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Glossary

B&P	Business & Peace
3C	Coherent, Coordinated, Complementary
CSS	Center for Security Studies, ETH Zurich
DDPS	Federal Department of Defence, Civil Protection and Sport
DSF	German Foundation for Peace Research
DwP	Dealing with the Past
ETH	Swiss Federal Institute of Technology, Zurich
FDFA	Federal Department of Foreign Affairs
FEWER	Forum on Early Warning and Early Response
GCSP	Geneva Centre for Security Policy
GICHD	Geneva International Centre for Humanitarian Demining
HDNC	Humanitarian Dialogue for Human Security in the North Caucasus
IGS	International Graduate School North-South
KOFF	Center for Peacebuilding
MSP	Mediation Support Project
NADEL	Postgraduate Studies on Developing Countries (ETH Zurich)
NCCR	National Centre of Competence in Research
NGO	Non-Governmental Organization
PA IV	Political Affairs Division IV (FDFA)
PMGL	Peace Mission of General Lebed
RP	Research Project (NCCR North-South)
RPP	Reflecting on Peace Practice
SAGW	Swiss Academy of Humanities and Social Sciences
SDC	Swiss Agency for Development and Cooperation
SEK	Federation of Swiss Protestant Churches
SNSF	Swiss National Science Foundation
UNDP	United Nations Development Programme
USIP	United States Institute of Peace



A Time of Upheaval – A Time of Opportunity

The ideal of active non-violent resistance has been kept alive in this country in recent years, at least by small groups of political activists, although it seemed at times to have gone a little stale. Now its enormous potential impact is unfolding in the very region the international community had least expected. The upheavals in North Africa are throwing a new light on what peace, justice and democracy really mean.

The initiators of the Egyptian Facebook movement of «April 6th» and their friends in Tunisia have thoroughly considered non-violent resistance and had made it clear that «change without violence» was the objective of their carefully orchestrated demonstrations. They also tried to make it clear with their campaign and slogans that freedom, justice and peace have nothing in common with the «stability» of autocratic regimes favored by Western policy makers.

These events could also mark a decisive turning point for Western nations and their peace and foreign policies. The United States and Europe are now under pressure to rethink a Middle East policy that is full of contradictions. How to deal with Islamic groups in the future is one of the questions that will increasingly be raised. Even though Islamist groups do not share all Western values, they are seen in these societies as legitimate and also wish to participate in public affairs. In the best-case scenario this could lead to innovative new forms of participatory

government. Furthermore, the migratory movements that occur after the fall of dictators are a clear sign that barbed wire, walls and the deployment of police are destined to prove ineffective in meeting the major challenges of the 21st century. Only if changes occur quickly to improve living conditions and offer opportunities will these multitudes of young people want to remain in their homelands.

Political actors like Switzerland can help Egyptian, Tunisian and Libyan societies make the transition to peaceful, pluralistic democracies with the participation of the less privileged groups in the economic development of their homeland. The need at present is to support the efforts of civil society and help make room for essential dialogue between civil society, the military and governments. Dealing with the past, nation building processes, and mediation skills are among the major challenges in a transitional period. It is precisely here that swisspeace has much to offer in terms of expertise and practical experience.

Hans-Balaz Peter
President

The year 2010 was a successful one for swisspeace. A forward-looking strategy and a new organizational structure have given the foundation a new fresh look without affecting its established character. Relationships with the most important partners have been strengthened and also the exchange between research and practice in the field.

Substantial changes have taken place since 1 January 2010. These include a clear commitment to the development of four core thematic areas, improved structural linkage between research and practice, and the creation of a new tier of middle management. Whether or not the objectives behind these changes – greater expertise, synergies, participation and impact – will be achieved, is hard to assess after only 12 months. However, the first experiences and feedback from the outside are very promising.

New networks and activities

2010 was also a dynamic year for external activities. The peace foundation won a number of important consulting mandates and also garnered the support of its partners for capacity building. The mandating parties included actors across a wide spectrum of peacebuilding disciplines. They ranged from government bodies such as the Federal Department of

Foreign Affairs (SDC and PA IV) to international organizations including the UN Mediation Support Unit as well as Swiss NGOs and their partners in crisis areas. Thanks to these mandates swisspeace is able to test theoretical approaches in the field and gain hands-on experience for the further development of peace concepts. At the same time these processes enable swisspeace to help shape its partners' approach to peacebuilding.

Also internally among swisspeace colleagues a new spirit of optimism broke out together with a high level of motivation. There is, of course, still room for improvement in terms of exchanges and cooperation between disciplines and projects as well as between the various management levels. The newly created middle management has shown a high level of commitment and the team has been fully integrated within the core processes and discussion areas. swisspeace also benefited from new staff who joined during the year, bringing important know-how and helping to extend our professional network.

Development of research

Insofar as research is concerned the most important development at the institutional level has been the association agreement with the University of Basel. Both institutions plan to work together more closely in the future in research and education. Almost one-third of swisspeace staffers were engaged in research in 2010, mainly at the PhD and post-



doctoral levels. They also participated in academic debates through publications and conferences both in Switzerland and abroad. The fact that our experts are frequently called upon by government offices, international organizations and the media is proof that swisspeace is held in high esteem.

In keeping with its self-image swisspeace also attempted to sensitize the greater public on peace research in 2010. Foremost were three public events, which were met with great interest and well-attended with up to 250 people. In addition, there were also many public appearances, lectures, and panel discussions but also appearances before parliamentary commissions, the monthly KOFF newsletter, and a completely restructured website.

Future Challenges

Of course not all of these developments are a result of the new strategy. They are rather the fruit of many years of work and the product of a team fine-tuned in terms of the different experiences and skills of its members. But we are convinced that the new approach and the new objectives will pay handsome dividends in both terms of internal self-awareness and the

image we project outwardly. Again, it remains to be seen whether or not these dividends will be sustainable and our long-term objectives obtainable. swisspeace also faces a number of challenges in the coming year. On the one hand, these include internal consolidation, further expansion and financing and on the other, optimization of the potential synergies between research and application in the field, so as to increase the way we can influence an effective peace policy at the stages of conception and implementation.

Executive Management:

Laurent Goetschel

Heinz Krummenacher

Anita Müller



In its first year of existence the «Peacebuilding Analysis & Impact» program received many mandates, imparted knowledge and provided its own stimulus. The focus of the program is on the development and transmission of civilian peacebuilding methods. Progress has already been made in the core areas – conflict analysis and project design, evaluation and impact assessment – which have been made accessible to a wider circle.

The aim of the program and its two main working areas «results-oriented design» and «impact assessment» is to further develop civilian peacebuilding methods and to spread their use among practitioners both at home and abroad.

Conflict analysis instruments

In the first working area the priority is to focus on instruments of conflict analysis, which are easy to use by practitioners in their routine work since they identify the «key driving factors» and the «key driving actors» in a given conflict context. In order to build on a sound analysis and to subsequently anchor results-orientation and effectiveness into a project design, the program worked with the instruments of «Reflecting on Peace Practice» (RPP). A number of training courses on these methodological aspects were held in 2010. These included a one-week course within the post-graduate studies program on developing countries (NADEL) at the Swiss Federal Institute of Technology Zurich on the subject of peacebuild-

ing in the context of international cooperation; a training and strategy workshop for peace organizations from the South Caucasus and an RPP training course at the Academy for Conflict Transformation in Germany. In the framework of KOFF a three-day training course entitled «From Analysis to Strategy» was carried out for Swiss member organizations.

Conflict sensitivity and evaluation

The second priority area focuses on questions of conflict sensitivity and peacebuilding evaluation. Conflict sensitivity is a key theme of KOFF. Questions in this area were more frequently addressed in 2010 in relation to specific country contexts. This provided an important stimulus for Swiss organizations, which are active in these contexts. One example is the «Gaza Conflict Sensitivity Assessment», which KOFF initiated together with the Swiss Gaza NGO Coordination. Internal lines of conflict and cooperation were identified on the basis of detailed expert interviews in Gaza. Their relevance for and interaction with international support projects was subsequently analyzed. The analysis showed options for preventing the increasing fragmentation and internal divisions in Palestinian society. This assessment provides an important input for the joint strategy discussion facilitated by KOFF, which a number of NGO members have launched regarding their work in Gaza.

As for the evaluation of peacebuilding projects, progress has been made in this

area on several levels. swisspeace was able to further refine its evaluation expertise with project evaluations in the Philippines, the South Caucasus and Rwanda. In 2011 swisspeace will continue to work on the conceptual challenges involved in impact assessments. We will do that for example through a stronger link to conflict analysis, theories of change as well as robust indicators to assess an intervention's value and worth. Furthermore, in the year under review KOFF experimented with innovative evaluation formats. We designed and supported an internal evaluation of the peace program of the Federal Department of Foreign Affairs (FDFA) in Burundi with an innovative process design. It became clear that the evaluation format chosen does have considerable potential for confidential learning processes and for the pooling of expertise and decision-making responsibilities. In addition to the consultancy mandates mentioned above, the program conducted a number of training sessions on impact assessment and evaluation; one example being the Swiss Peacebuilding Training Course of the Swiss Expert Pool for Civilian Peacebuilding. Furthermore, KOFF offered again a training seminar on «Evaluating Peacebuilding Projects».

Well prepared for the future

Despite being new, the «Peacebuilding Analysis & Impact» program has already undergone some staff changes. A change of leadership occurred in August and in October a new colleague and an additional associate joined the team, which is

now well prepared to meet the challenges of the new year head on. It is already clear that we will focus even more on applying our thematic priorities in the framework of specific country contexts – Lebanon, Palestine/Israel, Sudan and Liberia, in particular. Efforts to promote shared learning among practitioners will continue and be further intensified.

Roland Dittli
Head of Peacebuilding & Analysis Program



Statehood & Conflict: New Program Now Well-Established

The «Statehood and Conflict» program was created in January 2010. It takes research into the role of states in conflict and post-conflict contexts, which has been conducted since 2005 under the aegis of the NCCR North-South, one step further. What is the relationship between armed violence, civil war, conflict and nation building? What form of intervention should take place in post-conflict situations in an effort to help rebuild the state? These are the questions addressed by this program for the purpose of research as well as application in the field.

Since the end of the Cold War governance of so-called «fragile» or «failed» states has been an important topic. The countries of the South are often measured on the basis of the very normative model of the West. It is essential, however, to go beyond the purely normative diagnosis that classifies these countries in relation to their degree of «fragility» and apply the appropriate label. It is far more important to attempt to understand how these states function and how power balances are negotiated in the context of pluralism in legal and political systems.

Networking research

Ten researchers in Switzerland and partner countries have been looking into various aspects of this concept in the framework of the NCCR North-South and through a ProDoc Project supported by the Swiss National Science Foundation. Two doctoral theses dealing with the

Ivory Coast were completed during the year. One, defended at the University of Basel, traces the political history of the concept of citizenship while the other at the University of Bouaké (Ivory Coast) undertakes a sociological analysis of the «Jeunes Patriotes», a network of youth organizations supportive of President Laurent Gbagbo. A team is taking research on this country a step further with a study on the re-establishment of the state in three cities that were under rebel control from 2002 to 2007.

We continued to follow the situation in Sudan during the year, notably with regard to the proposed independence of South Sudan in 2011. One doctoral student looked at the new balance of power in South Sudan on the basis of a case study on the province of Northern Bahr el Ghazal. Another study deals with the question of conflict in Darfur and notably the «Save the Darfur» campaign and its appropriation by the various actors in the conflict. The question of international norms and their application is also the focus of doctoral research on transitional justice and its influence on the reconstruction of the state after the end of the civil war in Burundi.

The local impact of decentralization and ethnic federalism in Ethiopia has been a topic of research for a number of years. Due to the sudden death of an Ethiopian doctoral candidate, it has not been possible to conclude the study on decentralization in the Oromia region as planned.

Some of the findings will, however, be published in the form of research papers. A new doctoral candidate and one post-doctoral researcher are looking at the ways decentralization is being negotiated in an urban context in an effort to further advance research in this area.

Furthermore, a doctoral candidate at Geneva's Graduate Institute of International and Development Studies is doing research into the extent to which campaigns to combat poverty in Bolivia and Peru have been able to improve the position of women in society. Two former NCCR North-South doctoral candidates are currently working on the institutional aspects of conflicts over natural resources in the Horn of Africa and East Africa.

Dissemination and exchange with practitioners

All of this research has been the subject of a variety of presentations at scientific colloquia and meetings of experts. The academic journal «Development and Change» produced a special issue under the title «Negotiating Statehood. Dynamics of power and domination in Africa», which is due to appear in book form in April 2011. Thanks to the association agreement with the University of Basel, students are kept up to date on these research findings through regular teaching assignments.

The «Statehood & Conflict» program has so far been active above all within research, but its efforts are by no means

limited to that field. The consulting mandate for traditional authorities in Sudan, which swisspeace received from the Political Affairs Division IV (PA IV) of the Federal Department of Foreign Affairs (FDFA), was renewed in 2010. Moreover, a doctoral student working on South Sudan has received mandates from the United States Institute of Peace (USIP), the Rift Valley Institute and the NGO Concordis. The Sudan Platform on the swisspeace website is increasingly serving as a point of reference for this country.

In addition to these activities contacts were established in 2010 with the Swiss Agency for Development and Cooperation (SDC), PA IV and various KOFF non-governmental organization members in an effort to establish an exchange platform between research and practice.

Didier Péclard
Head of the Statehood & Conflict Program



Dealing with the Past: a Holistic Approach to Address the Legacy of Violent Conflict

The «Dealing with the Past» approach adopted by swisspeace is comprehensive from both a theoretical and practical perspective. The focal point of activities in 2010 was on providing support to the Federal Department of Foreign Affairs (FDFA) and KOFF member organizations. In the framework of a research project, the relationship between Dealing with the Past and state building in Burundi was examined.

In October 2010, swisspeace organized and moderated a public event entitled «Seeking Justice, Building Peace» in Bern with a panel of renowned experts before a large audience. For years, discussions on the relationship between justice and peace have produced animated debates, but without making much progress. After the Bern event, however, the panelists – two directors of international human rights organizations, a mediator, and a representative of the FDFA – felt that the debate had acquired a «new quality». This time a creative effort was made to see how human rights activists and mediators could support each other in peace negotiations, rather than pitting their own demands against each other. A holistic approach to dealing with injustices and massive human rights violations makes it possible to rethink old questions and take a fresh look at conventional approaches.

Consulting the Federal Department of Foreign Affairs

In its work in addressing the legacy of violent conflict, swisspeace has placed considerable emphasis on developing a holistic approach to «Dealing with the Past» (DwP). While acknowledging the importance of judicial mechanisms and criminal sanctions for those responsible for war crimes and crimes against humanity, it also points to other areas of importance when it comes to responding to the needs of victims and society at large after violent conflict with a view to ensure that past injustices are not repeated. In this regard, swisspeace has been cooperating closely for many years with the Political Affairs Division IV (PA IV) of the FDFA. In 2010, the main format of this cooperation was again a mandate, in which swisspeace offered support to the activities of the FDFA in the framework of its KOFF project (see pages 18-19). The focus was on support of the PA IV Balkans program with respect to «Dealing with the Past» in Kosovo in particular, but also on measures to extend and develop the relevant expertise in the region (capacity-building).

Training for practitioners

Among the concrete activities undertaken in support of the FDFA in 2010, the conceptualization and implementation of an Advanced Learning Course in «Dealing with the Past» occupied a prominent place. This course, consisting of two one-week on site modules and a virtual module, was designed for PA IV regional program staff, members of the Swiss Expert

Pool for Civilian Peacebuilding as well as select representatives of governmental and non-governmental organizations from conflict zones. Participants were given a unique opportunity to discuss conceptual questions with well-known international experts, including Richard Goldstone, Yamin Sooka and Carlos Castresana, and to deal with concrete challenges of their current work in the field. The course now has its own website (www.dealingwiththepast.ch) which services a community of practitioners. Due to the high level of interest generated and the positive evaluation it received, the course will be offered again in 2011.

Members of the swisspeace team also conducted a number of additional workshops and training courses on different aspects of DwP. This included a training session specifically on the needs of children and youths in dealing with the past designed for KOFF member organizations. At the behest of the «World Peace Academy», swisspeace conducted a week-long module on DwP as part of its «Master of Advanced Studies in Peace and Conflict Transformation» program at the University of Basel.

Further development of research

Research for a dissertation, focusing on the roles of various actors in the tense situation between dealing with the past and the process of state building in Burundi, is currently underway. A swisspeace PhD student spent six months in Burundi in 2010, interviewing local poli-

ticians and analyzing election campaigns to discover the extent to which the political parties made use of the two planned mechanisms – the Truth and Reconciliation Commission and the Special Tribunal – to mobilize voters. She also gave a lecture on «Power and Words: Power Constellations and Discourses in Transitional Justice Processes» at a conference in Marburg. Another member of the team contributed several articles for a special edition of the FDFA magazine «Politorbis» on DwP. swisspeace is planning to develop its work on DwP significantly in the future and introduced the first measures for this purpose at the end of 2010 by creating a new post-doctoral fellowship in the field.

Jonathan Sisson

Head of the Dealing with the Past Program



Support for Mediators in Peace Processes

The swisspeace Mediation Program focuses on providing support to mediators and parties to a conflict in their efforts to find constructive solutions at the negotiating table. Research, training, networking and direct contributions to on-going mediation processes were among the priorities in 2010. The Mediation Support Project (MSP) – a joint endeavor of swisspeace and the Center for Security Studies of the Swiss Federal Institute of Technology Zurich (ETH-Zurich) – above all supports the mediation efforts of the Federal Department of Foreign Affairs (FDFA).

Peace agreements between warring parties do not appear from nowhere. To conclude such an agreement and implement it successfully, there is often need for an impartial mediator to support the parties to the conflict in their efforts to find a solution. These peace mediators increasingly receive support from professional units, so-called «Mediation Supporters», who remain in the background and provide a wide range of services that make it possible to improve the quality of mediation activities. What concrete results did swisspeace achieve in 2010?

Support for on-going mediation processes
MSP has increasingly been called upon to provide support for on-going negotiation processes. Some of the conflict parties are

advised on strategy, and individual coaching is provided on how to cope with difficult negotiating situations. While in many cases these activities are handled with the utmost discretion, others take place in the limelight. An example of the latter was the request to provide support for the UN Mission in Nepal in 2010. In some cases MSP experts have been co-opted directly onto mediation teams. One expert for example acted as personal adviser to a UN mediator involved in peace negotiations in a particular African conflict on a regular basis. Most of these activities continue in 2011, for indeed advisory services of this kind play an important role throughout the whole peace process.

Training

The Mediation Program also offers further training for mediators and mediation experts. The two-week «Peace Mediation Course» for 25 trainee mediators held in the spring of 2010 was the third of its kind, and marked a new training highlight. Topic- and country-specific capacity building events were also provided during the year. For example, a training was provided to 115 local mediators in Guinea Conakry enabling them to make worthwhile contributions to the prevention of violence during the presidential elections of the summer of 2010. MSP also organized an intensive two-day mediation simulation of the Middle East peace process, enabling Swiss diplomats and ambassadors to learn more about mediation activities.

Networking of mediators

Mediators active in different geographical and thematic contexts should be able to learn from each other and benefit from it. It was with this in mind that MSP founded the «Mediation Support Network» several years ago. It now includes 15 member organizations. The Network met twice in 2010. In spring at a meeting in Sweden the focus was on how best to strengthen mediation capacities within the existing organizations. Towards the end of the year members met again in Geneva to exchange experiences on the subject of the evaluation of mediation activities. Further meetings are planned for the coming year with MSP acting as the Network's secretariat. In addition to the activities mentioned above MSP organized two roundtable discussions with swisspeace and contributed to a number of international workshops and conferences.

Applied research

The aim of applied research is to gain insights into the mediation activities of the past in order to improve the quality of on-going and future processes. During the year under review MSP developed guidelines for the post-deployment debriefing of mediators. This document has since been published by the United States Institute of Peace (USIP) under the title «Debriefing mediators to learn from their experiences». Furthermore one of the issues in the «Peace Mediation Essentials» series was devoted to the role of private sector actors in mediation pro-

cesses, and another to the subject of decentralization in peace negotiations.

Many of the mediation activities of 2010 were conducted in the framework of MSP in close co-operation with the Center for Security Studies (ETH-Zurich). All concerned seem to be extremely happy with MSP. An external evaluation of MSP's activities over the past five years is planned for 2011 in an effort to further strengthen these activities. MSP will also be playing a key role in the mediation efforts of swisspeace in the years ahead. There will also be an increasing number of activities outside this project framework.

Matthias Siegfried
Head of Mediation Program



How Business Actors Can Support Peace Processes

The Business & Peace (B&P) program remains committed to generating new knowledge on how business actors can support peace processes. In 2010, the program concentrated mainly on the conclusion of a research project on the role of business actors in mediation processes. Based on these findings, a new project on the specific role of Swiss companies in peace processes was launched. The main goal of this research project on the private sector in peace promotion seeks to understand the advantages, disadvantages and determinants of corporate engagement in peace promotion.

Business Actors in Mediation Processes

A research project was conducted by swisspeace's B&P program and Mediation Support Project (MSP) with the aim of gaining new knowledge on corporate support in mediation processes. The findings of this study were discussed in a workshop together with international experts and members of the government. As a result of this project, two outcomes emerged: a swisspeace Working Paper «Money Makers as Peace Makers. Business Actors in Mediation Processes» and a Peace Mediation Essentials on «Business Actors in Mediation Processes». The results show that private business actors have an important role to play in Track 1 mediation processes by providing resources, expertise and networks as well as by lobbying for peace. This project was funded by the Swiss Federal Department of Foreign Affairs' Political Affairs Division IV (PA IV).

Role of Swiss Companies in Peace Processes

Based on a study on business actors in mediation processes, swisspeace's B&P program and MSP worked on a follow-up research study on the role of multinational Swiss companies in peace processes. The aim of this study was, on the one hand, to sensitize businesses on their role in conflict zones and on the other hand, to find out how businesses can develop activities that engage positively in these zones. The project is funded by PA IV.

Private Sector in Peace Promotion

As a research project within the NCCR North-South, this project seeks to improve the understanding of the advantages, disadvantages, and determinants of corporate engagement in peace promotion and to generate evidence-based recommendations for peace practitioners. Working together with the NCCR South Asia Regional Office in Kathmandu, the project is comprised of two PhD studies: one within swisspeace on Sri Lanka and the other on Nepal and three shorter case studies on El Salvador, North East India and Sudan. In 2010 initial field research was conducted in Sri Lanka, Nepal and North East India.

Andrea Iff
Project Coordinator Business & Peace



swisspeace has moved determinedly forward with research in three key areas: «Environmental Conflicts», «Statehood» and «Business & Peace» in the framework of the National Centre of Competence in Research (NCCR) North-South. Furthermore, important steps have been taken for the establishment of a Graduate school between the universities of Basel, Bern and Zurich.

swisspeace has been a member of the National Centre of Competence in Research North-South (NCCR North-South) since 2001. This interdisciplinary network of researchers and institutions stretches over four continents and is investigating new conceptual and operational approaches for the promotion of sustainable development. It is financed 50% by the Swiss National Science Foundation (SNF) and 50% by the Swiss Agency for Development and Cooperation (SDC).

Research projects with practical relevance

The three projects «Environmental Conflicts Revisited», «Negotiating Statehood in Post-Conflict Africa» and «The Role of the Private Sector in Peace Promotion» have had a successful first year of research. All openings for doctoral candidates have been filled and the research is moving forward. swisspeace also participated in a small climate change research project.

The international review panel of the NCCR met in Ethiopia in September 2011. Particularly worth mentioning is an event that should make it possible to translate research results into political practice and which also involved high ranking participants from the Ethiopian administration.

University networking

In the summer of 2010 the three universities of Basel, Bern and Zurich signed an agreement founding the International Graduate School North-South (IGS North-South). Laurent Goetschel was delegated to the IGS School Board by the Rector of the University of Basel and elected to the directorate. Thus swisspeace as an associated institute of the University of Basel is well placed to make a significant contribution to the development of NCCR North-South structures as well as to further research projects. In the second half of the year first steps were taken in the framework of IGS North-South to create an interdisciplinary doctoral program at the Faculty of Humanities of the University of Basel, in which conflict questions play an important role. Coordinator for it will be Didier Péclard, who heads the swisspeace «Statehood & Conflict» program.

Laurent Goetschel, Program Director
Christine Schenk, Project Coordinator



The Center for Peacebuilding achieved its strategic objectives in the year under review with a variety of activities. These included the consolidation of gender and conflict-sensitive program management, capacity building for member organizations, and vivid dialogue between the relevant Swiss actors on the challenges involved in peace policy. KOFF is supported by the Federal Department of Foreign Affairs (FDFA) and 49 Swiss non-governmental organizations.

Cooperation with non-state members developed further in 2010. Besides shorter consultations, there were also two major mandates requiring the evaluation of two peace projects – Rwanda/Caritas and Caucasus/HEKS. This has enabled KOFF to improve methodological inquiry into Impact, Conflict-Sensitive Program Management, and Dealing with the Past efforts in real contexts and to make KOFF member organizations and in-country partners aware of the issues involved. Our training series also helped to focus members' attention on these matters.

Closer cooperation

KOFF has also stepped up exchanges with peace organizations active as human rights observers, which accompany human rights defenders. These would like to integrate questions of Impact and Dealing with the Past more fully into their programs. In the future KOFF intends to align itself more closely with the specific mandates, approaches and working contexts of its members.

Collaboration with the Swiss Agency for Development and Cooperation (SDC) has intensified thanks to its active representation in the KOFF Steering Committee, as well as various lively exchanges with the new SDC «Human Rights and Conflict» network, and the consulting mandate on gender for SDC Humanitarian Aid, which KOFF received at the beginning of 2010. This positive dynamic is to be strengthened further in 2011 through closer cooperation in the area of training and through dialogue on important policy questions such as the involvement in fragile contexts.

Efforts in the area of gender and peacebuilding were influenced by the 10th anniversary of UN Resolution 1325 on «Women, Peace and Security». KOFF worked closely with the Federal Department of Foreign Affairs (FDFA) for the relaunch of the Swiss National Action Plan on Resolution 1325, facilitating the consultation process with NGOs, whose suggestions have to a great extent been incorporated into the new NAP. One particular highlight was the jubilee celebration, which helped to bring the resolution and its aims to the attention of a wider audience. The focus in 2011 will be on supporting the implementation of the National Action Plan.

KOFF as a dynamic platform

Inspired by the referendum in South Sudan prior to the actual vote, a number of possible scenarios were debated on the Sudan Platform. The KOFF South-East-

ern Europe roundtable series on the Roma people also proved to be unexpectedly relevant in the context of the emerging European Roma Policy. The Israel/Palestine roundtable benefited from the contribution of a prominent actor in the person of Richard Goldstone for a debate on the role of Switzerland in the convocation of a conference of signatory states. After its relaunch, the Afghanistan roundtable became an important platform for debate on the efforts of peace and development actors in fragile and militarized contexts. In the roundtables on Nepal and Sri Lanka actors from the diaspora played an increasingly important role, opening up fields for dialogue with and between diaspora groups, which were both challenging and promising.

Contribution to a coherent Swiss peace policy

KOFF has also been able to promote greater coherency in Swiss peace policy in a significant way. One event in particular, «3C and the role of civil society», organized by KOFF together with the SDC, Political Affairs Division IV (PA IV, FDF) and the Federal Department of Defense, Civilian Protection and Sport (DDPS) launched a dialogue with Swiss civil society for coherent, coordinated, complementary strategies in fragile situations. Implementing the 3C approach in the field will require both joint analysis and strategy processes and the establishment of dialogue platforms that bring together state and non-state, as well as civilian and military actors. KOFF plans to

use the momentum thus gained to launch this process in specific countries, including Sudan.

This positive dynamic owes much to the commitment shown by the KOFF team, which again underwent changes in the course of the year. Following a change of leadership in February and the departure of a long-time colleague, two new colleagues have taken charge respectively of Gender & Peacebuilding and Analysis & Impact. In the year of our tenth anniversary there will be a comprehensive external evaluation of KOFF.

Ursula Keller
KOFF Program Director



BEFORE: A Tale of Extremes – from Near Resignation to Euphoria

BEFORE lived through an emotional upheaval in 2010. First in regards to Guinea-Bissau, which suffered yet another coup d'état, but above all Guinea-Conakry, which was once again on the brink of disaster, but thanks to the prudence of certain politicians and international mediation is now back on the way to normalization.

Peace policy does not take place in a sterile operating room where everyone knows his job and everything is germ-free. On the contrary, surgeons working on peace are constantly changing their ideas on how to help the patient. Furthermore, the instruments and financial means necessary to ensure a successful operation are constantly lacking.

After the Ouagadougou Agreement of 16 January 2010 in Guinea-Conakry, there was renewed hope that the country would be able to quickly cast off the shackles of its authoritarian past. The interim government of President Sékouba Konaté and Prime Minister Jean-Marie Doré set out to make the necessary political, social and economic reforms. In this they sought both bilateral and multilateral support as well as the assistance of NGOs. BEFORE devoted its effort in particular to setting the foundation for security sector reform and for a functioning judicial and parliamentary system.

Security risk of elections

The closer the Presidential election nears, the greater the pressure, which is widening the split in Guinea society. Rather than attempting to address the structural problems of the state, the greater need was for crisis management. It was necessary to mediate between the women of soldiers and female victims of the massacre of 28 September, between Christians and Muslims as well as between Peul and Malinke in an effort to prevent an escalation of violence prior to the strongly polarized elections. For a long time it was not clear if this would succeed. There was a sigh of relief when, after the results of the election were announced, the fears of riots proved unfounded.

Experience of déjà vu in Guinea-Bissau

In contrast to Guinea there was little happening in Guinea-Bissau. The coup d'état of 1 April did little to change the basic problem of this small country, where the power elite are not really interested in peace and stability. Although the population and members of parliament alike want change, they seem only to seek their own personal gain. BEFORE does indeed support the reconciliation process launched by President Sanhá, but has made its greater involvement dependent on reconciliation being taken seriously.

Heinz Kruppenacher
BEFORE Project Director

Together with the Russian non-governmental organizations FEWER Eurasia and the Peace Mission of General Lebed (PMGL), swisspeace is implementing the «Humanitarian Dialogue for Human Security in the North Caucasus» Project (HDNC). It is financed by the Political Affairs Division IV of the Swiss Federal Department of Foreign Affairs and the Swedish Ministry for Foreign Affairs.

The project activities in 2010 continued to focus on improving the human security situation, generating jointly-owned solutions with regard to the search for missing persons, the rehabilitation of victims, and enhancing the cooperation between state authorities and civil society. This approach eventually allowed for delivering the HDNC Project's recommendations directly to the President of Russia, the Russian Security Council, and other top-level decision-making bodies further down the line.

Meeting with the Russian President

Following a roundtable in Moscow in April 2010, HDNC project representative Alexander Mukomolov (PMGL) was invited to a meeting with President Dmitry Medvedev (May 2010) and shared with him and his staff the policy recommendations, which were elaborated in the course of the humanitarian dialogue. Subsequently, these recommendations were handed over by the Russian presidential administration to the office of Deputy Prime Minister Alexander Khloponin, the presiden-

tial envoy in the North Caucasus Federal District. This resulted in the proposing of a concrete mechanism for addressing the issue of missing persons, alongside with a range of measures to prevent abductions and to reduce human security threats from a civil society perspective.

Acceptance of the Project

The Russian authorities continue to view this project in a positive light. This is due, in particular, to some tangible results which were achieved during the very constructive dialogue process. The Council under the President for Civil Society and Human Rights fully supported the humanitarian dialogue recommendations, and the authorities in the North Caucasus increased their efforts to search for missing persons and to identify the remains of victims (especially in Ingushetia and North Ossetia). The first results are visible as based on the HDNC project database of missing persons; five persons could be identified and subsequently given a dignified reburial by their relatives.

Heinz Krummenacher
Project Coordinator HDNC



Through diverse events, presentations, and participation in roundtables swisspeace was very present in the Swiss public in 2010. Together with the Annual Conference, which once again received very welcomed coverage in the media, the newly launched website and the production of a flyer helped to publicize the services of swisspeace and to project a clearer image to the outside world.

With three public events swisspeace introduced its topics and skills to an interested Swiss audience. Together with the Political Affairs Division IV (PA IV) of the Federal Department of Foreign Affairs (FDFA) swisspeace organized two well-attended events: The Tenth Anniversary of UN-Resolution 1325 «Women, Peace and Security» and «Seeking Justice, Building Peace». The Annual Conference once again received the biggest response from the public and media.

Feedback from the Media

The Annual Conference, whose theme this year was «Ballots or Bullets? The potentials and challenges of elections in conflict contexts» attracted some 200 attendees from a variety of federal offices, NGOs, international organizations and the academic world to the venue in Bern. A number of in-depth and informative articles on the conference appeared in leading Swiss newspapers, notably the «NZZ», «Der Bund» and «Le Temps». The event was also covered by a number of electronic media – Radio DRS, Radio RaBe, Radio Suisse Romande and swissinfo. It was an

excellent opportunity for the swisspeace team to put into practice the interview skills they had learned at a media training session earlier in the year. In addition to covering events journalists regularly requested swisspeace's expertise and assessment of current peace and security themes, for example during elections in the Ivory Coast or Guinea. The new flyer, printed in three languages, offers an overview of swisspeace's core themes, projects and services. It has already been used at these diverse events.

New website launched

The website has been entirely revised and appears in a fresh modern layout, which is easy to understand and navigate. Four areas now receive special attention: Dealing with the Past, Mediation, Peacebuilding Analysis & Impact and Statehood & Conflict. The user-friendly format makes it easy for users to find projects (KOFF, NCCR and BEFORE), services and country reports. The number of visitors has already increased by 10% compared to the previous year. The launch of the new website and the on-going promotional measures should again ensure a powerful wind in our sails.

In addition to the website the monthly KOFF Newsletter with a readership of circa 5,700 in Switzerland and abroad informs about important current developments in the field of peace promotion.

Christa Dold
Head of Communications

Executive Management

Prof. Dr. Laurent Goetschel

Dr. Heinz Kruppenacher

Dr. Anita Müller

Peacebuilding Analysis & Impact

Head: Dr. Cordula Reimann (to 31.07.2010)

Roland Dittli

Barbara Brank, Program Officer

Rahel Fischer, Program Officer

Sidonia Gabriel, Program Officer

Dealing with the Past

Head: Jonathan Sisson and Dr. Anita Müller

Sandra Rubli, Program Officer

Marcel von Arx, Program Officer

Statehood & Conflict

Head: Dr. Didier Péclard

David Lanz, Doctoral Candidate, ProDoc

Nora Nagels, Doctoral Candidate, NCCR

North-South

Sandra Rubli, Doctoral Candidate, ProDoc

Martina Santschi, Doctoral Candidate,

NCCR North-South

Moritz Wyss, Program Officer

Mediation

Head: Elisabeth Baumgartner (to 31.07.2010)

Matthias Siegfried

Andrea Arnold, Intern

Sara Hellmüller, Project Assistant

Vincent Hug, Project Assistant

David Lanz, Project Officer

Innovation Pool

Head: Prof. Dr. Laurent Goetschel

Dr. Andrea Iff, Project Coordinator, Business & Peace

Annina Bürgin, Project Coordinator,

Business & Peace (01.07-31.10.2010)

Rina Alluri, Research Fellow, Business & Peace

Daniela Kohler, Assistant

Christine Schenk, Coordinator NCCR

North-South

KOFF

Head: Ursula Keller

Barbara Brank, Program Officer

Roland Dittli, Program Officer

Rahel Fischer, Program Officer

Sidonia Gabriel, Program Officer

Christian Gebhart, Project Officer

Dr. Cordula Reimann, Program Officer

Jonathan Sisson, Program Officer

Marcel von Arx, Program Officer

Christa Dold, Editor KOFF Newsletter

Can Günes Deniz, Project Assistant

Vincent Hug, Intern

Gabriela Mirescu, Editor Working Paper

Céline Morgan, Intern/Assistant

Humanitarian Dialogue

Project Coordinator: Jürg Aeberhard

Christian Gebhart, Project Officer

BEFORE

Head: Dr. Heinz Kruppenacher

Giovanna Bocaccio, Intern

Nadina Diday, Project Officer

Communications

Head: Christa Dold

Lukas Krienbuehl, Intern

Central Services

Head: Irène Simouad

Tahir Cinar, IT Manager

Christine Hirschi, Finance

Gabriela Kolb, Administration

Lena Müller, Administration

Luis Patricio, Cleaning Services

Liliana Rossier, Library/Administration

Community Service

Tobias Affolter

Can Günes Deniz

Lukas Fiechter

In the year under review the following titles appeared in the swisspeace series:

Working Paper

1 | 2010: Lukas Krienbuehl:

Peace with Power-Sharing:
Under which Conditions?

2 | 2010: Andrea Iff, Damiano Sguaitamatti, Rina M. Alluri, Daniela Kohler:

Money Makers as Peace Makers?
Business Actors in Mediation Processes

Peace Mediation Essentials

Nicole Töpferwien: Decentralization,
Special Territorial Autonomy, and Peace
Negotiations

Damiano Sguaitamatti, Andrea Iff, Rina
M. Alluri, Simon J.A. Mason: Business
Actors in Mediation Processes

Additional publications by swisspeace
staff members

Alluri, Rina M. 2010. Ein neues Image
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Alluri, Rina M. 2010. Auf vermintem
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Sicht der internationalen Konfliktmedia-
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Bürgin, Annina. 2010. Privatisierung
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Neutralität, die Sicherheitspolitik und die
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Liechi-McKee (eds.) Die Schweiz und
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schulverlag, pp. 238–243.

Goetschel, Laurent (ed.). 2011 (forthcoming). The Politics of Peace: From Ideology to Pragmatism? Proceedings of the swisspeace 20th Anniversary Conference. Berlin: LIT Verlag.

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Iff, Andrea. 2010. Peace-preserving Federalism. Making Sense of India and Nigeria. Saarbrücken: Südwestdeutscher Verlag für Hochschulschriften.

Krummenacher, Heinz and Can Deniz. 2010. How International Policy Changes in Kivu are Reflected in The FAST Early Warning Data, 2002–2007. Genocide Prevention Advisory Network.

Lanz, David. 2010. Electing the Future of Sudan. Special Report, International Relations and Security Network, Swiss Federal Institute of Technology, Zurich.

Péclard, Didier and Tobias Hagmann. 2010. Negotiating Statehood: Dynamics of Power and Domination in Africa. In: Development and Change, 41(4), pp. 539–562.

Santschi, Martina. 2010. Between Community and Government: Traditional Authorities in Post-Conflict Southern Sudan. In: Tsantsa, 15/2010, pp. 108–111.

Santschi, Martina, Cherry Leonardi, Leben Nelson Moro and Deborah H. Isser. 2010. Local Justice in Southern Sudan. Peaceworks Nr. 66. United States Institute of Peace.

Siegfried Matthias and Simon Mason. 2010. Debriefing Mediators to Learn from Their Experiences. Peacemaker's Toolkit Series. United States Institute of Peace, CSS, swisspeace.

Sisson Jonathan. 2010. A Conceptual Framework for Dealing with the Past. In: Politorbis, 50, 3/2010, pp. 11–15.

Sisson Jonathan. 2010. A Holistic Approach to Dealing with the Past in the Balkans. In: Politorbis, 50, 3/2010, pp. 171–176.

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A complete list of publications together with the most important documents and a compendium of Annual Reports is to be found at www.swisspeace.org.

President

Prof. Hans-Balz Peter, Professor of Social Ethics, Hinterkappelen*

Vice President

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Hugo Fasel, Director of Caritas, Lucerne

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Ambassador Dr. Thomas Greminger, Head of Political Affairs Division IV (PA IV), FDFA, Bern (to 30.11.2010)

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Géraldine Savary, Member of the Council of States, Lausanne

Prof. Daniel Thürer, Director of the Institute of International Law, University of Zurich

Prof. Frédéric Varone, Political Science Faculty, University of Geneva

Prof. Andreas Wenger, Head of the Research Center for Security Policy of the Swiss Federal Institute of Technology, Zurich

Ambassador Claude Wild, Head of Political Affairs Division IV (PA IV), FDFA, Bern (from 30.11.2010)

Pastor Thomas Wipf, President, Council of the Federation of Swiss Protestant Churches, Bern
Wolfgang Wörnhard, Mediator, Zurich*

Salome Zindel-Staehelin, Swiss Protestant Women's Association and Swiss Catholic Women's Association, Suhr

Permanent Observer: Katharina Eggenberger, State Secretariat for Education and Research, Bern

* Member of the Committee of the Board

Scientific Advisory Board and Business Advisory Board 2010

Scientific Advisory Board

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Frankfurt

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Dr. Victor P. Schmid, Communications Consultant

Peter Stämpfli, CEO Stämpfli Ltd.

Dr. David Wartenweiler, Head of Investment Office, Horizon21

Dr. Barbara Dubach, Vice President Corporate Social Responsibility, Holcim

Financial Statement 2010

Balance (compared to previous year)

Assets (in CHF)	2010	2009
Liquid assets	840 060	868 600
Receivables	222 080	52 686
Withholding tax	704	1 194
Active accruals and deferrals	544 378	615 343
Total Liquid Assets	1 607 222	1 537 822
Furnishings	7 140	15 250
Office equipment, IT	7 475	13 419
Total Fixed Assets	14 615	28 670
Total Assets	1 621 837	1 566 492
Liabilities (in CHF)		
Obligations	196 687	139 852
Passive deferrals	1 161 336	1 210 347
Accruals	0	0
Total Borrowed Capital	1 358 022	1 350 198
Foundation capital	290 000	290 000
Losses brought forward	-73 706	-66 441
Gains/Losses	47 521	-7 266
Total Equity	263 814	216 294
Total Liabilities	1 621 837	1 566 492

Financial Statement (compared to previous year)

Revenue (in CHF)	2010	2009
Total Project Funds	3 976 441	3 536 416
Other income:		
Contribution as per Art. 16 of the Research Law	500 000	500 000
Contribution from Uni Basel	42 243	0
Donations	24 600	22 740
Personal contributions / other income	418 084	609 185
Total Other Income	984 927	1 131 925
Total Revenue	4 961 368	4 668 341
Expenditures (in CHF)		
External contracts	1 280 482	1 194 596
Personal	2 500 300	2 339 306
Other operating expenses	1 125 518	1 123 560
Financial costs	3 868	18 146
External financial costs	3 679	0
Total Expenditures	4 913 847	4 675 607
Gains/Losses	47 521	-7 266

Please note:

The 2010 Financial Statement was audited by Firma Tschumi + Partner Revisions AG and approved on May 17, 2011 by the swisspeace Foundation Board.

Christine Hirschi, Finance

Support Association: Invest in a Peaceful Future!



For more than 20 years the Support Association has been a firm pillar of [swisspeace](#). Its members provide financial and moral support to the [Swiss Peace Foundation](#) and in doing so make a substantial contribution to our efforts for a peaceful world.

The Support Association's members come from a variety of political and professional circles, including not only well-known politicians but also students, diplomats, concerned pensioners and many others. They all share an interest in the challenges facing Switzerland's peace policy and a commitment to effective peacebuilding.

Members are invited to [swisspeace](#) events on a regular basis and for discussions on peace policy issues of current interest where they can meet knowledgeable professionals. In the year under review members were invited to a discussion on the relationship between justice and peace as well as to the Annual Conference. At the Support Association's annual meeting members were able to hear from a doctoral candidate who had just returned from months of field research in Sudan talk about the background of the imminent referendum on the independence of South Sudan and whether or not it could lead to lasting peace. Another member of the team showed what the emergence of a new state in Sudan has to do with the conceptual work of [swisspeace](#) on the subject of statehood.

Making a contribution

Would you like to make a contribution to our research on political conflicts and peacebuilding? Join our Support Association! Your annual contribution (CHF 100 individual membership, CHF 50 for pensioners or students, CHF 500 for institutions) or your donation will help us to continue with our independent research, offer expert advice to peacebuilding organizations and provide information about our work. Your support enables us to take on projects that do not depend on mandates directly financed by third parties.

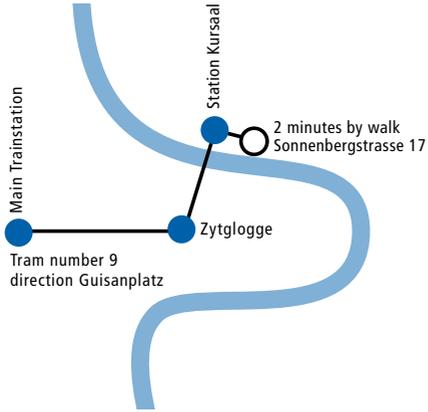
We offer members the following:

- Publications dealing with current research findings
- Invitations to events where you can meet peacebuilding professionals
- In-depth analysis of current conflicts and the relevant peacebuilding measures
- A monthly newsletter via email
- Free access to our library

For additional information you may contact us at info@swisspeace.ch or by telephone at 031 330 12 12 or you can register online at www.swisspeace.org à support us.

We look forward to your joining us! Together we can make the vision of world peace a reality.

Lena Müller
Support Association Administration



Schweizerische Friedensstiftung
Fondation suisse pour la paix
Fondazione svizzera per la pace
Swiss Peace Foundation

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