

swisspeace

Strategy

2021 - 2025



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Context

In 1988, swisspeace was established by 100 personalities who were convinced of the need to reflect not only on the conditions of war but also on the conditions of peace.

The founding ideas emerged out of the Cold War characterized by its absurdity of the nuclear arms race and the doctrine of mutually assured destruction governing the relations between the two super-powers. The fall of the Berlin Wall prompted the “golden age” of international peacebuilding, with the unblocking of the UN Security Council, new instruments to promote peace particularly regarding civil wars, and increased roles for civil society actors. But these developments were contingent of specific world views linked to a particular World Order. Behind the “scenery of peace”, power relations continued to structure international politics.

Today, the struggle concerning climate change and pandemics as part of a global agenda might ease tensions from time to time. International and non-international relations are nevertheless likely to become more confrontational in the years to come. Multilateralism and parts of international law under pressure, confrontations may well be characterized by less restraint. After all, militarization is also a global trend, supported by arms exports not least by Western countries. A new kind of cold war seems to have started some time ago already:

In the West, the USA are determined to remain the world’s strongest military and technological power and exercise some degree of imperialism in different ways, from the highest military spending to extraterritorial sanction policies to the support of proxies in strategic areas of the world. Questions regarding its commitment to peace arise.

In the Far East, China will continue to focus its efforts on internal consolidation as well as military and technological strength. While not defining itself as the challenger of the USA - it is the challenger and the USA

are aware of it. With its long memory, China is not inclined to see the humiliating experiences of the 19th (Opium wars) und 20th (Japanese aggressions) centuries repeated.

The member states of the European Union are not expected to succeed in building up a credible common foreign and security policy, defence included, in any near future. The EU is not consolidated enough to credibly pretend to be a political pillar of any new world order. Member States’ external actions will remain essentially linked to the neighbourhood and characterized by regular tensions with the Russian Federation.

The latter will remain a military super power keeping what it sees as the relevant environment for its security under tight control. This remains true also for so-called frozen conflicts, which might break out as seen most recently around Nagorno-Karabakh.

In the Global South, wars are continuing particularly in the Near/Middle East and in Africa, some with the potential to escalate into regional conflicts.

We consider as part of the context a lack of trust in politicians and institutions and the rise of authoritarian behavior.

What does this mean for the work of swisspeace in the coming five years? The de-escalation of conflicts and the promotion of peace will become even more relevant. But this will have to be done under more difficult political circumstances. Political sensitivity will be needed both in conflict contexts and in Switzerland, in order to prevent security debates from shifting back into Cold War rhetoric. Thanks to its competences and remembering its history, swisspeace is well equipped to tackle these challenges. The broad membership of its boards will assure that its work remains anchored and supported in Swiss administration, politics, academia, and society. The changing international context requires even more innovation and forward- looking ideas to promote peace. Through its symbiosis of excellent research with policy and practice experience, swisspeace will do its utmost to cope with the challenges ahead.

Dr. Jakob Kellenberger
President

Who we are

swisspeace is a practice and research institute dedicated to advancing effective peacebuilding. Partnerships with local and international actors are at the core of our work. Together, we combine expertise and creativity to reduce violence and promote peace in contexts affected by conflicts.

What we do



ADVISE

We support and advise local and international actors relevant for peacebuilding through an in-depth understanding of the respective contexts, proven thematic expertise, as well as innovative and tested methodologies and tools.



RESEARCH

We research topics particularly relevant for peacebuilding practice.



CONVENE

We provide spaces for exchange and dialogue to promote trust, creative thinking, and collaboration. We bring together people who would otherwise not meet.



LEARN

We learn and strengthen capacity together with our partners, applying the latest research findings and experiences from practice in a variety of contexts.



SHAPE

We shape peace policy in Switzerland and globally.

How we work

We put people at the center.

The people we work with are at the center of what we do. We understand our organization as a place to grow where we care about furthering competences and encourage personal development. The safety and personal well-being of our staff and of the people we collaborate with are of particular importance.

We apply conflict sensitivity.

We acknowledge that by working in a conflict-affected context we become part of its dynamics. Therefore, we systematically analyze potential unintended side effects and the risks of doing harm through our work. Conflict sensitivity underpins the design and implementation of our activities and guides the behavior of our staff. All swisspeace employees are equipped with the necessary resources and support to effectively walk the talk.

We apply a light footprint approach through partnerships.

The light footprint approach entails working with local partners thereby nurturing long-term partnerships with relevant organizations and academic institutions. We support our partners and ensure local ownership through flexible working procedures and agile structures. We reflect critically on the potentially negative effects of the presence of international actors in contexts affected by conflict.

We care about the environment.

We are aware that peacebuilding is increasingly influenced by climate change. Beyond our support of the Agenda 2030 and of SDG16 in particular, we assure that all our peacebuilding efforts, regarding both their content and implementation, systematically integrate a climate-sensitive perspective.

We follow a gender-sensitive approach.

We are attuned to the gendered dimensions of conflict and peacebuilding. Based on in-house expertise we strive to integrate a gender dimension into the design and implementation of our activities and recognize that masculinities and femininities are multiple.

We work globally and in selected contexts.

We work in any context where we can make a positive difference. We develop broader context programs combining research and practice in places like Syria, Palestine, Afghanistan, the Horn of Africa, Cameroon, and Colombia.

We build bridges.

In all our interactions, we are committed to building bridges between diverse actors and different sectors. This includes relations between the Global North and the Global South, between civil society, business, and the state, and between research, practice, and policy.

We work with different partners and clients.

Our most important partners and clients are the University of Basel, the Swiss Federal Department of Foreign Affairs, the State Secretariat for Education, Research and Innovation, international organizations, private sector companies, think tanks, and NGOs.

Strategic Priorities 2021-2025

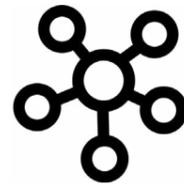


ACHIEVING GREATER IMPACT IN PEACEBUILDING CONTEXTS

We will achieve greater impact in selected peacebuilding contexts. This requires a stronger integrated approach and a network of local strategic partners.

Based on in-depth contextual understanding and high-quality thematic expertise, we can make a positive and meaningful impact through our support to local peacebuilding efforts. In a selected number of contexts affected by violent conflict, we engage comprehensively at different levels, ensuring local ownership in building sustainable and inclusive peace. We apply an integrated approach, drawing on the expertise of our teams and leveraging the nexus between practice and research, to support local partners, implement capacity- and bridge-building activities, and advise key international actors. Doing so, swisspeace will be recognized by local and international partners as a professional, responsible, and innovative peacebuilding actor.

We will foster strategic partnerships with local peacebuilding actors from civil society and academia, and engage with persons and organizations across the political, social, and institutional spectrum. With strategic partners, we will build long-term collaboration, including integrated working approaches, joint strategies, and staff exchanges. This requires swisspeace to invest in further developing context engagements and partnerships and to ensure the strategic identification of opportunities. For this purpose, we will enhance our context expertise and networks, promote an integrated work approach, and enhance operational capabilities.



BROADENING THE RESEARCH AND PRACTICE NEXUS

swisspeace strives to become the leading peacebuilding institution for peace research and practice exchange. We will set new standards in collaborative knowledge production that connects practice and research as a crucial element for our peacebuilding approach and as our comparative advantage.

To this end, we will invest in attracting and keeping an increasing number of academic researchers and scholar-practitioners. We will boost our resources and processes for practice-oriented research. This expertise will allow us to function as a hub of expertise for implementing an increased number of projects that specifically focus on research and practice exchange. We will further strengthen the use of our existing dedicated interactive formats during all stages of the research cycle and practice engagement. Furthermore, we will make use of the opportunities presented by our presence in Basel to enhance the interdisciplinarity in our work. Besides our established topics, we will further develop our new emerging topics related to digitalization, urban studies, global public health, and financing peacebuilding.



BUILDING PEACE THROUGH STRONGER CONSTITUENCY IN SWITZERLAND

We will support Basel to become visible as a “peace city” and thereby strengthen the peacebuilding constituency in Switzerland.

To achieve this, we will intensify our collaboration with the university, the canton, and civil society in Basel. The Basel Peace Forum, hosted by swisspeace, will become a center for critical international reflection and innovation in peacebuilding.

The university will become an established institution for peace and conflict research thanks to new curricula and innovative research projects. We will organize international public and private conferences at the university. As part of its host city strategy, Basel will host an increasing number of peace events. Basel will integrate “peace” into its urban identity, building on its historic experience bordering France, Germany, and Switzerland (“Dreiländereck”) and having hosted various important international political meetings in the past years. swisspeace will encourage this process working as a bridge-builder between the international, national, and local spheres to bring particularly relevant activities to Basel. swisspeace will also advise Basel in its international cooperation strategy and in becoming a sustainable “smart city”. Moving into the “Kaserne” will further enable these activities at the levels of symbols, operations, and networking. Basel politicians will support international peacebuilding through the Swiss parliamentary group for peacebuilding and in international formats. Next to Geneva, Basel will become a Swiss center for international peace policy. swisspeace will benefit from this dynamic to shape Swiss peace policy at the global level. This is particularly relevant given the aspired Swiss membership in the UN Security Council in the years 2023/24.



ENABLING OUR STAFF TO GROW AND MAKE A DIFFERENCE

We strive for a dynamic, digitalized, and flexible work environment where people are at the center of everything we do.

We will attract skilled staff, visiting scholars, and practitioners covering a diverse area of expertise and backgrounds. Our workforce contributes to an innovative and dynamic organization and will help us benefit from each other’s strengths and interests. We invest in highly motivated employees by encouraging them to generate and implement new ideas for peacebuilding. We are dedicated to creating an inspiring work environment enabling professional growth and impact.

To support our staff, our internal structures are efficient and adaptive. We follow an integrated work approach, leading to coordinated action and lean processes. We develop and realize highly pertinent projects and context programs across teams. To this end, we strengthen our project support management as well as internal communication. We further professionalize our internal processes, such as Human Resources Management, IT, and other support functions.

Mediation



INHABITING THE DIGITAL SPACE

We will explore and develop new and exciting fields of action and digital approaches to peacebuilding in all our workstreams. Guided by our insights gained from practice and research, we will make creative use of new information and communication technologies to support and enrich processes and mechanisms promoting peace and change.

As more people engage with digital technology, both peace and conflict dynamics are noticeably impacted. New ways of participation and engagement emerge, enabling an increasing number of people to partake in processes that affect their societies. Together with our partners and based on our comprehensive thematic expertise and contextual understanding, we will critically assess both opportunities and challenges such as disinformation that are associated with digital technologies relevant to peacebuilding. While pursuing and advancing new ways to promote peace and stability, we will carefully examine potential risks related to the use of new technologies such as the exclusion of certain groups of society that lack access to new technologies or data security. Ultimately, we seek to shape and promote new fields of action and responses to violent conflict that are purposeful and effective.

To that aim, swisspeace will invest in its technology infrastructure and strengthen its in-house expertise on the innovative use of information and communication technologies. These endeavors will, moreover, support our efforts to reduce our overall environmental footprint.

The Mediation team's priorities for the period 2021-2025 are:

We provide direct and sustained support in 3-4 peace processes and facilitate inclusive dialogue as part of a multi-track approach.



We support the Swiss FDFA in its good offices as one of its primary partners, notably through the long-standing Mediation Support Project, implemented together with the Center for Security Studies at ETH Zurich.



We consolidate our research team and develop new innovative research on pressing peace mediation issues, including multitrack approaches to peace processes, digital technology, gender, power-sharing, and the role of sanctions.



We provide high-quality training and coaching for mediation practitioners, civil society actors, diplomats, and conflict parties, based on practical experience, the latest research findings, and innovative methodologies.



We develop and deploy our expertise on the impact and use of social media in peace mediation, notably in the framework of the CyberMediation Network.



swisspeace's Mediation team supports mediation and dialogue in peace processes. We provide high-quality support to ongoing peace mediation and dialogue processes, giving advice to mediators and conflict parties and running inclusion formats, such as consultations with civil society actors. Our team offers dialogue and mediation training and develops knowledge products, based on critical reflections and lessons from peace mediation, negotiation, and dialogue processes. We also conduct cutting-edge research aimed at influencing scholarly debates and informing peace mediation practice.

The Mediation team supports peace processes in collaboration with others, in particular the Swiss Federal Department of Foreign Affairs (FDFA), the United Nations (UN), local groups promoting dialogue, as well as private diplomacy actors. We strive to contribute to innovation and professionalism, including through digital technology and are committed to core principles of peace mediation, such as inclusivity, impartiality, local ownership, and the primacy of peaceful means in resolving conflicts.

swisspeace.ch/mediation

swisspeace's Dealing with the Past (DwP) team supports governmental and non-governmental actors working to overcome the legacy of massive human rights violations and breaches of international humanitarian law having occurred in contexts of colonialism, armed conflict and authoritarian regimes, and to prevent their reoccurrence. We also support actors that are preparing for future DwP processes.

We accompany our partners in their processes, support them in the design, implementation, monitoring, and evaluation of DwP activities and provide capacity building on specific topics. We bring actors together aiming to open spaces for dialogue. Further, we contribute to the research-policy nexus through research projects, conferences, publications, and teaching. We seek to ensure that our work has a sustainable impact both for our partners and for the beneficiaries of DwP processes.

As a multi-disciplinary and diverse team, we take a critical stance on traditional understandings and practices of transitional justice and strive for a balance between rights-based and conflict transformative approaches to DwP to contribute to more effective conflict prevention.

swisspeace.ch/dwp

The DwP team's priorities for the period 2021-2025 are:



We consolidate our inter- and transdisciplinary research and address cutting edge topics, such as migration and health in the framework of DwP to strengthen critical thinking on current practice, contribute to academic debates and ensure cross-fertilization across disciplines and between research and practice.



We reinforce our role as a center of competence on archives, documentation, and memory. We provide significant support to 3-4 DwP processes by offering capacity building and support in information management and digital transformation, using innovative processes and tools, to promote the creation and preservation of trustworthy information and sensitive, responsible use of data.



As a leading actor on safe havens for archives at risk, we facilitate safe havens solutions, promote international and ethical standards, and establish a foundation in collaboration with the University of Basel that will safeguard information from civil society organizations relevant to ongoing and future DwP processes around the world.



We contribute to the shaping of policy and practice on disappeared persons within DwP processes, by complementing the humanitarian and human rights-based approaches with a broader perspective on DwP.

The Statehood & Conflict team's priorities for the period 2021-2025 are:

We conduct cutting-edge and inter-disciplinary research, both foundational and practice-based, to further critical academic and policy discourses on statehood and conflict with a specific emphasis on the interlinkages and dynamics between and within different spheres of governance.

We advance our advisory role for policymakers and practitioners, particularly on political transformation, institutional change, and the distribution and management of power and resources thereby promoting sustainable and context-sensitive policies and practices.

We substantially contribute to learning and knowledge creation by promoting contributions from local actors in conflict-affected contexts.

Through our academic courses, learning processes and workshops we foster critical reflections on current state-building and governance policies and practices.

We enhance the use of diverse and innovative methodological approaches and online technologies to increase interconnectedness among governance actors and experts and widen access to relevant knowledge.



swisspeace's Statehood & Conflict team focuses on state formation and state-building processes as well as governance frameworks and structures, both state and non-state, in conflict-affected contexts.

Through our practice and research, we contribute towards a more critical understanding of state-building processes and political dynamics at the multiple levels of governance. We advise local, regional, and international actors on how to effectively strengthen their strategic and programmatic approaches to promote peaceful political transformations.

swisspeace.ch/statehood

Business & Peace

swisspeace's Business & Peace team focuses on the role and responsibilities of Swiss and international companies active in fragile, conflict-affected, and high-risk business environments.

We work with local and international partners to deepen their understanding of impacts they may have on the conflict-context and advise companies, investors, and financial institutions on the risks of doing business in such environments and the respective responsibilities they hold.

We help our clients to analyze, monitor, and report on these risks, as well as, to develop systems and capabilities to prevent, mitigate, and manage them. We support businesses to go beyond conflict prevention and contribute to peacebuilding and sustainable peace. Equally, we work with governments, international development agencies, and financial intermediaries to encourage responsible business conduct and conflict sensitivity in line with international principles, standards, and guidelines to prevent business-related conflicts and human rights violations.

swisspeace.ch/business-peace

The Business & Peace team's priorities for the period 2021-2025 are:



We conduct conflict sensitivity and Environmental, Social, and Governance (ESG) related analyses for clients working or investing in fragile and conflict-affected and high-risk environments.



We support responsible business conduct and solid ESG performance in line with international principles, standards, and guidelines.



We carry out conflict sensitivity analysis and human rights risk appraisals and due diligence assessments.



We undertake applied research on these and related topics.



We offer training tailored to the needs of our clients and contribute to awareness-raising.

Policy & Platform

The Policy & Platform team's priorities for the period 2021-2025 are:

We expand our personnel resources and capacities to strengthen our profile as an incubator for upcoming topics at the interface of peace and other policy areas (i.e. gender, security, climate, migration) among members and partners of the KOFF platform and beyond.



We establish the joint learning processes as an innovative peacebuilding practice that allows to enhance the relevance and visibility of different types of knowledge, expertise, and experiences from a variety of actors in Switzerland and abroad.



We are recognized for high-quality inputs to selected peace policies and peacebuilding practice, based on exchange and joint learning among Swiss civil society organizations and their local partners, state actors and academia.



We enhance visibility and public support for peacebuilding through communication, public events, and new collaborations, for instance with the emerging network at the "Kaserne" in Basel, and reaching out to the Swiss public and politics.



We become a knowledge center connecting internal and external expertise on peace and conflict in the digital space, through research and practice on the targeted, creative, and conflict-sensitive use of technologies and digital tools for peace.



swisspeace's Policy & Platform team makes use of its unique position at the intersection of diverse topics and actors from the Swiss Platform for Peacebuilding KOFF and beyond, to shape peace policies and peacebuilding practice.

We facilitate exchange and joint learning processes on relevant topics and peacebuilding contexts and feed the results into policy dialogue with Swiss state institutions and civil society networks, as well as Swiss policy makers and parliament. We make use of different types of knowledge, expertise, and experiences at the KOFF platform and beyond, translate them into policy-relevant content, and explore how academic research can support this endeavor.

To increase visibility and public support for peacebuilding in Switzerland, we organize public events and communicate proactively about peace, conflict, and violence in the KOFF online peacebuilding magazine à propos, print and audiovisual media, and social networks. Further, we engage in the targeted, creative, and conflict-sensitive use of technologies and digital tools, while combining them with successful offline activities and critically assessing and mitigating the associated risks.

swisspeace.ch/pp
koff.swisspeace.ch

Peacebuilding Analysis & Impact

swisspeace's Peacebuilding Analysis & Impact (PAI) team is the methodology innovation hub of swisspeace. Research and practice insights shape our cutting-edge approaches, which help our partners and clients to improve analysis, management, and learning processes to ultimately increase the effectiveness and positive impact of their peacebuilding and development work in fragile and conflict-affected contexts. We are at the forefront of advancing conflict sensitivity and adaptive management both in research and policy as well as in institutional practice. As part of a network of like-minded peer organizations, we shape global discourses and knowledge generation in these thematic areas. Our critical research and practice-oriented expertise underpin our expert support and capacity building services.

The focus on methodology and impact intersects with political, policy, management, and context discourses, providing us with the necessary entry points to engage a broad spectrum of actors from the governmental, non-governmental, and private sectors. Our thematic focus and expertise enable us to include also non-traditional actors such as international financing institutions and development banks into the peacebuilding debate.

swisspeace.ch/pai

The PAI team's priorities for the period 2021-2025 are:



We promote the enhanced use of conflict- and complexity-informed working approaches for an increased positive impact in fragile and conflict-affected contexts.



We support the establishment of innovative multi-stakeholder conflict sensitivity facilities in an increased number of countries.



We expand and strengthen long-term partnerships with research organizations, universities, and practice organizations to increase peacebuilding activities in the swisspeace priority contexts.



We broaden the research and practice nexus through an increased number of projects and partnerships that focus on researching the ethical and power dimensions involved in knowledge production and use in fragile and conflict-affected contexts. We will generate lessons for international actors on ways to holistically strengthen knowledge ecosystems in such contexts.



We use the potential of digital innovation, technology, and social media for better conflict analysis methodologies and enhanced peacebuilding impact.



We bring topical debates from our priority contexts closer to Basel and its university and become a central platform of expertise in Switzerland for the promotion of adaptive management of aid in complex conflict environments.



We act increasingly as an internal hub of expertise for adaptive management and conflict sensitivity and thereby contribute to the effectiveness and positive impact of swisspeace activities.

Continuing Education

The Continuing Education team's priorities for the period 2021-2025 are:

We increase our reach in equipping peacebuilding actors from conflict contexts by offering courses and providing critical learning and reflection spaces through on-site courses in Basel and conflict-affected contexts and increasingly through virtual and blended course formats.



We expand our course offers with new courses on relevant and new topics taught by highly experienced experts from different contexts.



We offer new course formats for the interested public in Basel and Switzerland to get acquainted with peacebuilding topics and challenges in different contexts around the world.



We develop a strong peacebuilding learning and practice community that shares knowledge during, between, and after courses.



swisspeace's Continuing Education team offers high-quality peacebuilding courses for practitioners at different stages in their career. We offer courses in collaboration with the University of Basel in Switzerland, in conflict-affected contexts and the virtual domain. Our courses draw on swisspeace's practice experience and research expertise. They bring together peacebuilding practitioners and experts from different contexts and provide a platform for learning, reflection, and exchange. Our team combines state-of-the-art on-site, virtual, and blended learning expertise. It thrives on applying innovative teaching and training formats to enhance the learning experience of our course participants.

swisspeace.ch/courses

Communication

swisspace's Communication team builds bridges between the organization and its external audiences. We make swisspace's knowledge and experience accessible and available to a broader public, thereby enhancing our visibility in and beyond Switzerland.

Within the organization, we open and introduce spaces information and knowledge exchange. Therefore, we develop and test new ideas and promote the use of creative tools and channels. We foster a thriving and inclusive organizational culture.

swisspeace.ch

The Communication team's priorities for the period 2021-2025 are:



We will increase the visibility of peacebuilding and related topics in Basel and Switzerland by continuously developing new formats and channels, fostering exchange and collaboration, establishing new collaborations with the media and the public, highlighting our strategic priorities through the Parliamentary Group, and promoting our continuing education offer in partnership with the University of Basel.



Our external communication will be tailored to our various target groups, reflecting the values and identity of swisspeace. We will establish ourselves as a center of competence, advising our colleagues and partners regarding communication in peacebuilding.



We will strengthen internal communication by informing adequately, professionalizing processes, ensuring a common understanding, underpinning corporate identity, and improving knowledge management.



We will cultivate our organizational culture, support teambuilding, and critically reflect on existing channels and formats for internal communication. To ease internal communication, we stay informed about new communication technologies and support our staff in using them.

Basel Peace Forum

The priorities of the Basel Peace Forum for the period 2021-2025 are:



We will strive to increase the forum's visibility to a global level and ensure its relevance across different cultures. By collaborating and engaging with persons and organizations in different contexts, we envision long-term strategic partnerships with external platforms. Selected side events are outsourced to the latter, which will provide us with an opportunity to engage closely with international partners. Locally, we will increase the visibility of peacebuilding and related topics in Switzerland and support Basel's endeavor of transforming itself into a "City of Peace".



Not only will the Basel Peace Forum become more international and interdisciplinary, but also more agile and dynamic. With each edition, we will enlarge the event's outreach, test innovative ideas and new elements, and sharpen its profile.



By bringing together leading experts from different backgrounds and various parts of the world, we will further inspire innovative ideas and offer a unique face-to-face and virtual networking opportunity. The close interaction between practitioners and researchers is of particular importance.



We use the Basel Peace Forum as a playground to test new information and communication tools, creative formats, and interactive collaboration methods. The results and experiences feed back into swisspeace's learning process on digitalization.



Internally, the organization of the Basel Peace Forum fosters exchange, cooperation, and learning across different teams and constitutes a unique possibility to work jointly on an important project of high visibility.

The Basel Peace Forum is a center for critical international reflection and innovation in peacebuilding. By bringing together leading experts from academia, business, civil society, politics, diplomacy, and arts, we open and introduce spaces to inspire, generate and discuss new, innovative ideas related to peace and conflict.

The Basel Peace Forum is pioneering in its nature. It is the leading forum in the world to reflect on peacebuilding in an interdisciplinary manner and to foster global impact by collaborating with relevant partners and external platforms.

basel-peace.org