



Kofi Annan  
FOUNDATION

Towards a fairer, more peaceful world

THE KOFI ANNAN FOUNDATION  
ANNUAL REPORT 2016

**COALITIONS FOR**

**CHANGE**



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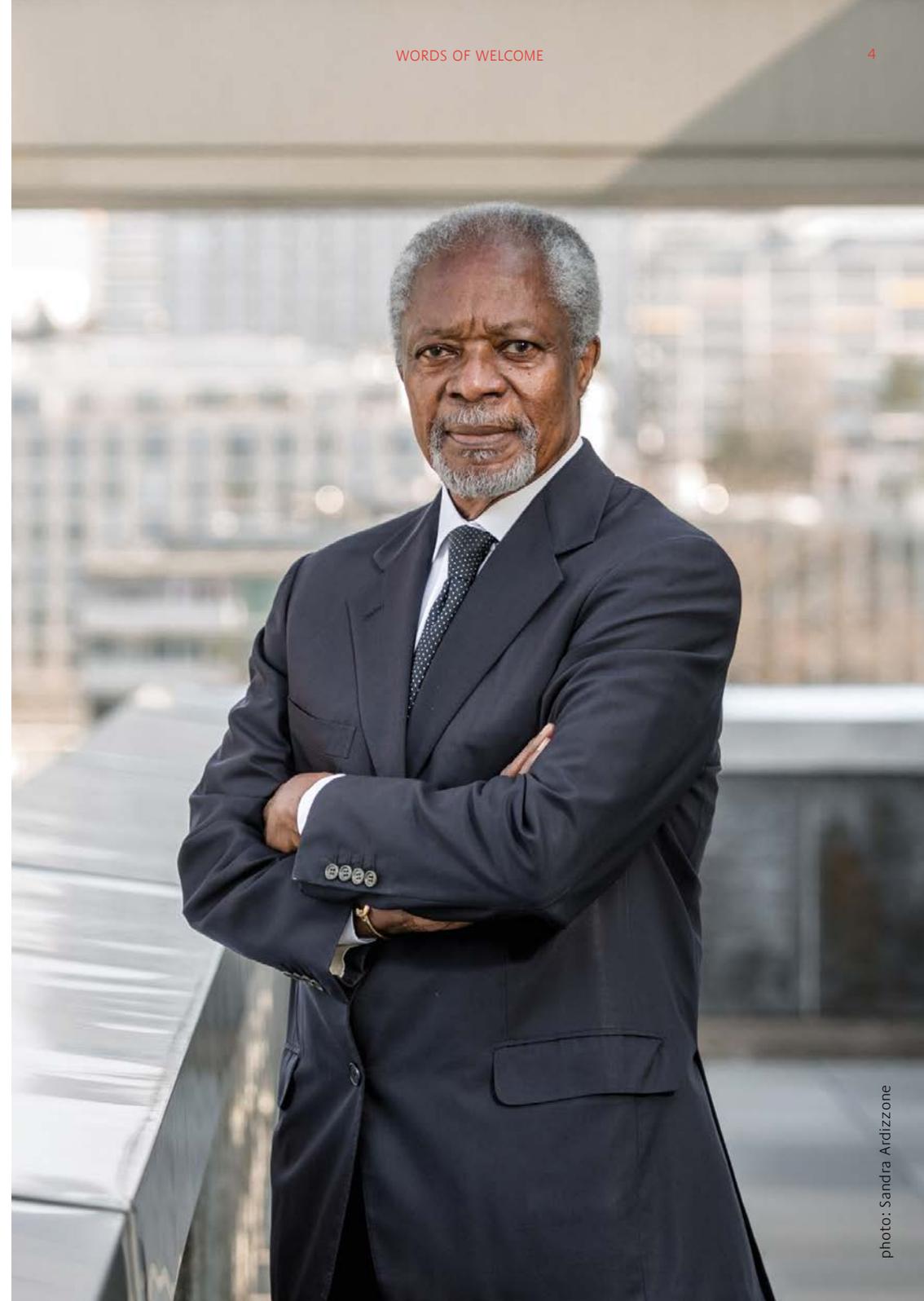
LEADERSHIP AND POLITICAL WILL:  
THESE ARE THE TWO INDISPENSABLE  
INGREDIENTS OF PROGRESS.

They are crucial if we are to successfully overcome the most intractable threats to peace, development and human rights that confront us today and in tomorrow's world. But mobilising leadership to achieve political change is much more than just engaging with political leaders and parties, important though that may be. We should remember that leaders can be found in all communities, in all corners of society, and in every country. Young people, for instance, may not move in the highest circles of government, but they share the experiences of their peers, speak their language and engage on the same social platforms. Working with young leaders can often be more effective in securing change than talking to presidents or prime ministers.

This report shows how our Foundation is teaming up with young people to surmount one of the most critical problems of our times – the threat of extremist violence. Without mobilising political will, we will fail to meet the challenges of our times. This begins with identifying the right leaders who can make a difference in their particular field. All of us can become a part of this global ambition. Leadership is local. So I urge everyone – young and old – to become leaders for the change we need to make the world a fairer and more peaceful place.

Sincerely,

Kofi Annan  
Founder and Chair



# OVERVIEW BY

AS A SMALL FOUNDATION, WE PURSUE  
OUR CORE GOALS THROUGH BUILDING  
“COALITIONS FOR CHANGE”.



# ALAN DOSS

photo: David Magnusson/Interpeace

These coalitions are informal networks of institutions and individuals that we convene to focus on specific threats to peace, development and human rights.

One such “coalition for change” is the Advisory Commission on Rakhine State, set up by the Government of Myanmar with the support of the Kofi Annan Foundation. The Advisory Commission, chaired by Kofi Annan, brings together six Myanmar and three international commissioners. Its mandate is to review and make recommendations on how to tackle the poverty, social exclusion, religious conflict and violence in Rakhine state, one of the poorest in the country. The final recommendations of the Commission are expected in the summer of 2017.

In the case of our African Food Systems Initiative, the leaders of this project come from the corporate and development worlds. They are working with us to find ways to help African smallholder farmers lift themselves and their communities out of poverty. (See African Food Systems Initiative on page 11 for more details). A very different set of leaders is driving “Extremely Together”. For this initiative, we sought out ten remarkable young people under the age of 30, who have been active in countering violent extremism in their own communities. We mandated them to pool their knowledge and to produce the world’s first ever guide by young people for young people on countering violent extremism

(See Extremely Together on page 19 for more details). The guide was released in 2017 and we are currently working on a second phase with our young leaders, who will extend and share their experience with other young people in Africa, Asia and Europe.

A prominent group of former world leaders has joined our Electoral Integrity Initiative: from Madeleine Albright and Gordon Brown to Ernesto Zedillo and Susilo Bambang Yudhono among many others; all have committed to using their political weight to ensure that elections deepen rather than disrupt democracy (See Electoral Integrity Initiative on page 29 for more details). None of this work would be possible without the support of our partners and funders. We need their inspired and generous leadership and we thank them all for their commitment to our common goal: a fairer and more peaceful world.

Sincerely,

Alan Doss  
Executive Director

# MAP OF ACTIVITIES IN 2016



## OVERVIEW OF ACTIVITIES IN 2016

**CANADA** Extremely Together shared counter-extremism strategies at the One Young World conference in Ottawa.

**UNITED STATES** The EII launched its policy paper, “Access to justice and elections with integrity”, on Capitol Hill in Washington, D.C.

**COLOMBIA** The Foundation supported the Colombian peace process.

**UNITED KINGDOM** Extremely Together’s Fatima Zaman works to research and advise on counter-extremism policy.

**NORWAY** Extremely Together’s Bjørn Ihler seeks creative ways to counter extreme right-wing narratives.

**GERMANY** Extremely Together’s Mimoun Berrissoun works with young people affected by extremism.

**SWITZERLAND** The EII launched its policy brief, “Changing term limits: an electoral perspective” in Geneva, Switzerland. The Advisory Commission on Rakhine State met for consultations in Geneva, Switzerland.

**NIGERIA** Extremely Together’s Jonathan Obajeun advocates for education-based solutions to prevent radicalisation and extremism. With our partners we work with smallholder farmers to increase productivity and improve access to local markets for food.

**ZAMBIA** With our partners we help smallholder farmers feed themselves and sell their surpluses at market rates. Through the Electoral Integrity Initiative, we sought to reduce the risk of violence during the elections in August 2016.

**GHANA** The Electoral Integrity Initiative worked to support free, fair, and peaceful elections in December 2016.

**UGANDA** Extremely Together’s Ndugwa Hassan trains teachers, Imams and young people in countering violent extremism.

**SOMALIA** Extremely Together young leader Ilwad Elman works to deradicalise members of Al Shabaab and promote gender equality in Africa.

**LIBYA** Extremely Together young leader Hajer Sharief engages women and young people in peace building.

**SYRIA/UAE** Syrian refugee and Extremely Together young leader Zaid Al Rayes aims to create economic opportunities for the young to show alternatives violent extremism.

**SOUTH AFRICA** We presented our work on truth commissions and peace processes at the UNDP high-level seminar on conflict prevention, dialogue and reconciliation in Africa.

**WEST AFRICA** The West Africa Drug Policy Network worked to influence the dialogue on drug policy throughout the region.

**PAKISTAN** Extremely Together’s Syed Ali Abbas Zaidi focuses on the role of civil society to counter extremism.

**THE PHILIPPINES** Extremely Together’s Arizza Nocum strives to promote education and inter-faith dialogue to prevent extremism.

**MYANMAR** In partnership with the Government of Myanmar, we established the Advisory Commission on Rakhine State to make recommendations for a fairer, more peaceful future for all communities of Rakhine State in western Myanmar.



photo: Davide Mazzoran/Shutterstock.com

AFRICAN FOOD  
SYSTEMS INITIATIVE

# COMBATTING HUNGER

The potential of African agriculture is as immense as the continent is large. However, that potential will only be realised when African governments put pro-agriculture policies in place and agricultural investment – both public and private – is significantly increased. The Foundation is working with a range of partners – policymakers, aid donors, corporate leaders, and members of civil society – to make that happen.

The Foundation, through its African Food Systems Initiative (AFSI), has promoted sustainable livelihoods in rural areas by connecting farmers to markets and the food value chain in Zambia and Nigeria. In 2016, these two countries served as test beds to increase productivity, help smallholders build profitable businesses and develop strategies for agricultural development that may be effective in other parts of the continent. Mr Annan is a strong and committed advocate of African agriculture. He has stressed the need for increased and sustained investment in small holder agriculture and family nutrition. He has continually pointed to the existential dangers to African agriculture and food security posed by climate change. But he has also underlined that African agriculture can benefit from modernisation with better water management techniques, improved seeds and digital technology that can bring weather information and market opportunities to the farm gate.

## ACTIVITIES IN 2017

### ONE

Continue to mobilise political, business and civil society actors in support of productive food policies and increased investment in African food systems and smallholder-based agriculture.

### TWO

Contribute to building stronger and healthier communities in Africa by encouraging financial and policy commitments on nutrition.

### THREE

As a World Bank Climate Leader advocating for the goals of the World Bank's Africa Climate Business Plan, Mr Annan will undertake advocacy and outreach across Africa in support of the Plan's goals, such as developing climate-smart agricultural investment plans and increasing investment in low-carbon energy sources.



# MEDIATION AND CRISIS RESOLUTION



ADVISORY COMMISSION ON  
RAKHINE STATE

## ADVISORY COMMISSION ON RAKHINE STATE

In 2016, the Foundation was approached by the Office of the State Counsellor of Myanmar, Daw Aung San Suu Kyi, with a request to assist a national commission on peace and stability in Myanmar's Rakhine State. The proposal entailed the establishment of a nine-member Advisory Commission – chaired by Mr Annan – which would provide the Government with recommendations on five key areas: conflict prevention, humanitarian assistance, institution building, development and reconciliation. Over the summer of 2016, the Foundation worked closely with the government and other key partners to lay the groundwork for the Commission and to establish a small liaison office in Yangon to support its activities.

Following the signing of an agreement between the Government of Myanmar and the Foundation, Mr Annan and the State Counsellor jointly launched the Advisory Commission in Yangon in September 2016. Between September and March 2017, Commission members held a series of official consultations with key stakeholders in Rakhine State, Yangon and Naypyitaw, as well as bilateral meetings with the President of Myanmar, the State Counsellor, and the Army Commander in Chief.

## ACTIVITIES IN 2017

### ONE

An interim report with an initial set of recommendations was shared with the Government of Myanmar and presented publicly in March 2017.

### TWO

In May, Commission members held a further round of consultations with stakeholders to discuss the interim recommendations and their implementation.

### THREE

Following an inclusive consultation and dialogue process with all affected communities and key stakeholders across the country, the Commission will issue a final set of recommendations and final report before September 2017.





# PROMOTING YOUTH LEADERSHIP

EXTREMELY  
TOGETHER





Extremely Together, the Foundation's youth initiative, aims to equip young people in communities around the world with tools, methods and inspiration to counter violent extremism. Extremely Together is a peer-to-peer initiative led by a group of ten exceptional young leaders with diverse experiences in countering and preventing violent extremism in their local communities.

In early 2016, the ten young leaders started a year-long process of advocacy in their local communities. They engaged with senior leaders and experts in countering violent extremism, participated in events to convey their messages of hope and aspiration to their peers, and shared real-life experiences with young people worldwide, all while working to compile their knowledge in an engaging guide for their peers.

Thanks to the enthusiastic support of the global youth network "One Young World", the young leaders were given an opportunity to showcase some of their work in a dedicated session on preventing and countering violent extremism at One Young World's flagship summit in Ottawa in September 2016.

## ACTIVITIES IN 2017

### ONE

In March 2017, the young leaders presented the world's first guide by young people for young people to counter violent extremism. The guide was launched in Brussels at an event co-hosted by the European Commission, a key partner in the Extremely Together initiative.

### TWO

Extremely Together will continue to work at a global and community level, aiming to apply the lessons of the Guide to real life situations in vulnerable communities.

### THREE

Extremely Together intends to grow and mobilise young people everywhere to join the movement.

Hajer Sharief, Libya



Fatima Zaman, United Kingdom



Jonah Obajeun, Nigeria



Zaid Al Rayes, Syria

Ilwad Elman, Somalia

photo: Jonah Obajeun, Ilwad Elman, Fatima Zaman, Hajer Sharief, Zaid Al Rayes

**BUILDING**

**LASTING**

**PEACE**



The Foundation is currently engaging with the international community on how to deal with the long-term effects of conflict. In 2016, we examined and debated the role and impact of truth seeking in peace processes.

At a follow-up discussion convened with the African Union and the International Centre for Transitional Justice (ICTJ) in Addis Ababa, the Foundation shared experiences on truth seeking with African mediators and experts involved in African peace negotiations. In a joint presentation with ICTJ, we launched a multimedia presentation about the lessons learned from truth seeking experiences in Guatemala, Sierra Leone, the Democratic Republic of the Congo, Kenya and Nepal.

### ACTIVITIES IN 2017

#### ONE

Building on our work in truth seeking, in 2017 we will examine approaches to reconciliation in several countries.

#### TWO

In partnership with Interpeace, we will develop four case studies on reconciliation in a diverse set of contexts: Guatemala, the Democratic Republic of the Congo, Northern Ireland, and South Africa.

#### THREE

The Foundation will hold a symposium with leading experts, policy makers, and practitioners in the field of reconciliation to discuss best practices and develop insights into reconciliation processes and their impact.





ELECTORAL INTEGRITY  
INITIATIVE

**SUPPORTING  
DEMOCRACY  
AND ELECTIONS  
WITH INTEGRITY**

The Foundation's Electoral Integrity Initiative aims to defend and deepen democracy, and support credible and peaceful elections in the countries in which it works. It focuses on the small number of potentially fraught national elections where it can make a difference, and does so by engaging with political and other local leaders on the ground well in advance of elections so as to defuse tensions and address underlying political risks.

In 2016, the EII established an eminent panel of senior statesmen and women to guide the initiative's work (see next page). The experience and reputation of the panellists allow the EII to offer advice and share experience to avert crises, or worse, violence, in the run-up to highly contested elections.

After a successful intervention in the run-up to the Nigerian elections of 2015, the Foundation, following a year-long engagement with key political stakeholders, contributed to a peaceful political transition after the December 2016 elections in Ghana. In the same vein, Mr Annan,

through both private diplomacy and public advocacy, worked along with members of the EII network to reduce the risk of violence around the Zambian elections in August 2016. The EII also seeks to share academic and empirical insights around the politics of elections and regularly publishes policy briefs, which can be found on the Foundation's website. In 2016 it presented a policy brief on presidential term limits and a second on access to electoral justice.

## ACTIVITIES IN 2017

### ONE

The Foundation will collaborate with other practitioners and organisations to promote policies for electoral reform and support free and fair elections.

### TWO

In the Democratic Republic of Congo, the Foundation will support the efforts of the Congolese Conference of Catholic Bishops (CENCO) to promote credible and peaceful elections, which are supposed to take place by December 2017.

### THREE

The Foundation will continue to reinforce the legitimacy of electoral processes in 2017-2018 through its work with governments, opposition parties, election management bodies and civil society organisations in Africa, Latin America and Asia.

### FOUR

The Foundation will support electoral commissions overseeing two forthcoming elections in Cambodia and Cameroon. Regional electoral integrity conferences will also be held in South-East Asia and in Latin America.

THE ELECTORAL  
INTEGRITY INITIATIVE  
SENIOR PANEL

**Kofi Annan** was the 7th Secretary General of the United Nations. The Nobel Peace Laureate is the founding Chair of the Kofi Annan Foundation, and also serves as Chair of the EI Panel of Senior Figures.

**Madeleine K. Albright** served as the 64th Secretary of State of the United States, from 1997 to 2001. She is currently Professor in the Practice of Diplomacy at the Georgetown University School of Foreign Service and Chair of the Albright Stonebridge Group.

**José Manuel Barroso** served as Prime Minister of Portugal from 2002 to 2004 and President of the European Commission from 2001 to 2014.

**Carl Bildt** served as Sweden's Foreign Minister from 2006 to 2014, and was Prime Minister from 1991 to 1994.

**Gordon Brown** is a former Prime Minister of the United Kingdom, serving from 2007 to 2010. He is currently the UN Secretary General's Special Envoy for Global Education.

**Joaquim Chissano** served as President of Mozambique from 1986 to 2004. He is Chairperson of the Joaquim Chissano Foundation and the Africa Forum of Former African Heads of State and Government.

**Joe Clark** was the 16th Prime Minister of Canada serving from 1979 to 1980. He also served as Secretary of State of External Affairs of Canada from 1984 to 1991.

**Ruth Dreifuss** served as President of the Swiss Confederation in 1999, the first woman to hold that office. She is chair of the Global Commission on Drug Policy.

**Ricardo Lagos** is the former President of Chile, serving from 2000 to 2006. He is the founder and President of the Fundación Democracia y Desarrollo (Foundation for Democracy and Development).

**Carlos Mesa** was the President of Bolivia, serving from 2003-2005.

**Olusegun Obasanjo** served as President of Nigeria from 1999 to 2007. He currently serves on the board of the Africa Progress Panel.

**Surin Pitsuwan** served as Foreign Minister of Thailand from 1997 to 2001 and as Secretary General of ASEAN from 2008 to 2012.

**José Ramos-Horta** served as President of Timor L'Este between 2007 and 2012. He was named the Special Representative of the UN Secretary General in Guinee Bissau in 2013.

**Heidemarie Wieczorek-Zeul** served as Germany's Federal Minister for Economic Co-operation and Development from 1998 to 2009.

**Hassan Wirajuda** served as Foreign Minister of Indonesia from 2001 to 2009. He currently sits on the council of presidential advisors of the Republic of Indonesia and co-founded the Indonesia School of Government and Public Policy.

**Susilo Bambang Yudhoyono** was the sixth President of Indonesia, serving two terms from 2004 to 2014. Mr Yudhoyono is presently chairman of Global Green Growth Institute (GGGI).

**Ernesto Zedillo** served as President of Mexico from 1994 to 2000. He currently serves as the Chairman of the Board of the Natural Resource Governance Institute and is Director of the Center for the Study of Globalization at Yale University.

WEST AFRICAN  
COMMISSION ON DRUGS

# CHANGING DRUG POLICY





In 2012, the Foundation created a West Africa Commission on Drugs to examine the growing drug problem in West Africa and to jumpstart the debate on relevant policy, both at the highest levels of government and at the civil society level. In 2014, the Commission launched its landmark report “Not Just in Transit: Drugs, the State and Society in West Africa”.

In 2016, the Foundation continued its work on drug-related policies through the West Africa Drug Policy Network – a network bringing together more than 600 civil society organisations grouped in national chapters in sixteen West African countries.

The German magazine Der Spiegel published an important text by Mr Annan on the need for legal regulation of drugs and harm reduction measures, which was subsequently translated into English and published on their website. As a member of the Global Commission on Drug Policy, Kofi Annan promotes the idea of an informed, science-based discussion on ways to reduce the harm that drugs and overly prohibitionist drug policies cause to people and societies.

In 2016, Mr Annan and fellow member of the Global Commission on Drug Policy, former Swiss State Councillor Ruth Dreifuss, met with the World Health Organisation’s Executive Board members and discussed the public health dimension of the world drug problem. The issue is now set to appear on the agenda of the 2017 World Health Assembly.

## ACTIVITIES IN 2017

### ONE

In partnership with the Global Commission on Drug Policy, the Open Society West Africa Office (OSIWA) and the International Drug Policy Consortium (IPDC), the Foundation will sponsor the preparation of a model drug law for use in West Africa.

### TWO

Through the development of the model law, the Foundation will seek to support the modernisation of legal systems throughout the region through evidence-based approaches to drug policy.

# BEHIND THE SCENES

## THE FOUNDATION BOARD

### **KOFI ANNAN (GHANA)**

Founder and Chair

### **DIEGO HIDALGO (SPAIN)**

Founder and Honorary President of FRIDE,  
Founder of the Club of Madrid and President  
of DARA

### **ELISABETH LINDENMAYER (FRANCE)**

Director of the United Nations Studies Programme at Columbia University's School of International Public Affairs

### **CARLOS LOPES (GUINEA-BISSAU)**

Executive Secretary of the Economic Commission for Africa of the United Nations (ECA).

### **THORAYA OBAID (SAUDI ARABIA)**

Former Executive Director of the United Nations Population Fund and former Under-Secretary General of the United Nations (2000-2010); Member of the Saudi Shura

### **OLUSEYE ODUYEMI (NIGERIA)**

Former Director of Management, United Nations Conference on Trade and Development (UNCTAD)

### **JENÖ STAEHELIN (SWITZERLAND)**

Former Permanent Representative of Switzerland to the United Nations in New York (2002-2004); former Permanent Observer of Switzerland to the United Nations (1997-2002)

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## FUNDERS

We are a not-for-profit organisation and depend on grants and philanthropic gifts. The Foundation is grateful to all the individuals, organisations and governments whose financial support in 2016 made its work possible. We thank our funding partners for their commitment to creating fairer, more peaceful and prosperous communities.

AMERSI FOUNDATION  
 H. E. ARDESHIR ZAHEDI  
 BILL AND MELINDA GATES FOUNDATION  
 GOVERNMENT OF DENMARK  
 EUROPEAN COMMISSION  
 GOVERNMENT OF FINLAND  
 GOVERNMENT OF FRANCE  
 GOVERNMENT OF GERMANY  
 MO IBRAHIM FOUNDATION  
 GOVERNMENT OF THE NETHERLANDS  
 GOVERNMENT OF NORWAY  
 ONE YOUNG WORLD  
 OPEN SOCIETY FOUNDATIONS  
 PAUNG SIE FACILITY  
 MESSRS PETER AND MICHAEL PETERSON  
 GOVERNMENT OF THE STATE OF QATAR  
 MR STEPHEN A SCHWARZMAN  
 SKOLL FOUNDATION  
 SWEDISH POSTCODE FOUNDATION  
 GOVERNMENT OF SWITZERLAND  
 USAID

We are also grateful for the financial support of those organisations whose work we supported directly:

MACRO ADVISORY PARTNER  
 NESTLÉ  
 BANQUE PICTET & CIE SA





## PARTNERS

The Foundation heavily depends on its professional relationships and partnerships for much of its effectiveness. Its achievements in 2016 would not have been possible without the technical support provided by the following partners:

ALLIANCE FOR A GREEN  
REVOLUTION IN AFRICA

AFRICA PROGRESS PANEL  
FOUNDATION

BILL AND MELINDA GATES  
FOUNDATION

CARTER CENTER

CENTRE FOR HUMANITARIAN  
DIALOGUE

THE ELDERS

EUROPEAN COMMISSION  
GLOBAL COMMISSION ON  
DRUG POLICY

GOVERNMENT OF MYANMAR

INTERNATIONAL CENTRE FOR  
TRANSITIONAL JUSTICE

INTERNATIONAL DRUG POLICY  
CONSORTIUM

INTERNATIONAL FOUNDATION  
FOR ELECTORAL SYSTEMS

INTERNATIONAL INSTITUTE  
FOR DEMOCRACY AND  
ELECTORAL ASSISTANCE

INTERPEACE

NATIONAL DEMOCRATIC INSTITUTE

OPEN SOCIETY FOUNDATIONS

ONE YOUNG WORLD

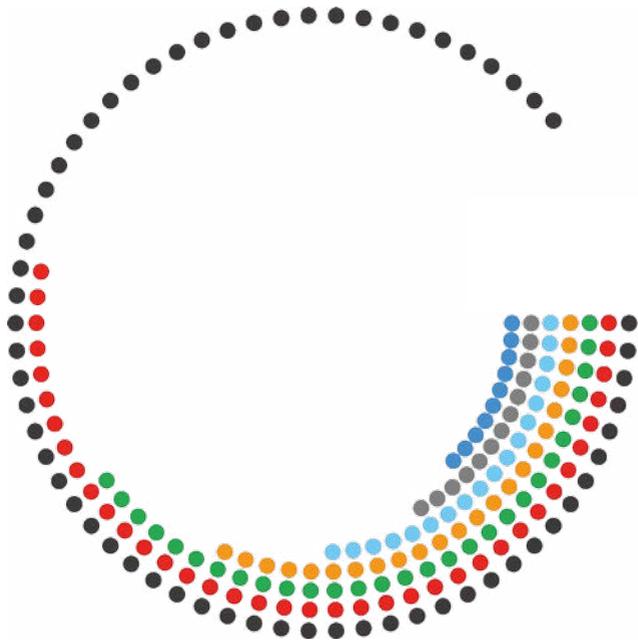
UNITED NATIONS

WORLD FOOD PROGRAMME

UNDP

The Foundation partners and collaborates with other organisations to share costs and benefit from economies of scale. It operates on a modest overall annual budget; for the fiscal year 2016, its annual expenditure was CHF 3.4 million.

2016 EXPENDITURE  
BY THEMATIC AREA



- **32%**  
Mediation and Crisis Resolution  
(includes Advisory Commission  
on Rakhine State)
- **17%**  
Electoral Integrity Initiative
- **14%**  
African Food Systems Initiative
- **13%**  
Extremely Together
- **12%**  
Partnership and  
resource mobilisation
- **7%**  
Truth commissions, peace  
process and reconciliation
- **5%**  
Changing Drug Policy

Expenses allocated to thematic areas in the financial year ending 31 December 2016

SOURCES OF FUNDS

**50%**  
GOVERNMENTS  
**1 929 063 CHF**

**40%**  
FOUNDATIONS  
**1 565 925 CHF**

**4%**  
PRIVATE  
**149 400 CHF**

**4%**  
EVENT FEES  
**173 392 CHF**

**2%**  
CORPORATE  
**69 200 CHF**

The Foundation provides transparent and detailed financial and narrative reports on its activities. It takes particular care to ensure that its funding sources are politically impartial. Grants are received on the understanding that the Foundation's reputation and the integrity and confidentiality of its work will not be put at risk.



## FUNDING OUR WORK WITH YOUR PHILANTHROPIC GIFTS AND GRANTS

The Kofi Annan Foundation is an independent, not-for-profit organisation under Swiss law which is funded by a mix of public and private donors. None of our income is guaranteed and without financial contributions from individuals, foundations, governments and other institutions we cannot carry out its valuable work. We actively seek support from individuals and organisations who share our values and aims and who wish to help finance our work. Do you want to establish a long-term relationship with the Kofi Annan Foundation?

Do you have a committed interest in a specific issue that the Foundation addresses? Do you want to support a specific activity of the Foundation? Do you seek ways to back urgent responses to unforeseen threats to peace and security?

Please get in touch:

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photo: Adam Scott/One Young World



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