



ADAPTING TO A NEW PEACEBUILDING REALITY

# ANNUAL REPORT

# 2024



In this 2024 Annual Report, the Principles for Peace (P4P) Foundation presents our transformative approach to global peacemaking. Through groundbreaking convenings and expansive global partnerships, we have demonstrated resilient growth and meaningful impact – navigating a year marked by both challenge and opportunity.

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# FOREWORD



Dear colleagues and friends,

The year 2024 did not simply test the foundations of the global peace system, it exposed their erosion. From Gaza to Khartoum, from Ukraine to Sudan, the international order was repeatedly defied, its norms eroded by brute force, geopolitical fragmentation, and the failure of multilateral responses. These were not only crises of conflict, but crises of legitimacy, accountability, and political vision.

In the face of such systemic unravelling, the post-1945 world order anchored in multilateralism, legal norms, and technocratic peacebuilding has proven insufficient. Wars are no longer exceptions to the rules; they are being waged in defiance of them. We are witnessing not just the return of power politics, but the sidelining of diplomacy, the normalization of impunity, and the widening gulf between people and the institutions meant to serve them.

At the heart of this shifting landscape stands Geneva, an enduring hub of principled engagement and discreet diplomacy. Throughout 2024, we strategically leveraged Geneva's unique peace ecosystem to convene confidential dialogues, connect frontline actors to global processes, and forge coalitions capable of real-world impact. Geneva was not merely our base – it enabled our role as a trusted convener across political, geographic, and institutional divides.

In this moment of rupture, the Principles for Peace Foundation (P4P) has emerged as a credible global actor, catalyzing a transformation in peacebuilding practice. We were created for this very moment: to bridge the widening gap between principles and practice, between data and decision-making, between high-level diplomacy and grassroots legitimacy.

Rooted in the Principles for Peace, we offer a new playbook grounded in legitimacy, dignity, and accountable security for navigating the complexities of today's peace and security landscape. We do not replace statecraft. We complement it by providing actors across the ecosystem with tools for diagnosis, measurement, strategy, and course correction.

In 2024, this translated into tangible progress. We supported national peace processes in Somalia and the Philippines. We launched Uniting for a Shared Future (USF), the first coalition of its kind uniting over 400 Israeli and Palestinian leaders across sectors to redefine the center of gravity for peace. We developed a unique data set, built from 20 years of information across 56 countries, now powering the Peace Navigator, an AI-driven platform to help decision-makers prioritize resources, anticipate risks, and act with strategic clarity.

In a field often defined by fatigue and fragmentation, P4P offers a principled, pragmatic alternative not rooted in bureaucracy, but in agility and real-world traction. Legitimacy is not a soft value. It is the hard currency of sustainable peace.

Looking ahead to 2025, we face deepening polarization, a fraying multilateral system, and mounting demands for inclusion and accountability. Yet, within these challenges lie opportunities – to reconfigure the peacebuilding ecosystem toward credible, locally grounded, and internationally supported approaches. P4P is ready to help shape that transformation.

To our partners and supporters: thank you for your continued commitment. Together, we will navigate these turbulent times with purpose, principle, and resolve.

Yves Daccord, Chair, Governing Board  
Hiba Qasas, Founding Executive Director



# THE WORLD IN 2024

## A CRITICAL JUNCTURE FOR PEACEBUILDING

In 2024, the world edged closer to systemic collapse. From Ukraine to Myanmar, from the Democratic Republic of Congo to Sudan, and from Yemen to Gaza and Israel, the number of violent conflicts reached its highest point since the Second World War. The scale and intensity of warfare, displacement, and humanitarian suffering overwhelmed existing mechanisms of response and exposed the limits of the current global peace architecture.

This is no longer a world of isolated crises. We are now living through a convergence of cascading, interrelated shocks: armed conflict, climate disruption, cyber warfare, state fragility, and the collapse of trust in governance systems. Climate extremes continue to drive displacement and resource scarcity. Disinformation and digital manipulation are eroding public trust and fueling polarization. Non-state armed groups are reshaping security dynamics, while migration and economic breakdown test the resilience of states and societies alike.

### Three structural shifts defined the geopolitical landscape in 2024



#### THE EROSION OF MULTILATERALISM.

The post-World War II multilateral system is increasingly fragmented, polarized, and in existential and institutional crisis. The global political and military alliances that once provided a foundation for stability are being fundamentally questioned. Instead of rules-based international cooperation, we are witnessing a shift towards raw power politics and transactional diplomacy, where national interests and short-term deals take precedence over long-term stability and international law. Once painstakingly negotiated peace agreements are now undermined by last-minute political bargaining that prioritizes expediency over legitimacy. The global peacebuilding architecture – designed for a different era – is struggling to keep pace with the complexities of today's conflicts, leaving many mediation and stabilization efforts ineffective or obsolete.



#### THE CRISIS OF LEGITIMACY.

A deepening crisis of trust is driving global divisions. Institutions once seen as guarantors of international law now face growing scrutiny, as exemplified by the reactions to recent rulings of the International Criminal Court. At the same time, trust in democracy itself is eroding. In just a decade, the proportion of the world's population living under autocratic rule has jumped from 48% to 71%. Disillusionment with democratic governance, exacerbated by economic inequality and governance failures, is fuelling instability, populism, and authoritarian consolidation.



## FROM PREVENTION TO CONTAINMENT AND MILITARIZATION.

Rather than prioritizing conflict prevention and resolution, many governments are defaulting toward a containment mindset – managing crises rather than resolving their root causes. This trend reflects a dangerous return to the logic of „Give war a chance,” where military solutions are favoured over diplomacy and long-term peacebuilding efforts. The approach is also mirrored in global spending priorities. Military budgets are skyrocketing, often at the direct expense of development aid. ODA allocations for fragile states have reached historic lows, further weakening the ability of societies to recover from conflict and build resilience. As military investment rises, the capacity for peacebuilding shrinks, which in turn deepens cycles of violence and instability.

## A Critical Juncture for Peacebuilding

2024 made one truth unavoidable: the current approach to peacebuilding is no longer fit for purpose. The old models have failed to prevent conflict, restore legitimacy, or build sustainable political solutions. But within this crisis lies an opportunity, an opening to rethink, recalibrate, and reconfigure peacebuilding for a world that has fundamentally changed. As we enter 2025, the demand for credible alternatives is growing. The peace and security ecosystem needs new standards, new coalitions, and new tools that match the complexity of today's challenges. This is where the Principles for Peace Foundation steps in.

P4P is an independent and agile catalyst, operating across politics, security, diplomacy, and community action. We work with over 250 organisations globally to set standards, develop a shared peace measurement architecture, and equip decision-makers with practical methodologies for legitimacy-based peacebuilding. As a Think-and-Do Tank, we bridge the gap between data and decisions, between international strategy and local realities.

In a world where the old playbooks no longer apply, we offer a different kind of infrastructure—one that activates the entire peace and security ecosystem, from public to private, from grassroots and grasstops to diplomacy, centered on legitimacy, adaptability, and actionable insight. With the right partnerships, this is how peace becomes relevant again.

# HOW 2024 RESHAPED OUR IMPACT

## REWIRING THE PEACE ECOSYSTEM THROUGH TOOLS, COALITIONS, AND LEVERAGE

2024 was a decisive year for the Principles for Peace Foundation. Building on the momentum of 2023, we translated our normative foundation – the Peacemaking Covenant and its eight Principles for Peace – into applied strategies and field-tested tools. In an increasingly fragmented world, we moved from framework development to implementation at scale, positioning P4P as both an innovation engine and a trusted strategic partner.

Amid escalating geopolitical crises – from the Middle East to the Horn of Africa – P4P delivered clarity, traction, and measurable results. We brought coherence to fractured efforts, legitimacy to contested processes, and practical infrastructure to a system under strain. Our impact spanned diplomatic arenas, conflict zones, and multi-lateral fora – grounded in partnership, powered by data, and driven by principle.

### A COHERENT MODEL FOR SYSTEMIC IMPACT

To meet the evolving needs of peacebuilders and policymakers, P4P refined its offer into an integrated **4+1 model** – a comprehensive suite of tools and approaches that enables strategic decision-making, strengthens legitimacy, and builds resilient peace processes:

#### Common Principles and Standards:

A shared framework for legitimacy-based engagement, now used across diverse conflict contexts as a benchmark for planning, coordination, and accountability.



#### Peace Measurement

**Architecture:** Anchored by a rigorous dataset, our Peace Navigator uses 39 curated indicators across 56 countries and two decades. Built on P4P methodology, it provides real-time insights into the quality and trajectory of peace efforts.

#### Diagnostic Tools and Participatory Reviews:

Mechanisms to identify gaps in legitimacy and inclusion, enabling mid-course corrections before peace processes falter. Our Participatory Periodic Review (PPRP) gained traction as a scalable method for joint assessment and action.

#### Course Correction and Simulation Tools:

From tailored playbooks to our award-winning Peace Games, our tools help actors stress-test strategies, model political consequences, and adapt to complex dynamics.

**+1 – Accompaniment and Coalition Building:** We don't just advise or implement – we partner. P4P catalyzes coalitions across political, civil, and grassroots domains, offering structured support grounded in trust, legitimacy, and shared purpose.



## TANGIBLE OUTCOMES ACROSS CONTEXTS

In **Somalia**, the Principles for Peace were formally adopted by the national government and embedded in the National Reconciliation Framework. P4P supported this milestone through technical accompaniment, simulations with federal and state authorities, and the design of a legitimacy-based review mechanism.

In the **Philippines**, the launch of the PPRP revitalized the Bangsamoro peace process. Working through a national consortium, we facilitated structured feedback loops between civil society, local authorities, and national institutions—anchoring the process in inclusive legitimacy and co-created priorities.

In **Israel-Palestine**, we responded to the post-October 7 and Gaza crisis by convening the Uniting for a Shared Future (USF) coalition – now an unprecedented capability of over 400 Israeli and Palestinian leaders across security, politics, business, media, and civil society. USF has established a new capability in support of a two state solution providing policy input and sounding board to international and regional efforts while building ground support: a legitimacy-based, middle-out platform advancing practical solutions rooted in mutual recognition, security, dignity, and political self-determination.

Through a series of discreet strategy meetings in Geneva, Berlin, Palestine, and Israel, USF helped shape shared principles, cross-sectoral roadmaps, and joint action initiatives. Even in the absence of formal negotiations, it demonstrated that political traction can be built through principled, strategic accompaniment.

## EXPANDING TOOLS, RECOGNITION, AND REACH

Our toolkit grew in both sophistication and relevance. The **Peace Measurement dataset**, developed with the Institute for Economics and Peace, integrates data analytics and is being complemented with an AI-powered advisory functions- A peace Navigator which will be launched in 2025. Designed for use by governments, donors, and civil society, it represents a new generation of peace infrastructure – where evidence, foresight, and principles align.

Our **Peace Games**, developed with CRISP, gained international recognition by winning the Serious Games Innovation Award at I/ITSEC 2024. Deployed in Somalia, Brussels (EU Mediation Community of Practice), and Berlin, these simulations supported actors in exploring policy options and anticipating real-world consequences in volatile environments.

P4P's **thought leadership** also advanced. We completed our first flagship report, Legitimacy in a Fragmenting World, to be published in 2025. Drawing on original research, global data, and field-based insights, the report provides a bold contribution to global debates on legitimacy, accountable security, and sustainable peacebuilding.

## DEEPENING THE ECOSYSTEM OF CHANGE

We significantly broadened our ecosystem – vertically and horizontally. Strategic partnerships with donors like the Netherlands and Switzerland were deepened, and new collaborations forged with institutions across diplomacy, mediation, security, and philanthropy. These alliances enabled us to shape policy, align strategies, and co-create impactful interventions.

From fragile states to global forums, P4P emerged as a force multiplier – bridging disconnected efforts, empowering principled actors, and transforming legitimacy from an abstract aspiration into a foundation for strategic action.

## INSTITUTIONAL READINESS TO SCALE

Organizationally, P4P continued to invest in its internal infrastructure. We strengthened governance, welcomed new board leadership, and grew our team across finance, operations, and program delivery. These efforts expanded our technical capacity and diversified our expertise.

In the fourth quarter, we launched a comprehensive institutional effectiveness initiative to prepare for scale. This included a full review of internal systems and procedures, new modes of collaboration, improved knowledge retention, and streamlined access to resources through digital workspaces.



# Transforming Peace Practice

## OUR IMPACT IN THE FIELD & THE BROADER ECOSYSTEM

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Our work is organized around three interconnected and mutually reinforcing priority areas: **peace effectiveness, system change, and accompaniment.**

Together, these areas foster an environment in which peace processes lead to sustained positive outcomes, accountable security, and legitimate governance measured by the wellbeing and prosperity of the societies we serve.



# P4P IN ACTION #1 – PEACE EFFECTIVENESS

## ADDRESSING THE CHALLENGE

In 2024, P4P made significant progress in addressing one of the field’s long-standing challenges: the disconnect between the growing availability of data and the ability of peace actors to use it for timely, strategic decision-making. Despite the proliferation of datasets, information often remains fragmented, siloed, or ill-suited to the needs of mediators, policymakers, and funders. As a result, opportunities for course correction are missed, progress is hard to track, and investments in peace often lack a clear return logic.

## FINALIZATION OF A BESPOKE DATASET

To address this, P4P finalized the development of a **bespoke dataset** grounded in the Principles for Peace – a methodological foundation to measure the **quality and trajectory of peace and peace engagement**. Developed in collaboration with the **Institute for Economics and Peace**, the dataset draws from **12 globally recognized sources**, including the World Bank, Freedom House, and Gallup, and **covers 56 countries over two decades**.

What sets this dataset apart is its alignment with the **eight Principles for Peace**, translated into **39 curated indicators** that capture both structural conditions and dynamic peace factors. Each indicator is mapped to dimensions such as dignity, solidarity, pluralism, accountable security, and legitimacy, allowing for **principle-specific analysis** and system-wide coherence.

Unlike traditional tools that collapse complexity into single scores or country rankings, P4P’s dataset enables users to:

- ☐ Detect patterns of progress or regression
- ☐ Diagnose where a process is off track—and why
- ☐ Investigate drivers and barriers of peace across time and contexts
- ☐ Ground decisions in evidence rather than anecdote

## A SHARED REFERENCE FRAMEWORK FOR PEACE

This foundational work establishes a shared reference framework for peace – comparable to humanitarian standards in the aid sector – and supports better alignment among diverse actors on what to measure, prioritize, and improve.

To ensure methodological rigor, the framework underwent extensive review by expert reference groups and will be updated annually, with comprehensive revisions every two years. The result is a flexible, evolving architecture for legitimacy-based peacebuilding – built for adaptation and grounded in context.



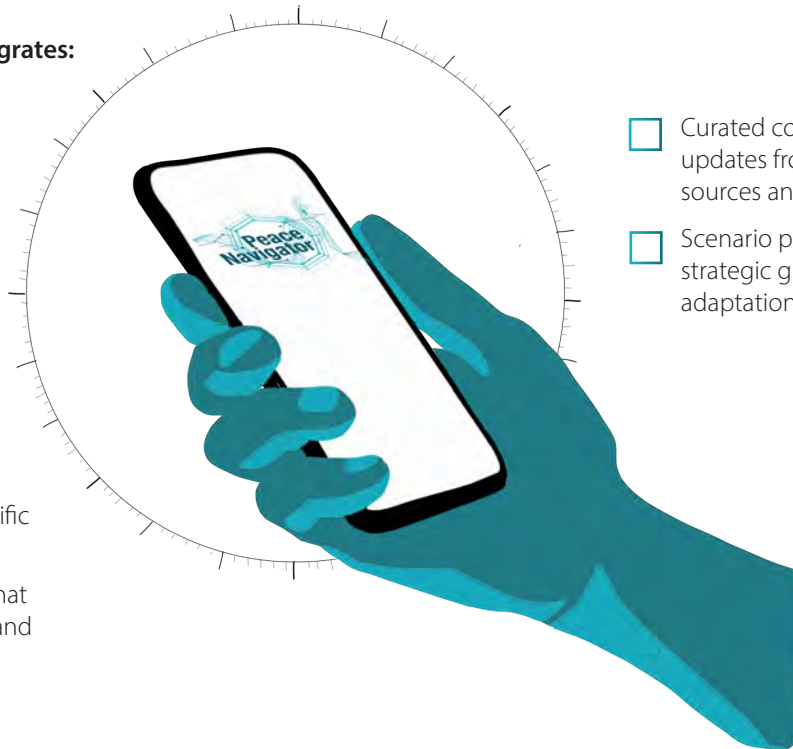
## LOOKING AHEAD:

# THE PEACE NAVIGATOR AI PLATFORM

Building on this data infrastructure, 2025 will see the launch of the **Peace Navigator** – a dynamic, AI-supported platform that turns data into actionable insights. It is not another index or scorecard. Rather, it is a **decision-support tool** that allows peace-builders, donors, and policymakers to interpret complex information, anticipate challenges, and adjust strategies in real time.

### The Peace Navigator integrates:

- ☐ A visual dashboard with principle-specific metrics
- ☐ AI-driven analysis that identifies patterns and risks

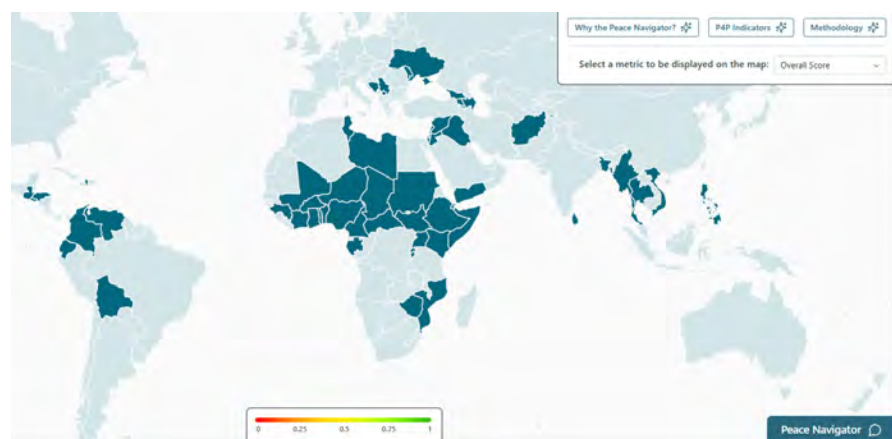


- ☐ Curated contextual updates from trusted sources and literature
- ☐ Scenario prompts and strategic guidance for adaptation

By combining quantitative indicators with qualitative insights, the Navigator bridges the gap between data and political judgment. It provides not just a snapshot of peace conditions, but a navigational interface – supporting strategy reviews, donor coordination, and midstream course corrections.

Designed to serve **national governments, multilateral agencies, civil society, and local actors**, the Navigator supports:

- ☐ Comparative trend analysis across countries and peace engagements
- ☐ Risk assessment and early warning
- ☐ Alignment of funding and strategy with evidence-based priorities
- ☐ A shared platform for ecosystem-wide accountability and learning



Together, the indicator system and the Peace Navigator lay the groundwork for a new peace measurement architecture – one that strengthens clarity, coherence, and collective action in some of the world's most challenging settings.



## AI for Smarter Peace-building

Launching in 2025, the Peace Navigator is P4P's flagship AI-powered platform designed to support decision-makers across the peace and security ecosystem with real-time, data-informed strategic insight.

Built on the bespoke dataset developed in 2024, the Navigator does not function as a static index. It is a dynamic, interactive decision-support tool – designed to help users prioritize resources, foresee emerging risks, and adjust strategies based on real-time conditions and long-range trends.

At its core, the Peace Navigator combines quantitative metrics and qualitative context, offering users a clear understanding of both the trajectory and the quality of peace engagements. Its AI interface interprets structured data from 39 principle-based indicators across 56 countries, while simultaneously drawing on curated qualitative sources – reports, field research, expert commentary, and continuously updated open-source information.

**This dual engine allows users to:**

- ☐ Anticipate challenges through risk diagnostics and trend detection
- ☐ Interrogate legitimacy and inclusion gaps using principle-specific analytics
- ☐ Simulate scenarios and test strategy options before committing to high-stakes interventions
- ☐ Align decision-making with the Principles for Peace in real time

Unlike conventional dashboards, the Peace Navigator evolves with its users. It continuously integrates new data streams and learning, producing tailored insights for a wide range of actors – national governments, donors, mediators, civil society, and field-level implementers.

By fusing structured measurement with live context, the Peace Navigator enables actors to move beyond static analysis and respond with clarity, agility, and strategic foresight. It represents a critical leap in bridging the gap between data and decision – empowering peacebuilders to navigate complexity, mitigate risk, and maximize impact.

## Coming Soon: AI Data-Driven Analysis

### Chat with Your Data Bot

Transforms peace indicators into clear, real-time explanations. Helps identify policy priorities and emerging risks.

**Example**

What factors drove legitimacy decline in Libya in 2014 in the P4P indicators?

**EXPLAIN**

### Qualitative Analysis Integration

Gathers verified qualitative insights from country-specific sources. Ensures transparency with citations and source tracking.

**Example**

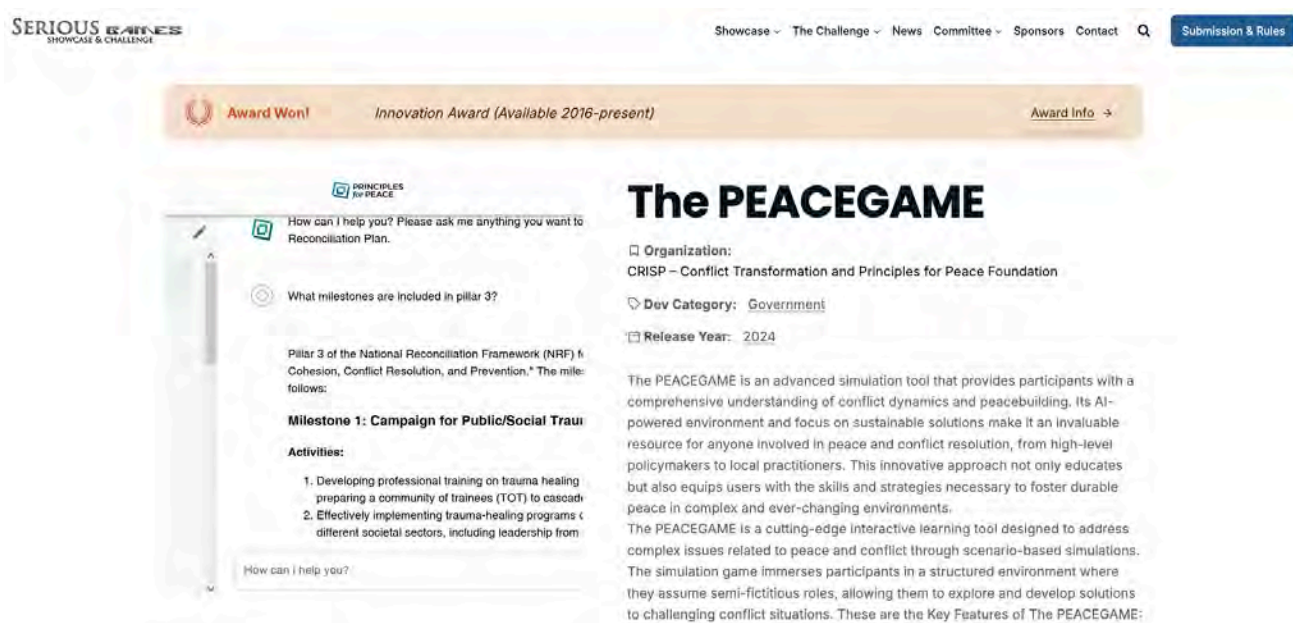
Provide analysis of local governance in Somalia from verified sources?

**ANALYSE**

## INNOVATIVE TOOLS

# THE P4P AWARD-WINNING PEACE GAME

In 2024, P4P's Peace Game methodology – developed in partnership with CRISP – was recognised with the Serious Games Innovation Award at I/ITSEC 2024 in Orlando, affirming its value as an innovative tool for peace negotiations, policy design, and strategic decision-making. This milestone validated Peace Games as a cutting-edge and versatile methodology, increasingly used to support peace and reconciliation processes.



<https://sgschallenge.org/game/the-peacegame/>

Peace Games are now positioned as a versatile methodology designed to meet the evolving needs of diverse stakeholders engaged in peace and reconciliation processes. The simulations can be tailored to either fictitious scenarios – useful for testing innovative peacebuilding approaches – or real-world contexts, where they serve as structured, low-risk environments to explore sensitive political dynamics and decision-making pathways. Simulations can be held behind closed doors to support discreet negotiations, internal planning, or cross-institutional coordination.

A major innovation in 2024 was the integration of **AI-powered co-pilots** that provide participants with curated background research tailored by the P4P team and subject-matter experts. In addition, an AI interface is used to assess strategies developed during the simulations. These assessments are based on either predefined criteria or directly benchmarked against foundational policy documents, allowing participants to test the feasibility and coherence of strategies before implementation.

By stepping into others' roles, participants gain perspective and empathy – while also developing risk mitigation strategies and

reflecting on the consequences of key decisions. These simulations combine **technological innovation** with participatory methodology, positioning PeaceGames as a core instrument in P4P's peacebuilding toolkit.

In 2024, P4P conducted PeaceGames in diverse settings: at the **Berlin Moot (April)**, focusing on multilateral crisis response; in **Somalia (July)**, simulating implementation of the National Reconciliation Framework; and at the **EU Mediation Community of Practice** in Brussels (October), where the game focused on the Israel-Palestine conflict and explored pathways for mediation and de-escalation.

These simulations enabled a wide range of actors – from policymakers to grassroots leaders – to navigate evolving scenarios and test reconciliation strategies in real time. Looking ahead, PeaceGames will increasingly be integrated with and draw on the **P4P Peace Navigator and AI interfaces**, enhancing their ability to deliver predictive analysis, real-time insights, and tailored recommendations that strengthen peacebuilding efforts in fragile and conflict-affected settings.



# P4P IN ACTION #2 SYSTEM CHANGE EXPANDING OUR GLOBAL COALITION AND STRENGTHENING GENEVA'S ROLE

## EMBEDDING THE PRINCIPLES IN POLICY AND PRACTICE

- ☐ In **Somalia**, the Principles were integrated into the National Reconciliation Framework.
- ☐ In the **Philippines**, they guided the Participatory Periodic Review for Peace.
- ☐ In **Israel-Palestine**, they formed the basis of the USF coalition's charter and strategy.

**These milestones reflect a clear shift: the Principles are now shaping real-world peace processes.**

A cornerstone of P4P's system change work is the continued expansion and deepening of our global coalition. Our **partnership base grew, with new partnerships and engagements** with **60** influential institutions across diplomacy, security, development, academia, and civil society. In 2024, our stakeholder platform functioned as a strategic forum for policy coordination, knowledge exchange, and feedback on key initiatives such as the **Peace Navigator** and the **Flagship Report**.

Beyond the platform, we built robust coalitions in our country accompaniment contexts:

- ☐ In the **Philippines**, the P4P-led **Bangsamoro Consortium** brought together over 150 organizations and 210 individual leaders from across civil society, indigenous groups, religious institutions, academia, government, and the Moro Islamic Liberation Front.
- ☐ In **Somalia**, we deepened partnerships with the Ministry of Interior, **Berghof Foundation**, and **UNDP**, and convened civil society actors through the TAG Foundation.
- ☐ In **Israel-Palestine**, the USF coalition united over 400 leaders and supported the first major peace gathering since the start of the war, which filled a 6,000-seat Stadium in Tel Aviv.

These coalitions form a vital base for advancing **locally led, internationally supported** peacebuilding rooted in legitimacy.

To support these efforts, we expanded our **strategic partnerships** with Geneva-based and international institutions, including the **Graduate Institute's Centre on Conflict, Development and Peacebuilding**, **DCAF**, the **Institute for Economics and Peace**, and **CRISP**. These partnerships broadened our reach, strengthened our methodological capacity, and reinforced our role in training and accompaniment.



## STRENGTHENING GENEVA AS A HUB FOR PEACE INNOVATION

Throughout 2024, we actively leveraged Geneva's diplomatic infrastructure and reputation of neutrality. We did not merely participate in major events – we hosted, moderated, and shaped outcomes.

- ☐ At **Geneva Peace Week**, we led high-level panels, and hosted the **Somali Minister of Interior**, showcasing the country's National Reconciliation Framework.
- ☐ We **moderated dialogues** on prevention with the U.S. State Department and convened a public **PeaceTalks conversation with** a Palestinian USF member, highlighting the power of legitimacy-based peace efforts.
- ☐ At the **EU Community of Practice on Mediation, PeaceCon**, and other global gatherings, we ran **PeaceGames simulations**, tabled practical proposals, facilitated trainings, and drove uptake of the Principles for Peace as operational frameworks.

To consolidate Geneva's long-term role as a strategic base for multitrack diplomacy, we formalized a new partnership with **UCLA's Center for Middle East Development (CMED)**. This will bring a **regular Track II forum** to Geneva, positioning the city as a bridge between political innovation and grounded implementation.

## GLOBAL THOUGHT LEADERSHIP: LEGITIMACY AS A STRATEGIC IMPERATIVE

We also finalized our first **Flagship Report**, **Legitimacy in a Fragmenting World**, to be published in 2025. It addresses one of the most urgent challenges of our time – the global legitimacy crisis – and offers a data-driven framework to address it.

Drawing on case studies from **Colombia**, **Somalia**, and **Israel-Palestine**, and powered by insights from **the Peace Navigator**, the report:

- ☐ Maps the drivers and consequences of eroding legitimacy
- ☐ Illustrates how legitimacy correlates with accountable security and sustainable peace
- ☐ Offers feedback loops and course correction strategies based on practical field experience

The report also integrates insights from **P4P's Security Actors Playbook**, emphasizing the role of state and non-state actors in either undermining or rebuilding trust.



## P4P IN ACTION #3

# CATALYSING CHANGE FROM THE MIDDLE OUT: ACCOMPANIMENT AND COALITION BUILDING

P4P supports peace processes at multiple stages by accompanying national initiatives and working with key constituencies across the peace ecosystem. Our approach is grounded in pragmatic innovation – providing practical support, adaptable tools, and structured facilitation to unlock political will and inclusive dialogue across diverse and often polarized contexts.

Rather than working from the top down or bottom up, P4P operates from the middle out, strengthening the connective tissue between institutions, civil society, political actors, and grassroots leaders. We help build and reinforce coalitions that span the spectrum of stakeholders, ensuring that peace efforts are legitimate, inclusive, and resilient.

At the heart of our accompaniment model is the Participatory Periodic Review for Peace (PPRP) – a signature coalition building methodology that enables diverse actors to assess the direction and quality of peace efforts through structured consultation, feedback, and joint problem-solving. Using the eight Principles for Peace as a shared lens, PPRP promotes mutual accountability and course correction – anchoring peace strategies in community realities and institutional capacity.

## ISRAEL-PALESTINE

### UNITING FOR A SHARED FUTURE (USF): A NEW MODEL FOR PEACEBUILDING

Following the tragic events of October 7, 2023, and the ongoing war in Gaza, P4P launched the **Uniting for a Shared Future (USF)** coalition – an ambitious, structured effort to reset the political horizon and catalyze new possibilities for a comprehensive resolution to the Israeli-Palestinian conflict. Amid one of the most devastating chapters in the region's history, USF emerged as a principled, strategic response to the deepening crisis of legitimacy, trust, and political vision.

**USF is a unique and the largest coalition of its kind**, uniting over 400 Israeli and Palestinian leaders across the political, security, business, media and civil society spheres – including figures from the West Bank, Gaza, Israel, and the diaspora. Members include former ministers and diplomats, parliamentarians, senior military officials, business leaders and venture capitalists, journalists, public opinion experts, and community leaders. The coalition also brings together over 50 peace-oriented organizations on both sides.

By convening influential actors outside traditional peacebuilding circles and connecting them to international allies, USF offers a **“centre-out” approach** – bridging power and societal proximity while maintaining credibility among mainstream constituencies. It leverages enlightened self-interest and principled pragmatism to open new political entry points, shift public narratives, and influence regional and international agendas.

The initiative is anchored in the Principles for Peace framework, which provides a shared vocabulary, orientation, and strategic direction. It embodies P4P's peacebuilding playbook: legitimacy-based, coalition-driven, and structurally adaptive to the constraints of modern geopolitics.

## A SHARED CHARTER FOR POLITICAL VISION

In March 2024, P4P convened a founding group of 70 Israeli and Palestinian leaders in Geneva. The result was a foundational charter, outlining a shared political vision and a common denominator across ideological divides.

This charter rests on five core principles:

- 1 Mutual Recognition and Acknowledgement** – Affirming the right to self-determination, statehood, and independence for both peoples.
- 2 Dignity and Equality** – Ensuring equal rights, access to justice, livelihoods, services, and freedom from structural inequality and fear.
- 3 Security and Safety** – Committing to end warfare and uphold a security approach that safeguards lives while respecting rights.
- 4 Agency and Inclusion** – Enabling diverse actors –including women, youth, and those often excluded—to shape a just and sustainable future.
- 5 Trust Through Healing** – Promoting empathy, rehumanization, and processes of acknowledgment and reconciliation to address trauma and grievances.

This framework allows leaders from divergent perspectives to collaborate within a broad strategic tent, while remaining rooted in their respective communities and spheres of influence.

### Mutual recognition and acknowledgement

– Of the right to self-determination, statehood, and independence



### Dignity and equality

– Where all people have the opportunity to live a life of dignity free from fear and inequality.



### Security and safety

– Where people's rights to security and to live free from fear are mutually supported and guaranteed.



### Agency and inclusion

– Where all Israelis and Palestinians are able to play a role in shaping a just and sustainable peace.



### Trust through healing

– Where we acknowledge, and address, the injustices, grievances and fears so that future generations can be free to live as closely and cooperatively as they choose.







## STRATEGY TRACKS AND CONVENINGS

In July 2024, USF convened again to co-develop a strategic roadmap across three interlinked tracks:

- ☐ **Political Track** – Engaging policymakers and decision-makers
- ☐ **Economic Track** – Identifying financial and structural pathways for stabilization
- ☐ **Public Opinion Track** – Shaping narratives and fostering societal support for a political resolution

USF operates under a **distributed leadership model**. Members introduce new participants, lead targeted initiatives within their track, and commit to advancing the coalition's shared principles. P4P serves as the **Convenor and Secretariat**, supporting coordination, providing tailored strategic guidance, and ensuring coherence across processes.

A third convening in **November 2024** – hosted in Berlin with political and financial support from the **German Federal Foreign Office** – marked a new phase of consolidation. Several new initiatives were launched across regional diplomacy, international advocacy, and narrative change. While many remain confidential due to political sensitivities, they underscore USF's ability to operate **discreetly yet effectively**, leveraging both formal and informal levers of influence.

## BRIDGING LOCAL, REGIONAL, AND GLOBAL ARENAS

Throughout 2024, USF members contributed to major international policy dialogues, including the **EU Community of Practice on Mediation in Brussels** and **Geneva Peace Week**. These engagements helped elevate the coalition's legitimacy-based approach and integrated its frameworks into broader peacebuilding discourse.

As USF moves forward, P4P will continue to accompany the coalition – supporting **actionable outcomes**, reinforcing strategic coherence, and helping shape a legitimacy-based pathway toward political resolution.



## PHILIPPINES

### BUILDING COALITIONS & STRENGTHENING LEGITIMACY: THE PARTICIPATORY PERIODIC REVIEW FOR PEACE IN THE BANGSAMORO

The launch of the **Participatory Periodic Review Process (PPRP)** in the Philippines in early 2024 was a timely and strategic decision. As the Bangsamoro peace process approached a critical juncture – with the transition timeline nearing completion and national elections on the horizon – there was growing concern that political uncertainty, diminished momentum, and limited implementation could undermine hard-won gains. Against this backdrop, P4P recognized an **urgent need to re-energize the peace constituency and reinforce inclusive mechanisms** that have long been part of the Philippines' participatory political culture. The PPRP was designed not only to assess the trajectory of the peace process, but to restore public confidence and re-center grassroots and sectoral voices in shaping its path forward. To this end, P4P supported the establishment and the activities of a **national consortium of academic institutions, civil society networks, religious leaders, Indigenous representatives, the business sector, local government and peace-building organizations**.

Rooted in the Principles for Peace, the PPRP aimed to revitalize and unify the Bangsamoro peace constituency. Using the lens of the Principles for Peace, the initiative enabled participants to articulate a shared political analysis, identify

**The PPRP became a platform for collective action rooted in a shared vision of peace.**

key challenges in Comprehensive Agreement on the Bangsamoro (CAB) implementation, and formulate actionable, constituency-owned strategies. It **reinvigorated participation and subsidiarity, enhancing the legitimacy and inclusion of the peace architecture and provided a critical feedback loop** that connected community concerns directly to national-level stakeholders.

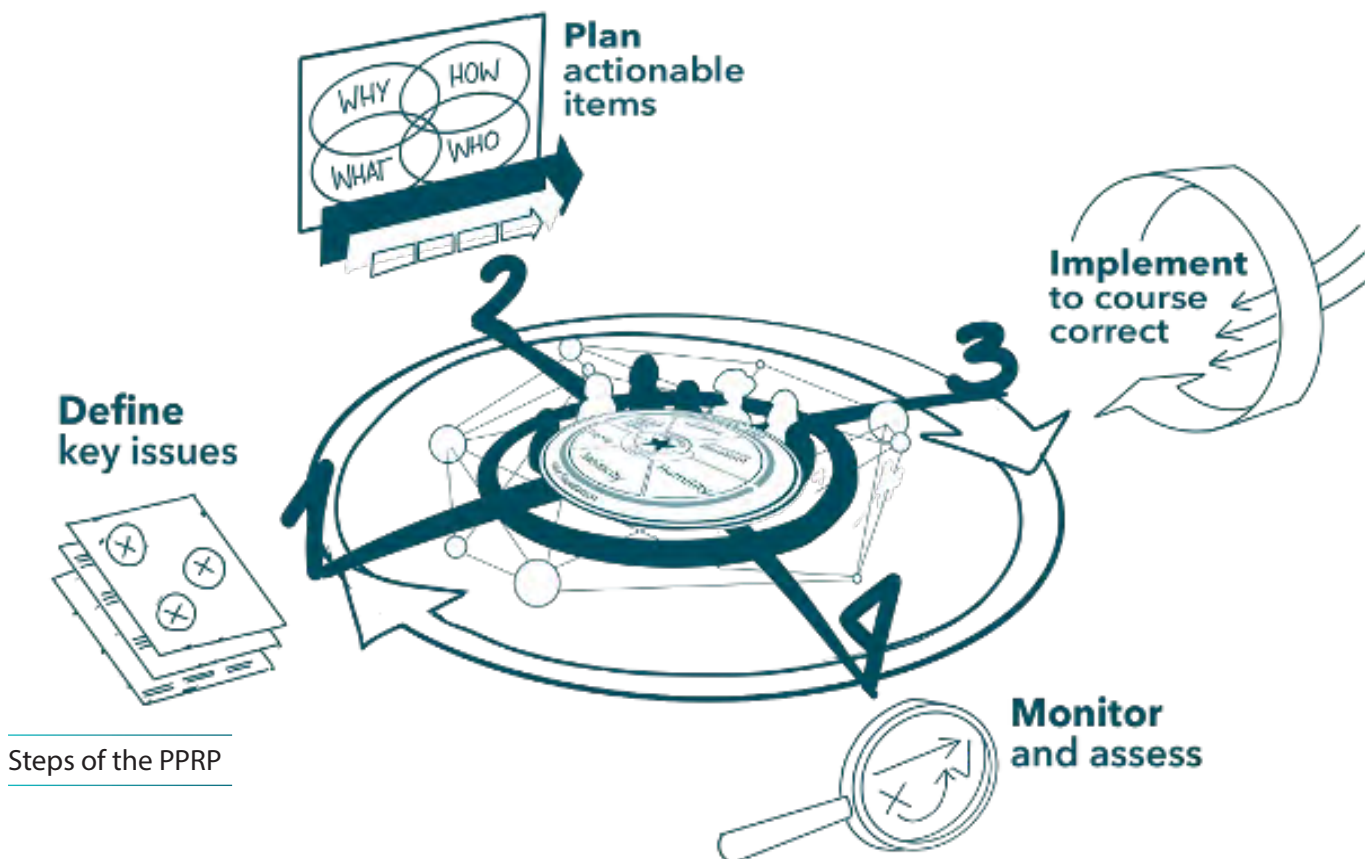
Throughout the year, the P4P consortium held structured and informal engagements, including sectoral convenings, cross-sectoral discussions, and formal meetings with representatives from both the Government of the Philippines (GPH) and the Moro Islamic Liberation Front (MILF). The initiative maintained sustained participation from core sectors in Manila and Mindanao and made a **deliberate effort to include geographically isolated communities**, notably from Basilan, Sulu, and Tawi-Tawi, **ensuring that their voices informed the collective strategy**.

This inclusive approach not only reinforced the legitimacy of the process but also catalysed new alliances within and across constituencies. One example is the Bangsamoro Voters' Education initiative, originating in the academic sector and implemented by universities in the consortium. Another includes coordinated advocacy to support Non-Moro Indigenous Peoples (NMIP), particularly on the issues related



to ancestral land. These efforts demonstrate how the PPRP served as more than a forum for dialogue – it became **a platform for collective action rooted in a shared vision of peace.**

As part of the feedback loop envisioned by the P4P methodology, the findings and recommendations generated through the PPRP were formally presented to key stakeholders, including the GPH and MILF.



Steps of the PPRP

These actors acknowledged the value of the process, recognizing it as a vital tool for re-engaging the peace constituency, rebuilding trust, and reinforcing commitments to CAB implementation. The engagement also contributed to positioning the Bangsamoro constituency as a legitimate and influential voice within the peace process.

Ultimately, the PPRP demonstrated the practical utility of

the Principles for Peace in action. It **enhanced the legitimacy of the peace process** by anchoring it in broad-based, inclusive participation; strengthened coalitions across the peace ecosystem; and contributed tangible outcomes to implementation efforts. In doing so, it **laid a foundation for more resilient, participatory, and sustainable peace** in the Bangsamoro.

## SOMALIA

### ADVANCING RECONCILIATION THROUGH GOVERNMENT-LED PROCESSES

Somalia stands at a pivotal moment in its reconciliation journey, confronting the dual challenges of addressing long-standing divisions and forging a more cohesive, inclusive national identity – aligned with the government's vision of a nation at peace with itself. In this critical context, the Ministry of Interior, Federal Affairs, and Reconciliation (MolFAR) made a **strategic decision to anchor its reconciliation efforts in the Principles for Peace** during

the final revisions of its National Reconciliation Framework (NRF). This comprehensive policy initiative was developed through over five years of consultations with federal institutions, member states, civil society, and international partners, aiming to bring lasting peace to the country.

Recognizing the alignment between the NRF's methodology and vision, MolFAR decided to include the Principles for



Peace as a reference benchmark within the NRF, **making Somalia the first country in the region to adopt the P4P framework into a national policy.**

MolFAR's decision to invite P4P into a partnership to support the NRF signalled a clear commitment to move away from fragmented, top-down approaches toward a more participatory, transparent, and legitimacy-driven process – reflecting national ownership and aligning reconciliation efforts with globally recognized standards.

This **collaboration focused on building practical tools** to uphold this vision. The launch of the P4P framework in Mogadishu in February 2024 helped lay the groundwork for a **future Participatory Periodic Review for Peace**, institutionalizing inclusive mechanisms that enable Somali actors – from government to civil society – to **regularly reflect on progress, identify obstacles, and shape the reconciliation process together.**

The government's commitment to the P4P vision was further demonstrated by its willingness to pilot innovative engagement approaches based on P4P methodologies. In July, a Peace Game simulation brought together representatives from federal institutions and member states to test reconciliation strategies against evolving national challenges. These exercises not only fostered dialogue among key

actors but also helped strengthen institutional coherence around the NRF.

At the international level, Somalia's pioneering adoption of the Principles has generated wider interest and support. Somali representatives have contributed to global discussions on inclusive peacebuilding – from Geneva Peace Week to the EU Community of Practice – sharing insights on how national frameworks like the NRF can foster more locally grounded and legitimate processes.

The consolidation of the partnership between P4P and MolFAR, along with P4P's inclusion in the newly established

Technical Advisory Board, underscored a shared commitment to participatory and legitimate NRF implementation. **While much work lies ahead, these developments reflect meaningful progress and growing momentum.**

P4P's role in Somalia remains that of a trusted technical partner – helping consolidate progress, facilitate dialogue, and support national actors in building a reconciliation process that is inclusive, transparent, and accountable to the Somali people. Building on the achievements of 2024, in 2025 P4P is poised to collaborate with the government to co-design a participatory measurement framework for reconciliation in Somalia.

**Somalia's pioneering adoption of the Principles has let to Somali representatives contributing to global discussions on inclusive peacebuilding.**



# OUR PARTNERS

Everything we do, we do in partnership with others, driven by our commitment to system change. We see our role as catalyst of partnerships, forged to unlock the peace ecosystem through greater solidarity, humility and subsidiarity.

Our model: We build coalitions and partnerships that are locally led and internationally supported. By actively transcending actors of “the establishment” and including civil society, we ensure that a plurality of voices is heard and amplified – from inside and outside the traditional centres of power. This philosophy is embedded in our mission, our approach, our methodology, and all three priority areas of our work. Ever guided by the Principles for Peace framework, we embrace an ecosystem approach that promotes collective action for peace across diverse sectors.

There is no doubt that we have achieved a lot in 2024, both in the consolidation of P4P as an independent Peacebuilding organisation and in the tangible impacts of our work. Yet, we would be remiss not to recognise the many partners and advocates that have supported our work along the way. The strength of P4P lies within our network of partners and within the expertise of those championing peace in various contexts.

## DONORS

Our work is made possible through the generous support of our donors including bilateral governments, private philanthropy, and the Canton of Geneva. In 2024, P4P successfully achieved an even distribution between public and private funding sources, underscoring the strength and diversity of our partnerships.

### Public funding:

With the support of:



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**We extend our sincere gratitude to all our donors for their trust and commitment to advancing sustainable peace.**

# LOOKING AHEAD

The global peace and security landscape is entering a dangerous phase. Geopolitical fragmentation is accelerating. Multilateral institutions are losing traction. Authoritarian blocs are consolidating power, while diplomacy is increasingly transactional.

Military spending is soaring while peacebuilding and development aid collapse. Fragile states are being left behind. Civilian populations – from Gaza to Ukraine – are caught in the crossfire of strategic posturing, treated as leverage rather than protected communities.

## THIS IS THE MOMENT P4P WAS BUILT FOR.

We provide clarity where the system is confused – frameworks where fragmentation reigns. In 2025, we will double down on transforming the peace ecosystem:

The Peace Navigator will go live, delivering real-time, principle-based analysis to decision-makers.

Our country accompaniment work will expand, building on USF and new rollouts in fragile contexts.

We will push to embed legitimacy and accountability standards into multilateral processes and donor strategies.

And we will help reimagine what comes after the containment – by shaping the next chapter of global peacebuilding architecture.

# GOVERNANCE AND STAFF

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# GOVERNANCE AND STAFF

The Governing Board of the Principles for Peace Foundation comprises representatives of key partners, global peace and security leaders, and experts dedicated to advancing the organisation's mission. Drawing from a rich pool of expertise and experience, the Board strategically guides the Foundation towards its objectives. Its members are instrumental in shaping strategies, ensuring transparent governance, and promoting sustainable growth.

## Governing Board Members

**Governing Board Chair:** Yves Daccord, Switzerland, Executive Chairman and Co-founder of Edgelands Institute. Former Director-General of the International Committee of the Red Cross (ICRC).

**Ouided Bouchamaoui**, Tunisia, Nobel Peace Laureate. Former President of the Tunisian Confederation of Industry, Trade and Handicrafts (UTICA).

**Kamissa Camara**, Mali, Senior Advisor for Africa at the United States Institute of Peace. Former Minister of Foreign Affairs and former Senior Foreign Policy Advisor to the Malian President.

**Atje Drexler**, Senior Vice-President at the Robert Bosch Foundation. Former Head of Department for International Relations Europe and its Neighbours at the Robert Bosch Foundation.

**Andrew Gilmore**, Executive Director of the Berghof Foundation. Former United Nations Assistant Secretary-General for Human Rights.

**Elizabeth Hume**, Executive Director of the Alliance for Peacebuilding. Former Chief Legal Counsel for the Organization for Security and Co-operation in Europe (OSCE) in Bosnia and Herzegovina and in Kosovo.

**Elissa Jobson**, Director of Advocacy and Partnership at the International Crisis Group. Former Media Relations Specialist with the United Nations Children's Fund (UNICEF).

**Dr. Tobias Lindner**, former Minister of State at the German Federal Foreign Office and former Green Member of Parliament for the Southern Palatinate in Berlin.

**Dr. Khadija Osoble**, Ambassador of Somalia to the European Union.

**Annika Soder**, Sweden, President of the Board of Governors, European Institute of Peace. Former State Secretary for Foreign Affairs.

**Teresita Quintos Deles**, the Philippines, Party to the Philippines Peace Agreement on the Bangsamoro. Former Presidential Advisor on the Peace Process in the Philippines.

**Itonde Kakoma**, President of Interpeace.

**Ib Petersen**, Ambassador and Permanent Representative of Denmark to the UN in Geneva.

**Honorary Champion:** Bernardo Arévalo de León, President of Guatemala. Former member of the International Commission on Inclusive Peace, which led the development of the Principles for Peace.



# ADVISORY GROUP

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The Advisory Group is comprised of global thought leaders and experts dedicated to Peacebuilding across all levels. Drawing from rich and diverse expertise and experience, the Advisory Group gives their counsel to the P4P Executive Director on strategy and partnerships. They are instrumental in giving regional perspectives.

## Advisory Group Members

**Advisory Group Chair: Bert Koenders**, World Bank Special Envoy on Fragility.

Former Minister of Foreign Affairs of the Netherlands, former Minister for Development Cooperation, and the United Nations Secretary-General's Special Representative in Ivory Coast and Mali.

**Vice-Chair: Frederic Gateretse Ngoga**, Ambassador, Head of Conflict Prevention and Early Warning Division at the African Union Commission (AUC). Former Senior Officer with the African Union Mission in Somalia (AMISOM).

**Lieutenant General (ret.) the Honourable Romeo Dallaire**, Founder of the Dallaire Institute for Children, Peace and Security. Former Force Commander of the United Nations Assistance Mission for Rwanda (UNAMIR).

**Sultan Barakat**, Professor in Public Policy at Qatar Foundation's Hamad Bin Khalifa University, Doha, Qatar.

**Lieutenant General Kees Matthijssen**, Lieutenant General NLD Armed Forces. Former Force Commander, United Nations Multidimensional Integration Stabilization Mission in Mali (MINUSMA).

**Dr. Thania Paffenholz**, Executive Director of Inclusive Peace, Switzerland and Germany.

**Deborah Frieze**, Founder of Boston Impact Initiative and Co-Founder of Unlock Ownership Fund. Former Professor of the Practice in Impact and Sustainable Investing at Tufts University, USA.

# THE P4P TEAM

Our team is an agile and dynamic group of experts and changemakers committed to achieving the organization's mission and vision. United by a shared dedication to transforming and advancing the peace ecosystem, our staff are talented and passionate individuals from diverse backgrounds and areas of expertise.



**Hiba Qasas**, Founding Executive Director  
**Peter Batchelor**, Director, Partnerships and Advocacy  
**Roberto Paganini**, Director, Program  
**Keith Krause**, Chief Policy Advisor  
**Larry Attree**, Senior Advisor, Stability and Rule of Law  
**Nicolas Rougy**, Partnerships Advisor  
**Paul Yan**, Manager, Operations and Business Optimization  
**Augusta Nannerini**, Program and Policy Officer  
**Danijela Stojanovic**, Executive and Operations Associate  
**Elio Azar**, Special Initiatives Coordinator  
**Valérie Künzler**, Program and Partnerships Officer  
**Danielle Levi**, Policy and Program Officer

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PRINCIPLES FOR PEACE | MAISON DE LA PAIX | 2 CHEMIN EUGÈNE-RIGOT | CH-1202 GENEVA | SWITZERLAND  
INFO@PRINCIPLESFORPEACE.ORG  
**WWW.PRINCIPLESFORPEACE.ORG**