environmental partners

- African Wildlife Foundation
- Conservation International
- Global Green Growth Institute
- Global Youth Biodiversity Network
- International Snow Leopard Trust
- WWF (Colombia, DRC, Germany, Myanmar)

Collective Initiatives

- Global Conflict Sensitivity Community Hub
 - Environment, Climate, Conflict and Peace Community (coordinated by the Geneva Peacebuilding Platform)
-

2022 EXPENSES 0.40 mil CHF

THE CONTEXT

Aid organisations faced a challenging year, marked by the rise of complex humanitarian crises, record levels of forced displacement and mounting risks to operations. Our partners worked hard to keep supporting vulnerable populations in highly fragile contexts and help them resist the escalation of violence. 2022 also saw the adoption of a landmark agreement to protect biodiversity and a growing recognition of the necessity to scale and speed up climate action. To pursue global targets set on biodiversity and climate, more needs to be done to help actors pursue this work in fragile and conflict contexts. This is why we decided to increase our conflict sensitivity support to environmental organisations.

ENVIRONMENT AND PEACE CALL FOR PROPOSALS

In 2022, we issued our first call for proposals targeting environmental actors. The response was impressive: we received 59 applications from both large and smaller organisations around the world with an impressive level of quality.

Submissions revealed that environmental organisations face growing levels of conflict in the contexts where they work and grapple with new types of risk. At the same time, they have unique entry points to bring actors together across dividing lines to address common concerns related to nature conservation or climate. The response to our call showed how many environmental organisations want to further deepen their conflict sensitive practices and increase the peace impact of their work. We are therefore honoured to continue working with our long-term partner in this field, Conservation International, and to initiate support processes with five newly selected partners: the African Wildlife Foundation, the Global Green Growth Institute, the Global Youth Biodiversity Network, the International Snow Leopard Trust and the Worldwide Fund for Nature. Recognising that the demand for support far outweighs our capacities, we will also work to influence larger donors to invest in this field.



Samuel Turpin / Media Active for Change

Partnership Highlight

GLOBAL YOUTH BIODIVERSITY NETWORK

The Global Youth Biodiversity Network (GYBN) brings together 705 member organisations from 178 countries and represents over 1.25 million young people. It represents the voice of global youth in policy negotiations under the Convention on Biological Diversity (CBD) and connects individuals and youth organisations to build a global coalition to halt the loss of biodiversity. GYBN approached us as their members face rising levels of violence in their work and are looking for how to connect biodiversity protection with greater dialogue and social cohesion efforts.

Results

In the run-up to the UN Conference on Biodiversity in Montreal (COP15), we helped GYBN launch a global youth consultation on environment, conflict and peace. Results showed the extent to which young people working on biodiversity are affected by conflict and peace dynamics, and pointed to how GYBN could strengthen its support to members to address these issues. Building on this consultation, GYBN brought the everyday experiences of young environmental activists who work in conflict-affected contexts to the COP15 space, where these issues were largely absent. Going forward we will support GYBN to action new support to members on conflict and peace and to put those issues higher on the global policy agenda.



“

PeaceNexus support to address the issues of peace, conflict and environment within our youth community so far has been priceless. The experts at PeaceNexus together with GYBN have helped co-create a safe space for young conservationists and activists to talk about, map and navigate a complex and prevalent issue. Many of GYBN's National Chapters want to further engage with PeaceNexus to develop stronger roadmaps that address these challenges at the national level. The team helped us at every step to plan online and in person consultations and bring youth voices on this topic into the environmental space.

GYBN Team

”

LOOKING AHEAD

In 2023, we will prioritise completing the inception processes with our new environmental partners and helping them implement first steps of their conflict sensitivity integration roadmaps. We will maintain and deepen our support to our long-term humanitarian and development partners Oxfam and IOM. Both combine work to adapt practice on the ground in specific regions and countries, with larger institutional changes to strategies and processes to enable more adaptive operations in conflict contexts.

Finally, we intend to bring our partners together for a peer-learning event. We are confident that new practical ideas will emerge from sharing the rich experience of partners operating across the humanitarian, development, peacebuilding, environmental and climate sectors.

BUSINESS ENGAGEMENT

We work with companies, government and civil society organisations to reduce disputes around operations. We engage with companies to adapt their operations to contribute to social cohesion in fragile contexts and report on their contribution to peace, justice and strong institutions.

OUR PARTNERS IN 2022

We support local partners in each of our regions to positively influence business practices. Our portfolio of international initiatives complements our regional work by engaging with corporate headquarters, investors and global business-community mediation entities and experts.

Initiatives supported in 2022 include:

- The CADMOS Peace Investment Fund
 - Nespresso (Nestlé), collaboration on conflict-sensitive coffee supply chains
 - Novartis, collaboration on conflict-sensitive practices in fragile states
 - International Growth Centre, research on renewable energy and conflict
 - US tech company, collaboration on inclusive stakeholder engagement models
 - Dialogue case on the exit of Telenor from Myanmar
 - Dialogue case on eliminating forced labour in a cotton supply chain in Uzbekistan
-

2022 EXPENSES 0.16 mil CHF

THE CONTEXT

The war in Ukraine and associated sanctions had far-reaching geopolitical and economic consequences, raising urgent questions among investors and companies on how to respond. Companies faced similar in-/di-vestment dilemmas following military takeovers in Afghanistan, Myanmar, Sudan, Chad and Burkina Faso. At the same time companies faced rising expectations around responsible business practices reflected in increased (ESG) regulations, voluntary reporting initiatives and inspiring investor initiatives.

Rising instability combined with investor commitment to responsible practices means that investors and companies are constantly grappling with real-time risk management challenges across their operations. This generates demand for guidance and increased information-sharing.

NOVARTIS

PeaceNexus is supporting Novartis to further increase its positive impact in conflict-affected countries. Novartis provides access to medicine in more than 30 conflict-affected and high-risk markets. Due to its progressive sustainability policies and expanding support to patients in these markets, Novartis was included in the portfolio of the CADMOS Peace Investment Fund. Following a series of roundtables exploring the challenges facing staff in conflict affected countries, facilitated by PeaceNexus, Novartis joined forces with the Foundation to strengthen its capacities to operate in these markets and contribute to social cohesion.

A detailed needs assessment confirmed strong interest among staff for guidance, training and tools to facilitate conflict-sensitive and human rights informed decision making in conflict-affected markets. Novartis is now developing a comprehensive support ecosystem to equip staff with the information and guidance to complement existing emergency management and business continuity systems and strengthen decision-making across a range of contexts. This ecosystem will include tailored training approaches and a platform to enable continuous learning and sharing of best practices across Novartis.

In the coming years, Novartis will build up and activate this support ecosystem. Its ambition to further improving human rights informed- and conflict sensitive business practices in fragile settings is captured in the CEO's ESG commitments for 2023.

“

The constructive accompaniment and conflict-sensitivity expertise of PeaceNexus is important in further advancing our priorities in conflict-affected countries.

Peter Nestor, Head of Ethics, Novartis

”



TELENOR

In 2022, Telenor and 474 civil society organisations in Myanmar, represented by SOMO and supported by PeaceNexus, arrived at a preliminary memorandum of understanding (MoU). The parties had engaged in a mediation process following a complaint filed against Telenor in 2021 to the Norwegian National Contact Point (NCP) concerning risk-based due diligence, stakeholder dialogue and disclosure in Telenor's disengagement from Myanmar.

Both parties share a deep concern for the people of Myanmar and the deterioration of respect for human rights after the military takeover. The parties have started taking steps to implement the agreements made in the MoU. One such step, to better understand the risks to users related to their digital footprints, will involve the joint selection of an independent researcher to conduct an ICT Ecosystem Risk Study.

Furthermore, Telenor is sharing expertise and experience about risks to digital rights and freedoms under the military junta, and has commenced an internal review process and invited the complainants to provide input. PeaceNexus will continue to support complainants in the process and to implement the agreed actions.



LOOKING AHEAD

Climate change is leading to environmental degradation, human suffering and further increasing fragility. Going forward, we therefore want to prioritize our company and investor engagement on the just energy transition. We will continue to work directly with companies, strengthening their business practices in fragile states and accompanying business-community dialogue processes. Furthermore, building on our engagement experience with the CADMOS Peace – European Engagement Fund and recognizing the value of collective action, we aim to partner with institutional and impact investors to support them in strengthening their conflict-sensitivity. We will do so by supporting collective peace-themed investor initiatives and working with individual progressive investors.



OUR REGIONAL PROGRAMMES

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. In 2022, our regional teams supported with 36 partners and 6 collective initiatives that have a high potential to transform the drivers of conflict and strengthen social cohesion in their context collective initiatives that have a high potential to transform the drivers of conflict and strengthen social cohesion in their context.



CENTRAL ASIA

In Central Asia, we work to strengthen social cohesion and regional cooperation through partnerships and collective initiatives with government, civil society and business actors. We focus on countering polarisation and reducing tensions over environmental impacts.

OUR PARTNERS IN 2022

- United Nations Country Team, Kyrgyz Republic
- Academy of Public Administration under the President of Kyrgyz Republic
- Progressive Women's Public Association 'Mutakallim', Kyrgyz Republic
- Public Foundation 'Institute of Youth Development', Kyrgyz Republic
- Ministry of Culture, Information and Youth Policy, Kyrgyz Republic
- International Business Council, Kyrgyz Republic
- Ministry of Transport in partnership with Research Center Ma'no, Uzbekistan
- Regional Research on Traditional Values on Environmental Protection
- Collective initiatives: Regional Learning Platform of Civil Society, Regional Book Club, Peacebuilding Hub

2022 EXPENSES

0.50 mil CHF

THE CONTEXT

The impacts of the war in Ukraine have reverberated across Central Asia, exacerbating existing economic struggles and fuelling social polarization in the form of ethnonationalism. Kazakhstan was already grappling with domestic unrest, triggered by gas price increases earlier in the year. Tensions between Kyrgyzstan and Tajikistan increased over cross-border disputes. In Uzbekistan, protests in Karakalpakstan resulted in the imprisonment of numerous activists and journalists.

Despite this, civil society has courageously continued to advocate for democracy and dealing with the past, though hindered by shrinking civic space in the region. Media freedom continued to decline, with political elites controlling many outlets and spreading divisive narratives.

INTERNATIONAL BUSINESS COUNCIL

PeaceNexus has been partnering with the International Business Council (IBC) since 2021 on the implementation of environmental public policy measures in Kyrgyzstan. Environmental issues and impacts are of increasing concern both domestically and regionally. Our collaboration has effectively aligned with and supported governmental and parliamentary efforts to introduce financial incentives for green business practices and the adoption of renewable energy.

“

The learnings from our partnership with PeaceNexus has been valuable across other areas of our work. For instance, the experience of using green incentives to reduce conflict in mining, tourism, and agriculture has helped us develop and implement similar win-win measures in other sectors, and to interact with other stakeholders, including civil society and government bodies.

Askar Sydykov - Executive Director of the International Business Council

”

The partnership aims to develop short- and long-term recommendations to prevent conflicts related to environmental threats across the mining, tourism and agricultural sectors. With the support of PeaceNexus, an IBC analysis mapped environmental conflicts between businesses and local communities across the three sectors, reviewed current incentives and law enforcement, and gathered success stories of environmental dispute resolution. IBC reflected both the interests of local communities and businesses in their recommendations and validated the legal analysis of green incentives with a wide range of stakeholders across government structures, business, local and international civil society organisations.



Conference on the legal incentives and enforcement of green initiatives in Kyrgyzstan, December 2022

PEACEBUILDING HUB

In June 2022, PeaceNexus convened 30 participants from Kyrgyzstan, Uzbekistan and Kazakhstan to learn more about systems approaches to conflict analysis. This led to three follow-up processes, including tailored mentoring and online workshops, and the creation of a Peacebuilding Hub in October 2022. The Hub brings together international organisations working on peacebuilding in Kyrgyzstan, including UN Women, International Alert, Saferworld, Search for Common Ground, ACTED and PeaceNexus, and focuses on joint analysis, actions and program synergies.

The Hub meets quarterly and has already improved the way in which international organisations coordinate and network. Thanks to PeaceNexus' guidance and mentorship, members now have a deeper understanding of systems analysis and are collectively addressing complex topics such as strategic analysis and trauma management. They have also developed a sense of shared ownership of the Hub and moving forward, the Hub intends to widen the network to other regional countries for cross-border cooperation.



Peacebuilding Hub kick off workshop, October 2022

LOOKING AHEAD

In 2023, we will continue to provide support to our partners in Kyrgyzstan and Uzbekistan to enhance social cohesion and foster collaboration between civil society and state institutions. Our focus in Kyrgyzstan will be on implementing the 'Kyrgyz Jarany' concept of citizenship while respecting minority rights and promoting diversity to strengthen engagement between the state and civil society.

To combat divisive trends in public discourse, we will facilitate collective learning initiatives for civil society representatives from Kazakhstan and Kyrgyzstan in 2023. PeaceNexus will continue to develop a collective learning platform to share their experiences and understandings of social cohesion, civic identity and regional identities. We will also continue our efforts to improve regional cooperation by helping existing partners to develop a shared vision to strengthen regional connectivity and form cross-border coalitions to address environmental threats to security. Additionally, we will promote policies that provide incentives for socially and environmentally responsible business practices.



WEST AFRICA

In West Africa, we partner with national and regional actors to strengthen dialogue between different communities, the state and the private sector to help counter violent conflict escalation and promote inclusive governance and development.

OUR PARTNERS IN 2022

- Chambre des Mines, Burkina Faso
- OCADES Caritas, Burkina Faso
- Oxfam, Burkina Faso
- Réseau Afrique Jeunesse, Burkina Faso
- Haute Autorité à la Consolidation de la Paix, Niger
- Oxfam, Niger
- SOS-Civisme, Niger
- Conseil national de concertation et de coopération des ruraux, Sénégal
- Municipality of Taïba N'Diaye
- Comité de Dialogue Intra et Inter Religieux, Niger
- ONG 3D, Sénégal
- Réseau Billital Maroobé, regional network
- Collective initiatives: West Africa Conflict Sensitivity Hub, Partner peer-learning event

2022 EXPENSES **0.57 mil CHF**

THE CONTEXT

In 2022, armed conflicts continued to increase and spread from the Sahel to coastal countries, triggering displacement which, combined with the climate crisis and historically high inflation, exacerbated food insecurity. The military-led Burkinabe government's security response to the crises failed to address the root causes of conflict and risked fuelling communal violence. In contrast, Niger's efforts to maintain state presence and support disarmament and demobilisation efforts to reintegrate youth who had joined militant groups, proved effective in preventing escalation. In Senegal, strong early warning systems and continuous dialogue between the state and civil society resulted to virtually no violent incidents during the parliamentary elections, in which the opposition gained significant representation.

OCADES

The Catholic Organisation for Development and Solidarity (OCADES) Caritas Burkina strives to foster a fair society in which everyone has access to social services, water, education and livelihoods. Through a network of 15 local offices across Burkina Faso, OCADES puts local communities, with a focus on women and youth, at the center of their own development.

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Thanks to the partnership with PeaceNexus, we have improved the impact of our development and emergency initiatives to the benefit of all populations. We now systematically include actions to safeguard and consolidate social cohesion across the management cycle of all our projects in Burkina Faso. This has become a full part of how we work.

Safanitié Constantin Séré, Secretary General of OCADES Caritas Burkina.

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Results

At the start of PeaceNexus' support in 2017, OCADES invested in building the capacity of key staff across the institution. Those focal points, representing different contexts and sectors, met bi-annually to share their experiences and co-create a social cohesion operational framework. It includes guidance for conflict analysis, stakeholder engagement and nurturing dialogue between diverse groups across project implementation. OCADES also strengthened its complaints mechanisms and established an annual monitoring system for conflict and social cohesion indicators.

Now in 2023, OCADES' expertise in social cohesion is widely recognised. In a difficult context marked by the rise of armed violence and large-scale displacement, OCADES has been able to strengthen social cohesion between different communities and help them resist the escalation of tensions, notably between displaced and host populations. Moving forward, it will continue to deepen this approach in its humanitarian work and act as a resource for partners in Burkina and the wider Sahel.



Partnership closing ceremony, OCADES Caritas Burkina

PEER LEARNING EVENT

In 2022, we brought together all our partners for a peer learning event to exchange on key issues and challenges of the sub-regional context and the implementation of projects and programmes within it. It was an opportunity to share experiences and knowledge of specific approaches to organisational capacity building to bring about change and contribute to social cohesion in challenging contexts in West Africa.

The meeting also aimed to facilitate networking among our partners to create synergies. These networking opportunities were expanded when PeaceNexus consultants working in the region joined the group, merging into a second peer learning event, which aimed to further develop and strengthen our regional pool of experts. The group of current and potential consultants represented different perspectives and expertise in terms of geographical and thematic focus, background and years of consultancy experience, as well as familiarity with particular types of actors - state, civil society, private sector.



Partner/ Consultant Event in Senegal organised by PeaceNexus

LOOKING AHEAD

In 2023, the programme will maintain its dual focus on inter-community resilience and natural resource management, we will consider adapting our how we work in order to better support our partners in view of contextual changes.

We will launch a call for new partners to complement our current portfolio. For the first time organisations based in Benin will be eligible to apply, given that violence is increasingly spreading to coastal countries. We will continue to support and invest in the expansion of the collective conflict sensitivity initiatives that we have helped establish at the regional and national level in Niger and Burkina Faso, and we will maintain our investment in peer exchanges and the strengthening of our pool of “companions” (accompanying consultants).



SOUTHEAST ASIA

In Southeast Asia we are focused on Myanmar, where we partner with civil society, companies and pro-democratic actors to promote responsible business and an inclusive political settlement.

OUR PARTNERS IN 2022

The coup significantly changed the context in Myanmar and had a severe impact on civil society organisations, many of which have had to go underground and adapt their operations. In 2022 we supported 8 local NGO partners, including 2 new partners. Our partners have requested that we not mention them by name here, since doing so may place them at increased risk.

2022 EXPENSES **0.33 mil CHF**

THE CONTEXT

The situation in Myanmar has continued to deteriorate as conflict has intensified throughout the country. Since the February 2021 coup, nearly 3,400 civilians have been killed, over 21,000 individuals have been arbitrarily detained, and 1.1 million people have been displaced.

The National Unity Government (NUG) formed by officials elected in 2020 and deposed by the junta, and the National Unity Consultative Council (NUCC), a political alliance aiming to unite ethnic, political and social groups to restore democracy, protect human rights and oppose military rule, remain the most viable democratic options. However, the international response to the crisis remains muted: as Russia and China block most UN Security Council resolutions, the international community still lacks a coordinated strategy to weaken the junta despite criticism of their actions, causing many to feel abandoned by the West.

SUPPORTING PARTNERS THROUGH STRATEGIC ADAPTATIONS

In 2022, our support to partners has been focused on helping them adapt to their new reality. Most of our partners have moved their operations outside the country and continued to work discreetly within it. With the closing of physical civic space in Myanmar, our partners have embraced digital spaces to continue their work and developed new strategies and secure ways of working.

In 2022, PeaceNexus partnered with 8 civil society organisations and actors that play a role in the pro-democracy movement in Myanmar. One of our partners continues to focus on stemming revenue flow to the military regime by promoting responsible business and human rights standards.

In 2022, PeaceNexus supported one of our partners to lodge a complaint on behalf of 474 Myanmar civil society groups to the OECD national contact point (NCP) making a case that Telenor Group's disengagement from Myanmar and its sale violated the OECD guidelines. PeaceNexus Southeast Asia and Business Engagement teams supported our partner through a mediation process that is presented in the Business Engagement chapter of this report.

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"The support we get from PN is more than money. PN's support has helped us a lot in thinking strategically and helped raise our voices in the international communities."

"PN supported us to come together and meet face to face for the first time after the coup. It is very helpful for our organisation to meet and discuss in person. It created a helpful and trusted environment. Being in person helped us to discuss openly and freely"

PeaceNexus partners in Southeast Asia

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Southeast Asia team meeting with partners and stakeholders in the region

UN SPECIAL RAPPORTEUR ON HUMAN RIGHTS IN MYANMAR

Starting in April 2022, PeaceNexus has been collaborating with the Myanmar Human Rights Project at the Schell Center for International Human Rights at Yale Law School. The Project is directed by the Schell Center's Senior Fellow Tom Andrews who serves as the UN Special Rapporteur on the situation of human rights in Myanmar. We are supporting the amplification of civil society concerns, priorities, and needs internationally. We helped facilitate meetings with over 100 CSOs, which informed the Special Rapporteur's reporting to the UN General Assembly on civil society resilience and the need for increased innovative and direct international support to the courageous civil society actors.

Further, we facilitated the UN Special Rapporteur's connection with indigenous environmental groups, which led to his participation in a webinar where he highlighted the need to support indigenous groups in their role as custodians of Myanmar's fragile ecosystems to combat the global climate crisis. PeaceNexus also coordinated meetings with local digital rights groups to support a statement signed by various UN Special Rapporteurs on the military junta's weaponization of social media platforms, in particular Telegram, to dismantle democratic opposition.



UN Special Rapporteur updating the Human Rights Council on the Situation of Human Rights in Myanmar .

LOOKING AHEAD

Our partners have weathered the immediate post-coup crisis and are now looking at how to adapt their strategic focus and operations. PeaceNexus will support our partners with revising their strategies and developing organisational resilience and leadership in the pro-democracy movement. Furthermore, several political platforms have emerged to convene political and ethnic representatives across Myanmar to develop the vision for a future Myanmar federal democracy. PeaceNexus has been invited to support a platform that is engaging relevant actors, including all ethnic groups, about accountability mechanisms for widespread human rights violations.

PeaceNexus will also support our partners by carrying out donor advocacy, promoting conflict-sensitive and direct support to local organisations playing significant roles in the pro-democracy movement, and will continue to amplify their voices through international platforms.



WESTERN BALKANS

In the Western Balkans, we work towards reconciliation by contributing to the quality and intensity of collaboration across ethnic lines within and across states and by enabling the mobilisation of citizens for transitional justice and democratic reforms.

OUR PARTNERS IN 2022

- Western Balkans Fund, based in Albania
- Independent Journalists' Association of Vojvodina, Serbia
- Nansen Dialogue Centre Mostar, Bosnia & Herzegovina
- Kosova Rehabilitation Center for Torture Victims, Kosovo
- Community Building Mitrovica, Kosovo
- NGO Aktiv, Kosovo
- Youth Initiative for Human Rights, Croatia
- Heartefact Fund, Serbia
- Collective initiative: Partner peer-learning event

2022 EXPENSES **0.43 mil CHF**

THE CONTEXT

In 2022, tensions remained high in the Western Balkans, especially between Serbia and Kosovo and in Bosnia-Herzegovina. In several countries, the war in Ukraine has further divided communities across ethnic lines and compounded an already difficult economic situation. While courageous activists and journalists continued to promote dealing with the past and democratisation, civic space is shrinking in the region. Media freedom is declining, and outlets often controlled by political elites play a corrosive role in spreading divisive narratives and vilifying progressive voices.

WESTERN BALKANS FUND

In 2022, we started the last chapter of our partnership with the Western Balkans Fund (WBF), which was established to support regional cooperation following a 2015 agreement between the governments of the region.

When we started our collaboration in 2017, WBF was in the process of recruiting its first staff members and hadn't yet started its activities. 5 years later, the Fund has grown substantially and is making available an increasing amount of grants to civil society actors in all parts of the region, paying special attention to those who typically don't have access to such opportunities. As PeaceNexus, we're proud to have contributed to the evolution of WBF as a key champion of regional cooperation with our organisational support, which has ranged from strategy and grant-making development to the setting up of internal procedures

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This cooperation has been a transformative journey for WBF, marked by shared values, strategic synergy, and impactful outcomes. WBF has harnessed the power of collaboration to drive positive change, empowering communities, and fostering sustainable peace.

PN's unwavering support, ranging from strategic guidance to capacity-building initiatives, has played a pivotal role in advancing our mission. WBF has elevated visibility, strengthened reliability, and fostered scalability across multiple domains of its work. By integrating best practices and leveraging PN's expertise, WBF has built a solid foundation that ensures our operations are efficient, accountable, and adaptable. Our partnership has propelled us towards greater achievements, leaving an indelible mark on the journey towards our goals.

Uroš Čitaković, WBF Programme Manager

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Western Balkans Fund Team

COMMUNITY BUILDING MITROVICA

Community Building Mitrovica (CBM) was created in 2001 by a group of human rights activists. Since then, CBM has championed conflict transformation by enabling cooperation between citizens across the ethnic divide. While many obstacles to social cohesion remain, it is no longer taboo today for Mitrovica citizens to cross the Ibar river, to learn with those of different ethnic background or to do business across ethnic lines. Recognising the pioneering role of CBM in securing progress, PeaceNexus has been supporting CBM's organisational development since 2020. Our support has focused on helping CBM update its strategic direction, as well as its approach to human resources management and fundraising.

Although 2022 saw several bursts of tension in the Mitrovica region, CBM's multi-ethnic team managed to adapt to this difficult environment. While the Ibar bridge (which separates Kosovo-Albanian and Kosovo-Serb neighborhoods) remains seen as a symbol of ethnic division, it is precisely there that CBM organised a festival which successfully brought together communities that otherwise tend to live separately. In 2023, we'll continue our support to CBM and focus on helping the organisation develop a stronger monitoring and evaluation system.

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We at CBM are very grateful to everyone at PeaceNexus for their tireless efforts in helping our organisation to thrive and grow professionally. Without their help, we wouldn't be as successful or have as much of an effect as we do today. Thank you, PeaceNexus!

Aferdita Sylaj Shehu, CBM Director

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Student visit to Prizren, organised by CBM

LOOKING AHEAD

Given the evolution of the regional context, we anticipate that in 2023 our partners will: double down on their efforts to counter polarisation and divisive narratives by showcasing stories of positive collaboration across ethnic lines; continue to provide opportunities for young people to learn about the region's past and become human rights activists; strive to hold governments and institutions to account, especially when it comes to their responsibility to protect media freedom and respect the rights of minorities and of survivors of human rights violations.

To ensure that our support to our partners is effective and relevant as possible, we will update our strategic direction in 2023, as part of the development of the 2024-2026 strategy of the Foundation. We will also select new local partners and particularly welcome applications coming from Bosnia-Herzegovina, where we currently do not have partners.

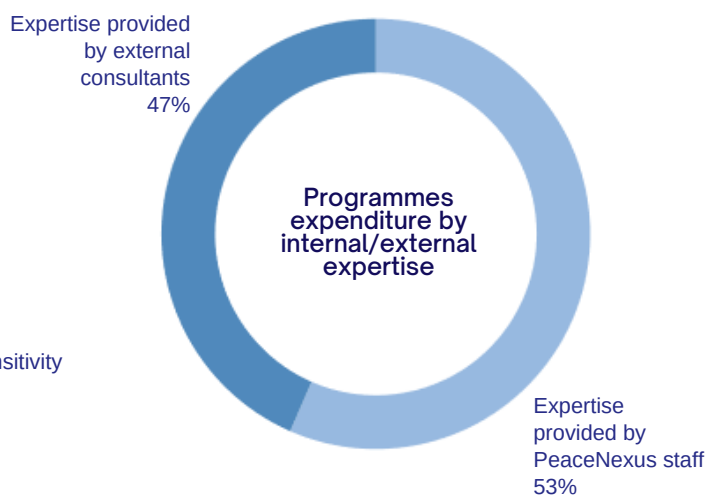
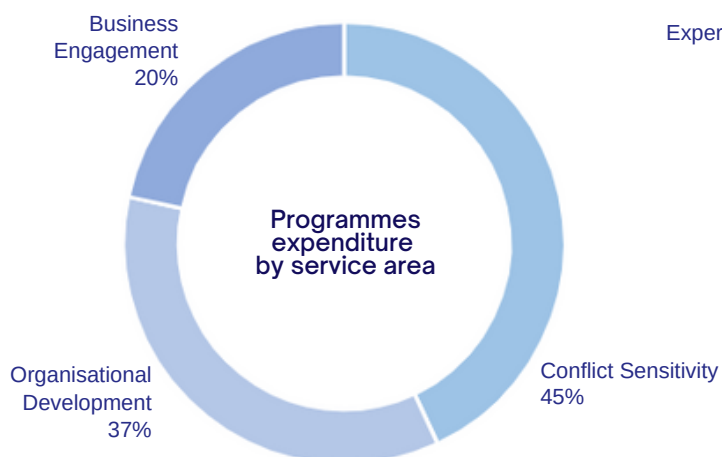
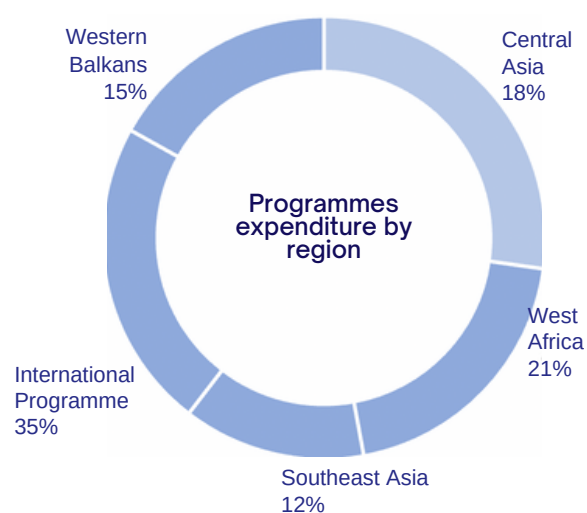
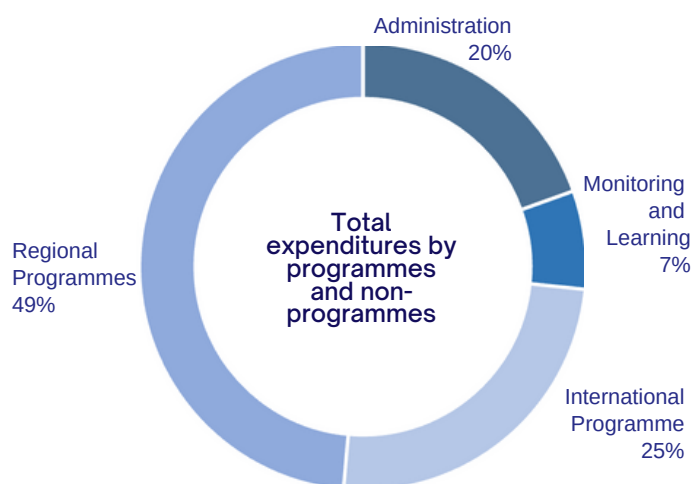


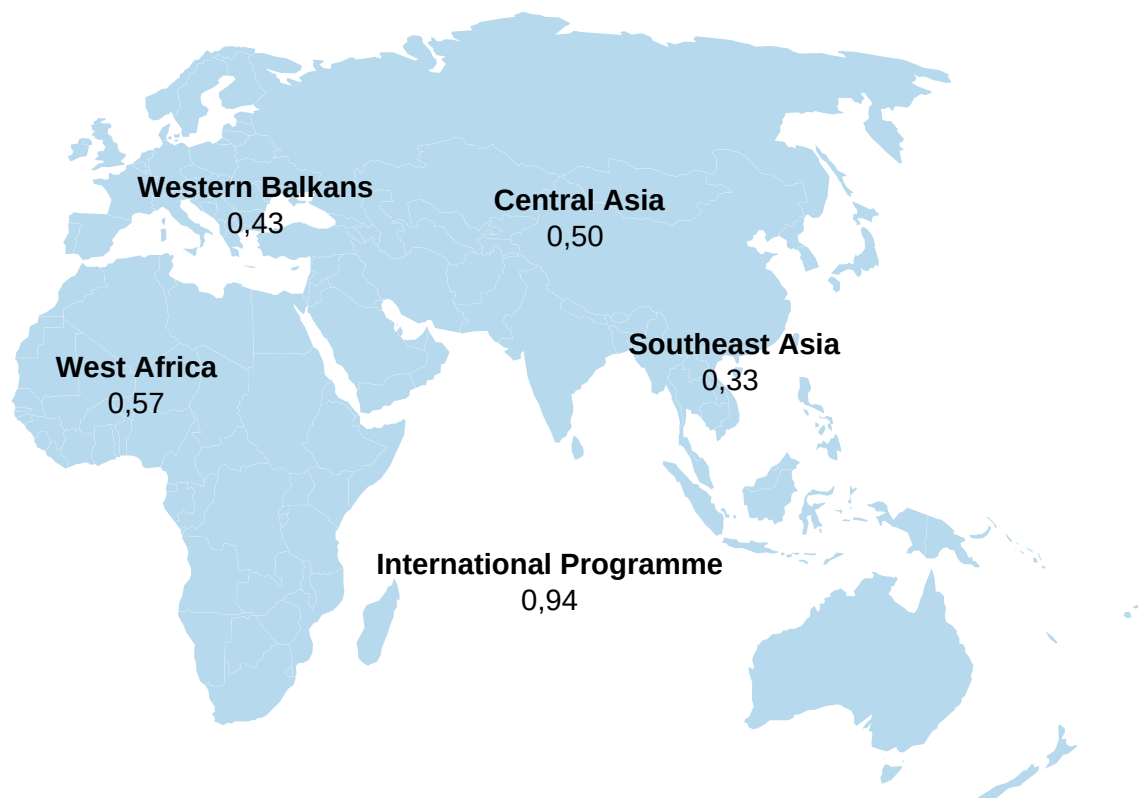
EXPENDITURE AND MISSION INVESTING

TOTAL EXPENDITURE: 2022 IN REVIEW



3, 80 mil CHF
total expenditure





Expenditure by regions in million CHF

MISSION INVESTING

As a Foundation, we avoid investing in companies whose products and corporate behaviour conflict with our vision by applying sustainability and ESG criteria to our entire endowment. We encourage human rights-informed and conflict-sensitive business practices among the portfolio companies of the CADMOS Peace European Engagement Fund.

Through dialogue and assessments, we promote company awareness about their impact in fragile states and provide assistance to strengthen it. For further information about our engagement activities with companies see the Business Engagement section (p.22).

In 2022, we continued to encourage our asset managers to expand their services to clients related to (proxy) voting and company engagement. We joined the PRI ADVANCE stewardship initiative, promoting further action by companies and investors to progress on human rights and social issues.

Finally, we maintained in close contact with Geneva Sustainable Finance and the Investor Alliance for Human Rights on expending their engagement with investors on their exposure in fragile states and company engagement on the peace theme. We welcome the further formalisation of these initiatives in 2023.

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