



2017

Annual Report

Table of contents

[Foreword](#)

[Part 1: Direction -- Introducing our new strategy and organisational news.....1](#)

[Part 2: Activities -- An overview of our partnerships and services in 2017](#)

[2.1 International partnerships.....4](#)

[2.2 Regional programmes.....10](#)

[Western Balkans.....11](#)

[Central Asia.....14](#)

[West Africa.....17](#)

[South East Asia \(Myanmar\).....20](#)

[Part 3: Finances--Mission aligned investments and expenditures in 2017](#)

[3.1 Mission aligned investments.....22](#)

[3.2 Expenditure 2017.....24](#)



Foreword by the PeaceNexus Chair

For PeaceNexus 2017 was a year of positive change at many levels. As this annual report illustrates, at an operational level PeaceNexus has supported change processes within its 43 partner organisations to strengthen their capacities and collaborations for more effective peacebuilding. These improvements in capacities and performance are our impact.

When working with partners on organisational change, for example on strategy, partnerships or practices of learning and adaptation, our partners determine the objectives and pace of the process and remain responsible for the results they achieve with our support. For these reasons, we do not seek recognition for the results of our work, which are always primarily our partners' results.

Despite this, in 2017 PeaceNexus received two awards. The first was an award by the Swiss Philanthropy Foundation for our innovative approach – pioneered by our founder Anne Gloor – to mission aligned investment. The second was an award by the President of Kyrgyzstan, acknowledging the work led by our Regional Advisor, Chinara Esengul, in the support of state building. I want to take this opportunity to congratulate them, and also to acknowledge the dedication and commitment of all board, staff and consultants in the service of our mission and our partners.

A second level of change featured in this report relates to our own organisational development. In 2017 we agreed on a new strategy that clarifies our objectives and how we measure results. It also has implications for how we are structured, and has resulted in the decision to hire more staff to support our regional programmes in Central Asia, Western Balkans, West Africa and South East Asia. Complementing these changes, we have taken steps to strengthen our governance, including by inviting three new board with relevant regional and thematic experience to join the governing board in 2018.

Finally, on a personal level, 2017 was also a year of change for me. I took up the position of the Secretary General of the Organisation for Security and Cooperation in Europe in July. As a result of the demands of this position I will need to hand over the PeaceNexus chairmanship, but will remain committed to supporting PeaceNexus' valuable work in future.

Enjoy the reading,

Dr Thomas Greminger
Chairman of PeaceNexus and
Secretary General
Organisation for Security and Cooperation in Europe

Part 1: Direction

Introducing new strategy & organisational news

In 2017 we refined our organisational objectives and adopted a new strategy for 2018-2020 (a summary is available [on our website](#)). Here are some of its key elements.

Remaining true to our vision and mission

As confirmed by the independent review in 2016, PeaceNexus is the only foundation that provides a range of capacity building services with the objective of strengthening the effectiveness of organisations that play a role peacebuilding. This is our niche.

Based on 2016 feedback from our partners, other donors and peacebuilding organisations, we are confident that our mission remains relevant and that our services add value to our partners.



Our vision is of a world in which governments, civil society organisations and businesses contribute constructively to developing inclusive and peaceful societies, including through their collective efforts to co-develop solutions and build trust.



Our mission is to strengthen the competencies and collaboration of organisations to increase their effectiveness and contribution to building peace.



Our organisational **theory of change** is that if we provide tailored capacity building services to organisations that are well positioned to address conflict drivers, including in collaboration with other stakeholders, then their individual and collective interventions will be delivered more effectively.

Refining our organisational objectives

Following a review of our results and needs assessments in our focus regions, we have refined our organisational objectives, aligning them with the services we offer to multiply the peacebuilding impact of our partners, notably:

- I. **Organisational development** for peacebuilding champions;
- II. Developing capacities for **conflict sensitivity** in organisations that work in fragile contexts;
- III. Developing capacities for **multi-actor dialogue** with business to develop solutions to local peacebuilding challenges.

All our capacity building support aims to strengthen **core competencies** that are essential for responsible and effective contributions to building peace.

Box I: Core organisational competencies we aim to strengthen

Conflict Analysis: the systematic ability to understand the context and identify pathways to transform conflict drivers and to identify ways to mitigate conflict risks.

Direction: the ability to create strategies with strong organisational alignment around objectives and high levels of commitment and mutual accountability.

Collaboration: the ability to build relationships with multiple stakeholders, and to constructively engage with them for the purposes of influencing or problem-solving.

Learning and Adaptation: the ability to adapt operations based on learning and innovation.

We work with a mix of international partners and local partners in four focus regions: West Africa, Western Balkans, Central Asia and South East Asia. In the larger regions we focus on at most three countries per region. Our partners include non-governmental, governmental, multilateral and private sector organisations.

We measure success by monitoring improvements in key organisational competences, with the ambition of directly contributing to tangible improvements in practice in 70% of our partners by the end of our collaboration.

To test our theory of change, we also gather evidence of the impact of organisational strengthening on peacebuilding results after our collaboration has ended.

Adapting our organisation and strengthening governance

In 2017 we began the process of restructuring to implement the next strategy. We shifted from a client sector organisational structure to a matrix structure that combines four regional programmes with three service areas (conflict sensitivity, organisational development and inclusive dialogue with business).

As a result we hired four staff in our regions and adapted programme staff roles, assigning a lead for each service area. These programme staff worked with three associate consultants (that work with a number of our partners) and over 96 consultants that work on specific partnerships. They were supported by a finance officer and two trainees.

We also strengthened our management, establishing a four-person management team comprised of the Executive Director, Administrator, Regional Programmes Manager and International Partnerships and Learning Manager.

Our work is governed by an active and committed Governing Board. In 2017 the Board led efforts to strengthen its own role, including by deciding to add three more members in 2018.

Part 2: Activities

A 2017 overview of our partnerships and services

2.1. International partnerships

In 2017 we supported a total of [15 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.

This section categorizes our services and international partnerships as they relate to our organisational objectives.



Programme Focus: Organisational Development

Our objective: to help peacebuilding 'champions' become more effective organisations

In 2017 we provided organisational development support to 9 international organisations.

Box II: Partnerships with international peacebuilding champions

Non-governmental partners:

[Crisis Management Initiative](#) (CMI), Helsinki, Finland

[Conciliation Resources](#) (CR), London, UK

[Peace Brigades International](#) (PBI), London, UK

[CORD](#), Coventry, UK

[United Network for Young Peacebuilders](#) (UNOY), The Hague, NL

[Democracy Reporting International](#) (DRI), Berlin, Germany

[Trial International](#), Geneva, Switzerland

[Build Up](#)

Multilateral partners:

UN Peacebuilding Support Office, New York

All our partners have a mission related to building peace and all have objectives related to strengthening one or more core competencies (see [Box I](#)).

In 2017 we provided the following services:

- [Support of organisational development professionals](#) to facilitate participatory processes in which organisational strategy and structuring decisions were made
- [Technical advice](#) and mentoring to address an organisational challenge
- [Leadership support](#) to individuals from our partner organisations, including coaching services and leadership training
- [Fellowships](#) to support the development and testing of innovative tools and methodologies

Partnership highlight: United Network of Young Peacebuilders (UNOY)

[UNOY Peacebuilders](#) is a global network of youth-led peacebuilding organisations. Having been instrumental in the passing of UN Security Council Resolution 2250 that promotes youth participation in peace and security - and therefore having given priority to advocacy at the international level - UNOY needed to shift its focus to ensuring the Resolution is implemented on the ground. The OD process enabled a restructuring of the International Secretariat to better support members in its main regions. A comprehensive review of its financial situation, systems and strategy is now helping UNOY work towards greater financial sustainability and more tailored support to its members.

"The support received from PeaceNexus has allowed a real institutional and governance change within UNOY. The process has been assessed positively by all members in the pilot regions, where the reach of the network and ability for members to interact with each other has been stimulated by the new regional coordinators. We are determined to continue this organisational development beyond the pilot regions to increase UNOY's sustainability and inclusiveness."

Lorraine Degrauson
Leading coordinator



Partnership highlight: UN Peacebuilding Support Office

The UN Peacebuilding Support Office was established to support the UN Peacebuilding Commission with strategic advice, manage the Peacebuilding Funds and provide advice to the Secretary General in coordinating UN Agencies and Programmes peacebuilding efforts.

In 2017, in the context of our three-year partnership with the PBSO, PeaceNexus contributed to the Global Study on Youth and Peacebuilding commissioned after the adoption of the Security Council Resolution 2250 on the topic. This resolution is the first in UN history to focus entirely on the positive role of young men and women in peacebuilding and countering violent extremism. PN partly financed the lead author of the study and contributed two chapters by conducting regional youth consultations in Niger and in Kyrgyzstan. The report provides guidance to policy makers, donors and practitioners on how implement the resolution and involve youth positively in peacebuilding.

"PeaceNexus' investment in this project has been indispensable and strategically invaluable on multiple levels. Firstly, the direct support to the independent lead author of the Study, enabled him to make an early start while other funds were being raised. Secondly, this early support also reinforced the vital independence of the lead author's role. Finally, PeaceNexus' partnerships with other civil society organizations working with youth, helped us to tap into trust-based working relationships with "hard-to-reach" young people. Whether in Kyrgyzstan or Niger, their voices and contributions are the heartbeat of the Study. If those who were involved in the Study would be able to see themselves and hear their voices in the report in any way, it will be in no small measure because of the seed funding and the passion and strategic vision of the colleagues at PeaceNexus who made this happen. We are in your debt."



Henk-Jan Brinkman,

Chief, Policy, Planning and Application
Branch.



Programme Focus: Conflict Sensitivity

Our objective: to strengthen organisations working in conflict settings so they are better able to contribute to peaceful change

In 2017 we worked to strengthen the conflict sensitivity of 3 international organisations that have broad development and humanitarian mandates. We provided support to strengthen their conflict sensitivity and their contribution to peacebuilding across their programmes. This requires strengthening core competencies of direction, conflict analysis, and learning and adaptation.

We also co-ordinated two consortia initiatives backed by a number of international organisations. This included support to peer-learning opportunities within the conflict sensitivity hub and support for the development of an innovative interactive training tool for staff training in conflict analysis and adaptive management – the [Mission Zhobia](#) game

Box III: Strengthening conflict sensitivity with international partners

Non-governmental partners:

[Christian Aid Ireland](#), Dublin

[ZOA](#), Apeldoorn, the Netherlands

Multilateral partners:

[International Organisation for Migration](#), Geneva

Collective initiatives:

Conflict Sensitivity Hub

[Mission Zhobia Game](#)

We provided experts to support processes to:

- Build capacity and systems to ensure **conflict analysis** is conducted and informs programming;
- **Adapt monitoring and evaluation systems** to better track changes in the context and enable adaptation;
- **Build and sustain leadership** buy-in to conflict sensitivity and increased peacebuilding engagement;
- **Review internal policies** and the ways they are applied with a “conflict lense”, to ensure they take the context and risks of unintended impacts into account;
- **Mobilise funding** for expanded peacebuilding portfolio;
- **Strengthen collaborative engagements** to ensure more alignment between partners.

Partnership highlight: Christian Aid Ireland (CAI)

[Christian Aid Ireland](#) (CAI) is an independent entity within the international Christian Aid (CA) federation, which is present in 37 countries. The organisation is known for its focus on accountability and challenging power imbalances, supporting local partner organisations and advocating to influence policies and donor priorities at the global level. In 2017, PeaceNexus supported CAI to operationalise their new global lead role on violence prevention and peacebuilding for the whole CA federation.

The organisation's long-term vision for their [from Violence to Peace](#) work is ambitious: beyond improving the conflict sensitivity of its programming in conflict-affected contexts, it also wants to build on its current experience to develop a distinct contribution to peacebuilding both locally and at the global policy level. This is the first time in CA's history that a major thematic area is being coordinated outside of London. In 2017, with PeaceNexus' support, CAI was able to define and shape its global lead mandate with the highest levels of leadership in CAI and CA. It established clear priorities for country support on conflict sensitive and peacebuilding programming, and is enabling the deepening and expansion of peacebuilding work within the CA federation.

"PeaceNexus' support has been invaluable for us. As a development and humanitarian actor we know that what we do in conflict settings matters. We have a clear ambition to strengthen our understanding of conflict sensitivity and to contribute to peace, supporting our local partners as best as we can to do this. This support from PeaceNexus enables us to create space and opportunity to really reflect on how to improve this area of work. We also had to globally lead on this work from Ireland for the whole organisation, with hugely complex dynamics, at a time when Christian Aid is looking at becoming more decentralised. The support from PeaceNexus has helped us figure out how to do this. The PeaceNexus staff and the consultant support we brought in served as mentors, guiding us and really helping us think through critical, organisational levers of change."

Karole Balfe,

Head of from Violence to Peace,
Christian Aid Ireland





Programme Focus: Inclusive Dialogue with Business

Our objective: To support multi-actor dialogue to develop solutions to local peacebuilding problems.

In 2017 we reduced the scope of our 'business and peace' work by focusing primarily on partners within our regions. We nevertheless maintained our partnership with the [Compliance Advisor Ombudsman](#) (CAO) of the International Finance Committee (see box below) and have agreed to increase our international engagements in 2018, including by providing support to international NGOs.

Partnership highlight: Compliance Advisor Ombudsman

In company-community disputes where the CAO serves as the independent mediator, it cannot be involved in building the capacity of one of the parties. Our collaboration with CAO complements its mediation role by strengthening some of the civil society organisations involved in the disputes that CAO mediates. In 2017 we responded to communities' requests to receive training on presentation skills and to improve communication with their constituencies in connection with the Oyu Tolgoi mine project in Mongolia. We also supported tailored training for local officials on governance and budgeting related to the management of development funds received from the mining company. A second dimension of our collaboration with CAO is to strengthen its network of local mediators. In Albania in 2017 we piloted a "mediator shadowing" initiative, providing high-potential individuals with the opportunity to hone their mediation skills by shadowing senior CAO mediators working in two live cases. A third dimension of our collaboration, that was agreed in 2017, is to strengthen CAO's capacity to capture learning from its interventions and share this with other development banks. This will begin in 2018.

"CAO is very grateful for the assistance PeaceNexus has been able to provide to the local Mongolia parties in CAO's dispute resolution process. In particular, PeaceNexus has been flexible, very mindful and sensitive to the delicate negotiation process on the ground, and was able to listen to local stakeholders' needs and priorities and customize their support and response around those needs."

Gina Barbieri,

Principal Ombudsman



In 2017 we provided:

- Negotiation, consensus building and communication advice for participants in CAO mediated dialogue and dispute resolutions processes, to strengthen links with their constituencies and present their interests effectively
- Advice to strengthen national initiatives in Morocco that support multi-actor dispute resolution processes.

2.2. Regional programmes

We work with a total of 28 organisations that have a high potential to transform the drivers of conflict in their context and strengthen social cohesion. We aim to increase the number and proportion of our partnerships with local actors as 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.

All our regional programmes work towards our overarching objectives of organisational development for peacebuilding champions, conflict sensitivity for organisations with impact in fragile states, and strengthening inclusive dialogue with business for problem solving. However, the priority given to these three objectives is different in each regional context based on their relevance to regional conflict dynamics. For example, in the Western Balkans where fragmentation and inter-ethnic tensions remain a key source of instability, the priority in 2017 was the organisational development of peacebuilding champions, including regional ones, that mobilise support for inclusive development and reconciliation. In Myanmar, by contrast, where rapid economic development exacerbates tensions, our priority in 2017 was working to strengthen inclusive dialogue with business.

Hence our regional objectives are always tailored to the context, and aim to build the capacities of those who are best placed to address the drivers of exclusion and conflict.

Western Balkans:

Our regional objective: We aim to strengthen partners to counter the trends of fragmentation and exclusion and to mobilise support for inclusive development, reconciliation and regional initiatives.

Programme focus: Organisational development for local and regional peacebuilding champions

In 2017 we supported the organisational development of 10 peacebuilding champions across the region.

In line with our strategic objectives for the region (see box IV) we also increased our support to promising regional organisations, taking on two new regional inter-governmental initiatives -- the [Western Balkans Fund](#) and the [Regional Youth Cooperation Office](#) (see project highlight)

Box IV: Organisational development partners in the Western Balkans

Local Partners:

[Center for Research, Transparency and Accountability](#) (CRTA), Belgrade, Serbia

[Network for Building Peace \(Mreza mira\)](#), Sarajevo, BiH

[Metamorphosis, Skopje](#), Macedonia

[Humanitarian Law Center](#) (HLC), Belgrade Serbia

[Nansen Dialogue Centre Mostar](#) (NDC), Mostar, BiH

Regional Partners:

[South East European Youth Network](#) (SEEYN), Sarajevo, BiH

[Forum ZFD](#), Cologne, Germany and Western Balkans.

[Regional Youth Cooperation Office](#) (RYCO), Tirana, Albania

The [Western Balkans Fund](#) (WBF), Tirana, Albania

UN BiH Country Team, Sarajevo, BiH

In 2017 we provided:

- The services of organisational development professionals to facilitate participatory processes through which key organisational and strategic decisions are made.
- Technical advice and mentoring to address an organisational challenge
- Leadership support, including coaching services and leadership training for all partners in the region.

Local partnership highlight: Network for Building Peace (Mreza mira)

The [Network for Building Peace \(Mreza mira\)](#) was founded in 2010 and has become a key player in Bosnia and Herzegovina (BiH) civic sector. It brings together more than 150 organisations striving to promote peacebuilding, human rights and reconciliation and to renew BiH's social and economic life. Mreza mira serves as a platform for the exchange of information between its members, and with external stakeholders. It acts as connector and convener, helping both funding partners and CSOs to coordinate their work in BiH, and provides support and advice to its members. In 2016, Mreza mira requested organisational development support to address challenges related to its voluntary structure and the different levels of expectations and contributions from the membership. With the help of external experts, Mreza mira consulted its members on key strategic questions and strengthened its two-way communication with them. The 2017 General Assembly demonstrated the commitment of the members towards the network and their readiness to see the network develop professional structures and assume a stronger and sharper public profile. PeaceNexus is supporting this transition, including by supporting the development of a fundraising strategy, which aims to enable Mreza mira to engage in collective advocacy while strengthening its institutional foundations.

"Working with PeaceNexus has been transformative for us. We came to them in the middle of a restructuring process, in need of diagnostics and guidance on how to effectively bring our members on the journey together. PeaceNexus is a strategic partner; they immediately understood what we needed, incorporated it into the OD process and effectively enabled us to step out of the shadows and to tap into our collective expertise and power. The success of the collaboration is proven by the enthusiastic participation of our member organisations and the application of the acquired knowledge. The PeaceNexus team brought thoughtfulness, expertise and joy to the collaboration throughout. Effectiveness, dynamism and true teamwork are all hallmarks of their performance, and we appreciate their personal approach, flexibility in all aspects of work and high commitment."

Goran Bubalo,

Coordinator of Mreza mira



Regional partnership highlight: Regional Youth Cooperation Office (RYCO)

[RYCO](#) was launched as a diplomatic initiative, linked to the “Berlin Process”, to foster collaboration among the “Western Balkans Six” (WB6) and promote their European integration. RYCO is an institutional mechanism for youth cooperation supported by the Governments of the WB6: Albania, Bosnia and Herzegovina, Kosovo*, Montenegro, Macedonia, and Serbia. It is governed by a board that consists of six governmental and six civil society youth representatives. RYCO promotes the spirit of reconciliation and cooperation between youth in the region and encourages regional youth policy that opens new opportunities for participation, education and innovation. It is funded by the WB6, the EU and other bilateral donors and has been acknowledged as a key flagship initiative in the European Commission’s Western Balkans Strategy.

PeaceNexus has supported RYCO since the establishment of its secretariat in July 2017. We assisted with organisational set-up through facilitating team retreats and providing advice on RYCO’s first grant call, which was successfully launched in October 2017. The variety and quality of the proposals showed that RYCO has managed to reach and connect a diverse and relevant range of stakeholders and initiatives with the purpose of facilitating youth exchange, mobility, cooperation and reconciliation across the region. Our on-going support focuses on further development of organisational systems and grant-making practice.

“PeaceNexus’ support and constructive facilitation allowed us to better understand the processes in which we were involved and to improve the coordination and the quality of our work, in an environment of enormous pressure to deliver results in short time, as a result of the huge expectations of a number of stakeholders. As Secretary General and leader of RYCO’s multicultural and decentralised team, I have personally greatly benefited from PeaceNexus’ coaching and advisory role”.

Djuro Blanuša,

Secretary General of RYCO





Central Asia:

Our regional objective: We aim to support our partners to reduce the risks associated with inter-ethnic and cross-border tensions and violent extremism and to promote transparent and inclusive governance.

Programme focus: Organisational development for civil society and governmental peacebuilding champions; conflict sensitivity support for multilateral and government partners; inclusive dialogue with business, support for governmental partners.

In 2017 our Central Asia programme developed 8 partnerships in Kyrgyzstan in all three of our service areas. We supported the organisational development of four non-governmental organisations and one governmental agency ([GAMSUMO](#)) with mandates to improve inter-ethnic social cohesion in Kyrgyzstan (see [FTI project highlight](#)). In addition, we provided technical support to one governmental agency, the National Security Council, and one multilateral partner, the UN Country Team, to strengthen their analysis and collaboration capacities to maximise the peacebuilding contribution of their respective anti-corruption and peacebuilding interventions. Finally, the partnership launched with the State Committee on Industry, Energy and Subsoil Activities of the Kyrgyz Republic began an inclusive dialogue process to address the challenge of social conflict around mine sites in Kyrgyzstan (see [partnership highlight](#)). In the future, the programme will expand to include partners from neighboring countries.

Box V:

Organisational development partners in Central Asia

[International Debate Education](#)

[Association Central Asia](#) (IDEA-CA), Bishkek, Kyrgyzstan

[Foundation for Tolerance International](#) (FTI), Bishkek, Kyrgyzstan

[Mutakallim](#), Bishkek, Kyrgyzstan

Youth of Osh (YoO), Osh, Kyrgyzstan

[The State Agency for Local Self-Governance and Inter-Ethnic Relations](#) (GAMSUMO), Bishkek

Conflict Sensitivity Partners

[UNDP](#) and [UN Resident Coordinators' Office](#), Bishkek, Kyrgyzstan

National Security Council Secretariat, Bishkek, Kyrgyzstan.

Inclusive Dialogue with Business Partners

The State Committee on Industry, Energy and Subsoil Activities of the Kyrgyz Republic

Partnership highlight: Foundation for Tolerance International (FTI)

Founded in 1998, the [Foundation for Tolerance International](#) (FTI) is one of the largest and most experienced NGOs working in conflict prevention and peacebuilding in Central Asia. It has built a strong reputation for its work, especially its efforts in the prevention and non-violent resolution of inter-ethnic conflicts in the Ferghana Valley. FTI uses different tools and approaches to promote peace and non-violent communication among diverse communities at local, national and regional levels.

FTI's OD process started with a comprehensive review and led to a change in its leadership and operational model. The new structure allows FTI to better coordinate and monitor its different programs across its four regional offices. Policies and internal systems are being progressively revised to further strengthen accountability. The next step will be the development of a new strategic plan that is informed by the region's changing context.

"FTI has achieved better results through its OD process as compared to previous attempts. Key issues related to communication, roles and responsibilities of management staff, and financial stability had been discussed a lot of times in the last several years but they were not addressed successfully. Now clear roles and responsibilities have been set up; the President is visible to the staff and partners. For us the process involves daily changes in attitudes and behavior. Of course, it is not possible to change everything in one moment, but the organisation is moving forward."

Tajyka Shabdanova, President



Partnership highlight:

The State Committee on Industry, Energy and Subsoil Activities of the Kyrgyz Republic (State Committee)

The State Committee is responsible for developing and implementing state policy on mineral resources and granting mineral rights. It requested PeaceNexus' support to address the challenge of social conflict around mine sites and to publish best practices in an investors' guidebook for the extractive industry. The aim of this resource was to provide practical guidance to (potential) investors in the extractive industry sector in Kyrgyzstan on the current legal and normative framework and showcase good local examples of on how responsible investors have dealt with legal, environmental and social issues, including corruption and bribery challenges.

PeaceNexus facilitated the establishment of an advisory committee comprising representatives of the State Committee, the International Business Council, the State Agency for Investment and Export Promotion under the Ministry of Economy, a local NGO and the PeaceNexus Foundation. This committee oversaw the methodology design, consultancy implementation and reviewed the final draft version of the guidebook, resulting in a product with broad buy-in from industry and civil society. The guidebook was launched in Kyrgyz, Russian, Chinese and English by the State Committee in Bishkek, with 70 company representatives present. We are following up with support to build local government capacity to implement the guidebook's recommendations in three locations.

"Cooperation with PeaceNexus Foundation is an important aspect for the State Committee on Industry, Energy and Subsoil in the prevention and resolution of conflict situations in the mining sector of the Kyrgyz Republic. Our partnership is based on involving and uniting the efforts of various stakeholders aimed at improving investment climate of the country, building cooperation and trust between mining companies and local communities. One of the products of cooperation is the Conflict Management Guidebook, which made investors feel responsible and engage in equal dialogue and planning of activities based on the needs of local population."

Alan Ryskulov,

Chairman of the State Committee on Industry, Energy, and Subsoil of the Kyrgyz Republic



West Africa:

Our regional objective: We aim to support partners to reduce conflict risks associated with natural resources management, youth marginalization and violent extremism, and to promote inclusive development and governance.

Programme focus: Organisational development for civil society and governmental peacebuilding champions; conflict sensitivity support for civil society development partners; and inclusive dialogue with business support for governmental partners.

In 2017 our West Africa programme supported the organisational development of four organisations that have a peacebuilding mandate and provided support to strengthen the peacebuilding work of a civil society development organisation. We also reduced the geographic scope of the programme. During this transition year we concluded partnerships in Cote d'Ivoire and Mali and began new ones in Burkina Faso. We focused on a more limited number of countries (Senegal, Burkina Faso and Niger) where we saw the greatest opportunity to contribute in light of the worsening security context in parts of the region.

We also supported peer-learning on how to support organisational change in West Africa, through a workshop in Dakar with regionally-based experts and consultants. In the future we aim to increase our partnerships in these three countries and with regional actors in line with our regional objectives.

Box VI

Our organisational development partners in West Africa

[Rencontre Africaine pour la Défense des Droits de l'Homme \(RADDHO\)](#), Dakar, Sénégal

[ONG 3D](#), Dakar, Senegal

[Association Burkinabè d'Action Communautaire](#) (ABAC), Ouagadougou, Burkina Faso.

[Haute Autorité à la Consolidation de la Paix au Niger](#) (HACP), Niamey, Niger.

Our conflict sensitivity partner

[OCADES](#), Ouagadougou, Burkina Faso

Partnership highlight:

ONG 3D

[3D](#) first emerged in 1997 as a program within the Enda GRAF-SAHEL network. Defining itself as both an expert and militant organisation, 3D aims to contribute to the social, economic and political transformation of Senegal, working closely with communities and local actors to support them in taking full part in this transformation process and influencing decisions affecting them. ONG 3D now implements programmes in three main strands: democracy and local governance, Human Rights and sustainable local development.

In 2017, with PeaceNexus' OD support, 3D succeeded in developing its new 2018-2022 strategic plan through a participatory process supported by an external consultant. The new strategy sets an ambitious vision for the organisation, notably through its expansion at the regional level. 3D has also established a fully-fledged internal communication department and has used a proactive communication approach towards the public to generate a more inclusive debate on governance and policy matters in Senegal.

"One of our greatest achievements from the collaboration with PeaceNexus has been the participatory and inclusive elaboration of our new 2018-2022 Strategic Plan, and its related operational plan. The main results from this process are a refined vision and mission for ONG 3D as well as the confirmation of our ambition to extend our action at the West African sub-regional level. After about two years of collaboration, we feel very much impacted by PeaceNexus' partnership approach. Beyond financial support, it is characterized by their investment in close accompaniment and coaching".

Moundia Cissé,

Executive Director, ONG 3D



Partnership highlight: Haute Autorité à la Consolidation de la Paix Niger(HACP)

As an institution directly attached to the Presidency of Niger, the [HACP](#) has played a critical role in implementing the different peace processes of Niger since 1995. Its mandate has evolved to tackle new peacebuilding challenges in Niger. Presently, its focus is on nurturing peace and dialogue between the different communities of the country and contributing to conflict prevention. In 2017, PeaceNexus supported the coordination role of the HACP by assisting the organisation in undertaking a comprehensive mapping of peacebuilding initiatives in the country.

The mapping will allow the HACP to play a stronger role in helping to coordinate its international partners' peacebuilding efforts. Other areas of support launched in 2017 include the development of a gender and peacebuilding strategy, the strengthening of strategic and operational planning and monitoring capacities, and a reflection on mining issues and peacebuilding in the current context of Niger.

"The PeaceNexus Foundation helped us open our eyes on the conflict dimensions of the competition over natural resources, in particular in the extractive industries sector."

Général de Brigade Mahamadou Abou Tarka

President, Haute Autorité à la Consolidation de la Paix





South East Asia (Myanmar):

Our regional objective: We aim to ensure that key actors working on economic development in conflict-affected regions are able to do so in a way that is conflict sensitive and supports the peace processes.

Our programme focus: Support to strengthen Inclusive Dialogue with Business and organisational development for peacebuilding champions.

In 2017 our Myanmar programme focused primarily on supporting inclusive dialogue with business in conflict-affected regions with four civil society partner organisations. Although economic development is a driver of conflict in these (sub)regions, there is potential to promote more responsible development through support to partners that are well placed to engage in local level dialogue with the relevant companies and authorities (ethnic organisations and government).

At the community level, in 2017 we successfully concluded our support for the highly effective community tourism development initiative in Thaundanggi, Kayin state, which serves as a model for community empowerment and relationship-building through development. We also began to support civil society organisations (in partnership with the [Myanmar Centre for Responsible Business](#), and the [Scholar Institute](#)) to strengthen their engagement with company representatives by providing them with technical advice, communication skills training and by support to conduct action research to strengthen their knowledge and position in dialogue with companies.

At the national level, we supported the [American Friend Service Committee](#) to convene multi-actor dialogue to promote government support for alternative dispute resolution practices in Myanmar (see partnership highlight below).

Box VII

Inclusive Dialogue with Business partners in South East Asia.

[American Friends Service Committee](#) (AFSC)

Oxfam/[Scholar Institute](#)

[Inclusive Business Development Working Group](#), Kayin state

[Myanmar Centre for Responsible Business](#).

Our organisational development partners

[Centre for Diversity and National Harmony](#)

Aid and Conflict Working Group

In 2017 we also partnered with the [Centre for Diversity and National Harmony](#), that works on preventing violence through rumour management and early warning systems. Our support enabled them to develop and test a new mobile application and learn from their regional peers in a study tour.

Partnership highlight: American Friends Service Committee

The [American Friends Service Committee](#) (AFSC) was founded in 1917 and has worked in Asia for over eight decades, and within Myanmar since 2008. AFSC is a Quaker organization devoted to development and peace programs throughout the world. In Myanmar AFSC's Business, Peace and Inclusion Programme works in close cooperation with AFSC's Beijing office and engages with the government, civil society, communities and Chinese companies to develop collaborative approaches that support peace.

AFSC requested PN's support in convening a dialogue on Government Platforms for Company – Community Mediation and Facilitation in South-East Asia. This helped state and civil society actors in Myanmar, Cambodia and China gain deeper understanding of the experiences and lessons learned from existing alternative dispute resolution initiatives in Southeast Asia. This initial engagement has led to a broader collaboration with AFSC with the objective of influence Myanmar government support for alternative dispute resolution and promoting on inclusive dialogue with Chinese businesses in 2018.

"Had it not been for PeaceNexus, we would not have been able to address the need for increased understanding of alternative dispute resolution identified by the Ministry of Natural Resources and Environmental Conservation by bringing together key players to learn from the successes and challenges met by others from across the region, and we would not have been able to introduce government and civil society representatives to officials and academics from other countries in the region who face the same challenges at home."

Mari Oye, AFSC Country Director



Part 3: Finances

Mission aligned 2017 investments & expenditures

3.1. Mission aligned investments

PeaceNexus is funded exclusively through the endowment provided by our board member, the philanthropist Hansjörg Wyss. The endowment is invested in line with our ethical investment guidelines. Having discovered that there are few, if any, mission-aligned investment opportunities linked to [SDG 16](#) or the theme of building peace, in 2017 we entered into an agreement with the asset manager De Pury Pictet Turrettini & Cie to create a [Peace Investment Fund](#).



Partnership highlight:

The Peace Investment Fund managed by De Pury Pictet Turrettini & Cie

This innovative initiative was conceived by the founder of PeaceNexus, Anne Gloor, in collaboration with the Fund manager three years ago. Since then, we have worked with a number of partners to develop robust methodologies to ensure that the Fund includes companies that have been assessed in terms of their contribution to building peace.

The initiative will establish, in 2018, a global equity fund that invests in over 30 companies that have: a large impact in fragile states; a reputation for responsible ESG performance; and have provided evidence of policies and performance relevant to building peace in fragile states. In addition, the Fund will include an engagement dimension in which PeaceNexus and its partners will meet with all companies in the fund and offer deeper assessments and advice on how they could further strengthen their contribution to building peace.

As an investor in the Peace Investment Fund, we believe that this low-risk, liquid investment instrument has high potential of delivering strong financial returns and serving our mission of promoting more conflict-sensitive business operations.

"The collaboration with the PeaceNexus Foundation is strategic for our Cadmos shareholder engagement funds. The SDG 16 is the cornerstone of the SDG's. The big multinationals followed by PeaceNexus are not only able but willing to contribute within their activities to stabilizing fragile contexts where they are operating. The first round of engagement with our portfolio companies was very constructive and we understand how engaged shareholders are valuable for companies"

Melchior de Muralt,

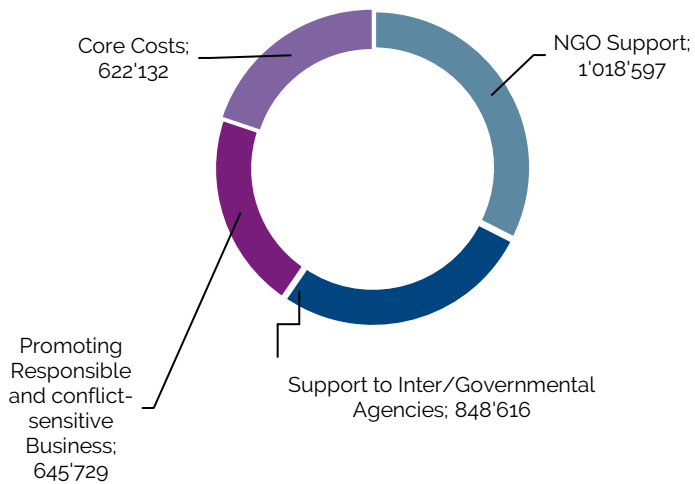
Managing Partner and Member of the Management Committee

3.2. Expenditure 2017

OVERALL SPENDING IN 2017:

Total Expenditure **CHF 3'135'074**

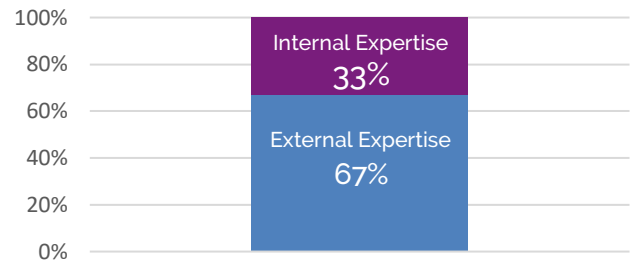
CORE AND PROJECT COSTS



EXPENSES FOR PROJECTS:

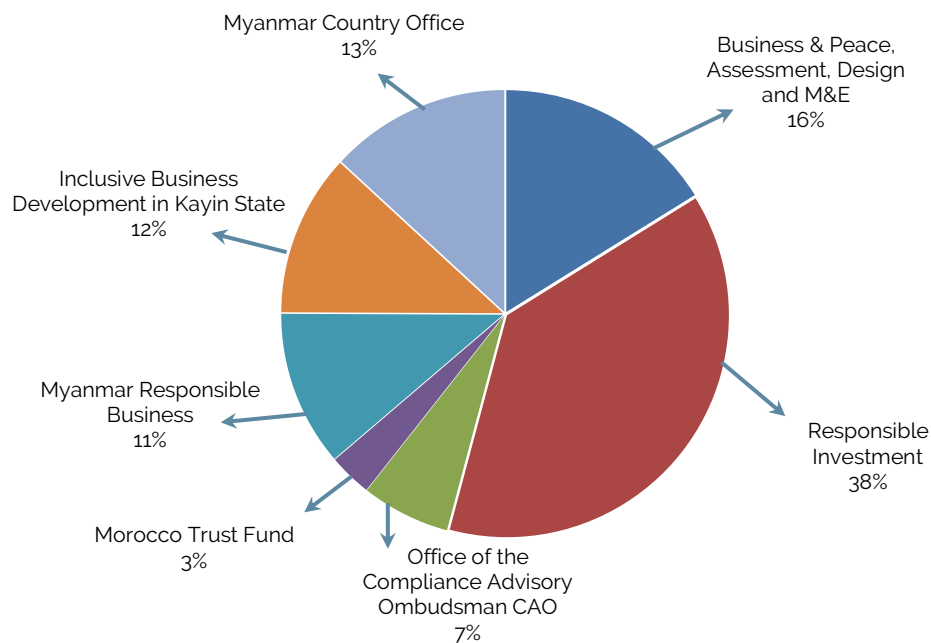
Total Expenditure **CHF 2'512'942**

INTERNAL AND EXTERNAL EXPERTISE IN PROJECTS



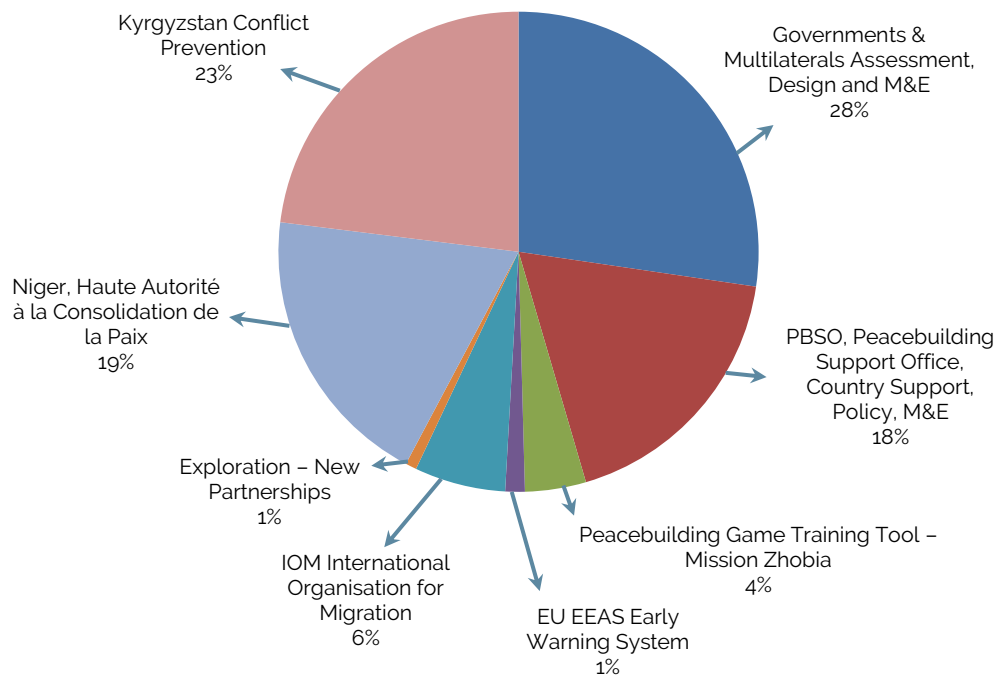
BUSINESS AND PEACE SUPPORT IN 2017:

Total expenditure **CHF 645'729**



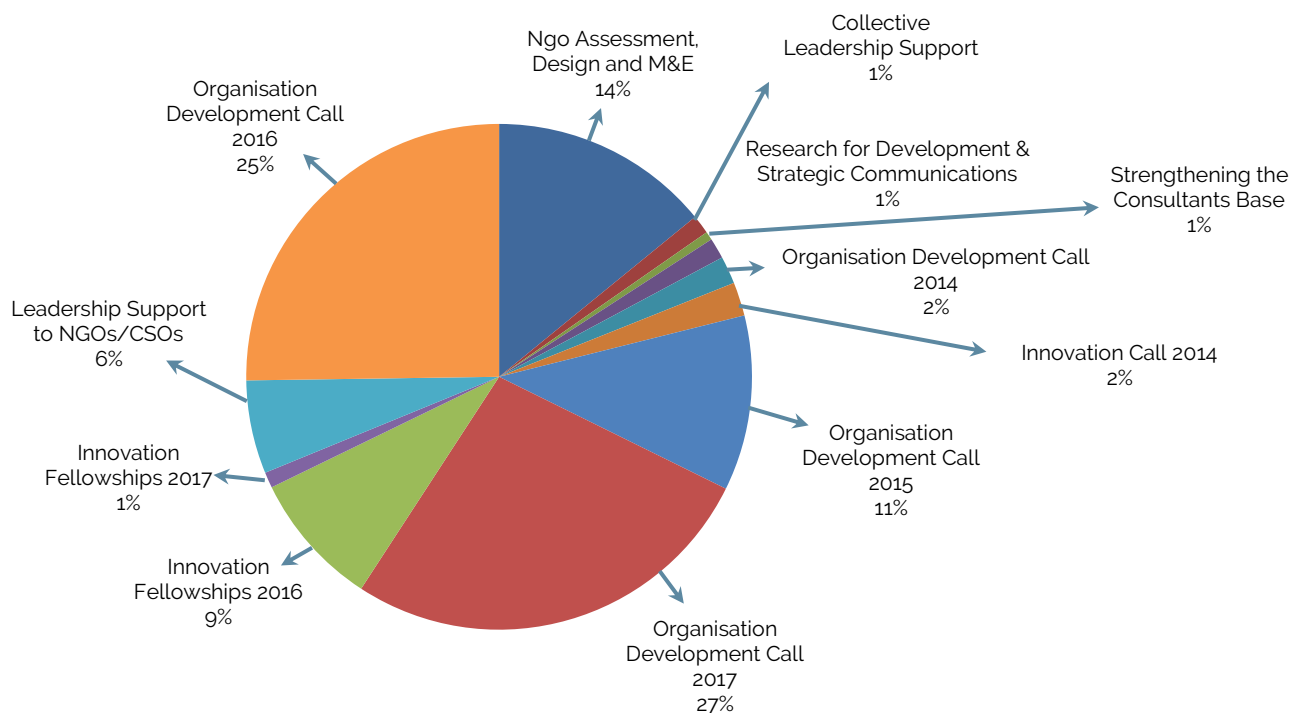
GOVERNMENTS AND MULTILATERALS SUPPORT IN 2017:

Total expenditure **CHF 848'616**



NGO SUPPORT IN 2017:

Total Expenditure **CHF 1'018'597**





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