Improving conflict prevention and transformation

2015 Annual report
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In 2015, the United Nations reviewed the state of progress towards achieving a culture of conflict prevention, a goal it had set itself ten years before. The outcome was modest, which makes it all the more important to continue fostering this culture. There is reason to hope that efforts are being stepped up in this respect. That was the impression given by the Director-General of the United Nations Office at Geneva in his speech at the Annual Conference of the Swiss Peace Foundation. He also took this opportunity to express his appreciation for all the work done by swisspeace.

The year under review was marked to a significant extent by the elaboration of the swisspeace strategy 2016 – 2020. After its adoption in December, the Foundation Board noted that the efforts taken had paid off. The Foundation remains an institution conducting demanding research activities and driven by the mission to help prevent conflicts and promote peace. The thematic programs have been narrowed down to three: mediation support, dealing with the past and statehood. Added value has further been identified as the key criterion when it comes to selecting a small number of projects. An initiative set up with Syrian civil society could, although still in its early stages, be regarded as a prime example of the spirit in which swisspeace works. The Foundation is paving the way for dialog between representatives of civil society and expects them to work together to develop appropriate political approaches. The aim is to help find solutions based on respect and the indispensable conflict sensitivity, with no intention of leaving a deep swisspeace footprint on this process.

Jakob Kellenberger
President of swisspeace
Looking to the future

In 2015 swisspeace revised some of its key strategic foundations and took targeted measures to promote networking at national and international level. Furthermore, a new research project was launched while the first steps toward strengthening Syrian civil society were taken.

The strategy 2016 – 2020 is designed to bring swisspeace closer to conflict contexts and further enhance the professionalism of the organization. By developing country programs, swisspeace aims to play an active role in conducting research, providing advice and offering training courses on various topics within the same context. We are hoping that this will generate new knowledge about the interactions of peace processes and add to our staff members’ wealth of experience.

In Bern, we restructured our central services and took important steps to optimize our administrative and financial processes. Meanwhile, in Basel, swisspeace moved into offices at the university, close to the Department of social sciences, which is also where we offer our training courses. In addition, in June 2015 the Foundation’s research planning for the period from 2017 to 2020 was submitted to the State Secretariat for Education, Research and Innovation (SERI). It foresees a slight increase in funding and the incorporation into the research plan of the University of Basel.

Resolute efforts were made to promote networking in Switzerland, with swisspeace establishing a politically broad-based parliamentary group on peacebuilding. The purpose is to ensure that the topic gains visibility in discussions on the integrated dispatch to parliament on Switzerland’s international cooperation. Our new «Policy & Platform» program was also set up with the aim of working on and with networks involved in peacebuilding in the global North and South.

In the context of the Syrian civil war, swisspeace focused its activities on strengthening actors from civil society. A process was launched to create a Syria project, to be supported by swisspeace in collaboration with the Norwegian Peacebuilding Resource Centre. The pages to follow offer insights into our various other mandates, research projects and courses. An item that merits a special mention is the grant awarded by the Swiss National Science Foundation for a three-year research project on the role of norms in mediation, as does the appointment of our colleague Briony Jones as a professor at the University of Warwick. In return, we welcomed David Lanz as new head of the Mediation program.

Matthias Boss and Laurent Goetschel
Executive Management
Strengthening the position of civil society in the Syrian conflict

War has now been raging in Syria for over five years, claiming around 250,000 lives and forcing almost five million people to flee their homes. While the United Nations and the world’s major powers are trying to mediate between the conflicting parties, swisspeace is endeavoring to support Syrian civil society in its efforts to promote peace.

swisspeace’s engagement is underpinned by the firm belief that this conflict needs to be tackled not just on a national, regional and international scale, but at local level too. According to Sara Hellmüller, a member of the Mediation program, the Foundation’s main focus lies on supporting Syrian civil society. In 2015 swisspeace did this in two ways: through research projects on the one hand and by providing discreet support for local peace actors on the other.

Syrian voices
In terms of research, swisspeace has joined forces with the Norwegian Peacebuilding Resource Centre (NOREF) to produce a range of items, including a newsletter and a series of publications («Syrian voices on Syria»), in which local actors are given the opportunity to shed light on various aspects of the conflict. The report «Inside Syria» finally offers an overview of the specific activities undertaken locally by Syrian actors with the aim of bringing an end to the violence. In this landmark study, which was commissioned by Finn Church Aid and conducted in partnership with Farik Beirut and Conflict Dynamics International, swisspeace identified local peace actors who negotiate between armed groups in Syria, promote peaceful values or provide humanitarian aid. In besieged areas, for example, efforts have been made to ensure that the trapped inhabitants are supplied with food. The documentation of human rights violations and mediation activities relating to prisoner exchanges were among the activities highlighted by swisspeace in the report as a way of encouraging the integration of such local actors in peace initiatives.

With regard to the Syrian peace process, Sara Hellmüller is keen to stress the importance of Syrian civil society organizations and how essential it is to put them in touch with one another. The aim, she concludes, is to create a civil society platform for an inclusive debate on the peace process.

2015 at a glance
≥ Mediation Support Project: a long-term support project for peace mediators from the FDFA, a joint venture by swisspeace and the Center for Security Studies at ETH Zurich
≥ Technical support for the Conflict Prevention, Peace Building and Mediation Instruments division of the European External Action Service
≥ Research project on norms in mediation supported by the Swiss National Science Foundation
≥ Various research and support projects on the conflict in Syria, including the project on the role of local peace actors, commissioned by Finn Church Aid and run in cooperation with Conflict Dynamics International and Farik Beirut
≥ Dialog project between Ukrainian and Russian civil society, funded by the Human Security Division (HSD) of the FDFA
≥ Mandate supported by UN Women to provide mediation training for women involved in the peace negotiations in Myanmar
≥ Cooperation with Beyond Ceasefires Initiative to promote the peace process in Myanmar, with the support of the HSD
Ukraine-Russia dialog project
Ukraine may have made fewer headlines in 2015, but the situation remains tense and the potential for conflict is still high. The polarization between Ukrainian and Russian societies poses particular risks and threatens to tear whole families apart. Countering these developments is the aim of a dialog project led by Cécile Druy. Together with local partners, swisspeace started out by assessing the consequences of the conflict for the local population. On this basis, the project promoted dialog between Ukrainian and Russian professionals. The project provided an opportunity for interaction between trauma therapists, who have been through similar experiences in dealing with victims of war, and between journalists and human rights defenders on both sides. The insights gained are to be incorporated into the mediation processes and further efforts are to be made to accentuate those voices that advocate peace rather than war.
2015 at a glance

- Strategic support and backstopping mandate for the FDFA in Palestine
- Project on strengthening the role of Palestinian civil society in the reconciliation process
- Backstopping mandate on conflict sensitivity and learning project on the role of healthcare actors in fragile contexts for the Swiss Red Cross (SRC)
- Numerous training courses and workshops on conflict-sensitive work in fragile states, e.g. for the Swiss Agency for Development and Cooperation (SDC) in Haiti and the SRC in Bangladesh
- Implementation of an online course and portal on conflict sensitivity for Swiss NGOs
- Development of an online course on conflict sensitivity for the European Union in cooperation with Saferworld and International Alert
- Initiative to set up a «Conflict Sensitivity Community Hub»
- Evaluations of programs in Palestine, Myanmar and Colombia
- Supporting NGOs in Myanmar or the FDFA regarding impact assessment
Fit for working in fragile and conflict-affected countries

In fragile states, circumstances can often change very quickly, which means that organizations working in such environments need to be good at adapting to them. If fragility also brings with it a high potential of violence, this flexibility is all the more important to avoid aggravating existing conflicts.

In the aftermath of the earthquake in Haiti, all organizations operating on the ground were forced to completely rethink the support they were providing from one day to the next. Meanwhile, in South Sudan the working environment changed abruptly when civil war broke out. Knowledge about this volatility and the requested adaptability present unique challenges for aid and peacebuilding organizations. Sabina Handschin, a member of the Analysis & Impact team who has acted as an advisor for a range of institutions, describes conflict-sensitive work tailored to such specific situations as «a process that takes hold in the minds of those responsible, but ultimately needs to permeate through the organization as a whole».

Inflexible planning is incompatible with conflict sensitivity

«It is important to make people more aware that conflict sensitivity is not just a matter of introducing planning tools within the context of conflict-sensitive program management», says Sabina Handschin. It is a process, she explains, that goes beyond this: organizations have to adapt their strategies, their structures and the attitude to work among their staff to the unstable environment in which they operate.

However, this will only work if the top-level management, along with the administrative structure, recognizes how important it is for contextually relevant and conflict-sensitive work to be able to react to changing circumstances. This flexibility requires corresponding financial processes, for example, with budgetary measures in place for contingencies so that funds can be channeled in a different direction than originally planned depending on the situation. Organizations also need to scrutinize their activities to assess whether they are contributing toward building a more peaceful society or whether they are fueling tensions. A close analysis may reveal, for example, that the choice of partner organizations is the reason why relations with authorities are faltering. Sabina Handschin adds that this shift in self-perception requires institutions to realize that they are not standing outside a particular context and to accept that they, as actors, have an influence over this environment. Only then will it actually be possible to work in a conflict-sensitive way.
Involving unelected political forces is crucial

In the field of development cooperation, it is generally acknowledged that decisions on development policy need to be embedded at local level. However, the common practice of involving local authorities and non-governmental organizations does not go far enough. What sounds good in theory is proving to be a major challenge in reality for local governance.

Without involving actors like these, however, it would be unrealistic to hope to implement sustainable and peaceful public policies. The situation in Mali, a country shaken by crisis, is a case in point. Although a process of decentralization led to a shift in competencies from central government to municipalities, the citizens’ influence on local policy has remained limited, mainly because elected representatives often lack access to the people they are meant to represent, whether this is due to the sheer size of the municipalities or to the politicians’ lack of legitimacy. These cleavages between those in government and citizens would stand a better chance of being bridged if traditional authorities were also allowed to take part in political decision-making and governance processes, alongside democratically elected representatives of the state. This kind of hybrid system may be a more constructive form of governance at local level – not just in Mali, but in many parts of Africa.

Who are the actors involved in and deciding on public policies at local level? How do they influence what public measures are taken in terms of health or education, and who determines whether and where roads or public buildings are constructed? These kinds of questions have been analyzed as part of a learning project of the Swiss Agency for Development and Cooperation (SDC) facilitated by swisspeace in collaboration with Helvetas Swiss Intercooperation and the Institute for Development Studies. An analysis has revealed that the classic theoretical approach, based on good cooperation between elected municipal authorities and administration on the one hand and active citizens and local NGOs on the other, falls short of the mark. In fact, case studies on Macedonia, Mali, Tanzania and Mongolia have shown that, when it comes to local policy-making, it is also worth paying attention to other actors beyond democratically legitimized authorities and registered NGOs – especially since both local politicians and NGOs based in urban centers do not always represent the wider population. Many development organizations are aware of this, but involving religious and traditional authorities or business actors, for instance, is proving difficult in practice.
Paying taxes in Mali: rural municipalities are resorting to traditional authorities to levy so-called development taxes in villages.

Swisspeace/Lukas Krienbuehl

2015 at a glance

≥ Learning project for the SDC’s Democratization, Decentralization and Local Governance Network (DDLGN) on informal actors in local democratic processes
≥ Research and advisory mandate on the Council of Traditional Authority Leaders (COTAL) in South Sudan for the HSD of the FDFA
≥ Research consortium «Researching Livelihoods and Services Affected by Conflict» with the Overseas Development Institute and Tufts University
≥ Program development in the governance field for UNDP in Bosnia-Herzegovina
≥ Research project on constitutional processes in conflict contexts for the FDFA
≥ Two research grants from the Gerda Henkel Foundation for the projects «Security, Rebel Governance and the State in North Kivu» and «Land Governance and Conflict Resolution in South Sudan»
≥ Various academic lectures and seminars at the University of Basel on topics such as «War and State Formation in 20th-Century Africa» and training courses
Documents in archives like these can play a significant role in helping to deal with the past in the Philippines.

swisspeace / Nicola Diday

A landmark international conference on «Securing Archives at Risk»

In crisis regions such as Syria, there is a great risk that people who have committed war crimes and human rights violations will do everything they can to get rid of the evidence by systematically destroying archives and the documents they contain. What can be done at local, national and international level to secure such documents? And how can we make sure that such documents are preserved? These questions were explored by over a hundred representatives of governments, state archives, international organizations, and non-governmental organizations attending the international conference in Bern in October. The main topic of discussion was the numerous challenges faced. Although there is an international legal framework in place for the protection of cultural property, it does not go far enough. Enforcement often proves difficult because of a lack of attention paid to preventive measures, for example, or too little coordination among international organizations. While technological innovations are opening up new possibilities for protecting archives in danger, technologies themselves also harbor risks that need to be weighed up. Nevertheless, the conference has raised awareness of the problem and could therefore pave the way for further efforts to deal with the issue of archives at risk.
Dealing with the Past

Laying the foundations for dealing with the past in Mindanao

The process of dealing with the past in the Philippines has reached a turning point. The ongoing peace process between the government of the Philippines and the Moro rebel organization gives reason to hope that victims of the armed conflict in Mindanao and their relatives may, in the future, obtain justice.

In March 2014, a peace treaty was signed between the government of the Philippines and the Moro Islamic Liberation Front (MILF), which was fighting for an independent Muslim state in Mindanao. This agreement was intended to draw a line under a conflict that had been going on for decades and to create a politically autonomous region with the name of Bangsamoro. However, according to Elisabeth Baumgartner, head of the Dealing with the Past program at swisspeace, the implementation of the agreement is marked by difficulties. The Philippine parliament, still interspersed with followers of the Marcos regime, has not yet passed the corresponding law. Nevertheless, some progress has been made with regard to dealing with the past.

A documentary basis for dealing with the past

When Switzerland had taken over the chairmanship of the Transitional Justice and Reconciliation Commission (TJRC), shortly after the peace deal was signed, swisspeace carried out a study on the existing archives that provide evidence of human rights violations during the Bangsamoro conflict. The aim of this project was to create a documentary basis for a sustainable future process of dealing with the past – within the framework of a truth commission, for example.

Moreover, these archives could one day form part of a symbolic gesture of reparation in museums or memorials. swisspeace remains committed to continuing its efforts to lay the ground for dealing with the past in a holistic way as precondition for peaceful coexistence.

2015 at a glance

- «Archives & Dealing with the Past Project», funded by the FDFA, in collaboration with the Swiss Federal Archives
- International conference «Securing Archives at Risk»
- Support mandate on preserving the archives of the Nuclear Claims Tribunal of the Marshall Islands
- Support for the Bangsamoro peace process in the Philippines with the support of the FDFA
- Regional workshop on dealing with the past in West Africa commissioned by the HSD of the FDFA
- «Dealing with the Past Advanced Learning Course» run in cooperation with the FDFA
- Swiss National Science Foundation research project «‘Resisting’ Transitional Justice? Alternative Visions of Peace and Justice»
- Lectures and seminars on transitional justice at the University of Basel and on international criminal law at the University of Lucerne
Properly assessing the risks and the impact of agricultural investments

In the last fifteen years, the volume of investments in agricultural land in fragile countries has increased many times over. While this is contributing to economic growth in Africa, South East Asia and Latin America, it is also stirring up social conflicts. swisspeace is therefore researching strategies to avoid tensions being aggravated by inconsiderate business activities.

If agribusiness companies decide to grow sugar cane, for example, in a fertile but conflict-prone country, they do not always realize the implications of their commercial activities. Their actions can have far-reaching consequences.

In the aftermath of civil war, the situation regarding land ownership and institutional responsibilities is usually unclear and further complicated by claims to land of displaced persons. Given the large quantities of water required for industrial agriculture, disputes between local communities and companies over water distribution and contamination are a further potential source of conflict. Exclusion from the value chain can also give rise to tensions if certain sections of the population are preferred for working on the sugar cane plantations, for instance, or if the number of new jobs created turns out to be lower than promised. Andrea Iff, head of Business & Peace at swisspeace, highlights yet another factor that has proven to be a very sensitive issue: the use of private or state security forces to protect production facilities or to assert legally questionable properties, which can lead to violations of human rights. Finally, there is also the question of whether contracts between businesses and corrupt governments retain their validity after a change of regime.

Investing at the crossroads between conflict and peace
In a joint study conducted in 2015, swisspeace and the British peacebuilding NGO International Alert have attempted to provide companies looking to invest in agricultural land in conflict regions with comprehensive information about the related risks and impacts. According to Andrea Iff, minimizing the risk for the company itself must be a priority. After all, like all firms, those in the agribusiness have a strong financial and commercial interest in carrying out a proper assessment of the consequences of their actions.
Smallholders in South Sudan cultivate their fields even though, in many places, it is not clear who owns the land.

Valérie Vollier

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2015 at a glance

- Mandate to support the UN Working Group on Business and Human Rights with regard to its work on National Action Plans
- Mandate to support the HSD of the FDFA in regard to the implementation of the UN Guiding Principles on Business and Human Rights in conflict zones
- Two ongoing doctoral theses on the topics of business and human rights, and corruption
- Research project in collaboration with International Alert on the role of agribusiness in conflict areas
- Seminar at the University of Basel on business activities in areas of conflict as well as training courses
Two Honduran farmers set up a fruit and vegetable stall to sell their products at the roadside.
Creative Commons / Kristin Klein

Parliamentary group on peacebuilding
Advocating peace across party lines: this is the aim of the parliamentary group on peacebuilding set up in 2015 by Swiss Members of Parliament Hugues Hiltiold (FDP.The Liberals/Geneva), Roland Fischer (Green Liberal Party, GLP/Lucerne), Urs Schläfli (Christian Democratic People's Party, CVP/Solothurn) and Evi Allemann (Social Democratic Party, SP/Bern). Peacebuilding is firmly anchored in Swiss society and forms one of the main pillars of Switzerland's foreign policy. The Swiss Confederation therefore needs to step up its efforts to support international peacebuilding in future, according to the co-chairs of the parliamentary group. swisspeace took over the secretariat of the group after it was founded in June. The group has entered the new legislative period 2016 – 2019 with impetus.
The political, economic and social situation in Honduras has been steadily deteriorating since the coup in 2009. Everyday life is marred by discrimination, violence and human rights violations. NGOs acting often as lone fighters are making efforts to combat these developments, but Honduran civil society remains deeply divided. KOFF is endeavoring to overcome these rifts.

The government is involving organizations close to the regime in review processes and talks of consultations with civil society. Critical institutions are therefore shunning the «civil society» label. Many Honduran partners of Swiss NGOs no longer see any possibility of making their concerns heard in a democratic way. This limited scope for action is forcing them to resort to measures such as roadblocks. The government is responding with force while tightening legislation and vilifying the institutions involved in the media.

Networked and strengthening swisspeace’s Center for Peacebuilding (KOFF) has been keen to break this downward spiral. In 2015, various Honduran NGOs seized the opportunity to engage in dialog and network with one another with the aim of conducting joint analyses and developing strategic approaches. According to Anna Leissing from KOFF, learning processes require a protected space, because the organizations are caught between safeguarding their existence, the administrative chicanery of the regime and time-consuming project implementation. The exchange has revealed that human rights activists, smallholder families and indigenous groups are all grappling with similar problems. Breaking through the silo mentality and defining a common approach for promoting peace and development were some of the objectives of the learning process, Anna Leissing adds. In future, KOFF would like to see the methodological insights from Honduras channeled into other learning processes in countries affected by conflict.

2015 at a glance

≥ 11 regional and thematic KOFF roundtables; 4 meetings of the Intervision Group
≥ Swiss online course and expert exchange on conflict sensitivity
≥ Backstopping mandate for the HSD of the FDFA to support the National Action Plan (NAP) on UN Resolution 1325
≥ Reviewing Switzerland’s NAP 1325 from a civil society perspective with the «Women Peace Security – Reloaded» symposium and panel discussion
≥ NGO learning processes, e.g. in Honduras and Rwanda, on the topic of shrinking space for civil society action
≥ Supporting the joint strategy process of Swiss NGOs in Guatemala with the «Foro Suizo»
≥ Tailored support for KOFF member organizations, e.g. on the topic of conflict sensitivity
≥ Parliamentary group on peacebuilding
≥ 10 issues of the KOFF Newsletter
≥ KOFF training courses, e.g. on conflict analysis, and three consultations on peacebuilding leadership
Peace is not measurable

Over the past 30 years, technocratization and thinking in terms of measurability have been seeping into academia from the world of business. Even peacebuilding has not been spared. Everything needs to be measurable and calculable. Yet, what effect is this growing trend toward quantitative impact assessment having? Stefan Bächtold has been looking into this question as part of his doctoral thesis on Myanmar.

Impact assessments should improve the efficiency of peacebuilding, but the common planning instruments are often blocking the path to better peacebuilding work. Furthermore, as Stefan Bächtold points out, political power structures have been facilitating their advance, even though debates on impact and accountability tend to be presented in a non-political and technical light. He highlights Myanmar as a particularly instructive example, since the country has only recently opened up after decades of isolation. There, local peace actors are still questioning whether everything really needs to be measurable. In other countries, Stefan Bächtold concludes, such discussions do no longer arise in the first place.

Stefan Bächtold has been looking into this question as part of his doctoral thesis on Myanmar. The liberalization of development and peace policy has brought to the fore the view that, for the sake of greater effectiveness and efficiency, «development» and «peace» also need to be better planned and made measurable while progress must be systematically documented in periodic impact assessments. Yet, if peace has to be measured and fitted into a so-called «log frame», what does this actually imply? Stefan Bächtold, a doctoral candidate at swisspeace, cannot quite bring himself to get on board with the formula «good planning + efficient implementation = peace». «Experience so far has shown that this approach to peacebuilding does not go far enough», says Stefan Bächtold, rejecting the impact logic model and the linear understanding of social change that underpins it. Instead he advocates a systemic understanding that also takes into account the unforeseeable and the complexity of social systems. Such approach, he says, must be based on flexibility and the ability to adapt rather than on detailed and bureaucratic planning.

2015 at a glance

≥ Swiss National Science Foundation projects
  «‘Resisting’ Transitional Justice? Alternative Visions of Peace and Justice» and «Are Mediators Norm Entrepreneurs?»
≥ 5 doctoral projects
≥ Partner of the International Graduate School North-South
≥ Lectures, seminars and symposiums at the University of Basel
≥ Postgraduate programs including the MAS in Peace and Conflict Transformation and the CAS in Civilian Peacebuilding
≥ Wide range of advanced training courses at the University of Basel, e.g. on «National Dialog and Peace Mediation»
≥ «Dealing with the Past Course» run in collaboration with the FDFA
≥ «Peace Mediation Course» run in collaboration with the CSS at ETH Zurich and the FDFA
≥ «Swiss Peacebuilding Training Course» in cooperation with GCSP, SWISSINT and the FDFA
≥ Other tailored courses
Oil drillings in the Niger Delta contaminate the branches of the river and destroy the environment.
Creative Commons / Sosialistisk Ungdom

Supporting peace in the Niger Delta

In October, Martha Agbani flew from Port Harcourt in Nigeria to Basel. Thanks to a grant from a private donator based in the Swiss city, she had the opportunity to take part in a course run by swisspeace on «Business, Conflict and Peace». For decades, the oil-rich Niger Delta in southern Nigeria, where Martha Agbani comes from, has been a hotbed of violence and environmental degradation. The indigenous Ogboni people are struggling against rampant unemployment and the ecologically harmful exploitation of resources by multinational oil companies. As executive director of the Lokiaka Community Development Center, Martha Agbani is committed to promoting peaceful solutions. For example, she has been mobilizing the affected communities in order to bring about change. After completing the intensive advanced training course, she felt she now had an even better understanding of the role played by businesses in conflict areas. According to her own saying, the main thing she learned is how different organizations can work for conflict prevention and transformation in a targeted way. She intends to apply these insights to her day-to-day work in the Niger Delta.
The UN speaks of decentralization and greater consideration of local conditions

How should the United Nations and donor countries respond to armed conflicts in the future – and what about civil society actors? Speaking at the swisspeace Annual Conference 2015, Michael Møller, Director-General of the United Nations Office at Geneva, outlined some exceptional ideas that met with a very positive response from representatives of governments, NGOs, academia and businesses in the audience.

Michael Møller also pinpointed further weaknesses of peacebuilding, such as the fact that, in crisis scenarios, too much attention is paid to bringing about a ceasefire, stabilizing the situation and holding elections as quickly as possible, which in many cases does not provide a basis for lasting peace. Finally, he stressed the need for local ownership, making the point that formulaic solutions inspired by the West cannot be transposed to other societies and cultures indiscriminately. Organizations involved in peacebuilding have been discussing and highlighting this for a long time. In reality, however, things often prove different. One example he mentioned is that nowhere near enough is being done to meet the requirement for local participation in peace processes.

When he spoke in Bern on 13 October 2015, UN Director-General Michael Møller did not mince his words. With the United Nations increasingly being seen as party to armed conflicts rather than as an independent body, he outlined a personal vision of how the UN could improve its approach to tackling the peacebuilding challenges of the 21st century. Nowadays, Michael Møller pointed out, it is often unclear who is fighting whom and for what reasons. In light of this increase in the complexity of modern violent conflicts, he laid particular emphasis on the need for a «decentralized responsibility» for peace in the world. According to Michael Møller, the UN Security Council should no longer be taking sole charge of preserving and restoring peace. Instead, this responsibility should be «regionalized», in order to find regional solutions for regional conflicts. Rather than discussing reforms to the Security Council within the current UN framework, he suggested it could be better to consider breaking it down into regional «mini Security Councils», which would be in a better position to come up with appropriate ways of resolving conflicts.
Michael Møller, Director-General of the United Nations Office at Geneva, addresses the large audience attending the Annual Conference 2015 in Bern.

swisspeace/Andreas Kaufmann
Balance sheet

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<td>Fixed assets in kind</td>
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<td><strong>Total fixed assets</strong></td>
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<tr>
<td><strong>Total assets</strong></td>
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<td>1 147 388.39</td>
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<tr>
<td><strong>Liabilities</strong></td>
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<td>Short-term financial liabilities</td>
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<td>Creditors</td>
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<td>Other short-term liabilities</td>
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<td>Accruals</td>
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<td>Deferred income</td>
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<td><strong>Total short-term liabilities</strong></td>
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<td>Foundation capital</td>
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<td>Free funds</td>
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<td>Loss brought forward</td>
<td>-68 760.62</td>
<td>-25 325.73</td>
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<td>Result for the year</td>
<td>8 500.07</td>
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<tr>
<td><strong>Total liabilities</strong></td>
<td>1 469 703.42</td>
<td>1 147 388.39</td>
</tr>
</tbody>
</table>

**Notes**

The financial report forms part of our annual reporting. It comprises the 2015 financial statement with a year-on-year comparison, which has been audited by PricewaterhouseCoopers SA and has been produced in accordance with Swiss GAAP ARR 21 recommendations. It also includes explanatory notes on the financial and business performance and necessary additional information.

For the first time, the new regulations of the Swiss financial reporting law (according to title 32 of the Code of Obligations) have been applied. In order to allow for comparability the balance sheet and the income statement 2015 have been adapted to the prescriptions regarding structure. Thereby, deviations in terms of structure are possible as compared to the precedent year. The 2015 financial statement was approved by the Foundation Board on 17 May 2016.
### Income statement

<table>
<thead>
<tr>
<th>Income</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>General donations</td>
<td>65 328.00</td>
<td>21 353.14</td>
</tr>
<tr>
<td>Funds for programs / projects</td>
<td>3 628 641.24</td>
<td>4 270 372.74</td>
</tr>
<tr>
<td>Contribution from SERI as per art. 15 of the RIPA</td>
<td>618 100.00</td>
<td>650 000.00</td>
</tr>
<tr>
<td>Core contribution from FDFA</td>
<td>313 000.00</td>
<td>313 000.00</td>
</tr>
<tr>
<td>Contribution from the University of Basel</td>
<td>102 715.04</td>
<td>57 948.00</td>
</tr>
<tr>
<td>Contribution from Swisslos-Fonds / Basel-Stadt</td>
<td>300 000.00</td>
<td>200 000.00</td>
</tr>
<tr>
<td>Contribution from the SAHS</td>
<td>11 198.70</td>
<td>28 017.70</td>
</tr>
<tr>
<td>Other operating income including publications</td>
<td>5 201.35</td>
<td>3 839.05</td>
</tr>
<tr>
<td><strong>Total income</strong></td>
<td><strong>5 044 184.33</strong></td>
<td><strong>5 544 530.63</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peacebuilding Analysis &amp; Impact program</td>
<td>576 582.96</td>
<td>677 230.01</td>
</tr>
<tr>
<td>Mediation program</td>
<td>1 032 922.46</td>
<td>932 561.72</td>
</tr>
<tr>
<td>Dealing with the Past program</td>
<td>750 835.66</td>
<td>520 258.05</td>
</tr>
<tr>
<td>Statehood &amp; Conflict program</td>
<td>418 539.53</td>
<td>448 008.75</td>
</tr>
<tr>
<td>KOFF</td>
<td>780 666.17</td>
<td>775 580.07</td>
</tr>
<tr>
<td>Business &amp; Peace</td>
<td>233 298.09</td>
<td>66 675.59</td>
</tr>
<tr>
<td>swisspeace Academy</td>
<td>509 436.96</td>
<td>617 730.02</td>
</tr>
<tr>
<td>Management support and special projects</td>
<td>75 864.57</td>
<td>911 890.28</td>
</tr>
<tr>
<td>Project coordination</td>
<td>161 609.00</td>
<td>177 369.80</td>
</tr>
<tr>
<td><strong>Total project expenditure</strong></td>
<td><strong>4 539 755.40</strong></td>
<td><strong>5 127 304.29</strong></td>
</tr>
</tbody>
</table>

| Total administrative expenditure            | 412 131.06 | 468 327.20 |

| Operating profit                           | 92 297.87  | -51 100.86 |

| Financial income                            | 3 593.45   | 3 293.61   |
| Other income                                 | -12 391.25 | -13 627.64 |
| Extraordinary expenditures                   | -75 000.00 | 0.00      |

| **Result before movement of funds**         | **8 500.07** | **-61 434.89** |

| Movement of funds                           | 0.00       | 18 000.00   |

| **Result for the year**                     | **8 500.07** | **-43 434.89** |
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Conciliation Resources
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HELVETAS Swiss Intercooperation
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mediatEUr
NISFoundation
Norwegian Peacebuilding Resource Centre – NOREF
Nyein Foundation
Overseas Development Institute
PalThink for Strategic Studies
Search for Common Ground
Swiss Academy of Humanities and Social Sciences
Swiss National Science Foundation
Swiss Red Cross – SRC
Swiss Church Aid
Swisslos (Basel-Stadt)
swisspeace Support Association
Transitional Justice and Reconciliation Commission (Philippines)
United Nations Development Programme – UNDP
United Nations Entity for Gender Equality and the Empowerment of Women – UNWomen
University of Basel
University of Durham
University of Exeter
Volkswagen Foundation
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Ratio of income by donor

- FDFA/Human Security Division
- International donors (UN, EU)
- Federal Department of Economic Affairs, Education and Research
- Swiss Confederation, others (incl. SDC)
- Swiss National Science Foundation
- Other Swiss donors
- Students/scholarship holders

Total CHF 5,04 millions
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Julie Bernath, doctoral candidate
Nicola Diday, program officer
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Dr. Briony Jones, research coordinator
Marie-Ursula Kind, associated expert
Fungai Mukuku, intern
Enzo Nussio, associated expert
Ingrid Oliveira, researcher
Sebastian de Pretto, intern
Rahel von Arx, program officer

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Rachel Gasser, deputy head of program
Dr. Sara Hellmüller, senior program officer, researcher
Yosra Nagui, program assistant
Julia Palmiano, doctoral candidate, program officer
Jamie Pring, doctoral candidate, program officer
Corinne von Burg, program officer
Mathias Zeller, program officer

Peacebuilding Analysis & Impact
Head: Roland Dittli
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Anna Bernhard, program officer
Nadina Diday, program officer
Dr. Sibel Gürler, senior program officer
Sabina Handschin, senior program officer
Michael Proulx, intern
Christian Scherer, program officer
Marcel von Arx, associated expert

Statehood and Conflict
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Dr. Koné Gnangadjomon, associated expert
Lucas Krienbuehl, program officer
Martina Santschi, senior researcher

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Andreas Graf, doctoral candidate, program officer
Myra Posluschny, doctoral candidate

KOFF
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Roland Dittli, head of Peacebuilding Analysis & Impact
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Anna Kadar, intern
Anna Leissinger, program officer
Dr. Annemarie Sancar, senior program officer
Ursina Schönholzer, assistant program officer
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