

Activity Report 2013



The year 2013 was an important milestone in the Platform's consolidation as a knowledge hub and practitioner network for the broader peacebuilding field.



The Geneva Peacebuilding Platform is a joint project of four institutions:



Acknowledgements

The Geneva Peacebuilding Platform would like to thank all its funders and partners. The Platform would also like to thank over 3,000 network members for following our activities.

Core contributions

- Department for International Organizations, Swiss Federal Department of Foreign Affairs
- Geneva Centre for Security Policy (GCSP)
- Interpeace

Project funding

- Human Security Division of the Swiss Federal Department of Foreign Affairs
- SYNI – Swiss Federal Programme for Temporary Employment

Annual Meeting 2013

- United Nations Office for the Coordination of Humanitarian Affairs (OCHA)
- UNHABITAT
- Friedrich-Ebert-Stiftung (FES)
- Geneva Declaration on Armed Violence and Development
- Permanent Mission of Canada

Geneva Peace Talks

- United Nations Office, Geneva (UNOG)
- Interpeace
- Permanent Mission of Switzerland, Geneva
- Canton of Geneva
- City of Geneva
- Fondation pour Genève

Event partnerships

- Applied Research Seminar (ARS), Graduate Institute
- Centre on Conflict, Development and Peacebuilding (CCDP) of the Graduate Institute
- Dag Hammarskjöld Foundation (DHF) (Uppsala)
- Institute for Economics and Peace (IEP) (Sydney)
- International Council of Swedish Industry (Stockholm)
- Permanent Mission of Switzerland, New York
- Quaker United Nations Office, Geneva (QUNO)
- Small Arms Survey (SAS)
- UN-Habitat
- United Nations Interagency Framework Team for Preventive Action (New York)
- United Nations Peacebuilding Support Office (PBSO) (New York)

What is the Geneva Peacebuilding Platform?

The Geneva Peacebuilding Platform is an inter-agency network that connects the critical mass of peacebuilding actors, resources, and expertise in Geneva and worldwide.

Founded in 2008, the Platform has a mandate to facilitate interaction on peacebuilding between different institutions and sectors, and to advance new knowledge and understanding of peacebuilding issues and contexts. It also plays a creative role in building bridges between International Geneva, the United Nations peacebuilding architecture in New York, and peacebuilding activities in the field.

The Platform's network comprises more than 3,000 peacebuilding professionals and over 60 institutions working on peacebuilding directly or indirectly.

The Platform is managed as a joined project of four institutions: The Centre on Conflict, Development and Peacebuilding (CCDP) of the Graduate Institute of International and Development Studies; the Geneva Centre for Security Policy (GCSP); Interpeace; and the Quaker United Nations Office, Geneva (QUNO).

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Table of contents

Summary

1. Strengthening the networking of peacebuilding resources
2. Advancing knowledge and practice
3. Management and staffing
4. Financial report
5. Outlook

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Summary

The year 2013 was an important milestone in the progressive consolidation of the Geneva Peacebuilding Platform as a knowledge hub and practitioner network for the broader peacebuilding field.

Box 1: The year in numbers

- 19 events
- Over 1,700 participants
- 3,111 contacts in the distribution list
- 24 event partnerships
- 6 project partnerships
- 10 publications
- Consolidation of 5 focus themes

Overall, the Platform was able to achieve four major results:

- 1. The Platform ensured important new partnerships** – The 'White Paper on Peacebuilding' and a collaboration with the Global Network on Safer Cities illustrate how the Platform is becoming stronger in advancing knowledge and practice through network politics (see also Section 5).
- 2. Successful experimentation with new themes and event formats** – The *Geneva Peace Talks*, the *Annual Meeting 2013*, and the series of practice briefings revealed both the demand and audience in Geneva for frank and honest exchanges on peacebuilding, and especially for the experience from local practitioners. As a result, the Platform more than doubled the number of event participants and ensured high levels of visibility (see Box 1).
- 3. Concrete advances in our understanding of various peacebuilding themes** – Since the initiation of the 2012-2014 Programme, the Platform was able to:
 - Articulate a peacebuilding perspective on 'resilience';
 - Develop entry points for a prevention agenda that connects New York, Geneva and the field;
 - Propose an action framework on conflict prevention and risk mitigation in the context of large scale business investments; and
 - Advance critical thinking on what it really means to operationalize 'inclusive' peacebuilding, especially in sensitive transition contexts.
- 4. The Platform prepared the way for a more sustainable business model** – A review of International Geneva underlined the importance of 'platforms' to enhance cross-institutional and sectorial discussions (see Box 2). This political environment presents new opportunities for the Platform's 2015-2017 Programme and for new strategic partnerships.

The expenditure of Platform operations and activities totalled CHF 209,718.32 and were drawn from a total income and savings of CHF 231'843.47 (see Section 4). Platform activities also benefited from human resource and travel support operationalized directly by partners.

This report summarises the Platform's results for 2013 within the framework of the strategic goals of the 2012-2014 Programme. These goals are to strengthen the networking of peacebuilding resources in Geneva and worldwide; and to advance new knowledge and practice in five focus themes. The report also provides an overview of the Platform's management and staffing, a financial report, as well as an outlook for 2014.

Box 2: How does a 'platform' work? Lessons from the Geneva Peacebuilding Platform

The report "International Geneva and its Future"¹ triggered an interest to better understand how 'platforms' can increase the competitiveness of International Geneva as a global policy hub.

As part of these efforts, the Geneva Peacebuilding Platform was invited four times by the Swiss Permanent Mission in Geneva to debrief representatives from various Swiss government departments about its workings, including representation at Ambassadorial level.

The preparations of these meeting provided an opportunity for the Platform to reflect on and draw together a series of lessons. The main lessons drawn from a questionnaire sent to Steering and Management Committee Members and Platform staff are summarised below.

1. A platform should be driven by the main stakeholders of a topic who are willing to contribute substantively and with time of senior personnel.
2. A platform must add on substance, analysis or understanding that can be used to shape and steer discussions – it is not just another convening body.
3. There must be a demand or audience for the work of a platform. The fact that there was both a demand and audience for a platform on peacebuilding was an important reason why the Geneva Peacebuilding Platform was founded in 2008.
4. For a platform to function as an innovation or knowledge hub, it must have enough resources and political independence to set its own agenda. Otherwise, it is limited to chasing projects that are currently fundable.
5. A platform is not an institution; it is a way of working. It is a collaborative project on a specific theme, and a catalyst for action. It is especially useful if such action requires cutting across institutions and sectors.
6. To effectively act as a 'knowledge hub', a platform must ensure quality of activities and outputs. It can make no compromise on the quality of speakers, moderators, or authors, and must pay attention to integrate its knowledge and event management.
7. A certain regularity of public or informal activities (every 4-6 weeks) is important to ensure visibility and grow the network. But such activities must be well targeted and planned to make them worthwhile for participants to take time out from usually busy agendas.

¹ The report *La Genève internationale et son avenir* (25 June 2013) was jointly written by the Swiss Confederation, the Republic and Canton of Geneva and the City of Geneva and is available at <http://www.eda.admin.ch/eda/en/home/recent/media/single.html?id=49476>.

1. Strengthening the networking of peacebuilding resources

The Platform is mandated by the four partner institutions to advance new knowledge and understanding of peacebuilding issues and contexts, and to facilitate the interaction on peacebuilding between different institutions and sectors. The overall goal of this mandate is to nurture the networking of peacebuilding resources in Geneva and worldwide; and build bridges between International Geneva, the United Nations peacebuilding architecture in New York, and peacebuilding activities in the field.

In numerical terms, the Platform's networking achievements in 2013 were:

- **19 events in Geneva, New York, and Uppsala** involving 7 practice briefings, 4 informal meetings, 2 workshops, 1 consultation, 1 conference panel, 1 conference, 1 Geneva Peace Talks, and the Annual Meeting and Advisory Board meeting (see Annex 1).
- **Over 1,700 registered participants** in different types of activities ranging from a 10 person expert workshop to the Geneva Peace Talks with 850 registrations. The average participation of lunch-time practice briefings is around 50-70 people.
- **24 event partnerships** across a broad range of institutions and sectors (see 'Acknowledgements').
- **3,111 contacts on the distribution list**; up from 2,300 in 2012, and 636 in 2011.

By ensuring a certain regularity of public and informal events every 4-6 weeks, the Platform ensured a continuous visibility in Geneva and an expansion of its network membership.



Left: Ambassador Urs Schmid, Permanent Representative of Switzerland to the Conference on Disarmament, opens the Annual Meeting 2013. Right: Participants of the Annual Meeting 2013 (Photos: Geneva Peacebuilding Platform).

The Platform also engaged in four new efforts to strengthen its networking mandate in 2013:

- **The Geneva Peace Talks** is an annual public event organized on the occasion of the International Day of Peace (21 September) by the United Nations Office at Geneva (UNOG), Interpeace and the Platform. The *Geneva Peace Talks* bring together people from different sectors to expand the space for discussions on conflict resolution, peacebuilding and practical solutions to violent conflict. The Geneva Peace Talks encourage speakers to relate their stories about peacebuilding, reach out across conflict lines, and bring into the international arena voices from violent and fragile environments. The initiative was launched in 2013 and attracted more than 850 registrations. It is set to become a major entry into Geneva's event calendar in the years ahead. **Want to see it all once more?** A short video clip summarising the Geneva Peace Talks 2013 is available at <http://www.youtube.com/watch?v=4NN6jODWhUo>. Full length videos are available at <http://www.interpeace.org/peace-day/geneva-peace-talks/geneva-peace-talks-2013>.
- **'What next in Peacebuilding?'** Initiated in 2012 as an informal exchange on peacebuilding issues at the Quaker House in New York, 2013 has seen an effort to make this exchange an annual occurrence targeted at bringing perspectives on peacebuilding practice from elsewhere to the New York peacebuilding constituency. The event also reflects the strong collaboration between the major peacebuilding networks and their expressed need to exchange on practice trends and emerging issues. For the Platform, this meeting is important with respect to its bridging function between Geneva and New York – with the QUNO Office in New York serving as a trusted bridgehead.
- **Ensuring the voices of local peacebuilders are heard:** Following the recommendation of the Management Committee, the Platform made a conscious effort to reach out to a greater number of local peacebuilders as speakers and participants in its activities (see Annex 1). Platform activities included speakers from El Salvador, Guatemala, India, Israel, Ivory Coast, Jamaica, Kenya, Lebanon, and Liberia. The Platform also launched a specific effort on inclusiveness in peacebuilding in collaboration with the Dag Hammarskjöld Foundation (see Section 2.1).
- **Revision of the Geneva Peacebuilding Guide:** The Platform produced a report² to elaborate options to revise the Geneva Peacebuilding Guide – the Platform's online tool for the Geneva peacebuilding landscape. The report documents that a full revision of the Guide is necessary because (a) information contained is outdated; (b) the technical design of the Guide is outmoded (many user-friendlier options are now available, including an interface with social networking tools); and (c) it appears that the Guide has lost its momentum and is not being used as the tool which it was designed to be. Overall, the revision of the Guide and – in fact the revision of the internet presence of the Platform – will be a major item for the Platform's 2015-2017 Programme.

² *Revision of the Geneva Peacebuilding Guide*, prepared by Lidija Jovic, Communications and Outreach Advisor, Geneva Peacebuilding Platform (29 May 2013).

Table 1: Selected events to strengthening the networking of peacebuilding resources

Geneva Peace Talks

20 September	<p>Speakers</p> <p><i>Fatuma Abdulkadir Adan</i>, Founder of the Horn of Africa Development Initiative, Kenya</p> <p><i>Dimitar Andonov</i>, Market Operations Manager Serbia, Montenegro, Kosovo and Macedonia, The Coca-Cola Company</p> <p><i>George A. Kohlrieser</i>, Professor of Leadership and Organizational Behavior at IMD business school and former hostage negotiator, Lausanne, Switzerland</p> <p><i>Jeremy Lack</i>, independent lawyer and conflict mediator, Geneva, Switzerland</p> <p><i>Antoine Laham</i>, Programme Manager, Swiss Federal Department of Foreign Affairs, Bern, Switzerland</p> <p><i>Dennis McNamara</i>, Senior Humanitarian Advisor, Centre for Humanitarian Dialogue, Geneva, Switzerland</p> <p><i>Janet Mohammed</i>, West Africa Programme Director, Conciliation Resources, London, United Kingdom</p> <p><i>Léa Narjoud</i>, Collège Jeanne d'Arc, Gex, France</p> <p><i>Conradin Perner (alias Kwacakworo)</i>, Former Professor of French Literature at the University of Khartoum, first Honorary Citizen of the Republic of South Sudan for the protection of war-affected children, Davos, Switzerland</p> <p><i>James Shilue</i>, peacebuilder, Director of P4DP, Liberia</p> <p><i>Noam Shuster</i>, peacebuilder, Communications Officer, Interpeace, Israel</p> <p><i>Christopher Vakkur</i>, The International School of Geneva, Switzerland</p>	<p>Event partners</p> <p>UNOG, Interpeace, Fondation pour Genève, City of Geneva, Canton of Geneva, FDFA.</p>
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White Paper on Peacebuilding

21 October (New York)	<p>Consultation on a White Paper on Peacebuilding (Consultation)</p> <p>Consultation to situate UN peacebuilding within the broader peacebuilding universe and to articulate visions for the future of peacebuilding support in violent and fragile contexts.</p>	<p>FDFA, Permanent Mission of Switzerland, New York</p>
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Selected practice briefings

22 October	Informal meeting with Judy Cheng-Hopkins, Assistant Secretary-General for Peacebuilding Support (Informal meeting) Update on current efforts relating to the 10-year review of the United Nations Peacebuilding Architecture.	PBSO
9 October	Youth Violence in Central America: Lessons learned from the Truce process between youth gangs in El Salvador (Practice briefing) <i>Isabel Aguilar Umaña</i> , Director of Interpeace Youth Programme in Central America <i>Raul Mijango</i> , Truce Facilitator in El Salvador	Interpeace, GCSP
10 September	Positive Peace and the Post-2015 Development Agenda: Towards a more comprehensive approach to increase resilience and wellbeing (Practice briefing) Opening: <i>Kassym-Jomart Tokayev</i> , Director-General of the United Nations Office at Geneva <i>Steve Killelea</i> , Founder and Executive Chairman, Institute for Economics and Peace, Sydney <i>Neil Buhne</i> , Director, Bureau for Crisis Prevention and Recovery, Geneva Liaison Office, United Nations Development Programme, Geneva <i>Renée Larivière</i> , Director of Programme Development, Interpeace, Geneva <i>Carina Solmirano</i> , Senior Researcher, Military Expenditure and Arms Production Programme, Stockholm International Peace Research Institute, Stockholm	The Institute for Economics and Peace, UNOG
23 April	Transforming Security: New Issues in Peacebuilding. Conference panel at the International Security Forum <i>Caty Clément</i> , Senior Programme Advisor and Senior Fellow, Leadership in Conflict Management Programme, Geneva Centre for Security Policy <i>Timothy D. Sisk</i> , Professor of International and Comparative Politics, Josef Korbel School of International Studies, University of Denver <i>Ana Glenda Tager</i> , Regional Director, Interpeace Latin America Office, Guatemala <i>Achim Wennmann</i> , Executive Coordinator, Geneva Peacebuilding Platform <i>Mirjana Spoljaric</i> , Deputy Head, United Nations and International Organisations Division, Swiss Federal Department of Foreign Affairs	Interpeace, GCSP, CCDP, QUNO

2. Advancing knowledge and practice

The 2012-2014 Programme frames its activities in, but does not limit these to, five selected focus themes. The five themes are:

1. Peacebuilding, peacemaking, and political transitions;
2. Peacebuilding and conflict prevention;
3. Peacebuilding and the environment;
4. Monitoring, evaluation and learning in peacebuilding; and
5. Sustainable peace and justice.

The Platform was able to consolidate all five themes in 2013 with targeted activities involving a broad range of partnerships (see Table 2), and the production of 10 publications. The Platform also explored a new theme through its Annual Meeting 2013 focusing on peacebuilding in the city. The objective of the Annual Meeting was to articulate options for peacebuilding support in urban settings and to foster exchange between peacebuilding and urban safety practitioners.

The progress on these focus themes provides a solid foundation to consolidate and strategically adjust the Platform's thematic work in the 2015-2017 Programme, including a potential focus on 'peacebuilding, business, and natural resource management', as well as on 'building peace in urban settings'.



The Annual Meeting 2013

(Photo: Geneva Peacebuilding Platform)

Table 2: Overview of project activity in focus themes in 2013

Focus themes	Activity (partners)
1. Peacebuilding, peacemaking, and political transitions	<ul style="list-style-type: none"> • Inclusivity and Local Perspectives in Peacebuilding (Dag Hammarskjöld Foundation) • Organized crime and peacebuilding (Human Security Division, FDFA)
2. Peacebuilding and prevention	<ul style="list-style-type: none"> • Promising practices in the prevention field across institutions and sectors (Department for International Organizations, FDFA) • Assessing Preventive Action in Kenya (Applied Research Seminar of the Graduate Institute)
3. Peacebuilding and the environment	<ul style="list-style-type: none"> • Leadership in complex markets (International Council of Swedish Industries) • Exploration of a partnership with UNEP • Synergies on land acquisitions and the prevention of violent conflict
4. Monitoring, evaluation and learning in peacebuilding	<ul style="list-style-type: none"> • The role of observatories in violence reduction and peacebuilding (Small Arms Survey and Geneva Declaration) • New media in monitoring and evaluation
5. Sustainable peace & justice	<ul style="list-style-type: none"> • A peacebuilding perspective on resilience
Annual Meeting 2013	<ul style="list-style-type: none"> • Peacebuilding in the city: Responses to violence and fragility in urban settings • What role or International Geneva? Applied Research Seminar of the Graduate Institute)

2.1 Peacebuilding, peacemaking, and political transitions

Inclusivity and Local Perspectives in Peacebuilding

Based on the recommendation of the Platform's Management Committee, the Platform engaged in an effort to systematically explore what is necessary to strengthen the uptake of local perspectives in peacebuilding processes. In collaboration with the Dag Hammarskjöld Foundation the Platform organized a workshop in Uppsala to gather experiences and articulate policy recommendations towards operationalizing inclusiveness in peacebuilding processes.

Key findings

- Inclusivity can best be achieved by aligning engagements in multiple, overlapping processes at various levels by multiple actors at the same time.
- From a field perspective, it has become increasingly clear that the role of international actors in peacebuilding contexts should mostly be limited to one of a catalyst and facilitator. While the New Deal provides a normative framework for such roles, there has been little uptake into the operations of international actors.
- International actors need to improve their capacity to build and maintain relationships with local actors. Long-term relationships at various levels within a country allow for better understanding of the context and ultimately ensure relevance on the ground.

Publication

- Antonia Does (2013) *Inclusivity and Local Perspectives in Peacebuilding: Issues, Lessons, Challenges* (Paper 8).

Organized crime and peacebuilding

In partnership with the Human Security Division of the FDFA, the Platform implemented a senior expert workshop targeted at programme and project coordinators working on human security or peacebuilding issues. The workshop had the objective of openly discussing and brainstorming about the relationship between peacebuilding efforts and organized crime, and the way states deal or should deal with the issue in programmes and projects.

Key findings

- Many development and peacebuilding actors recognize the need to better integrate the issue of organized crime into their policy planning and programmes.
- There is a lot of evidence to show that it is possible to strengthen human security and build peace in contexts marked by organized crime.
- There is a clear need for discreet and long term support for local initiatives. The need for discretion is underlined by the inherently delicate and sensitive nature of assisting exits from conflict, violence, and organized crime.
- Measures based on local values and norms and the context-specific situation may have better chances of achieving positive results than global overarching measures and instruments imposed on societies.

Publication

- Meeting report *Organized Crime and its Impacts on Peacebuilding Endeavours*, Bern: Swiss Federal Department of Foreign Affairs, August 2013.

Table 3: Summary of events on focus theme 1

2-3 July	Workshop Organized Crime and its Impacts on Peacebuilding Endeavours (Workshop) Open discussion and brainstorming of programme/project coordinators working on human security and/or peacebuilding issues on the relation between peacebuilding efforts and organized crime and the way states deal with the issue in programmes and projects. Attendees: 34.	Human Security Division (FDFA)
14-15 May (Uppsala)	Towards a Comprehensive Strategy for Inclusivity: Strengthening the role of local perspectives in peacebuilding (Workshop) Discussion of experienced practitioners and researchers on the topic of inclusivity in peacebuilding and identification of practical approaches for ensuring the contribution of local perspectives to the design and implementation of peacebuilding processes. Attendees: 20.	Dag Hammarskjöld Foundation (DHF)



Participants of the workshop 'Towards a Comprehensive Strategy for Inclusivity', Uppsala, 14-15 May 2013 (Photo: DHF)

2.2 Peacebuilding and prevention

Gathering promising practices in the prevention field across institutions and sectors

This project brought together a cross-section of actors working on 'prevention' in Geneva with the objective of exploring entry points for a new prevention agenda that connects New York, Geneva and the field. Two multi-stakeholder meetings (Geneva 30 January, New York 28 February) focused on exchanging promising practises with a specific aim to bring together critical experiences from a diverse range of institutions and contexts.

The project produced three specific results: (a) a policy brief on entry points for a new prevention agenda across institutions and contexts (Brief 8); (b) a research report synthesizing the outcomes of two multi-stakeholder meetings and of interviews conducted with 9 institutions in Geneva; and (c) a review of promising practice trends in the broader peacebuilding field.

Key findings

- It is time to enlarge the 'prevention' community beyond its traditional focus on 'conflict prevention' and facilitate the transmission of best practices and development of complementary programming among the conflict prevention community. This includes organizations that work on disaster preparedness and risk reduction, armed violence reduction, public health interventions on violence prevention, urban violence management, and private sector risk mitigation strategies in fragile environments.
- By working together, the different communities that comprise a comprehensive approach to prevention can help to incentivize organizations to take the risk that preventive action requires.
- There is a need for multi-stakeholder exchange and analytical work to better understand (a) what prevents preventive action within institutions and organizations, (b) how to develop strategies to strengthen incentives for preventive action, and (c) how to go about testing new implementation designs for cross-sectorial operations.

Publication

- Susanna Campbell, Achim Wennmann and Natasha White (2013) *Entry Points for a New Prevention Agenda: Connecting New York, Geneva and 'At-Risk' Contexts* (Brief 8).

Assessing Preventive Action in Kenya, 2007-2013

This research project had the objective of assessing the workings of preventive action taking place in Kenya between the 2007 and 2013 elections. It had the specific objectives of elaborating (a) a comparative analysis of the armed violence and disruption surrounding the 2007 and 2013, (b) an overview of the most important conflict prevention efforts in Kenya between 2007 and 2013, (c) an analysis of the workings of conflict prevention around the 2013 elections, and (d) a summary of findings of promising practice.

Key findings

- Successful conflict prevention around the 2013 election was based on the interplay between constitutional and institutional reform, the pursuit of transitional justice, and a range of local initiatives.
- Information sharing and co-ordination of who plays what role, and when, was essential for maximizing the cumulative impact of different efforts, and for capitalizing on the reforms of political institutions.

- The prevalence of 'peace messaging' appears to have influenced popular discourse in the lead up to the 2013 election and afterwards, and appears to have been effective in preventing conflict from boiling over into violence.

Publication

- Trixie Akpedonu, Ben Lumsdaine and Aminata Sow (2013) *Keeping the Peace: Lessons Learned from Preventive Action towards Kenya's 2013 Elections* (Paper 10).

Table 4: Summary of events on focus theme 2

10 December	Keeping the Peace in Kenya: Lessons learned from the prevention of election-related violence in 2013 (Practice briefing) <i>Trixie Akpedonu, Ben Lumsdaine, Aminata Sow, Members of the Kenya Prevention Project</i>	Applied Research Seminar of the Graduate Institute
28 February (New York)	Rethinking conflict prevention: Mobilizing strategic complementarities between New York, Geneva, and at-risk countries (Practice briefing) <i>Gay Rosenblum-Kumar, Executive Secretary, UN Interagency Framework Team for Preventive Action</i> <i>Achim Wennmann, Executive Coordinator, Geneva Peacebuilding Platform</i>	Permanent Mission of Switzerland, New York
27 February (New York)	Gathering Promising Practices across the Prevention Field (Practice briefing) Presentation of the trends in the fields of the prevention of violent conflict, armed violence reduction, and dispute resolution.	UN Interagency Framework Team for Preventive Action
30 January	Gathering Promising Practices across the Prevention Field (Workshop) A half-day meeting focusing on exchanging promising practises in the prevention field across institutions and sectors.	Department for international Organisations, FDFA

2.3 Peacebuilding and the environment

Leadership for complex markets

The Platform's Executive Coordinator participated in a collaborative effort by the International Council of Swedish Industries with the objective of distilling actionable advice for company leaders in complex markets. This work is grounded both in the growing understanding of the positive potential of business in conflict-prone and other sensitive environments, and in the pressing need for enhanced awareness and skills on the part of company managers to realize that potential. The result of this project has been a resource book intended for general managers who may be moving from a developed country to a more complex market, and for other company leaders who have responsibility for company strategy and operations in difficult environments.

These efforts have built on the Platform's work in 2012 that resulted in the articulation of an action framework for conflict prevention and risk mitigation in the context of large scale business investments.

Publications

- Brian Ganson (ed) (2013) *Management in Complex Markets: Questions for Leaders*. Stockholm: International Council of Swedish Industries.
- Brian Ganson and Achim Wennmann (2012) *Confronting Risk, Mobilizing Action - A Framework for Conflict Prevention in the Context of Large-scale Business Investments*. Berlin: Friedrich Ebert Stiftung.

Exploration of a strategic partnership with UNEP

The Platform has engaged in a significant effort to explore steps towards a strategic partnership between the Geneva Peacebuilding Platform and the Post-Conflict and Disaster Management Branch (PCDMB) of the United Nations Environment Programme (UNEP). In summer 2013, PCDMB and Platform staff explored avenues to make this partnership more concrete, leading to a draft document setting out elements of a strategic partnership. Overall the strategic partnership aimed at strengthening the nexus between the practice of natural resource management, peacebuilding and peace mediation in Geneva. No final decisions were made by the end of 2013 and the Platform remains open to explore this line of work further.

Towards work-agenda synergies on land acquisitions and the prevention of violent conflict

The Platform convened an informal exchange on large-scale land acquisitions and the prevention of violent conflict with the objective of exploring potential synergies with research and work agendas in the field of armed violence prevention, natural resource management, and the role of business in fragile environments. A meeting on 13 March 2013 evolved around the work on "Transnational Land Deals for Agriculture in the Global South" by an international research consortium including the Centre for Development and Environment (CDE) of University of Bern.

Table 5: Overview of events on focus theme 3

5 November	<p>Leadership in Complex Markets: Dealing with conflict and fragility across sectorial divides (Practice briefing)</p> <p><i>Sofia Birkestad Svingby</i>, Director Operations, NIR</p> <p><i>Brian Ganson</i>, Senior Researcher at the Africa Centre for Dispute Settlement of the University of Stellenbosch Business School, Cape Town</p> <p><i>Christine Batruch</i>, Vice President Social Responsibility, Lundin Petroleum, Geneva</p> <p><i>Amanda Ellis</i>, Head of Mission, Ambassador, New Zealand Permanent Mission</p> <p><i>Jean-Louis Arcand</i>, Professor, The Graduate Institute</p> <p><i>Aileen Ionescu-Somers</i>, Director of the Learning Platform of the Centre on Sustainable Leadership, IMD Business School</p>	CCDP, International Council of Swedish Industry (NIR)
13 March	<p>Large-scale land acquisitions and the prevention of violent conflict: Exploring synergies of working agendas (Informal meeting)</p> <p><i>Markus Giger</i>, Head of the Global Change Cluster of the Centre for Development and Environment (CDE) at the University of Bern</p>	

Box 3: Conflict prevention in the context of large scale business investments

Since the inception of the 2012-2014 Programme, the Platform has driven a multi-stakeholder process involving over 100 practitioners and experts from local and international business, UN agencies and departments, government, academia, and community representatives. Based on these efforts, the Platform was able to propose a framework for site-specific action on conflict prevention in the context of large scale investments. Overall, the action framework represents a bottom-up approach to risk mitigation that is networked vertically (from the local to the international level) and horizontally (across different contexts globally). Its specific elements are:

- 'Facilities' – or 'spaces' – with a capacity to convene a variety of local actors in order to build relationships and honest off the record dialogue across a variety of actors.
- Context-specific risk management as the convening ground across institutions and sectors.
- Multi-layered spaces recognize that effective risk mitigation requires engagement at different levels given that local risk factors are often reflections of broader tensions or stresses
- Networking across contexts connecting different local facilities to each other thereby accelerating the uptake of promising practices on the ground.
- A strategic focal point to facilitate international accompaniment of local efforts in policy and programme development.

During 2013, the Platform has prepared efforts to explore the needs for local adaptation of this action framework in Liberia and the DRC with results expected in mid-2014.

2.4 Monitoring, evaluation and learning in peacebuilding

The role of observatories in violence reduction and peacebuilding

The Platform co-organized an Expert Meeting with the Secretariat of the Geneva Declaration on Armed Violence and Development and the Small Arms Survey, gathering over 50 key players involved in observatories and armed violence monitoring systems. The meeting had the objective of sharing experiences on how different types of observatories can successfully influence policy making and programming, and so promote violence reduction and peacebuilding. The meeting also aimed to identify effective strategies to strengthen observatories, to gather practical lessons from observatories in different fields, and to draw together a set of indicators and methods necessary to define minimal quality standards.

Key findings

- Initiatives for collecting evidence on conflict, crime and violence rely too often on one-off efforts that are not able to affect the implementation of policy and programmes.
- Observatories represent a promising approach that is locally-embedded and context sensitive and well placed to break down the silos associated with data gathering efforts.
- In order to have impact, observatories will need to become platforms where data is not only collected, gathered and analyzed, but also where their work is discussed across a range of stakeholders that matter for policy and programmes.

Publication

- Meeting report *Violence reduction and peacebuilding: How crime and violence observatories can contribute*, see <http://www.genevadeclaration.org/events/expert-meetings/observatories-2013/8-meeting-report.html>.

The role of new media in monitoring and evaluation of peacebuilding

The Platform commissioned a paper to gain a better understanding of the key challenges, opportunities and lessons on the use of new media in monitoring and evaluating peacebuilding activities. The paper draws on experiences of humanitarian and development projects in which new media were used specifically for monitoring and evaluation purposes. The paper also drew on more than a dozen interviews with experts from peacebuilding, evaluation, and media organizations.

Key findings

- Very few examples exist in which new media are applied for (improving) monitoring and evaluation in peacebuilding contexts, despite frequent use in other fields.
- The one new technology currently believed to hold the largest potential is crowdsourcing for crisis mapping.
- The one most frequently used technology is the SMS function of mobile phones. In the developing world, internet-based tools lag far behind mobile phone user rates.
- New media use is not the solution to the systemic and structural challenges of monitoring and evaluation of peacebuilding.

Publication

- Sarah Költzow (2013) *Monitoring and Evaluation of Peacebuilding: The Role of New Media* (Paper 9).

Table 6: Overview of events on focus theme 4

26-28 June	<p>Expert meeting on Violence Reduction and Peacebuilding: How Crime and Violence Observatories can Contribute (Conference)</p> <p>Discussion and experience-sharing on how various types of observatories can successfully influence policy-making and programming, and so promote violence reduction and peacebuilding. Meeting attendees: 55.</p>	Small Arms Survey, Geneva Declaration, GCSP
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2.5 Sustainable peace and justice

A peacebuilding perspective on resilience

The work on resilience evolved around its Annual Meeting 2012 and has been distilled into three publications.³ In their own way, these publications develop a better understanding of the resilience concept in relation to peacebuilding and its applicability in peacebuilding contexts. They also draw together the operational experience from different sectors and institutions to achieve higher levels of resilience of communities and institutions, and identify a series of action points to strengthen resilience in peacebuilding contexts.

Key findings

- Move from metaphor to an analytical framework for resilience in peacebuilding contexts, including specifying units and levels of analysis and causal attributions.
- Invest in fine-grained and contextualized mapping and ongoing monitoring to track subtle long-term social, economic and political transformation.
- Peacebuilders will need to foreground the normative and external aspects of resilience brought into this field, and to judge appropriate actions based on whether they will either promote or at least do no harm to the communities in question.

Publications

- Jennifer Milliken (2013) *Resilience: From Metaphor to an Action Plan for the Peacebuilding Field* (Paper 7).
- Ken Menkhaus (2013) *Making Sense of Resilience in Peacebuilding Contexts: Approaches, Applications, Implications* (Paper 6).
- Oliver Jütersonke and Moncef Kartas (2012) *Resilience: Conceptual Reflections* (Brief 6)

³ Jennifer Milliken (2013) *Resilience: From Metaphor to an Action Plan for the Peacebuilding Field* (Paper 7); Ken Menkhaus (2013) *Making Sense of Resilience in Peacebuilding Contexts: Approaches, Applications, Implications* (Paper 6); and Oliver Jütersonke and Moncef Kartas (2012) *Resilience: Conceptual Reflections* (Brief 6).

Annual Meeting 2013

The Annual Meeting had the objective of articulating options for peacebuilding support in urban settings and to foster exchange between peacebuilding and urban safety practitioners. The Annual Meeting drew attention to the ever more diversified nature of peacebuilding practice which occurs in 'fragile' cities. This focus connects the lessons from a great diversity of practice related to citizen security, urban safety, armed violence reduction, urban resilience, conflict prevention, and the transformation of gang cultures. Results of the Annual Meeting will be available by mid-February 2014. The focus on peacebuilding in the city has also led to a more systematic collaboration between UNHABITAT and the Platform to bring closer together urban safety and peacebuilding practitioners.

Key findings

- To date, reflections on violence, conflict and insecurity in the city have been mainly dominated by a counter-insurgency or pacification perspective. This has seldom been coupled with a broader "peacebuilding" approach.
- Peacebuilding is not new to the city, although it would appear that there is room for a much more intensified exchange with other communities of practice, notably in the fields of armed violence reduction and prevention, urban safety, and city planning.
- A high degree of discretion is required for peacebuilding to work in the city – and this may well be at odds with the logic (and practice) of large, internationally-negotiated and mediatised multilateral interventions.

Publication

- Oliver Jütersonke with Keith Krause (2013) *Peacebuilding and the City: Setting the Scene* (Platform Brief 9).

Peacebuilding in the city: What role or International Geneva?

Promising practice remains largely unconnected across the peacebuilding and urban safety communities. In this context, this project had the objective of better understanding what substance Geneva-based actors could bring to bear in a global discussion on 'Peacebuilding in the City' which bridges the divide between peacebuilding and urban security practice.

Key findings

- The separation between peacebuilding and urban safety is less visible in practice; in specific contexts the divide between the two categories is actually very blurred.
- Geneva might add value to a 'Peacebuilding in the City' discussion by focusing on the specific issues of 'armed violence reduction and prevention', 'community policing', and 'youth violence and gangs'. In these topics, there is a lot of existing expertise in Geneva-based institutions.
- A Geneva discussion may make more sense to focus on concrete issues or contexts and not on broad categories of "peacebuilding" or "urban safety".

Publication

- Gina Menghini, Jeremy Jones, Vincent Verzat. *Peacebuilding in the City: What potential contributions from Geneva?* Research report, December 2013.

Table 7: Overview of events in support of Annual Meeting theme

22 November	<p>Peacebuilding in the City: Responses to violence and fragility in urban settings (Annual Meeting)</p> <p><i>Urs Schmid</i>, Ambassador, Deputy Permanent Representative of Switzerland to UNOG; Permanent Representative of Switzerland to the Conference on Disarmament</p> <p><i>Keith Krause</i>, Director, Centre on Conflict, Development and Peacebuilding (CCDP), The Graduate Institute, Geneva</p> <p><i>Joanna Wheeler</i>, Research Fellow, Institute for Development Studies, Brighton, United Kingdom</p> <p><i>Doreen Khouri</i>, Middle East Representative, Hivos International, Beirut, Lebanon</p> <p><i>Suneeta Kar Dhar</i>, Director, Jagori, New Delhi, India</p> <p><i>Isabel Aguilar Umaña</i>, Director of Interpeace Youth Programme in Central America, Guatemala City, Guatemala</p> <p><i>Tarik Weekes</i>, Violence Prevention Alliance, Kingston, Jamaica</p> <p><i>Jean Pascal Boah</i>, Municipal Security Coordinator, Mayor's Office, Treichville, Ivory Coast</p> <p><i>Victoria Walker</i>, Senior SSR Advisor, International Security Sector Advisory Team (ISSAT), Geneva Centre for the Democratic Control of Armed Forces (DCAF), Geneva</p> <p><i>François Amichia</i>, Mayor of Treichville-Abidjan, and former Head of the Ivorian Forum for Urban Safety and of the Union of Towns and Communities of the Ivory Coast, Treichville, Ivory Coast</p> <p><i>George Deikun</i>, Director, UNHABITAT Geneva Office</p> <p><i>Luigi de Martino</i>, Coordinator, Geneva Declaration Secretariat, Geneva, Switzerland</p> <p><i>Natascha Zupan</i>, Coordinator, Working Group on Peace and Development (FriEnt), Bonn/Berlin, Germany</p>	FDFA, OCHA, UNHABITAT, Geneva Declaration, Friedrich-Ebert-Stiftung, Permanent Mission of Canada
21 November	<p>Informal meeting on linkages between urban safety and peacebuilding practice (Informal meeting)</p> <p>Informal meeting to brainstorm about a more systematic effort to exchange practice across urban safety and peacebuilding constituencies. Meeting attendees: 24.</p>	UNHABITAT
28 June	<p>Peacebuilding in the City: Learning from Urban Safety Practitioners (Practice briefing)</p> <p><i>Cecilia Andersson</i>, Human Settlements Officer, Safer Cities Programme, Local Government and Decentralisation Unit, UNHABITAT, Nairobi</p> <p><i>Yann-Cédric Quéro</i>, Senior Researcher, World Homicide Survey; Security Advisor to the United Nations</p> <p><i>Tarik Weekes</i>, Specialist/Researcher, Violence Prevention Alliance, Kingston, Jamaica</p> <p><i>Charles Ransford</i>, Senior Researcher, Cure Violence, Chicago</p>	GCSP, Small Arms Survey, Geneva Declaration

3. Management and staffing

The Geneva Peacebuilding Platform is a partnership between four institutions with rich and diversified peacebuilding-related experience, which represent altogether a unique combination of skills and a long record of excellence in their specific sector. The Platform is managed as a joint project by a Steering and Management Committee (see Box 8.). The day-to-day activities of the Platform are managed by a small team of staff.

The following staffing changes occurred:

- Steering Committee: *Maarten Merkelbach* (Head of Programme, Leadership in Conflict Management Programme, GCSP) replaced *ad interim Ambassador Fred Tanner* (Director, GCSP)
- Management Committee: *Renée Larivière* (Deputy Director-General for Development and Learning, Interpeace) replaced *Bernardo Arévalo de León* (Deputy Director-General, Research and Development, Interpeace)

Platform staff was composed of:

- Achim Wennmann, Executive Coordinator (70%, January-December)
- Indhira Avilés, Assistant Coordinator (60%, January-December)
- Lidija Jovic, Communications and Outreach Advisor (30%, January-June)
- Antonia Does, Research Assistant (20%, April-July)
- Jone Tikuisyte, Assistant Coordinator (100%, July, SYNI programme)
- Madeleine Evans, Assistant Coordinator (100% as of November, SYNI programme)

Box 4: Who is the Geneva Peacebuilding Platform in 2014?

Steering Committee

- Christian Dussey, Director, Geneva Centre for Security Policy (GCSP)
- Keith Krause, Director, Centre on Conflict, Development and Peacebuilding (CCDP), The Graduate Institute
- Scott Weber, Director-General, Interpeace
- Jonathan Woolley, Director, Quaker United Nations Office (QUNO)

Management Committee

- Caty Clément, Head, Conflict and Peacebuilding Programme, GCSP
- Diane Hendrick, Representative, Peace and Disarmament, QUNO
- Oliver Jütersonke, Head of Research, CCDP, The Graduate Institute
- Renée Larivière, Deputy Director-General for Development and Learning, Interpeace

Staff

- Achim Wennmann, Executive Coordinator
- Indhira Avilés, Assistant Coordinator
- Madeleine Evans, Assistant Coordinator

4. Financial report

The Platform continued its efforts to mobilize additional funding sources for Platform activities while delivering at a moderate cost.

The total expenditure of Platform operations and activities in 2013 amounted to CHF 209,718.32 and was drawn from a total income and savings of CHF 231'843.47 (see Table 8). The Platform also continued its efforts to diversify its funding sources resulting in partnerships with several organizations:

- **Core contributions** have been provided by the Department for International Organizations of the Swiss Federal Department of Foreign Affairs (FDFA), the Geneva Centre for Security Policy (GCSP), and Interpeace.
- **Specific event contributions** have been made by the Human Security Division of the Swiss FDFA and Institute for Economics and Peace (IEP) (Sydney).
- **The Annual Meeting 2013** received funding from the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), Friedrich-Ebert-Stiftung (FES), the Geneva Declaration on Armed Violence and Development, and the Permanent Mission of Canada, in addition to dedicated Platform core funds.
- **For the Geneva Peace Talks**, the Platform administered funding from *the Fondation pour Genève*.
- **A human resource subsidy** was received from the Swiss Federal SYNI Temporary Employment Promotion Programme.

The partnerships underlying Platform events also mean that many institutions invest institutional resources towards their organization.

Table 8: Overview of income, Savings and expenditures, CHF

Income & savings		
Core funding	125'119.87	
Project funding	55'570.70	
Savings	51'152.90	
Total Incomes		231'843.47
Expenses		
Staff	-154'368.25	
Events	-51'551.22	
Operational costs	-3'798.85	
Total Expenses		-209'718.32
Balance to carry forward to 2014		22'125.15

5. Outlook

The Platform is confident about 2014 and looks forward to engaging on a number of exciting projects with a broad range of partners. Overall, the Platform's Programme of Work for 2014 highlights four specific items of particular importance:

- **Completion of the 2012-2014 Programme:** As part of this effort, the Platform will undergo an independent evaluation in the June 2014 and engage in a stock-taking exercise.
- **The White Paper on Peacebuilding:** The White Paper is a collaborative, multi-stakeholder process that has the objective to explore the nature of the broader peacebuilding universe, to situate UN peacebuilding within such a broader universe, and to articulate visions for the future of peacebuilding support in violent and fragile contexts. The collaborative process underlying the White Paper will include a series of informal interviews, especially commissioned input papers on regional perspectives on peacebuilding, several thematic input papers, and several consultations in New York, Geneva, and elsewhere.
- **Building peace in the city:** The UN-Habitat's Safer Cities Programme and Platform have jointly developed a draft road map for collaboration over the next 18-24 months. This collaboration is based on the comparative advantages of the respective networks of urban safety and peacebuilding professionals of the Global Network on Safer Cities and the Geneva Peacebuilding Platform. It has the aim to mobilize the two respective networks and catalyse the creation of 10 'city labs' in specific city sites by 2015. A draft Joint Programme Document will be presented at the 7th World Urban Forum in Medellin in April 2014.
- **Development of the 2015-2017 Programme:** Based on the independent evaluation of the 2012-2014 Programme and the experience of the implementation of the White Paper, the Platform will develop a new 3-year programme. This programme will provide an overarching framework for Platform activities which will be drawn together through a collaborative process including discussions in the Steering and Management Committees, the Platform's Advisory Board, and the broader network. The new Programme will also be a reference point for a series of new strategic partnerships.



Speakers of the Geneva Peace Talks, 20 September 2013.

(Photos: UN photo/Violaine Martin)