

Geneva Peacebuilding Paper 1/2009

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# Peacebuilding in Geneva: Mapping the Landscape

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## The Geneva Peacebuilding Platform (GPP or ‘the Platform’)

The Geneva Peacebuilding Platform was created in order to provide a neutral arena for the development of innovative approaches to emerging peacebuilding practice. Based in Geneva, the Platform builds on the diversity and field experience of a broad community of peacebuilding practitioners, experts, and policy makers.

The GPP is a partnership between four institutions with rich and diversified peacebuilding-related experiences: the Centre on Conflict, Development and Peacebuilding at the Graduate Institute of International and Development Studies (CCDP), the Geneva Centre for Security Policy (GCSP), the International Peacebuilding Alliance (Interpeace) and the Quaker United Nations Office, Geneva (QUNO).

## The Geneva Peacebuilding Papers

The Geneva Peacebuilding Papers issued by the GPP are dedicated to specific aspects of peacebuilding derived from the practice-based perspectives of International Geneva organisations. The publications cater to the action-oriented needs of all stakeholders and advance the peacebuilding debate at large. The series includes contributions to the conceptualisation of peacebuilding and to the development of strategies for effective peace consolidation. They showcase the peacebuilding strengths and capacities of Geneva stakeholders, particularly in specialised niche sectors where Geneva has a competitive edge.

## Acknowledgements

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This paper was written by Adam Drury, who independently conducted a thorough quantitative and qualitative analysis of the survey data and contributed the charts and figures that are presented throughout the publication. Adam Drury holds a Masters Degree in Violence, Conflict and Development at the School of Oriental and African Studies. At the time of writing, Drury was working at the Quaker United Nations Office in Geneva in the Disarmament and Peace Programme. Drury also provided critical support to the activities of the Geneva Peacebuilding Platform during his stay in Geneva.

This paper also greatly benefited from the contribution and support of the following people: David Atwood, Andrea Araujo de Rivero, Sabina Avasiloae, Fabian Grass, Oliver Jütersonke, Meghan Leigh Pritchard and Cécile von Aesch.

# Foreword

International Geneva has long been known as a peace and a humanitarian capital. With the creation of the United Nations (UN) Peacebuilding Commission (PBC) in December 2005, a core group of like-minded institutions that represent various sectors of activities in Geneva undertook to explore how their constituencies could add value to the new international peacebuilding architecture through a series of consultations and public discussions.

This two-year dialogue led to a mapping of the Geneva peacebuilding landscape, with the outcomes being presented in this publication. This process has clearly revealed both the broad range of expertise and field experience existing in Geneva as well as the absence of meaningful mechanisms to harness this body of knowledge and to translate it into practical tools of direct relevance to the New York-based PBC.

With the aim of filling this gap and of consolidating the emerging peacebuilding community in Geneva, three institutions with a long record of partnership – the Geneva Centre for Security Policy, the Quaker United Nations Office and the Centre on Conflict, Development and Peacebuilding (formerly PSIS) at the Graduate Institute – jointly launched the Geneva Peacebuilding Platform (GPP) in March 2008. They were joined in 2009 by the International Peacebuilding Alliance (Interpeace) in their endeavour to establish a knowledge Platform in Geneva that would be able to harness the knowledge existing in Geneva and to translate it into concrete inputs aimed at improving the practical understanding of peacebuilding processes.

As the coordinator of the Platform since June 2008, I have witnessed the critical contribution that Geneva-based experts and practitioners can make when called upon by the Platform for public events or consultative expert workshops, as well as their depth of commitment to the success of the GPP. To enhance this potential and engage our partners more proactively in knowledge-generating activities, we have commissioned an analysis of the data gathered in the International Geneva Peacebuilding Guide, an online database resulting from the peacebuilding mapping exercise.

The findings not only encourage us to continue our work as a neutral broker that fosters exchange and networking between the varied peacebuilding stakeholders in Geneva, they also reveal the areas where Geneva has a unique role to play and points to promising ways of enhancing the participation of Geneva-based actors in the development of forward-thinking standards for peacebuilding practice. As we continue to work towards this goal, we hope that this study will raise awareness in Geneva and beyond on the need to better integrate the city's international community in the work of the new peacebuilding architecture.

A handwritten signature in black ink, reading "F. Guérin". The signature is written in a cursive style with a long, sweeping underline that extends across the width of the text.

Frédérique Guérin  
Coordinator of the Geneva Peacebuilding Platform

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# Acronyms Used in the Text

APT	Association for the Prevention of Torture
CAR	Central African Republic
DCAF	Geneva Centre for the Democratic Control of Armed Forces
DDR	Disarmament, Demobilization and Reintegration
DRC	Democratic Republic of the Congo
EPLO	European Peacebuilding Liaison Office
GICHD	Geneva International Centre for Humanitarian Demining
IANSAs	International Action Network on Small Arms
IASC	Inter-Agency Standing Committee
ICBL	International Campaign to Ban Landmines
ICTJ	International Center for Transitional Justice
IGPG	International Geneva Peacebuilding Guide
ILO	International Labour Organization
IPB	International Peace Bureau
OCHA	UN Office for the Coordination of Humanitarian Affairs
OECD-DAC	Organisation for Economic Co-operation and Development Development Assistance Committee
OHCHR	UN Office of the High Commissioner for Human Rights
PBC	Peacebuilding Commission
RWB	Reporters Without Borders
SAS	Small Arms Survey
UNDP	UN Development Programme
UNECE	UN Economic Commission for Europe
UNHCR	UN High Commissioner for Refugees
UNICEF	UN Children’s Fund
UNITAR	UN Institute for Training and Research
WFP	World Food Programme
WHO	World Health Organization

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# Executive Summary

## International Geneva – mapping the landscape, exploring the opportunity

The conduct of a mapping exercise on peacebuilding capacity within International Geneva has enabled a comprehensive understanding of the International Geneva peacebuilding landscape, engaging nearly 70 of its organisations and providing in-depth information on the sectors in which these structures have the greatest added value. Specifically, the perspectives gained herein and analysed in this publication refer to the following areas of strength and remaining challenges:

1. Geographic scope: Geneva has a global reach in terms of its peacebuilding activities with every single country in the world being covered by at least one Geneva-based organisation. The International Geneva Peacebuilding Guide (IGPG) data revealed that a small number of organisations display a noticeably broad geographic scope. Concerned with the concrete implementation of peacebuilding activities on the ground, these structures are firmly connected to the field and should be closer linked to the Geneva-based policy debate.

2. Varied types of activity: Global coverage in terms of peacebuilding is complemented by the wide spectrum of activities carried out by the Geneva-based organisations. While the results of the mapping do reflect Geneva's strong humanitarian and human rights presence, there is no single sector that dominates the work of these organisations

to a marked degree. What this shows is that Geneva goes well beyond its distinct expertise in humanitarian and longer-term developmental work, engaging in depth with other sectors such as security, justice, and governance, as well as capitalising on related areas such as migration and environment.

3. Different approaches: There are a variety of concrete ways through which Geneva-based organisations contribute to peacebuilding, ranging from capacity development and project implementation to policy advice and allocation of technical and financial support. It is worth noting that most of the organisations involved in direct project implementation are very large in terms of size and budget. Support services, finance, and technical assistance are taken up by smaller organisations who work through local partners.

4. Lack of communication, coordination, and coherency: Most organisations indicate that they work in at least two thematic areas, combining, for instance, security and governance, or governance and justice. Conversely, for organisations carrying out activities in the socio-economic field, data suggests that they are much less likely to develop links with actors engaged in other peacebuilding areas. Given that most of the socio-economic sector is relatively dominated by UN agencies whereas security, governance, and justice are dominated by NGOs, one identifiable trend is the lack of communication, coordination, and coherency between these two communities.

5. Inadequate networking among Geneva-based actors: While 80% of Geneva-based organisations belong to some sort of network or partnership, the peacebuilding landscape in Geneva itself does not exhibit dense interconnections. IGPG data indicates that only a few peacebuilding organisations in Geneva have networks or partners in common (less than 1%). The UN and NGO communities interact, but there is a disjuncture between networks and partners who work with NGOs and those working with UN bodies. What is more, the networks themselves do not approach the peacebuilding field synoptically, each focusing on one aspect of peacebuilding and failing to provide an interface for sharing information and insights across the breadth of the peacebuilding community.

In light of these findings, it is crucial to enhance the alignment of these actors, their cohesiveness, and, ultimately, their collective impact. One such avenue lies with raising awareness over the breadth of the peacebuilding field, thus encouraging organisations active in the socio-economic realm to perceive their work as peacebuilding-related and to further interact with actors from this sphere.

Given that Geneva provides little space for dialogue and harmonisation outside the coordination of humanitarian affairs, a platform like the GPP could aid in bridging the divide. The Platform is expressly created to bring peacebuilding actors together, enabling them to interact effectively and to produce collective knowledge and joint approaches that are grounded in both practical reality and policy insights.

Specifically, these objectives can be pursued through consultations with key centres for peacebuilding policy and practice such as the Peacebuilding Support Office, the EU, and the Organisation for Economic Cooperation and Development (OECD). The GPP could also work as a knowledge broker to elicit field views throughout its constituency. Series of workshops and policy dialogues can engender learning tools and forward-thinking strategies, which the GPP can further disseminate via publications, briefings, and seminars.

# Introduction

Created to mobilise and network the peacebuilding capacities and expertise found within International Geneva, as well as to broaden awareness of these resources to the world outside, the Geneva Peacebuilding Platform (hereafter, GPP or the Platform) is a permanent forum wherein Geneva peacebuilding stakeholders can come together to discuss, plan, share resources and expertise. Having solicited to date significant interest and debate, the GPP is working to make its constituency more cognizant of its own characteristics and strengths, and more proactive in canvassing and contributing critical knowledge to the new Peacebuilding architecture in New York and to the broader field of peacebuilding internationally.

The GPP maintains an online search engine (International Geneva Peacebuilding Guide - IGPG<sup>1</sup> that gathers information on almost 70 organisations engaged in post-conflict peacebuilding. The Guide includes contact details, background information, as well as descriptions of the organisations' specific activities, providing stakeholders and the general public with online access to the peacebuilding topography and capacities of International Geneva. More than a snapshot of the wealth of Geneva-based peacebuilding organisations, the Guide enables a synthetic analysis of the gaps and demographics of the peacebuilding community, as well as a qualitative assessment of how organisations perceive their commitment, policy, and priority towards peacebuilding activities.

<sup>1</sup> The International Geneva Peacebuilding Guide is available at [www.gppplatform.ch](http://www.gppplatform.ch).

The mapping exercise explored the added value that Geneva-based stakeholders could bring to the work of the PBC in terms of fieldwork, lessons learned, norms, standards, and strategic approaches. In order to provide for consistency with the UN Peacebuilding Capacity Inventory carried out in 2006, the mapping in Geneva adopted a sectoral approach of peacebuilding activities. Hence, the definition underpinning this venture did not restrict itself to activities of organisations that explicitly define themselves as ‘peacebuilders’ but encompassed all work that may, if properly designed, contribute to sustainable peace. This would include, for example, the WHO helping to build sustainable healthcare systems after conflict, or the ILO working to improve employment prospects in conflict-prone countries. Beyond the specific confines of this mapping project however, the GPP understands peacebuilding as a long-term process aimed at strengthening the capacities of societies to manage conflict in non-violent ways, and ensuring that the search for solutions to complex problems is based on broad consensus and agreed compromise.

Fully understanding the implications of the mapping’s preliminary findings and bringing them to the attention of a wide public was an important step in the establishment of the GPP as an emerging network in the field of peacebuilding. This is the aim of this publication, which analyses in details International Geneva’s peacebuilding work, identifies the specific strengths that make it a critical global player in the field of peacebuilding and locates particular areas in which Geneva’s contribution could be strengthened by initiatives like the GPP.

The first section discusses the global character of Geneva’s peacebuilding community, making reference to the wide range of peacebuilding activities in which this community engages and to the multiplicity of approaches taken up in all areas of work. The second section considers the diverse topography of Geneva itself, identifying the types of organisations located here, as well as their focus and expertise. The final section examines networks and partnerships in which Geneva-based actors partake. The concluding segment sums up the findings, highlighting remaining challenges and establishing some immediate objectives as well as a number of practical ways through which International Geneva, the GPP, and other stakeholders can begin to address them.

## Background, the International Geneva Peacebuilding Guide

Using the data from the International Geneva Peacebuilding Guide (IGPG) and building on a preliminary analysis, *A Platform for Peace*<sup>2</sup>, this publication presents an analytical overview of the peacebuilding 'landscape' in Geneva, discussing the strengths, specificities and opportunities of this community.

Developed as part of the GCSP project 'The United Nations Peacebuilding Commission and International Geneva'<sup>3</sup>, IGPG is an online database containing data on nearly 70 key peacebuilding organisations working in Geneva. This data was collected via a detailed questionnaire of the peacebuilding community in Geneva. The IGPG is now available online at [www.gpplatform.ch](http://www.gpplatform.ch), and contains detailed information on where Geneva-based peacebuilding organisations are active, the peacebuilding sectors in which they work, and their specific activities in those sectors, as well as contact details and other background information about the organisations. The IGPG was launched at the end of 2007. It is a living document, and is regularly updated to ensure that it remains a useful tool for Geneva-based organisations themselves, and the various outside actors with an interest in Geneva-based work.

In creating the IGPG, a detailed questionnaire was initially sent to 102 organisations working in Geneva. Responses were received from 68 of these organisations, and the data from these questionnaires form the content of the IGPG, as well as the basis for the analysis presented in this publication.

The questionnaire used in the mapping exercise was partly based on a 2006 report by the UN Office of the Secretary General 'Inventory: United Nations Capacity in Peacebuilding'<sup>4</sup>. Amongst other things, this report distinguishes between 'peacebuilding sec-

2 *A Platform for Peace: Synthesis of the Project 'The United Nations Peacebuilding Commission and International Geneva'*, Geneva Centre for Security Policy, 2007.

3 The UN Peacebuilding Commission and International Geneva' is a GCSP project conducted in close partnership with QUNO, HEI/PSIS, and DCAF. The project was carried out with the support of the Swiss Federal Department of Foreign Affairs in the 2006-2007 period.

4 United Nations Executive Office of the Secretary General, 2006. *Inventory: United Nations Capacity in Peacebuilding*. Available online at [www.undp.org/cpr/iasec](http://www.undp.org/cpr/iasec).

tors', 'thematic areas', and 'peacebuilding activities', a system followed in the IGPG questionnaire, and in this publication. 'Peacebuilding sectors' are the specific fields of work that contribute to peacebuilding, such as community conflict resolution, or humanitarian action. These are then grouped into broader 'thematic areas' – 'Social and Economic Well-Being and Humanitarian Relief', 'Security and Public Order', 'Justice and Reconciliation', and 'Governance and Participation'. To be more concise, these are referred to as socio-economic, security, justice and governance. The sectors that make up each thematic area are listed in Appendix 2. Finally, 'peacebuilding activities' indicate the manner in which organisations act within peacebuilding sectors and areas. For example, an organisation working on community conflict resolution could pursue this activity through direct project implementation, by way of policy development, or by providing funding or other support to another organisation.

The questionnaire covered a variety of topics, including basic background information on the organisations, as well as details on where they worked, and in which peacebuilding sectors they were involved. Each organisation identified and ranked three peacebuilding sectors as its top priorities, and for each of these there were further, more detailed, questions on the nature of their activities, their location, the budget available and the partners with which the organisation worked. The information provided was thus a rich mixture of quantitative and qualitative data, and the analytical approach taken in this publication has used both of these types of data extensively.

A caveat is in order here. This publication is based on the data available from the IGPG questionnaire, and thus reflects a limited view of the Geneva peacebuilding landscape, consisting of the 68 organisations that responded to the questionnaire. Thus, numerical statements are made with regard to this particular data set. These 68 organisations are those that defined themselves as carrying out peacebuilding activities, but there are other organisations in Geneva who could be said to work in the sector. Some of the numbers presented in this publication – the number of people working in peacebuilding in Geneva, for example – may therefore be underestimates.

# International Geneva : A Global Centre for Peacebuilding

The peacebuilding community in Geneva employs around 6,000 people, and controls combined budgets totalling well over 5 billion CHF. Although these numbers are crude and conceal a wide variety of types of work, expertise, and organisation, it is clear that Geneva is a globally significant centre for peacebuilding activities.

There is no country in the world where at least one Geneva-based peacebuilding actor is not active. Every single country is covered by at least one organisation, and an average of 9 Geneva-based organisations work in any given country. However, there is great variation in this coverage – there are many countries where only one organisation works<sup>5</sup>.

Evidently, peacebuilding organisations are more active in countries emerging from or undergoing conflict. The countries where the largest numbers of Geneva-based actors work are Sudan, Burundi, the Democratic Republic

**Table 1**

Countries where the most Geneva-based organisations work

	No. of organisations
Sudan	29
Burundi	25
United States of America	25
Democratic Republic of Congo	22
Kenya	22
Sri Lanka	22
Afghanistan	21
Indonesia	21
Russian Federation	21
Colombia	20

<sup>5</sup> Conversely there are 21 countries that have twice the global mean of organisations working in them. The global mean of organisations per country is 9.

of Congo (DRC), Kenya, Sri Lanka, Afghanistan, and Indonesia, thus reflecting the practical, field-based orientation of many Geneva-based organisations. Geneva-based actors are well represented in all four of the PBC focus states, with 25 organisations working in Burundi, 18 in Sierra Leone, 13 in the Central African Republic (CAR) and 9 in Guinea Bissau. Geneva should be an important strategic partner for the PBC, as well as other international organisations working on peacebuilding, such as the OECD.

Geneva-based actors are also heavily involved in centres of international policymaking. 25 Geneva-based

organisations work in the USA, making it the fourth most common location overall. Above average numbers of organisations also work in Russia, Canada, the UK, and several other EU countries. 16 organisations work in Belgium, for example, most of which being engaged with the EU architecture in Brussels. Evidently, in addition to engaging directly on the ground, Geneva-based actors are involved in the top levels of global decision making on peacebuilding issues.

Almost all of the organisations represented in Geneva work in several countries, but the majority work in less than 20. However, a small number of organisations display an

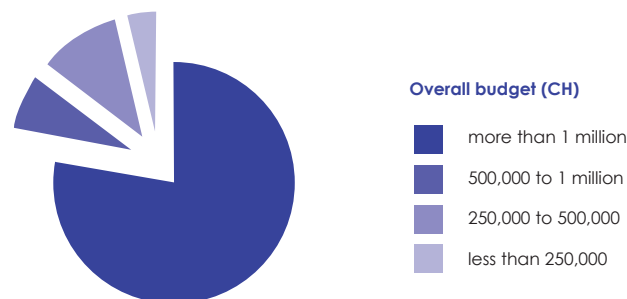
**Table 2**

Organisations with extremely wide geographical scope

Organisation	Number of Countries worked in
World Health Organization (WHO)	192
International Labour Organization (ILO)	170
International Save the Children Alliance	124
UNAIDS Secretariat	113
World Vision International	91
Small Arms Survey (SAS)	80
World Food Programme (WFP)	77
International Peace Bureau (IPB)	63
Geneva International Centre for Humanitarian Demining (GICHD)	60
Association for the Prevention of Torture (APT)	59
United Nations Economic Commission for Europe (UNECE)	50
Office of the High Commissioner for Human Rights (OHCHR)	49
Initiatives of Change International	48
International Campaign to Ban Landmines (ICBL)	48

incredibly broad geographic scope<sup>6</sup>. Examining the organisations that work in an unusually high<sup>7</sup> number of countries (see table 2), shows that these are an interesting mixture of UN specialised agencies like the World Health Organisation (WHO), international NGOs like World Vi-

Figure 1 Budgets of Geneva-based organisations engaged in peacebuilding



sion, and international NGO networks like the International Campaign to Ban Landmines (ICBL). These organisations include those primarily concerned with the concrete implementation of peacebuilding activities on the ground, such as Save the Children, advocacy organisations like the International Peace Bureau (IPB), and research-led institutions such as the Small Arms Survey (SAS).

Research organisations, as a category, are notably varied in terms of their geographical scope. Some describe themselves as working in only one country (Switzerland), whilst others work in dozens of countries. This suggests that some research organisations are firmly connected to the field, and carry out the majority of their research in a direct, field-based manner. Furthermore, this could support a close interlinkage of practical work on the ground with Geneva-based policy debate.

As a group, Geneva-based organisations also control large budget flows. Most (78%) of the organisations covered in the IGPG spend over 1 million CHF annually on peacebuilding (see figure 1), and most (61%) spend over 500,000 CHF annually on what they identified as their primary peacebuilding sector.

6 The mean number of countries worked in by a given organisation is 31, but a notably lower median – 15 – indicates that the mean is skewed by a few organisations with unusually broad scope.

7 Here defined as those in the upper quartile in terms of number of countries worked in.



# International Geneva : Specific Areas of Involvement

Not only do Geneva actors work in a wide variety of places – they are performing a wide array of peacebuilding activities<sup>8</sup>. The most common sectors of work are human rights, humanitarian assistance, good offices (support for peace negotiations), and community conflict resolution. These priorities reflect the strong humanitarian and human rights presence in Geneva, and the city's role as a centre of peace negotiations. Nevertheless, no single sector dominates the work of the varied Geneva actors to a marked degree<sup>9</sup>, as can be seen from figure 2.

As discussed in above, the range of sectors can be grouped into four broad thematic areas - socio-economics, security, justice and governance. More Geneva-based organisations are engaged in socio-economic work than in any of the other three areas. Still, while work in the socio-economic sector is most notable, there is also a significant, and relatively similar, number of organisations actively engaging in each of the other sectors<sup>10</sup>. (see figure 3)

The socio-economic area predominates because it includes sectors in which Geneva has well-established expertise. Specifically, it includes both humanitarian and longer-

8 When the IGPG guide questionnaire asked for each organisation's top priority peacebuilding sector, the 66 organisations surveyed named 22 sectors between them – a very broad range for the number of organisations.

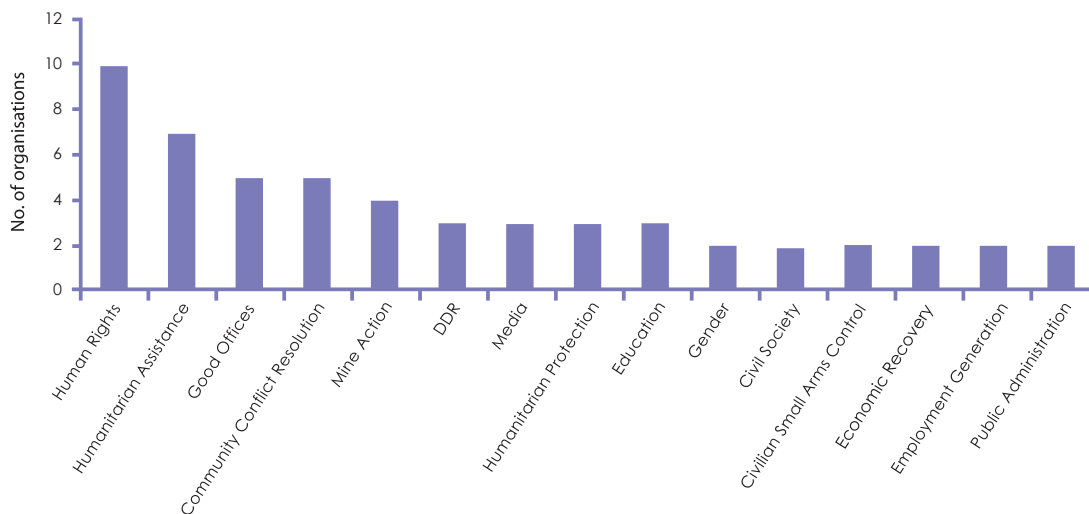
9 The highest ranked sector, human rights, was only listed as top priority by 10 organisations, and the average number of organisations prioritising a given sector was 2, demonstrating the broad range of work in Geneva.

10 This remains the case if each organisation's top three priority sectors are taken into account, rather than just the first priority.

term developmental work. Hence, the work of Geneva’s humanitarian community – for example, the coordination of humanitarian responses by the Office for the Coordination of Humanitarian Affairs (OCHA) – falls into this category. Likewise, the work that the ILO does on the longer-term creation of jobs and livelihoods, along with that of organisations supporting national macro-economic development, form part of the ‘socio-economic’ area of peacebuilding.

There are also many Geneva-based actors working in the areas of security, governance, and justice, and these areas also include activities in which Geneva has well-established strengths. As mentioned above, human rights is the most popular sector of activity, and given the presence of the Office of the High Commissioner for Human Rights,

Figure 2 Peacebuilding priorities of Geneva-based organisations



the Human Rights Council, and the large numbers of human rights oriented organisations based in the city, Geneva is clearly a global centre for this issue. Many of these organisations, such as the International Center for Transitional Justice (ICTJ), focus on justice issues, but human rights approaches are also of

clear relevance to security and governance.

In the area of security, Geneva's contribution is also strengthened by the presence of a strong disarmament community, both in terms of the diplomatic corps as well as of organisations such as the Geneva Forum, and the

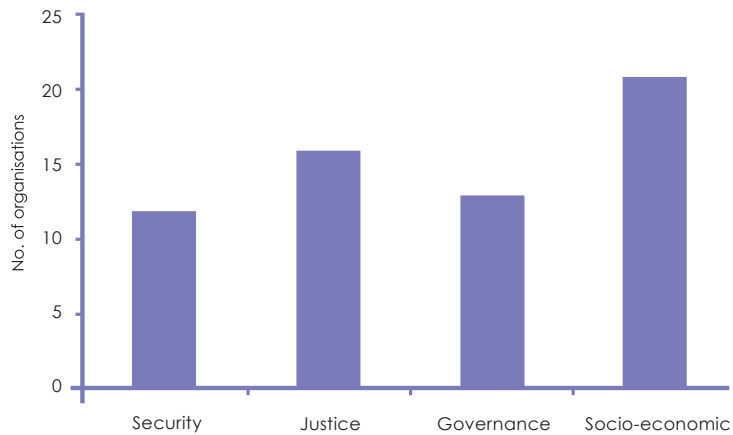
ICBL, whose peacebuilding-related work is largely in this area.

There are also other specific issues of relevance to peacebuilding in which Geneva has particular expertise. Migration is one such issue, with a variety of significant organisations, such as the UN High Commissioner for Refugees (UNHCR) and the International Organization for Migration (IOM), both based in Geneva. Large-scale migration can be a result of conflict, turning therefore the management of refugee flows and the return of displaced people into important peacebuilding issues. Environmental disasters and degradation are also major causes of migration, and thus a peacebuilding issue of increasing significance with the advent of climate change. Geneva has expertise in this area, as well, with the UN Environment Programme (UNEP) having a large office in the city.

## Varied Types of Activity

Peacebuilding work does not vary only across areas, but also in terms of the actual activities carried out by Geneva-based actors. For example, within the mine action sector, an organisation could be involved in capacity development, direct project implementation, policy development, or a number of other activities.

Figure 3 Peacebuilding work in Geneva, grouped into thematic areas

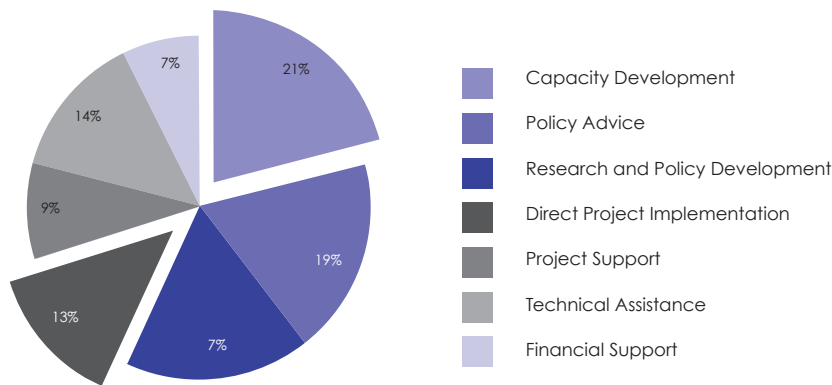


As can be seen from figure 4, the most common approach taken up by Geneva-based peacebuilding actors is that of capacity development<sup>11</sup>. This includes, for instance, Defence of Children International providing training in juvenile justice for judges in post-conflict situations, dealing with large numbers of ex-child combatants.

Policy focused activities, including policy advice and development, as well as research, are also extremely widespread. In terms of policy advice, the WHO, for example, provides counsel to governments in post-conflict states on setting up a robust and responsive healthcare system.

Direct project implementation also accounts for much of the peacebuilding work carried out with half of all organisations surveyed listing it as an activity. It is also worth noting that several of the organisations involved in project implementation are extremely large in terms of staff numbers, geographical coverage and budget – examples include the World Food Programme

Figure 4 The peacebuilding activity of Geneva-based organisations (as percentage of all activities listed in the IGPG)



that several of the organisations involved in project implementation are extremely large in terms of staff numbers, geographical coverage and budget – examples include the World Food Programme

(WFP), the WHO, and World Vision. World Vision, for example, runs peace education and youth peace clubs on the ground in countries ranging from Kosovo to Cambodia.

11 Figure 4 is based on all work in the first priority peacebuilding sector of each organisation, but it should be noted that more than one type of activity can be carried out within each sector. Thus capacity building accounts for 21% of activities listed, but 79% of Geneva-based organisations listed it at least once in the IGPG.

In addition to the direct implementation of their own projects, Geneva organisations are involved in what might be called ‘indirect implementation’ – various activities supportive of projects carried out by other organisations, mainly local partners. This includes support services, finance, and technical assistance, one such example being the technical assistance given by Reporters Without Borders (RWB) to media outlets in peacebuilding environments. Given that many Geneva-based organisations work through local partners, this ‘indirect’ implementation is often the most convenient way in which these organisations can have a concrete impact on the ground. Taken together, these ‘direct’ and ‘indirect’ forms of implementation account for 43% of the activities described by Geneva-based organisations in the IGPG.

### Box 1

Policy and operational SSR expertise: the Geneva Centre for the Democratic Control of Armed Forces (DCAF)

One of the leading institutions in the areas of security sector reform and security sector governance, DCAF combines strong operational capability with policy-oriented research, providing countries worldwide with both practical assistance programs as well as advisory support. At an international level, DCAF has developed the International Security Sector Advisory Team (ISSAT), a multi-donor initiative meant to harness capacity and to better address the challenge of operationalizing local ownership in SSR programming.

## Different Approaches to Peacebuilding

That socio-economic recovery is central to peacebuilding is well attested<sup>12</sup>, and it is clear that Geneva supports substantial work towards this goal, ranging from early recovery activities – undertaken in conjunction with humanitarian action during a crisis – to post-conflict economic transitions and restructuring. Within the socio-economic area, much of the work of Geneva-based actors is in capacity building<sup>13</sup>. However, the direct implementation of projects on the ground, or project support activities such as technical assistance, also form a very substantial portion of Geneva’s contribution in this

12 The literature on this is vast. See for example: Stewart, F., and FitzGerald, V. (eds.), 2001. *War and Underdevelopment*. Oxford: Oxford University Press.

13 In fact, this is true for all areas, as capacity building is the most common activity overall.

area. What this illustrates is that Geneva contains a substantial cluster of organisations working directly on the ground to improve socio-economic well-being in peacebuilding contexts, both through humanitarian action and longer-term development. As discussed above, several of these operational field organisations have extremely wide geographical scope. It is also worth noting that Geneva-based UN bodies are disproportionately engaged in the socio-economic aspects of peacebuilding<sup>14</sup>.

In the other three areas of peacebuilding – security, governance, and justice – the picture is somewhat different. In terms of type of activities, within all three of these areas, work on policy advice and development predominates, alongside the ubiquitous capacity development. This indicates a greater concern with international policy issues, as opposed to on-the-ground implementation, and is reflected by the presence in this area of several advocacy and policy development organisations, such as Human Rights Watch, or the Association for the Prevention of Torture (APT). Compared to the socio-economic area, NGOs are proportionately overrepresented in the security, governance, and justice areas. This is especially true in governance, a sector that 10 NGOs – compared to 1 UN body – identified as their top priority in peacebuilding.

It is worth noting that most organisations work in at least two different thematic areas, combining, for example, justice with governance. However, socio-economic focused organisations are markedly less likely to do this, and more likely to focus purely on socio-economic issues<sup>15</sup>. This suggests that organisations working on socio-economic issues are relatively likely to lack close connections to organisations in other fields. Two other key factors support this concept. Firstly, as mentioned above, the socio-economic

<sup>14</sup> This is in comparison to the overall number of UN bodies. NGOs are more numerous in Geneva overall, so there are more of them in any given area of work. However, UN bodies are disproportionately represented in the socio-economic area, making up 30% of those working in this area, compared to 23% of organisations overall.

<sup>15</sup> To illustrate this, whilst there are 7 organisations that have all three of their top priority sectors in the socio-economic area, there is only one organisation for which this is true in the governance area, and none at all in the justice area.

sector is relatively dominated by the UN, whereas the other three areas are dominated by NGOs. This suggests little in and of itself, but as discussed below, most NGOs identify other NGOs as their main partners, and UN bodies tend to work with other UN bodies, reinforcing the idea that there may be a lack of communication and coordination between actors engaged in socio-economic peacebuilding and actors engaged in other sectors. Secondly, there is the difference in styles of work, demonstrated above, with socio-economic work focusing more on direct implementation whilst actors in the other three sectors emphasise policy development.

The most successful peacebuilding requires a degree of coherency and communication between different sectors<sup>16</sup>. Hence, the data contained in the IGPG seems to suggest that there is a clear need to improve the links between the different aspects of the peacebuilding community in Geneva, most particularly between the socio-economic field and the other three. This is both necessary and difficult, as illustrated by the fact that during the survey work for the IGPG, the initial reaction of many organisations active in the humanitarian and socio-economic fields was to say ‘we don’t do peacebuilding’. This reaction partly reflects the sometimes politically loaded nature of the ‘peacebuilding’ label, as well as disagreements over the breadth of the field<sup>17</sup>. Of particular interest for the GPP is the need to support communication amongst the different aspects of the Geneva peacebuilding community and to provide the various organisations with critical lessons stemming from complementary areas of peacebuilding activity.

16 Again, there is a vast literature on this. See for example: Organisation for Economic Cooperation and Development, Development Assistance Committee (OECD-DAC), 2001. *The DAC Guidelines: Helping Prevent Violent Conflict*. Paris: OECD Publishing.

17 See *A Platform for Peace*, p.6

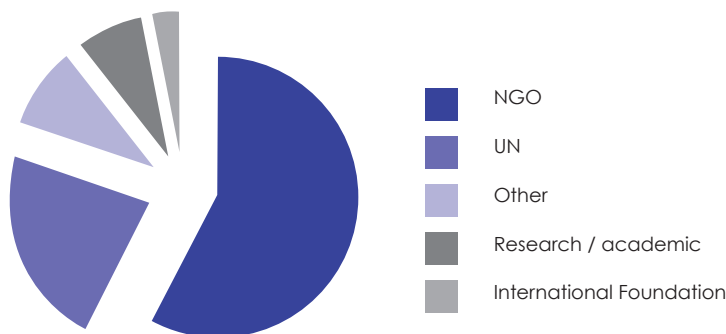


# Mapping the ‘Landscape’

The diverse and complex topography of the Geneva peacebuilding ‘landscape’ does not only relate to the sectors of work, or the types of activities in which organisations are involved. In addition, there is a great diversity of types of organisation, in terms of their size (in staff and budget terms), structure, status, and purpose. At the broadest level, organisations can be grouped into general categories, such as UN bodies, NGOs, academic and research institutions, and international foundations. This conceals the rich diversity of organisational forms displayed in Geneva, but allows some broader patterns to emerge.

NGOs and UN bodies are the two most common types of organisations in Geneva, and whilst there are more NGOs (see figure 5), they tend to have smaller staff numbers and budget levels<sup>18</sup>. There are

Figure 5 Types of organisations in Geneva



<sup>18</sup> However, the available data on budget levels is not strong enough to draw firm conclusions. Indeed, although the mean budget of UN bodies (54 million CHF) is higher than that of NGOs (13 million CHF), the medians are much closer. This suggests that the data is skewed by a few outliers.

## Box 2

### Operational thinking and practice: Geneva-based UN agencies.

A key centre of international co-operation, Geneva hosts two thirds of the activities of the UN system, gathering in terms of peacebuilding a wide range of specialised agencies, programs, funds, offices and research institutes, as well as related organisations (OHCHR, UNDP, UNEP, UNFPA, UN-HABITAT, UNHCR, UNICEF, UNIDR, UNITAR, UNRWA, UPEACE, WFP). Operational competencies of Geneva-based UN peacebuilding structures cover a broad range of fundamental issues, from human rights and refugee protection, economic and social development, and international health, to disarmament and non-proliferation, clearing of landmines, and expansion of food production. Partnering with external actors to develop peacebuilding strategies, marshal resources, and enhance international coordination, UN organs headquartered in Geneva could channel know-how from the field to New York, providing important feedback on the implementation of peace consolidation processes.

fara more UN staff in Geneva than there are NGO staff, but if the international organisations represented here are considered as a whole, the global balance between UN and NGO staff numbers is much closer to parity<sup>19</sup>. This partly reflects the fact that several large UN bodies are headquartered in Geneva, and that several of the NGO offices here rely on fewer individuals but represent international organisations employing many thousands (see figures 6 and 7). In total, Geneva-based organisations doing peacebuilding work represent tens of thousands of staff around the world.

Overall, there are no general patterns in relation to Geneva-based organisations' budgets, staff numbers, percentage of staff based in Geneva, and geographical scope. This means that it is not the case, for example, that the organisations working in the most countries tend to

be those with the biggest budgets, or that organisations with more staff have a greater percentage of them working outside of Geneva<sup>20</sup>. This lack of broad patterns points to the fine-grained diversity of Geneva-based peacebuilding actors.

19 The ratio of NGO:UN staff in Geneva is 1:8, but looking at global staff numbers of organisations represented in Geneva, it is 3:4. In Geneva, there are 500 NGO employees, and 4,000 UN employees, but the global staff numbers for the same organisations are 35,000 NGO employees and 40,000 UN employees.

20 For example, the correlation between budget level and number of countries worked in is -0.17, with  $r=0.01$ .

The diversity of the organisations involved in peacebuilding in Geneva means that broad categories such as ‘NGO’ need to be more carefully refined. Reading the qualitative and quantitative data available produces the following topography. Clearly, not all organisations will be perfectly captured by this list, with some occupying rather unique niches (see Box 3), and others spanning across two or more groups. Nevertheless, the following captures the major contours of the ‘landscape’:

Figure 6 Geneva-based staff by type of organisation

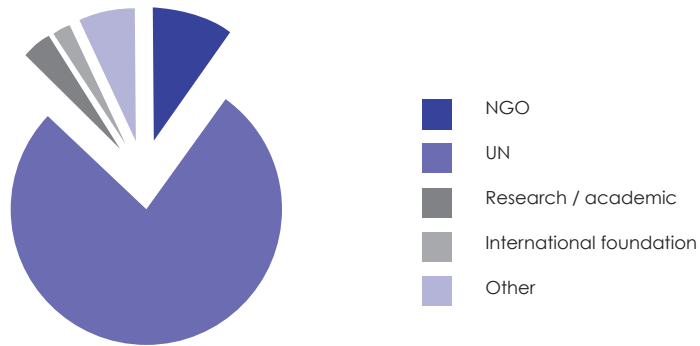
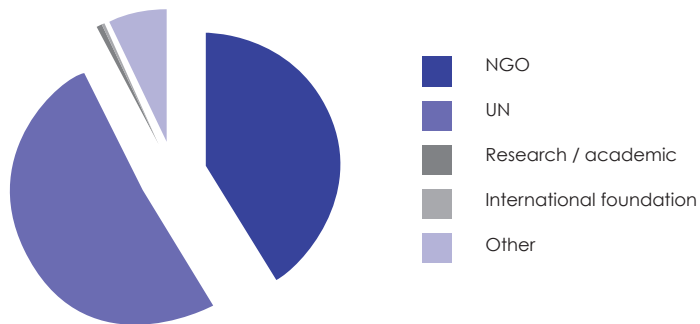


Figure 7 Global staff by type of organisation



1. Headquarters of organisations carrying out on-the-ground operational work on a global scale, and often covering a wide range of issues. Several of these are UN bodies. Some, such as the UN Children’s Fund (UNICEF), have a large presence in Geneva, whereas others, such as the Swiss Foundation for Mine Action, have relatively few (<20) headquarter staff.

2. Headquarters of operational organisations with a much more specific niche, which generally work in fewer countries, often with extremely focused expertise. An example here would be the Fondation Hirondelle, who, whilst based in Lausanne, is closely integrated with the Geneva community.

3. Campaigning organisations generally focused on a single core issue. Their offices in Geneva are often small (less than 20 people), but several have large global networks (such as the ICBL).

4. Organisations supporting policy development in various ways, without being specifically campaigning organisations. These are mostly single-office organisations, and are predominantly NGOs (for example the Geneva Forum).

5. Offices (not headquarters) of operational organisations of a global scale. These offices are generally fairly small (less than 20 people), and represent their organisations to the UN and other organisations in Geneva (for example Caritas, Islamic Relief).

6. Dedicated training and capacity building organisations. These include UN bodies such as the UN Institute for Training and Research (UNITAR), as well as NGOs such as the International Institute of Humanitarian Law.

7. Research institutions, almost always with some engagement in policy making or advising, such as the Small Arms Survey (SAS). These vary in both size, and in their degree of field-based research.

Although a few organisations have large offices (in terms of staff numbers) in Geneva, most do not. 62% of the organisations in the IGPG have fewer than 20 staff members in Geneva. At the other end of the scale, there are only 10 organisations with over 100 staff (see figure 8). This partly reflects the fact that most offices here are either their organisation's headquarters (and in the case of smaller organisations, sometimes the only office), or that they are fairly small, representative offices, concerned with advocating the views and work of their organisation to Geneva-based actors<sup>21</sup>. The presence of the latter in large numbers is illustrative of the significance of Geneva in international policy making, as it demonstrates that peacebuilding organisations based elsewhere find

21 This is further supported by the fact that the percentage of an organisation's staff which is based in Geneva peaks at both extremes, with 65% of the organisations in the IGPG having either less than 10% or more than 90% of their staff working in Geneva. More than 90% Geneva-based staff clearly indicates that the Geneva office is the headquarters, or even the organisation's only office. Conversely, less than 10% Geneva-based staff suggests an office representing the organisation in relation to other Geneva-based actors.

it worthwhile to have an office based in Geneva, to be able to access policy debates and decision making.

What this broad topography illustrates is that Geneva brings together two aspects in a rather unique way. Firstly, there is high-level policy development. Geneva is the headquarters for 69% of the organisations represented in the

IGPG, and there are a wide range of academic and research institutions, advocacy offices and policy oriented offices representing international organisations. All of these types of offices and organisations are in large part concerned with the development of policy, and it is thus clear that Geneva is a relevant centre for the creation of international norms and policies re-

volving around peacebuilding. For those not headquartered here, the most common headquarters location is New York, demonstrating further links to international policy making.

Secondly, Geneva-based organisations

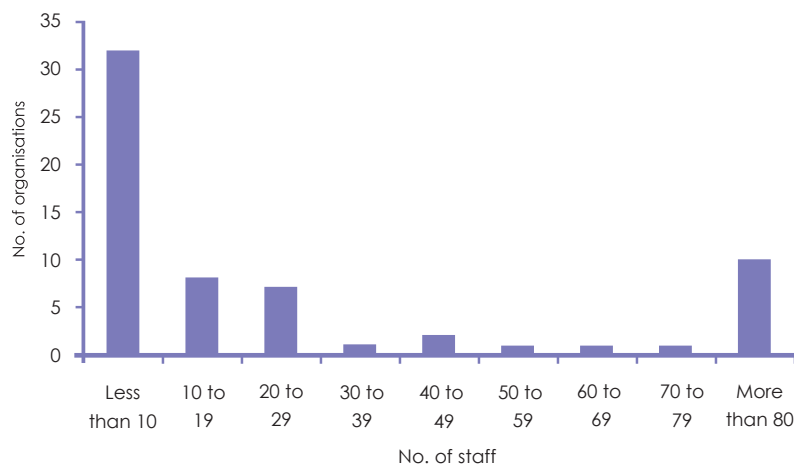
have extensive field experience, from the various operational agencies, large and small, that are either headquartered in Geneva, or have a representative office here. Firstly, this implies that Geneva is a major centre for the coordination of peacebuilding activity

### Box 3

#### Representing global organisations to Geneva: World Vision

An international partnership, operating globally, World Vision works to help children, families and communities recover from disasters and conflict, and build longer-term development. Their office in Geneva, with 2 staff, networks with other Geneva-based organisations, and represents the views and work of World Vision to the UN and other Geneva actors through advocacy and policy development.

Figure 8 Staff size of Geneva offices



on the ground. As far as humanitarian actors are concerned, this is demonstrated by the presence of the Inter-Agency Standing Committee (IASC). Furthermore, this more practical level of knowledge and experience is an important complement to the policy formation discussed above. The conjunction of the two provides the Geneva peacebuilding community with the opportunity to learn the critical lessons stemming from experience on the ground, and to translate these into responsive, practical policy.

#### **Box 4**

##### Unique niches: Geneva Call

Geneva Call is one of a number of Geneva-based organizations that make simple categorisation extremely difficult, because their work is rather unique. Directly engaging 'armed non-state actors', Geneva Call works to help them respect and formally adhere to international humanitarian norms, such as banning the use of children in war, or the use of anti-personnel landmines. This gives Geneva Call a distinctive insight in various peacebuilding issues, and epitomizes the huge diversity that the Geneva peacebuilding sector can draw on.

# Networks and Partnerships

Almost all Geneva-based actors engaged in peacebuilding work in a variety of partnerships and networks with other organisations, and some of them do so quite extensively. Almost all – 80% – of Geneva-based organisations work with at least one partner or network. Some organisations work with a vast number of partners; five listed over 100 in the IGPG. On average, however, each organisation in the IGPG works with about 10 partners or networks<sup>22</sup>. There is no one type of organisation that tends to have more partners, or belong to more networks<sup>23</sup>. The distinction between ‘partners’ and ‘networks’ is an ambiguous one, and in practice the relationships between peacebuilding organisations take a variety of forms, including cooperation on a particular project, belonging to a formal membership-based network, or sharing information with a loose group of partners.

Despite most organisations having large numbers of partnerships, the peacebuilding landscape in Geneva does not show a dense network of interconnections. Indeed, from the data available in the IGPG, it appears that few peacebuilding organisations in Geneva have networks or partners in common. Amongst over 300 networks and partners of Geneva-based organisations, only 35 are mentioned more than once, and only 10 of

<sup>22</sup> The mean number of partners per organisation is 21, but the small number of organisations that have over 100 partners pushed this number up substantially. The median – 10.5 – is thus more representative.

<sup>23</sup> To illustrate this, the five organisations that list the most partners include 2 UN bodies, 2 NGOs and a research institution, and the five work on different aspects of peacebuilding, including policy, advocacy, and implementation approaches.

these more than twice. It should be made clear that the available data almost certainly do not give a complete picture of the working partnerships of each organisation in the IGPG<sup>24</sup>. Nevertheless, the general patterns shown are likely to be valid. Of the 10 most popular networks and partners, 6 are headquartered in Geneva, with the others in London, New York, Paris and Brussels. Table 3 shows the ten partners and networks most common amongst peacebuilding actors in Geneva – the only ones listed as a partner by more than two organisations in the IGPG.

**Table 3**  
Most common networks and partners in the IGPG

	Frequency
UN Development Programme (UNDP)	9
European Peacebuilding Liaison Office (EPLO)	6
Inter-Agency Standing Committee (IASC)	5
Office for the Coordination of Humanitarian Affairs (UNOCHA)	5
UN High Commissioner for Refugees (UNHCR)	5
Geneva Centre for the Democratic Control of Armed Forces (DCAF)	4
Geneva Forum	4
Small Arms Survey (SAS)	4
International Action Network on Small Arms (IANSA)	3
Organisation for Economic Cooperation and Development - Development Assistance Committee (OECD-DAC)	3

There is little evidence that the peacebuilding sector in Geneva provides for spaces in which organisations can coordinate or discuss issues on a broad scale. Such spaces exist in terms of specific peacebuilding sectors. For example, the Inter-Agency Standing Committee (IASC) provides coordination on humanitarian assistance (see box 5).

<sup>24</sup> This is because, on the one hand, the space available limited the number of partners that could be mentioned, and, on the other hand, many organisations did not provide full information.

However, although the IASC has members from both the UN and NGO communities, most of the remaining 10 partners and networks listed in table 3 do not seem to bridge this divide so well. Instead, they are either predominantly for UN bodies, or predominantly for NGOs. All but three of those in the IGPG designating the UN Development Programme (UNDP) as a partner are UN bodies. All but one of those naming the European Peacebuilding Liaison Office (EPLO) are NGOs. All but one of those naming the UN Office for the Coordination of Humanitarian Affairs

#### Box 5

Advocacy organisations with a global reach: the International Campaign to Ban Landmines

A numerical analysis of the ICBL's presence in Geneva would underestimate their real significance – their Geneva Headquarters has only two staff and a relatively small budget. This, however, belies their major influence and impact in their particular peacebuilding sector. In mine clearance, assistance to mine survivors, and the reconstruction of mine affected regions, they can contribute both immense policy experience, and a wealth of field-based knowledge. This is because they represent an extremely large global network of NGOs and mine activists. With over 1,400 groups in over 90 countries, the ICBL is one of a number of organisations in Geneva that represent large global organisations with a small office. It uses its presence here to work on substantive issues in the implementation of the Mine Ban Treaty and it acts as a liaison to Geneva diplomats.

(UNOCHA) are UN bodies. There is variation, but, in general, the data suggests that NGOs and UN bodies have a very limited number of common networks. This is not to say that they never interact, but that instead there appears to be a disjuncture between networks and partners who work with NGOs and others who work with UN bodies.

Furthermore, several of these networks and partnerships do not approach the peacebuilding field synoptically. Rather, they are mostly sectoral in nature, focusing on one aspect of peacebuilding. For example, the International Action Network on Small Arms (IANSA) focuses on small arms control, whilst the IASC focuses primarily on humanitarian assistance. Such sector specific networks and partnerships are vital, and perform valuable work, but do not provide space for dialogue across the breadth of the peacebuilding community. Thus, despite the fact that most peacebuilding organisations in Geneva work with several partners, and in several networks, there are very few spaces for coordi-

nating and sharing information and insights on peacebuilding as a whole. EPLO is a notable exception to this, and, while dedicated to peacebuilding, its work is primarily based in Brussels, developing and advocating policy positions in the context of the European Union. The lack of such organisations in Geneva may impede the communication of broad lessons and insights that can be valuable to the peacebuilding field as a whole. It may also reduce the ability of Geneva-based organisations to coordinate in their peacebuilding practice and interactions with other policy centres such as

New York. The perception of this gap was one of the major reasons for the founding of the Geneva Peacebuilding Platform, created in March 2008 to provide a forum for interaction between the broad range of Geneva-based peacebuilding actors and to provide an interface with other centres of policy making. Strengthening the links between different peacebuilding organisations and sectors in Geneva is thus a key role for the GPP. As this publication demonstrates, there are multiple dimensions to this, including improving interactions between different types of organisations (for instance, between NGOs and UN bodies), as well as between sectors, most particularly between actors engaged in the socio-economic aspects of peacebuilding, and the rest of the peacebuilding community.

#### **Box 6**

A tradition of building ties in Geneva: the Inter-Agency Standing Committee

Geneva, whilst lacking synoptic spaces for the consideration of peacebuilding as a whole, nevertheless has strong traditions of building ties within certain sectors. The IASC performs this function for organisations involved in the provision of humanitarian relief, which, as discussed, is a major strength in Geneva. The IASC bridges the divide between humanitarians in the UN and in NGOs, as well as within the International Committee of the Red Cross. Examples such as this, and the successes of the IASC, demonstrate the significant value of knowledge sharing and cooperation amongst Geneva-based actors.

# Conclusion

Geneva is a major global centre of peacebuilding expertise, and the Geneva peacebuilding sector is very large in terms of number of organisations, number of staff, geographical coverage, and size of budgets. This is a simple point, but an important one – Geneva has a critical contribution to make in the international field of peacebuilding.

Not only is the Geneva peacebuilding sector large, it is also diverse. The Geneva-based peacebuilding organisations work on a broad range of issues in the building of peace, using a great variety of approaches. There are particular areas of strength, and this publication has argued that the implementation of socio-economic programmes is one, and that policy development and capacity building – especially in the areas of security, justice and governance – is another. But this is certainly not to say that these two things are all that Geneva has to offer. Geneva has a broad range of organisations, from large operational networks, to small advocacy organisations, and organisations occupying unique peacebuilding niches. Geneva also has other strengths that are not captured by the analysis presented here, especially its role as a centre of international diplomacy. Geneva's great strength is in its diversity and in the fact that it brings together considerable policy level expertise and first class practical field experience.

This diversity, however, still needs to be fully harnessed, so as to foster coordination and communication regarding specific peacebuilding issues. Geneva-based organisations are well networked, but relatively few appear to have networks or partners in com-

mon. There also seems to be a disjuncture between the organisations predominantly involved in the practical implementation of socio-economic well-being programmes, including humanitarian work and longer-term economic development, as opposed to the more policy-oriented security, justice, and governance communities.

The Geneva Peacebuilding Platform was set up in 2008 to enable stakeholders to build upon the contributions of Geneva to peacebuilding worldwide. This publication has highlighted three key areas in which the GPP, and other actors, can work towards this: developing better communication between Geneva-based actors, and improving spaces for dialogue and for critical, reflective learning; supporting more coherent joint approaches and more effective interaction with other peacebuilding centres; and, finally, bringing together field experience and policy expertise to generate knowledge and peacebuilding approaches grounded in practical reality and policy insights.

These objectives can be pursued in a number of immediately practicable ways. The GPP Annual Forum<sup>25</sup> in 2008, and the consultations organised in 2008/2009 with the Peacebuilding Support Office<sup>26</sup> have already demonstrated a model for improving interactions with New York. A more specific collaboration could be developed with the Peacebuilding Commission, by engaging relevant Geneva-based experts on country specific work or relevant thematic discussion to support the work of the Commission in the focus countries placed on its agenda. There are also many other key centres for peacebuilding policy and practice, such as the EU, the OECD, all of which can be engaged in similar processes of dialogue. Liaising with the institutions cited is of

25 The GPP Annual Forum gathers representatives from the Peacebuilding architecture in New York and representatives from the PBC focus countries, both from governments and civil society. The report of the 2008 Forum is available on [www.gppplatform.ch](http://www.gppplatform.ch).

26 The GPP organised two consultations with the humanitarian and peacebuilding communities on 5 December 2008 and 11 June 2009 with the participation of representatives of the PBSO. The reports are available to download on [www.gppplatform.ch](http://www.gppplatform.ch). The GPP is to hold a bi-annual consultation through video conference with the PBSO to institutionalise a dialogue between Geneva-based peacebuilding organisations and the Peacebuilding architecture in New York.

special relevance since it will enable Geneva-based peacebuilding practitioners to reach out to the community of donors and policy makers.

The generation of practically grounded knowledge and insights can be pursued through a better use of Geneva-based organisations' extensive field experience. The GPP could act as a knowledge broker to elicit field views on specific topics among its partner organisations' field staff and local partners. The GPP would canvass those insights in Geneva, discuss them with relevant experts, academics, and stakeholders, and translate them into learning tools and forward-thinking strategies for a wider audience of practitioners and policy makers. Building on these, the GPP can produce publications and other outputs distilling the insights gained, which can in turn stimulate further debate.

The activities outlined above would also contribute to better communication and coherence amongst the varied Geneva-based actors. However, this broader challenge can also be served by other activities, including the forum for discussion of topical and strategic issues in the GPP Advisory Board<sup>27</sup>, as well as the GPP series of informal briefings and lunchtime seminars, which allow organisations to showcase their work to other Geneva-based actors while networking with their peers. Nevertheless, strengthening the bridges between Geneva-based actors is highly important, and cannot be simply assumed as a by-product of other activities. Rather, there must be strategic outreach to key players, and as this publication has demonstrated, this means first and foremost improving communication with actors engaged in the socio-economic aspects of peacebuilding.

The peacebuilding community in Geneva is of high significance for peacebuilding work globally, and a well-suited partner for other peacebuilding actors. It is diverse, broad in scope, and brings together field and policy knowledge in a powerful combination. It is the aim of the GPP to improve its contribution to the search for more coherent and effective peacebuilding practice, now and in the future.

<sup>27</sup> The GPP Advisory Board is composed of members of a representative group of International Geneva stakeholders with an active interest and role in peacebuilding. Through the Advisory Board the perspectives of academia, research institutions, UN organisations, international and non-governmental organisations, civil society associations, diplomatic and donor representatives, international financial institutions, and the private sector are represented and taken into consideration.

# Appendix I

## Organisations in the International Geneva Peacebuilding Guide

Association for the Prevention of Torture (APT)  
BioWeapons Prevention Project (BWPP)  
Bureau for Crisis Prevention and Recovery, UN Development Programme (UNDP-BCPR)  
Business Humanitarian Forum (BHF)  
Caritas Internationalis  
Center for Humanitarian Dialogue  
Centre for Applied Studies in International Negotiations  
Centre on Conflict, Development and Peacebuilding (CCDP)  
Defence for Children International (DCI)  
Fédération Genevoise de Coopération (FGC)  
Femmes Africa Solidarité (FAS)  
Fondation Hironnelle (FH)  
Food for the Hungry International Association (FHI)  
Geneva Call  
Geneva Centre for the Democratic Control of Armed Forces (DCAF)  
Geneva International Centre for Humanitarian Demining (GICHD)  
Geneva International Peace Research Institute (GIPRI)  
Graduate Institute of Development Studies (IUED)  
Human Rights Information and Documentation Systems, International (HURIDOCS)  
Human Rights Watch (HRW)  
Humanitarian Accountability Partnership (HAP)  
Ideas Centre  
Initiatives of Change International  
International Campaign to Ban Landmines (ICBL)  
International Center for Transitional Justice (ICTJ)

International Civil Defence Organization (ICDO)  
International Commission of Jurists  
International Council on Human Rights Policy (ICHRP)  
International Federation Terre des Hommes (IFTDH)  
International Institute of Humanitarian Law (IIHL)  
International Labour Organization (ILO)  
International Organization for Migration (IOM)  
International Peace Bureau (IPB)  
International Peacebuilding Alliance- Interpeace  
International Rescue Committee (IRC)  
International Save the Children Alliance  
International Service for Human Rights  
Inter-Parliamentary Union (IPU)  
Islamic Relief Worldwide  
Norwegian Refugee Council / Internal Displacement Monitoring Centre (NRC-IDMC)  
Office for the Coordination of Humanitarian Affairs (OCHA)  
Office of the High Commissioner for Human Rights (OHCHR)  
Office of the UN High Commissioner for Refugees (UNHCR)  
Quaker United Nations Office (QUNO)  
Refugee Education Trust (RET)  
Reporters Without Borders International (RWB)  
Small Arms Survey (SAS)  
Suzanne Mubarak Women's International Peace Movement (SMWIPM)  
Swiss Foundation for Mine Action (FSD)  
Swisspeace  
The Geneva Forum  
The Global Fund to Fight AIDS, Tuberculosis & Malaria  
UNAIDS Secretariat  
United Nations Economic Commission for Europe (UNECE)  
United Nations Environment Programme - Post-Conflict and Disaster Management Branch (UNEP)  
United Nations Institute for Disarmament Research (UNIDIR)

United Nations Institute for Training and Research (UNITAR)  
United Nations International Children's Emergency Fund (UNICEF)  
United Nations Office at Geneva (UNOG)  
United Nations Population Fund (UNFPA)  
United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)  
United Nations Settlements Programme (UN-HABITAT)  
University for Peace (UPEACE)  
Women's International League for Peace and Freedom (WILPF)  
World Council of Churches (WCC)  
World Food Programme (WFP)  
World Health Organisation (WHO)  
World Vision International (WVI)

# Appendix II

## Peacebuilding Sectors and Thematic Areas

The grouping of peacebuilding sectors into thematic areas, following Inventory: United Nations Capacity in Peacebuilding (UN Office of the Secretary General, 2006).

### Security and Public Order

- Security Sector Governance
- Law Enforcement Institutions
- Defence Institutions
- Disarmament, Demobilization and Reintegration (DDR)
- Civilian Small Arms Control
- Mine Action

### Justice and Reconciliation

- Transitional Justice
- Judicial and Legal Reform
- Corrections
- Human Rights
- Community Conflict Resolution

### Governance and Participation

- Good Offices and Peace Support
- Development of a Constitution
- Public Administration and Government Strengthening

Local Governance

Economic Strategy and Coordination of International Assistance

Financial Transparency and Accountability

Elections

Political Parties

Civil Society

Media

## Social and Economic Well-Being and Humanitarian Relief

Humanitarian Protection

Humanitarian Assistance

Gender

Physical Infrastructure and Reconstruction

Employment Generation

Economic Foundations for Growth and Development



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