Behind the wreckage of war
shimmer the prospects for peace
In my experience as State Secretary for Foreign Affairs and President of the International Committee of the Red Cross (ICRC), I have learned that the willingness to reflect and the will to act go hand in hand. Acquiring knowledge is essential, but we should not stop there. In my view, making a contribution to a conflict prevention or peace-building project is more important than adding an extra voice to the global chorus of recommendations. I believe swisspeace is capable of making such contributions. Specific expertise in particular areas could perhaps be applied to projects in an even more targeted way. This would also enable swisspeace to enhance its profile internationally. Our employees are motivated and competent; our Executive Management is in excellent hands. swisspeace is strengthened by its challenging research and teaching activities as well as its project work in the field. In a very dynamic environment, which involves many different actors, I am keen to help swisspeace establish a firm position through meaningful contributions.

Jakob Kellenberger
President of swisspeace
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swisspeace aims to combine theory and practice. While we encourage our researchers to make theoretical contributions to preventing or alleviating conflicts, we also want them to channel their knowledge into practice. The same principle also applies in reverse: field work should feed into scientific discourse.

It is not always easy to put this philosophy into practice in today's world, where the division of labor prevails. Few people would seriously question the usefulness of our approach, but the fact remains that scientists are often more interested in theory, while practitioners in the field are more concerned with finding concrete solutions to problems – even if they do not fulfill scientific criteria.

However, the projects and mandates highlighted in the 2013 annual report show that swisspeace is getting better and better at performing this balancing act. On the practical side, our clients appreciate the fact that the solutions we propose are always based on sound scientific foundations, no matter whether they involve taking conflict-sensitive political and economic action in fragile states, conducting negotiations or dealing with a violent past. On the academic side, the researchers invited to our annual conference in Basel asserted that, rather than sticking to traditional ways of thinking, we reflect with success from a scientific perspective on the new insights we have gained in practice.

As we celebrated our 25th anniversary (see page 8), it was certainly good to hear that leading exponents of peace research also believe swisspeace is on the right track. Considering our fellow scientists' appreciation, our clients' satisfaction and the landmark election of Jakob Kellenberger as the new President of the Foundation Board, we are confident that we are well placed to face the challenges of the future. We have already taken a step towards the future by opening an office in Basel, with the intention of consolidating our training and postgraduate programs at the «swisspeace Academy». As swisspeace has been an associated Institute of the University of Basel since 2009, it made sense to concentrate our teaching and training activities in Basel. The canton's government, in particular, has shown great interest in the topics we cover. With its two sites, swisspeace has the opportunity to play an important bridging role between the federal capital Bern and the internationally oriented Basel.

Executive Management
Anita Müller
Heinz Krummenacher
Laurent Goetschel
25 years of swisspeace:
the 1989 annual conference and the anniversary conference in 2013

swisspeace
swisspeace: a 25-year success story with potential for the future

swisspeace, originally known as the Swiss Peace Foundation, was established in 1988 as a platform for conservative representatives and social-democrats to exchange views on issues relating to peace and security. Back then, in the midst of the Cold War, who would have thought that the Swiss Peace Foundation – regarded by many with suspicion and even described by one politician from the Free Democratic Party as a «crypto-communist organization concealed behind conservative fig leaves» – would have established itself as an internationally renowned peace research institute just 25 years later? Probably only a handful of incurable optimists.

We have the right to be proud of what we have achieved, and this success story was roundly celebrated at our anniversary event in Basel. We began by holding an academic workshop on 9th of September, at which distinguished scientists looked back on the past 25 years of peace research. They also attempted to gauge what peace research and peacebuilding would be like in the future. The highlight of the anniversary celebrations was the annual conference held the next day, which was aimed at a wider audience. During this event, Jakob Kellenberger, the new President of the Board of swisspeace, and Francis Cheneval, a philosophy professor at the University of Zurich, engaged in a lively and rich debate on the tense relationship between peace and justice in front of a packed university auditorium.

We finished the day with dinner at the Eoipso, where guests were offered a culinary treat. We also took this opportunity to bid farewell to Hans-Balz Peter, who has stepped down as President of the Board, and to officially welcome Jakob Kellenberger as his successor.
To mark its 25th anniversary, swisspeace commissioned the market research institute «amPuls» to conduct a survey on peacebuilding. The most significant outcome from this representative opinion poll, which was carried out between the 29th of May and 14th of June 2013, was the extraordinarily high level of support for peacebuilding amongst the Swiss population: on average, more than 90 per cent of the people surveyed declared themselves in favor of it. We found it particularly striking that this support is consistently high regardless of people’s political persuasion. No matter whether they feel inclined towards the Swiss People’s Party, the Christian Democratic People’s Party or the Social Democratic Party, most of the respondents approved of Switzerland’s active engagement in peace policy. It also appears that they attach far more importance to civilian peace-building than to military peacekeeping. Finally, the survey showed that support for peacebuilding is high across all parts of the country – although it is marginally higher in French-speaking Switzerland than elsewhere.
The reintegration of civil servants in Gaza: a step towards reconciliation between Hamas and Fatah

The rift between Hamas and Fatah in Palestine remains deep. One conflict issue which has put considerable strain on any attempts at reconciliation between the antagonistic parties is the control over the state apparatus in Gaza and the West Bank. swisspeace played a valuable, trust-building role in this regard which could contribute to pave the way for a rapprochement.

When Hamas seized power in Gaza in 2007, the civil servants were caught in a dilemma: they were told by the government in Ramallah that if they wanted to retain their status and continue to receive their salary, they would have to stay at home and would not be permitted to work for the institutions now under the control of Hamas. Although the total boycott imposed in 2008 has since been relaxed and the president has ordered the civil servants to return to work, it is proving extremely difficult to implement this process in practice.

The two conflicting parties now agree that the order to stay at home is absurd. Many of those affected have experienced psychological problems, which in turn have caused significant family or social conflicts. The civil servants themselves would like to go back to their workplace and resume their work as teachers, doctors or officials. Hamas, for its part, is struggling with a major shortage of skilled staff and is keen to have them back. Even Fatah and the European Union, which funds the civil servants' wages, face difficulties when they have to justify why people are being paid for doing nothing.

Five years later, nobody knew exactly how many people were forced to stay at home in the first place. Therefore, the United Nations Development Programme (UNDP) commissioned Roland Dittli and his team to carry out a pilot study, funded by the Swiss Agency for Development and Cooperation (SDC) and the Human Security Division (HSD), in the health and education sector. The study was intended not only to provide reliable figures showing how many civil servants were sitting at home, but also to assess their individual situation and show how they could potentially be reintegrated. swisspeace worked closely with the people affected, as well as with political decision-makers from both sides.

This study resulted in a report, which assesses the number, profile and needs of the people waiting to be integrated back into professional life. This reintegration will be beset with difficulties, as the differences between Hamas and Fatah are becoming apparent at every level of the administrative structures. Nevertheless, the study at least marked the start of a trust-building process which has the potential to bring the two conflicting parties a step closer to reconciliation.
2013 at a glance

- Development of an online course and portal on conflict sensitivity for Swiss NGOs and the Swiss Agency for Development and Cooperation (SDC)
- Project on «Results-orientation in Peacebuilding» funded by PeaceNexus
- Advisory mandate on «Theory of Change for Integrated Programming» for the Swiss Church Aid in Bangladesh
- Conflict sensitivity analyses in South Sudan and Mali for the SDC, and in Lebanon for KOFF
- UNDP mandate for a study on the reintegration of Fatah civil servants in the labor market in Gaza, funded by the SDC and the Human Security Division (HSD) of the FDFA
- Backstopping mandate for the North Africa Desk of the HSD
- Capacity building on working in fragile contexts for the African Development Bank
- Numerous training courses and workshops on working in fragile situations
- Workshops on impact assessment for the HSD
A critical examination of transitional justice

Transitional justice is the term often used to describe the efforts made by a society to ensure a just and peaceful transition from war to peace or from an authoritarian to a democratic regime. It includes all the steps a society takes to bring about justice, compensate victims and know past crimes. The South African Truth and Reconciliation Commission at the end of Apartheid is a concrete example of such dealing with the past efforts.

We are particularly interested in critical research questions on this topic: Why does resistance occur against these processes of transitional justice in post-war societies? What mechanisms are chosen and which voices are heard or excluded as a result? What do findings in social sciences imply for conflict transformation? To find answers to these questions, we are for example conducting a research project funded by the Swiss National Science Foundation examining the local political understanding of dealing with the past in Cambodia, Burundi and the Ivory Coast.
swisspeace researcher Sandra Rubli is writing a doctoral thesis on the process of dealing with the past in Burundi, a country which has been hit by waves of violence since it gained independence in 1962. Burundi did not see its first democratic election until 1993 as part of a drive towards liberalization, when a Hutu candidate was voted in as president. His assassination just three months later marked the start of a bloody civil war. A peace agreement was only reached in 2000 with the signing of the Arusha Peace and Reconciliation Agreement. Although this accord did not manage to stop the violence completely, it nevertheless smoothed the way for dealing with the country’s violence-ridden past in a constructive way including by judicial means.

This is where Sandra Rubli’s thesis comes in. Focusing on three aspects, she analyses in details the efforts made by political actors to deal with this violent past. With regard to the Arusha peace negotiations, her research shows why the parties involved came to the conclusion that both a truth commission and an international tribunal were needed. She reveals how the response to this issue varied depending on political interests. Smaller, Tutsi-dominated groups, for example, hoped that the establishment of a tribunal would lead to the arrest of many of the Hutu elite, which would boost their own chances of electoral success and thus enhance their political power. In contrast, the thesis also describes how the ruling party – formerly a rebel organization – tried to avoid the judicial process of dealing with the past by erecting a national monument as a gesture of reconciliation. Instead of tribunals, it preferred to focus on reconciliation and attempted to present itself as the representative of all the people of Burundi, as symbolized by the memorial. Finally, Sandra Rubli raises the question of whether the national consultation process, in which the Burundian population was supposed to be asked for its views on how to deal with the past, achieved its objectives. She concludes that it was not a genuine consultation, but rather a scheme designed so that the people could merely lend greater legitimacy to an already negotiated solution.

2013 at a glance

≥ «Archives & Dealing with the Past» project in collaboration with the Swiss Federal Archives and the HSD of the FDFA
≥ Website http://archivesproject.swisspeace.ch featuring literature, laws, training opportunities and further information
≥ Swiss National Science Foundation research project «‘Resisting’ Transitional Justice? Alternative Visions of Peace and Justice»
≥ Support for the Human Rights Commission of the Philippines in implementing the law on reparations
≥ Research project on archives of truth commissions
≥ Training course for international experts on dealing with the past, run in cooperation with the HSD
≥ Lectures and seminars at the Universities of Basel and Lucerne
Raising conflict sensitivity among businesses

A glance at the daily newspapers will show that conflicts between internationally operating companies and local populations have increased substantially in recent years. In one case the population may be defending itself against a major mining project, while in another the local community, with the support of international NGOs, may be denouncing companies because of the environmental damage they cause or the appalling working conditions.

swisspeace’s Business & Peace program aims to raise the conflict sensitivity among businesses so that they will be more aware of their great responsibility towards the countries in which they operate and the people who live there. Our activities in this area are based on two types of advisory services: first, when companies are planning to enter a market, we sensitize them to the potential negative impacts of their activities on the one hand, and we show them how they can exert a positive influence on pre-existing latent conflicts on the other. In 2013, we provided support for the tour operator Globetrotter with planning its new travel offers in Angola and for NOMADES Swiss Ltd as well as its partners in marketing agricultural machinery and products in Rwanda. Secondly, we offer advice in dealing with conflicts that have already erupted. In the Democratic Republic of Congo, for example, Heinz Krummenacher mediated a conflict between the Danzer Group, which manufactures real wood veneers, and a local community in the north of the country. Andrea Iff also used an analysis of Danzer’s activities in the Republic of Congo as the basis for writing a manual outlining a conflict-sensitive approach to doing business in the wood sector.

swisspeace’s approach
Recognizing the important role of international companies in conflict areas, swisspeace follows an approach based on working with all the actors involved. For this reason, rather than opposing constructive engagement with companies, we are committed to an inclusive problem-solving process between businesses and local populations. This is the only way to build peaceful relationships between international firms and local communities as basis for sustainable development.

2013 at a glance
≥ Supporting the SECO and the FDFA through a comparative study on implementing National Action Plans (NAP) on Business and Human Rights; stakeholder consultations for the Swiss NAP; and workshops on the challenges facing Swiss companies in conflict areas
≥ Research project in collaboration with International Alert on the role of agribusiness in conflict and peace
≥ Completion of a doctoral thesis on the role of businesses in conflict and peace in Sri Lanka; two further ongoing doctoral theses
≥ Supporting the Danzer Group to help resolve conflicts in the Congo Basin
≥ Providing conflict-sensitive support for Globetrotter for entering the market in Angola and for NOMADES Swiss Ltd in the Great Lakes region
Timber industry in the Congo Basin: removing tree trunks in a concession in the Republic of Congo
Sergio Gemperle/swisspeace
A year of shattered hopes in South Sudan

Following a fiercely fought civil war, which raged on until 2005, South Sudan finally declared its independence in July 2011 and became the 55th state in Africa. Since then, the South Sudanese people have been hoping that the establishment of democratic state structures would have a stabilizing effect. As the dramatic events at the end of last year showed, they have been bitterly disappointed – for the time being, at least.

swisspeace has been involved in the development of the newly created state of South Sudan right from the start. Martina Santschi investigated in her doctoral thesis and on a mandate by the Federal Department of Foreign Affairs (FDFA) the statebuilding processes at local level, with a particular focus on the role of traditional authorities, called «chiefs», who have been acting as a bridge between the state and the population since colonial times. In her doctoral thesis, she observed that the people of South Sudan undoubtedly saw an opportunity in the establishment of new state institutions as this created urgently needed jobs. However, she also found that progress was limited and that the development of infrastructure and service delivery was failing to keep up with people's expectations. Instead of being invested in schools or healthcare, much of the income generated by the state benefited politicians, public officials and the army in the form of wages.

The outbreak of war
At the same time, Martina Santschi did not fail to notice that tensions among the ruling elite rose significantly in 2013, while political disputes and power struggles became more frequent. She acknowledges that she was aware that these conflicts existed and that they were being fought along ethnic lines. «But like so many other people, I hoped that they would not be settled by violent means», she explains. In December 2013, it became apparent that this view was overly optimistic. An armed conflict erupted within the South Sudanese army and quickly spread to several of the country's constituent states. Many people have been killed, more than 850,000 have been displaced and an estimated seven million – around 80 percent of the population – are affected by the food crisis.

What does this mean for swisspeace?
Was all the work in vain? «No», says Martina Santschi. «Statebuilding processes are long-term by nature and setbacks are inevitable». In her view, this once again goes to show that outside actors can only influence these processes to a limited extent.

2013 at a glance
≥ Mandate on electoral assistance and democracy promotion for the HSD
≥ Support mandate on promoting democracy for the SDC
≥ Research and advisory mandate on the Councils of Traditional Authority Leaders (COTAL) in South Sudan for the HSD
≥ Research consortium «Researching Livelihoods and Services Affected by Conflict»
≥ 6 PhD and 2 postdoctoral research projects, various contributions to conferences and publications
≥ Various academic lectures, seminars and training courses
Research partnerships in the Ivory Coast instead of science in the ivory tower
For more than ten years, swisspeace has been promoting various long-term research collaborations with partners in the global South under the umbrella of the National Centre of Competence in Research (NCCR) North-South. Our involvement in these partnerships is based on a strong belief that theory and local context are equally important when it comes to raising and answering relevant research questions. This kind of cooperation also encourages joint learning, makes it easier to gain privileged access to local information holders and enables the assessment of the social and political impact of research right from the start. One such research partnership is based in the Ivory Coast, where Didier Péclard and Professor Francis Akindès from the Université Alassane Ouattara in Bouaké have been working with the Centre suisse de recherches scientifiques in Abidjan to investigate the development of statehood after the turmoil of the civil war. A key finding from this project is that, in terms of statebuilding in the aftermath of an armed conflict, understanding the political motives of all parties involved, including rebel organizations, is central for the construction of legitimate state structures.

South Sudan:
a man celebrates the first anniversary of the country’s independence
Martina Santschi/swisspeace
**Blocked bridge:**
physical divide that splits the city of Mitrovica in North Kosovo
Adam Jones / Creative Commons

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**2013 at a glance**

- Mediation Support Project (MSP): a long-term support project for peace mediators from the FDFA, a joint venture by swisspeace and the Center for Security Studies at ETH Zurich
- Dialogue project in North Kosovo funded by the HSD
- Designing and carrying out mediation training courses for UN mediators
- Mandate for UN Women to provide mediation training for women in Myanmar
- Mediation coaching for negotiators involved in ongoing peace processes by various organizations such as the OSCE or the EU
- Technical support for the «Mediation Support Team» of the European External Action Service (EEAS) in the areas of conflict prevention, mediation and dialogue
- «Humanitarian Dialogue in the North Caucasus» until June 2013, funded by the HSD
Working behind the scenes of international peace negotiations

Lakhdar Brahimi is mediating between conflicting parties in Syria on behalf of the United Nations. Catherine Ashton, High Representative for Foreign Affairs and Security Policy of the European Union, is playing a similar role in the dispute between Kosovo and Serbia. When high-ranking politicians and senior officials start mediating in conflicts, with the consent of the parties involved, the fact that mediation efforts of this kind would not be possible without expert support usually gets forgotten.

As in previous years, the mediation team led by Matthias Siegfried achieved a great deal in 2013. First, it once again ran the «Peace Mediation Course», which received a lot of positive feedback. It also helped the UN to develop its own mediation training modules. Secondly, rather than limiting efforts to providing training and support for diplomatic staff, we also focused specifically on supporting members of civil society organizations. Rachel Gasser carried on with the program in Myanmar (cf. annual report 2012), for example, while in North Kosovo swisspeace has been using the cases of forestry and journalism to try to bring the two ethnically divided sides closer together. This specific dialogue project led by Olivier Haener is intended to supplement the efforts made at the highest diplomatic level. It reflects our fundamental belief that mediation should not be restricted to diplomacy alone; dialogue is needed at all levels in spite of social tensions in order to establish a peaceful coexistence between the different communities in the medium and long term.
Level playing field between the state and civil society to implement the «New Deal»

The idea that political and economic development cannot exist without peace is nothing new. In recent years, however, debates have intensified and led to a «New Deal» between developed and developing countries. It is based on the key notion that societies in the beneficiary countries, rather than the donors, should be the ones to determine how development and peace are promoted.

In November 2011, an agreement was reached between 15 developing, self-declared fragile states and OECD countries as part of the «New Deal». This policy agreement was prompted by the realization that the Millennium Development Goals set by the United Nations are not being met in countries affected by violence, because recurrent conflicts are inhibiting economic progress. This is why statebuilding and peacebuilding need to go hand in hand and should be placed at center stage. Switzerland is among the countries which have signed the «New Deal». As part of its country programs, it is committed to ensuring that people of all social backgrounds can take part in the political process, that economic foundations are laid for sustainable development, that citizens have access to justice, and that governments are able to manage revenues and to provide public services.

KOFF as a platform

For swisspeace, this means supporting and critically accompanying the efforts of the Federal Department of Foreign Affairs (FDFA) to implement the five peacebuilding and statebuilding goals. We have the ideal platform for doing this: the Center for Peacebuilding (KOFF), which was founded based on the vision of making the voice of civil society heard in the political process and providing new topical impetus for peacebuilding. It is important to ensure that the state and civil society see each other as equals in this process. If they do – not just in Switzerland, but in fragile states too – then the opportunities for reinforcing development and peacebuilding processes will be far greater than if there is an imbalance between the various actors involved. In the «New Deal», the countries receiving development aid have indirectly acknowledged that their flawed governance system is part of the problem that is stifling economic and social development. This acknowledgement is a major step forward, but an even bigger one would be to implement the deal and involve civil society in political decision-making processes. Without making this second move, peace and development will remain nothing more than wishful thinking.
Linking gender with the «New Deal»
The New Deal for Engagement in Fragile States does not directly address the participation of women and the protection of women’s rights in conflict situations. Nevertheless, many aspects of the «New Deal», particularly concerning the involvement of civil society, have already been called for in the UN Security Council Resolution 1325. The key question therefore arises whether a two-pronged approach should be followed or whether these two processes should be brought together. We believe there are strong grounds for linking the two initiatives. First of all, this would make it possible to draw on the experiences gained in implementing Resolution 1325. Secondly, a policy implemented as part of the «New Deal» which seeks to promote the inclusion of women in political processes and protect women’s rights in conflict situations would benefit from the fact that «New Deal» projects in fragile states often fall under the responsibility of the finance ministries. This would offer significant scope for improvement in terms of finances and staff.
swisspeace intends to create a hub for advanced training in peacebuilding in Basel. As an associated institute of the University of Basel, it is already well established in the international city on the shores of the Rhine. With the swisspeace Academy (formerly known as the World Peace Academy), it also laid the necessary organizational and logistical foundations in 2013 to offer needs-oriented courses in peacebuilding, including a Certificate of Advanced Studies (CAS) and a Master of Advanced Studies (MAS). These programs, supplemented by the training courses already offered by the Center for Peacebuilding (KOFF), round off the current advanced training landscape in Switzerland along with the NADEL program on development cooperation at ETH Zurich and the courses on humanitarian and international law offered in Geneva.
Postgraduate studies and training courses satisfy the need to keep up to date

Training and continuing education are essential for making progress in life. This applies as much to individuals as it does to organizations. When swisspeace was founded in 1988, training and further education played only a minor role in the organization’s activities. Over time, however, they have gained in importance and we have become increasingly professional.

Two- to three-day ad-hoc training sessions held by the Center for Peacebuilding (KOFF) were followed by two-week courses on topics such as peace mediation. At the same time, more and more swisspeace employees started getting involved in teaching at the University of Basel. As time went on, swisspeace developed the idea of offering its own academic education program, and eventually launched its postgraduate course in civilian peacebuilding in the academic year 2012/13. The response was encouraging, with 26 participants signing up for the course, 20 of whom have already completed it. The feedback received from the participants has also been very positive.

There are essentially three reasons why people choose to undertake training or postgraduate studies with swisspeace: first of all, they want to acquire the theoretical knowledge they need to critically examine their peacebuilding or development work. swisspeace’s academic programs provide the perfect basis for this. Secondly, they want to keep up to date with methodological developments relating to analyzing conflicts or carrying out evaluations for example. These requirements are covered by our KOFF training courses. Thirdly, they are keen to share experiences both with the experts at swisspeace and with other participants. It is already evident that this exchange within the community of practice is very much appreciated.

swisspeace, whose staff always have one foot in the field and the other in the lecture hall, is perfectly placed to meet all of these expectations thanks to its close integration of theory and practice.

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Training at a glance

- Postgraduate course (CAS) in civilian peacebuilding at the University of Basel
- Establishment of the swisspeace Academy in Basel, which offers advanced training courses on our core topics
- 5 KOFF training courses, e.g. on «Managing Programs in Fragile Situations» or «Connecting Human Rights and Conflict Transformation»
- Peace mediation course, run in collaboration with the CSS at ETH Zurich and the FDFA
- Course on dealing with the past, run in collaboration with the FDFA
- Swiss Peacebuilding Training Course in cooperation with GCSP, SWISSINT and the FDFA
- Lectures, seminars and symposiums at the University of Basel
- Various other tailored courses and training sessions
Our understanding of peace research: on equal terms with local partners

Good intentions alone are not enough to create lasting peace in weak and violence-ridden states. Sound understanding and knowledge of how to analyze and interpret complex problems and find solutions are essential in practice. Hence, research plays a key role.

But research is more than just research! It is important to distinguish between fundamental research – the kind of knowledge that is typically taught at universities – and what we would describe as practice-oriented transformation knowledge. This involves posing the question of how, in reality, scientific findings can be implemented in a way that actually makes it possible to change situations in a targeted manner. Right from the start, swisspeace has relied on a research approach that has a sound theoretical basis yet is also useful for practice. This approach has worked very well for us. Examples of successful knowledge transformation include the research findings generated as part of the NCCR North-South, whether they relate to tourism, the role of businesses in conflict regions or the combination in statebuilding of traditional and modern forms of statehood.

swisspeace stipulates three key criteria when it comes to research: firstly, we follow an interdisciplinary approach, which always incorporates a range of different academic perspectives. This involves sociologists, political scientists, anthropologists, lawyers, economists and representatives of various other disciplines working hand in hand. Secondly, we do not just include academics in the research process; we bring in experts from foreign ministries, international organizations, private-sector companies and civil society too. Thirdly, we place a high value on local perspectives, because we believe that the sustainable results we are aiming for can only be achieved by involving local knowledge holders. This also makes it possible to incorporate new findings into practice. Indeed, we do not believe in keeping research confined in the ivory tower.

swisspeace’s new research strategy, which was drafted in 2013, continues to take these three principles of inter- and transdisciplinarity into account, along with the close partnerships with local researchers. We want to demonstrate the added value research can generate at the interface between theory and practice – and we are happy to face up to the challenges that this approach brings.

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2013 at a glance

- NCCR North-South institutional partner, 3 research projects
- Disciplinary Swiss National Science Foundation project «'Resisting' Transitional Justice? Alternative Visions of Peace and Justice»
- 9 doctoral projects
- 1 Doc.CH doctoral project
- Partner of the International Graduate School North-South
- Various academic lectures at the University of Basel
Executive Management
Prof. Dr. Laurent Goetschel
Dr. Heinz Krummenacher
Dr. Anita Müller

Peacebuilding Analysis & Impact
Head: Roland Dittli
Stefan Bächtlod, Program officer and Doctoral candidate
Anna Bernhard, Program officer
Barbara Brank, Program officer
Nadina Diday, Program officer
Rahel Fischer, Program officer
Sidonia Gabriel, Program officer
Michaela Ledesma, Program officer
Sibylle Stamm, Program officer
Marcel von Arx, Associated expert
Corinne von Burg, Program officer

Dealing with the Past
Heads: Elisabeth Baumgartner, Dr. Anita Müller
Tobias Affolter, Program officer
Stefano Belotti, Assistant
Julie Bernath, Doctoral candidate
Dr. Briony Jones, Researcher
Enzo Nussio, Associated expert
Sandra Rubli, Program officer
Elizabeth Shelley, Intern

Statehood & Conflict
Heads: Dr. Didier Péclard, Dr. Andrea Iff (cover Jan. – June 2013)
Sara Hellmüller, Doctoral candidate
Lukas Krienbuehl, Program officer
Marco Pfister, Program officer
Sandra Rubli, Doctoral candidate
Martina Santschi, Program officer and Doctoral candidate
Stephan Ziegler, Program officer

Mediation
Head: Matthias Siegfried
Armed Baruti, Local coordinator in Kosovo
Layla Clément, Assistant
Cécile Druy, Program officer
Deborah Ferber, Intern
Rachel Gasser, Program officer
Olivier Haener, Program officer
Sara Hellmuller, Program officer
Žarko Krtinić, Local coordinator in Kosovo
Julia Palmiano, Young professional
Corinne von Burg, Intern, Program officer
Mathias Zeller, Program officer

Innovation Pool
Head: Prof. Dr. Laurent Goetschel
Rina Alluri, Researcher Business & Peace and Doctoral candidate
Natascha Cerny, Program officer
Can Günes Deniz, Program officer Business & Peace
Sergio Gumperle, Program officer and Doctoral candidate
Andreas Graf, Program officer Business & Peace and Doctoral candidate
Dr. Andrea Iff, Head Business & Peace
Sandra Pflüger, Research coordinator
Myra Posluschny, Doctoral candidate
Franziska Sigrist, Training coordinator
Mathias Winterberg, Intern Business & Peace

KOFF
Director: Ursula Keller (until August 2013), Sidonia Gabriel
Barbara Brank, Program officer
Can Günes Deniz, Program officer
Roland Dittli, Program officer
Rahel Fischer, Program officer
Sidonia Gabriel, Program officer
Lukas Krienbuehl, Editor KOFF newsletter
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Balance sheet

<table>
<thead>
<tr>
<th></th>
<th>31/12/2013</th>
<th>Restatement</th>
<th>31/12/2012</th>
</tr>
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<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Liquid assets</td>
<td>627 412.52</td>
<td>1 019 169.98</td>
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<tr>
<td>Receivables</td>
<td>356 878.60</td>
<td>218 533.20</td>
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<tr>
<td>Other short-term receivables</td>
<td>44 656.17</td>
<td>367.84</td>
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<tr>
<td>Prepayment and accrued income</td>
<td>442 243.51</td>
<td>813 537.67</td>
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<tr>
<td>Total current assets</td>
<td>1 471 190.80</td>
<td>2 051 608.69</td>
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<tr>
<td>Fixed assets in kind</td>
<td>60 770.00</td>
<td>18 575.80</td>
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<tr>
<td>Fixed financial assets</td>
<td>30 613.75</td>
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<tr>
<td>Total fixed assets</td>
<td>91 383.75</td>
<td>18 575.80</td>
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<tr>
<td><strong>Total assets</strong></td>
<td><strong>1 562 574.55</strong></td>
<td><strong>2 070 184.49</strong></td>
<td></td>
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<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
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<tr>
<td>Short-term financial liabilities</td>
<td>32 654.56</td>
<td>0.00</td>
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<tr>
<td>Creditors</td>
<td>92 112.10</td>
<td>87 510.46</td>
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<tr>
<td>Other short-term liabilities</td>
<td>115 322.10</td>
<td>126 514.95</td>
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<tr>
<td>Provisions</td>
<td>0.00</td>
<td>0.00</td>
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<tr>
<td>Deferred income</td>
<td>1 022 811.52</td>
<td>1 526 789.54</td>
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<tr>
<td>Total short-term liabilities</td>
<td>1 262 900.28</td>
<td>1 740 814.95</td>
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<tr>
<td>Funds capital</td>
<td>0.00</td>
<td>0.00</td>
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<tr>
<td>Foundation capital</td>
<td>290 000.00</td>
<td>290 000.00</td>
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<tr>
<td>Free funds</td>
<td>35 000.00</td>
<td>35 000.00</td>
<td></td>
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<tr>
<td>Loss brought forward</td>
<td>4 369.54</td>
<td>-9 759.90</td>
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<tr>
<td>Result for the year</td>
<td>-29 695.27</td>
<td>14 129.44</td>
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<tr>
<td>Total organizational capital</td>
<td>299 674.27</td>
<td>329 369.54</td>
<td></td>
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<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>1 562 574.55</strong></td>
<td><strong>2 070 184.49</strong></td>
<td></td>
</tr>
</tbody>
</table>

Note
The financial report forms part of our annual reporting. It comprises the 2013 financial statement with a year-on-year comparison, which has been audited by PricewaterhouseCoopers SA and has been produced in accordance with Swiss GAAP ARR 21 recommendations. It also includes explanatory notes on the financial and business performance and necessary additional information. The 2013 financial statement was approved by the Board of the Foundation on 13 May 2014.
## Income statement

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>Restatement 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td>CHF</td>
<td>CHF</td>
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<tr>
<td>Funds for programs / projects</td>
<td>4 325 327.74</td>
<td>4 121 487.83</td>
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<tr>
<td>Contribution as per Art. 16 of the RIPA</td>
<td>600 000.00</td>
<td>589 000.00</td>
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<tr>
<td>Core contribution from FDFA</td>
<td>313 730.00</td>
<td>339 410.00</td>
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<tr>
<td>Contribution from the University of Basel</td>
<td>94 396.00</td>
<td>116 333.85</td>
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<tr>
<td>Contribution from the Canton Basel-City</td>
<td>10 000.00</td>
<td>0.00</td>
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<tr>
<td>Contribution from the SAHS</td>
<td>22 389.10</td>
<td>20 424.00</td>
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<tr>
<td>Donations</td>
<td>14 323.15</td>
<td>14 500.00</td>
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<tr>
<td>Other income</td>
<td>25 180.18</td>
<td>23 626.49</td>
</tr>
<tr>
<td><strong>Total income</strong></td>
<td>5 405 346.17</td>
<td>5 224 782.17</td>
</tr>
</tbody>
</table>

| **Expenditure**      |             |                  |
| Peacebuilding Analysis & Impact program | -469 584.28 | -289 144.50      |
| Mediation program    | -910 268.58 | -1 238 402.15    |
| Dealing with the Past program | -522 726.72 | -611 563.83      |
| Statehood & Conflict program | -404 454.83 | -563 979.66      |
| KOFF                  | -943 232.15 | -833 273.32      |
| BEFORE                | -218 303.95 | -229 993.61      |
| Innovation Pool       | -1 052 301.93 | -859 664.39     |
| swisspeace Academy    | -234 570.18 | 0.00             |
| **Total project expenditure** | -5 388 687.60 | -4 866 347.49    |
| Personnel costs       | -435 242.05 | -394 015.60      |
| Other operating costs | -238 089.49 | -188 485.64      |
| Maintenance and repairs | -949.55 | -942.30          |
| Representation, travel costs | -5 007.90 | -18 993.85      |
| Depreciation, investment costs | -6 460.82 | -6 920.61        |
| **Total administrative expenditure** | -685 749.81 | -609 358.00      |
| **Operating profit**  | -35 846.26  | -10 597.29       |
| Financial income      | 3 382.04    | -2 273.27        |
| Other income          | 2 768.95    | 0.00             |
| **Result before movement of funds** | -29 695.27 | -12 870.56       |
| Movement of funds     | 0.00        | 27 000.00        |
| **Result for the year** | -29 695.27 | 14 129.44        |
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EAER / State Secretariat for Education, Research and Innovation – SERI
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FDFA / Swiss Agency for Development and Cooperation – SDC
FDFA / Task Force OSCE Chairmanship
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Globetrotter Group SA
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International Criminal Court Trust Fund for Victims
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NOMADES Swiss Ltd
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Swiss Red Cross
swisspeace Support Association
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United Nations Democracy Fund – UNDEF
United Nations Department of Political Affairs – DPA
United Nations Development Programme – UNDP
United Nations Entity for Gender Equality and the Empowerment of Women – UN Women
University of Basel
Volkswagen Foundation

Ratio of income by donor

- FDFA / Human Security Division
- Federal Department of Economic Affairs, Education and Research – EAER
- International donors (UN, EU)
- Swiss National Science Foundation
- FDFA/ Swiss Agency for Development and Cooperation
- Other Swiss donors

Total CHF 5.4 Mio.
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swisspeace Working Papers

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Help or Hindrance? Results-orientation in Conflict-affected Situations
Stefan Bächtold, Roland Dittli, Sylvia Servaes

2 | 2013
What Makes for Peaceful Post-conflict Elections?
Marco Pfister, Jan Rosset

3 | 2013
Reflections on a Research Agenda for Exploring Resistance to Transitional Justice
Briony Jones, Julie Bernath, Sandra Rubli

swisspeace Essentials

1 | 2013
Archives for a Peaceful Future
Sandra Rubli, Briony Jones

2 | 2013
Securing Police Archives. A Guide for Practitioners
Trudy Huskamp Peterson

3 | 2013
A Conceptual Framework for Dealing with the Past

4 | 2013
Developing National Action Plans on Business and Human Rights. Lessons from European States
Andreas Graf

KOFF Critical Reflections

New Deal and Res 1325 – No Need to Reinvent the Wheel to Make the Road to 2015 and Beyond
Alexandra Pfefferle

Myanmar: Working in a Quickly Changing Environment
Stefan Bächtold

The Use of New Technologies: Expanding Opportunities for Peacebuilding?
Helena Puig Larrauri

The New Deal and the Role of Civil Society
Peter van Sluijs, Ursula Keller, Stefan Bächtold

Presentation of the Report of the Inquiry Commission on the Sectarian Violence in Rakhine State
Sabina A. Stein

Doing Business in Myanmar: Potential Challenges and Ways Forward
Rina M. Alluri, Francesca Cerletti

‘Land Grabbing’ in Fragile and Conflict-affected Contexts
Andreas Graf, Caroline Kruckow, Sergio Gemperle
Additional publications by swisspeace staff members:

Books

Sara Hellmüller, Martina Santschi (eds.)

Andrea Iff, Bishnu Raj Upreti, Sagar Raj Sharma, Safal Ghimire, Pranil Kumar Upadhayaya

Book chapters

Elisabeth Baumgartner

Sara Hellmüller

Andrea Iff

Briony Jones, Alex Jeffrey, Michaelina Jakala

Marco Pfister

Martina Santschi
**Publications**

### Journal articles

**Laurent Goetschel**
*Bound to be peaceful? The changing approach of Western European small states to peace.*

**Sara Hellmüller**
*The Power of Perceptions: Localizing International Peacebuilding Approaches.*

**Sandra Rubli**
*(Re)making the Social World: The Politics of Transitional Justice in Burundi.*

### Other publications

**Elisabeth Baumgartner**
*Gefährlicher kollektiver Ausschluss.*
NZZ, 5th July 2013.

**Cécile Druey, Liana Fix**
*Don’t Count on Europe.*
Carnegie Moscow Centre, 1st August 2013.

**Sergio Gemperle**
*Determinanten erfolgreicher Dezentralisierung – Eine komparative Analyse unterschiedlich ausgestalteter Dezentralisierungsprozesse in den Bundesstaaten Indiens.*

**Laurent Goetschel**
*Im Urwald der Friedensförderung.*

**Sara Hellmüller, Simon Mason (eds.)**
*Regional Intergovernmental Organizations in Mediation Efforts: Lessons from West Africa.*
MSN Discussion Points no. 3.

**Sara Hellmüller et al.**
*Translating Mediation Guidance into Practice: Commentary on the UN Guidance for Effective Mediation by the Mediation Support Network.*
MSN Discussion Points no. 2.

**David Lanz, Rachel Gasser**
*A crowded field: Competition and coordination in international peace mediation.*
Centre for Mediation in Africa, University of Pretoria.

**Matthias Siegfried, Simon Mason**
*Confidence Building Measures (CBMs) in Peace Processes.*
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The Support Association makes it possible for swisspeace to work on topics beyond trendy issues. It hence makes an important contribution towards consolidating independent peace research in Switzerland. In return, members of the Support Association are given insights into our research work and practical projects.

As an independent research institute, swisspeace gratefully relies on the financial and moral support it receives from the Support Association. In 2013, the Support Association’s members were again regularly invited to swisspeace events, including the swisspeace anniversary conference and festivities. Topical peace policy issues are also being discussed at the Support Association’s annual meeting. At the 2013 event, for example, Andreas Graf presented our constructive engagement with private companies, allowing the members a closer look at our Business & Peace program.

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