



Annual Report 2015

Colophon

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A PAX publication, June 2016

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1. Statement of the board

I left for Turkey and was lucky to escape just in time," says Marcell Shehwaro, co-founder of *Resh Malek*, one of our partner organisations in Syria. "Yet being here doesn't make me feel liberated. I'm suffering from what is called 'survivor guilt': why am I alive when so many others are dead? After arriving in Turkey I realised I'm severely burnt out. But I will not surrender."

Her experience reflects what a huge number of other people experienced in 2015 after fleeing from violence and injustice. Not since the end of World War Two have so many people been exiled. About 20 million people have sought refuge in other countries, and almost 41 million others have been displaced in their own country.

These refugees confront us with the consequences of repression by authoritarian regimes and the effects of the chaotic violence of war. They are appealing to our responsibility to provide refugees with protection and to find political solutions for the cause of their plight. And they inspire us. Their vulnerability reminds us of our own vulnerability. Their desire for peace and happiness is one that we share with them. Their courage and determination inspire us to work together with them to achieve peace.

The countries that have topped the list since 2003 when it comes to internal displacement as a result of war and violence are all countries where the peace movement PAX is active in all the countries where the peace movement PAX is active: DR Congo, Sudan, South Sudan, Iraq and Colombia. Five years ago, Syria joined the list. That in itself already reveals the importance of our peace work, not to mention the tremendous challenges that we face.

At the same time, our work and our partners' work is becoming increasingly difficult. For the tenth year in a row, repression was on the rise in 2015, according to Freedom House, while the political manoeuvrability of civil society organisations and citizen activists declined, especially in the Middle East and Africa.¹ This involved both draconian legislation that suppresses all forms of dissent and advanced methods of censorship and information control. It is happening in all areas where PAX operates: the Middle East, Africa but also Ukraine and Bosnia. It is becoming increasingly difficult to critically address those in power and for citizens to make their voices heard.

These developments tested our strategic flexibility in 2015, as it did the creativity, courage and tenacity of our partners. Our programme in Syria is a case in point. Thanks to our partners' up-to-date information, we were able to raise international attention regarding the siege of over a million citizens and the use of starvation as a weapon of war. In 2015, we repeatedly called attention – in the Netherlands, in Europe and also at the United Nations – to the need for a political strategy. A military strategy alone, which amounts to bombing ISIS, is doomed to failure. A solution will only come about through negotiations that offer prospects of a just peace and a shared future that safeguards the security and interests of all Syrian citizens.

We also have to acknowledge, however, that it is sometimes extremely difficult to report concrete results or progress in circumstances such as those in Syria. Of course, the aim of this annual report is to report our results and provide accountability to our broader public constituency and donors. Indeed, this annual report will provide a broad picture of that. But sometimes war-related issues are so complicated and impenetrable that it seems as if no progress has been made at all. Nevertheless, we know from experience that the vitality of people like Marcell Shehwaro and many other PAX partners will ultimately make a difference. They will never give up faith in peace. Even in the most difficult circumstances, they are like oases of humanity, beacons of light in a dark night.

One has to realise that the pursuit of peace in itself is hugely significant. It is a confirmation of inalienable human dignity, a sign of solidarity with citizens in war zones. Indeed, human dignity and solidarity are our core values – values that for us are the ultimate yardstick of quality, upon which we base our accountability for our peace work. And we are extremely grateful to every single person – and there are thousands of you – who has shown solidarity and who has supported us in any capacity. ♦

Jan Gruiters

General Director

Freek Landmeter

Director

Spring 2016

¹ <https://freedomhouse.org/report/freedom-world/freedom-world-2016>

"In August 2015, PAX called me to ask whether I was willing to act as an Ambassador of Peace during the annual Peace Week. 'Peace week?' I said, 'is it not peace week every week? Isn't this year peace year, this millennium peace millennium?'"

'Exactly,' said PAX, 'and that's why we want you to be our ambassador. You are a propagator of peace.'

'Am I?' I said, as I wasn't aware of that. 'And what will be my task, as Ambassador?'

'Speaking and writing about peace.'

'Is that useful?'

'Always,' said PAX, 'always.' This answer convinced me, as it is the only possible answer.

'I was installed and began speaking and writing about peace. Yet the number of hostilities in the world did not immediately diminish. And although I had expected otherwise, I decided not to be discouraged. Persistence pays off, they say. This ambassadorship, I realised, might well require perseverance. That's why, when Peace Week drew to a close, I kindly requested my term to be extended. I needed a bit more time to achieve peace. PAX agreed. 'Perhaps', they said, 'you should consider your ambassadorship as a symbolic duty. We don't expect you to silence all guns.'

That was kindly spoken. And it took some of the heavy weight off my shoulders. I began to realise that PAX contributes far more to peace than I as petty individual will ever do. But I also realised that the flapping of a butterfly's wings can cause a tropical storm. Peace is not the prerogative of idealists, peace is a matter for everyone. At the end of the day, who really wants to fight a war? Wars are usually driven by people who will never see a battlefield up close, who never need to step into a fighter jet. Those who want war always have the best shelters. The majority of war's victims are unarmed civilians. They don't honourably die in battle, they are slain and killed, deliberately or accidentally, who cares, war is war. If lucky, their lost lives will be commemorated during a minute of silence, or with a monument.

Peace is peace, that's why I am an Ambassador.

Peace, lasting peace, is so much more than a mere pause in between two wars. Peace is a condition in which waging war has been relegated to the past. Achieving that reality, needs me, needs millions, billions of ambassadors. Achieving that reality certainly needs PAX. Without weapons we fight against the arms trade and the weapons industry; we wage war without war against war. We are peace."

Vincent Bijlo, Dutch comedian and author

2. PAX: a bird's eye view

PAX means peace. For over 65 years PAX has worked together with people in conflict areas and concerned citizens to build just and peaceful societies across the globe. Unfortunately, this work is still extremely urgent. The number of battle-related deaths runs into hundreds of thousands while millions more are victims of acts of war and repression. They are people like us, who once hoped for a safe and dignified future for themselves and their children. We recognise ourselves in their desire for peace. And we want to do all in our power to join with them to make this peace possible. PAX is rooted in a Christian tradition inspired by a prophetic call to peace and justice. To this end we work together with all people of good will who share our ideal and have the courage to stand up for peace. We are supported by a wide group of involved citizens, social organisations and churches.

OUR MISSION AND VALUES

PAX works together with committed civilians and partners in areas of war, to protect human security, to prevent and end armed violence and to build peace with justice. This is our mission.

Our guiding values are human dignity and solidarity. We believe that human dignity is the basis for peace and justice, and that each and every person has the right to live free from fear. We regard peace to be a task assigned to us all and therefore show our solidarity with peace activists and victims of war and violence. We are not distracted by private, party political, or national interests.

OUR APPROACH

We work with our partners and allies in conflict areas to de-escalate violence and to solve armed conflicts. PAX supports local communities and civil society organisations that are willing to go the extra mile for the right to human security, and who work at sustainable solutions to conflicts, anchored in international law.

We link our work with partners on the ground in conflict areas to decision makers at the national and international level. In the Netherlands, and at European and international level, PAX mobilises moral, political and financial support for peace efforts in conflict areas. Through public campaigns and by joining forces in international networks and coalitions we exercise influence on the policies of national governments and intergovernmental and supranational organisations. We ask (Dutch) citizens to support our campaigns and to take a stance against injustice. PAX mobilises critical global citizenship.

OUR THEORY OF CHANGE

Civil activism and the commitment and mobilisation of civilians in conflict-affected areas as well as in our own society are essential for our mission and a precondition for our work. Unfortunately, we are witnessing an unprecedented shrinking of the political space, also referred to as the enabling environment for civic change agents. In fragile and conflict-affected situations, civil society and civil activists who speak out against violence and injustice are increasingly curtailed and targeted by governments and armed groups. This worrisome trend makes us all the more committed to working together and reinforcing the capacities of civilians, so that they can become *civic change agents* who contribute to structural change as a counterforce to the government and corporate sector and create a just and peaceful society. Alongside social activism, the following transformative processes are important to our mission in *fragile and conflict-affected situations*.

1. Breaking the vicious circle of fragmentation of society on the one hand and the weakening of the government on the other hand, by strengthening social cohesion within society and between hostile groups and by rebuilding trust relationships between people and their government.
2. Promoting government reforms to create responsive and legitimate public institutions that provide security as well as access to justice and employment. This requires inclusive political processes that promote dialogue between citizens and government to build a resilient society based on the social contract. This process explicitly includes women, minorities and young people.
3. Mitigating stress factors, such as international arms trafficking, violent extremism and irresponsible exploitation of natural resources, which increase the risk of violence and human rights violations while building and strengthening the resilience of citizens and government against external stresses in order to reduce the risk of armed conflict.
4. Mobilising support from the international community for the protection of civilians and respect for human rights by responsive and legitimate institutions that promote social cohesion.

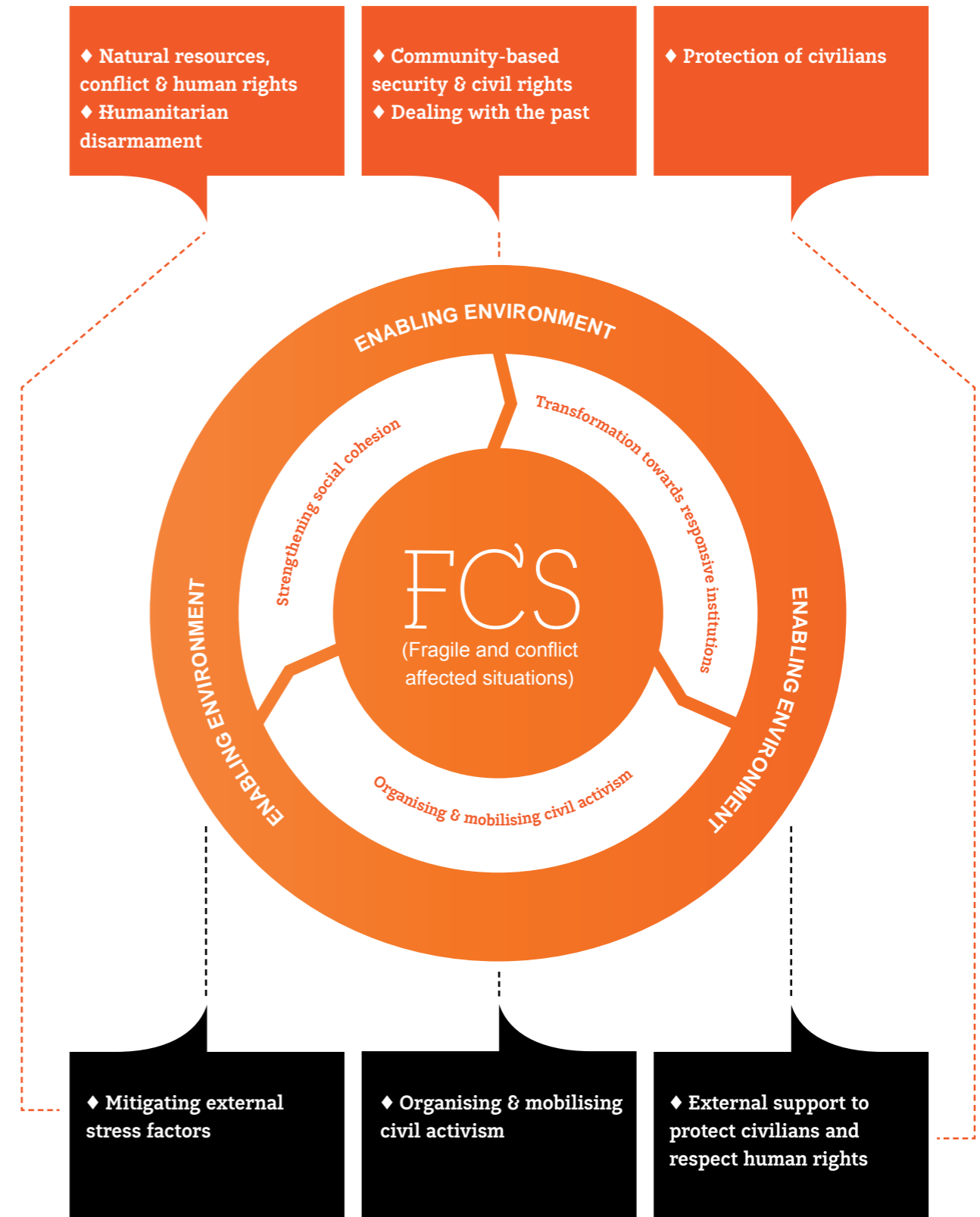
What we see is that the decline in the number of armed conflicts worldwide has stagnated over the last ten years. The number of deaths from conflict, including both combatants and civilian casualties, is in fact increasing. Internationally tensions are rising. The return of geopolitics is manifested in proxy wars involving major international powers, which makes joint action under the UN flag more difficult. There is growing competition for natural resources, the exploitation of which often contributes to violence, human rights violations and state fragility. External stressors have intensified and tend to exacerbate or prolong conflicts that were originally rooted in domestic dynamics. All these developments negatively affect global cooperation. Local and international systems are governed by uncertainty, which means there is a higher risk of insecurity.

WHAT WE DO

Based on this Theory of Change, PAX implements programmes in 15 countries in the Middle East, Africa, Europe, and Latin America, which all relate to our **five main themes**:

1. **Community-based security & civil rights:**
By building bridges between (antagonistic) communities together with partner organisations, we contribute to the peaceful solution of conflicts and therefore to social cohesion within societies. By engaging with partner organisations, local authorities, the military and police, or by increasing pressure on these parties and by reinforcing the access to *community level justice*, we contribute to the development of a responsive and legitimate state. We shall cooperate strategically with VNG-International and with Free Press Unlimited within this theme.
2. **Dealing with the past:**
By systematically looking at how governments and civilians deal with the violent past as well as the approach to reparation, we reduce the risk of violence recurring and help victims receive reparations. This improves social cohesion and helps to create a more responsive and legitimate state. We cooperate strategically with Impunity Watch within this priority theme.
3. **Protection of civilians:**
By identifying the security interests of civilians together with local communities, and supporting local communities in their dialogue with international peace-keeping missions, we contribute to the realisation of the responsibility of the international community to protect the security of civilians and their human rights.
4. **Natural resources, conflict & human rights:**
By urging and supporting states and the corporate sector to follow the *UN Guiding Principles on Business and Human Rights* in the exploitation of natural resources, we mitigate an important external stress factor which increases the risk of violence and human rights violations.
5. **Humanitarian disarmament:**
By mobilising political and public pressure for the regulation and reduction of the production, trade and use of weapons, thereby mobilising support of governments and financial institutions, in cooperation with our partner organisations and within international networks, we contribute to the mitigation of weapons as a stress factor.

Figure 01



Addressing gender-issues in relation to conflict is closely linked to the core values of PAX. A gender perspective in conflict transformation and reconciliation and equal inclusion of both men and women, is therefore both value-based as a practical need. Gender inclusion is needed to come to a comprehensive approach for working on conflict and security issues.

HOW WE DO IT

PAX uses different interventions to achieve results on the five main themes. The *how* of our work – the interventions and instruments with which to intervene – depend on the given context. To increase effectiveness, our interventions are often linked and interrelated. We focus on the following interventions:

1. *Capacity reinforcement*
Reinforcement of capacity of partner organisations, local communities, leaders and civil activists.
2. *Research and monitoring*
Research into, analysis and monitoring of human security and human rights (including *enabling rights*).
3. *Building bridges between (antagonistic) groups*
Promotion of peaceful cohabitation of (antagonistic) groups through reinforcement of social cohesion.
4. *Facilitation of dialogue*
Facilitation of dialogue between actors at various levels.
5. *Lobby*
Policy influencing for peace and human rights (including enabling rights) through advocacy and lobby.
6. *Public campaigns*
Organisation and mobilisation of public support and pressure.

PLANNING, MONITORING AND RESULTS MEASUREMENT

In 2105, we revised our Planning, Monitoring and Evaluation (PME) processes in order to be able to report according to the IATI standard by 2016. Our PME systems feature a number of instruments: strategic multi-year framework with long-term targets; annual plans with inputs, outputs and outcomes; tools for information gathering and analysis of forces field; periodic strategy and progress meetings for reflection, steering and strategy; periodic monitoring and reporting of results achieved; learning meetings; training of employees and partners; and feedback based on the PME system and evaluations.

In our experience, results at the level of outputs and outcomes can be clearly linked to our interventions. However, in our field of work it is not always possible to demonstrate a direct causal link between our peace programmes and their impact on the wider society or the context of war and conflict. To what extent the impact of our work is positive and sustainable in the long term is influenced by many factors in the highly dynamic, politically charged and often violent arenas where we operate. ♦

World Map.
PAX was active in

- Europe:** Bosnia and Herzegovina, Kosovo, Netherlands, Ukraine
- The Middle East:** Iraq, Israel and Palestine, Lebanon, Syria
- Africa:** DR Congo, Kenya, Uganda, Sudan, South Sudan
- Latin America:** Colombia



3. The Middle East

Syria

2015 was already the fifth year of gruesome war in Syria, which began with nation-wide non-violent protests against president Bashar Al-Assad's authoritarian government in early 2011. The government responded with violent crackdowns and the conflict developed into a civil war, with increasing foreign involvement. In 2015, the anti-ISIS coalition bombed ISIS targets, while Assad's ally Russia started air strikes that mainly hit opposition groups. Nearly 5 million Syrians have fled their country, while more than 6 million are internally displaced. In November, there finally seemed international consensus that this devastating war must end. The International Support Group Syria (ISGS), consisting of 17 countries and the EU, UN and Arab League, started talks in Vienna and agreed on a plan for transition and a ceasefire in Syria. On 18 December, the UN Security Council adopted Resolution 2254, which confirms the agreement made in Vienna.

THE URGENCY OF A POLITICAL STRATEGY

PAX has been working in Syria since 2003 and has close relations with many Syrian civil society groups and activists. We strongly believe that the international anti-ISIS coalition is doomed to fail if its military strategy is not part of a widely supported international political strategy for transition in Syria. In 2015, we advocated for international attention to the fact that starvation is used as a weapon of war in Syria. We argued that the sieges keeping more than a million people trapped must be lifted immediately. We also urged the international community to develop a peacebuilding strategy for areas recaptured from ISIS, including support for inclusive local governance structures.

SYRIA ALERT

With the valuable input from our network of international experts and activists in Syria, we published 3 Syria Alerts, 2 policy briefs, blogs by PAX general director Jan Gruiters and op-eds in Dutch newspapers. These activities, and especially the many meetings with politicians behind the scenes, contributed to the positions taken by Dutch government and Parliament as well as by the EU 'foreign ministry' (the European External Action Service, EEAS) on the need for a political strategy to counter ISIS that addresses the root causes of conflict. Several members of the UN Security Council expressed their appreciation of our contributions to the international discussions. The PAX liaisons in The Hague, at the EU in Brussels and at the UN in New York played a vital role in this achievement.

BUILDING CONFIDENCE FOR JUSTICE

"In 2011, at the start of the revolution, none of our friends could have imagined that the world would stand by and watch as more than two hundred thousand Syrians were being killed and millions displaced," says programme manager Marjolein Wijninckx. "They realise: in geopolitical terms, a Syrian life is worth nothing." That is why PAX argues that for the Vienna peace process to have any chance of success, the trust of the Syrian population must be re-won. In light of this, PAX prioritises three confidence-building measures that should be implemented at the start of the process. First, attacks on civilians must stop immediately and so must the use of banned weapons such as landmines and cluster munitions (see pages 58-61). Second, sieges must be lifted and humanitarian aid delivered unhindered. Third, political prisoners must be released by all parties. Nearly every family in Syria has someone who has disappeared, is held in a regime prison, or kidnapped by armed groups. The worry and fear about loved ones causes deep trauma throughout Syrian society. "The release of these prisoners may give the Syrian people some confidence in a peaceful political transition," says Wijninckx. In order to move on, they will also need a sense of justice. PAX therefore stresses the importance of starting an inclusive transitional justice process as soon as possible.

SIEGE WATCH

In December 2015, PAX in collaboration with The Syria Institute based in Washington launched the Siege Watch website and interactive map (www.siegewatch.org). The project's objective is to increase international pressure to put an end to the sieges by providing unique, up-to-date information on Syria's many besieged communities. More than a million people are cut off from access to food, medical care, and often electricity and running water, and subjected to daily bombardments. In the vast majority of cases the Syrian army and its allies are responsible, trying to force communities controlled by opposition groups to surrender. "It is absolutely shocking that such medieval practices are happening in the 21st century," says Wijninckx. In international humanitarian law, deliberate starvation of people is a war crime. PAX argues that those responsible must be held accountable. The Siege Watch interactive map is kept up-to-date with the help of an extensive network of contacts in besieged areas in Syria.

ADOPT A REVOLUTION

Despite extreme difficulties, PAX has continued to work inside Syria through local partners in different parts of the country: in regime-controlled areas, opposition-controlled areas and in areas under control of the Kurdish PYD. These few dozen peace activists mostly work 'underground' and our staff in Utrecht and Amman (Jordan) remain in touch through secure communication channels. In 2015, it was not possible for PAX staff to travel to Syria. Organising meetings in Turkey also became increasingly difficult as the borders have been closed.



The fact that so many peace activists and partners have had to flee the country, makes the work of those who have managed to stay even more unique and significant. In 2015, PAX supported the projects of four of them through the Adopt a Revolution crowdfunding campaign, which raised € 22,303. The Dutch public was asked to donate for the peace centre Silav in Hassakeh, a project for Palestinian youth in Sayyida Zeinab refugee camp on the outskirts of Damascus, the youth organization Tajammu Shabab Saraqeb, and the Mustafa Qarman school in Aleppo. This primary school was set up by the peace activist group Kesh Malek and welcomes girls and boys of all ethnic and religious backgrounds. The founders of the school have a clear goal: providing education free of any political or religious ideology and preventing that the youngest generation gets brainwashed (see pages 28-29).

KULLUNA MUWATINUN

In Syria, we also run the Kulluna Muwatinun, or 'We are all citizens' programme (see pages 28-29). Unlike their peers in Iraq, where PAX supports the same programme, the youth in Syria cannot take on a public role as 'Ambassador of Citizenship'. And so they organise ostensibly non-political get-togethers - watching a movie, cultivating vegetables or painting a school building – that allow them to discuss the topics central to the programme: sectarianism, minority rights, citizenship. In 2015, twenty young Syrian men and women received training in Beirut, Lebanon. The core of active Ambassadors are increasingly women, says Marjolein Wijninckx. "The young men have fled or are in hiding because they are wanted by the army and refuse to kill their fellow citizens." In the Kurdish areas in northeast Syria there is more leeway to be active. One of our partners helped to set up five civil peace committees that take a role in solving local conflicts between and among communities, and which are committed to keeping the dialogue about a peaceful and inclusive Syria going.

"To me they are all one and the same. ISIS, Assad... all military groups are guilty of violating people's basic human rights. I use the internet to call for freedom and democracy. In the 'liberated' areas of Aleppo, my Kesh Malek friends and I started a school where children can receive an education free of ideology. We don't think it is right that all young boys learn about is the Quran. We also started training teachers from Aleppo and beyond in psychosocial care. School children these days have questions that teachers were never taught to answer.

In 2012, my mother was shot dead at a checkpoint. I lost countless friends who played an active role in the revolution. I had already started resistance activities a few years before the Arab Spring reached Syria. I wrote articles for a website run by the opposition. When it got too dangerous, I briefly went to Egypt, and later to the UK, but I always returned back home. In the end, there was no choice but to leave my country. I had built up a reputation as an activist, I don't wear a hijab, my identity card says I'm Christian, in short, I became too visible. For security reasons I slept in a different place every night. Given the situation, this felt like a normal part of life, but now that I'm forced to live outside Syria, I realise that such level of stress is not good for anyone.

I left for Turkey and had a lucky escape just in time. Yet it doesn't feel like liberation to be here. I suffer from what is called 'survivor guilt': why am I alive when so many others are dead? After arriving in Turkey I realised I'm severely burnt out. But I will not surrender. When the revolution started in 2011, I considered my participation a Christian duty. We stood up for the poor. I was a peace-loving Christian. But the war has changed me. Ever since my mother was shot by Assad's soldiers, I carry a deep rage inside me. One day I was told that the person who had killed my mum, was dead himself. My sister was happy. But I thought: do I let my happiness depend on someone else's death? Such hatred does not serve me well. And it is very harmful for the children of Syria, who have gone through so much. There are children who dream of becoming a pilot only to revenge the death of family members. Their answer to the simple question 'What would you like to be when you grow up?' is motivated by hatred. This is why it is of utmost importance that children go to school instead of being indoctrinated by the violence around them. If we fail to educate our children, what will become of our country?"

Marcell Shehwaro, Syrian peace activist and blogger

Marcell Shehwaro is co-founder of Kesh Malek, a Syrian partner organisation of PAX. She currently lives in exile in Turkey, from where she continues her work for the Mustafa Qarman school in Aleppo.

Iraq

Iraq faces multiple challenges, while the political and human rights situation is quickly deteriorating. Since 2014, the 'Islamic State' group (ISIS) has managed to control large swaths of the country. This has resulted in large numbers of refugees as well as millions of displaced persons within the country. Since the establishment of an international coalition and its military campaign to target ISIS, the conflict has become even more complex. Many different armed groups, some with foreign support, have become involved. Ordinary citizens who are most affected by the crisis feel unable to influence the outcomes.

PAX has been active in Iraq since 2002 and has an office in Bagdad and Amman in neighbouring Jordan. Relations between different communities and religious minorities have become increasingly tense, exacerbated by the advance of ISIS. This is a very worrying development. Our priority in Iraq therefore continues to be: promoting respect for diversity and inclusive policies and governance, and advocating the protection and rights of minorities and women. Secondly, we urge the international community to develop a clear political strategy for Iraq, because without this the military response of the US-led coalition against ISIS is doomed to create new rounds of conflict. A focus on human security and on inclusive governance, especially in areas recaptured from ISIS, is of vital importance for building a peaceful future in Iraq.

RESPECT FOR DIVERSITY

In order to promote and enhance respect for diversity in Iraq, PAX works together with the Basra Network for Peace and Development, with the Iraqi al-Amal Association, and through the nation-wide youth network built up through the 'We are all citizens' programme (see pages 28-29). We purposefully work especially with youth and women, from all ethnic and religious backgrounds, to strengthen their role in building peace and security, and to counter the increasing militarisation of society. Iraqi women participating in the regional 'Women against Violence' programme, exchanged views and strategies with women from Palestine (see page 30). "It is an uphill battle," says Iraq programme manager Thirsa de Vries, "but if youth, women and minority groups can strengthen their role in public debate and policy development a new political climate can be created where people's freedom, dignity and civil rights are respected, regardless of their ethnic or religious background."

INTERNATIONAL LOBBY FOR A POLITICAL STRATEGY

The work of our partners on the ground provides access to valuable, first-hand information on current developments in Iraq. We use their analysis for evidence-based advocacy and policy advice in the Netherlands, the European Union and at the UN in Geneva and New York. PAX argued the primary importance of inclusive governance and human security in two Policy Alerts and a research report published in 2015. First, we advocate that local conflicts rooted in recent Iraqi history that have facilitated the emergence of ISIS, must be resolved. These conflicts are a result of the interference of subsequent political administrations with the country's very diverse ethnic and religious make-up, which has caused persistent distrust between communities and between citizens and political leaders. Second, in the short term, any action against ISIS must give priority to the protection of all Iraqi civilians; including the Sunni Arab majority in the regions controlled by ISIS. De Vries: "Without inclusive policies aimed at increasing human security for all, there will be no chance for a legitimate authority to re-establish trust among the population of Iraq."

AFTER ISIS

Our 'After ISIS' report, presented in June, analyses the conflict realities in disputed territories in the Ninewa Governorate, wedged between Kurdish North Iraq and Arab Central Iraq. The area has a highly diverse ethnic and religious population. We argue that the lack of a conflict-sensitive peacebuilding strategy, and in particular the lack of a resolution for the disputed territories conflict, is likely to result in renewed violence and revenge. Our policy recommendations regarding the fight against ISIS in Syria and Iraq influenced policy making of the Dutch government and our recommendation to give priority to local peace and rehabilitation plans and avoid an exclusively military strategy, were taken over by the EU in its comprehensive policy on the topic. Our arguments about the importance of rebuilding social cohesion and trust were echoed in the Stabilization Working Group that was set up in 2015 by the international anti-ISIS Coalition.

The visibility of PAX on this issue moreover resulted in a new programme developed together with several Iraqi partner organisations. The 'Day After' programme, which started in late 2015, aims to rebuild local governance structures in the liberated areas of Ninewa Governorate through a process of community consultations and capacity building of civil society organisations. "These consultations are a very important first step in rebuilding the broken trust between communities themselves and between citizens and local authorities," says programme lead Sam van Vliet, "and this is indispensable for a future after ISIS."

"Qaraqosh is a predominantly Christian town, located in northern Iraq. On the night of 4 August 2014, as the Islamic State had started shelling the town, families decided to run for safety. A few days earlier, ISIS had kidnapped women from Yazidi villages. The people of Qaraqosh feared the same. From 2am until the early morning, families escaped. There was no time to pack anything.

Since June 2014, these families had escaped Qaraqosh three times already, out of fear for the approaching Islamic State. Each time, however, they had returned a few days later as the Peshmergas, the Kurdish forces, had been able to repel the attacks. But this time it was different. The Peshmerga forces withdrew, and left the control of the town to ISIS.

Many of the families from Qaraqosh fled to Erbil. By September 2014, life in the city's Christian district Einkawa was buzzing. The population had doubled with the arrival of the displaced families. They settled in churches and gardens, while humanitarian organisations did a wonderful job supporting them. Large kitchens run by volunteers provided two meals a day and in medical tents free consultations and medication was provided. As churches got overcrowded, religious services were being held in the football stadium.

Although the families were safe in Erbil, they were suffering from sadness, tiredness and depression. Everyone asked themselves: When will it be possible to return home? ISIS had ravaged their town. Every house had systematically been looted. More than the displacement in itself, it was the loss of memories and belongings that devastated the population.

It is early 2016, and Qaraqosh is yet to be liberated. The families realise that it will be more and more difficult to go back home. Even after a possible liberation, they deeply worry about living side-by-side with neighbours in whom they have lost trust. Leaving Iraq for good seems the best option for many. Foreign embassies have provided opportunities for many families to immigrate to Western countries while leave for Lebanon or Jordan, applying for resettlement through the UN Refugee programme. Every week, families are waving goodbye to relatives that start new lives in other countries, where they will finally enjoy security. Those who stay behind wonder what life will be like in an Iraq whose colours of diversity are rapidly fading."

Benoite Martin

Benoite Martin is the coordinator of the Kulluna Muwatinun project. She has been living in Amman since 2004, working with different international and Iraqi organisations on peace building and gender. She is based at the PAX Amman office, from where she regularly travels to Iraq, Lebanon and Turkey to coordinate the project activities that are implemented in Iraq and Syria.

Kulluna Muwatinun

"I believe in treating people as humans no matter their religion or nationality. Youth can play a major role in eliminating sectarianism and racism. Hand in hand, it is our responsibility to educate people to live peacefully." These are the words of Rasha al-Samarai, who fled her home in Tikrit in June 2014. She is one of the 'Ambassadors of Citizenship', young women and men who are the cornerstone of our Kulluna Muwatinun programme. 'We are all citizens' is the translation of the Arabic title of the programme that started in Iraq and Syria in 2012. The goal is to promote citizenship and respect for diversity and minority rights, and to address the mounting sectarian tensions in both countries.

A NEW MIND-SET

"The youth in Iraq lack a unifying identity," says Sam van Vliet, programme lead. "They have grown up in an environment where ignorance and fear of 'the other' are the norm, cleverly fabricated by political elites." Sunni and Shia have long been pitched against each other, as have Arabs and Kurds. And then there are the many minority groups: Yazidis, Christians, Turkmen, Assyrians, Shabaks, Black Iraqis, Jews, Armenians, Gypsies, and more. Sectarian tensions between these different groups have taken on a whole new dimension since the advance of ISIS. That is why the programme continues to focus on citizenship as a shared attribute of all Iraqis. The twenty-five Iraqi Ambassadors of Citizenship are a very mixed group of youth who hail from eighteen different provinces. They represent the country's religious and ethnic diversity. Their wish is to put a stop to the dangerous sectarian discourse and to change the mind-set of their peers and the future generation.

VOLUNTEERS FOR TOLERANCE

The young Ambassadors were selected by programme coordinator Ibtesam Lateef, who is based in Baghdad. She assesses their capacity to inspire others and their 'volunteering spirit', as van Vliet calls it. "We don't pay for the time they spend on the programme. We believe that real change is generated by self-motivated people." First the young Ambassadors are trained, mostly by Iraqi civic activists and academics, such as minority experts Saad Salloum or Khider Domle. The Ambassadors learn about the theory of citizenship, facts about minorities in their country and their civic and constitutional rights, as well as very practical skills about how to set up an effective campaign. "We try to give the young people different tools to be active in society and play a positive role as citizens," says Ibtesam Lateef, "it's about learning how to advocate for change in a non-violent way in a cultural context where violence is presented as the answer for everything."

The pressure on young Iraqis to join militias increased enormously since Ayatollah Al-Sistani, the spiritual leader of the Iraqi Shia Muslims, issued a fatwa in June 2014 calling for all citizens to defend the country against ISIS. In this climate of overall militarisation, it is quite a challenge to send out a credible message of tolerance and peace. But that does not stop the young Ambassadors from trying. They have created platforms to bring together youth and others from

their communities. The platforms in Baghdad, Dohuk and Basra are particularly active. The members visit each other's places of worship and in 2015 organised two cultural festivals to celebrate the shared Iraqi heritage and introduce people to fellow Iraqi citizens they would not normally come into contact with. Over 100 people participated in Erbil and 150 in Baghdad. Participants mentioned that the event helped them reflect on mutual prejudices. Our partner organisations, currently al-Mesalla, PFOK and the Salah Eddin University in Erbil, support the youth in organising the events.

In August 2015, Kulluna Muwatinun's youth ambassadors organised commemorations in 10 districts of the 2014 attacks by ISIS on Yazidi communities in Sinjar. In Erbil, around 100 young people gathered in front of the UN headquarters. Four of them were invited to speak with Ms. Lise Grande, the UN Humanitarian Coordinator for Iraq and Deputy Special Representative of UNAMI. More than 10 TV channels covered the commemorations.

SOCIAL MEDIA

The insecurity and violence of the past few years have reduced people's mobility. Social media therefore play an increasingly important role in keeping the network together. The Kulluna Muwatinun website launched in April 2015 hosts many stories of efforts to depoliticise ethnic and religious identities and of hands-on alternatives for sectarianism in Iraq. The 13,000 members also use the network's Facebook page to keep in touch and spread their messages. Around twenty-five young journalists have been trained to use smartphone apps to support their role as citizen journalists. The media component of the programme also includes the broadcasting of local radio shows on Iraq's cultural and religious diversity in order to counter the stereotypical and sectarian notions spread by various Iraqi media. In 2015, Skype sessions were organised between students in the Netherlands and Iraqi participants of Kulluna Muwatinun. "Both groups ask profound questions about each other's societies," says organiser Vincent Vrijhoef, "The sessions help create an image of what life is really like in Iraq."

FROM AMBASSADORS TO LEADERS

Kulluna Muwatinun not only wants to encourage dialogue, it also aims to develop the capacities of young civil activists to become community leaders. "Youth in Iraq have a hard time navigating the strong patriarchal norms of society," says Sam van Vliet. "We hope to give them useful tools to start raising their voices in political decision-making." Signs that this approach is working, came from a conference organised in Erbil, Iraqi Kurdistan, in August 2015. A group of 35 youth presented a list of recommendations for a peaceful future, stressing among other things the importance of access to schooling and employment for displaced youth. The head of Ninewa Governorate Council attended the conference together with 15 other key political leaders. He praised the youth for speaking with one voice despite their ethnic and religious differences. On his invitation, PAX and co-organiser Al-Mesalla are currently working to set up a youth advisory committee to the Governorate Council. PAX links positive initiatives such as these to the growing international attention for the role of youth. An important boost was the unanimous adoption by the UN Security Council of Resolution 2250 on Youth, Peace and Security in December 2015. This Resolution stresses the urgency of engaging young men and women in the negotiation and implementation of peace agreements, arguing that their marginalisation can be detrimental to building sustainable peace in such aspects as repatriation, resettlement and reconstruction.

Israel and Palestine

The ongoing conflict between Israel and the Palestinians dates back to the Israeli occupation of the Westbank and Gaza in the 1967 war. All internationally mediated attempts at brokering a lasting peace have so far failed. In 2015, the violence between Israeli settlers and Palestinians that followed the collapse of another round of peace negotiations in April 2014, again intensified. Extremism and violence in both societies is rising. Desperate Palestinian youth attack Israelis on the streets of Jerusalem and the West Bank. Israeli settlers attack their Palestinian neighbours and take the law into their own hands, thereby fuelling the vicious circle of violence and revenge.

PAX works closely with two Palestinian and five Israeli organisations that, despite this explosive situation, have the courage to promote peacebuilding in their societies and between both sides. "The international attention is focused on Syria and the refugee crisis," says Jannie Kuik, programme leader for Israel and Palestine. "But let's not forget that the protracted Israel-Palestine conflict is at the heart of nearly all Middle Eastern crises." In 2015, PAX therefore continued to lobby for the recognition of the Palestinian state by the Netherlands and the EU. Peace activists from both Israel and Palestine were invited to speak with EU parliamentarians, permanent representatives in Brussels and EEAS staff about the importance of the Arab Peace Initiative (API). The API is now internationally recognised as a positive step and is mentioned in the pre-ambule of most European statements regarding the Middle East Peace Process.

LISTENING TO WOMEN AND YOUTH

In East Jerusalem, where the rights of Palestinians to basic human security are violated on a daily basis, we support a project for neighbourhood communities to build capacity and organise themselves. In 2015, the project focused on involving the youth. Kuik: "Over 50% of the Palestinians are younger than 30. Their prospects for peace are lost once again and on top of that their society is very patriarchal. The youth want and deserve to be heard. We believe that only a truly inclusive society can develop into a democratic society."

To help build an inclusive society, women are also encouraged to organise themselves. In 2015, three women's groups with around twenty members each in both occupied territories and occupied East Jerusalem were trained in research, lobby and advocacy skills to discuss issues of human security and the prevalence of gender-based violence (including honour killings) with local authorities such as the police. The Israeli occupation also leads to a lack of responsiveness of Palestinian institutions. This should not cover up the fact that Palestinian girls and women (and men) are also subject to violence from within their own communities. In October the women's groups met with women participating in a similar project in Iraq to share experiences and exchange strategies.

MADE IN... ILLEGAL SETTLEMENT

Against the background of a political deadlock and escalating violence, there was also good news in 2015. In November, the European Commission issued guidelines for the labelling of products from Israeli settlements in the occupied Palestinian territories. EU importers must provide clear labels with a reference to 'settlement', for example 'Wine produced in the West Bank (Israeli settlement)'. PAX is one of the organisations that lobbied extensively, both in the Netherlands and Brussels, for such mandatory labelling. We strongly believe that illegal occupation should not generate profits and we therefore call upon Dutch companies and

investment funds to refrain from doing business with Israeli companies based in the settlements. We will use the EC decision to step up our lobby for a similar 'differentiation policy' – that is, different policies for the state Israel and the Israeli settlements - in other EU policy areas besides trade.

ARAB PEACE INITIATIVE

In December 2015, we co-organised an international conference in Antalya, Turkey about the Arab Peace Initiative. This Initiative from 2002 is meant to bring comprehensive peace by normalizing relations between the Arab world and Israel in exchange for complete withdrawal by Israel from the occupied territories. Starting in 2013, we ran a project together with local partners that has created an active group of citizens from different Arab countries and Israel – ex-politicians, diplomats, journalists, academics, etc. – who lobby for commitment to the API in their countries. We have supported them to also lobby in the Netherlands and Brussels. In the Israeli Knesset a caucus in support of the initiative was founded. "The importance of this network of committed citizens cannot be underestimated given the absence of a well-organised and influential civil society in most Arab countries," says Jannie Kuik. The project exemplifies PAX mission of linking up with people and organisations who build peace with justice. The conference in Antalya resulted in recommendations from the participating Arab League ambassador to the Arab League to engage in active dialogue with citizens in different Arab countries about the API. The youth ambassadors from Egypt, Jordan and Palestine that were trained through our project shared their views and priorities at the conference. ♦

Activist Hive

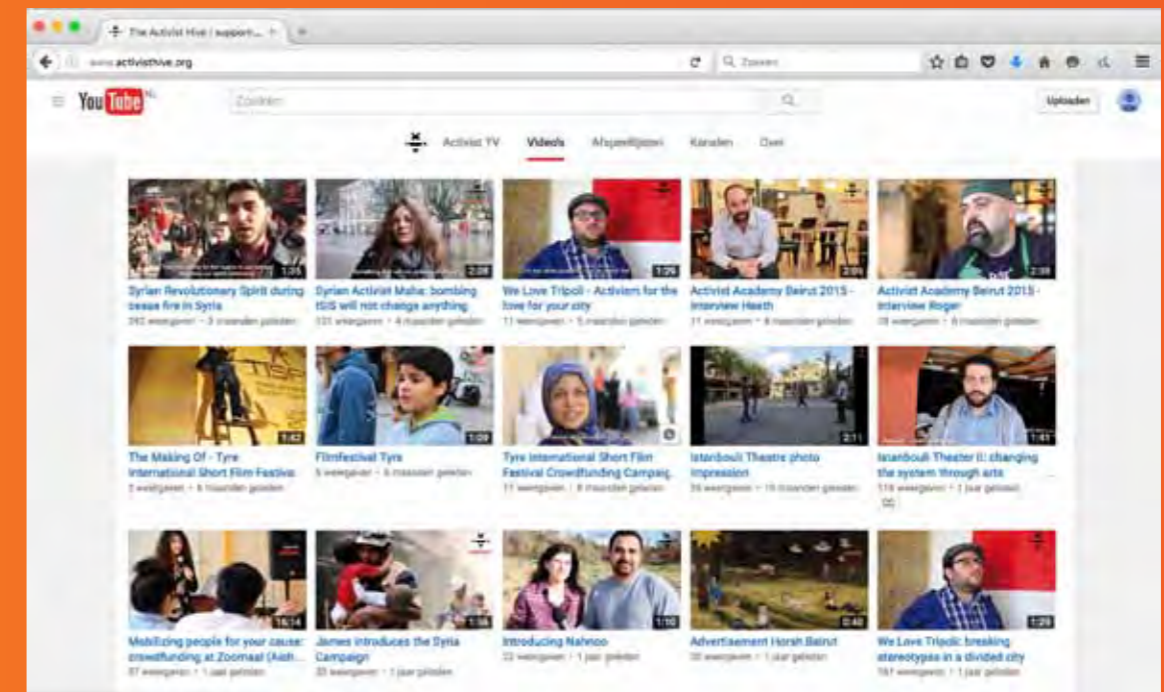
In 2014, PAX created the Activist Hive: an online and offline community to inspire, empower and connect peace activists in Europe, Eurasia, the Middle East and Africa. We aim to strengthen the capacities of courageous activists, women and men, who work towards peaceful societal change through strategic, innovative and creative actions. 150 activists are actively engaged with the Activist Hive.

Programme lead Peace Activism 2.0 at PAX, Guido de Graaf Bierbrauwer, says: "When everything seems extremely dark – seeing the barbarity of Assad dropping barrel bombs on populated areas, and of ISIS terrorizing the areas under their control – always, always we receive information through our Activist Hive channels that people are refusing to accept the madness and are working towards a more peaceful future for their country. In the end, it is not the extremists nor the dictators who will rebuild their country. It's up to them." At the online Activist Hive and its Facebook companion, activists can access instruction videos, long-reads and podcasts from fellow activists around the world. They can share experiences, keep each other updated of their events and successes, and solicit support.

In April 2015, we organised an **Activist Lab in Beirut, Lebanon**. Twenty-five individuals from five countries came together to co-design strategies and campaigns with a group of Lebanese activists – NAHNOO – for the re-opening of Horsh Beirut. This park, one of the largest green spaces in the city, has been closed to the public for over twenty years. The municipality now plans to build a stadium in the park. Nahnoo is fighting this plan. In their divided society, they say, public spaces play a vital role in community building. Located between a Sunni, a Shia and a Christian neighbourhood, Horsh Beirut is potentially an ideal meeting place for people from these different communities. Actions co-created at the Activist Lab included a street theatre act, a digital advertisement about the opening the park, and a competition for designing the stadium area.

In November 2015, fifteen peace activists (academics, bloggers, community builders, teachers and media-activists) from ten countries in the Middle East, North Africa and Europe participated in the **Activist Academy 'Taking back the initiative' in Soesterberg, the Netherlands**. Together, they tried to find answers to the question how to combat both state repression and violent extremism (including youth radicalisation) and how to reclaim, as civil activists, the struggle for peace, freedom and dignity.

The Activist Hive organises projects and events, but also supports and promotes the work of fellow peace activists. In 2015, for instance, we supported the #SameShit campaign started by Kesh Malek, a group of Syrian activists and human rights defenders.

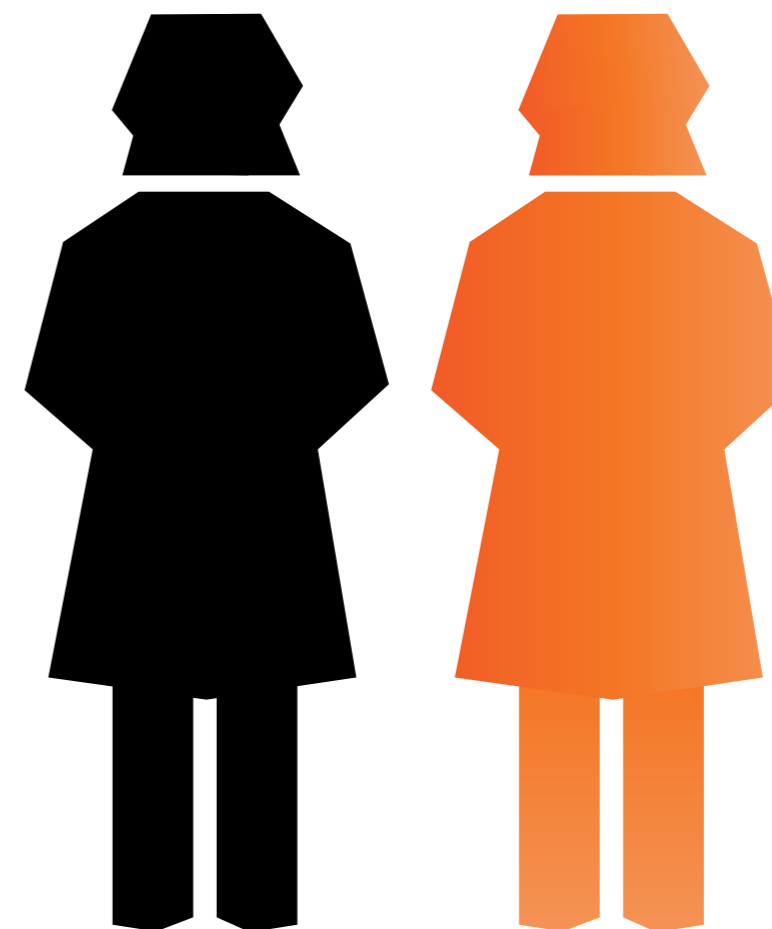


Activist TV, with its own YouTube channel, produces videos that feature the inspiring work and viewpoints of peace activists around the world.



The Activist Hive encourages peace activists to use social media, Instagram, Facebook and Twitter, to directly communicate the results of their work.

Gender, Peace & Security in practice



Conflicts have a different impact on women and men, boys and girls. The roles that they each play in perpetuating, resolving or preventing conflict also differ. A gender-specific approach that recognises the different positions and roles of men and women within their communities is necessary to help make our work more effective. We focus not only on violence against women, but also on women against violence.

15 YEARS OF UN RESOLUTION 1325

In October 2000, the UN Security Council adopted Resolution 1325 on Women, Peace and Security. In February 2015, an international expert conference on the topic was convened in Amsterdam. PAX invited peace activists from South Sudan, Iraq and Palestine to participate. We organised a session on strengthening the voice and role of women networks to improve local security. PAX's leadership skills training for women in South Sudan was highlighted in the conference publication 'Sparks of change'.

At the conference, recommendations were drafted for the Global Study on UNSCR 1325 commissioned by Secretary-General Ban Ki-Moon. The study was launched at the special UNSC session in October 2015 where the progress of 15 years of UNSCR 1325 was reviewed. The Global Study emphasises the importance of localised approaches and inclusive and participatory peace and security processes.

NATIONAL ACTION PLAN

A growing number of governments are developing a National Action Plan (NAP) for the implementation of UNSCR 1325. 2015 was the closing year of the second Dutch NAP (2012-2015), carried out in close collaboration between government ministries, police, knowledge

institutes and civil society organisations. PAX was the co-chair of the Civil Society Working Group on the Dutch NAP 1325. We advocated for including attention to conflict prevention, non-violence and masculinities in the new NAP 2016-2019. We will take part in its implementation, in the same way that we were involved in the NAP 2012-2015 through programmes implemented in Iraq, Palestine and South Sudan.

IRAQ AND PALESTINE: WOMEN AGAINST VIOLENCE

Our Middle East project 'Women Against Violence' takes a local approach to UNSCR 1325 and aims to strengthen the role that women play in increasing community security. We support women in Palestine (see page 30) and Iraq to organise their safety and that of their communities. In Iraq's conservative society, women are not accustomed to playing a role in public life, especially in 'male' affairs like conflict and security matters. We work with women's organisations in Kirkuk and Basra that have managed, despite the complex environment in which they operate, to establish relationships with government, political and religious leaders as well as with the police. In Kirkuk, thanks to persistent lobby efforts and campaigning, gender training is now compulsory in the police academy's curriculum.

Iraq has a National Action Plan for UNSCR 1325, however, a strategy at the subnational and local level was lacking. In 2015, we therefore supported the design of local action and implementation plans together with local authorities, community leaders and security stakeholders. Their participation made sure that national policy documents are translated into actions and legislation that are relevant to local communities.

SOUTH SUDAN: WOMEN LEADERS FOR PEACE

Together with ICCO and Voice for Change, we supported a programme implemented by women's organisations in South Sudan to strengthen women's leadership skills and to increase their participation in political decision making and handling of security issues. PAX provided coaching on lobby and advocacy for four women's organisations, and helped design leadership trainings for potential women leaders in four states of South Sudan. A female police officer who participated in our training stated "If you want to change society, you need to say the truth. And to dare say the truth, you have to be a leader." In 2015, a network of local organisations was initiated that will jointly advocate for women's rights and the protection of women. ♦



4. Africa

PAX implements a programme in the Horn of Africa that aims at improving human security of citizens and communities, better relationships between citizens and the government, and increased political space for civil society organisations that work on issues of peace, security and human rights. Projects are carried out in Sudan, South Sudan, Kenya and Uganda.

Sudan

In 2015, the African Union High Level Implementation Panel, chaired by former South African president Thabo Mbeki, continued its efforts at promoting a national dialogue in Sudan. This dialogue is first and foremost meant to bring an end to the violent conflicts in Darfur and the southern states of Blue Nile and South Kordofan (Nuba Mountains). The armed conflict in the two states broke out in the lead-up to South Sudan's independence in 2011. Many of the people living there identify with the South and dispute the fact that their states were included in Sudan without any popular consultation. The conflict has caused a humanitarian tragedy, with at least half a million displaced people fleeing the violence and in particular the air raids by the Sudanese army. Despite international efforts to find a political solution to the conflict, the Sudanese government of president al-Bashir continues its military campaign.

Within the minimal space granted to civil society to operate in Sudan, PAX supports several initiatives that bring together civil society organisations and political groups to discuss pathways for a transition to a democratic Sudan with equal rights and opportunities for all citizens.

South Sudan

In July 2011, the people of South Sudan euphorically celebrated their hard-won independence from Sudan. Hopes for peace and development in the world's youngest nation were high. Two years later, in December 2013, a violent conflict broke out between forces loyal to president Salva Kiir (an ethnic Dinka) and those of his long-term rival Riek Machar (an ethnic Nuer). In August 2015, a peace deal was signed to end this war. However, violence has not stopped since. In fact, young men are mobilised into armed groups on a daily basis, while 2.3 million South Sudanese have been displaced and deem it unsafe to return home. The situation remains extremely volatile.

PAX has been engaged with South Sudan since 1993. We built up good contacts with religious and civil society organisations, supported local peace initiatives and conducted research. Our contacts and activities informed our lobby at the international level at a time when the two-decade war between the Government of Sudan and the South Sudan People's Liberation Movement (SPLM) was still raging. In 2005, they signed the Comprehensive Peace Agreement (CPA), the prelude to South Sudan's independence in 2011. From 2005 onward, we started expanding our field programmes. Since then, we have focused on the one hand on strengthening local capacities for peace (for instance in Eastern Equatoria, Central Equatoria and Upper Nile states) and on the other hand on political lobby at national and international level. This lobby has involved sharing from-the-ground analysis on CPA implementation, the impact of oil exploitation on local communities and the potential conflict risks tied up with South Sudan's independence.

The currently extremely volatile situation has made it hard to plan ahead. At the same time, PAX is convinced that local peace work is as important now as ever. It is precisely the lack of national reconciliation after decades of war that caused the latest conflict to escalate so quickly and so gravely. Next to reforms at the national political level, PAX believes that the best chances for durable peace lie with ordinary people and their capacity for peaceful coexistence and ultimately reconciliation.

BUILDING PEACE AT GRASSROOTS

In 2015, we started supporting a peace process in the Greater Upper Nile region, building on our knowledge of the area and our long-term engagement with local peace programmes. The programme involves a Nuer community in southern Unity State and their Dinka neighbours in eastern Lakes State, whose conflict had caused the only road and market in the area to close down. Our local partner Assistance Mission for Africa (AMA) has been working with both groups to explore a peaceful solution. During this process, the communities have refused to facilitate access for the forces loyal to Machar and Kiir to enter the villages on the other side. "Their courageous act of refusing to cooperate with the soldiers is a hopeful reminder that even in the midst of war there are people who risk to stand for peace," says Kathelijne Schenkel, programme leader for South Sudan. This act has strengthened the relationship between the two communities. The work will continue to include other neighbouring communities in the peace process.

In the South Sudanese capital Juba, a melting-pot of different ethnicities, people have been withdrawing to their ethnically oriented neighbourhoods since the violence broke out in 2013. In early 2014, a group of young people visited the PAX office. They asked for support in setting up activities that could bring people back together. "We welcomed their initiative," says Schenkel,

“the youth are a little less marked by the trauma and prejudices that run so deep in the older generation. They are a vital force for making peaceful coexistence possible in the future.” In 2015, fifty youths were trained in conflict analysis and non-violent communication and given a small budget to start activities in their neighbourhoods. They invited local authorities, teachers, parents and fellow youths from across the city. They shared experiences and played games together. Schenkel: “Their determination to bridge differences against all odds proves infectious.”

IMPROVING THE CONSTITUTION

At the independence of South Sudan on 9th July 2011, a transitional constitution came into force. The transitional government agreed to start a nationwide consultation process for a new constitution. However, no action was taken and a new war broke out. This war, it is clear with hindsight, was partly caused by the fact that the transitional constitution gave far too many discretionary powers to the president. In 2014 and 2015, PAX co-organised an inclusive, nationwide dialogue and constitutional review process. Together with the South Sudan Law Society (SSLS) and 18 other national NGOs, sessions were held in different states to gather input from local government, community leaders, women and youth. “The discussions were remarkably frank,” says Schenkel, “people may have little knowledge of legal language, but they understand perfectly well the importance of this process. They want the abuse of power to stop and to contribute as citizens to an equal and free society, based on democratic principles.” Based on the input from the civil consultations, the constitutional text is redrafted by South Sudanese legal experts. PAX and partners will lobby with the Transitional Government of South Sudan for the inclusion of this text in the new permanent constitution.

PAX also raised awareness on the need for a citizen’s driven constitutional review in different meetings with representatives from the EU and UN and their respective Member States and with a policy brief ahead of EU Council Conclusions. The EU and UN supported the IGAD negotiations to end Sudan’s latest war and as guarantors of the peace agreement are well-positioned to push the cause of a citizen’s driven constitutional review as an issue essential to break the continuous cycle of violence.

Democratic Republic Of Congo

The work that we implemented in the Democratic Republic of Congo in 2015 all relates to the theme of natural resources, conflict & human rights. It is discussed on pages 84-85. ♦



"When after decades of war South Sudan gained its independence on 9 July 2011, we were so eager to build up our own peaceful and democratic nation. Two years down the line, our dreams were shattered. On 15 December 2013, violence broke out in Juba town triggered by controversies among the leadership of our ruling party. Within less than one week the conflict had reached Bor, Malakal, Bentiu and many other towns in South Sudan. Tens of thousands of innocent civilians died.

What can we do to honour our loved ones who are killed or go missing in this new, senseless war? That is what a group of colleagues and I asked ourselves five months into the conflict. We decided to try and document the names of all those who lost their lives. We called our project 'Naming the Ones We Lost'. Many friends and colleagues told us it was unsafe to speak out in this manner. But we didn't want to stay silent. PAX supported us in undertaking the challenge. On 15 December 2014, commemorating the start of the war a year earlier, the names of 568 lost ones were read out in Juba and Nairobi.

In early 2015 we decided to rename the project 'Remembering Ones We Lost' and to expand it to include

victims of the previous two wars (1955 to 1972, 1983 to 2005) that ravaged South Sudan as well as victims of community and electoral violence. With assistance from World Peace Foundation, we hired Ushahidi to develop a public memorial website. Thousands of names have since been submitted by people across South Sudan and abroad. We register a person's age, gender, and the place where he or she was killed or seen last. Receiving the forms each time is quite emotional as you realize these people were children, brothers, sisters, mothers, fathers and grandparents all cherished by their families and communities.

The purpose of our project is to honour the dead ones. I believe this is fundamental for dealing with the past and healing its wounds. The Transitional Government of National Unity is tasked with setting up a national reconciliation and healing process in the coming thirty months. We hope that our initiative will contribute to this process, that some day soon we can pick up the pieces and start anew."

Daud Gideon, project manager, PAX South Sudan
<http://rememberingoneswelost.com>

Human security in the borderlands

Vast stretches of savannah as far as the eye can see. Recurrent droughts – and increasingly also floods caused by climate change – make the borderland region between South Sudan, Uganda and Kenya a harsh place to live. The main source of livelihood is cattle keeping. Violent cattle raids and conflict between ethnic communities have a long history. Well-armed young men, lacking future prospects, are an easy target for manipulation by elites with different political agendas, especially in South Sudan, or recruitment into armed groups.

PEACE MAKERS BY HEART

PAX has been working for over ten years in these marginalised borderlands. In 2006, Sara Ketelaar migrated to the area and set up a peace and reconciliation programme initially aimed at young warriors. “It was great team work,” she reflects, “I had the privilege to work with ten citizens representing the different ethnic groups. All of them were peacemakers by heart.” Together they started mapping out the conflicts and identifying leaders and warriors to work with. They visited the different communities and carefully introduced the possibility for peaceful dialogue. Meanwhile the team started organising sports and theatre events to bring the young warriors together for a fierce but disciplined competition – shooting balls instead of bullets.

The initiative for the programme came from emeritus Bishop Paride Taban, a long-term partner of PAX and visionary leader of Holy Trinity Peace Village Kuron in South Sudan. The objective was to start peace dialogues between the warring communities, improve relations between communities and local authorities, and build local peace capacities for establishing a regional peace network. Local organisations and churches were trained in fact finding missions, human rights monitoring and documentation in collaboration with Amnesty International, and conflict management and mediation techniques. Together they set up an early warning system, using satellite phones when there was no phone network in order to respond immediately when conflict was lurking. Over the years, the community-based organisations and churches built up good contacts with trusted community leaders and with one another, across national borders. Gradually they gained the moral authority and legitimacy from the communities involved to mediate in their conflicts.

NO MORE CATTLE RAIDS

“In the last three years, there have been very few casualties from inter-communal violence and no large-scale cattle raids at all,” says Sara Ketelaar, now programme manager based in Utrecht. “The ambition of a regional network has become a reality.” In late 2014, the Cross-border Peace Coordination Committee was established, consisting of ten NGOs and churches

from all three countries. Important partners are the diocese of Torit in South Sudan, the diocese of Kotido in northern Uganda and Kotido Peace Initiative (KOPEIN). Together they gained strength to put pressure on local government authorities, army and police to take responsibility for improving the human rights and human security situation in this troubled area, which has been impacted once again from the renewed violent conflict in South Sudan.

In 2015 the Committee engaged the army of Uganda (UPDF) and South Sudan (SPLA) in a peace dialogue process with communities from both sides of the border. One of the outcomes was the establishment of two regional, monthly markets. One is held in Uganda and one in South Sudan, each attracting over 2500 people from communities that were previously at loggerheads. During the market days, the police and army guarantee people’s security. “This very positive development and is a clear peace dividend,” says Ketelaar, “exchanging goods and doing business encourages cooperation between the communities and their leaders and makes peace more durable, while at the same time the local economy gets a much-needed boost.”

Peace village Kuron

Another achievement was the conference and launch of the Peace Academy in Kuron in September 2015. The occasion was used to bring community leaders, affected communities (mostly Toposa and Murle) and international NGOs, but also previous warlord David Yau Yau together. They shared security updates, formulated strategies to link bottom up peace and reconciliation work with national peace and reconciliation and jointly lobbied on the spot towards communities, local authorities, and army. EU ambassadors to South Sudan, from the Netherlands, United Kingdom, Norway, Germany and Switzerland were invited and received a highly appreciated crash course in what local peace work means in practice. Against the backdrop of the renewed violent conflict in South Sudan, the Peace Village Kuron, where people from more than fifteen different ethnic groups live and work together, is an impressive example that peaceful cohabitation is possible even in the most unlikely situations. In 2015, Bishop Paride Taban and his team managed with the support of PAX to extend the cross-border peace network to Greater Pibor Administrative Area in Jonglei State.

What explains the success of this programme? Sara Ketelaar reflects: “Local people are the ones who make or break a programme like this. So initially it was all about identifying the actual peace makers, people with a deep-felt commitment to peace and justice, who are moreover trusted by their communities.” PAX then played an important role in bringing these people together and training them. And secondly, Ketelaar says, it is about truly listening to people’s needs and being willing to invest time, time and more time. “This kind of local peace work does not need millions of euro’s. Transport and communication are our main costs. What does matter is whether you are willing to let go of preconceived ideas and make a sincere effort to understand people’s grievances and wishes. Through the years, we have been working very closely with our partners and communities, we listen carefully, offer our ideas, and search together for solutions that work. In this way, we contributed to strengthening people’s own capacities for peace and reconciliation and empowering future leaders. It is the local people who, against all odds, have to keep going.”

"I was fourteen and had never been to school. I spent my days looking after our family's goats and cows. One day I fell from a tree and hit my head on a stone. I was taken to a local health clinic. The accident turned out to be my luck, because the same day four of my friends were killed in an attempted cattle raid. For my mother, who assumed I was among those dead, it was a traumatic day. She didn't know I had gone to see a doctor. She could hardly believe her eyes when she saw me walking in the door. She said, 'I don't want you to die.' I answered, 'Let me go to school.'

This wish of mine was not a straightforward one. My mother was my father's youngest wife. How could my older half brothers ever accept that I, their little brother, was chosen to go to school? That's why I travelled all the way to Kenya, where a German priest paid my first school fees. He lived among a pastoralist people like mine, but of a different ethnicity. They were Turkana. After a few years of living among them, none of them seemed to remember I was a Jie from Uganda. I performed very well at school and received a scholarship from the Kenyan government. This allowed me to attend secondary school and later to study at the seminary. Eventually I started working for the Roman Catholic church in Turkana district. After five years,

I decided it was time to go home and work with the youth from my own community.

In Uganda, I lead the peace organisation KOPEIN, a ecumenical initiative. Christian churches of different denominations are represented in the board and our current chair is Muslim. PAX supports our work with the youth, women and elderly people of the pastoralist communities in Kotido district. Our activities have helped to change the image that other Ugandans have of us: pastoralists are no longer seen as 'savages' and we have started a dialogue about pastoralist people's right to exist. In recent years, I witnessed a lot of positive change. The Turkana from Kenya used to raid cattle from groups across the border in Uganda. Because I studied and lived among the Turkana, I was trusted to act as a mediator between them and my people, the Jie. Most violent conflicts between both groups have since been resolved. However, there are still plenty of problems between the Jie and the Dodoth. We are encouraged by the successes, but we know that our work is not yet finished."

Romano Longole, conflict mediator from Uganda

Romano Longole grew up in northern Uganda and was educated in Kenya. He leads the peace organisation KOPEIN, which contributes to reconciliation between pastoralist groups living in the Kenya-Uganda borderland.

Theme: Protection of Civilians



It is our mission to work together with civilians to protect and improve human security. Effective ways to organise and guarantee the protection of civilians caught up in today's violent conflicts, however, are few and far between.

HUMAN SECURITY SURVEY

In 2015, PAX developed the 'Human Security Survey' (HSS) methodology, which gathers knowledge of the security situation and dynamics in conflict areas from the perspective of the population. With the HSS, we aim to make sure that the perceptions and capacities of citizens who live in the midst of insecurity or violent conflict, come to play a more prominent role in policy debates and security initiatives that directly concern them.

In April-May 2015, the methodology was successfully tested in Eastern Equatoria State in South Sudan. In cooperation with the South Sudan Action Network on Small Arms (SSANSA), 10 people were selected and trained in Juba to conduct the survey. They travelled back to their counties and used smartphones with the open source software KoboToolbox to ease the process of data collection and analysis. Around 1000 surveys were conducted.

A key feature of the HSS methodology is that the survey results are always presented back to respondents for feedback and to gain a better understanding of the data gathered. The final survey report is then used to inspire direct discussions between the communities and the actors responsible for providing security, such as the police, army and UN missions. The HSS methodology increases the 'claim-making capacity' of civilians to advocate for and organise protection and to hold those responsible for providing security to account.

The results of the pilot survey in Eastern Equatoria State were presented in October 2015 and received positive response from civil society, governance actors, the national police and military as well as UNMISS staff. "It is so helpful to see how information collected by the people themselves can spark such animated discussions among all these different actors on how to improve security together," says Hans Rouw, project lead. Building on the positive experiences with this pilot project, PAX aims to implement the methodology in other states in South Sudan and in other countries.

INTERNATIONAL ADVOCACY

PAX provided relevant Dutch and international actors with background on why community engagement and the inclusion of people's perspectives are key to successful peacekeeping operations. For instance, we gave lectures for Dutch officers and military police that were preparing to take part in the UN Mission in South Sudan; conducted a scenario exercise with 1 (German Netherlands) Corps, one of NATO's High Readiness Forces; and advised the Netherlands and Norway on developing training modules about the Protection of Civilians. By organising civil society consultation meetings and drafting an input document, PAX in cooperation with the New York Peacebuilding Group contributed to the UN Peace Operations Review process and report, which was submitted to Secretary-General Ban Ki-Moon of the United Nations in June 2015. ♦

5. Europe

Ukraine

2015 started with heavy fighting in the conflict zone in the east of Ukraine, culminating in the battle around Debaltseve. Eventually, Ukrainian troops were forced to retreat and leave the town to the pro-Russian rebels. This was just after the Minsk-II ceasefire agreement had entered into force on February 15. The ceasefire has since then been observed to different degrees, and low intensity fighting continued throughout the year. The number of internally displaced people reached 1.5 million, and by the end of 2015 at least 6.000 people had died in the conflict. The reforms fought for in the 2014 Maidan Revolution are very slowly implemented, and tensions persist between different groups, especially in the eastern provinces of the country.

Based on the findings of the two exploratory missions conducted in 2014, PAX started building up a programme in Ukraine in 2015. The activities focus on promoting peaceful dialogue among citizens and on strengthening trust between citizens and local authorities. Together with partner organisations and churches in different parts of the country, we aim to make a modest contribution to the building of a democratic constitutional state where all Ukrainian citizens enjoy equal opportunities and can live together peacefully despite their different views on history and politics. In 2015, PAX invested in analysis, strategising, networking and testing ideas.

YOUTH PEACE TOUR

In August, we organised a 10-day Youth Peace Tour as a way of promoting dialogue in a divided Ukraine. A group of fourteen young Ukrainians from different regions of the country travelled from Izyum in the East to Hoshiv in the West and Lyshnia in the centre. Together with PAX staff and a Ukrainian facilitator, they visited religious communities of different denominations

(protestant, catholic and orthodox) and were taught the basics of non-violent communication and handling differences in a respectful way. “Against the backdrop of the ongoing violence that affects the lives of these young people and their families, it was encouraging to witness their eagerness to share their experiences and points of view about the current conflict and the possible solutions for peace,” says Cinta Depondt, programme manager Eastern Europe and Eurasia. “The tour helped them realise that change first and foremost depends on the actions of each and every one of us – a message they were determined to take home and share with those around them.”

A focus group meeting in Kharkiv in the northeast of the country with a diverse group of professionals all affected by the conflict, and discussions with partner organisation Dignity Space in Kyiv, resulted in a project proposal submitted to the German Foreign Office. The project aims at strengthening capacity for dialogue in Ukrainian society through training, follow-up coaching and support to dialogue facilitators.

STRENGTHENING THE SOCIAL CONTRACT

In January 2015, PAX visited Slavyansk, a town in the East of Ukraine that was at the epicentre of the war between April and July 2014. The visit helped to get a better understanding of citizens’ participation in local governance. The initial idea to link this town to the Dutch town of Hilversum for an exchange on local democratic practice could not be followed up. However, the exploratory work on local governance and peacebuilding resulted in the approval by the Netherlands Ministry of Foreign Affairs of a joint project with VNG International, ‘Eastern Ukraine State Building and Accountability’. This project, which started in January 2016, aims to strengthen democracy at the local level in selected municipalities in Eastern Ukraine. Depondt: “It is there that democratic processes are least established and people have very little trust in the state. The large numbers of internally displaced people have added to the existing tensions.”

RAISING AWARENESS BACK HOME

In 2015, PAX staff actively engaged in public and expert discussions in the Netherlands and Europe about Ukraine. In the Netherlands, PAX gained recognition as an organisation with in-depth knowledge about the conflict and its wider regional context and security implications. We authored articles in national and regional newspapers and spoke at events such as at a training course on international security at Clingendael and at the conference ‘The Churches and the war in Ukraine’, organised by Foundation Communicantes and the University of Amsterdam in April. Drawing on lessons from the Balkan Wars, PAX urges the international community to put the interests of citizens first as they are the foundation of both sustainable peace and democracy. In March, PAX and Socires organised a debate with bishop Borys Gudziak (Greek Catholic Church of Ukraine) about the consequences of the war for ordinary Ukrainians and the role that churches and other institutions play in working towards peace. The conflict in the Ukraine also featured during Peace Week in September at several Peace Embassies throughout the Netherlands, leading to greater awareness of the complex dynamics of the ongoing conflict among the Dutch public (see chapter 6).

"Mariupol, the city where I come from in Southeastern Ukraine, is only 25 km away from the front line. We feel the war in our city. There are fewer people on the streets and shops have closed down. The population is divided: some support the rebels and Russia, others support Ukraine. Some of those who previously supported the rebels, have changed their mind and now consider themselves neutral. But they won't openly admit this out of fear for reprisals.

I learned so much from participating in the Peace Tour. These days, if I meet a rebel on the streets who starts an argument, I try to avoid a yes – no discussion. Instead I try to have an open discussion about our different points of view. In November, my colleagues and I took part in an event organised by the NGO Women's Union of Ukraine, where we discussed the possibilities of reconciliation in

Ukraine and the role of women herein. I had the opportunity to talk about our tour and the very important role of youth in peacekeeping. My experiences and insights were much appreciated by the other participants.

Spending those ten days travelling through my country, I learned that everyone wants to be heard. People who feel heard and listened to, find it easier to have empathy for others and to consider their opinions and needs. This realisation helps me a lot in my personal life and at work. In fact, the Peace Tour inspired me to reconsider certain stereotypes I seemed to have. I try to understand people whose views are different from mine – it isn't always easy, but I'm working on it!"

Nadia Tsihan, participant Youth Peace Tour

Kosovo

In 2015, Kosovo experienced an escalation of political conflict between the coalition government and the main opposition parties and an acrimonious debate about the establishment of a new war crimes court to be based in The Netherlands. Vital but contentious elements of agreements facilitated by the EU and meant to normalise relations with neighbouring Serbia were only very slowly implemented. In this context, we continued our strategic support to Kosovan civil society to ensure that the voices of citizens are heard in the relevant local, national and international policymaking processes.

We strengthened our long-standing partnership with Community Building Mitrovica (CBM), a multi-ethnic peacebuilding organisation based in the divided north of Kosovo through two major initiatives. In May, we co-organised a study tour for 14 civil society activists, who visited community-based changemakers across The Netherlands. Topics of study included tactics for community organising in the Schilderswijk district of The Hague, how Dutch activists use creativity and social media to connect with youth, and strategies for urban renewal in Amsterdam's former shipyard area NDSM. As a direct outcome of the study tour, PAX and CBM decided to apply some of the 'co-creation' processes used by Dutch changemakers to challenges in Mitrovica, through an Activist Lab scheduled to take place in spring 2016 (see also pages 32-33).

We also invested in the expansion of one of CBM's signature initiatives, 'Our Matters'. This project has increased public participation in policymaking processes in Kosovo's north through a series of topical public debates, street actions, and targeted advocacy toward local government. With our support, CBM extended the activities into the realm of rule of law, enabling citizens to voice their opinions regarding issues that impact them, and fostering dialogue between citizens and local government.

The study tour, Our Matters, and additional support to CBM on capacity development paved the way for the launch in 2016 of a major new programme on strengthening civil society capacity in Kosovo's north, delivered by PAX and CBM in collaboration with UN-Habitat.

Bosnia

In July 2015 it was twenty years ago that more than 8,000 Bosnian muslims from the enclave Srebrenica were systematically murdered. The Srebrenica genocide still causes grave tensions and a politically unstable situation in Bosnia. Bosniaks (Bosnian muslims) and Bosnian Serbs remain diametrically opposed and divided, especially when it comes to their 'own' war criminals. Meanwhile, the civilian war victims from Srebrenica are still largely denied access to justice and reparations. The Dutch government and parliament remain unwilling to apologise to the victims of the genocide and their families. Most survivors are still waiting for the Netherlands to acknowledge its mistakes and failure to protect the people who relied on the UN for their safety.

With our work in Bosnia, we aim to contribute to the position of the Srebrenica victims and their families, and to the difficult process of dealing with the past, which is essential for a durable understanding between antagonistic ethnic communities.

POTOČARI MEMORIAL CENTRE

An important role in our programme is played by the Potočari Memorial Centre (PMC) situated at the former Dutchbat compound. In 2015, PMC guides came to the Netherlands for a training co-organised with Kamp Westerbork memorial centre. Eight study visits were organised for representatives of PMC and Srebrenica survivors' associations to commemoration venues in the Netherlands, while representatives from Kamp Westerbork memorial centre paid return visits to Srebrenica. We also organised an international meeting for museum experts in Potočari.

In order to surmount the difficult and painful past, we also work towards engagement between Dutchbat veterans and survivors of the genocide. In 2015, Dutchbat veterans visited Srebrenica twice and spoke with survivors. The 20th commemoration of the Srebrenica genocide provided several opportunities to cater for dialogue between survivors, veterans and Dutch state representatives, including Bert Koenders, the Dutch foreign minister. Together with Political Committee Stari Most, Bosnian Platform and survivors association Srebrenica '95 we organised the annual commemoration in The Hague, with approximately 500 participants. As always, a considerable PAX delegation was also present at the commemoration at the burial site in Potočari.

"As expected, we also received some negative comments on our programme," says Dion van den Berg, PAX senior policy advisor on the work with the PMC. "Some organisations would have liked to play a more active role in the development of the programme, but a sensitive programme like this is best prepared by a small group of core partners." Other negative feedback relates to the controversies over ongoing legal initiatives, which have caused some obstacles in the engagement between Dutchbat veterans and Srebrenica survivors. Van den Berg: "Dutchbat veterans ask us how they can trust the survivors given that they are taking Dutchbat officers to court. Survivors on the other hand don't feel taken seriously when they see Dutchbat veterans applaud their former commander Karremans. Still, we hope that our approach of 'multiple narratives' will help all of us to stay in contact and work on mutual trust."

APOLOGIES AND COMPENSATION

Within the context of strengthening the position of survivors of the 1995 genocide we organised a few visits for Srebrenica survivors to the International Criminal Tribunal for the former Yugoslavia (ICTY). They attended the most important court sessions in the trials of Srebrenica war criminals, in particular Mladic and Karadzic. We continued to contact members of the Dutch parliament calling for a political discussion on the topic of a public apology by the Netherlands concerning Srebrenica. We also organised a meeting between representatives of PMC, Srebrenica survivors' associations and Dutch parliamentarians. In 2015, PAX initiated research on the possibilities for a Srebrenica Claims Commission or Trust Fund. Four PAX trainees (students) visited Bosnia and Srebrenica and conducted interviews with Srebrenica survivors, NGO's, the mayor of Srebrenica and Bosnian experts. They are also conducting a prospective and comparative research on the issue of reparation and compensation, which is scrutinised by Dutch experts.

Finally, PAX wants to engage secondary school students in the Netherlands with the topic. In 2015, we established very good cooperation with the schools Lek & Linge in Culemborg and Pantarijn in Wageningen and organised a well-attended school conference dedicated to Srebrenica. Over a hundred students, three Dutchbat veterans, representatives of the Dutch government and the ambassador of Bosnia in the Netherlands participated. ♦

Hasan Nuhanovic had to send his own father, mother and little brother to their deaths. He has been conducting legal proceedings against the Dutch state for more than ten years and wants the truth to be told. PAX has supported Hasan's legal process. In 2013, the Dutch Supreme Court ruled that the Dutch government was indeed responsible for the death of his family.

"I was 27 when the enclave of Srebrenica fell. At the time I had been working for about two years for the peacekeeping forces in Srebrenica. In 1992 I fled our hometown of Vlasenica to Srebrenica with my father, mother and younger brother. Refugees continued to flow into Srebrenica, and the municipal authorities had me register them.

The Serbs kept advancing, and in April 1993 Srebrenica almost fell. But the UN sent 200 Canadian soldiers to protect the city. I could speak a few words of English and started assisting the Canadians. When they left Srebrenica, they were replaced by the Dutch. They used me mainly as an interpreter. Once a week, the Dutchbatters took me along to the Serbian side to talk about a ceasefire or to discuss shooting incidents.

The beginning of the end came on 5 July 1995. Srebrenica

endured heavy artillery for six days. On 11 July the Serbian general Mladic overran the city. That evening there were 25,000 refugees on and near the Dutchbat base in Potocari. 5,000 of them inside the compound, including my father, mother and brother. Although there was plenty of space, Dutchbat refused to let in all of the refugees. That evening, a group of 15,000 men began a gruelling journey through forests and mountains in search of safety. Half of them would not survive. Commander Karremans took my father with him to talk to Mladic. I had been working non-stop for three days and nights. On 13 July Karremans sent away all of the Bosnians from the compound. I had to tell everyone, including my own family, they had to leave. We all know what happened next."

Two years after the genocide, I organised a commemoration in Srebrenica. I and fifty others had the courage to return to the place where 8,000 men and boys had been murdered. The following year we needed fifteen buses for the commemoration on 11 July. A cemetery was established in 2003. Now the 11th of July attracts a huge number of visitors and is broadcast live on television. Everyone there knows one thing for sure: We must never forget what happened here."

Dutchbat interpreter Hasan Nuhanovic

Theme: Humanitarian Disarmament



We always start from the perspective of civilians as we want to give a face to the unacceptable suffering that certain weapons cause," says Miriam Struyk. In 2015, she led the 10-person team at the office in Utrecht that advocates for humanitarian disarmament. PAX takes on the entire chain: from the development of new weapons, the investments in weapon producers and the arms trade, to the use of these weapons in armed conflict. PAX often works in international coalitions. Struyk: "Humanitarian disarmament is a way to protect civilians in armed conflict. This can only be successful if you build coalitions all over the world and have activists, researchers and survivors work together persistently with states and other actors to address the problems." Depending on the political phase we are in, the weapon concerned and its technological development or active use on battlefields, PAX focuses on norm building, norm setting or norm compliance.

NORM BUILDING: KILLER ROBOTS

PAX is co-founder of the international campaign 'Stop Killer Robots'. "Sometimes technical development crosses a crucial ethical line, and I think this is a prime example," says Struyk. "Removing human consciousness and judgement from warfare will have consequences we can't possibly anticipate – and once we cross the line there will be no turning back." She refers to the rapidly advancing technology for fully autonomous weapons that are able to select and engage their targets without human intervention. This technology takes a step beyond armed drones. With armed drones, although human oversight is geographically far removed, someone still needs to press a button. The use of armed drones, which has fast become almost daily practice, has already changed the way war is waged: increasing the distance to the battlefield, lowering the threshold to use armed force against enemies (see box). Very slowly, states are

starting to grapple with the consequences and considering possible regulations.

Struyk: "With fully autonomous weapons, we don't want to start thinking about regulation only after they have been introduced to the battlefield. An international ban on the development of killer robots is what is needed now to prevent their use in the future." Intensive lobby and campaigning to get the issue on national and international agendas is starting to show results. More than 75 states have addressed their ethical and legal concerns at various UN forums where PAX has also given statements and presentations. In 2015, we convened many bilateral meetings with states to move the issue forward and informed Dutch parliamentarians. It is no longer only NGOs that express their deep concern about the threat of killer robots, but also Nobel peace laureates, faith leaders, youth, military veterans, and the International Committee of the Red Cross. In July 2015, more than 3,000 scientists, including leading roboticists and artificial intelligence experts, called for a ban on autonomous weapons. Struyk: "It doesn't happen that often that scientists call for limits to regulate their own field of expertise."

The Ministers for Foreign Affairs and Defence commissioned the Advisory Council on International Affairs (AIV) and the Advisory Committee on Issues of Public International Law (CAVV) to look into the issue of killer robots. Struyk: "We took a very critical stance on some of the findings of the report and published an op-ed about this in the NRC [Dutch newspaper]. We issued a position paper and shared our concerns with members of parliament, policy makers and civil servants. We will increase pressure on the government in 2016 to take a clear and progressive stand on this issue in support of a pre-emptive ban on fully autonomous weapons."

NORM SETTING: EXPLOSIVE WEAPONS

In many of today's conflicts, explosive weapons used in populated areas are causing unspeakable suffering. They create a zone of blast and fragmentation that is indiscriminate, killing or maiming mostly civilians. While cluster munitions for instance are forbidden, other explosive weapons are permitted - as long as their use follows the rules of 'distinction' and 'proportion'. "We notice there is a growing moral outrage gap," says Struyk, "collateral damage, this euphemism, is increasingly considered an unavoidable part of war. We must challenge this." It is unrealistic to think all use of explosive weapons - from roadside bombs, mortars and rockets to home-made explosive devices - will be forbidden. Struyk: "A strict interpretation of International Humanitarian Law on the use of explosive weapons in populated areas, however, is a realistic goal and this will help to prevent human suffering."

Together with like-minded organisations of the International Network on Explosive Weapons (INEW) that we co-founded in 2011, we lobby for stronger international standards and national policies for the use of explosive weapons in populated areas. In 2015, PAX and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) published two reports. 'Shattered Lives' records the heavy price that civilians have paid for the explosive violence in Libya. A field study by PAX, OCHA and independent photographer Dirk-Jan Visser to Eastern Ukraine resulted in the report 'Collateral. The Human Cost of Explosive Violence in Ukraine'. It portrays the stories of people that were affected by explosive weapons on both sides of the frontline in Donbass (Eastern Ukraine) through the lens of independent photographer Dirk-Jan Visser. Throughout 2016, an exhibition of the photos will be on display at Humanity House in The Hague.

Around 50 states have acknowledged the humanitarian harm caused by explosive weapons in populated areas, and their number is growing. In 2015, we spoke and participated in meetings with governments and UN agencies, and presented our report 'Collateral' in Vienna (September) and at the UN in New York (October). Struyk: "We believe that negotiations on a political commitment to stop the use of explosive weapons in populated areas could mitigate the harm. However, we keep stressing that political commitment will only be helpful if it is implemented and strictly monitored."

NORM COMPLIANCE: CLUSTER MUNITIONS

In 2015, there was an increase in the number of states that breach international conventions and norms. Syria, Russia, Ukraine, Saudi-Arabia, Lybia and Sudan all used cluster bombs. The Convention on Cluster Munitions (CCM), a milestone international treaty that came into force in 2010, prohibits the production and use of all cluster munitions. But treaties only make a real impact on the ground if they are strictly interpreted and implemented. That is why PAX is strong on norm compliance: each time cluster munitions are being used, we ring the alarm bells in The Hague, Geneva and New York. In 2015, for instance, when cluster munitions were being used in Yemen, we provided information to UN Security Council members and called on them to raise the issue in the Security Council.

Other activities to strengthen norm compliance, include our contribution to the annual Cluster Munition Monitor, in close cooperation with the Cluster Munition Coalition that we co-founded in 2003. PAX also publishes an annual report that ranks in a proverbial Hall of Shame, financial institutions that invest in companies producing cluster munitions. To also show the good examples and encourage a 'race to the top', the report also lists those financial institutions that have a policy in place to not invest in producers of cluster munitions. In

2015, the disinvestments campaign was again successful. After years of putting pressure, Singapore Technologies Engineering, one of the largest arms producers in Asia, decided to end its production and sales of anti-personnel mines and cluster munitions. Also in 2015, Spain introduced legislation to ban investments in cluster munitions after years of persistent pressure by civil society, helped by PAX. The Dubrovnik Action Plan (DAP), adopted by States Parties at the First Review Conference of the CCM in September 2015, includes the issue of disinvestment. The DAP encourages states to consider enacting national legislation that prohibits investments in producers of cluster munitions.

A NEW ANGLE: CONFLICT AND ENVIRONMENT

In 2015, we published the agenda-setting report 'Amidst the debris', which shows that the ongoing conflict in Syria is likely to have a disastrous impact on the country's environment and public health. Five years of fighting and the shelling of residential areas has left cities in rubble. The millions of tons of debris contain hazardous materials such as asbestos, heavy metals and the toxic residues from conventional weapons. The war has also caused widespread damage to critical infrastructure, industrial sites including places where hazardous chemicals are stored and processed, and the oil industry. Pollution from these forms of damage is likely to result in acute and chronic risks to civilians and will have a long-term impact on the environment that they depend on. "With the additional attacks by Russia in and near Aleppo, which has numerous industrial complexes processing hazardous chemicals, existing environmental and public health risks from the ongoing conflict will only be compounded," cautions Wim Zwijnenburg, PAX researcher and co-author of the report. The study examines the impact that conflict pollution could have on post-conflict reconstruction. It calls for more detailed environmental monitoring, a more effective response mechanism and more sharing of environmental risk data with UN agencies and humanitarian organisations already active in Syria. The report got a lot of traction and recommendations are currently discussed by various UN agencies and others. ♦



DON'T BANK ON THE BOMB

In the Netherlands and internationally, PAX lobbies for a ban on nuclear weapons. The successful Dutch campaign of 2015 is discussed in chapter 6.

In November, PAX launched the report: *Don't Bank on the Bomb. A global Report on the Financing of Nuclear Weapons Producers*. The research shows that 53 financial institutions prohibit or limit investments in nuclear weapon producers, which is a 150% increase compared to 2014. The report however also identifies 382 banks, insurance companies and pension funds which have made USD 493 billion available to nuclear weapons producers since January 2012. There was great media coverage of the launch activities of the report in different places across Europe. There were over 40 media stories published in print, online, on radio and television in Belgium, Germany, Italy, Norway, the Netherlands, Spain, Switzerland and the UK. Find the full report at <http://www.dontbankonthebomb.com>.



UNMANNED AND UNCONTROLLED

The use of armed drones, which has fast increased in the last decade, raises many moral, ethical and legal questions. The crucial question is whether armed drones can and will contribute to the protection of civilians in armed conflicts. In August 2015, we published the report 'Unmanned and Uncontrolled', which calls for a wide debate over the use of armed unmanned systems in and outside conflict areas. The report includes recommendations to strengthen the control on export of drone-technology. PAX engaged intensively with Dutch parliamentarians and policy makers on the issue and provided input to national and international discussions. In their First Committee statement during the 2015 UN General Assembly, the Dutch delegation for the first time and quite strongly mentioned Unmanned Aerial Vehicles. Our input given to D'66 and SP, after a Volkskrant article wrote about two Somali drone attack victims who will take legal action against the Dutch government for providing intelligence to the US, led to parliamentary questions directly reflecting our position. In 2016, PAX will continue to engage with Dutch policy makers and politicians to make sure they address the moral, ethical and legal concerns that relate to the use of armed drones.

6. Peace activism in the Netherlands

Peace activism and mobilising and connecting civilians in conflict areas as well as in our Dutch society are essential to our mission and the main precondition for our work. You cannot achieve peace alone. That is why PAX is campaigning in the Netherlands with committed people and organisations and challenging the political establishment and the corporate sector. Our work is driven by solidarity because we believe that everyone is entitled to human dignity. In any given year, we can count on more than 60,000 committed supporters and peace activists who contribute to many different actions and campaigns. We ran two major campaigns in 2015. Our Nuclear Weapons campaign was very successful. We also made significant progress in our Blood Coal campaign. In 2015, we called on the Dutch government and public to be generous in its approach to Syrian refugees. We also organised the 49th annual Peace Week together with hundreds of peace activists across the Netherlands.

Early 2014, IKV Pax Christi changed its name to PAX. With a corresponding campaign we launched our new logo, house style and communication concept: 'Peace. Are you in?' It was an invitation to everyone to contribute to peace. The name change generated many positive responses, but the removal of 'Christi' from the name was also regarded by some as a loss. In December 2015, after two years had passed, we noticed that our partners abroad and supporters in the Netherlands had become accustomed to the new name and felt positively about it.

CAMPAIGN: NO NUCLEAR WEAPONS

There are 16,300 nuclear weapons in the world, 2,000 of which are on operational alert. Every year there are dozens of accidents or near misses with nuclear weapons. And if weapons of mass destruction were to be used, they would trigger a catastrophic humanitarian disaster. We are not willing to take that risk. That is why we are advocating a ban on nuclear weapons.

NATIONAL BAN

In late September 2015, we submitted 45,508 signatures to the Dutch parliament for a national ban on nuclear weapons. Our citizens' initiative compelled the parliament to put the ban on its political agenda. We are proposing a law against the development, production, ownership, use, placement and transfer of nuclear weapons in the Netherlands.

This campaign was necessary because the Dutch government and parliament have failed to come up with a concrete legislative proposal. We noticed that ordinary citizens were extremely willing to give us their signature. We managed to collect the required number within nine months. That sent a clear message from the Dutch citizens: the ball was in the politicians' court now. As a result, the debate is on parliament's 2016 agenda.

INTERNATIONAL BAN

There is also an ongoing debate about the ban on nuclear weapons at the international level. A UN declaration has already been signed by 155 countries who argue that the elimination of nuclear weapons is a prerequisite for the survival of humanity. The Dutch government has not signed this UN declaration. Indeed, the Netherlands' position is extremely timid. Bert Koenders, the minister of foreign affairs, believes that we can only discuss a ban after all nuclear weapons have been eliminated. PAX does not believe that the Netherlands should wait for this point to arrive. In 2015, we lobbied the parliament and the government to play a more proactive role at the international level. We did so during the build-up to the review conference that took place in New York in May 2015.

PAX lobbied via one-on-one talks, made recommendations and responded to questions. Prior to the conference, members of the political parties D66, PvdA and SP tabled a motion requiring the Dutch government to participate in future international negotiations concerning a nuclear weapons ban. The motion was passed. That was a breakthrough because the parliament had never spoken in favour of an international nuclear weapons ban before. Unfortunately, Koenders held firmly to his position in New York and did not advocate an international ban.

CAMPAIGN: STOP BLOOD COAL

In 2015, European energy companies raised the possibility of an import ban on coal from Colombian mines, where there have been thousands of casualties. In the report 'The Dark Side of Coal' (2014), we exposed the large-scale human rights violations taking place in Cesar, Colombia. Residents have suffered greatly from paramilitary violence that is directly related to the mining business. Between 1996 and 2006, at least 3,100 people were murdered, 55,000 farmers driven from their land and hundreds of people disappeared. Perpetrators and witnesses have declared under oath in legal processes and to PAX how mining companies Drummond and Prodeco supported the paramilitary forces with finance, equipment and information. Both companies deny the allegations. The victims of violence and their surviving relatives are still waiting for recognition and compensation.

We urge European energy companies that are buyers of 'blood coal' as well as financial investors to use their leverage to urge Drummond and Prodeco to take significant steps towards remedy for the victims. In 2015, four energy companies called upon the mining companies to take part in a reconciliation dialogue, initiated by the Colombian government. At the same time, we began to explore the issue of how companies can use an import ban in a

responsible way to enforce improvements in the commodity chain. The four energy companies (Nuon/Vattenfall, EoN, Engie en RWE Essent) have stated in their joint progress report that insufficient improvement in addressing problems in the supply chain must lead to (temporary) disengagement with the mining companies.

To reinforce the message, PAX was present at the headquarters of Essent in Den Bosch, the Netherlands, sporting bicycle signposts with the text: 'Still buying blood coal? That's not how we do business!' On purpose in English – to make sure that those from foreign energy and mining companies could read the message too. We also handed out coffee to go to all participants of the meeting, with the message 'blood coal to go' printed onto the mugs.

The European campaign is part of a larger programme concerning coal production in Colombia. We help victims to organise themselves and support them with legal advice and psycho-social assistance. We have also urged the Colombian government and management boards and international organisations to establish social responsibility guidelines with companies where possible. In 2015, for example, we lobbied for this to become part of the peace treaty that the Colombian government is negotiating with FARC.



"15 years ago on a Tuesday our lives changed dramatically. It was two o'clock in the night on 19 February 2001, when some 30 paramilitaries appeared in our village. They stopped at our house and knocked on the door, but my mother didn't want to let them in.

'Hurry up, or we'll throw a grenade inside!', the men shouted. Then they kicked the door in. They were wearing black masks as a disguise. 'You support the guerrillas!', they screamed at my father. We said it wasn't true, but they wouldn't listen. We were made to lie on the ground. They searched our house for incriminating papers, and threw all our belongings on the ground.

They arrived in a large pick-up truck and an army vehicle. They took everything of value away with them, including our motor bike. They threatened to take us too, but I screamed at them: 'If you want to kill us, just do it here!' When they finished searching the house, the paramilitaries accused my father of being a trade union member. Then, they dragged my father outside and shot him dead, in front of our house. He had nine bullets in his body. I was 15 years old."

Maira Marleny Mendez

Maira Mendez is one of the victims of the human rights violations in the mining area Cesar. PAX supports her advocacy work and accompanied her on her visit to Europe, where she speaks with politicians, energy companies and at public meetings.



"Sorry, I'm in a rush!" - a second later the person would turn around to ask why we were there. Because who these days asks only for a signature, not for money? Our question, 'Would you like to sign for a ban on nuclear weapons?' changed hasty encounters in the street into conversations about peace, security and caring for others.

This is not just my experience, but also that of campaign lead Krista van Velzen and many PAX colleagues and volunteers. Together we travelled across the Netherlands to collect signatures to put a national ban on nuclear weapons on the political agenda. 'No Nukes' was our campaign title. We visited festivals, convention centres, concerts and markets. We were present at lectures, conferences and film nights. Public figures such as Abdelkader Benali, Jan Mulder, Ratsja Schuurman, Tim Akkerman and Henny Vrieten gave their signature. Prominent Dutch citizens like vicar Karin van den Broeke (Protestant Church in the Netherlands), bishop Gerard de Kort, rabbi Awraham Soetendorp and many mayors and aldermen also supported our citizens' initiative. Six political youth organisations published an op-ed in the Dutch daily De Volkskrant giving their support to the initiative.

People warned us that setting up a citizens' initiative was certain to take unexpected amounts of time and energy. That proved only too true: we were on the road nearly every weekend. And behind the scenes more work was waiting. Together with a group of volunteers, who came to help out at the PAX office in Utrecht every Wednesday, we processed all the handwritten signatures. Among the stacks of paper, we found countless little notes with words of encouragement. In the end we accepted 45,608 of the total 49,000 signatures that were collected; 4,000 unfortunately had to be rejected because they were either illegible, had incomplete personal information or they were the signatures of people younger than 18.

On 29 September 2015, we handed the signatures to the Parliamentary Committee for Foreign Affairs at the Dutch Parliament in The Hague. The message of the Dutch people is clear: there is no place for weapons of mass destruction in our country. The ball is in the politicians' court now. We are eagerly awaiting the parliamentary debate about our proposal that will take place in 2016."

Selma van Oostwaard, programme officer Humanitarian Disarmament



Peace Week

Traditionally the third week of September is Peace Week in the Netherlands. PAX works together with civil activists to mobilise the Dutch public on issues of peace. This year Peace Week took place against the background of increasing tensions within Dutch society about the European refugee crisis. Together with 75 local peace groups in the Netherlands, called 'Embassies of Peace', we organised hundreds of large and small peace activities throughout the country. We also introduced two new activities, both of which were successful and will be repeated next year: the Walk of Peace and the 'Manifeest'. Next year, the 50th Peace Week will be held.

EMBASSIES OF PEACE INITIATIVES

During Peace Week, many Embassies of Peace organised aid initiatives for refugees in their village or city, as well as discussion or information sessions about Syria, Islam, and the predicament of living as refugees. Money was also raised for projects by peace activists in Syria (see pages 18-20). "All initiatives that are doing something for refugees," says Jan Gruiters, general director of PAX, "are important signs of support and solidarity. These expressions of humanity are rays of hope in the European political crisis about receiving refugees."

MANIFEEST - A PARADE OF PEOPLE, PEACE, PARTIES & PERFORMANCES

Packed houses for stand-up comedian Howard Komproe, artist Tinkebell's social power punch, actor Peter Faber and the interactive documentary 'Refugee Republic'. Our first Manifeest was a huge success drawing 1,000 participants. There was music, spoken word performances, war comedy, peace karaoke, exhibitions, 'journalistic painting', club parties and much more.



We worked together with Amsterdam's cultural pioneers and chose exciting locations. These two elements, combined with various cultural peace activities, attracted young people who had never engaged much with the question of peace before. And that was exactly what we were after. We were happy to see that participants actually want us to go into the subject in more depth, which we will certainly do next year.

WALK OF PEACE

On 20 September, hopes and aspirations for peace were expressed during the first Walk of Peace held in The Hague. A surprising mix of people embarked on the journey in small groups or by themselves on a pleasant and sunny late Summer day. The six-kilometre walk continued our tradition of pilgrimages. Walks are a fabulous way of engaging in conversation, and the Walk of Peace route provided ample opportunity for spontaneous meetings.

The 500 walkers brought white roses from the Mescidi Aksa Mosque to the Memorial for Jewish Children. They wrote messages of peace on prayer flags at the St. Jacobus de Meerdere Church, Parkstraat. And they demonstrated solidarity with peace activist Olena from Ukraine with hundreds of cards. We organised the walk with the Council of Churches, local churches in the city of The Hague, and Kerk in Vrede.

Bridge Builders



Solidarity and human dignity are two of our core values. During Peace Week, the theme of which was 'Peace connects', many Dutch people expressed their solidarity with five of our partners, all highly courageous individuals who work on building bridges between different groups within their societies.

Peace activists face opposition and danger in their work every day. Support from known and unknown people gives them renewed strength and energy. Through our special Bridge Builders magazine, we provided people in the Netherlands with ideas on how to express their solidarity: by means of a selfie, a wish on a card, a letter or a donation.



Olena from Ukraine received 700 cards containing personal messages. Lina from Syria received many donations and expressed her thanks with an Arabic saying: 'May God bring you joy just as you have brought me joy now'. Nawras from Iraq was inundated with selfies from Dutch people of all ages. She was in the Netherlands during Peace Week and received a photobook containing all the selfies. 'I will keep this close to my heart,' she said. 'My work in Iraq is hard. I feel tremendously supported by these photos and know I will be able to continue my work now with renewed enthusiasm.'

Peace flights

Churches and other groups use wooden and ceramic doves to symbolise their peace flights. Churches mark their service as a 'peace service' and other groups enhance their gatherings by symbolically flying a dove for someone who has shown dedication to peace, justice, solidarity or dialogue. This can be someone from a conflict area, or someone from nearby.

PAX provides churches with materials through the peace flight website (vredesvluchten.nl), where they can also find profiles of courageous activists abroad.

In 2015, 75 churches sent doves, some of them on a weekly basis. That was a lot more than the original 20 that we started with. The concept has been well received. Churches often link a peace flight to a fundraising initiative for PAX's activities. Churches have noticed an increase in revenue from fundraising linked to peace flights.



Bridge builder

Saïd Bouharrou is an entrepreneur, father, board member of the Al-Moslimin Mosque and involved in the Embassy of Peace in Nijmegen.

Saïd Bouharrou was one of the initiators of an inter-religious peace declaration in Nijmegen in December 2014. The attack on Charlie Hebdo that took place three weeks later prompted him to take action. He initiated a series of public lectures to foster mutual understanding between the citizens of Nijmegen. "By maintaining dialogue and engaging in conversation with people who 'think differently'," Saïd says, "I hope that ultimately there will be less discrimination."

His pursuit of peace did not go unnoticed. In 2015, he received the Burgemeester Dalesprijs, named after the former mayor of Nijmegen. This is an award for citizens of Nijmegen who have done remarkable work to empower minorities, strive for equality between disadvantaged groups or combat discrimination. Bouharrou was one example of PAX's bridge builders during 2015 Peace Week: courageous people who dedicate themselves to peace day in and day out.





A HEART FOR REFUGEES

Images of Syrian refugees entered our living rooms in 2015. We were shocked by the miserable circumstances on the boats and the desperation of people waiting behind hastily erected fences around the EU. Together with other aid organisations, we circulated a **petition** in which we called on Prime Minister Mark Rutte to be more generous to refugees, at least to the 8,000 refugees in the Netherlands. The petition was signed more than 71,000 times in a short period of time.

The overwhelming majority of refugees – 95 per cent – are taken in by Syria's neighbouring countries. In our petition, we are calling for more humanitarian aid to support them. Safe and legal transit routes are also vital. Because there are more checks, there are now fewer and fewer transit routes and they are becoming increasingly dangerous.

IN THE WORDS OF REFUGEES

PAX has been working in Syria for more than 15 years and has built up extensive expertise about the current conflict. In 2015, we were approached on several occasions to talk about the war in Syria. A teacher at a vocational school in Helmond asked us if we could contribute to a discussion about refugees. She noticed that the issue was occupying her students, and she wondered how best to approach the subject. PAX responded to the requests, but we did not go alone. We asked eight Syrian refugees who now live in the Netherlands to accompany us.

We wanted the students to hear the story *from* refugees and instead of yet another story *about* refugees. And it worked. The refugees talk about the situation in Syria and why they decided to leave their home. 'The' refugee suddenly had a face and a name, and was no longer an unknown, a number or even a threat. The students were on the edge of their seats because



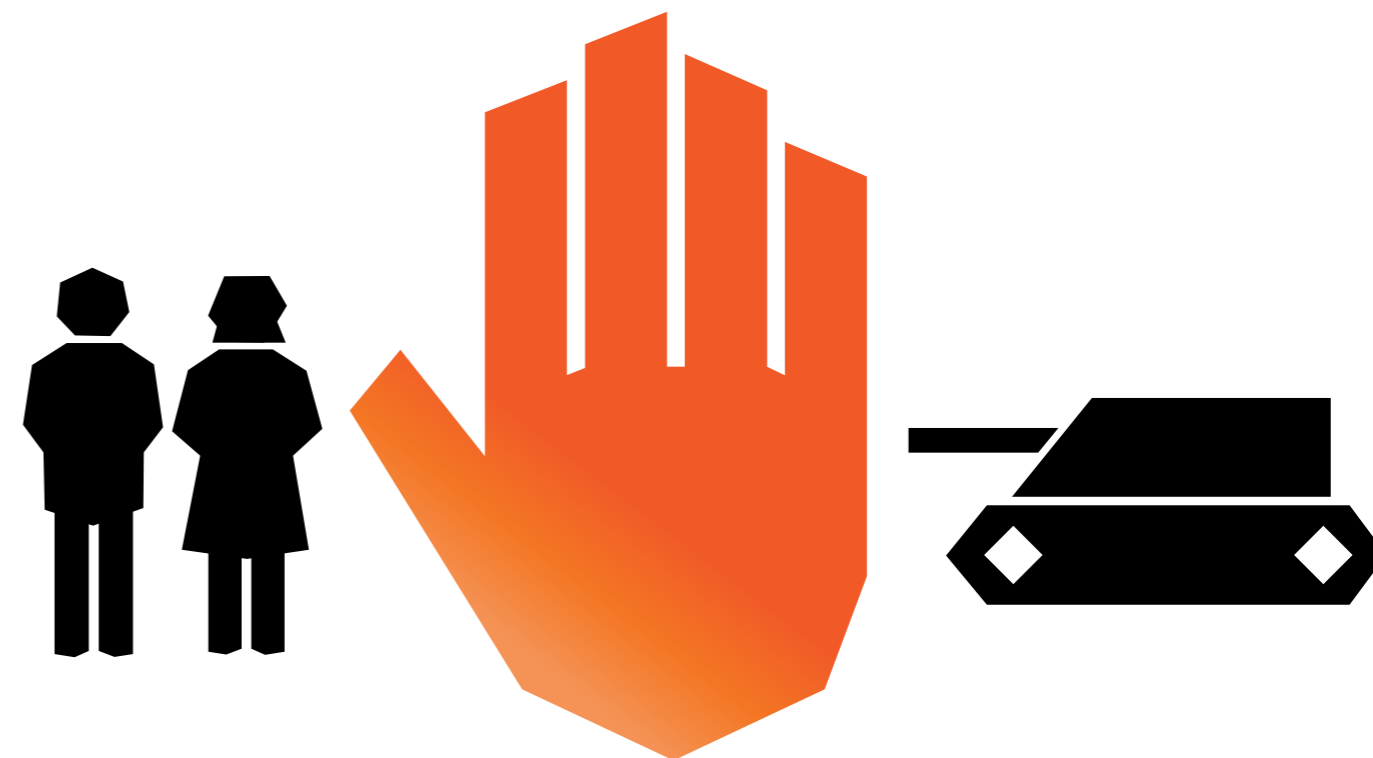
they had never heard refugees tell their story before or been in the position to ask them a question.

In order to give more Dutch citizens the opportunity to hear a refugee's story, and because we are still receiving requests for presentations, in 2015 we started to train a group of courageous Syrian refugees who would like to tell their story. Each of them has a different background, different experiences and a different story to tell. In 2016, schools, clubs and other groups will have the chance to invite a Syrian refugee. PAX thus wants to re-introduce the human dimension into the debate about refugees, which is increasingly dominated by the growing anti-asylum seeker sentiment in the Netherlands.

PEACE OF MINDS

In December 2015, at **Humanity House in The Hague**, thirty Dutch students pitched their action strategies for gender justice and sustainable peace. The 'Make Love Not Nukes' dating style Facebook app won the jury prize. The app allows users to easily address their pension funds on their investments in nuclear weapon producers. The audience chose the 'Blood coals BBQ' as winner, to support a ban on the import of 'blood coals' from Colombia through the Amsterdam harbour. Both winners received a budget to execute their ideas. PAX co-organised the Peace of Minds event with Butterfly Works and WO=MEN. ♦

Theme: Natural resources, conflict & human rights



Worldwide there is a growing competition for natural resources. Their exploitation often contributes to violence, human rights violations and state fragility. People are forcibly removed from their land, their habitats and livelihoods destroyed. Those who dare protest, risk harassment or even murder. Extractive industries invest in South Sudan, Sudan, DR Congo, Colombia and other conflict-sensitive countries. While their investments in theory offer opportunities to alleviate poverty through employment, the risk of injustice and violence is enormous. Especially when there is no government willing or able to safeguard the rights of their population and protect the environment.

VOLUNTARY PRINCIPLES

In 2000, the Voluntary Principles (VP) on Security and Human Rights, designed specifically for the extractive sector, were formulated as a collaborative effort by governments, major multinational extractive companies, and NGOs. The VPs are consistent with the UN Guiding Principles on Business and Human Rights endorsed in 2011. PAX urges governments and companies to comply with these principles and guidelines. So that citizens can share in the proceeds of natural resources, rather than becoming victims of their presence.

In the past few years, individual companies and their host countries increasingly agree on security agreements, often in the form of a binding contract. These contracts are meant to provide the certainty that governments will do all within their powers to safeguard the company investments. Such contracts could potentially serve as an instrument to enforce a proper human rights and security policy on the part of the host government. Contracts concluded so far, however, do not include human rights clauses. At best they include a generic reference to the importance of human rights. PAX strives to draft model clauses for security agreements, based

on the VPs. The next step, in 2016, will be to lay down the expected behaviour of states, and thus to use the VPs as a human rights instrument that can hold its signatories to account.

COLOMBIA

There is much protest against Colombia's rapidly growing mining industry. Local communities see their environment destroyed while mining revenues flow to the capital city. Tens of thousands of people living and working in the coal mining areas in northern Colombia have suffered from violence and human rights violations. Our work in the Netherlands and internationally to stop the import of what PAX calls 'blood coals' is described in chapter 6.

SOUTH SUDAN

The presence of oil in South Sudan played an important role in the two-decade-war with Sudan, which came to an end in 2005. Hundreds of thousands of civilians were driven off their land and tens of thousands were murdered. South Sudan's oil fields were violently depopulated to give oil companies access to them. The oil proceeds were used to heighten war efforts. Victims of these oil wars have been denied their right to effective remedy. In 2010, PAX published the report Unpaid Debt, in which serious accusations were directed at several oil companies, including the Swedish company Lundin Petroleum. In 2016, the public prosecutor of Sweden is expected to open a court case against directors of Lundin Petroleum for complicity in war crimes. The case is likely to attract a great deal of media attention. PAX will use the occasion to support the victims' right to effective remedy by lending them a voice and support their case through lobby and advocacy in Sweden and Norway.

In December 2013 a new violent conflict broke out in South Sudan (see pages 39-42). The

insecurity caused by this conflict has meant that most of our activities for reparation of the damages caused by the oil industry had to be suspended. For our partners in South Sudan, oil revenues and taxes remain important issues, but their first priority is end to the violence, which continues despite the peace agreement of August 2015.

The economic and social development of South Sudan is partly determined by the way its natural resources, in particular its oil reserves, are managed. In 2015, we successfully worked for up-to-date oil legislation that adequately regulates the main issues at stake. Citizens in South Sudan have officially been granted an oversight role as to the use of oil revenues. However, the majority of the population lacks the knowledge to claim their right. With support from PAX and Cordaid, the South Sudanese NGO Assistance Mission for Africa developed a training manual about the Petroleum Act 2012 and Petroleum Revenue Management Act 2013 that was presented in November 2015. The manual interprets the provisions of both Acts in plain English, focusing on aspects that are relevant to communities in oil-producing states (such as their right to 3% of the revenues). Local leaders were trained by AMA to disseminate and use the manual in the oil-producing states and translations will be prepared in Arabic and local languages.

DEMOCRATIC REPUBLIC OF CONGO

Between 1998 and 2003, nearly five million Congolese died during a war partly fuelled by competition over access to gold, coltan and other natural resources. After the war, many former combatants started working as small-scale gold miners, having learned their skills during the war. The great challenge for the DRC today is to make the presence of natural resources contribute to a lasting peace in the country. PAX runs a programme in the provinces Ituri and Haut-Uele, in the northeast of the country, which are known for their gold mines. More than a million people in the region depend economically on artisanal gold mining.

In Haut-Uele, tensions arose between the population and the local authorities when the global mining company KibaliGold (a joint venture between Randgold AngloGold Ashanti and Sokimo) started operating the giant open pit gold mine Kibali in 2010. Nearly 10,000 local labourers were hired to make the mine operational. But as soon as in September 2013 Kibali mine started producing, there was no more need for the so-called 'unskilled labour'. The majority of the locally recruited staff lost their temporary employment. The communities living in the mining area complain that they do not benefit from the presence of KibaliGold, but even more so: they are losing their livelihoods as they are no longer allowed to practice artisanal mining on what is now the company's concession. The local authorities have responded with a strong hand to public protests, not wanting to encumber the multinational.

PAX, together with the Episcopal Commission for Mineral Resources (CERN) and the Natural Resources Observatory of the Diocese of Isiro-Niangara, conducted research in Haut-Uele. In August 2015, we presented the report '*Géant minier Kibali: ôter les impuretés pour que l'or soit pur*' at a local conference in Haut-Uele. The report shows that cessation of the artisanal gold mining by KibaliGold and the local authorities creates severe tensions within the local communities. We argue that the public authorities and security forces overstep their mandates, restricting people's freedom of demonstration and association. We urge KibaliGold to speak out for the rights of the local population. In October, we presented the report in the capital Kinshasa. Representatives from the mining company and ministries participated, as well as politicians, army and police, and NGOs. Both conferences received ample media attention, with articles in national newspapers, and broadcasts by RTNC television and on the radio.

Our work in Kibali aims to encourage peaceful dialogue between the communities, local authorities and the multinational in order to de-escalate the conflict and improve the human rights situation. We train community representatives and civil society organisations on how they can organise themselves. This has helped them to approach the mining company and the local authorities, calling on both to take responsibility for implementing the Voluntary Principles and being accountable to the local communities. Programme lead Michel Uiterwaal is "cautiously positive" about the impact so far: "We receive feedback that the atmosphere has changed since the conference. For the first time constructive dialogue is taking place between the three parties. Considering that previously the small-scale miners were expelled from the mining grounds with armed force, this is a definite step forward." KibaliGold has been responsive to many of our recommendations. The mining company started providing better information about its activities to the local population and has moreover agreed to help search for alternative locations outside the concession area where artisanal mining can take place. Uiterwaal: "The situation remains volatile, but we will offer our support wherever we can to consolidate these positive developments." Meanwhile, PAX and local partners have conducted further research into the gold mining sector in six other regions of the DRC. The results will be presented at a conference in Kisangani in early 2016. ♦

7. Fundraising

PRIVATE FUNDRAISING

Private fundraising constitutes a valuable source of income for PAX. Donations come from the PAX Christi members, from donors who contribute one-off or periodically, from bequests or legacies, and from the annual collection organised throughout the Netherlands during Peace Week in September (see chapter 6). In 2015, PAX in total raised €710,408 through individual donations (2014: €742.172).

In 2015, we approached our 17,976 members and donors five times with a request for a structural or occasional donation. During Peace Week, churches across the Netherlands raised €114,538 for our peace work. Special attention was given to Bishop Paride Taban's work in Kuron Peace Village in South Sudan (see pages 44-45). Committed individuals from all walks of life involved in the Peace Embassies across the Netherlands organised all sorts of fundraising activities, while the ongoing online campaign 'Adopt a revolution' raised €22,303 in 2015 for small-scale peace initiatives in Syria (see page 19). PAX members and private donors supported us through the 'Ask a Friend' campaign, which resulted in 819 new friends for PAX who also contribute financially to our work. The committed support shown by our members and donors confirms the mission of PAX: all contributions, big or small, help us to protect civilians and build just and peaceful societies together, across the globe.

LEGACIES

In 2015, we received a total of €30,912 from legacies and bequests. The fact that people include PAX in their will signifies considerable trust in our work and approach to building peace, for which we are very grateful. PAX has a written policy that guides our conscientious handling of such funds as well as a brochure for interested donors.

"I was 23 years old when in August 1945 two atomic bombs were dropped over the Japanese cities of Hiroshima and Nagasaki. When the Second World War had ended, I started my physics degree at Delft university. I studied nuclear physics and came to understand the level of destruction nuclear weapons cause, also in the long term. Then I realised, 'This must never happen again.' In 1977 I became the chair of a local IKV group. The Interchurch Peace Council helped us raise a collective voice against the nuclear arms race and the Cold War. The sense of community and solidarity of those days is still very much with me. I truly believe it contributed to change.

In 2014, because of my age, I decided to pass the baton in terms of my involvement with the interdenominational peace work in The Hague. What I've learned over the years is that there are no simple solutions to achieve peace. At national level, cooperation between IKV and Pax Christi fortunately intensified. Now they are joined together under the name PAX. I retain a strong belief in the importance of dialogue and in the need for all of us to work together for peace. I therefore wholeheartedly recommend financial support to PAX, also in the form of a legacy."

Johannes van der Harst (93)

INSTITUTIONAL FUNDRAISING

2015 was a memorable year for institutional fundraising. PAX and alliance partner Amnesty International were selected by the Ministry of Foreign Affairs as strategic partner in the framework of the funding programme 'Dialogue and Dissent' for the 2016 - 2020 period. This five-year grant incorporates multiple countries and five thematic lines of work (see chapter 2). Hard work yielded good results as the proposal was one of the four highest rated out of 25, primarily for the quality of our work and that of our partners.

An integral part of the grant is a cooperation agreement between the Ministry of Foreign Affairs and PAX. The agreement unambiguously reiterates our political freedom and independence from the Dutch government. This grant gives us the possibility to consolidate and strengthen our work and the work of our partner organisations in lobby and advocacy to enhance human security and build peace with justice.

At the same time, 2015 was the last year of the five-year programme we worked on together with the Dutch Ministry of Foreign Affairs and our Freedom of Fear Alliance. PAX and alliance partners GPPAC, Amnesty, Free Press Unlimited are grateful for this marvellous support.

Contracts were signed with new foreign and Dutch donors for various programmes. Our programme on armed drones and their impact on human security can be further developed through the support from Open Society Foundations. The Sigrid Rausing Trust provided a charitable donation for other crucial aspects of our Security and Disarmament programme, such as the Stop Explosive Investments campaign and the Fair Bank and Insurance Guide. The US Department of State granted funding to start work on inclusive local governance in newly accessible areas in Iraq.

Our cooperation with the Dutch National Postcode Lottery was extensively evaluated this year. We are pleased that the lottery's Supervisory Board has prolonged its contract with PAX for the coming five years. We would also like to extend our sincerest thanks to the Postcode Lottery's participants.

The same lottery awarded PAX and our local partner Kesh Malek funding for the Lessons in Peace project in war-torn Syria that will start in 2016. The project will support peace activists in Aleppo to reach out to 2500 children irrespective of their background or religion. The schools they will set up will serve as an urgent alternative to the growing number of schools preaching hate and radicalisation.

Building alliances with like-minded organisations is inherent to our fundraising strategy. In 2015 for example, PAX built a consortium together with IOM, Cordaid and VNG International. The Netherlands Embassy in Rwanda provided this consortium with funds for the programme for the Integrated Stabilisation and Peace of Eastern DR Congo.

PAX maintains a high standard in donor stewardship and donor compliance, without compromising our core values and independence. The survey that we conducted in 2015 among funding partners, proved helpful to continue improving this standard. The quality of the reports generally scored very high. The main lessons learned included keeping partners even more up to date on developments within the programmes as well as producing more human interest stories. It was positive to see that two years after the name change to 'PAX', numerous donors recognised the majority of our brand values. ♦

From the assessment of our application:

'Freedom from Fear' is a professional proposal from an existing alliance which can be used to develop concrete collaboration in a strategic partnership. The proposal has the potential for a solid and effective partnership that can help to bring about sustainable and structural change in particularly difficult contexts and conflict areas. (...) The various themes establish a highly tangible link to the minister's policy objectives, and provide the opportunity for collaboration that addresses the 'underlying causes of conflict, instability and exclusion', partly by 'supporting positive forces in society'. It demonstrates a holistic approach to structural change in fragile states and conflict areas, and proposes four concrete interventions to start working with. (...)

The alliance has at its disposal broad, diverse and proven expertise at both the local and international levels (...) Lobbying and Advocacy is the core business of both applicants and these organisations have an impressive track record in conflict mediation and human rights. (...) Indeed, their track records show that the alliance uses and can switch back and forth between the different types of I&A and does not shy away from an activist approach if necessary.

Freedom from Fear proposes a model that relies on local 'shared advocacy' with local partners (supported by capacity development) in combination with international advocacy on global themes with a pronounced local impact (natural resources and disarmament). The proposal makes a strong case for this multi-dimensional approach, but it is also highly ambitious. The TR and the feedback also confirm the alliance's capacity to facilitate tangible change both locally and globally.



OPBRENGST 2015:

€1.240.000,-

PAX
LESSEN IN VREDE

NATIONALE
POSTCODE
LOTERIJ

Director Freek Landmeter received the cheque from National Postcode Lottery. © Roy Beusker Fotografie

"In 2015, the vfonds supported PAX with 300,000 euro in support of the organisation of Peace Week. Our support to PAX fits our mission very well. We invest in peace and PAX can rightfully be called an advocate and envoy of peace. PAX speaks for itself. PAX has scored points with its name change and the new clear identity. Everyone knows what PAX does and stands for.

'Peace. Are you in?' exactly summarizes PAX' work. This is reflected in the attitude of PAX towards veterans. PAX is one of the few organisations that is committed to meaningful contact between, for instance, Dutchbat veterans of Srebrenica and survivors of the genocide that took place there. At the same time, PAX takes a realistic position regarding peace operations, which deserves full respect.

An enormous gap in Dutch society exists in terms of our care for refugees. In this respect PAX also plays a significant role. The organisation retains its ties with its traditional IRV-Pax Christi background. But PAX also links up with other organisations such as Amnesty International and the Dutch Council for Refugees, to work towards acceptance of and care for refugees. At the vfonds we are convinced that with Peace Embassies and Peace Week, PAX has established

a well-working structure to contribute to peace with the involvement of Dutch citizens. We are pleased to have supported this achievement."



Ton Heerts, director vfonds
(National Fund for Peace, Freedom and Veterans Care)

8. Organisation

Table 1
Key personnel statistics

| | Number or percentage 2015 | Number or percentage 2014 |
|---|---------------------------|---------------------------|
| Total number of personnel | 110 | 102 |
| Full-time equivalent | 95.5 | 89.4 |
| Number of full-time personnel | 62% | 58% |
| Number of part-time personnel | 38% | 42% |
| Personnel entering/leaving employment | 16 / 8 | 22 / 10 |
| Number of personnel with regular contract | 70.9% | 55.9% |
| Absenteeism due to illness | 3.5% | 4.0 % |
| Education budget as % of the gross wage sum | 2.2% | 1.7% |
| Trainees | 11 | 6 |
| Volunteers | 52 | 54 |

PAX EMPLOYEES

In late 2015, 110 people worked at PAX, 13 of whom worked abroad. The number of PAX employees grew by 8 in the year under review and the number of FTEs by 6. Our number of colleagues did not grow outside the Netherlands.

ORGANISATIONAL CHANGES

The year 2015 witnessed a number of major organisational adjustments. An important objective of these adjustments was the necessity to increase the strategic capacity and agility of the organisation. The strategic decision making process plays an important role in the capability to quickly and effectively change the strategic course of the organisation, anticipating or responding to opportunities and threats in PAX's environment. We therefore decided to enhance the capacity for developing and adapting strategies. From September 1st, 2015 the traditional management structure of teamleaders with fixed teams was replaced by several more compact programme units. We started to give more space for self-organisation within agreed-upon programme frameworks and budgets, while giving more weight to the obligation to perform and to accountability. We also increased the capacity for streamlined and service-oriented support for the budgeting, managing and reporting of financial resources.

OCCUPATIONAL HEALTH POLICY

The percentage of absenteeism due to illness at PAX in 2015 decreased by 0.5% to 3.5%. The absenteeism due to illness was less than the national average: 3,9% in 2015. PAX works with a professional occupational health and safety agency to provide professional medical support. Employees and volunteers can report undesirable behaviour or sexual harassment to the occupational health and safety officer.

SAFETY POLICY

PAX expects the number of employees to increase again in 2016. The organisation has started to improve and bolster its safety policy, both in terms of data protection and traveling safety for personnel. Increased priority for travel safety has been realised by appointing a dedicated security manager. The latter has updated the guidelines, procedures and services regarding risk minimisation, organisational response to incidents and aftercare for the employees concerned.

EMPLOYMENT CONDITIONS

PAX has introduced remuneration compensation in line with the collective labour agreement of the Protestant Church in the Netherlands. The last compensation scheme dates from 2009. Nothing has changed regarding fringe benefits. An internal dialogue and research was initiated in 2015, however, to ensure a suitable employment conditions agreement that is more aligned with changing personal circumstances and self-organised, relatively highly skilled professionals.

DEVELOPMENT AND TRAINING

PAX attaches great value to personal development and the professionalisation of our employees. As a result, PAX frequently supports individual training and development programmes. PAX has made an overall budget available equal to 2.5% of the wage bill for both

individual and general training. In 2015, 2.2% of the wage bill was actually spent on training and development programmes.

RECRUITMENT AND SELECTION

PAX recruited employees in the year under review through its own website and network. Increasingly, people have used the PAX accounts on LinkedIn, Facebook and Twitter, supported by employees' networks on social media. This method of recruiting will create more opportunities in the future.

EMPLOYEE AND VOLUNTEER DIVERSITY

The male : female ration among PAX employees is currently 40 : 60. PAX advocates equal opportunities for everyone with skills, passion and courage. Our vacancy announcements reiterate this view. We invite candidates from all backgrounds, including those with special gifts or special needs, to apply for positions at PAX. In practice, the recruitment of people removed from the labour market has received too little attention. We intend to take our responsibility, which is why the theme of 'participation' has occupied a prominent place on our agenda since 2015.

VOLUNTEERS

The PAX team is frequently strengthened by trainees and volunteers (mostly recent graduates) who take on temporary assignments. We appreciate the fruitful interaction between their knowledge and novel ideas and the many years of experience in peacebuilding work of our colleagues. The many volunteers who contribute to our programmes, campaigns and peacebuilding activities without any financial rewards also include those who support our organisation at a high level (e.g., members of the Supervisory Board, members of the PAX members Council and Interchurch Peace Council) and those active at the Embassies of Peace across the Netherlands.

WORKS COUNCIL

In 2015, regular consultations were held between the Board and the Works Council. Cooperation in 2015 was rather intensive, especially due to the organisational changes implemented. In addition to recurring subjects such as the annual plan, budget and accounts, special attention was given to the issues of personal care, health and the workload as experienced by the staff. Following elections, new members were appointed to the Works Council team in the second half of the year. ♦

9. Corporate social responsibility

As PAX anticipates expansion of our staff in Utrecht, the year 2016 will confront us with new challenges concerning our environmental footprint. PAX will continue its precept that 100% of the employees commute by train, bus or bike. The environmental footprint will also be an important consideration when, in response to the growth in staff, PAX will select a new, larger office venue (planned for October 2016). Easy accessibility to public transport as well as the environmental friendliness of the desired building will be important factors in the decision making. ♦

Corporate Social Responsibility plays an important role in our organisation. We pay keen attention to the choice of our suppliers. In choosing our bank the deciding question was whether or not the banking house invests in arms production and trade. Coal mining in Colombia, which has entailed violations of human rights, assassinations and land confiscation, determined our choice for a green energy provider. Any materials and equipment purchased are assessed in terms of their use of conflict-free minerals and resources, while low energy consumption and the environmental burden also play an important role.

Where CO₂ reduction is not possible, we have opted for CO₂ compensation. For this purpose, our contract with the Climate Neutral Group was fully operational in 2015. To offset our emissions that cannot be avoided, we chose the 'Gold Standard Cooking Stoves Kenya' project, which has developed a special cookstove to replace traditional cooking over an open fire. This wood oven uses less fuel and produces little or no smoke, which reduces CO₂ emissions. This project is related to our own work in the region, and choosing this project makes it easier to visualise the impact of our CO₂ compensation. In 2015, PAX compensated the equivalent of 693,93 ton of CO₂ emissions with credits through the Climate Neutral Group. The Climate Neutral Group selects projects that combine energy, environment and development solutions into sustainable business opportunities in developing countries.

To emphasise the importance of reducing the CO₂ emissions caused by international travel, PAX realised a permanent Skype room in our office in Utrecht to enable staff to communicate on a regular basis with foreign partners in conflict areas, coalition partners and stakeholders.

10. Summary of accountability statement

Every year, the supervisory board and the statutory directors of PAX draft an accountability statement concerning:

- ◆ the way in which PAX distinguishes between the exercises of monitoring, management and implementation;
- ◆ the way in which PAX optimises the effectiveness and efficiency of expenditure; and
- ◆ the way in which PAX optimises its relationship with stakeholders.

This accountability statement sheds light on how these three elements were embedded in the organisation in 2015.

MANAGEMENT

The PAX board comprises a statutory board of directors, consisting of a general director and a director. This management board is tasked with managing the organisation and bears full executive responsibility for this task. The general director is the chairman of the board. The board essentially makes decisions based on consensus. The general director has the deciding vote in the event that the board's voting results in a tie. The board of directors reports to the supervisory board.

In order to pre-empt potential conflicts of interest, members of the board of directors may not engage in business relationships or have any family-related relationships with the organisation.

Based on the strategic multi-year plan and multi-year budget, the board of directors determines the annual plan and budget, which contain the objectives, peace programmes, desired results and the people and resources dedicated to achieve these aims. The 2015 annual plan and budget were submitted to and approved by the supervisory board. The board of directors reports to the supervisory board periodically about progress in achieving the organisational and budgetary objectives. The board of directors drafts an annual report and accounts every year in accordance with the Foundation for Annual Reporting's Guideline 650 for fund-raising institutions. The annual report and accounts require the supervisory boards' approval.

A Strategic Framework was drafted for the 2016 – 2020 planning period, which identifies the need to increase PAX's strategic capacity and manoeuvrability while simultaneously safeguarding quality, effectiveness and efficiency. This led, in January 2015, to a different distribution of tasks among the board of directors, in which the general director will now focus primarily on strategic development, advocacy and innovation and the director on the overall operational implementation.

SUPERVISION

The members of the supervisory board offer their services on a voluntary basis and do not receive any form of remuneration, holiday or attendance bonus for their work. Expenses related to travel, for example, are reimbursed on the basis of actual costs incurred.

A detailed specification of the supervisory board's expenses is included in the 2015 consolidated accounts, www.paxforpeace.nl.

INTERNAL SUPERVISION

The supervisory board supervises the board of directors, the efficient deployment of people and resources, and critically monitors the organisation and its results at the strategic level. Part of this supervision also entails assessing the degree to which PAX fulfils its statutory objective (peace mission) and upholds the values outlined in the strategic multi-year plan.

In 2015 the supervisory board performed its duties according to an assessment framework that provided some balance between the supervisory board's roles: its supervisory role, employer's role and advisory/sounding board role. The following assessment criteria were deemed germane for supervision in light of these three roles:

- ◆ The organisation's continuity;
- ◆ PAX's civic duty;
- ◆ The way risk management takes shape;
- ◆ The degree to which the organisation is financially efficient;
- ◆ The organisation's social climate should be healthy; and

- ◆ Active commitment by stakeholders and the role environmental factors play in policy development.

These assessment criteria play a crucial role in the evaluation of reports, annual plans, budgets and annual reports, and in the process of advising and supervising important policy decisions by the board of directors.

Every year the supervisory board conducts a self-evaluation in a separate meeting. It developed a supervisory agenda after reflecting on its performance in 2015 containing the following items: knowledge of PAX's field of work. Before meetings, the supervisory board talks with a programme manager about the programmes' context and substance; functioning and role of the supervisory board; and knowledge of PAX as an organisation.

On average, the supervisory board meets five times a year. In addition to the regular topics, special attention was devoted to the following in 2015:

- ◆ The second phase of the 'Dialogue and dissent' grant application. Strategic partnerships for 'lobbying and advocacy', and potential consequences on the principle of freedom and independence, on the one hand, and the partnership with the Ministry of Foreign Affairs, on the other hand.
- ◆ The results of the periodic employee satisfaction survey.
- ◆ PAX's new organisational structure.

EMPLOYMENT CONDITIONS AND REMUNERATION

The supervisory board is the employer of the board of directors. The supervisory board has established a remuneration commission that supports the supervisory board with the following tasks:

- ◆ Evaluating, at least once a year, the performance of individual members of the board of directors. In 2015 the remuneration commission held a performance talk with both members of the board separately, based in part on feedback from employees from the organisation and relevant actors in the organisation's.
- ◆ Proposals to the supervisory board regarding the remuneration policy for members of the board of directors. The board of director's remuneration in 2015 was far below the maximum standard stipulated in the Directive on Remuneration for Directors of Charities and the Legislation on Standards for Top Incomes. Members of the board of directors do not receive bonuses.

A detailed specification of the salaries of members of the board of directors is included in the 2015 consolidated annual accounts, www.paxforpeace.nl.

EXTERNAL SUPERVISION

PAX is also subject to external supervision:

- ◆ KPMG (accountant audit and audit control and management)
- ◆ ISO Certificate 9001:2008
- ◆ the Central Agency for Fund-raising (hallmark)
- ◆ ANBI

RELATIONSHIP WITH STAKEHOLDERS

PAX stakeholders include our partners in the conflict-affected areas where we work, our members and donors, and our beneficiaries and employees. Please refer to the relevant sections of this annual report for a description of our relationship with these stakeholders. ◆

Table 2

Statutory board of directors

| Name | Position / secondary function |
|-----------------|--|
| Jan Gruiters | <ul style="list-style-type: none"> ◆ Managing Director and Chairman of the PAX Board ◆ Managing Director and Chairman of Pax Christi ◆ Director of IKV Interchurch Peace Council and member of the IKV Board ◆ Member of the Stikav board ◆ Member of the Steering group for the Security and Rule of Law Knowledge platform, of the Ministry for Foreign Affairs ◆ Chairman of Radio Darfur |
| Freek Landmeter | <ul style="list-style-type: none"> ◆ Director of PAX ◆ Director and board member of Pax Christi ◆ Member of the Stikav board |

Table 3

Composition of supervisory board

| Name | Position / secondary position |
|--------------------------|--|
| Marieke de Wal | <ul style="list-style-type: none"> ◆ Consultant to international cooperation and social organisations ◆ Network coordinator of the Partnerships Resource Centre, Rotterdam School of Management, Erasmus University ◆ Member of the supervisory board of Solidaridad |
| Carla Kuijpers-Groensmit | <ul style="list-style-type: none"> ◆ Former director of student service at the University of Utrecht |
| Wieger Bakker | <ul style="list-style-type: none"> ◆ Director of studies of the bachelor programme on public administration and organisation science, Utrecht School of Governance, Faculty of law, economics and governance. ◆ Chairman of the board of the Moving Culemborg Foundation ◆ Member of the executive committee of Inter University Centre in Dubrovnik, Croatia |
| Peter van der Veer | <ul style="list-style-type: none"> ◆ Manager of the Municipality of Veenendaal |
| Marina van Notten | <ul style="list-style-type: none"> ◆ Partner in Profonte – advice (for idealistic purposes) ◆ Board member of the Vondelpark conservancy |
| Sander Smits van Oyen | <ul style="list-style-type: none"> ◆ Director of Social Venture Capital (SOVEC) ◆ Board member of various SMEs in Ghana ◆ Board member of the Bo Hjelt Foundation ◆ Member of advisory board of Aviation Cosmetics BV ◆ Member of the board of Stichting Munipa |

Table 4
Rotation schedule

| Name | Date of appointment | End of first term | End of second term |
|--------------------------|---------------------|-------------------|--------------------|
| Marieke de Wal | 02-07-2010 | 02-07-2014 | 02-07-2018 |
| Carla Kuijpers-Groensmit | 10-05-2010 | 10-05-2014 | 02-07-2018 |
| Wieger Bakker | 01-03-2012 | 01-03-2016 | |
| Peter van der Veer | 01-03-2012 | 01-03-2016 | |
| Marina van Notten | 01-03-2012 | 01-03-2016 | |
| Sander Smits van Oyen | 29-05-2013 | 29-05-2018 | |

Table 5
Statement of income and expenditure

| | Actual 2015 € |
|---|-------------------|
| INCOME | |
| Private fundraising | 710,408 |
| Grants from Institutional Donors | 1,465,198 |
| Income from third parties | 1,000,000 |
| Grants from Dutch government | 9,648,773 |
| Grants from Dutch government alliance parties | 2,830,211 |
| Interest and investment income | 41,083 |
| Other income | 321,057 |
| Total income | 16,016,730 |
| EXPENSES | |
| Spent on behalf of the objective | |
| Human Security and Human Rights in Fragile States | 6,043,016 |
| Human Security and a voice in Repressive States | 3,743,396 |
| Security & Disarmament | 1,577,153 |
| Networks for conflict prevention and Peace Building | 208,764 |
| Networks for peace building | 140,866 |
| Partners in Masterpeace project | 500,000 |
| Strengthening Civil Society | 197,170 |
| The Freedom from Fear Alliance parties MFS II liabilities | 2,830,211 |
| | 15,240,576 |
| Acquisition costs | |
| Cost of private fundraising | 155,164 |
| Cost of institutional donor fundraising | 217,919 |
| | 373,083 |
| Management and administration | |
| Cost of management and administration | 885,111 |
| Total Expenditures | 16,498,770 |
| Result | 482,040- |
| Appropriation of Result | |
| Continuity reserve | 582,040- |
| Short term reserve | 100,000 |
| | 482,040- |

Table 6

Efficiency

| Efficiency benchmarks | Final result 2014 | Budget 2015 | Final result 2015 | Budget 2016 |
|---|--------------------------|--------------------|--------------------------|--------------------|
| 1. Costs of fundraising | 20% | 22% | 22% | 22% |
| 2. Costs of Management & Administration | 5% | 6% | 5% | 4% |
| 3. Spent on objectives | 92% | 92% | 92% | 93% |



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