

à propos

The KOFF
Peacebuilding
Magazine



Extractive industries and peacebuilding

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Schweizerische Friedensstiftung
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Swiss Peace Foundation

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For a long time, debates on extractive activities have considered that these have been the cause of conflict, a kind of scourge which traps societies in a cycle of violence and poverty. Without denying the problems and major risks posed by these activities to peace and human rights, this magazine on extractive industries and peacebuilding attempts to shed light on the subject in a new way. Starting with the assumption that economic development is necessary if lasting peace is to be achieved, it aims to show how and to what extent the exploitation of raw materials can contribute towards peace. Using various examples of projects led by civil society organizations and Swiss administration, it offers new perspectives and innovative approaches to dealing with this sensitive issue.

It is with this issue that I say goodbye to you. After three and a half years of being in charge of editing the KOFF magazine, I am now going to dedicate myself to new professional activities. I would like to thank you for your interest and your numerous messages of support.

Partners for peace: extractive industries and peacebuilding



The forest industry company Ouesso, member of the Danzer Group, is active in the Congo basin. Nadina Diday / swisspeace

Being required to tap into new business opportunities, extractive companies are often the first to make much-needed investments in post-conflict states. Since the scramble for minerals has at times fueled armed conflicts, debates on extractive industries in fragile states have, however, long focused on resources as a driver of conflict, i.e. a 'curse' that traps societies in a cycle of violence and poverty. Premised on the assumption that sustainable peace requires economic development, recent discussions explore opportunities that extractive industries bear for peacebuilding and reconstruction. While the primary responsibility for peacebuilding lies with governments and civil society, the private sector can decisively contribute to consolidating peace.

Given that business needs a peaceful environment to thrive and vice versa, extractive companies can greatly benefit from peacebuilding. Whilst untapped resources in former war zones offer new opportunities, mining requires large-scale investments that only pay off if operations go unhindered in the long run. A resumption of hostilities may result in costly disruptions and jeopardize profits, and investors shy away if the situation remains unstable. Crucially, companies suffer reputational damage if their operations undermine

peace. As home to mining corporations, refineries and commodity trading hubs, Switzerland's economy has a strong interest in ensuring that extractive industries are conducive to peace and stability.

Extractive industries are of strategic importance to peacebuilding due to their ability to address conflict drivers, transform a war into a peace economy, boost rapid growth, attract large-scale investment, and generate state revenue. Economic opportunities offered by extractive industries may produce a peace dividend that motivates belligerents to end fighting and uphold peace. Extractive industries can provide jobs, skills and alternative livelihoods necessary to disarm, demobilize and reintegrate ex-combatants. Further jobs are created by mining-related infrastructure development, subsidiary industries and informal sector activities. By flushing revenues into depleted state coffers, extractive industries can fund post-conflict reconstruction, peacebuilding projects, and reduce aid dependency. By restoring investor confidence, they can trigger investment into other sectors and economic diversification.

Due to their economic power, extractive corporations may encourage legislative and political reform, establish good business practices, and standards of governance. They may lead by example by not tolerating corruption that breeds conflict. By conditioning investment on good practice, corporations encourage government to introduce institutions to reduce corruption. Since business depends on a secure physical and legal environment, companies committed to individual rights can prompt authorities to enforce the rule of law and to improve security.

Extractive companies can directly contribute to peacebuilding by establishing policies conducive to peace. Inclusive employment and training policies can foster the economic empowerment of marginalized groups and thus reduce economic grievances that cause tensions. Working together in a company may foster confidence and dialogue between different groups, project an alternative vision of society, and enable steps towards reconciliation. In rare instances, corporations directly facilitate dialogue between conflict parties. The distribution of revenues can be part of peace treaties aiming at economic power-sharing. More often, companies back peace processes by supporting civil society and national programs to ease tension.

Whether extractive companies assist peacebuilding hinges on various context-specific factors, many of which are beyond their control. The ability to harness resources for peace depends on commodities' role in a conflict, government's willingness to manage resources effectively, and the specific industry. For example, preventing illicit trade with alluvial diamonds is harder than managing oil revenues. Since extractive industries' primary contribution consists in boosting growth, and because post-conflict transitions depend on prompt economic gains to keep stakeholders and potential spoilers engaged, a conducive business environment is key to securing peace. In turn, diligently reconciling business imperatives with the necessities of a fragile society is indispensable. Companies must understand the sensitive context they operate in, in order to do no harm.

Collective initiatives help to render extractive activities conducive to peace. The United Nations Global Compact, the Extractive Industry Transparency Initiative and the Kimberley Process set global standards of best practice, and seek to curb illicit trade in conflict minerals. On the company level, conflict-sensitive, industry-specific corporate social

responsibility policies provide critical guidelines for businesses entering sensitive contexts.

Whilst competitive businesses must promptly strike lucrative deals, sound contracts must be negotiated with legitimate authorities. Unelected interim governments should not grant mining concessions for decades to come, and contracts should maximize the population's gain. Stringent resource management regimes must regulate a post-conflict resource rush. Reliable information about deposits and revenue flows are needed to prevent the syphoning of revenues by spoilers. Transparency in managing resources is key to preventing conflict and improving the investment climate.

Channeling revenues to benefit the population is challenging and is usually managed by central government. Extractive industries are unlikely to foster peace if they do not enable downstream development, sustainable livelihoods, and economic diversification. For companies to make a positive impact on communal relations, it is essential to engage in dialogue with local communities and address grievances. To assess operations' impact on communities and seek alternatives for displaced artisanal miners and agriculturalists, companies may partner with civil society.

Ultimately, extractive companies must abide by business imperatives and have limited peacebuilding capacities. Corporations promoting best practices may face a competitive disadvantage and resistance by benefactors of illicit trade. Companies taking a risk by making critical investments in fragile states may shy away if peacebuilding implies additional costs, responsibilities and reputational hazards. Yet, governments and corporations share the responsibility of ensuring that extractive activities are conducive to peace. If companies pay lip service to corporate social responsibility; export revenues without enabling sustainable development; ignore social and environmental repercussions; destroy livelihoods without alternatives; and if authoritarian regimes, corrupt elites and rebels syphon revenues; extractive industries indeed become a curse rather than a chance for peace and prosperity.

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[links](#)

- [swisspeace – Business and Peace](#)
- [United Nations Global Compact](#)
- [Extractive Industry Transparency Initiative](#)
- [Kimberley Process](#)

A multi-stakeholder fund to strengthen and support community-company dialogue

Creating the conditions for real participation, constructive dialogue, accountability and problem-solving in situations of low trust and high power asymmetries in environments with weak regulatory frameworks is a recurrent challenge in community-company relationships. This asymmetry is particularly detrimental to communities in natural resources projects with high social and environmental impacts. Communities have an interest and a right to engage in decision-making processes that affect their lives. It is thus important that they have the skills and can access the expertise and the resources to negotiate with companies and governments on a more equal footing.

In 2016, the PeaceNexus Foundation launched the “multi-stakeholder fund”. Mostly funded by companies, this mechanism aims to provide funding that can support communities to become better equipped to negotiate with companies. Any initiative funded directly by a company would see its neutrality questioned, regardless of the company’s intentions. Indeed, any mediator, expert or impact assessment funded by a company would inevitably be perceived as carrying the company’s own interests. However, there is also evidence that local communities and NGOs would accept company financial support if channeled through a transparent mechanism where they are involved in its establishment and its operation from the start. This is, in essence, what the multi-stakeholder fund concept of PeaceNexus tries to achieve.

A pilot phase is currently in elaboration in Morocco. Since 2015, PeaceNexus has facilitated a discussion to bring together a number of national stakeholders (three large natural resources companies, the Moroccan employers’ national association, the National Council for Human Rights and a national network of NGOs). The goal is to establish a national initiative to support the provision of independent mediation services and awareness raising activities to promote dialogue between businesses from the extractive industry and communities. So far, there is an initial agreement on contributions, on the governance structure and on next steps to establish this “national program of mediation” which will be supported by a multi-stakeholder fund and respond to requests from Moroccan actors.

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- [PeaceNexus Foundation](#)

Mediation support for mining conflicts in the Maghreb



A training session organized by ae-Centre in Morocco. ae-Centre

Mining activities give rise to social, often violent conflicts time and time again, mainly in remote regions with little government presence and a weak economy. This results in a significant discrepancy between the wealth in the form of raw materials and the poverty and lack of prospects for the local population. The tax base gained from the mining goes into the capital city and very little flows back into the affected region.

Since 2012, ae-Centre has been helping a local NGO that supports the mediation process in a silver-mining conflict in south-eastern Morocco. The agreement signed between the parties concerned in 2015 went a long way toward calming social tensions and gave the region a multi-million-franc development fund. The latter is financed by the Moroccan government and the mining company. There are also other smaller win-win solutions, such as the founding of an association for women who make jewelry from the by-products of the silver mining.

The ae-Centre's dialog support with regard to a conflict with a phosphate company in Gafsa Governorate is still in its early stages. In 2008, this led to serious uprisings and was considered the precursor to the Tunisian Revolution of 2011. After many months of mediation, a steering committee was successfully set up, comprising representatives of the groups concerned. It will take the lead in the continuation of the process and allows the ae-

Centre to revert back to its role as a mediation supporter, thus following the principle of local ownership.

Both projects are supported by the Swiss Federal Department of Foreign Affairs (FDFA). As a French-speaking NGO from a neutral country, the ae-Centre has a clear advantage when it comes to establishing trust.

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Director

[links](#)

- [ae-Centre](#)
- [Timeline of the silver-mining conflict in south-eastern Morocco \(in French\)](#)
- [Timeline of the mining conflict in Gafsa Governorate \(in French\)](#)

reports

Addressing security and human rights challenges in complex environments



The Geneva Centre for the Democratic Control of Armed Forces (DCAF) and the International Committee of the Red Cross (ICRC) are running a joint project entitled “Addressing Security and Human Rights Challenges in Complex Environments” with support from the Human Security Division of the Swiss Federal Department of Foreign Affairs. The project aims to help companies operating in complex environments to bring their approaches to security in line with human rights principles.

The DCAF and ICRC have developed an Internet platform (“Security and Human Rights Knowledge Hub”) and a toolkit for this purpose. The “Knowledge Hub” is a place for companies and other stakeholders to find documents containing relevant guidance, case studies, and tools relating to security and human rights matters in crisis regions. The toolkit offers examples of security concepts that have proven effective in practice, as well as problem-solving approaches and recommendations for specific challenges relating to security policy and human rights that companies in complex environments face.

The DCAF and ICRC also encourage companies to implement standards and practical problem-solving approaches at national level. For instance, the project is currently developing a basic course on human rights and conflict management for police officers in Kenya, who are hired to monitor oil and gas fields. The two organizations are also reinforcing country-specific implementation structures, such as in Peru, where they are setting up and supporting national working groups on the “Voluntary principles on security and human rights.” Finally, the project is supporting stakeholders from government, civil society, and the private sector in the Democratic Republic of the Congo as they discuss and devise national implementation priorities in close cooperation with the Swiss Embassy and an existing working group on the Voluntary principles.

DCAF

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links

- [DCAF](#)
- [Security and Human Rights Knowledge Hub](#)
- [Toolkit](#)
- [Voluntary principles on security and human rights](#)

reports

Haiti: bringing civil society together to prevent conflict



Marking of a mining company in Patricot, Haïti. Livia Bouvier

In the last few years, an increase in the price of gold has caused a resurgence of interest among mining companies in areas previously considered unprofitable. In Haiti there are currently no mines in operation, but some companies already have exploration and mining permits.

These permits were suspended by a parliamentary moratorium in 2013 due to environmental concerns, but they could come back into force very soon: the development of the mining sector was declared a priority by the recently elected government and a new mining law has been put before Parliament.

Civil society is worried and local populations, which have already suffered human rights violations during previous explorations, are taking steps to make their voices heard by Parliament and the local authorities. To coordinate the advocacy actions and speak up for the communities, more than 20 farming, community and human rights organizations have joined forces to form the Kolektif Jistis Min (KJM). The aim of the KJM is to encourage the government to hold a proper national debate on mining in Haiti and thus to include the population in the negotiations.

“We are trying to establish a constructive dialog with the new mayor, to ensure he lives up to his responsibilities and speaks up for our community,” says a resident of one of the communities affected by the plans.

On the ground, the collective is offering training sessions: it translates documents into Creole, holds hearings with witnesses from Africa and Latin America and organizes conferences and focus groups in the villages. The KJM is redoubling its efforts to provide information and, above all, to prevent potential conflicts within communities.

“We don’t want to choose for them. But they need to be properly informed in order to make a decision and understand other people’s decisions. We need to avoid divisions in communities that are already fragile. Together we can make the government listen to us,” explains a member of the KJM’s training staff.

Note: Livia Bouvier is a volunteer development worker for Eirene Suisse, assigned as a human rights educator to the RNDDH (National Human Rights Defense Network), one of the KJM’s member organizations.

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Volunteer development worker for Eirene Suisse

links

- [Report, Global Justice Clinic and Haiti Justice Initiative \(in French\)](#)
- [Global Justice Clinic](#)
- [Eirene Suisse \(in French\)](#)
- [blog by Livia Bouvier \(in French\)](#)

reports

Switzerland's implementation of the UN Guiding Principles on Business and Human Rights

In a world where the turnover of some multinationals is comparable to the GDP of some of the world’s largest economies, effective protection of human rights must include the private sector. The United Nations Guiding Principles on Business and Human Rights

(UNGPs) constitute the internationally recognized framework that sets out business enterprises' responsibility for respecting human rights.

The commodity trading sector has major potential, given that it is present in almost all regions of the world and has an impact on the entire production chain, from extraction or production to the consumer. Switzerland maintains a regular dialog with the sector and supports its implementation of measures to ensure respect for human rights. This dialog includes a roundtable meeting held every six months, attended by the Secretaries of the FDFA, the State Secretariat for Economic Affairs and the State Secretariat for International Financial Matters, the directors of the largest commodities companies, the cantons and representatives of Swiss civil society.

With the publication of the National Action Plan (NAP) for the implementation of the UN Guiding Principles on Business and Human Rights in December 2016, the Federal Council explains the various measures it is taking to achieve implementation and focuses on the State's duties regarding human rights protection and access to remedy for potential victims. The NAP contains 50 policy instruments to promote respect for human rights by Swiss companies both in Switzerland and abroad. One of these measures is aimed directly at the commodity trading sector: a multi-partite group is currently preparing a guide to implementing the UNGPs in the commodity trading sector in Switzerland. This guide will make concrete recommendations on due diligence in the field of human rights and on reporting.

Krystyna Marty
Deputy State Secretary at FDFA

links

- [United Nations Guiding Principles on Business and Human Rights](#)
- [Report on the Swiss Strategy for the implementation of the UN Guiding Principles on Business and Human Rights](#)

reports

A global perspective – embedded in the realities of developing countries

The issue of raw materials made its way into Swiss politics when the Federal Council's Background report on commodities was published in 2013 and became a starting point for a debate that has continued to this day.

However, the Swiss Agency for Development and Cooperation (SDC) has been dealing with this issue for a long time. The first activities relating to raw materials date back to the 1990s, with programs to combat mercury usage in artisanal mining in Ecuador, Bolivia, and from 2000 in Peru as well. The SDC then put these approaches into action in Mongolia and is still using them today.

The commodity report of 2013 also gave the SDC's work fresh impetus. For several national programs in West Africa and South Africa, the agency is currently considering how the environment can be better protected and how the poorest can be a part of that success, mainly in the framework of governance programs or for the benefit of sustainable economic growth.

Since 2013, the Swiss discussion on raw materials has also underlined that important steps – if not the most important – are taken in rich countries. Switzerland plays a prominent role as a global hub for raw-material trading and an important financial center. The key question here is how a responsible business conduct can be ensured in domestic commodity companies.

The developing countries bear primary responsibility for their institutional framework and governance. At the same time, Switzerland must avoid potential contradictions in its sectoral policies. For example in the gold sector, in which Switzerland's policies regarding importing and processing gold (from countries such as Mali, Burkina Faso, and Mongolia) and trading industrial mercury are to be carefully coordinated with Swiss development policies in these countries or the strong multilateral commitment to effective mercury management (Minamata Convention). This is the only way that Switzerland can uphold a credible foreign policy around the world and make an effective contribution.

For this reason, the SDC has been participating in the raw materials discussions in Switzerland for many years – and long before the adoption of the 2030 Agenda. Supported by its presence in the country, it uncovers the realities of raw material extraction and trade faced by its partner countries, contributes to informed discussions, and brings Swiss solutions and standards back to the countries, insofar as this is still possible in the face of current substantial funding cuts for international cooperation.

[Swiss Agency for Development and Cooperation \(SDC\)](#)

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links

- [Background report on commodities – Report of the interdepartmental platform on commodities to the Federal Council. 2013](#)
 - [Policy Coherence in the commodities sector: The case of mercury. Policy brief ETH/NADEL, January 2017.](#)
 - [Switzerland and the Commodities Trade. Taking Stock and Looking Ahead. Swiss Academies Factsheet Vol. 11, No 1, 2016](#)
-

in depth

Managing revenues from extractive industries

In countries that have large raw material deposits, the period after a violent conflict has promising but also dangerous potential when it comes to distributing the revenues from commodities. Without sufficient framework measures, the wealth is not distributed adequately enough to satisfy all parties involved in the former conflicts and ensure peace in the long term. In his article, Philipp le Billon proposes the best way to implement the redistribution of the raw material revenues so that the country's wealth is used for the good of all and not as a basis for the emergence of further conflicts.

le Billon works out seven strategies for organizing the extraction of raw materials to better facilitate peacebuilding. An important point, for example, is that licenses should only be distributed by the legitimate government and not by a conflict party. The international companies particularly need to help ensure this to avoid supporting rebel governments. Le Billon sees another opportunity in waiting to distribute production licenses to support local entrepreneurship as another important tool for extracting raw materials in a way that builds peace. This would allow the local population to play a greater role and would create new structures.

In conclusion, le Billon recognizes the reality of extracting raw materials and its conflict potential and establishes a framework for how peacebuilding and national raw material revenues can be as compatible as possible with sustainable peace.

links

- [Philippe le Billon. Resources for Peace? Managing Revenues from Extractive Industries in Post Conflict Environments. April 2008](#)

in depth

For a transparent communication between the various interest groups

In a post-conflict context, countries rich in commodities primarily differ from those poor in commodities in the fact that they have huge internal funding potential for reconstruction

and therefore have better framework conditions for economic growth. However, this great potential is also associated with risks. So rather than bringing about the desired stability, raw material deposits can actually jeopardize sustainable peacebuilding.

Peace is accompanied by expectations for development and greater prosperity. In ideal circumstances, a government would use the income from the raw material trade in the best possible way for the good of the whole population, reducing the risk of future conflicts. However, the view conveyed by the authors of this article points in the other direction. The interests of countries and raw material companies with regard to handling the resources can differ profoundly. The international community plays an influential role in consolidating the various interests. It is to provide suggestions and expertise, and, in particular, support governments and companies that have little political desire to use the country's resources as a basis for the welfare of the whole population.

There is no straightforward solution for handling the resources. The worst that can happen would be new conflicts developing over the distribution of the income. The authors see transparent communication between the various interest groups as the best hope of avoiding this scenario.

links

- Päivi Lujala, Siri Aas Rustad, and Sarah Kettenmann. [Engines for Peace? Extractive Industries, Host Countries, and the International Community in Post-Conflict Peacebuilding](#). May 2016

news

swisspeace / KOFF

23 – 25 November 2017, Course

Business, Conflict & Human Rights

Learn and exchange about challenges and best practices for responsible business in conflict contexts.



swiss
peace

SAFESTAINABLE
acceptance strategies

Business, Conflict & Human Rights Course

What is needed for businesses to operate responsibly in volatile areas? swisspeace offers a course in cooperation with Safestainable that explores this question from various angles. It discusses state of the art international standards on business and human rights and ways for companies to implement them. It sheds light on the roles and strategies of companies, governments, international organizations and civil society in promoting responsible business practices.

By joining this course, you will become familiar with relevant regulations, and initiatives at national and international levels; learn about best practices and improve your ability to practically implement and promote responsible business conduct and develop a tailor-made action plan for one of your current projects to guide future implementation. The course will also enable you to understand better the perspectives of other stakeholder groups and to enlarge your network of international practitioners and experts.

The course takes place from November 23-25, 2017 in Basel. It is designed for practitioners from business, civil society and government involved in promoting responsible business in volatile areas. It may be particularly interesting for participants attending the United Nations Forum on Business and Human Rights in Geneva, taking place from 27-29 November, just after the course. This course is one module of the Master of Advanced Studies (MAS) in Civilian Peacebuilding of the University of Basel and swisspeace.

Experts:

Ron Popper, formerly [ABB](#)

Stephan Suhner, [Arbeitsgruppe Schweiz-Kolumbien ASK](#)

[Claude Voillat](#), ICRC

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links

- [Further information](#)
- [Application until September 30, 2017](#)
- [Master of Advanced Studies \(MAS\) in Civilian Peacebuilding](#)
- [Annual course schedule](#)

news

KOFF member organizations

Setting up an association to implement the 2030 Agenda in Switzerland

September 25, 2017 will mark the second anniversary of the signing of the UN 2030 Agenda, which embeds a new and clearer vision of sustainable development in global politics. The 2030 Agenda and its 17 goals are applicable to everyone, meaning they must also be implemented in and by Switzerland in its international relations. To support this implementation and to enhance civil society's involvement in the issue, Alliance Sud, the Swiss platform for peacebuilding KOFF, the Confederation of Swiss Trade Unions, and the Umweltallianz have together sought to engage in dialog with all manner of different civil society organizations.

Two events indicated that there is widespread interest among a broad range of NGOs and trade unions in working together in greater depth, and some initial steps were taken toward structuring that cooperation. Work is currently under way to draw up the statutes and secure the funding.

To get this partnership off the ground once and for all and to support implementation in and by Switzerland with constructive criticism, an association will be set up on the Agenda's second birthday on September 25. The event will be held in the afternoon at the cultural production center "PROGR" in Bern.

[Alliance Sud](#)

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[links](#)

- [The 2030 Agenda: implementation in and by Switzerland](#)

Human rights consistency in foreign policy – a new discussion paper

The study "Wo bleibt die Kohärenz? Menschenrechte und Schweizer Aussenpolitik" ("Where is the consistency? Human rights and Swiss foreign policy") was published in mid-June. This discussion paper was developed by the Working Group Foreign Policy of the NGO

Platform Human Rights and contains controversial issues: the debate on increasing consistency in Swiss foreign policy has been raging for over 25 years, but it has been going in circles.

Effective instruments and mechanisms that can strengthen human rights protection and resolve contradictions between foreign and domestic policy are therefore now in demand. No foreign policy sector (foreign trade, security, peace, development, migration, gender, environment, etc.) is to take measures that contradict the aims of Switzerland's foreign policy concerning human rights.

Using case studies, experts from Swiss NGOs are examining contradictions in current policies, for example swisspeace/KOFF, which is using the Honduras example to discuss issues at the crossroads of peace, human rights, development, and economic policy.

The paper was presented and discussed with over 100 participants from politics and civil society at the NGO Platform's annual meeting on June 19, 2017. The suggestions and momentum that arose were noted by the Working Group Foreign Policy and will be incorporated into its further advocacy work.

[NGO Platform Human Rights](#)

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[links](#)

- [Wo bleibt die Kohärenz? Menschenrechte und Schweizer Aussenpolitik \(in German\)](#)
- [NGO Platform Human Rights](#)
- [The NGO Platform's annual meeting at the University of Bern \(in German\)](#)

calendar

Upcoming events

September 21, 2017

Zurich, Switzerland

[How to become a human rights observer](#)

Do you want to volunteer as a human rights observer? Peacewatch Switzerland and PBI Switzerland are organizing an event to inform on the ways to commit in Guatemala, Honduras, Mexico, Colombia, Kenya, Palestine and Israel.

[More information \(in German\)](#)

September 25, 2017

Bern, Switzerland

[Settin up an association to implement the 2030 Agenda in Switzerland](#)

To support implementation of the 2030 Agenda in and by Switzerland with constructive criticism, an association will be set up on the Agenda's second birthday on September 25. The event will be held in the afternoon at the cultural production center "PROGR" in Bern.

[Informations complémentaires](#)

Until September 30, 2017

Basel, Switzerland

[Register for the swisspeace course on Business, Conflict and Human Rights](#)

What is needed for businesses to operate responsibly in volatile areas? The swisspeace course on business, conflict and human rights explores this question from various angles. It discusses state of the art international standards on business and human rights and ways for companies to implement them. It sheds light on the roles and strategies of companies, governments, international organizations and civil society in promoting responsible business practices. the course is organized in cooperation with SAFESTAINABLE.

[Further information](#)

[Registration until September 30, 2017](#)

Until September 30, 2017

Basel, Switzerland

[Register for the swisspeace training on Theories of Change in Fragile Contexts](#)

Despite the widespread emergence of theories of change in strategy and project documents, they are rarely used to their full potential. The swisspeace training on Theories of Change in Fragile Contexts focuses on how 'good' theories of change can be created that will help practitioners gain an in-depth understanding of their programs and their impacts. The training will take place from January 31- February 2, 2018.

[Further information](#)

[Registration until September 30, 2017](#)

Until September 30, 2017

Basel, Switzerland

[Register for the swisspeace course on National Dialogue & Peace Mediation](#)

The National Dialogue and Peace Mediation course offered by swisspeace and the Berghof Foundation provides insights in how to understand, design and support national dialogue processes, training in dialogue and mediation skills and reflection on lessons that can be drawn from previous cases. The course will take place from January 29 to February 2, 2018.

[Further information](#)

[Registration until September 30, 2017](#)

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KOFF

Die Schweizer Plattform für Friedensförderung
La plateforme suisse de promotion de la paix
The Swiss platform for peacebuilding

KOFF is a dialogue and exchange platform facilitated by swisspeace. It is jointly supported by the Swiss Federal Department of Foreign Affairs (FDFA) and the following Swiss NGOs which are members of the platform:

ae-Centre	HEKS	Schweizerischer Katholischer
Alliance Sud	HELVETAS Swiss Intercooperation	Frauenbund
APRED	IAMANEH Schweiz	Society for Threatened Peoples
artasfoundation	Interpeace	Switzerland
Baha'i	Lucerne Initiative for Peace and	Solidar Switzerland
Brücke · Le pont	Security (LIPS)	SOS Children's Villages
Caritas Switzerland	medico international schweiz	Stiftung für Integrale
Caux – Initiatives of Change	MIR Switzerland	Friedensförderung
Foundation	mission 21	Swiss Academy for Development
cfd	miva – transporte l'aide	Swiss Catholic Lenten Fund
DCAF	Peace Brigades International	Swiss Peace Council
Eirene Suisse	Schweiz	Swiss Red Cross
Fondation Hirondelle	Peace Nexus Foundation	Swiss Refugee Council
Grains of Peace	Peace Watch Switzerland	SWISSAID
Green Cross Switzerland	PeaceWomen Across the Globe	Terre des Femmes Switzerland
Group for a Switzerland without an	Pestalozzi Children's Foundation	terre des hommes schweiz
Army	Quaker United Nations Office	Verein Palmyrah
		Women for Peace Switzerland