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Glossary

B&P	Business & Peace
CNOSG	Guinea National Civil Society Council
CSS	Center for Security Studies, ETHZ Zurich
DDPS	Federal Department of Defence, Civil Protection and Sport
DONOS	Doctoral Programme North-South
DwP	Dealing with the Past
EPLO	European Peacebuilding Liaison Office
ETHZ	Swiss Federal Institute of Technology Zurich
FDFA	Federal Department of Foreign Affairs
FDHA	Federal Department of Home Affairs
FEWER	Forum on Early Warning and Early Response
FORS	Swiss Centre of Expertise in the Social Sciences
GCSP	Geneva Centre for Security Policy
GICHD	Geneva International Centre for Humanitarian Demining
HDNC	Humanitarian Dialogue for Human Security in the North Caucasus
HSD	Human Security Division (FDFA) / till 1. February 2012 PA IV
HSFK	Peace Research Institute Frankfurt
ICTY	International Criminal Tribunal for the former Yugoslavia
IGS	International Graduate School North-South
KOFF	Center for Peacebuilding
MSP	Mediation Support Project
NADEL	Postgraduate Studies on Developing Countries (ETHZ Zurich)
NCCR	National Centre of Competence in Research North-South
PMGL	Peace Mission of General Lebed
RP	Research Project (NCCR North-South)
SAHS	Swiss Academy of Humanitarian and Social Sciences
SDC	Swiss Agency for Development and Cooperation
SEK	Federation of Swiss Protestant Churches
SER	State Secretariat for Education and Research
SIDA	Swedish International Development Cooperation Agency
SNF	Swiss National Science Foundation
SSTC	Swiss Science and Technology Council
UNDEF	United Nations Democracy Fund
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
USIP	United States Institute of Peace



As we know, peace policy is powerless – without power. Peacebuilding is thus at times an almost hopeless undertaking and not uncommonly fails in the face of power interests. The recent events in North Africa once again make this all too clear. Yet, peace work is not without influence. The impact is not, however, achieved through forceful intervention but through the awakening of those still under dictatorial rule or as Immanuel Kant put it in 1783 as the result of «enlightenment».

Kant defined enlightenment as «Man's emergence from his self-incurred immaturity». Enlightenment, throwing off the yoke of immaturity, cannot be achieved on an individual basis. Wide support throughout society is a prerequisite for freedom, to make public use of one's own understanding and reason. In other words the greatest possible number of actors is required to start a movement with many courageous people.

swisspeace as a practice-oriented research, consulting and educational institution has focused its activities on supporting these people. Our interdisciplinary teams work on a variety of transversal topics. The Center for Peacebuilding (KOFF), to name one, has for over a decade mainly strived to promote cooperation between Swiss non-governmental organizations and the Swiss Confederation.

In 2011 the swisspeace executive management and staff have once again done excellent work. They had not only the support of the Foundation Board and its executive committee but also of the Scientific Advisory Board and the Business Advisory Board. To all of these colleagues I would like to express my warmest thanks. The progress made by the Business & Peace project deserves a special mention. Indeed in terms of enlightenment aimed at winning the support of as many actors as possible to the peace cause and supporting their efforts to «throw off immaturity», private corporations are of central importance. Such actors often have the most intensive relationships with partners in fragile states and can achieve much for the cause of peace by adopting a conflict-sensitive approach. I look therefore forward to the swisspeace Business Conflict Check being widely accepted and implemented by the business community.

Hanz-Balz Peter
President

Stronger Partnerships and New Mandates

The year 2011 was marked by the evaluation of swisspeace's research activities with positive results and the acquisition of several important new mandates. Relations were strengthened with the University of Basel and the private sector. We have conducted negotiations with the Federal Department of Foreign Affairs (FDFA) in regard to our future cooperation. Only the loss of the BEFORE project, which could hardly be avoided, dampens the very positive results.

Unnoticed in the course of daily business, the Federal Department of Home Affairs (FDHA) made the decision at the end of the year that swisspeace will continue to receive in 2012 a subsidy on the basis of the Research and Innovation Promotion Act. The decision was facilitated by the recommendation of the Swiss Science and Technology Council (SSTC).

Another development regarding research activities was the launch of the new interdisciplinary Doctoral Program North-South (DONOS) at the philosophical-historical faculty of the University of Basel. Within the International Graduate School North-South (IGS North-South) of the Universities of Basel, Bern and Zurich this program allows doctoral education within swisspeace's research activities. Finally, the signing of a financial performance agreement with the University of Basel makes it possible to cover some overhead costs and to access «matching funds» in accordance with university regulations. This will enable swisspeace to considerably improve its cost recovery rate for research projects.

During 2011 swisspeace succeeded in acquiring some important new mandates in Switzerland and internationally. Examples include a backstopping mandate in support of Switzerland's electoral assistance activities in countries affected by conflict and a mandate to support activities of the United Nations Development Programme (UNDP) in Guinea. All swisspeace programs were able to further develop and deepen their activities. These results confirm that the internal reorganization on which we embarked in 2010 in an effort to improve the visibility of our core topics while consolidating the management of the various programs has been a complete success.



The major innovation of the year was the development of an instrument for awareness raising among business actors active in conflict areas. Taking advantage of the Center for Peacebuilding's experiences with state and non-state peacebuilding actors, the swisspeace team developed the Business Conflict Check. This tool enables companies to assess the possible consequences of their activities on the conflict context and to check if the risks have been duly evaluated. The Business Advisory Board created two years ago played a key role: members provided feedback on the product development and contributions for the annual conference on the topic while acting as moderators for presentations of the tool to representatives of the private sector and the federal administration.

In the area of communications, the communication position has been successfully filled whereas the annual conference and various events for which swisspeace served as the main organizer or co-organizer met with success. During the year swisspeace also provided expert inputs to journalists. The media presence of swisspeace's experts in the context of South Sudan's declaration of independence at the beginning of the summer was particularly impressive.

The year under review also saw the beginning of negotiations for new contracts with the Federal Department of Foreign Affairs. The objective was to take advantage of the fact that contracts of various

existing projects were simultaneously up for negotiation and therefore a coordinated approach on certain administrative and financial questions with the most important donor organization could be used. The process is ongoing but a successful outcome is within reach. These excellent prospects have been tarnished by the withdrawal of support for the BEFORE project by its most important private donor. This left swisspeace no choice but to abandon the project. However, thanks to successful bidding for related mandates, including one from the United Nations Democracy Fund (UNDEF), BEFORE will be phased out over a longer period of time.

swisspeace followed the unfolding of the Arab spring with much interest and commitment. No new projects have been launched in the region yet because our aim is not to do many projects in the shortest possible time but rather to follow our sustainable project policy based on the needs of local actors. We are convinced that this approach will continue to strengthen swisspeace's reputation and role but most importantly it will contribute to a more peaceful world.

Executive Management:
Laurent Goetschel
Heinz Krummenacher
Anita Müller



Peacebuilding Analysis & Impact: Growing International Demand for swisspeace Expertise

The Analysis & Impact Program obtained several major mandates from international organizations during the year. Support for UN organizations including UNDP, UNWomen and UNICEF has been increased. These mandates have made it possible to further develop content and deepen ongoing efforts in the area of impact assessment and evaluation. In securing a start-up grant we have taken the first step towards successfully creating specific research activities with regard to the impact of peacebuilding.

The program's core topics – conflict analysis, conflict-sensitivity, impact assessment and peacebuilding evaluation – received a great deal of attention in 2011. At the policy level these issues were boosted by the debate on the «World Development Report 2011: Conflict, Security and Development» of the World Bank. This report helped greatly to focus the attention of international actors on the need for conflict-sensitive engagement in fragile and conflict-affected contexts. These trends further encouraged swisspeace to continue the development of its application-driven instruments to ensure a better implementation of conflict-sensitivity in the field. swisspeace thus managed to considerably expand its expertise in conflict-sensitivity and evaluation for the

benefit of training courses, workshops and consulting activities. The advantages of the foundation's new matrix structure became visible. The program has indeed benefited from instruments promoted and developed within KOFF, allowing us to obtain and carry out interesting mandates. These new experiences have been used to further improve our already existing instruments.

Mandates Worldwide

Missions were conducted in West Africa, the Middle East and Central Asia for several mandates. In Liberia the focus was on supporting the United Nations in determining its plan for peacebuilding priorities for the next three years. UNICEF Liberia invited swisspeace to participate in this process as part of the external expert mission in the area of reconciliation. A number of possible intervention strategies were discussed in close collaboration with the Liberian government and coordinated with various UN bodies and civil society representatives. In the Republic of Guinea swisspeace carried out a United Nations Development Programme (UNDP) mandate in November and December to strengthen the role of civil society in conflict prevention and management. Two swisspeace consultants worked on material covering ten different aspects of conflict transformation, including modern and traditional conflict resolution mechanisms, the role of women and the role of youth. These leaflets were then made available to the National Council of Civil Society Organizations (CNOSG) to train and sup-

port its member organizations. Three evaluations of peacebuilding projects were carried out in Palestine and Israel in 2011. These enabled us to further develop our approach to evaluate dialogue and peace education projects, helping to increase their impact. In another consultancy mandate we supported the Civil Peace Service in a strategy formulation process for Lebanon. swisspeace also supported the United Nations' efforts to take into consideration the security and peacebuilding needs of women in the context of mediation processes. The aim is to ensure that women can participate effectively in negotiations. For this purpose UNWomen asked swisspeace to conduct two five-day trainings of trainers in Kyrgyzstan in Gender and Mediation. Some 30 participants from Central Asia, Russia and Georgia benefited from this advanced training course. Furthermore, the program provided additional trainings at the University of Basel, the Academy for Conflict Transformation in Bonn and in the framework of the FDFA Swiss Peacebuilding Training Course.

Launch of the program's research activities

The first successful step was taken in securing a start-up research grant from the Doctoral Program North-South (DONOS) of the University of Basel on the effectiveness and impact of peacebuilding efforts. The research project will take a critical look at the core issues of the program. Assessing the impact of peacebuilding remains a real challenge, raising

fundamental questions as to the implicit values and the basis for social change. The prospects for 2012 are excellent. We will further develop our activities on core topics and look forward to a moderate growth in staffing to enable us to deal with increasing demands while maintaining the high quality of our work.

Roland Dittli
Head of the Peacebuilding Analysis & Impact Program



State-Building in Conflict Areas

What are the relationships between violence, armed conflict and state-building? How can international actors engage in post-conflict situations in order to strengthen state-building? These questions are central to the Statehood & Conflict Program. During 2011 various research projects were continued in Africa and Latin America, while the program made a special effort to promote knowledge transfer from research to practice.

Two contrasted events in 2011 have provided a good illustration of how closely linked state-building and armed conflicts can be. After decades of civil war and a lengthy period of transition, South Sudan celebrated its independence on 9 July. Meanwhile, in the Ivory Coast, a long considered model of stability for the African continent, a new wave of violence broke out in December 2010 after the second round of presidential elections. Only when Alassane Ouattara seized power in April 2011 did the violent confrontations come to an end. In these two countries and elsewhere our research projects attempt to understand how, where and why state-building trajectories and armed conflict are interwoven.

Networked Research

In 2011 the NCCR North-South and the Swiss National Science Foundation provided financial support for ten doctoral candidates and post-doctoral researchers in Switzerland, Ethiopia and the Ivory Coast, contributing to activities of the Statehood & Conflict Program. All the research projects, despite their obvious diversity, underline the extreme complexity of state-building and the institutionalization of power relationships. This complexity tends to be obliterated, however, by the frequent use of such concepts as «fragile states».

In collaboration with the KOFF Sudan Platform the program organized on the occasion of the independence of South Sudan in July a conference in Bern, which shed light on these complex linkages. Before a large audience including many media representatives, experts from swisspeace and the Federal Department of Foreign Affairs (FDFA) together with two researchers from North and South Sudan discussed the tremendous challenges that arise with the creation of two new states – North Sudan needs to redefine itself politically and symbolically. Also discussed were possible strategies to promote stability in the whole region. The large media coverage of the conference and the general interest of the media for Sudan in the first half of the year, provided our Sudan specialists with a visibility platform for our activities. To ensure the widest possible diffusion of the results of our research in academic circles and

to confront them with other views, our researchers attended numerous international seminars and conferences throughout the year and published many articles in specialized academic journals and authored book chapters.

Useful Applied Knowledge

During the year a number of important steps were taken to better anchor the Statehood & Conflict Program in practice. In January we created an expert group on Governance and Statehood. Platform participants for exchange and reflection included researchers from swisspeace, a dozen experts from the FDFA's Human Security Division and the Swiss Agency for Development and Cooperation as well as several non-governmental KOFF members. The expert group focused on the analysis, practices of states and potential engagement in so-called fragile contexts. Two meetings in 2011 made more in-depth exchanges possible on such topics as the definition of «fragile states», the role of traditional authorities in local and national governance as well as relationships and contradictions between state-building and peacebuilding.

The mandate supporting the activities of the Sudan Desk at the FDFA's Human Security Division (HSD) was extended in 2011. The Statehood & Conflict Program also carried out an evaluation of the SDC's Decentralization and Local Gover-

nance Network in the area of electoral assistance. Furthermore, in collaboration with the Swiss electoral studies program (Selects) of the Swiss Centre of Expertise in the Social Sciences (FORS, University of Lausanne) we obtained a mandate to assist the HSD's Elections Support Desk until the end of 2012. Negotiations for a mandate to strengthen SDC's activities in the area of democratization were also concluded successfully.

Strengthened Team

The range of activities of the Statehood & Conflict Program was considerably extended in the course of 2011. Our team was therefore strengthened through a newly recruited Sudan specialist. The most important objective for 2012 is to ensure renewed financing for our research activities. We will also continue our efforts to promote exchange between research and practice.

Didier Péclard
Head of the Statehood & Conflict Program

Dealing with the Past: Focus on Archives



In 2011 swisspeace expanded its activities in the «Dealing with the Past» program (DwP) and laid the foundations for its future development. Central to these efforts was the launch of a new project, «Archives & Dealing with the Past», which led to an increase in research and teaching activities.

Spectacular pictures from Egypt after the fall of Mubarak showed activists in secret police headquarters amidst mountains of shredded paper, trying to save the remaining documents. These young men and women were aware of the explosive nature of the documents in question and the importance they may have at a later stage when dealing with human rights violations.

Awareness Raising and Consulting

Nonetheless, many peacebuilding actors do not pay sufficient attention to archives or to their importance in Dealing with the Past. This is set to change thanks to the «Archives & Dealing with the Past» project, which swisspeace has implemented in spring 2011 in collaboration with the Swiss Federal Archives and the Human Security Division of the Federal Department of Foreign Affairs (FDFA). The project aims, on the one hand, to make human rights organizations and other relevant actors aware of the importance of professional archiving. On the other hand, it wants to build a worldwide network of experts that on request will provide a wide range of support to governments, international organizations and non-governmental organizations in the constitution and protection of archives as well as in relation to questions of access and documentation. During the summer swisspeace and the FDFA organized a workshop in Zagreb for the International Criminal Tribunal for the Former Yugoslavia (ICTY). Among many issues the workshop considered ways of dealing with the legacy of the Tribunal in the countries concerned, and how to make the ICTY's public records more accessible to a wider audience in these countries, for example through the creation of information centers. Other activities in 2011 included consulting mandates related to the archival work by human rights organizations in Burundi and Tunisia.

Research and Teaching

The creation of a new research position helped to strengthen our scientific activities on Dealing with the Past. This dynamic work was reflected in various articles published in academic journals. swisspeace was also well-represented at international conferences by a post-doctoral researcher and a PhD candidate who played a prominent role in panel discussions and presentations on DwP. During the year international research partnerships were considerably expanded, while collaboration with the Oxford Transitional Justice Research Network was particularly intensive. swisspeace teaching activities included lectures on DwP at the Universities of Lucerne, Fribourg and Basel. Also in Basel we taught a DwP module at the World Peace Academy. During the course of a longer research stay in Burundi, important data for an ongoing dissertation on the tensions and contradictions between Dealing with the Past and state-building was gathered. One of our researchers worked as an adviser on a partnership project between the Universities of Zurich and Sarajevo on the inclusion of the policy of remembrance into Bosnian university curriculums.

Advanced Training Course and Discussion Forums

One of the highlights in the DwP Program's activities was the «Advanced Learning Course on DwP for Professionals», which swisspeace organized for the second time on behalf of the FDFA after the success of the previous year's

pilot course. The participants were experienced professionals from Switzerland and abroad who were already working in specific areas of Dealing with the Past. During the two-week course they familiarized themselves with the holistic approach used by swisspeace and the FDFA as DwP reference framework. The participants were also able to discuss challenges related to their own projects with renowned international experts. In addition to these training activities swisspeace organized various events; some of them KOFF Roundtables for member organizations on diverse aspects of DwP.

Outlook

In the year 2012 efforts will be made to secure long-term research funding for DwP and to expand our research activities. The dissertation on Burundi will be completed and the archives project will be further developed and consolidated. In addition to an expert conference in spring, there are various activities planned in the support of institutions in Burundi, Tunisia and other countries in relation to archives and DwP. Activities to strengthen Egyptian civil society actors' capacities in the area of DwP are also due to take place in 2012, building on contacts swisspeace made in 2011.

Anita Müller and Elisabeth Baumgartner
Heads of the Dealing with the Past Program



Positive Results from Evaluation of Mediation Program

The swisspeace Mediation Program supports mediators and conflict parties in their search for constructive solutions at the negotiating table. We work towards this goal by offering tailor-made services in the areas of research, education, networking and consulting for ongoing mediation processes.

To ensure the continuing success of the Mediation Program we underwent an external evaluation in 2011. An international team of experts focused on the Mediation Support Project (MSP), the biggest project of the Mediation Program, which has been a joint venture of swisspeace and the Center for Security Studies (CSS) of the Swiss Federal Institute of Technology Zurich (ETHZ) since 2005. The main objective of the MSP is to support the mediation efforts of the Federal Department of Foreign Affairs (FDFA) and to develop Swiss mediation capacities in the long-term.

Positive Results of MSP Evaluation

The evaluation, made in summer 2011, covered the mediation activities of the past five years and in particular the MSP. In the course of this meticulous process the experts conducted extensive research and interviewed our clients and partners. Their conclusion was that MSP products and services of the past five years were of

high quality and generated efficiently. The research and training activities were also highly rated because they are tailored to our clients' needs and evenly balanced between theory and practice. The evaluation did, however, show that there is room for improvement in the MSP in terms of impact: Activities should be more focused rather than scattered. All in all the evaluation report found the MSP model worthwhile and recommended it to be continued in the future.

Through the endorsement for the MSP approach swisspeace feels encouraged to intensify its collaboration with the FDFA in the area of mediation and to further develop this cooperation. In the Federal Council's Message to parliament on peacebuilding for the period 2012–2016, which was approved by both chambers of parliament at the end of 2011, the FDFA expressed its interest in extending cooperation in the framework of the Mediation Support Project. The project will particularly offer analysis of mediation processes to use, for example, for the planning of future FDFA mediation commitments or to support learning processes. Furthermore, the limited resources available for the MSP are to be focused more carefully on a handful of key conflicts and mediation processes increasing our mediation services' impact in the long-term. In conclusion, the Mediation Support Project has a bright future.

Highlights of 2011: Growing Demand for Training and Support Services

The Mediation Program chalked up other notable successes in 2011. Insofar as training is concerned, we will hold the fourth two-week Peace Mediation Course in spring. Interest continues to grow for this international course – about 150 applications were received from all parts of the world for the 25 available places. Moreover, the United Nations and the European Union are increasingly interested in our training and support services. To help cope with this significant increase in demand a new Mediation Program Officer position has been created. A particularly rewarding challenge for the team was the training last autumn of Libyan dialogue experts and mediators in Tripoli at the end of the war. Another highlight of the year was the meeting of the Mediation Support Network, which we helped to organize in Helsinki and which brought together the most important actors in the mediation field in an effort to improve international coordination. As well as various roundtables and contributions to conferences our research activities included the development of a new instrument to help the detailed planning of mediation processes, regarded as very useful by mediators.

Looking Ahead

Many of our mediation activities in the year 2011 were conducted in the framework of the Mediation Support Project and in close collaboration with the Center for Security Studies. The MSP will, of course, continue to play a central role in swisspeace's mediation efforts in coming years but we also plan to further develop our mediation efforts outside of the MSP. In particular, we look forward to initiating innovative dialogue and mediation activities in conflict zones.

Matthias Siegfried
Head of the Mediation Program

Money Makers as Peace Makers?



The Business & Peace (B&P) program remains committed to generating new knowledge on how business actors can support peace processes. In 2011 the program organized two international events that brought together scholars and practitioners from all over the world to discuss the role of business in conflict zones. At the same time, the team continued the work on two research projects about Swiss multinational companies and the role of private actors in peace processes.

Joint Academic Workshop and Annual Conference

In November the B&P program organized a joint academic workshop at the University of Basel together with two academic partner institutions (CSS ETHZ and PRIF), which was followed by the swisspeace Annual Conference in Bern on the topic «Money Makers as Peace Makers? – The Role of Business in Conflict Zones». The aim of the two events was to contribute to scholarly and practitioners' debates on the activities, actions and social responsibilities of business actors. During the two events it became clear that most of the academics but also political, business and NGO leaders frame the issue as a top-down problem. They do not take into account the multifaceted perspectives of the host countries or the affected communities.

Private Sector in Peace Promotion

As a research project within the NCCR North-South, the B&P program therefore adopts a bottom-up perspective and 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. In 2011, swisspeace and its Nepali research partner conducted field research in South Sudan, Sri Lanka, Nepal and Assam (Northeastern India). The project will be completed in 2012 and the findings published in 2013.

Role of Swiss Companies in Peace Processes

Based on the study about business actors in mediation processes, the B&P program and the Mediation Support Project worked on a follow-up research study on the role of Swiss multinational companies in peace processes. The aim of this project, funded by the Federal Department of Foreign Affairs FDFA, has been to sensitize businesses on their role in conflict zones but also to find out how businesses can develop activities in order to engage positively in these zones.

Andrea Iff
Project Coordinator Business & Peace



NCCR North-South and Graduate School

swisspeace consequently advanced its research activities in 2011 in the three priority areas «Environmental Conflicts», «Statehood» and «Business & Peace» within the framework of the National Centre of Competence in Research (NCCR) North-South. The year also saw the establishment of the interdisciplinary Doctoral Program North-South (DONOS) within the International Graduate School North-South (IGS North-South).

Since 2001 swisspeace has been a member of the NCCR North-South, an interdisciplinary network of researchers and institutions stretching across four continents aimed at researching scientific and practical approaches to promote sustainable development. The network is financed jointly by the Swiss National Science Foundation and the Swiss Agency for Development and Cooperation.

NCCR Research Projects

Considerable progress was made in research relating to the three projects «Environmental Conflicts Revisited», «Negotiating Statehood in Post-Conflict Africa» and «The Role of the Private Sector in Peace Promotion». Only the «Negotiating Statehood» project suffered a setback as a result of the violence during the political crisis in the Ivory Coast between December 2010 and April 2011. After the violence ended, research activities moved quickly forward, however.

During the year all research projects attached great importance to intensifying cooperation and exchange with partners from the South. Exchange, in particular, has been promoted through a research semester in Switzerland for doctoral candidates from the South. Partners from the South also played an active role in various conferences including the swisspeace Annual Conference.

University Networking

The International Graduate School North-South (IGS North-South) was created in cooperation with the Universities of Basel, Bern and Zurich in summer 2010. The graduate school will continue its activities even after the end of the NCCR North-South in 2013. The interdisciplinary Doctoral Program North-South (DONOS) was also launched as part of IGS North-South at the University of Basel in September 2011. Within the Social Sciences Department the chairs for African studies, Islamic studies, political science and sociology participate in this program. With Laurent Goetschel as Program Director and Didier Péclard as Coordinator swisspeace takes up a leading role in the program.

Laurent Goetschel, Project Director
Myra Posluschny, Project Coordinator



KOFF: Ten Years of Commitment for Swiss Civilian Peacebuilding

In 2011 the Center for Peacebuilding (KOFF) celebrated its tenth anniversary. The lively interest and our multiple activities are a clear indication that the need for a platform for dialogue between governmental and civil society actors still exists. This was confirmed by the external evaluation carried out in spring.

The Center for Peacebuilding's anniversary provided a good opportunity for taking stock. In May KOFF celebrated its jubilee in Bern with other member organizations of the European Peacebuilding Liaison Office (EPLO). In his address, State Secretary Peter Maurer of the FDFA emphasized the central role, which civil society has and continues to play in the development of civilian peacebuilding. Representatives of KOFF and the EPLO then discussed their experiences so far and the challenges that lie ahead as conflict contexts become more complex, involving a great many actors. An external evaluation assessed systematically KOFF's performance over the past ten years and confirmed our excellent track record and relevance as a platform for dialogue and capacity building for Swiss actors in civilian peacebuilding. The results of the evaluation were taken into consideration in the new medium-term strategy for 2012-2015, approved by the steering committee at the end of the year.

KOFF and the Arab Spring

The 27 roundtables and other KOFF events attended by more than 400 participants in 2011 reflected once again the dynamic nature of KOFF's dialogue forums. They addressed recent developments with a number of events devoted to the Arab Spring, for example. The meaning and importance of current developments in terms of women rights and women's role in the ongoing transition process, was at the center of discussions with two human rights activists from Tunisia and Egypt at the gender roundtable at the end of May. The political upheavals mobilized a great many people in particular young women, which was facilitated by the political activism in the «gender blind» internet. However, in the wake of the revolutions women have again been sidelined in the political negotiation process. The ambivalence of the role played by the former First Ladies of these countries, which under the dictatorial regimes promoted reforms for women's rights, became clear. Their engagement is now being used by conservative groups to discredit achievements in the area of women's rights as «evil legacy» of the former regimes. The debates on the legal and social position of women in the new societies of Northern Africa are indeed just beginning. At another event in October, six young people from Egypt, Libya, Tunisia, Syria, Yemen and Bahrain who were in the vanguard of the revolutions discussed their experiences and their hopes for the future. The large audience was given a first-hand insight into the realities facing a new Arab generation

that is no longer willing to tolerate dictatorial regimes and believes in non-violent change. Finally in a workshop on Switzerland's engagement in North Africa, KOFF initiated an exchange between NGOs, the Swiss Agency for Development and Cooperation and the FDFA's Human Security Division in an effort to pinpoint the strategies and various priorities as well as to identify possible synergies between Swiss actors.

KOFF Develops Instruments for Fragile Situations

The debates on fragile statehood and the World Development Report 2011, which defines the triangle «Conflict, Security and Development» as a priority in transition processes, urge international actors to take responsibility and become more active in fragile and conflict-affected regions. This raises practical questions as to the appropriate methods for obtaining results in a conflict context. These policy developments have stimulated renewed interest in Do no Harm and conflict-sensitivity. Together with HELVETAS Swiss Intercooperation KOFF has developed an instrument that should make it possible to improve the integration and implementation of conflict-sensitivity in the field. These efforts resulted in a diagram entitled «The three steps to apply conflict-sensitivity in fragile and conflict-affected situations». The instrument has already been tested in various environments including Afghanistan, Gaza, Iraq and Colombia as well as in training sessions and workshops. It is to be fine-tuned and

perfected in the course of 2012. In 2012 we will above all focus on the implementation of the new KOFF strategy. The Center for Peacebuilding will thus play an even more active role in promoting new topics, continuing to address ongoing debates and constantly updating the KOFF Toolbox.

Ursula Keller
KOFF Program Director



BEFORE: Ups and Downs

BEFORE was again caught up in an emotional roller coaster in 2011. On the one hand, the team achieved a spectacular breakthrough with the successful submission of a project to the UN Democracy Fund (UNDEF) but, on the other hand, we were unable to commit the main donor to the project for the long term.

In July 2011 UNDEF informed us that the BEFORE project «Judicial Reform: Empowering Magistrate-Civil Society Collaboration for Guinea's New Democratic Future» was among 64 proposals shortlisted on the recommendation of the UNDEF Advisory Board by the Secretary-General Ban Ki-Moon. This was a major success, not only because of the number of projects in the competition (3,700) but also because our project proposal concerned Guinea, a country of rather peripheral importance at the time of the Arab Spring. At the beginning of December negotiations over the UNDEF mandate were successfully concluded and the organizational preparations for implementation were in hand. The bad news came in autumn when we learned that our American private donor of long standing Milton Lauenstein would pull out of the BEFORE project. Several reasons led to this decision, which in the medium-term could mean the end of the project. Because there was the sharp drop in the value of the US dollar, the costs of the project in Swiss francs were greatly increased. Another factor can be attributed to the dilemma with which peacebuilding work is frequently confronted: how to prove we achieve the desired

impact with projects in the area of justice and security or with the planned institutionalization of the «Women's Caravan» of 2010 in countries like Guinea or Guinea-Bissau? Milton Lauenstein no longer believes in the effectiveness of such externally driven peacebuilding efforts. Given the slow pace of the democratic transformation process in Guinea and the continuing stalemate in Guinea-Bissau, it is hard to blame him. We sincerely thank him for the many years of financial and intellectual support.

Heinz Kruppenacher
BEFORE Project Director



Progress in Dealing with the Violent Past in the North Caucasus

In 2011 swisspeace continued its work on the project «Humanitarian Dialogue in the North Caucasus» together with its Russian partner organizations Peace Mission of General Lebed (PMGL) and FEWER Eurasia. Financial support was provided by the Federal Department of Foreign Affairs and the Swedish International Development Cooperation Agency (SIDA). The Humanitarian Dialogue in the North Caucasus successfully entered a new project stage in February and has already had a significant impact in several areas of human security.

Search for Missing Persons: Strategy of Small Steps

The search for missing persons has met with some success despite difficult political circumstances. Modern technology and expertise based on international experiences make it possible, for example, to locate even poorly conserved human remains and identify them on the basis of DNA. At the end of 2011 a list compiled by the PMGL contained ante-mortem information concerning 7315 missing persons in the North Caucasus. The task we have in hand is to enable these persons to be found, exhumed, identified and given back to their families – and we are making progress, step by step.

Psychosocial Rehabilitation as the Prerequisite of a Healthy Society

Another important way of Dealing with the Past, which also has a preventive function, is psychosocial rehabilitation. At two ten-day seminars held in 2011 in the vicinity of Pyatigorsk, the administrative center of the North Caucasian Federal District, victims of conflict and relatives of missing persons were assisted in dealing with their traumas and supported in their effort to return to a normal conflict-free life.

New Focus Groups

During the year the project increased its efforts to improve human security in the North Caucasus on three new focus groups: internally displaced persons, women and young people. A roundtable discussion in Pyatigorsk with representatives from the authorities and civil society addressed the unsolved problems of displaced Russian minorities from Chechnya and Ingushetia. For the first time an exchange of views took also place in Moscow between the authorities, academia and non-governmental actors on the subject of «de-radicalization and police reform».

Cécile Druey
Project Coordinator Humanitarian Dialogue



Peacebuilding Meets with Public Interest

swisspeace was once again in the public eye in 2011 through events, presentations and the participation in panel discussions. Alongside the annual conference, which once more had good media coverage, an event on the future of Sudan following its separation into two states generated much interest.

In 2011 swisspeace saw a change in its communication team. The long standing Head of Communications Christa Dold left the organization after almost four years. Lukas Krienbuehl is carrying on her appreciated work since October 2011.

swisspeace Expertise in the Media

The annual conference in Bern on «Money Makers as Peace Makers? – The Role of Business in Conflict Zones» attracted more than 200 persons from various federal departments, NGOs, international organizations and academia. Electronic media reporting on the event included Radio DRS, Radio RaBe and swissinfo. Thematic reports and interviews were broadcasted on two national radio programs in «Rendez-Vous» on DRS1 and «Schwerpunktgespräch» on DRS4. The newspaper Der Bund published an article on the topic as well entitled «Business Plan: Promoting Peace». The Sudan conference in July (shortly before the declaration of independence of South Sudan) also enjoyed an impressive media coverage. In addition to articles in various

newspapers and magazines, the main information program of Swiss television, the «Tagesschau», broadcasted an interview with swisspeace's Martina Santschi as part of its coverage of the independence of South Sudan.

Launch of New Website

In January 2011 swisspeace relaunched its website with a new design to provide user-friendly navigation. The structure mirrors the organizational set-up with swisspeace's four core topics Dealing with the Past, Mediation, Peacebuilding Analysis & Impact as well as Statehood & Conflict. Equally visible at a glance are the various projects including KOFF, NCCR or BEFORE, activities and the countries on which swisspeace is working. The new website has attracted many additional visitors. The monthly KOFF Newsletter, another source of information on current important developments in the area of Swiss peacebuilding, now has a readership of about 5800 in Switzerland and abroad. Even after the 100th edition the continuing effectiveness of this particular communication tool continues to be underlined by much positive feedback.

Lukas Krienbuehl
Head of Communications

Executive Management

Prof. Dr. Laurent Goetschel
Dr. Heinz Kruppenacher
Dr. Anita Müller

Programs

Peacebuilding Analysis & Impact

Head: Roland Dittli

Stefan Bächtold, Program Officer
Barbara Brank, Program Officer
Rahel Fischer, Program Officer
Sidonia Gabriel, Program Officer
Sibylle Stamm, Associated Staff Member
(till September 2011)

Dealing with the Past

Heads: Dr. Anita Müller, Elisabeth Baumgartner,

Jonathan Sisson (till June 2011)

Tobias Affolter, Project Assistant
Sandra Rubli, Program Officer
Marcel von Arx, Program Officer
Briony Jones, Researcher

Statehood & Conflict

Head: Dr. Didier Péclard

Lukas Affentranger, Researcher
David Lanz, Doctoral Candidate ProDoc
Nora Nagels, Doctoral Candidate NCCR
Dr. Didier Péclard, Senior Researcher NCCR
Marco Pfister, Program Officer
Sandra Rubli, Doctoral Candidate, ProDoc
Martina Santschi, Doctoral Candidate NCCR

Mediation

Head: Matthias Siegfried

Andrea Arnold, Intern
Stefan Bächtold, Intern
Rachel Gasser, Project Officer
Sara Hellmüller, Project Officer
David Lanz, Project Officer

Innovation Pool

Head: Prof. Dr. Laurent Goetschel

Dr. Andrea Iff, Project Coordinator B&P,
Research Project Coordinator NCCR
Rina Alluri, Researcher B&P, Doctoral Cand. NCCR
Can Günes Deniz, Project Officer B&P
Andreas Graf, Project Officer B&P

Myra Posluschny, Coordinator NCCR,
Doctoral Candidate NCCR
Christine Schenk, Coordinator NCCR
(till February 2011)

KOFF

Head: Ursula Keller

Tobias Affolter, Project Assistant
Stefan Bächtold, Intern
Barbara Brank, Program Officer
Can Günes Deniz, Researcher
Roland Dittli, Program Officer
Christa Dold, Editor KOFF Newsletter
Rahel Fischer, Program Officer
Sidonia Gabriel, Program Officer
Jonas Heller, Editor KOFF Newsletter, ad int.
Lukas Krienbühl, Editor KOFF Newsletter
Gabriela Mirescu, Editor Working Paper
Sandra Rubli, Program Officer
Jonathan Sisson, Program Officer
Marcel von Arx, Program Officer

Humanitarian Dialogue

Head: Dr. Heinz Kruppenacher

Project Coordinator: Cécile Druey
Jürg Aeberhard, Consultant

BEFORE

Head: Dr. Heinz Kruppenacher

Giovanna Bocaccio, Intern
Nadina Diday, Project Officer

Communications

Head: Lukas Krienbuehl

Christa Dold (till July 2011)
Lukas Fiechter, Intern

Central Services

Head: Irène Simouad

Tahir Cinar, IT Manager
Sabine Hausher, Accounts
Christine Hirschi, Finance
Maria Hoffstetter, Administration
Lena Müller, Administration
Luis Patricio, Cleaning Services
Liliana Rossier, Library, Administration

Community Service

Jonas Heller, Oliver Shammass, Jonas Stich,
Michel Vogler

In the year under review the following titles were published in the *swisspeace* series:

Working Paper

1 | 2011: Gabriela Mirescu (ed.): Social Inclusion and Cultural Identity of Roma Communities in South-Eastern Europe

Conference Paper

1 | 2011: Andrea Iff (ed.): Ballots or Bullets: Potentials and Limitations of Elections in Conflict Contexts, *swisspeace* Annual Conference 2010

Additional publications by *swisspeace* staff members:

Alluri, Rina and Ulrike Joras, Karsten Palme, Martina Leicher. 2011. Tourismus, Frieden und Konflikt: Effekte, Strategien und das privatwirtschaftliche Engagement in der Friedensförderung. *Forschung DSF* Nr. 26, Osnabrück: Deutsche Stiftung Friedensforschung.

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Hellmüller, Sara. 2011. The Role of the International Community. In: Iff A. (ed.) *Ballots or Bullets: Potentials and Limitations of Elections in Conflict Contexts*, *swisspeace* Annual Conference 2010. Bern: *swisspeace*, pp. 59–65.

Jones, Briony. 2011. Understanding Responses to Postwar Education Reform in the Multiethnic District of Brcko, Bosnia-Herzegovina. In: Paulson, J. (ed.) *Education and Reconciliation: Exploring Conflict and Post-Conflict Situations*.

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Financial Statement 2011

Balance (compared to previous year)

Assets (in CHF)	2011	2010
Liquid assets	691 113	840 060
Receivables	194 496	222 080
Withholding tax	567	704
Active accruals and deferrals	877 105	544 378
Total Liquid Assets	1 763 280	1 607 222
Furnishings	1	7 140
Office equipment, IT	4 758	7 475
Total Fixed Assets	4 759	14 615
Total Assets	1 768 039	1 621 837
Liabilities (in CHF)		
Obligations	159 930	196 687
Passive deferrals	1 257 870	1 161 336
Accruals	70 000	0
Total Borrowed Capital	1 487 799	1 358 022
Foundation capital	290 000	290 000
Losses and profits brought forward	-26 186	-73 706
Gains/Losses	16 426	47 521
Total Equity	280 240	263 814
Total Liabilities	1 768 039	1 621 837

Financial Statement (compared to previous year)

Revenue (in CHF)	2011	2010
Total Project Funds	4 281 900	3 976 441
Other income:		
Contribution as per Art. 16 of the Research Law	580 000	500 000
Currency compensation payment of the SER	129 711	0
Contribution from University of Basel	117 990	42 243
Donations	21 055	24 600
Own contributions / other income	719 906	418 084
Total Other Income	1 568 662	984 927
Total Revenue	5 850 562	4 961 368
Expenditures (in CHF)		
External contracts	1 413 359	1 280 482
Personnel costs	2 905 174	2 500 300
Other operating expenses	1 490 394	1 125 518
Financial costs	21 661	3 868
External financial costs	3 549	3 679
Total Expenditures	5 834 136	4 913 847
Gains/Losses	16 426	47 521

Please note:

The 2011 Financial Statement was audited by PricewaterhouseCoopers AG and approved on 15 May 2012 by the swisspeace Foundation Board

Christine Hirschi, Finance



Support Association: Invest in a More Peaceful Future

The Support Association continues to serve as an essential pillar of swisspeace. Members are given insights into our activities and can make a substantial contribution to the efforts of the Swiss Peace Foundation for a more peaceful world.

As an independent research institute swisspeace gratefully relies on the financial and moral support it receives from the Support Association. In 2011 Support Association members were again regularly invited to swisspeace events, including the seminar on the independence of South Sudan and the swisspeace Annual Conference. Current peace policy topics are customary presented to the association at its annual meeting. At the 2011 meeting Roland Dittli presented his report to international donors on «International Assistance in Gaza: Aiding Fragmentation

or Unity?»), which provided members with an insight into the work of the Peacebuilding Analysis & Impact Program.

The Support Association offers you:

- Publications presenting the findings of recent research and in-depth analyses
- Invitations to events offering the opportunity to personally meet with peacebuilding experts
- An electronic newsletter on Swiss peacebuilding activities
- Free access to our extensive library

We look forward to welcoming you in our Support Association! Together we can make our vision of a more peaceful world reality.

Maria Hoffstetter
Support Association Administrator

Yes, I want to promote peace.

- I would like to become a member of the swisspeace Support Association (Annual contribution: CHF 100 for individuals; CHF 50 for pensioners and students; CHF 500 for institutions)
- I would like to make a donation to swisspeace: PC 30-25227-3
- Please send me the free Newsletter by email

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Organization

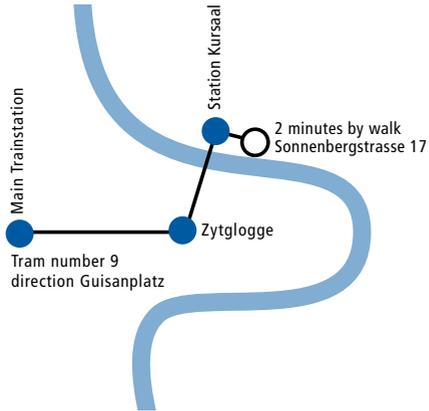
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Schweizerische Friedensstiftung
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