

Business and Conflict Community of Practice: 2026-2030 Working Vision

Vision: The Community of Practice exists to help business conduct its activities more responsibly in conflict-affected and high-risk areas (CAHRAs). By working together, members contribute to improving corporate practice and deepening the corporate commitment to human rights and international humanitarian law in complex and fragile contexts. The vision for the Community is not only stronger standards, but stronger implementation: more conflict-sensitive, context-aware, and accountable business conduct.

Through sustained exchange, collaboration, and shared learning, the Community seeks to positively influence how companies, investors, and their partners understand and act on responsibilities related to:

- Conflict sensitivity
- Heightened human rights due diligence
- Responsible market entry and responsible exit
- Meaningful stakeholder engagement
- Navigating context-specific operational challenges
- Emerging dilemmas in fragile and conflict-affected settings

The long-term aspiration is to create an ecosystem that is better equipped, more reflective, and more responsible in conflict-affected contexts, because it has learned collectively.

Mission: The Community of Practice is a place for learning and a platform to incubate collaborative action. Its essence lies in bringing together a diversity of actors who may not otherwise meaningfully engage with one another, including companies, investors, scholars, practitioners, civil society, industry platforms, international organisations, and others. The whole is greater than the sum of its parts. The Community advances its mission by:

- Providing a safe and trusted space for honest exchange
- Connecting networks that do not typically intersect
- Surfacing and examining good, bad, and difficult practices
- Bridging scholarly insight and practitioner experience
- Creating the conditions for collaboration to emerge organically

By fostering trust, credibility, and continuity, the Community enables participants to test ideas, share dilemmas, and strengthen practice together.

Core Objectives: The Business and Conflict Community of Practice has three core objectives:

1. Provide a space for genuine exchange and trust-building
2. Gather and normalise good practices
3. Promote shared learning

Provide a space: To convene diverse actors in a credible, practitioner-oriented environment where the private sector can engage in honest, non-performative dialogue with experts, scholars, civil society, and peers where relevant. This includes fostering trust, ensuring balanced participation, and maintaining a space where difficult questions and dilemmas can be openly discussed.

Good practices: To identify, examine, and progressively normalise responsible practices in conflict-affected and fragile contexts. This includes documenting case studies, publishing collective outputs, clarifying emerging norms, and translating complex debates into accessible insights that advance implementation.

Shared learning: To facilitate structured learning across sectors and regions, bridging theory and practice, and strengthening the collective capacity of members to navigate complex environments. This includes surfacing lessons learned (including what does not work), strengthening peer-to-peer exchange, and supporting deeper understanding of context-specific challenges. The CoP will seek to build capacity across a range of geographies.

Activities and Enablers: To achieve these objectives, the Community of Practice will:

- Convene regular discussions, deep dives, and workshops (online and in-person),
- Alternate introductory and advanced thematic sessions,
- Develop collaborative initiatives where appropriate,
- Support meaningful participation from Global South actors, including through tailored engagement pathways,
- Curate and share resources through the website and other communication channels, emphasizing good practices and lessons learned.

Governance will remain intentionally light to preserve flexibility, while ensuring strategic guidance through the Advisory Committee and coordination with co-hosts and funders. The Community will seek strategic alignment with complementary initiatives and platforms.

Five-Year Trajectory:

2026 — Stabilisation and Consolidation

2026 is a grounding year focused on landing new formats, participants, and ways of working.

- Build on the qualitative step forward achieved in the 2025 workshop.
- Test and stabilise formats that enable meaningful participation and exchange between members, as well as between business and members. Feedback will be collected by meeting attendees and members on a regular basis to gauge participation, formats, and content.
- Alternate general introductory sessions for broad audiences with deep dive sessions on topics or regions of interest for members.

- Begin systematising learning, moving from one-off discussions toward structured knowledge capture.
- Design activities that enable meaningful participation from the Global South, even where travel or resources are constrained.
- Better use the website as a platform to share information, and explore the use of social media to raise awareness and communicate with members and other interested actors.

2027–2028 — Deepening and Expanding

These years focus on expanding geographic reach, as well as deepening thematic expertise.

- Expand meaningfully at regional fora, introducing workshops and emphasizing in-person interaction to bring in new members from the Global South.
- Deepen learning through more structured thematic tracks and sustained engagement.
- Launch at least one collaborative project, explicitly inviting Global South participants as contributors and co-creators.
- Overall, expand the community in a deliberate and values-aligned way, maintaining trust and quality as participation grows.
- Expand the Community's ability to serve as an entry-point for meaningful stakeholder engagement.
- Consider and align with entry points for potential members who may not yet have something to offer the community, but seek to learn.

2029 — Regionalisation and a Global Community

By 2029, the Community evolves into a globally connected, regionally rooted network.

- Emergence of regional clusters with regional coordinators or community managers in one or more regions, depending on energy and activity.
- Stronger engagement of regional companies, investors, and NGOs, grounded in local realities.
- Cross-regional learning flows, ensuring that insights from different contexts inform global practice.

By 2030 — A Go-To Reference Space

By the end of the period, the Community of Practice:

- Is widely recognised as the go-to space for business and conflict.
- Actively advances practice, not only by sharing knowledge but by shaping how responsible business is understood and implemented in fragile contexts.
- Serves as a hub for learning about practice, what works, what doesn't, and why, grounded in diverse, real-world experience.

This vision aims to enable the community to move from exchange to systematised learning, from global discussions to regionally grounded leadership, and from general interest to credible joint influence on practice. Each year, a short strategy document will be produced detailing

purpose, themes, and formats. ([For example, the 2026 document is linked here.](#)) The Community of Practice is a living structure, and this strategy can be adapted based on the needs of the community.

Structure and Budget:

The Community of Practice is currently co-hosted by the TASC Platform, Geneva Trade Platform, and UNDP, which also provides the financial support that makes the community possible. These co-hosts will be joined by the PeaceNexus Foundation in 2026, which will provide additional financial and strategic support.

For the coming period, UNDP and PeaceNexus Foundation intend to continue financing to support the Community of Practice, mainly covering the moderation and facilitation of the Community, and the cost of organising the annual event in Geneva, based on a budget agreed at the beginning of each year. Additional support from other partners will be explored on a regular basis, depending on the topics of focus for the CoP. Expanding the reach of the Community of Practice is likely to require additional funding and a diversification of funding sources. This will require additional outreach in 2026 by both the coordinator and the funders.

As of today, the governance structure of the CoP is intentionally light to avoid bureaucratic processes, given the size of the Community of Practice. It consists of an Advisory Committee of around 10 members, which provides advice on content and formats. Decisions on the budget and actual spending of the Community of Practice are made by the coordinator together with UNDP and PeaceNexus Foundation, with support from the co-hosts. A revision of the governance structure could be envisaged in 2027, depending on new funding formats and the size of the Community of Practice. At the conclusion of this 5-year period, the Advisory Committee will also evaluate whether or not the CoP could or should become its own legal entity.