

Annual Report 2013



PAX

www.paxforpeace.nl

Colophon

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Text: PAX

Editing: Onno Groustra, Regina Teunen, PAX

Translation: Concorde Group

Graphic Design: Het IJzeren Gordijn

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So So

Vrede:
Ik maak er
mijn
vriend
vriend?

Vrede

Vrede: "Liefde, deugd,
Vredelijken te maken,
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Peace. Are you in? PAX was formerly known as IKV Pax Christi. PAX stands for Peace.



1. Statement of the Board of Directors

1.1 Peace. Are you in?

We would like to present you with the annual report of PAX peace movement, for 2013. As of 29 January 2014, IKV Pax Christi is now known under the name PAX. This name simply states our mission: Peace. Peace is a task assigned to us all, because every person, all over the world, has the right to security and human dignity. PAX is therefore also a call to action, a challenge to us all to contribute to peace. Close to home, in our own community in a very practical way, or in action for and in solidarity with people further afield, who live day to day under the scourge of war.

Peace requires courage and often a stubborn persistence in order to cut through the cynicism in our own environment. By establishing our own local Embassy of Peace for example. Or by participating in campaigns to appeal to politicians and government decisions, or to the ethical behaviour of companies. Our partners in conflict-affected areas in Africa, the Middle East and Columbia demonstrate personal courage on a daily basis, by continually working towards peace in their country.

Sometimes even at the expense of their own life. On 26 April 2013, our partner Jalal Dhiab, who stood up for the rights of the black minority in Iraq, human rights and the freedom of speech, was murdered. In a busy street in al-Zubayr, within 300 metres of an army post, he was shot four times in his head and chest by armed men using guns with silencers.

Our partner César Garcis in Columbia, one of the leaders of the farmers' opposition to a large mining project in Tolima, was riding away from his wooden cabin on horseback early in

November 2013. He had his nine-year-old daughter up front with him and his wife riding behind them. They heard rustling in the bushes. César had his daughter dismount and asked her to find a stone to throw at the animal in the bushes before it scared the horses. Her father was shot through the head before she even had a chance to throw the stone. The accuracy of the shot was a tell-tale sign of a professional killer.

Last but not least, in April 2014, the news reached us of the death of father Frans van der Lugt outside his home in Homs in Syria. Father Frans was a close friend of the PAX team and of a number of members of the Pax Christi members' council. That this clergyman in particular - who was unique in building bridges between Syrians regardless of their background or religion - should become the victim of a cowardly murder, signifies an all time low in the Syrian conflict.

'Peace, are you in?' is not only a call to action, but also a tribute to these brave people. And to anyone willing to work towards the peace ideal in whatever manner. Simply because they believe that people will eventually be capable of peace, despite the often brutal and cruel violence.

1.2 The main developments in 2013

PAX has applied a *human security* approach for many years, based on the protection of civilians and their communities against the dangers of violence and repression. This approach is also aimed at these civilians' capacity to oppose such threats, also from the state itself, and to stand up for their rights to a dignified existence.

The promotion of human security has received more and more support from the international community in recent years. It is a very positive development that in August 2013, secretary-general Ban Ki-moon of the United Nations chose *human security* as a principle of the UN policy from 2015.

Unfortunately there is still an enormous gap between the political intentions and the gritty reality in which PAX conducts peacebuilding work. Five - negative - developments have become manifest in our work: an increase in armed violence, growing repression, more conflicts regarding scarce natural resources, a lower threshold for the use of violence and a loss of credibility of the international community.

MORE ARMED VIOLENCE

There were 32, often chronic conflicts in 2012. The figures are not yet entirely clear for 2013, though a number of striking trends are already discernible:

- ◆ The decline in the number of wars is stagnating. The number of armed conflicts did not drop below 32 in the past five years, and 2013 even saw an increase versus 2012. In many cases, these wars are chronic.
- ◆ The number of internationalised civil wars is on the up. This means that there is increasing involvement by other countries or the international community, in these civil wars. They may sometimes be a warring party but may also play the role of mediator in an attempt to keep warring parties apart.

- ◆ The number of battle-related deaths, both civilian and combatants, has increased strongly since 2012. The Human Security report 2013 suggested: “The bad news is that the escalating carnage in Syria meant a dramatic increase in the number of worldwide battledeaths in 2021”, and this trend would seem to continue to 2013 and 2014.

We see the same intensification of violence in the countries where PAX is active. There has been an upsurge of violence by various militia in the DR Congo, not least because of fighting between the M23 rebels group and the FARDC government troops¹, with the unmistakable involvement of neighbouring countries Rwanda and Uganda in the background. The clashes in Kordofan and Blue Nile continued in South Sudan, which have already resulted in displacement of more than a million people. The fighting in Jonglei between rebel leader David Yau Yau and the government militia, which started in April 2010, was brought to an end through mediation by PAX and South Sudan church leaders early in 2014. However, a new and brutal civil war erupted between the president and the former vice-president in mid-December 2013, which was the worst since the independence of South Sudan in 2011.

Sectarian violence resurged in Iraq, leading to 8,000 deaths. And as already mentioned, the war in Syria has an unbearably high humanitarian toll. There, the Assad regime and some armed rebel groups are also deploying the age-old weapon of starvation of the civilian population. An example is the siege in the Yarmouk Palestinian refugee camp in Damascus, where medication and food was kept out and the people kept in. The result was a famine. PAX sounded the alarm at the highest possible level of the UN. A few thousand food packages, woefully inadequate to meet basic needs, could eventually be delivered in spring 2014, but 18,000 people are still left starving inside in Yarmouk refugee camp. A quarter of a million people remain besieged across Syria. Most have little access to essentials.

MORE REPRESSION

The progress achieved by the wide scale civilian movements in North Africa and the Middle East during the 'Arab Spring' has been seriously threatened and even cancelled out by hardcore, violent and increasingly smart reactions by repressive regimes towards these civilian groups. These reactions were particularly aimed at forces which 'threaten' the regimes: civil communities, the free press and the rule of law. Political civil rights, the freedom of speech, freedom of the press and the freedom of association and assembly have been particularly hard hit.

This trend was also visible in the countries in which PAX is active. In Sudan, the repression of social organisations and journalists increased even further due to the closure of offices and newspaper publishers. In South Sudan too, a clearly repressive trend and restriction of the freedom of movement of PAX and its partners was discernible. In Uganda, the restrictive Public Order Management Bill limited the freedom of political assemblies and provided the police with the power to forbid and disband public assemblies.

MORE CONFLICTS OVER NATURAL RESOURCES AND LAND

A third trend in 2013 concerned the mounting tensions surrounding the management of natural resources and land. In conflict-affected areas in particular, governments are often unable or

¹ Forces Armées de la République Démocratique du Congo (FARDC)



Ambassador Day (Embassies of Peace) on Wednesday 22 May 2013 in Utrecht.

unwilling to protect civilians against violation of their human rights by third parties, including companies. Unfortunately, many of the companies involved in mining natural resources are unwilling to protect the rights of local communities and to cancel out any negative impact of the company's business. The result is a persistent lack of access to effective remedies for victims. These shortcomings by governments and companies contribute to (potential) violence and human rights violations.

We see this in various conflict-affected areas within our peacebuilding work. There is constant social disquiet and potential violence around a number of large international coal mining companies in Columbia. PAX supports the population in their dialogue with the companies, but also tackles these companies internationally to discuss their behaviour. In the Netherlands, PAX demands transparency from the energy companies in terms of whether they use 'dirty' Colombian coal.

In DR Congo, the conflicts concerning land use will become more urgent in the years to come, and partner Haki na Amani is therefore mediating in many land conflicts. Oil has long since played an important role in the conflict in Sudan and South Sudan. In 2013, PAX has once again appealed to the responsibility of oil companies such as Lundin, to compensate victims. Unfortunately they still await such indemnification, with reference to the fact that the Swedish public prosecutor preliminary criminal proceedings against Lundin are ongoing.

LOWER THRESHOLD FOR THE USE OF VIOLENCE

A fourth trend is the lower threshold for the use of violence. The technical possibilities and availability play an important role in the decision of whether or not to deploy weapons. The

use of drones increased strongly in 2013. These unmanned aircraft remove the risk for pilots and are also relatively inexpensive weapons. There is therefore a low threshold for the deployment of drones against real or perceived enemies. It is a known fact that their use has already killed hundreds of innocent civilians.

The deployment of 'Killer robots', which is now very much under development, is also very worrying. The decision between life and death is then taken by a machine. PAX finds this to be ethically and morally unacceptable. We have therefore brought these developments to the attention of politicians and policy makers in the Netherlands and abroad as member of the steering group of the international stop killer robots campaign.

Last but not least, the availability of light and small firearms (Kalashnikovs for example) also incites violence. Since 2006, PAX has been working on a robust treaty which will seriously limit the arms trade. Our coalition actions for this purpose resulted in an overwhelming majority of the United Nations adopting this treaty in 2013. By April 2014, it had already been ratified by 31 countries. This treaty prohibits the export of these weapons to countries known for their possible deployment of such weapons for genocide, crimes against humanity and war crimes.

LOSS OF CREDIBILITY

A final trend recognised by PAX is the increasing importance attached to national political and economic interests when it comes to action taken by the international community. This undermines the credibility and decisiveness of the United Nations. The constant powerlessness with regard to Syria is a painful example of this development. Economic interests sometimes seem to be a determining and sometimes also a restricting factor in the foreign policy politics of many countries. For many years, it was assumed that international trade and economic cooperation would eventually contribute to promotion of democracy, the respect of human rights and reinforcement of the rule of law. However, it is becoming increasingly clear that repressive regimes and economically elite groups merely reinforce their own positions of power through international trade. The dependence on strategic natural resources often plays an important role, as became apparent from the political reaction of the European Union to the Ukraine crisis at the end of 2013.

Despite these developments, it is essential that the UN and EU can play an important role in preventing or stabilising armed conflicts. In 2013, PAX has further strengthened its lobbying powers with the European Union and the United Nations.

ADAPTING TO CHANGE...

In 2013, PAX took a critical look at its peacebuilding work and the own organisation. This concerned our work in conflict areas, advocacy and lobby, communication and other core processes of the organisation, and took place by means of a critical self evaluation.

The main conclusions were as follows:

- ◆ We shall continue to work at the security of civilians and communities in failing states and in areas affected by war, at natural resources issues and at disarmament.
- ◆ We shall invest in new methods of action, which make use of social media, for example (Peace Activism 2.0).
- ◆ Our work in the Caucasus will be stopped as of 31 December 2013. While this is a painful decision, the conclusion drawn from our review was that the results achieved there were not adequate enough. Deploying our resources elsewhere may yield more results.
- ◆ We shall invest more in the growth of the number of Peace Embassies in the Netherlands.
- ◆ We shall try to achieve even more effectiveness benefits from our organisational process.
- ◆ We shall invest in a rapid response mechanism which enables us to react more quickly to topical violent crises worldwide.

... WHILE RESPECTING TRADITION

While adapting to the changing environment, PAX remains a peace movement whose roots lie in the Christian tradition. The parent organisations Pax Christi (1948) and IKV (Interchurch Peace Council - 1966) from which PAX was born, continue to exist. PAX also remains affiliated to church communities in the Netherlands. This relationship is particularly apparent during the annual Peace Week in September, for example.

The work carried out by PAX would not be possible without the support of all those involved. This certainly also applies to our partners in conflict-affected areas, as well as the members of Supervisory Board, the Pax Christi members' council, the members of the Pax Christi association and our benefactors and donors. Finally, we would like to extend our sincere thanks to all of PAX's employees and volunteers across the world. All these people, and many others, react in their own way to one call to action: 'Peace. Are you in?' For that, we are eternally grateful to them.

Freek Landmeter,

Director

Jan Gruiters,

General Director

2. PAX

PAX is a partnership between IKV (Interchurch Peace Council) and Pax Christi. In 2006 the two organisations joined forces as IKV Pax Christi. On 29 January 2014 the name of the organisation was changed to PAX. The IKV Board and the Pax Christi Members Council watch over the mission and identity of PAX. They contribute to the development of the vision and oversee the main policy lines.

PAX operates independently of political interests and is rooted in a living Christian tradition that is inspired by a prophetic call to peace and justice. PAX is supported by a wide group of involved citizens, social organisations and churches, including the Roman Catholic Church and the Protestant Church in the Netherlands (PKN).

2.1 Our Mission

Our mission represents the reason for our existence: PAX works together with involved civilians and partners in areas of war, to protect human security, to prevent and end armed violence and to build peace with justice.

- ◆ We believe that human dignity is the basis for peace and justice. Each and every person is entitled to a humane existence; so too 'the enemy' and 'the perpetrator'.
- ◆ We regard peace to be a task assigned to us all. It is essential to show solidarity with peace activists and victims of war violence.

- ◆ We are convinced that righteous and democratic relationships, and respect for human rights are vital if we are to realise sustainable peace.
- ◆ Our assumption is that the international community is jointly responsible for protection of civilians who are threatened by widespread violations of human rights, war crimes and crimes against humanity.

In order to achieve this (our long term strategy):

- ◆ We are inspired by support from churches, individual citizens and civil society organisations, and we involve them actively in our peacebuilding work. We organise and mobilise critical global citizenship. Our supporters and target groups participate in political campaigns. We continually look for new ways of keeping the peace movement alive.
- ◆ We work with our partners and allies in war-affected areas to deescalate violence, to solve armed conflicts and to develop collective security and sustainable peace.
- ◆ We organise the political and social debate of peace and security, and we stimulate Dutch people and organisations to take a stand and to participate. In doing so, mutual relationships are formed, with involved citizens in the Netherlands and with our partner organisations.
- ◆ We support local communities and civil society organisations who believe that peace is possible, who are willing to go the extra mile for the right to security and protection of civilians, and who work at sustainable solutions for conflicts anchored in international law.
- ◆ We join forces in international networks to exercise influence on the international policy of intergovernmental and supranational organisations, the policy of national governments and on the Dutch political system.
- ◆ We are a civil societal organisation which operates independently of political interests. ◆

World Map.
PAX was active in 2013

In the Netherlands; Kosovo; Bosnia-Herzegovina (Srebrenica); Southern Caucasus (Nagorno-Karabakh, South-Ossetia, Abkhazia); Israel and Palestine; Syria; Iraq; South Sudan; Sudan; Uganda; DR Congo; Colombia.



3. Our work in war zones

3.1 Strengthening the protection of civilians in armed conflicts

Images of bombs hitting residential neighbourhoods in Syria and civilians fleeing the violence in DR Congo create a simultaneous sense of powerlessness and assertiveness. In working towards solutions PAX targets the complete chain of armed conflicts, from the development of new weapons to investments in the production of weapons. And from the international arms trade to the use of explosives in conflict-affected areas. We are working towards a prohibition on nuclear weapons and lobbying for strict interpretation and implementation of international humanitarian law and international treaties and conventions that prohibit or restrict production, trade and use of weapons. PAX wishes to play a watchdog role in the protection of civilians in conflict areas.

A NUMBER OF HIGHLIGHTS

International arms trade treaty

On 2 April, the United Nations adopted a global treaty, with an overwhelming majority of 154 votes, which must curb the international arms trade. PAX has lobbied and campaigned for this since 2006. One of the terms of the treaty is to forbid the export of weapons to any countries that are seriously suspected of being guilty of war crimes, or where human rights are severely violated. Together with many other NGOs, PAX will encourage those states who have signed the treaty to ratify it as quickly as possible and to include it in their national legislation. PAX will also monitor compliance with the agreements reached.

Humanitarian disarmament: how we work

We work on a global scale through in-depth primary research and publications, national and international advocacy, global campaigns and network coordination. Our overall approach to humanitarian disarmament consists of three interrelated components:

1. **Research:** Gather know-how and insight into the consequences of the use of weapons for the security of civilians. PAX conducts research in conflict-affected areas and translates this into concrete recommendations. Moreover, we ensure that these recommendations are put on the national and international agendas (*norm building*).
2. **Treaties:** Norms - which are determined through research and debate, also via the media - are occasionally recorded in national and international treaties. The cooperation between states and the civil society (including PAX) is becoming increasingly important (*norm setting*).
3. **Monitoring:** Treaties can only become effective at the local level if they are stringently interpreted and executed. The international community and civil society (including PAX) must therefore continue to monitor and, if necessary, to apply the 'name and shame' strategy (*norm compliance*).



Launch of the report titled 'Worldwide Investments in Cluster Munitions: a shared responsibility', Copenhagen, 12 December 2013. (L-R) Amy Little (CMC); CMC 'cluster bomb' campaigner; Nikolaj Villumsen (Danish MP for the Red-Green Alliance), Roos Boer and Suzanne Oosterwijk (PAX).

International treaty against nuclear weapons

PAX applies research, action and lobbying to advocate a nuclear-free world. As a member of the steering group of the International Coalition to Abolish Nuclear Weapons (ICAN) we strive together with cooperative states and the Red Cross to reach a comprehensive nuclear weapons treaty, inspired by new knowledge of the humanitarian consequences of the use of nuclear weapons. Our voice has also been heard in the political debate, stating our opinion that the US nuclear missiles should be removed from the Netherlands.

Don't bank on the bomb

On a global scale, banks, insurance companies and pension funds invest more than 314 billion dollars in nuclear weapons producers. A total of 298 financial institutions have financial relationships with 27 companies involved in the development, production, testing and/or maintenance of nuclear weapons. Dutch financial institutions invested more than three-and-a-half billion dollars in such companies. That was the conclusion of the 'Don't Bank on the Bomb' research published by PAX on 10 October.

Of the 298 investors in the 'Hall of Shame', four Dutch institutions were named: pension fund ABP, bank ING, insurer AEGON and pension fund Zorg en Welzijn. Five other Dutch institutions shone brightly in the 'Hall of Fame' report on the other hand, due to their policies which preclude any investment in nuclear weapons: the ethical banks ASN Bank and Triodos, and the pension funds Philips Pensioen Fonds, PNO Media and the Spoorwegpensioenfond (SPF).

Corporate Social Responsibility (CSR) and Fair Bank Guide

Together with the organisations behind the Dutch Fair Bank Guide (Eerlijke Bankwijzer), PAX found support in Dutch parliament to call upon the Dutch government to strive towards an agreement with the Dutch financial sector on CSR, transparency and sustainability.

Fair bank guide

The Fair Bank guide project celebrated its fourth anniversary with a public symposium. Since May 2012, eight banks have jointly implemented 25 tangibly tightened measures in their social and environmental policies. They have looked into not only their sustainability policy but also the investment practice. Under PAX leadership, a practical study into investments in nuclear weapons producers was published in February. This showed seven Dutch banking groups to invest and manage more than 1.5 billion euros in twenty nuclear weapons producers. As a result of this study, Delta Lloyd pledged to preclude any investments in nuclear weapons producers in the future. The Rabobank also indicated that a new weapons policy was being formulated, while SNS Reaal promised to look into the company in which an investment was found. Other practical studies involved animal welfare (livestock transport), transparency and human rights.

"The NGOs played an important role in establishing the Arms trade treaty. PAX, Amnesty International and Oxfam Novib were particularly active. That is a form of innovation of the international policy which deserves to be followed up."

Minister Timmermans of the Ministry of Foreign Affairs, July 2013

The Fair Insurance guide was also launched by the same initiating parties in 2013. This guide compares the (parent companies of the) ten largest providers of life insurance on the Dutch market, in terms of sustainability, and also assesses the social policy for investments and the investment practice of the insurers.

Stop Killer robots!

PAX was co-initiator of the Stop Killer Robots Campaign in April. Together with partners such as Human Rights Watch, Nobel Womens Initiative, Article 36 and the International Committee for Robotic Arms Control, we are lobbying for a prohibition on these fully autonomous weapons which can select and attack targets without any meaningful human control. PAX finds the development of such weapons to be morally and ethically unacceptable. This subject has been put on the political and public agendas very quickly indeed. In 2014, we shall see whether countries are concerned enough to start to negotiate a possible treaty to forbid these 'inhumane' weapons even before they are ever deployed.

Reinforcement of humanitarian disarmament

Together with the British NGO called Article 36, PAX organised a 'Humanitarian disarmament summit' in New York in October. More than hundred activists from all over the world exchanged opinions with each other on items such as how to link all the various disarmament issues and how campaigns can be mutually reinforcing.

Advocacy for peace

Influencing political decision-making is a core activity for PAX in all of its programmes. In recent years, PAX invested in strengthening the quality and intensity of its advocacy by establishing a permanent advocacy presence not only in The Hague with the Dutch government, but also in Brussels with the European Union (EU) and in New York with the United Nations (UN). In these capitals, PAX cooperates with other international NGO networks, such as Pax Christi International, the Global Partnership for the Prevention of Armed Conflict (GPPAC), the European Peacebuilding Liaison Office (EPIO) and Crisis Action, to develop and strengthen policies to increase human security in the countries where PAX works and to more broadly promote the protection of civilians.

In 2013, PAX focussed its advocacy resources on the protection of civilians in Sudan, South Sudan and Syria, Nuclear Disarmament and Extractive Industries and Conflict. At the EU level, PAX also actively promoted an inclusive and transparent peace process in Kosovo.

As done every year, PAX wrote an extensive reaction to the foreign affairs and development policy of the Dutch government, which formed the basis for active lobbying in preparation of the yearly budget debate in the autumn.

In its international advocacy work, PAX is increasingly cooperating with partners and civil society leaders from conflict-affected areas and regions, which includes inviting them to meetings in The Hague, at the EU or at the UN. The experience demonstrates that policy makers value information coming directly from people living in conflict-affected areas. In several cases, such as around South Sudan, Sudan and Syria, PAX prepared these lobbying visits together with local leadership and partners in advocacy-strategizing workshops, leading to true "shared advocacy" in which "Northern" and "Southern" NGOs cooperate as equals.

As can be seen elsewhere in this annual report, in several cases these efforts have led to concrete results, such as recognizable effects on parliamentary positions and concrete actions by governments, as well as resolutions by the European Parliament (EP) and UN Security Council (UNSC).



South Sudanese policeman with a burnt-out hut behind him, following riots.



SSANSA member reads new publication.

3.2 Africa

PAX is dedicated to improving human security and ensuring respect for human rights in fragile states. In such fragile states, national governments and local authorities tend to be mostly ineffective, corrupt, and either unable or unwilling to provide security at their respective levels. Although each fragile state has its own specific risks and dangers, both human rights and civil and social economical rights usually receive little or no respect. The governments and authorities fail to deliver basic services to the population, including police protection and access to justice. Consequently, they have lost credibility and legitimacy. Armed non-state actors are a response to failing governments. Warlords fill the political and power vacuums. They perpetuate fragility and armed violence and have a strong negative impact on the lives of the citizens. Vulnerable groups (women, children and minorities) are most heavily affected by fragile states.

Our work in the fragile states in Africa is focused on three key issues:

- ◆ **Community-based security**
The relationship between government and society, the social contract, lies at the heart of achieving human security and human rights in fragile societies. A number of our sub-programmes concentrate on restoring trust between people and their local government. Trust is the basis of the social contract. Building trust is an endogenous process based on local initiatives that need to take the traditional local institutions and even patrimonial systems into account. Our community-based approach to security and human rights might be slow and it is sometimes vulnerable. Nevertheless, the community-based approach achieves results in the end.
- ◆ **Conflict resources and land conflicts**
Conflict resources (oil, natural gas, coal, gold and other minerals) are natural resources for which extraction and trading take place in a context of fragility and conflict, and which contribute to, benefit from, or result in serious human rights violations, the infringement of international law, and in armed conflict. Conflict resources are increasingly an important factor in the consolidation of fragility of states. Because governments are weak and corrupt, extractive industries often have a negative impact on the society and the environment. In several regions, land conflicts are a source of violence.
- ◆ **Dealing with the past**
Evidence has shown that it is essential to deal with the past in order to end conflicts and prevent the resurgence of new conflicts. Dealing with the past covers a range of processes and mechanisms associated with a society's attempts to (re-) establish fundamental trust and accountability in society. The process of Dealing with the Past is a pre-requisite for social and political reconciliation. It includes reparations for victims, truth telling and memorialisation. Our focus is on linking the past with the future, where the objective is to prevent a relapse into violence.

SOUTH SUDAN

In South Sudan the earlier high hopes of a new, independent and democratic South Sudan diminished over time with the government becoming increasingly repressive. Limiting the space for civil society to engage in policy discussions and threatening journalists. Rebellions rose, most

notably the rebellion under the leadership of General David Yau Yau in Upper Nile, destabilizing large parts of the country. The rebellion gained momentum after the harsh disarmament campaign in the same region.

The envisioned peace dividend for the people in South Sudan barely materialized especially after the austerity measures the government put in place after it decided to stop the production of oil. This, coupled with the rampant corruption increasingly put pressure on the government who reacted with increased military pressure.

On 15 December the dream of a new South Sudan, which gained independence in 2011, was finally shattered. Within a matter of hours, what began as a political power struggle between President Salva Kiir (of the Dinka ethnic group) and his opponents led by former vice president Riek Machar (Nuer), degenerated into a bloody conflict fought partly along ethnic lines. There have since been thousands of fatalities and approximately one million civilians have fled the area. For PAX this meant the emergency evacuation of staff, local colleagues and their families and partners who were in the firing line but fortunately remained unharmed. Several of our activities have been suspended for the time being. New activities, which address the renewed violence, have been launched and will continue to be developed in 2014.

Peace and reconciliation processes

PAX supports a number of South Sudanese-led peace and reconciliation processes to address local conflicts and tensions. Three examples.

Jonglei peace process

Our main goal is a peace agreement between rebellion leader David Yau Yau and the South Sudanese government.

Main results in 2013:

Peace organisation PAX helped to bring about the cessation of hostilities in South Sudan. We did not achieve this alone. Three South Sudanese bishops of different denominations, including Bishop Paride Taban, played an important role. The initiative began in February 2013 and a cessation of hostilities between the rebels led by General David Yau Yau of the Murle tribe and the South Sudanese government was finally signed on 30 January 2014. At the request and with the support of Lilianne Ploumen, Dutch Minister for Foreign Trade and Development Cooperation, and the Dutch Embassy in Juba, PAX assisted the South Sudanese church leaders in their initiative by providing substantive and logistic support. UNMISS, the UN mission in South Sudan provided helicopters to transport the bishops to headquarters of the Yau Yau forces during the rainy season. Despite the violence that erupted on 15 December, it proved possible to organise an official meeting in Addis Ababa, Ethiopia. As an outcome of the meeting, a cessation of hostilities was agreed. A new round of talks is currently being prepared.

Magwi County peace process

Our main goal is to restore harmonious relations between the Mahdi and Acholi tribes in Eastern Equatoria (Torit, Magwi and Nimule).

Main results in 2013:

PAX helped organise retreats for the two communities using participatory analysis. The outcome of these meetings was a common understanding regarding deliberate effort by community leaders to manipulate administrative boundaries. As a result of this retreat process, religious leaders and business people from the two communities started interacting again and functions such as funerals and prayer meetings were once again attended by members of the Acholi and Mahdi communities. Church leaders have also made pastoral visits to families whose houses were damaged in the violence, to help foster a climate of positive re-engagement. They have also provided counselling for spouses whose families were broken apart by the conflict. Youth workers have launched sports for peace activities and have organised a football match between young people from the two communities.

The influx of internally displaced persons into the areas following the outbreak of violence in December makes it difficult to continue the process. However, the relationships already established make it possible to help address the tensions between IDPs and host communities.

Mundari peace process

Our goal is to restore harmonious relations between the Athar and Khorfulus tribes in Jonglei.

Main results in 2013:

PAX helped the South Sudan Council of Churches set up an Inter-Church Committee to help address the problem of cattle raiding. Members were trained in peace-building skills. Meetings were organised with the Mundari chiefs, elders and youth groups to raise awareness among young people of the negative impact of cattle raiding on development and security in the area. The Inter-Church Committee continued to monitor the situation on the ground by visiting the communities. PAX planned to consolidate the achievements of this peace building programme, but must now wait until the national political conflict has been resolved and security has improved.

Lobby and advocacy for South Sudan

PAX lobbied for more attention for security needs of the local population from UN peace mission UNMISS in South Sudan, resulting in a UNSC Resolution calling for more staff for liaising with local communities. PAX advocated for a long-term EU strategy for South Sudan, leading to a resolution in the European Parliament calling for the need to link peacebuilding with state building efforts and calling for the South Sudanese government to conduct a constitutional review before the 2015 elections.

Disarmament in South Sudan

Our goal is to diminish the threat to the security of people because of the availability of weapons and strained relations with security providers.

Main results in 2013:

Together with the *South Sudan Action Network on Small Arms (SSANSA)*, PAX has spent a year mapping out the circumstances and consequences of disarmament of civilians in the South Sudanese city of Jonglei. The report titled *'The Catch-22 of Security and Civilian Disarmament'*, published in October, describes how the lack of security, rule of law and trust between civilians and their government can lead to the unabated demand for weapons. This vicious circle must first be breached, if disarmament is to have sustainable results in the security situation. The report was discussed with the South Sudanese government, the army and the civil society in order to arrive at concrete improvements. Furthermore, PAX and SSANSA organised new dialogues between civilians, the government and security services at the local level.

Oil in South Sudan

In collaboration with the European Coalition on Oil in South Sudan (ECOS) we strive to realise a responsible oil industry that recognises its negative legacy and operates in a way that respects the rights of local communities.

Main results in 2013:

PAX/ECOS conducted research in South Sudan into local perceptions of petroleum revenue distribution and subsequently advised the national Parliament on mechanisms with which to prevent conflict over this distribution. Legislation on this issue is still pending. Also, PAX/ECOS lobbied for the implementation of a comprehensive social and environmental audit with which to finally determine the adverse impacts of the petroleum sector in South Sudan to date, and to develop plans for restoration and compensation. This is a long-term process, now halted by the current conflict.

Meetings were held with Norwegian politicians and investment partners of Lundin Petroleum in Norway. As Lundin Petroleum continues to deny any knowledge of, or involvement in, the Sudanese oil wars, the objective of getting the company to answer for its part in the oil wars was not achieved. However, the initiative drew attention to the case and put pressure on Lundin Petroleum, and contributed to the continuation of the criminal investigation by the Swedish Prosecutor.

SUDAN

The armed conflict that broke out in the Sudanese states of South Kordofan and Blue Nile just before South Sudan gained its independence led to continued bombardments of civilians and another humanitarian disaster. In addition to this, the war in Darfur continued. Demonstrations in the capital Khartoum in the wake of the Arab spring uprisings were brutally quashed. Pressure on relations between Sudan and South Sudan led to violent conflicts mostly around the issue of oil revenues. The Sudanese government is repressive and assumes little accountability. It has actually regressed in this respect, with efforts to officially shut down several civil society organizations, including PAX' main partner in Khartoum, and increased censorship of the media.



Youth warrior near police post in South Sudan.

International lobby to stop the war

Goal: international lobby to stop the war in Southern Kordofan and Blue Nile, and also have a meaningful democratic transformation in Sudan.

Main results in 2013:

PAX found parliamentary support in the Netherlands for a continued Dutch policy aimed at conflict resolution in Sudan and for the need to engage (via the EU) in cross-border humanitarian aid to crisis areas in Sudan such as the Blue Nile and Nuba Mountains. PAX contributed to an active position by the Dutch government to send an EU fact-finding mission to these areas to investigate human rights violations and war crimes. On the issue of debt relief, visits were made to the US Treasury and the World Bank in an effort to ensure that debt relief was not being offered unconditionally. In response to parliamentary questions, the Dutch government ensured debt relief is not an option under the current circumstances.

UGANDA AND BORDERLANDS

The PAX programme in Karamoja addresses the conflict between the Jie and Dodoth ethnic groups and neighbouring communities in Kenya (Turkana) and South Sudan (Toposa among other groups). Inter-communal violence is linked to cattle raiding, competition over natural resources, arms proliferation, and inadequate state protection and response. In its Human security in the Borderlands programme in Uganda (Karamoja), the borderland with South Sudan (Eastern Equatoria) and North-West Kenya, PAX has worked at reinforcing trust and cooperation between the government and community in terms of peacebuilding and security issues. The local PAX partners acted as intermediaries between the state and community and as peacebuilders in conflicts between communities mutually.

Main results in 2013:

Dialogue and reconciliation

PAX supported a cross-border peace network of local organisations and churches. The programme entails initiatives aimed, among other things, at prevention of conflicts, management and transformation and the promotion of an inclusive peace dialogue between communities in themselves and with the government. A good example is the two conferences organised for church leaders, social organisations and government personnel on each side of the border between Uganda and South Sudan. Such conferences are useful in establishing a mutual agenda for peace. The programme also featured the support of peace committees and the monitoring of security and the human rights situation, with subsequent action to be taken.

Together with Amnesty International

PAX cooperated with Amnesty International in Northern Uganda to establish and reinforce the *Karamoja Human Rights Consortium*. The partners in this network were involved in human rights education for communities in the three northern districts of Kotido, Kaabong and Abim,

by means of dialogue, music, dance and drama. They also initiated a system for monitoring, documentation and reporting on human rights. PAX has contributed to Amnesty's *Northern Uganda Human Rights Partnership* in Acholi by providing training to youth leaders, with regard to conflict management and mediation. PAX has also provided training on land rights, particularly concerning traditional land usage rights.

DR CONGO

Our main peace programme is being implemented in Ituri, a district in the extreme north east of DRC, the scene of a bloody war between 1998 and 2003. PAX began by launching a reconciliation programme. Peace committees were elected and trained in every group. These committees then began to address the issue of community security, conducting a series of 23 dialogues between civilians, local authorities, the police and the army. Over 1,300 land conflicts were subsequently assessed and mediation processes were initiated together with capacity-strengthening programmes for local authorities and natural resources of Ituri (mainly gold). A programme designed to ward off the threat posed by the Lord's Resistance Army was launched in Haut Uele and includes a lobby component with a network of religious leaders and a community security initiative.

Main results in 2013:

Community security in Ituri

Our main partner Réseau Haki na Amani (RHA) is a network of more than 300 local peace committees in Ituri, North East Congo. Ituri is a district, the size of Belgium and the Netherlands combined. The army attacked the FRPI (a rebel group which considered itself invincible in southern Ituri since 2008) which resulted in a refugee stream of 200,000 people at the end of 2013. A number of them fled to areas where they had to be offered shelter by their former enemies, from the ethnic war which has been raging for twelve years now. It therefore came as no surprise that the population refused to accept the refugees. RHA peace committees initiated mediation, resulting in previously warring groups now becoming hosts and guests. In the area around Mongbwalu peace committees negotiated the stabilisation of tax levying by the police. In Lolwa the peace committee secured the release of a villager following an arbitrary arrest. Peace committees, together with elders and chiefs, were largely successful in preventing the rebel group M23 from recruiting (child) soldiers.

The Director of RHA peace committees, Eric Mongo, visited the Netherlands in September, where he entered into a public debate with a representative of the International Court of Justice, among other things. The Congolese war criminals on trial in the Hague are mainly being tried because of their actions in Ituri. The debate concerned the question of how the Court can play a greater role in satisfaction of the sense of justice in Ituri. The impression there is that the Court judgements are neither just nor comprehensible.

Local Governance

In many countries, we must deal not only with forms of modern administration but also with traditional leaders, who often also hold a formally recognised position in the constitution. They sometimes support peacebuilding work, but are all too often incapable of doing so, or they have political or financial motives to keep conflicts ongoing. In Ituri, PAX has spent the last couple of years working at a process in which local chiefs are informed about the principles of local democracy and good administration, in an attempt to show them that peacebuilding in particular can protect the interests of their community. In the years to come, it is important

to support the chiefs in the challenge of how to put the knowledge into practice when solving local land conflicts for example, or how to render ethnic problems discussable, which only ten years ago resulted in a previously unknown escalation of violence. A meeting of the chiefs on themes as transparency, mediation skills and democracy was convened on three occasions in 2013. For the concrete details, they can now work together with the local peace committees. Land conflicts are also still a major problem, particularly since the war. With a view to the moral leadership process with RHA and PAX, local chiefs have taken the initiative to jointly tackle four important and lingering land conflicts.

3.3 Latin America

COLOMBIA

Colombia has been a war-torn country for over five decades. Illegal armed guerrilla groups, mainly the FARC and the ELN, are seeking to wrest control of large parts of the Colombian territory from Colombian state security forces and paramilitary groups, which have re-emerged. The sub-programme focuses on:

- ◆ Providing access to justice in rural areas where state authorities are scarcely present. This is an effective way of diminishing the influence of illegal armed groups and encouraging the Colombian state to fulfil its obligation to attend to the whole of the Colombian population.
- ◆ Transparent management of land and natural resources. This strategy focuses on increasing local community participation in mining project decision-making processes, strengthening supervisory authorities and monitoring and mitigating the impact of mining projects. The second focus is formalisation of land ownership to prevent land conflicts and the loss of land following (temporarily) displacement.
- ◆ Strengthening and monitoring disarmament, demobilisation and reintegration. This strategy includes the provision of legal and psychosocial support for the victims of violence and the monitoring and mitigation of human rights risks and security impacts of mining projects.

Main results in 2013:

Conflict and violence in mining regions

PAX is involved in two mining regions in Colombia: Cesar and Tolima. Two large mining companies are active in the department of Cesar, mining coal on a large scale, destined for the European market in particular. The mining project in the department of Tolima is still in the exploratory phase, but is expected to result in the largest gold mine on the Latin American continent. In both regions, PAX has worked at improving the safety situation of the local communities. We have conducted a risk analysis in Tolima, which resulted in recommendations being made to the mining company in terms of safety and human rights. PAX gained international attention for threatened leaders in both areas, and provided them with political and material support in life-threatening situations.

In Cesar, PAX supported victims of the paramilitary violence which swept through the mining

Dutch energy companies

Dutch energy companies import large volumes of coal from Cesar. PAX participated in the 'Dutch Coal dialogue' initiated by these energy companies in 2010 with a view to achieving a sustainable coal chain. The dialogue was concluded without success in 2013. PAX subsequently informed public debate by publishing information on the situation in the mining region in Cesar, and advocated the responsibility of the energy companies with regard to the importing of sustainably mined coal. This resulted in the publication of four articles in national daily and weekly newspapers, two radio programmes and two documentaries (some early in 2014).

In the Netherlands, PAX succeeded in getting "blood coal" from Colombia onto the agenda of the Dutch government, resulting in parliamentary pressure to demand transparency by energy companies about the coal chain. Also, Development and Foreign Trade Minister Ploumen actively took up this issue by initiating a dialogue on Corporate Social Responsibility (CSR) with energy companies at the European level.

In Brussels, PAX worked together with partners towards a European Commission (EC) policy on conflict minerals leading to a "responsible sourcing" initiative by the EC launched in 2014. Through the European Parliament, PAX found support for strong, mandatory measures about "due diligence" for mining companies.

region in the 1996 to 2006 period. With our support, they were able to form an interest organisation and design a programme for psychosocial and legal support, which is to be implemented in 2014. At the request of the victims, PAX initiated an in-depth study into the possible involvement of the two mining companies in the paramilitary violence. PAX has also provided prolonged technical support to the Colombian auditing authorities for the realisation of an official study into the impact of mining in Cesar on the population and environment.

Peacebuilding in vulnerable areas

PAX works in two vulnerable areas in Columbia, namely Cauca and Macarena, where the military conflict is both extensive and ongoing. The state presence does not extend beyond the villages, so that rural areas often remain deprived of protection, justice and social amenities. The population is trapped between the various armed fractions, who try to influence them. PAX started a programme for mediation of conflicts, in which more than eighty conflict mediators were trained. In 2013, these mediators intervened in more than ninety local conflicts, while a further four lingering national conflicts were ended in Cauca. There was also attention for improvement of the situation of victims of violence. PAX helped them become organised and provided legal aid, which has since resulted in reparation for a large number of victims, or their next of kin. Further, PAX has worked at reinforcing the position of farmers without proof of ownership documents, who are a vulnerable



Open pit' coal mine in Cesar.



Guarded railway for coal transport to the coast.



Convention of Indians in La Macarena (Meta department) concerning the PAX support for autonomous government.

group in terms of violation of human rights and displacement. Thanks to the support offered by PAX, 140 families were granted their land deeds. The indigenous population were assisted in achieving recognition and specification of their reservations. This enables them to stake their claims more effectively versus the government, and the mining companies with mining rights in their living environment.

3.4 Middle East

The dramatic events in the Arab world since 2011 clearly show the transition traps and hidden fragility with which countries and societies are faced, when after decades of stagnation, repressive regimes are being shaken by endogenous “winds of change”. Transition processes are prone to violent derailment and interference by external parties, and can suddenly reveal the hidden fragility and deep fault-lines within society between antagonistic groups, or can even relapse into new repressiveness, as demonstrated by events unfolding in Iraq or Egypt. PAX’ strategic priorities in the Middle East are aimed on the one hand at combating sectarianism and restoring relations and confidence between antagonistic groups, and on the other at creating and protecting leeway for civil society/endogenous change agents under threat of authoritarianism and violence). The similarity of patterns and challenges in various Middle-East countries calls for a regional approach. Key strategic concepts are innovative peace-activism, constructive citizenship, prevention and early warning, non-sectarianism, community security and restoration of the social contract between citizens and the State, and among citizens mutually.

ISRAEL AND PALESTINE

The Israeli occupation led to a continuous and growing spread of Israeli settlements in the Westbank including East-Jerusalem. Today, the settler population totals more than 500,000 people. The settlements are not only illegal under international law, but also pose an obstacle to a two-State solution. Moreover, they have led to serious injustice for the Palestinian inhabitants: demolition of homes, destruction of communities and livelihoods, no fair access to water resources, denial of access to farmland and restrictions in their freedom of movement.

No links with settlements

The Israeli settlement policy is met with condemnation worldwide. Yet many countries – including the EU and the Netherlands – have not followed up their words with action. Settlement products such as fruit and vegetables still find their way to our supermarkets. And European and Dutch companies have business relations with companies based in the settlements, thus contributing to their reinforcement, and to Israel’s self-assurance that this policy can be pursued without real political or economic harm.

Main results in 2013:

Some encouraging developments were seen however. A European-wide advocacy effort, in which PAX participated, was staged towards the European Commission. The Trading Away Peace report laid bare the full extent of the Israeli settlement policy and its consequences for the Palestinians. The report called for an end to all links – economic and other – with the settlements. A clear distinction should be made between Israel within its internationally recognized borders and the illegally occupied territory. The report contributed to a sharpening of the EU position: the settlements will be excluded from all economic and other agreements between the EU and Israel.



Palestinian side of the separation wall at the Qalandia checkpoint, with portraits of the late Yasser Arafat and of Marwan Barghouti, one of the most prominent Palestinians imprisoned in Israel.

PAX participates in the Dutch coalition known as United Civilians for Peace (UCP). ICCO, Cordaid and PAX published a report on Dutch economic links with the occupied territories, resulting in increased political pressure and public debate on the issue of settlements. The Dutch government became more outspoken in discouraging links between Dutch businesses and the settlement economy. This, together with the changing public opinion, has led several prominent Dutch companies, such as Royal Haskoning, Vitens and PGGM, to publicly announce their withdrawal from business activities in the settlements, and from investments in companies active in settlements. PAX contacts in both Palestine and Israel support these steps. The results of the advocacy sent a shock-wave through Israeli politics and public opinion.

SYRIA

The Syrian crisis spiralled down into even deeper levels of violence, chaos and bloodshed. From a war waged by a dictatorial regime against its own citizens, the conflict has evolved into a full-blown civil war, with a death toll way beyond 100,000 and heavy involvement of foreign extremist militias, turning the country into a regional battleground. The war’s spill-over into neighboring countries further deepened as well. Lebanon’s fragile stability is severely shaken by a massive influx of refugees and the refueling of its sectarian divides.

Yarmouk camp

Yarmouk is the Palestinian refugee camp in Syria. During the Syrian civil war there was intense fighting between the Syrian army, opposition groups, desperate residents and opposition fighters. A siege of the Yarmouk camp blocked the supply of food and medicines to thousands of Syrians. The people in the camp started to die of starvation. Together with international partners, PAX sounded the alarm. ‘Starvation as a weapon of war is a war crime’ became an item on the



This is how children grow up in Aleppo. The living conditions for children and other civilians are becoming more atrocious by the day. The photo was taken on 21 January 2013.

diplomatic agenda of the UN Human Rights and Security Councils and led to a resolution by the latter and the EU, which allowed temporary humanitarian access to besieged communities such as the Yarmouk camp. Some aid did arrive, but thousands of civilians are still trapped.

Kulluna Muwatinun

The PAX Kulluna Muwatinun programme in Syria, which promotes citizenship and an inclusive approach towards minorities and diversity, was launched in 2012 and was half completed by the end of 2013. Workshops held despite difficult circumstances (security, limited mobility) raised awareness of diversity and citizenship issues among young people and local councils in the suburbs of Damascus. Radio broadcasts also made a large number of people more aware of the issues involved. Networks were expanded to other parts of the country, such as Qalamoun, Idlib, Suwaida, Qamishli, during the course of 2013.

Support for peaceful activists in Syria

PAX contributed to Dutch parliamentary support for conditions on sending weapons to the Syrian opposition by EU member states, focussing on the argument that arms would have negative consequences on the protection of civilians. By doing so, PAX contributed to a political climate in the EU in which no arms would be delivered by EU member states to opposition groups. PAX also found support from the Dutch government for continued diplomatic and financial support and attention for peaceful activists in Syria.

Campaign 'Adopt a Revolution'

PAX has been active in Syria since 2003, with the aim of creating extra leeway for the civil society and stimulating the public debate. The peaceful opposition to the dictatorship of Bashar al-Assad began in 2011. In 2012, PAX decided to follow Germany's example and to roll out the 'Adopt a Revolution' campaign in the Netherlands.

Despite the violence and the war, numerous brave people are still peacefully active in and beyond Syria. PAX supports these activists via 'Adopt a Revolution', in their strive for freedom, human dignity and an inclusive and democratic Syria, in extremely difficult circumstances and often while putting their own lives at risk.

Main results in 2013:

Adopt a Revolution was established as a crowd funding campaign, which enables the Dutch people to express their solidarity with these peace activists and to donate money for that purpose.

The four projects available for support in 2013 were:

- 1) Radio Alwan FM
- 2) Khan-es-Sheh action centre
- 3) Mustafa Qarman school in Aleppo
- 4) Menbej action committee

'Adopt a revolution' was also paid particular attention during Peace Week in September, whose theme this year was Peace activism & Syria. 77.3% of the people who completed the Peace Week evaluation, indicated that they had organised or visited a local activity which focussed on peace activism in Syria. Embassies of Peace raised funds for one of the four projects: the Mustafa Qarman school in Aleppo. All children, boys and girls of various backgrounds and religions, are welcome at this school, which is unusual by Syrian standards. Dutch children made hundreds of drawings to cheer up children in Syria, and nearly 200 people sent messages to peace activists in Syria. Attention was also paid to Syria and funds raised at events other than the Peace Week. via 'Adopt a Revolution', at the Arab Film Festival in Rotterdam and Utrecht, for example.

IRAQ

In Iraq, tensions between antagonist groups, and the related terrorist attacks reached a renewed peak since the violent initial post-Saddam years. This escalation was also triggered by the increasingly authoritarian and divisive rule by the Shi'a dominated al-Maliki administration.

The overall strategy is one of conflict-transformation whereby PAX promotes human security through:

- ◆ strengthening relations between citizens, coming from different groups;
- ◆ strengthening relations between citizens and the state.

PAX aims to give voice to women in peace-building, promoting citizen participation in public dialogue, working with youth on human security for minorities, and combating sectarianism.

Main results in 2013:

Security for and by women

Among the unstable regions is the city of Kirkuk and its surroundings, a disputed territory between the Kurds and the central government in Bagdad, because of its oil riches. The situation in Kirkuk is particularly bad for women. Aside from sectarian tensions, they are also exposed to forced early marriage, domestic abuse, honour crimes and police violence. In the past years, women in Kirkuk have joined forces with our local partner al-Amal to tackle these issues in the public debate and with the police and religious leaders. In several primetime debates on mainstream local TV and radio channels, women activists have debated with Christian, Shia and Sunni religious leaders, after which a major conference was held in the provincial council hall. As a result of this, an official letter was sent by the Office of Religion (Awqaf) to all the mosques in Kirkuk and to the Kirkuk Governor, concerning violence against women, and our partner al-Amal was requested to become an Awqaf advisor.



Surood Ahmad (left) after the TV debate with the chief of police in Kirkuk (right) and the TV presenter (centre).



Training of police forces in Kirkuk in Iraq, by the PAX Partner "Iraqi al-Amal Association".



Novice policewomen receive training regarding the role of women in peacebuilding.

al-Amal

Parallel to this, 20 female volunteers working in prisons in Kirkuk were trained in human rights. On the International Day for Human Rights, the Kirkuk head of police Jamal Hiwa met the women and encouraged them to ask other women to join their initiative. A subsequent media campaign by our partner al-Amal on the role of women in policing, resulted in a TV broadcast in which Mr Hiwa openly called upon women to join the police force. In addition, al-Amal trained 23 police officers from the Department of Family and Children in issues such as gender, women's rights and violence against women; 20 women signed up to join the police as a result of the campaign. Their successful enrolment, and further lobbying by a coalition of Kirkuki women activists, led by al-Amal, further increased political will. An additional 100 female police officers were recruited. This is a real success, as it means female victims of (sexual) violence can now report their cases to female police officers, without having to fear police harassment.

3.5 Europe

KOSOVO

Citizens in Northern Kosovo have lived in an ambiguous situation for many years, with both Serbia and Kosovo claiming authority over the region. This has resulted in a government which offers few services and in civilians who have become passive.

Goal: our Kosovo program aims to contribute to harmonisation of relations between Kosovo and Serbia and Serbs and Albanians in Kosovo.

Main results in 2013:

Street campaigns and debates: "Our Matters"

PAX has set up the 'Our Matters' project together with partner organisation Community Building Mitrovica (CBM) in Northern Kosovo.

In very original street campaigns, which were certainly new in this setting, attention was drawn to one of the five public debates organised within 'Our Matters' in the northern area of the city of Mitrovica. The subjects were diverse, and included cultural policy, spatial planning and inclusive education (also for handicapped children). These subjects had never before been debated in this part of the city dominated by Serbians. Subjects such as security and corruption are of course also important, but are too sensitive to tackle.

The 'Our Matters' project not only publicly addressed subjects and action methods, but also developed new capacities, such as the establishment of a targeted debate, its translation into policy advice, and the connection of civilians and the government via creative campaigns and activities. A number of organisations work together structurally under the 'Our Matters' name, dealing with 'innocent' subjects.

The debates could not be continued in the second six months of the year, due to the political tension. Attention was temporarily lacking for the chosen subjects, and the local administration lacked a sense of future perspective. While the treaty signed between Serbia and Kosovo in April 2013 brought about a change in the administrative structure in Northern Kosovo, the uncertainty remained until at least the end of the year. Local elections in November, December

and January 2014 gradually resulted in more clarity and a certain degree of stability. The debates are being continued by CBM and PAX in 2014, now also in the southern part of Mitrovica, with its mainly Albanian population.

A more inclusive dialogue between Serbia and Kosovo

In the European Parliament, PAX found support for its position that a dialogue process between Serbia and Kosovo should be more inclusive and transparent for the local population, in order for it to be truly sustainable. The European Parliament adopted resolutions on Serbia and Kosovo, both containing this message.

BOSNIA-HERZEGOVINA

The focus and activities of our Srebrenica program especially contribute to dealing with the past and delivering justice to the victims. The aim of the program is a comprehensive rehabilitation and revitalization process. By doing so, combining truth and justice with elements that may eventually contribute to a more balanced approach of the war in Bosnia, and to 'Srebrenica'.

Main results in 2013:

Srebrenica

2013 saw two important results in our work regarding Srebrenica. On 11 July, the five persons whose bodies were found in the Dutch compound in Potocari, near Srebrenica in Bosnia, a year earlier, were buried. PAX employees and Dutchbatters had jointly been able to exactly pinpoint the location of the grave.

On 6 September, following a court case lasting more than ten years, the Supreme Court ruled the Netherlands to be responsible for the death of three men, who were under the protection of Dutchbat in 1995. PAX has been involved in this legal initiative since day one, by paying the travel expenses of Bosnia prosecutors, for example. It now remains for the political parties to form a new judgement of the Dutch role in Srebrenica, based on this legal ruling. PAX is in dialogue with members of parliament for that purpose.

SOUTHERN CAUCASUS

In the Southern Caucasus, the conflicts surrounding the unrecognised territories of Nagorno-Karabakh, South-Ossetia and Abkhazia remain frozen. For PAX, the mid-term review of its programmes has led to the painful decision to phase out its intervention in the region. Whatever the intrinsic value of the Southern Caucasus programme, it was felt that there was insufficient perspective of foreseeable conflict transformation impact, given both the political deadlock and our limited resources. ♦



Our Matters Street Campaign in northern Mitrovica

4. Our work in the Netherlands

Communication becomes participation

Three years ago, PAX began the establishment of local Embassies of Peace. PAX has regular contact with these local action centres, supporting them in their activities where possible and trying to align them with any peace initiatives already in place in the country in question. And so communication is gradually becoming participation.

A number of our supporters are particularly focused on online participation, with a central role of increasing our online visibility and growth via social media and social engagement in 2013. By working with various content concepts, we have encouraged people to think and to share. This is the PAX way of rendering its peacebuilding work concrete and providing people with extra insight into the work, the various conflicts and the backgrounds to these conflicts.

All these activities are aimed at getting the general public involved in peace work, and engaging them for peace. This can fulfil their personal desire for peace, but also allow them to become 'change agents' to actually influence political processes and decision making. The final target is change, to contribute to peace and safety worldwide.

Embassies of Peace

In the space of a year, the number of local Embassies of Peace has grown from 28 to 55. These local action centres organise activities to do with the themes of peace and conflict, in their own areas. More than 250 activities were organised during the Peace Week.

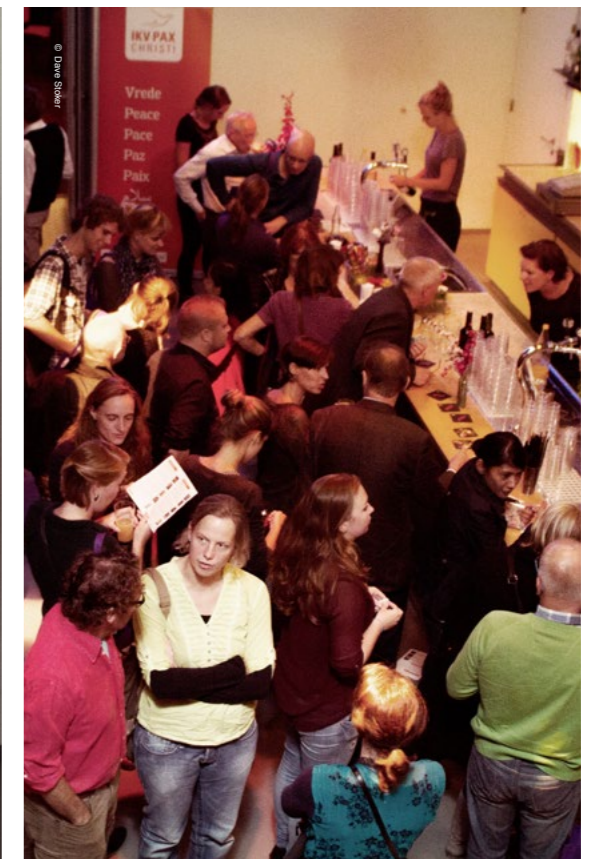
The annual Ambassador day was held in Utrecht on 22 May. Intended as a preparation day for the Peace Week to be staged in September, nearly 170 involved parties came together for



Secretary of State for Peace Sanne Poot with three volunteers of the Vlaardingen Embassy.



Secretary of State for Peace Sanne Poot and Minister of Peace Jörgen Raymann.



Visitors to the Night of Peace on 21 September 2013 in the RASA theatre, Utrecht.

an afternoon and evening of sessions and workshops. These included two workshops on Syria and a session on how to involve more of the general public - especially young people - in your activity.

Peace Night

The Peace Night fell on day one of the Peace Week this year, and therefore served as the *kick off* for a week of festivities. This Night - 21 September - linked the International Day of Peace to the Peace Week, the local activities of the Embassies with the national activities of the Ministry of Peace and the Dutch views on peace with international peace activism. This year's theme was peace activism in Syria. More than 140 visitors could visit Checkpoint Cinema XL, featuring guests such as Minister of Peace Jörgen Raymann and writer Lieve Joris. The presence of the Syrian peace activist Fadi Hallisso, was very inspiring. In the Network Café, visitors had the opportunity for a discussion with guests from the political world, journalism, science and civil society.

Popular Dutch-Surinamese cabaretier, stand-up comedian and presenter Jörgen Raymann was Minister of Peace again in 2013, and thereby the figurehead of the PAX activities within the Ministry of Peace. Raymann's celebrity status has proven very useful in generating plenty of extra attention. He was a guest in the *Koffietijd* (Coffee Time) TV programme in May for example, to talk about the PAX work.

Aventura: Colombia!

The new Secretary of State for Peace was installed during the Night of Peace. Journalism student Sanne Poot was chosen as the best candidate in the Facebook campaign *Aventura: Colombia!*. On behalf of the Minister of Peace, she travelled with a small PAX delegation to Columbia in October, to see for herself how peace activism works there. The working visit concentrated on the human rights situation around a number of large coal mines in the Cesar department. The delegation met with independent media, a number of victims of violence and

Campaign 'Powered by Peace'

The Powered by Peace campaign regarding resources and conflict, which was begun in the Peace Week of 2012, continued in 2013. The main aim of the first phase was to generate public awareness of our work in the field of resources and conflict in Congo, South Sudan and Columbia. A campaign was initiated in autumn, in which civilians could send an email to the members of the Dutch parliament, requesting that they lobby for increased transparency by energy companies regarding the purchase of coal from Columbia. Hundreds of emails were sent, and the general public also turned to Twitter and Facebook to request that members of parliament assign priority to this point in their political agenda. A number of weeks later, a parliamentary majority voted in favour of greater transparency in the coal chain, which signified a great step towards fair energy.



Peace procession by children in Valledupar, Columbia.

Campaign Aventura: Colombia!

their lawyer, and the mayor of a small town in the mining region. An account of these meetings was subsequently published on the PAX website, via a blog by Secretary of State Sanne. Other media also paid attention to this trip.

Media cover

PAX has actively sought to broaden its media cover. In 2013, there were 16 TV broadcasts, 68 radio programmes and 528 articles in the printed media, in which PAX or our work was the subject.

Strategic deployment of social media

The online strategy developed in 2012 was further implemented in 2013. Its main target was to render our online manifestations recognisable, by introducing a number of visually attractive concepts. PAX also turned its attention to online (social media) growth. We created various new content concepts on Facebook, resulting in increased social engagement. A good example is 'Wapenfeiten' (literally weapon facts) in which we present a fact on weapons to make people stop and think and to encourage them to share. Or the video concept which 'explains' a conflict of an issue within a 3-minute period.

Peace flights

In the second half of the year, a website was developed specially for the *Vredesvluchten* (Peace Flights) programme. It clearly shows all 63 peace flights which were undertaken in 2013, with an explanation of which peace goals were chosen by the affiliated religious communities. The peace doves fly symbolically from a community to many different recipients, as support for their peace initiatives. A number of people who have received a dove are, for example, Mouaz al-Khatib, the then leader of the Syrian National Coalition, Stichting Gast (a foundation which assists refugees

in the Netherlands), Daoud Nassar of the Bethlehem-based Tent of Nations foundations and presenter Arie Boomsma, for his 'Over de Streep' programme.

Get-together

A PAX get-together is a contextual meeting for interested parties and invitees, concerning a certain topical theme in our peacebuilding work. The drinks get-together after the meeting is an ideal networking opportunity. Seven of these meetings have been organised in 2013, of which 3 were Africa get-togethers, 2 Balkan get-togethers and 2 Caucasus Cafés. Subjects included: 'A silent disaster in the Nuba Mountains', 'From Croatia to Kosovo: a European peace in process?' and 'Caucasus votes'. The meetings regularly include cooperation with partners such as Linking Europe and Foundation Max van der Stoep. Visitor numbers have fluctuated between 20 and 91 participants, in a wide age group range, alongside the 'regular' group of students.

Liberation festivals

PAX could be found at five Liberation festivals on 5 May: in Utrecht, Den Bosch, Haarlem, Leeuwarden and Wageningen. The purpose of the campaign was to profile and increase awareness of PAX and our work concerning raw materials and conflicts, via the Ministry of Peace. We took photos of festival goers with a life-sized image of Jörgen Raymann. 1200 of them had their photo taken with their own written message, to show their support and to encourage peace activists. This was all part of the campaign entitled *Powered by Peace*. PAX volunteers entered into a dialogue with festival goers, about the role played by raw materials in conflicts. In this case, they spoke of the relationship between coal mining in Colombia and the violation of human rights, as well as the purchase of this coal by Dutch energy companies. The messages of support were shared via Facebook with PAX partner organisations in Columbia, a number of whom reacted to the photos. The photo campaign attracted many new people online: the Ministry of Peace Facebook page received 125 new likes, the photos were liked and/or tagged more than 600 times, and received 80 comments. Around 4,400 people opened the photo albums. The direct reach of the five festivals was around 350,000² people. Via websites and festival newspapers, another 142,000 people came into contact with PAX. ♦

² Cumulative festival figures, estimate of visitor numbers in Leeuwarden.



Protest Opera of Furious Banking Clients, directed by Secretary of State for Peace Merlijn Twaalfhoven, 14 February 2013.



Get-together in November on Sudan: 'A silent disaster in the Nuba Mountains'.



Inheritances can help to build a better future

5. Fund-raising

5.1 Institutional fund-raising

As in previous years, the pressure of the economic crisis is reflected in the institutional donor landscape. However, PAX has again achieved positive results. For the specific details about the increasing institutional funds, please see the Statement of income and expenditure 2013.

Once again in 2013, PAX has invested in 'broader' and more structural relationships and strategic partnerships with donors, aimed at synergy. Cooperation with partners and donors alike is absolutely essential. This not only stimulates the effectiveness, coordination and sharing of our know-how, but also results in contextually stronger and better integrated programmes. PAX has also paid attention to the internationalisation of its institutional fundraising, an approach which will be continued in years to come. Besides diversification of the PAX funds at the international level, we wish to deepen and enhance our existing relationships with international donors.

Investments will be made in extra capacity for institutional fundraising in 2014, in order to be better geared towards the potential external financing by new donors, also resulting from own initiatives. Finding a mutually suitable donor represents an investment in an - often long lasting - relationship, which will repay itself manyfold. Not only in the financial sense but also contextually and in terms of communication, through visibility of the cooperation during projects and events, in interviews and via social media for example.

Prime examples of cooperations with institutional donors which have been further developed in 2013 are those with the Dutch and Swiss Ministries of Foreign Affairs, the vfonds, the Adessium Foundation and the Dutch Postcode Lottery (Nationale Postcode Loterij).



For the second year in a row PAX received a cheque from the Dutch Postcode Lottery

5.2 Private fund-raising

Private fund-raising is an important source of income for PAX. It comprises the annual collection during the Peace Week, contributions from members and donations from donors and beneficiaries, gifts and inheritances. In 2013, PAX received € 767,969 from own fund-raising, thanks to 7,923 committed and loyal members and donors. Income from own fund-raising therefore matched that of 2012. The costs of private fundraising as a percentage of the yield of private fundraising were 27% in 2013. The CBF maximum averages at 25% over 3 years. PAX remains within the set conditions.

Structural and occasional requests for donations

The donors of PAX and members of the Pax Christi Association were approached four times with a request for a structural or occasional donation. This was for collection of the annual contribution, the peace activism theme, Srebrenica and a request for a Christmas contribution. During the annual collection in the Peace Week, PAX once again received a generous contribution from its supporters.

The income from the members' annual contribution increased by €16,000 in 2013 versus the year before. One of the reasons for this is the sending of a reminder to the donors, to pay their annual contribution. It remains a difficult task to recruit new donors.

Inheritances

PAX regularly receives an inheritance. PAX is extremely honoured to have the continued confidence of people and to receive such inheritances. A dialogue was initiated with a number of

supporters in order to gain better insight into their ideas, wishes and expectations in this sense. The inheritances were also paid attention in the own Vrede.Nu magazine.

Cooperation

Although private fund-raising and communication activities each require their own specific approach and expertise, they overlap in practice. Donors cannot be sustainably recruited without a meaningful message, and policies cannot be influenced without supporters who legitimise the process. We aim for an integrated approach to both disciplines where possible in our activities.

A first step was taken in this cooperation in 2013: more than 30 Embassies of Peace participated in the 'Taking action for peace' pilot. The Embassies for Peace are willing to collect funds for accountable peace initiatives by PAX.

A look to the future

The coming years will concentrate on further professionalisation of the private fund-raising and on transparent and clear communication with the donors. There will be further implementation of the inheritances policy. PAX will also continue to work at an integrated approach to private fund-raising and communication.

5.3 Complaints

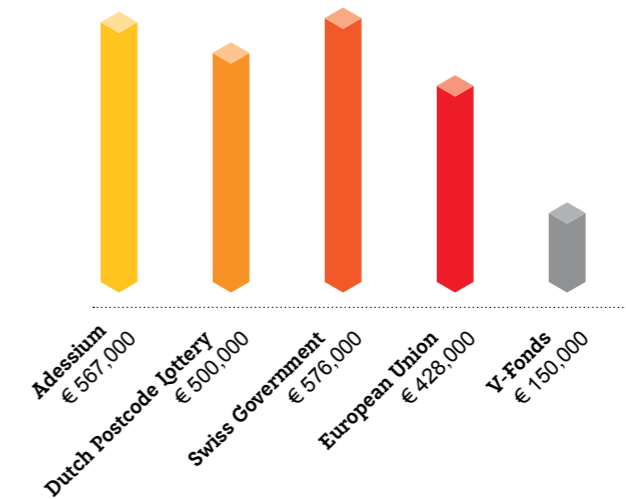
PAX has a complaints processing procedure for speedy and conscientious processing of complaints or dissatisfaction among all stakeholders. This is published on our website. We record complaints in our donor management system. Complaints processing is part of the CBF's external audit and the procedure for ISO certification.

In 2013, we received and processed 39 complaints (versus 24 in 2012). Almost all complaints were received by e-mail. They concerned a broad range of PAX's activities. Many of them (10) related to fundraising, usually in response to a mail campaign.

Complaints were often a reaction to the high frequency of mail correspondence. We offered respondents the option of receiving only one gift request per year. One person presumed that PAX directors received overly high salaries and therefore required information on this before making a donation. Several complaints related to PAX programmes, mainly those in the Middle East. Thirteen of them did not agree with the PAX policy on the Israel/Palestine conflict, while seven disagreed with the policy regarding Syria. Other individual complaints concerned a survey on depleted uranium, and a formulation in a vacancy advertisement.

PAX recorded the complaints, processed them and resolved them where possible. ♦

Table 1.
Larger institutional donations
disbursed in 2013



Source: PAX Annual Account 2013

Dutch Postcode Lottery

2013 was our second year as beneficiary of the Dutch Postcode Lottery (Nationale Postcode Loterij); a constructive partnership offering plenty of opportunities for co-creation. It was thanks to the NPL for example, that the PAX Adopt a Revolution programme, aimed at Syria, could be further rolled out. PAX recognises its responsibility to keep the Dutch people informed and to offer them the opportunity to contribute to a peaceful Syria. [The Adopt a Revolution website](#) was promoted and the Dutch public encouraged to support peaceful initiatives. The 'Peace Activism' theme of the Peace Week also paid special attention to Syria, via 65 activities. One of the Adopt a Revolution projects provided support for a school in Aleppo, where children can attend lessons regardless of their religion and despite the very difficult circumstances.

Furthermore, this support contributed to growth in the number of MasterPeace Clubs, from 25 to 37 countries on 5 continents. In 2013, around 1.000 volunteers all around the world have contributed to MasterPeace activities, which range from sports events and a photo exhibition, to dialogue workshops and lectures.

With a view to the significant cuts planned by the current Dutch cabinet, funds such as the Dutch Postcode Lottery are becoming increasingly important. The contribution made by the lottery and its participants is unique. PAX would be unable to realise a number of its initiatives without it.

6. Personnel

Table 2.
Key personnel statistics in 2013

Item	Number or percentage
Total number of personnel	90
Full-time equivalent	79.5
Number of full-time personnel	38%
Number of part-time personnel	62%
Personnel entering/leaving employment	10/8
Number of personnel with regular contract	61.1%
Absenteeism due to illness	3.3 %
Education budget as % of the gross wage sum	1.8%
Trainees	6
Volunteers	67

COMPOSITION OF THE WORKFORCE

On 31 December 2013, PAX employed 90 people, 11 of whom were permanently employed abroad. In total, these employees fulfilled 79.5 FTE, divided into 69.2 FTE in the Netherlands and 10.1 FTE abroad. Many of the employees work part-time in the Netherlands: 62% has an employment contract of 0.9 FTE or less.

VOLUNTEERS

PAX has many young - newly graduated - volunteers who work without reward in our programmes and peacebuilding activities. Trainees and volunteers are very welcome to undertake a study assignment with us, or to gain experience by working in one of our many projects. PAX also has volunteers who are a member the Supervisory Board, the PAX members' council and the board of the Interchurch Peace Council.

EDUCATION

Furthermore, PAX has deployed 1.8% of its total wage sum for the personal development and knowledge deepening and broadening of its employees. 47% of this was used for centrally organised training courses, including those for the company emergency team and the Works Council, as well as occupational health-related training in the field of time management, assertiveness and balancing work and private life. The other 53% was deployed for personal development of employees, for the benefit of specific knowledge enhancement and deepening in relation to their jobs and competences.

The following learning processes throughout the organisation were undertaken in 2013:

- ◆ Internal gatherings were dedicated to a specific theme, a dilemma or the development of new methods or policy.
- ◆ Learning processes related to the alliance between Freedom from Fear (PAX and Amnesty International, Free Press Unlimited and GPPAC). Here, the emphasis was on programme-based cooperation in conflict-affected areas and on certain themes, the improvement of context analyses and strategy, and the exchange of know-how and skills.
- ◆ External platforms. These concern the Partos branch organisation, or conferences and seminars organised by universities or knowledge institutes.

Partners from conflict-affected areas were also involved in the PAX learning agenda. The workshops for partners in the field of political lobbying and policy influencing were continued in 2013. PAX has developed a seven-step method for this purpose, which has particularly contributed to the skills of our partners in the Middle East.

OCCUPATIONAL HEALTH POLICY

By implementing an effective Occupational Health policy, PAX aims to provide a safe and healthy working environment, by meeting the statutory requirements on the one hand and by contributing to good working conditions on the other. Up until 2013, PAX had a set partial policy in place for Occupational Health. All activities were merged to form a total Occupation Health policy in 2013.

Absenteeism due to illness

Absenteeism due to illness was lower in 2013 than in previous years. This brings our absenteeism percentage below the national average of 4%.



Lunchstop on the way from Juba to Torit in South Sudan with PAX employees Anton Quist and Hans Rouw.

Safety policy

PAX is active in conflict-affected areas. In order to carry out this work as effectively as possible, employees must work and travel in these areas. There are certain risks and dangers involved, however much we would hope otherwise. PAX therefore has a safety policy which comprises a general policy and behavioural rules, as well as region-based protocols. All travelling employees follow safety training courses, in order to prepare them for their travels as much as possible. Travelling employees are also invited to an annual debriefing interview in order to share their travel experiences with an expert. Two safety incidents occurred abroad in 2013, which luckily did not result in physical injury to the employees involved.

COMPANY EMERGENCY SERVICES

All Company Emergency Services (CES) employees complied with their certification requirements in 2013. There was a registration of which CES employees were present in the building on a daily basis, in order to be able to take direct action in case of calamities.

WORKS COUNCIL

Regular and congenial consultations were held between the Board and Works Council in 2013. Besides recurring subjects such as the annual plan, budget and accounts, the following subjects were discussed for information, advisory and approval purposes: Occupational health policy, Holiday and compensation hours scheme, (re)housing and the Newer Ways of Working, Mid-term Review and accessory request for advice on strategic reorientation, Social Plan, Introduction programmes, Sad & Glad fund, job classification and job valuation. ♦

7. Corporate Social Responsibility

Corporate Social Responsibility (CSR) is all about the way in which a company conducts its activities and takes responsibility for the environment and the social context. Although PAX is not a company, it engages with companies regarding their social responsibility. PAX can also be expected to account for our approach to such matters. Our principle is 'practice what you preach'. The choice of the banks we use is therefore determined by the question of whether or not they invest in the weapons industry, including inhumane weapons (cluster munition) and nuclear weapons, or in the illegal arms trade.

ENERGY

PAX switched energy supplier in 2013. One of the reasons for this decision was that the supplier did not wish to provide transparency on its use of coal from the Drummond and Glencore mines in Columbia. Own research from PAX has shown that threats, assassinations and land confiscation cases have taken place around these mining companies.

Any materials and equipment purchased is also assessed not only in terms of low energy consumption but also its use of conflict-free minerals and resources. The introduction of the so-called 'fair phone' is a hopeful development in that sense.

CLEARANCE

The 1970s premises in Utrecht, where PAX holds office, have been cleared of all asbestos. This also gave the opportunity for energy saving measures to be taken, including the purchase of double glazing and low-energy lamps.

TRAVEL

All Dutch employees travel to work either by public transport or by bike. Air travel is necessary, as it is the intensive personal contact with our partners in conflict-affected areas and repressive states, which is our particular strength. More than 400 flights (approximately 200 field trips) were required in the year under review. It is not possible to reduce this number without this being detrimental to the quality and effectiveness of our peacebuilding work. PAX does undertake CO2 compensation however, in order to help reduce the consequences of the CO2 emissions. ♦

8. Summary of accountability statement

In accordance with the guidelines of the Central Agency for Fund-raising (CBF) and the Code for Good Administration of Charities, the Supervisory Board and the statutory directors of PAX formulate an accountability statement concerning:

1. the way in which a distinction is made between the monitoring, management and execution functions;
2. the way in which the effectiveness and efficiency of expenditure is optimised;
3. the way in which the relationship with interested parties is optimised.

This is a summary of this accountability statement. The full accountability statement can be downloaded from the [PAX website](#).

DISTINCTION BETWEEN MANAGEMENT AND SUPERVISION

The PAX board comprises statutory management members, in the form of a Managing Director and a Director, who jointly determine the policy and have final responsibility for daily management.

The Board of Supervisors supervises the management, the efficient deployment of people and resources, and follows the organisation and its results critically at the strategic level. Part of this strategic level monitoring is also the assessment of the degree to which PAX fulfils its statutory objective (peace mission) and meets the values described in the strategic multi-year plan.

The Board of Supervisors exercises supervision through:

- ◆ assessment of the strategic multi-year plan and the multi-year budget and discussing them with the management (approval authority lies with the Pax Christi Netherlands Association and the Interchurch Peace Council, whose tasks include monitoring the mission and identity of the working organisation);
- ◆ the contextual annual plan, which formulates the organisation's targets for the coming year, and discussion and approval of the financial budget with the management;
- ◆ discussion of the contextual interim reports by the management regarding realisation of the organisation's targets for the current year;
- ◆ discussion of the implemented financial policy and the situation with regard to realisation of the expenditure versus the cost estimates and the prognosis of the results, with the management;
- ◆ assessment of whether the contextual and financial annual reporting to the Ministry for Foreign Affairs, formulated by PAX as representative of the Freedom from Fear Alliance, has taken place satisfactorily;
- ◆ discussion and approval of the annual report. The PAX annual report consists of two parts:
 - the public annual report on the contents of the peacebuilding work
 - the annual accounts including the auditing approval statement by the external accountant.

SELF-EVALUATION AND IMPROVEMENT OF MONITORING

The Supervisory Board conducted a self-evaluation in a separate meeting, which resulted in a new framework being formulated for the monitoring process. A new balance has been found between the three roles of the Supervisory Board: the role of monitoring, the employer's role and the advisory/sounding board role. The following criteria are relevant to supervision, based on those three roles:

- ◆ the continuity of the organisation;
- ◆ the social task of PAX;
- ◆ the way in which risk control/management takes shape;
- ◆ the degree to which the organisation is financially efficient;
- ◆ the social climate must be healthy within the organisation;
- ◆ active involvement of stakeholders and ambient factors in policy formation.

These assessment criteria determine the assessment of reports, the annual plan, budget and annual reporting.

SUPERVISION OF OPTIMISATION OF EFFECTIVENESS AND EFFICIENCY

The Supervisory Board met four times in 2013. The Supervisory Board paid particular attention to the 'social performance' of PAX and the degree to which this may be held accountable. This especially concerns:

- ◆ the social value of the organisation;
- ◆ the degree to which PAX exercises counter-pressure in the public (and political) debate;
- ◆ the scope of activities and the subsequent organisational provisional conditions;
- ◆ possible risks (in terms of structure, finance, management, personnel);
- ◆ the learning capacity of the organisation;
- ◆ the legitimacy and support of the various stakeholders.

These issues will once again be at the top of the Supervisory Board agenda in 2014.

The continuity of the organisation and the resultant risks run by PAX is always an important point of attention for the Supervisory Board. These may also be financial risks. The audit commission of the Supervisory Board has paid explicit attention to the design and improvement of operation of the internal risk management and control systems.

EMPLOYMENT CONDITIONS AND REMUNERATION

The Supervisory Board is also the employer of the management. The Supervisory Board has established a Remuneration commission for that purpose, which supports the Supervisory Board in carrying out the following tasks:

- ◆ assessment of the functioning of the individual directors at least once annually. In 2013, the remuneration conducted an assessment and evaluation interview with both directors individually, partly based on feedback from employees in the organisations and from relevant actors in the vicinity of the organisation. Specific agreements were reached on the basis of these interviews, and recorded in a report.
- ◆ making proposals to the Supervisory Board regarding the remuneration policy for management members. The remuneration policy must comply with all the statutory frameworks and the conditions of the CBF Charities Hallmark. The management remuneration was way below the level of the VFI Advisory scheme for Remuneration of Directors of Charities, in 2013. Please refer to the Annual accounts 2013 for a more detailed explanation of the management salaries. These can be downloaded free of charge from our [website](#).

The Supervisory Board members offer their services on a voluntary basis, and do not receive any form of remuneration, holiday or attendance bonus. All expenses, such as travel expenses, are reimbursed on the basis of costs actually incurred.

The specification of expenses incurred by the Supervisory Board and the management salaries, according to the VFI model, is included in the consolidated Annual accounts 2013, which can be downloaded from <link: www.paxvoorvrede.nl>.

EXTERNAL SUPERVISIÓN

PAX is not only subject to supervision by its own Supervisory Board but also to external supervision:

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

RELATIONSHIP WITH STAKEHOLDERS

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

9. Composition of management & Supervisory Board

Vacancies in the management team and in the Supervisory Board are filled according to the composition (various proficiencies, m/f ratio) and on the basis of set profile sketches. Members of the management team or Supervisory Board must not have any business relations or family relations with the organisation, in order to preclude any form of conflict of interests. ♦

Table 3.
Composition of statutory Management Board (31 December 2013)

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 4.
Composition of Supervisory Board (31 December 2013)

Name	Position / secondary function
Marieke de Wal (chair)	<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 Students service at the University of Utrecht ♦ Deputy Chairperson of VVE Leeuwschild
Wieger Bakker	<ul style="list-style-type: none"> ♦ Director of Management and Organisational Sciences Bachelorship at the University of Utrecht ♦ University Professor at the Management and Organisational Sciences Department ♦ 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"> ♦ Municipal secretary/general manager of the Municipality of Culemborg
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

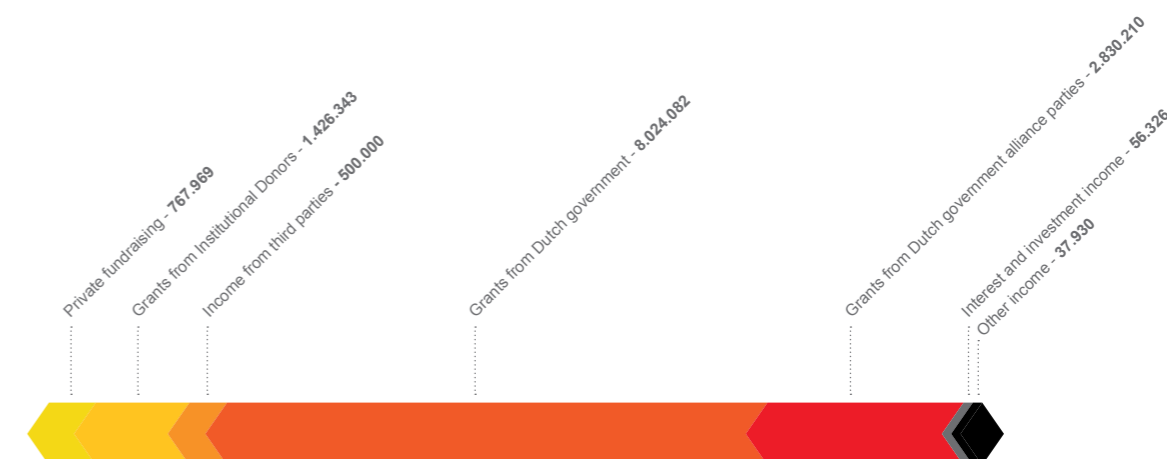
Table 5.
Resignation schedule for Supervisory Board

Name	Date of appointment	End of term
Marieke de Wal	02-07-2010	02-07-2014
Carla Kuijpers-Groensmit	10-05-2010	10-05-2014
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	29-05-2017

10. Key figures 2013

Figure 1.
Statement of income 2013

All sums in euros (€)
Total income - 13.642.860



Source: PAX Annual Account 2013

Table 6.
Efficiency benchmarks

	Final result 2012	Budget 2013	Final result 2013	Budget 2014
Costs of private fundraising	17%	24%	27%	25%
Costs of Management & Administration	8%	7%	7%	6%
Spent on objectives	87%	89%	89%	91%

Source: PAX Annual Account 2013

Figure 2.
Statement of expenditure 2013

All sums in euros (€)
Total Expenditure - 13.606.828



Source: PAX Annual Account 2013



Godebaldkwartier 74
3511 DZ Utrecht
The Netherlands

www.paxforpeace.nl
info@paxforpeace.nl
+31 (0)30 233 33 46

P.O. Box 19318
3501 DH Utrecht
The Netherlands