



CHARTING A PATH TO LASTING PEACE

ANNUAL REPORT 2023



In the 2023 annual report, the Principles for Peace (P4P) Foundation outlines our transformative approach to global peace-making. Through ground-breaking principles and expansive global collaborations, we have demonstrated resilient growth and profound impact, navigating a challenging yet impactful year.

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FOREWORD



Dear colleagues and friends,

We are proud to present our 2023 annual report—our first year as an independent entity, a year of transition, new beginnings, building, and proving concepts. A year where we also faced the typical challenges of a startup, and yet we emerged more equipped and ready for the future. Our efforts have been transformative, reflective, and impactful, against the backdrop of conflicts in every part of the world and an ever-shifting international landscape.

The reality of polycrises and our planet's growing fragility has never been more clear—from Sudan, Ethiopia, the Sahel, Afghanistan, Haiti, Myanmar, to the ongoing war in Ukraine. Additionally, the war and humanitarian crisis in Gaza, along with the escalating Israel-Palestine conflict, has highlighted the declining strength of international law and growing polarisation.

The deteriorating global context in 2023 highlighted the value of our work at the Principles for Peace Foundation (P4P), and the urgent need for transformational shifts in our approaches to peacemaking. The legitimacy and inclusion deficits have been igniting conflicts, fuelling the military coup contagion, as well as threatening the sustainability of peace processes. By not addressing the drivers of conflict and allowing protracted conflicts to simmer, we see eruptions as witnessed in the Israel-Palestine conflict. The heightened geo-political rivalry, and fragmentation in the international system clearly calls for a new approach. P4P was born out of a critical need to address these challenges through a renewed vision for peace that is both effective and inclusive.

Our innovative approaches have begun to gain traction and catalyse change. We are experiencing increasing demand from various regions for the operationalisation of our principles, measurement framework, and participatory convenings across diverse settings. The adoption of the Principles by government officials and leaders across various sectors, demonstrates P4P's potential.

In the last year we made significant progress in developing a new and robust peace measurement framework. This furthered our objective to provide a resource to improve decision-making and support partners in achieving more effective and durable approaches to peace. This framework includes specific metrics and participatory reviews that allow for tracking the quality and trajectory of peace engagements. Our global architecture for peace measurement (UPR for Peace) is poised to support the multilateral system, increase effectiveness, accountability, inclusion, and demonstrates a clear return on investment.

Our first year of independent operations was also a period of intense learning and adaptation. We've come out with refined methods, a more robust team, and systems that have been tested in response to our operational needs and the challenges posed by the global environment. We believe that the relevance of the Principles for Peace as a framework is more important than ever.

As we move into 2024, a year that promises challenges and opportunities, with heightened levels of polarisation, including elections in more than 64 countries, P4P is positioned to demonstrate an alternative path to legitimate and inclusive peace. We are committed to refining our methodologies, expanding our reach, and deepening our impact to foster more durable and sustainable peacemaking.

We thank you for joining us in this journey so far, and hope that you will continue to engage with us as we, together, change the game.

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

INTRODUCTION

THE URGENCY OF A NEW APPROACH

In a world increasingly fraught with protracted conflicts and escalating violence, the conventional frameworks of peacemaking have struggled to sustain peace. The Principles for Peace Foundation (P4P) was born out of a critical need to address these challenges through a renewed vision for peace – a vision that is both effective and inclusive.

2019

The Principles for Peace initiative emerged in 2019, reacting to the urgency posed by record levels of conflict and the conviction that new approaches are needed to address the various challenges faced by peacemakers in this era. The overall aim was to create greater accountability, coherence, and sustainability of peace processes.

JANUARY

The Principles for Peace were launched. The Peacemaking Covenant—the ICIP’s flagship work—distils this global, consultative, evidence-generating process into eight Principles for Peace and provides a roadmap to build on the broad network of partners that it brought together and the vast body of learning it generated.

The P4P Foundation was launched as a dedicated, independent capability to move from principles to influencing policy, practice, and financing and to create a feedback loop to support the effectiveness of peace engagement.

2020

The International Commission on Inclusive Peace (ICIP) was entrusted to lead a process to develop new principles, standards, and norms for peace.

2020-2023

A Stakeholder Platform of 120 organisations and a global research committee came together with the Secretariat to realise this vision and work closely with the ICIP.

P4P and its partners led one of the largest global participatory processes in the peace space, involving 150 consultations with thousands of stakeholders in over 60 countries, from the grassroots to the state level, and drawing from over 700 pieces of research.

FEBRUARY – APRIL

Establishing P4P as an independent foundation and internal planning for organisational development.

MAY

The P4P Foundation was recognised at the United Nations (UN) Security Council High-Level Open Debate as an important frame of reference for peacebuilding.

JULY

P4P, in collaboration with our esteemed partners, celebrated the regional launch in Davao City, the Philippines. This event kickstarted a dialogue to “Reimagine the Bangsamoro Peace Process” with the Principles for Peace as a diagnostic tool, which was the first of its kind.

SEPTEMBER

P4P joined forces with the Inter-Parliamentary Union (IPU) and the International Peace Bureau (IPB) to support the work of parliamentarians in ensuring lasting peace.

Both Germany and Somalia endorsed the Principles for Peace as a critical frame of reference for peacebuilding at our High-level Ministerial Dialogue during the UN General Assembly.

DECEMBER

On 8 December, the Stakeholder Platform was convened to collectively reflect on the reemergence of high-intensity violence in the context of Israel-Palestine and brainstorm potential paths towards peace.

JUNE

In charting a path to lasting peace, P4P was strengthened by our collective network of 120 organisations working on and supporting peace initiatives around the world –the Stakeholder Platform – which serves as a sounding board and peer review body.

AUGUST

P4P began developing our peace gaming strategies alongside our partner, CRISP. Peace gaming allows stakeholders to test peace processes and evaluate their effectiveness in real-life situation simulations through the prism of Principles for Peace.

OCTOBER

P4P celebrated Geneva Peace week, building partnership and exploring solutions on how to promote peace and inclusive societies.

OVERVIEW: OUR MISSION AND CORE VALUES

Who We Are

P4P is a catalyst and a transformative standard-setting organisation within the peace and security ecosystem. We bring together over 120 organisations globally, building a new approach, methodology, and practical tools that shift policy and practice and inform financing for peacemaking at global, regional, and local levels.

As independent catalysts, we are uniquely agile and positioned to operate between traditional boundaries. This allows us to bring together the threads of diplomacy, politics, security, and perspectives from real society to form broad and global coalitions. Our role goes beyond participation; we actively advance the peace ecosystem by introducing innovative methodologies that significantly impact how peace processes are conducted and financed.

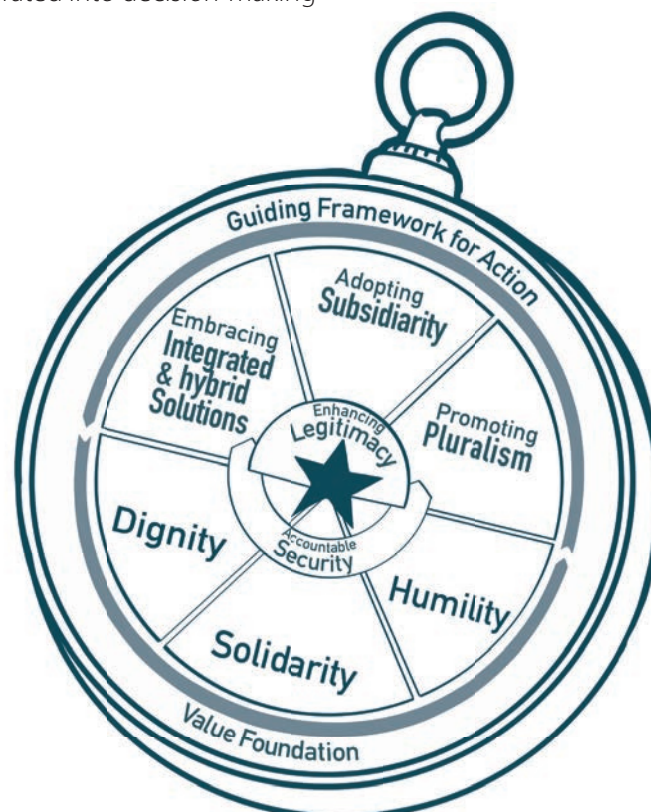
We serve as critical connectors, bridging the divide between on-the-ground realities and overarching strategic goals. Our work focuses on tailoring political strategies to resonate with community aspirations, ensuring that data and insights are effectively integrated into decision-making processes.

By providing an independent feedback loop and measuring the quality and trajectory of peace engagements, we enhance the effectiveness of peace initiatives.

Our foundation stands out for its ability to introduce and implement new approaches and innovations that are designed not only to support but to transform the quality and durability of peace engagements, enabling decision-makers at all levels to have access to tools that illuminate their broader impacts.

Our mission is to transform global peace engagement by promoting shifts in policy and practice to achieve more effective and lasting peace that is locally grounded and internationally guaranteed.

Our thinking and action are guided by the **eight Principles for Peace**, a reference framework designed to create the conditions for lasting positive change, accountable security, and legitimacy, which are measurable in the well-being and prosperity of the societies we serve.



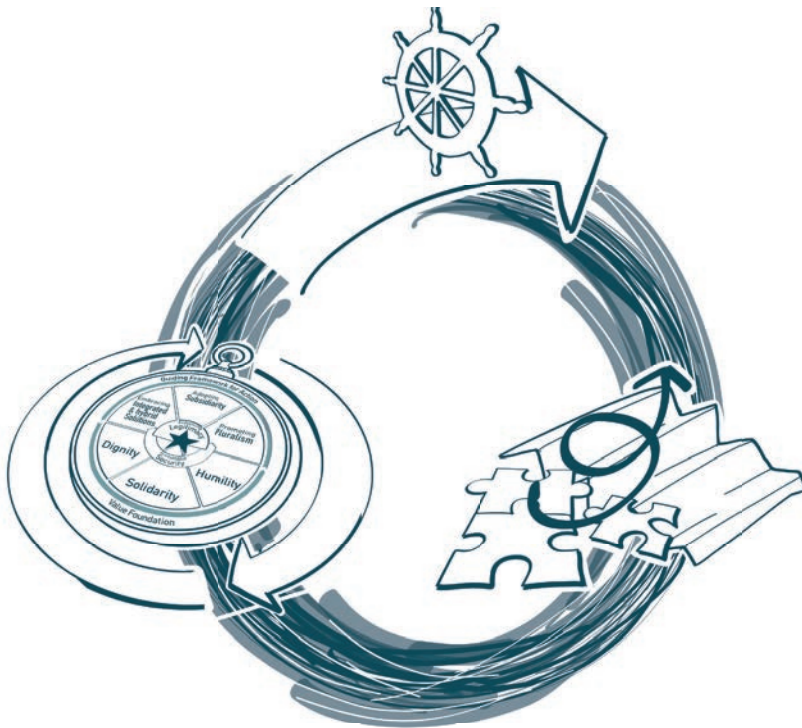
Our Approach

We are committed to fostering equitable partnerships and bridging the gap between theory and practice in peacebuilding. By providing principles and standards, an independent measurement mechanism, and practical tools, we aid decision-makers in assessing and refining their peace strategies and engagements.

Our work is organised into **three priority areas** that are interconnected and mutually reinforcing. Our overarching goal is to create an environment where peace processes result in lasting positive change, accountable security, and legitimacy, which are measurable in the well-being and prosperity of societies we serve. We do this through:

2. EFFECTIVENESS

Powered by a rigorous feedback loop, our focus remains on bolstering better informed decisions that yield tangible benefits for communities and quality peace outcomes. Using the Principles as an agile diagnostic tool, we ensure standard setting, continuous dialogue, adaptive learning, and participatory reviews to support decision-makers to course correct so that peace initiatives can thrive.



1. SYSTEM CHANGE

Intent on redefining the core of peacemaking and peacebuilding and advancing the field with a common compass and novel narratives while forging new partnerships and building robust coalitions, the Principles not only serve as our unifying grammar but also provide a guide for collective action. Together, we are shaping a new approach and influencing the entire landscape of the peace sector.

3. ACCOMPANIMENT

Collaboration is integral to our ethos. We work hand-in-hand with our partners, supporting their work with humility to co-create strategies that prioritise holistic peacemaking and peacebuilding. By integrating the Principles throughout our endeavours, we furnish our partners with bespoke, gender-sensitive tools and methodologies suited to varied contexts.

2023: A YEAR OF TRANSFORMATION & PROOF OF CONCEPT

KEY HIGHLIGHTS OF 2023

PROVING THE CONCEPT

This year marked significant strides in operationalising the eight Principles for Peace, testing our theory of change, and validating the added value of a common framework for action and benchmark for progress at country and global levels.

DRIVING PRACTICAL UPTAKE

Our accompaniment efforts in 2023 focused on three peacemaking constituencies (security actors, parliamentarians, and mediators) and three distinct, and quite different, country contexts: the Philippines, Somalia, and Israel-Palestine. Seeing formal adoption of P4P methodology, measurement framework and participatory periodic reviews at highest level of government.

BUILDING RECOGNITION AND ADOPTION

The Principles have been recognised in national, regional, and international forums, notably during high-level debates at the United Security Council in 2023 where Germany presented them as a frame of reference for peacebuilding on behalf of the Member States present. Additionally, in P4P dialogues with countries from diverse regions grappling with conflict or in different stages of peace consolidation, our methodologies have been integrated, broadening our network of first movers and champions. For instance, the Philippines and Somalia officially endorsed the Principles for Peace at the national level and during the UN General Assembly side event in 2023, while Viet Nam recognised them as essential tools for international and national peacebuilding efforts during Geneva Peace Week.

CHANGING THE CONVERSATION—FROM ARCHITECTS TO MIDWIVES

We have worked to advance the peace ecosystem and to promote greater solidarity, humility, and subsidiarity in peace actions, approaches, and strategies. Since January 2023, our focus has been on building awareness and influencing global discussions on effective peacemaking in key policy fora, amplifying lived experiences and local voices. These efforts engaged a diverse range of stakeholders with multilateral institutions, Member States, non-governmental organisations, and civil society. More than 17 high-level panels, convenings, and simulations were organised during the year.

2023 was transformative for P4P, transitioning from an initiative to an independent organisation, from the formulation of the Principles to their active implementation.

Despite geopolitical tensions and financial constraints, our independence, adaptive strategies, and strong partner network enabled effective navigation through these challenges. Our responses have been characterised by strategic pivots and enhanced engagements, ensuring our initiatives are responsive and impactful.

Dialogues with global organisations and regional bodies – including the UN Development Programme, the UN Peacebuilding Commission, the UN Peacebuilding Support Office, the Association of Southeast Asian Nations (ASEAN), and the European Union (EU) – highlighted significant progress in promoting a new narrative and approach aligned with the Principles. The P4P Stakeholder Platform played a pivotal role as a space for convening, connecting, and catalysing collective efforts to promote systemic change.

Despite geopolitical tensions and financial constraints, our adaptive strategies and strong partner network enabled effective navigation through these challenges. The path forward is lined with both challenges and opportunities. As global dynamics evolve, so too must our strategies for peacebuilding. We are committed to innovating and adapting our approaches to meet the needs of the communities we serve. Our focus will be on deepening our impact in existing regions and exploring new opportunities for peacebuilding. We are committed to enhancing our methodologies and expanding our reach to foster more durable, sustainable peace



PRINCIPLES FOR PEACE IN ACTION: OUR IMPACT IN THE FIELD AND THE BROADER ECO-SYSTEM

COUNTRY ACCOMPANIMENT



ENGAGEMENT IN THE PHILLIPINES

The Philippines marked a significant milestone in 2023 as the first country to fully implement the Principles for Peace through a comprehensive rollout of our methodology, convening model, and measurement framework. This not only set a precedent but also demonstrated the practical efficacy and adaptability of our approaches in a real-world setting.

The Bangsamoro region of the Philippines has experienced violent and recurrent conflict since the late 1960s, stemming from its history of annexation and loss of ancestral lands, resulting in widespread human suffering, displacement, and economic stagnation. While the signing of the Comprehensive Agreement on the Bangsamoro (CAB) in 2014, brought hope for an end to the

conflict, challenges persist in its implementation. Political tensions and the slow delivery of peace dividends to citizens have highlighted a perceived legitimacy deficit and risk undermining confidence in the peace process.

A KEY FORK IN THE ROAD TO PEACE

It is within this context that the Principles emerged as a guiding framework to accompany the next steps ahead, to bring unity of vision and purpose, supporting the work of various constituents implementing the CAB. This work is particularly relevant in light of the upcoming elections in 2025, which may well represent a key fork in the region's journey towards stability and prosperity.

OUR WORK IN THE PHILIPPINES

As midwives of peace rather than peace architects, we started our accompaniment of diverse stakeholders in the Philippines in 2023 in partnership with national civil society organisations. We are now supporting participatory reviews to track their pledges and commitments to realise the peace agreement. Two major milestones were achieved during 2023, including the launch of the Principles in the Philippines and the initiation of the Bangsamoro Feedback Loop.

The P4P launch brought together a diverse group of stakeholders, including officials from the national government and the regional transitional authority, business leaders, religious figures, civil society representatives from civil society, and academia. This inclusive approach ensures that multiple perspectives are being considered in the peace consolidation process, addressing both opportunities and risks.

The event also served as a platform to launch the Participatory Periodic Reviews for Peace (PPRP) feedback loop. Serving as a structure for a local-level measurement framework, the PPRP will allow for ongoing assessment and recalibration of strategies based on real-time feedback from stakeholders, helping ensure that interventions remained aligned with the evolving needs of the community.

OUR IMPACT: ENDORSEMENTS AND ENGAGEMENTS

Government Leadership and Endorsements

A major result of the launch was that it ignited a wave of concrete commitments across sectors, reaffirming the collective determination to propel the Bangsamoro peace process forward while using the Principles as a framework for analysis and decision-making. It thus marked the creation of a participatory and multistakeholder platform to advance the implementation of the peace agreement.

The active involvement and leadership shown by both the national government and the Bangsamoro Transition Authority underscored their strong commitment to the Principles for Peace.

It is hoped that government leadership will facilitate the integration of the Principles into official peacebuilding and policymaking frameworks, ensuring that the efforts are not

only supported at the grassroots level but are also anchored in governmental strategies and resources.

Broad Stakeholder Engagement – Participatory Periodic Review for Peace

The convening model employed in the Philippines ensured that every sector involved in the peace process was represented and had a voice. This ranged from business leaders, who contributed to economic perspectives on peace, to religious leaders, who offered moral and community-based insights, to women and youth leaders, as well as representatives of indigenous groups, among others.

Discussions focused on how to sustain peace through economic development, social cohesion, and cultural understanding, thereby crafting a multifaceted approach to peace consolidation. This broad engagement facilitated a deeper understanding of the interconnectedness of various societal elements in the peace process.

Our comprehensive dialogue with key stakeholders in the Philippines in 2023 yielded profound insights and substantive pledges that built consensus on:

- Safeguarding peace: recognition of the need to preserve the gains of the Bangsamoro peace process and enhance its implementation, as well as the importance of concrete actions to effectively execute the CAB principles and provisions.
- Revitalised commitments: reignition of support for peace in the Bangsamoro region, with sectoral leaders pledging to mobilise their communities for constructive contributions.
- Partnerships and cross-sector collaboration: recognition of the value of inclusive partnerships in advancing peace and the need for diverse constituencies to contribute to the CAB implementation.

ENGAGEMENT IN SOMALIA



Decades of conflict in Somalia marked by clan-based warfare, warlordism, and interventions by regional and international powers have exacted a heavy toll on millions of Somalis caught in the crossfire of violence, resulting in widespread displacement and instability. Reconciliation efforts and state-building initiatives have consistently fallen short due to failures to address root causes of the conflict and a tendency to focus on state-building with limited attention to social reconciliation. The Somali government is intensifying its national reconciliation effort through the implementation of a National Reconciliation Plan.

Our work with our Somali partners in 2023 emerged from our political advocacy within the international arena to bring greater awareness of the Principles for Peace. Through this novel partnership, we have demonstrated their potential as a potent diagnostic and accountability tool that can support Somali reconciliation efforts.

HIGH-LEVEL ENGAGEMENT AND ENDORSEMENTS

The Somali Foreign Minister officially announced its endorsement of the Principles for Peace at a high-profile event during the UN General Assembly in 2023. This event was

co-hosted with Germany, with senior representation by the United States and the Philippines, highlighting strong international and collaborative support for P4P.

Preparation for the National Reconciliation Plan

The groundwork in 2023 set the stage for the official launch of the Principles for Peace as the guiding framework for Somalia's National Reconciliation Plan in 2024, in partnership with the Ministry of Interior. This strategic preparation involved aligning the Principles with Somalia's specific needs and contexts to ensure they would effectively reinforce the forthcoming national efforts.

"We welcome the Principles for Peace as an effort to learn from the shortcomings of the past and breathe new life into peace and security initiatives, with a common set of standards, principles, and metrics to enhance the quality and accountability of peace efforts and to energise broader constituencies for peace and reconciliation."

(Somali Minister of Foreign Affairs and International Cooperation, H.E. Abshir Omar Jama)



EFFORTS IN ISRAEL-PALESTINE

The ongoing crisis in Israel-Palestine has underscored the moral imperative to seek new approaches to resolve this longstanding conflict.

Strategic Mapping and Broad Outreach

P4P undertook a comprehensive mapping of the peace-building field in Israel-Palestine to identify key actors, potential entry points, and areas needing urgent attention. This strategic assessment helped in laying the foundations for the design of interventions that are both impactful and appropriate for the complex dynamics of the area.

Engagement with Leaders and Diaspora

There was extensive outreach to influential leaders within Israel-Palestine and the broader diaspora. The goal was to

engage a diverse range of perspectives and build a broad coalition around principles for a peaceful future. These efforts are crucial for fostering a conducive environment for peace and for ensuring that the proposed solutions resonate widely across different communities.

Vision for a Shared Future

The idea of a shared future was identified as an appropriate initial framework to bring together a constituency for peace amid a time of intense polarisation. By working with partners active in Israel-Palestine, P4P's outreach to influential persons was tailored towards identifying the seeds of a constituency whose initial focus would be to recognise the interlinked futures of both peoples as a basis for articulating common principles and subsequent actions for sustainable conflict resolution.

TAKING COUNTRY ACCOMPANIMENT FORWARD IN 2024

By promoting the Principles for Peace, P4P has sought to unite various stakeholders around a common vision and common grounds. The aim for 2024 is to broaden our reach and deepen our impact, creating a conducive environment for sustainable peace through enhanced cooperation and mutual understanding among all parties involved.

The efforts in the Philippines, Somalia, and Israel-Palestine in 2023 demonstrate the practical application and adaptability of the Principles for Peace in diverse conflict settings. Each initiative not only addresses the unique challenges of the respective country context but also contributes to a global blueprint for peace that emphasises

OUR IMPACT

CONSTITUENCY ACCOMPANIMENT

Security Actors

Working in partnership with the Geneva Centre for Security Sector Governance (DCAF), a playbook for security actors was developed after an extensive consultative process with security sector actors and experts drawn from the UN, Political, military, and civil society sectors. Drawing on evidence, consultations, and co-creation, the playbook introduces the Principles as a diagnostic tool and notes their main implications for security actors. It also highlights the key dynamics and moves security actors should be considering in prevention, live conflict, dialogue and negotiation, and emerging peace settings.

Parliamentarians

In collaboration with the Inter-Parliamentary Union (IPU), we worked with parliamentarians, focusing on an inventory of tools for peacemaking and peacebuilding. We began developing a tool on how the Principles can be integrated into the legislative, budgetary, oversight, and foreign policy functions of parliamentarians. Progress on this tool was presented to representatives from over 150 parliaments at the IPU General Assembly in Luanda, Angola in October 2023.

Mediators (European Union)

Our work supporting mediators allowed us to delve into the world of peacegaming. In partnership with the EU's European External Action Service (EEAS), P4P piloted a peacegaming simulation, which was rolled out at the EU Community of Practice on Peace Mediation in Brussels in October 2023. The aim of the simulation was to help mediators use the P4P framework as both an analytical lens and diagnostic tool, aiming to improve mediation processes and policy scenario planning. Seizing on its success, we began working on the development of an artificial intelligence (AI)-supported version of the peacegame. An advisory group was established to guide the development of the peacegame, which convened in Geneva in November. The group aimed to enhance elements specifically geared towards security sector actors, placing emphasis on assessing and ensuring accountable security provision.

OUR IMPACT

THE PEACEBUILDING ECOSYSTEM

Systems Change – Where a new approach and narrative are adopted and the Principles influence policy and partnerships

As a catalyst and synergist of partnerships, we have worked to advance the peace ecosystem and to promote greater solidarity, humility, and subsidiarity in peace actions, approaches, and strategies. Since January 2023, our focus has been on building awareness and influencing global discussions on effective peacemaking in key policy fora, amplifying lived experiences and local voices. These efforts engaged a diverse range of stakeholders with multilateral institutions, Member States, non-governmental organisations, and civil society. More than 17 high-level panels, convenings, and simulations were organised during the year.

MEMBER STATE INFLUENCE

We have made significant strides in promoting a unity of vision, purpose, and policy shifts among key international actors and in positioning the Principles for Peace as a comprehensive frame of reference. Advocacy efforts were directed towards Member States, including Denmark, Germany, Somalia, and the United States, fostering joint advocacy on the global stage. Both Germany and Somalia endorsed the Principles for Peace as a critical frame of reference for peacebuilding at the UN Security Council session in May and at our High-level Ministerial Dialogue during the UN General Assembly in September with four additional Member States making supportive statements from the floor.

Our investment in building relationships with Member States contributed to the cultivation and strengthening of our country-level engagements, namely in the Philippines and Somalia regarding their respective peace and reconciliation initiatives.

GLOBAL AND REGIONAL INFLUENCE

Dialogues with global organisations and regional bodies, including the UN Development Programme, the UN Peacebuilding Commission, the UN Peacebuilding Support Office, the African Union, ASEAN, and the EU, highlighted significant progress in promoting a new narrative and approach aligned with the Principles. The P4P Stakeholder Platform played a pivotal role as a space for convening, connecting, and catalysing collective efforts to promote systemic change. Several meetings facilitated discussions

on essential aspects of the P4P mission, emphasising shared commitment to enhancing synergy and catalysing joint action in the peace ecosystem through the lens of the Principles.

Development of Methodologies, Tools, and Simulations: From Wargaming to Peacegaming, from Guides to Playbooks

Throughout 2023, P4P has been pivotal in advancing the peacebuilding ecosystem by crafting methodologies and tools that translate the Principles for Peace into actionable strategies. These tools can enhance the capacity of peacebuilders around the world to implement effective and sustainable peace processes.

INNOVATIVE METHODOLOGIES

Building on the initial frameworks, P4P refined a series of methodologies that deeply integrate the Principles into various peacebuilding stages. This effort was characterised by the creation of context-sensitive frameworks tailored to the unique challenges and opportunities within specific conflict zones. Utilising the Principles as a diagnostic tool, these methodologies are essential in guiding peace processes to be more adaptive and effective.

PRACTICAL TOOLS AND PEACEGAMING SIMULATIONS

A comprehensive suite of tools was developed to support the practical application of the Principles. These tools, including playbooks for security actors and mediators, were designed to be adaptable across different scenarios, providing peacebuilders with critical resources to manage and navigate complex peace negotiations.

Peacegaming simulations were notably enhanced, allowing participants to engage in dynamic and realistic scenario-based planning. These simulations have been instrumental in training peacebuilders to anticipate and respond to potential challenges, thereby improving strategic decision-making and outcomes. Seizing the success of the first two pilots, we began working on the development of an AI-supported version of the peacegame.

Effectiveness – Where data-driven metrics inform policy development and financing decisions

To further our overarching objective of providing a resource to improve decision-making and support partners in achieving more effective and durable approaches to peace, P4P has taken significant strides in developing a robust peace measurement framework. This framework includes specific metrics and indicators that allow for tracking the quality and trajectory of peace engagements, allowing course correction and adaptability, and enhancing effectiveness and sustainability.

The overall design of the global architecture for peace measurement (similar to a Universal Periodic Review or UPR for Peace) is the product of a two-year participatory process of extensive consultations, mapping, and research (2020-2022). Similar to a Universal Periodic Review (UPR) for peace, this three-tiered architecture aims to fill existing peace measurement gaps with a diagnostic tool that provides a global framework for action and accountability and assesses the perceived quality of peace engagements beyond traditional program measurement tools. It acts as a connective tissue between various levels of data and analysis, while fostering dialogue and knowledge sharing. Carried out through the lens of the eight Principles, this analysis includes:

- ☐ Macro-level (global) and national-level assessments of trends in the peace, conflict, and socioeconomic dynamics.
- ☐ Meso-level analysis of the range of actions and the quality of peace actor engagement.
- ☐ Micro-level appraisals of the effectiveness of peace engagements in contributing to sustainable peace processes.

All of these elements are designed to be part of the P4P Feedback Loop, by which insights and analysis are “fed back” to decision-makers supported by a country-level Participatory Periodic Review for Peace (PPRP). PPRPs combine data collection and analysis that applies the Principles as a diagnostic tool with direct engagements with decision-makers, peace actors, and stakeholders to enhance peace work at the national level and policymaking at the international level, thus bridging the gap between policy and practice while promoting greater accountability and enhancing effectiveness.

These developed methodologies and tools were actively tested and refined through practical implementation in various country contexts and discussions in international settings including at the EU Community of Practice on Peace Mediation, with security and stabilisation actors in partnership with DCAF at Geneva Peace Week and in various peace and security fora.

FRONTIERS: PIONEERING INNOVATIONS AND EXPANDING COLLABORATIONS IN PEACEMAKING

1. Peacegaming Simulations

Innovation: Utilising interactive scenarios, P4P’s peacegaming simulations allow stakeholders to simulate key scenarios or peace processes and conflict outcomes, enhancing strategic planning and decision-making capabilities.

2. Integrated Diagnostic Tools

Innovation: These tools assess community readiness and receptivity to peace interventions, combining use of the Principles as diagnostic tool with quantitative and qualitative data to ensure that strategies are precisely aligned with local conditions.

3. Global Peace Measurement Architecture and the P4P Feedback Loop

Innovation: This global peace measurement architecture (similar to a UPR for peace) and implementation of the Participatory Periodic Review for Peace process collectively enhance country-level monitoring, assessment, and feedback mechanisms for more effective peace engagement, ensuring ongoing adaptation and accountability.

4. Expanding Partnerships and Collaboration Convening and Global Peacebuilding Coalition

Our coalitions bring together a diverse range of stakeholders to build a mechanism to share analysis, resources, and best practices, enhancing joint advocacy, joint action, the collective impact of global peace initiatives.

Philanthropic Engagement and the Private Sector

- **Philanthropic Partnerships:** These collaborative partnerships focus on securing sustainable funding and supporting specific projects.
- **Broader Ecosystem Collaboration:** Fostering and deepening relationships with the business sector, philanthropies, religious leaders, academic institutions, and non-governmental organisations to enhance solutions, investment, research, and development of new methodologies.

CHALLENGES AND RESPONSES

Navigating Start-up Challenges in 2023: In its formative phase, P4P faced challenges typical of a start-up, including building an effective team and establishing a distinct position within the international peacebuilding community.

1. BUILDING THE RIGHT TEAM

Challenge: One of the primary challenges for P4P was recruiting individuals with the right skills and mindset to thrive in a dynamic start-up environment. The organisation needed team members who were not only adept at peacebuilding but who could also drive innovation within a start-up setting and collaborate effectively with a broad range of international and local partners.

Response: P4P adopted a strategic approach to recruitment, focusing on attracting professionals who exhibited a blend of expertise in peacebuilding, adaptability to start-up culture, and a passion for transformative collaboration. Emphasis was placed on diversity, seeking individuals from various cultural and professional backgrounds to enrich the team's dynamics and perspectives.

2. POSITIONING AS A CATALYST AND ENABLER

Challenge: Establishing itself as a non-competitive, catalytic force in the crowded field of international peacebuilding was a significant challenge. P4P aimed to be seen not merely as another non-governmental organisation in the peace sector but as an enabler and supporter of other organisations, enhancing overall sectoral efficacy.

Response: To differentiate itself, P4P actively communicated its unique role through strategic outreach and partnerships. By focusing on collaboration rather than competition, P4P worked closely with peer organisations, national governments, and international bodies to enhance their capabilities with innovative tools and methodologies, emphasising its independence alongside its catalytic and convening role as a midwife rather than an architect or mediator in peacemaking.

3. ADVOCATING FOR POLICY AND PRACTICE SHIFTS

Challenge: As a new entity, influencing entrenched policies and practices demanded that P4P prove its added value and demonstrate effective, scalable models of engagement that aligned with its principles.

Response: Leveraging early successes, P4P engaged in high-level advocacy and presented at international forums to showcase how the eight Principles could facilitate pragmatic solutions to complex peace challenges.

4. MAINTAINING STAKEHOLDER ENGAGEMENT AND TRUST

Challenge: In a year of rapid changes and expansion, maintaining high levels of engagement and trust with partners, beneficiaries, and donors was challenging. Ensuring transparency and consistent communication across a growing network required enhanced efforts.

Response: P4P bolstered its stakeholder communication strategies, utilising regular updates, feedback mechanisms, and stakeholder meetings to keep all parties informed and involved.

5. ESTABLISHING EFFECTIVE COLLABORATION MODELS

Challenge: Developing models of collaboration that could operate efficiently at both the grassroots and international levels was crucial to P4P's mission. The organisation needed to balance flexibility with the need for structured methodologies that could be applied universally.

Response: P4P developed modular, adaptable tools and engagement strategies that could be customised to fit diverse partner needs and local contexts. This included the design of the global measurement architecture (similar to a UPR for pPeace) and the implementation of the Participatory Periodic Review for Peace process, which provides a feedback mechanism to continuously refine and adapt strategies in collaboration with partners.

STRATEGIC ADAPTATIONS AND FUTURE FOCUS

The lessons learned from overcoming these start-up challenges are guiding P4P's strategic adaptations for 2024. The organisation is now better equipped to refine its collaborative models, enhance its role as a catalyst in the peace sector, and expand its impact through pragmatic and principled engagement globally.

WORKING WITH US: OUR OFFER

We offer our partners a menu of options on how to engage with us and how to best benefit from our support. Our offer to them is demand-driven, contextually adapted, and non-prescriptive. All our efforts are collective in nature and co-designed, implemented, and monitored in collaboration with stakeholders at the local, regional, and global levels.

Based on the needs of the contexts and the specific demand of our partners, we adapt our support strategies and practical tools both to constituencies and geographies—e.g., from peace engagements aimed at stopping an active armed conflict, to peace processes that need to be revamped or revitalised, to strategies to prevent outbreaks of violence, and initiatives in support of peace consolidation. These options include:

Catalysing and convening

- ☐ Convene or facilitate multi-stakeholder consultations and ecosystem-based dialogue at global, regional, and national levels
- ☐ Support joint advocacy and action, evidence gathering, and shared assessments and planning.
- ☐ Connect international, national, and local partners, who may not otherwise meet, work together, or exchange ideas.
- ☐ Bring the non-usual suspects to the table and create synergies around context-specific initiatives.

Co-creating practical and innovative solutions

- ☐ Simulate plans and scenarios to assess progress of ongoing interventions and allow for course correction.
- ☐ Provide practical playbooks for adaptive peacemaking strategies to guide stakeholders towards an ecosystem approach to their work.
- ☐ Run peace gaming simulations for decision makers to support course correction around specific contexts and/or constituencies.
- ☐ Promote common learning from good practices, develop shared metrics to assess peace engagement, and accompany the design and implementation of peacemaking strategies and actions at the country level.

Bringing actionable evidence to decision makers

- ☐ Gather and share evidence and co-create data gathering and assessment frameworks to forge consensus on strategies and joint action in different contexts.
- ☐ Produce diagnostic and trend analysis at crucial “forks in the road” for peace processes (both prospective and retrospective), based on the Principles.
- ☐ Co-create shared baselines and metrics to monitor and assess the quality of peace processes and outcomes, using the Principles as a reference for mutual accountability.
- ☐ Organise joint analysis and adaptive action sessions for various actors, including role scenarios for planning, implementing, and monitoring peace engagements at different levels and with different partners.
- ☐ Facilitate participatory periodic reviews of ongoing peace processes to bring together the perspectives of diverse and broader stakeholder networks and provide insights to enhance the legitimacy and effectiveness of peace engagements.

OUR PARTNERS

Everything we do, we do in partnership with others, as part of our commitment to system change. We aim to act as a catalyst of partnerships and work to advance the peace ecosystem by promoting greater solidarity, humility and subsidiarity in peace actions, approaches, and strategies and by ensuring that a plurality of voices from outside the traditional centres of power are heard and amplified. This philosophy is part of our mission, our approach, our methodology, and all three of our priority areas of work. By embracing an ecosystems approach, we promote collective action for peace among actors representing diverse sectors based on the Principles for Peace framework.

There is no doubt that we have accomplished a lot in 2023, both in the strides we made to advance the eight Principles and in the establishment of P4P as an organisation. However, we would be remiss to not recognise the many partners and advocates that have bolstered our work along the way. The strength of P4P lies within our vast network and the expertise of those championing peace across sectors. With special recognition to:

DONORS

Our work is made possible with the generous financial support of our donors – bilateral governments, private philanthropy, and the Canton of Geneva.



We are grateful for their generous support.

STAKEHOLDER PLATFORM

The P4P Stakeholder Platform is a key element of our strategic approach to systemic change. Composed of a broad network of key stakeholders from local, regional, and international organisations and networks, research institutes, think tanks, academia, and UN agencies, etc., it serves as a strategic sounding board for all P4P initiatives. Our efforts to strengthen, expand and accelerate the uptake of the Principles, and to catalyse joint action for peacemaking and peacebuilding, depend on this global network of partners that spans the diplomatic, political, security, development, and humanitarian sectors.



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LOOKING TO THE FUTURE

The year 2024 began with the continuation of this era of polycrisis. The eruption of the Israel-Palestine conflict threatens to ignite the whole region, with severe impact on prospects for a just and sustainable peace. Dispossessed and in exile, entire populations around the world lay stranded, fleeing Sudan's war of two generals, Ethiopia's war in Tigray, the humanitarian crises and looming famines in Gaza and Sudan, or facing calamities across the Sahel and in places such as Afghanistan, Central Africa, Haiti, Myanmar, Nagorno-Karabakh, and Ukraine. Peace, real and sustainable peace upon which one can build a life, was the dire wish of many as the clocks rang in the new year. At our time of writing in 2024, this wish remains acutely unfulfilled.

The Principles for Peace initiative transitioned into an independent foundation in a global context marked by these systemic shocks and wide-scale catastrophes. Propelled by a sense of urgency, 2023 was a year we dedicated to setting up the tools and structures to meaningfully aid a world gone adrift. We have consequently dedicated 2024 to the testing, refinement, and consolidation of these tools and structures. The global context in 2024 will remain challenging. The conflicts that marked 2023 are likely to continue, while the international system appears set to remain polarised and fragmented.

The Principles for Peace initiative transitioned into an independent foundation in a global context marked by these systemic shocks and widescale catastrophes

P4P's work will remain even more relevant and timely than ever before

Geopolitics and national interests will continue to constrain the efforts of the UN and other multilateral and bilateral actors to play a positive role on international peace and security. In the midst of this challenging global environment, the UN is set to host the

Summit of the Future in September 2024, which is tasked with charting a path for the international system based on the Secretary-General's New Agenda for Peace. A key element of this path will focus on peace and security issues, including the UN's future role. P4P thus plans to dedicate a special focus on the peacebuilding architecture review planned for 2025, including how P4P's peace measurement architecture and the eight Principles might be more meaningfully incorporated into the UN's work on conflict prevention and peacebuilding, for example through the functioning of the Peacebuilding Commission and as practical tools to support National Prevention Action Plans. Against this backdrop, P4P's work will remain even more relevant and timely than ever before.

In 2024, we will explore new areas of work within our three priority areas of systems change, effectiveness, and accompaniment. 2024 will see the launch of a bold new initiative to foster a conducive environment for peace in Israel-Palestine. By accompanying a coalition of prominent Israeli and Palestinian leaders from various sectors, including business, politics, diplomacy, law, journalism, and civil society, the Uniting for a Shared Future initiative promises to demonstrate the relevance of common ground to mobilise the broader peace ecosystem, serving as a further proof of the effectiveness of P4P's robust and innovative approach and methodology in the context of this complex protracted conflict. Alongside this initiative, P4P has also begun exploring potential engagement in two other country contexts. We continue working closely with established partners and we are investigating further partnerships with key international actors across various regions. Beyond our established engagements with security actors, parliamentarians, and mediators, we continue to build relationships with new peacemaking constituencies, working closely to engage and accompany them in enhancing their decision-making capacities by co-creating practical tools that support their work.

We will explore new areas of within our three priority areas of systems change, effectiveness, and accompaniment work

GOVERNANCE AND STAFF

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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. They are instrumental in shaping strategies, ensuring transparent governance, and promoting sustainable growth.

Governing Board Members

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

Ouided Bouchamaoui, Tunisia, Nobel Peace Laureate, former President of UTICA (Union tunisienne de l'industrie, du commerce et de l'artisanat), the Tunisian Confederation of Industry, Trade and Handicrafts.

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

Atje Drexler, Senior Vice-President at the Robert Bosch Foundation. Former Head of department 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).

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

Dr. Khadija Osoble, Somalia, Co-Founder of Idman Community Bank. Former Minister of State and former member of the Somali Transitional National Parliament.

Annika Söder, Sweden, President of the Board of Governors, European Institute of Peace, and former State Secretary for Foreign Affairs.

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

Itonde Kakoma, President of Interpeace.

ADVISORY GROUP

The Advisory Group is comprised of global experts dedicated to peacemaking 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).

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

Susanna Campbell, Director of the Research on International Policy Implementation Lab (RIPIL), American University, Washington D.C.

Mohamed Elsanousi, Executive Director, The Network for Religious and Traditional Peacemakers.

Professor Su Hao, Founding Director of the Center for Strategic and Peace Studies, China Foreign Affairs University, Beijing, China.

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.

THE P4P TEAM

Our team is an agile and dynamic group of experts and change makers committed to achieving the organisation's mission and vision. United by a shared dedication to transform and advance 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 of Partnerships and Advocacy
Keith Krause, Chief Policy Advisor
Antoine Bossel, Director of Administration and Operations
Larry Attree, Senior Advisor, Stability and Rule of Law
Nicolas Rougy, Partnership Advisor
Augusta Nannerini, Country Support Officer
Christian Benadum, Communications Officer
Danijela Stojanovic, Executive and Operations Associate
Elio Azar, Programme and Policy Officer
Farrah Hawana, Peace Measurement and Analytics Specialist
Julie Moujalli, Programme and Country Support Officer

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Our audited financial statements can be found on our website.

