



## Bringing People Together to Build Peace

**Annual Report 2011**







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We support the development of capacities within fragile and conflict-affected countries to manage conflict in non-violent ways.

With more than 17 years of experience in building lasting peace, we are experts in designing participatory processes for change.

Committed to inclusiveness, we reach out to all groups that have a stake in making or breaking the peace.

We make sure that everybody involved can actively participate in developing sustainable solutions that work for their own societies.

We understand that effective change must connect the national, regional and international levels. We share our peacebuilding expertise with national and international policy-makers including the United Nations to make its peacebuilding involvement more effective.

**[WWW.INTERPEACE.ORG](http://WWW.INTERPEACE.ORG)**

# **BRINGING PEOPLE TOGETHER TO BUILD PEACE**

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# ABOUT INTERPEACE

## ABOUT US

We are an independent, international peacebuilding organization and have a strategic partnership with the United Nations.

We were created by the United Nations in 1994. We became an independent organization in 2000 while maintaining a unique partnership with the United Nations. As a result we can operate either as an independent NGO or as a United Nations initiative.

We work with over 300 local peacebuilders in 16 countries and territories across Africa, Asia, Central America, Europe and the Middle East.

Our Governing Council is the highest decision-making body of the organization and is chaired by the former President of Ghana, John A. Kufuor. It includes a seat for the personal representative of the United Nations Secretary-General as well as the host government, Switzerland.

Our Advisory Council provides us with strategic advice and reflects our commitment to a multi-stakeholder approach. It functions as a platform where governments, United Nations agencies and peacebuilding practitioners can share their views and expertise.

## OUR WORK

Our peacebuilders bring people from different walks of life together to lay the foundations for lasting peace.

We build capacities within fragile and conflict-affected societies to manage conflict without resorting to violence or coercion.

We currently support peacebuilding processes in: Belize, Burundi, Costa Rica, Cyprus, El Salvador, Guatemala, Guinea-Bissau, Honduras, Israel, Liberia, Nicaragua, Palestine, Panama, Rwanda, the Somali Region (Puntland, Somaliland, South-Central Somalia) and Timor-Leste.

We also have a thematic programme on 'Constitution-making for Peace.'

We share experiences from our peacebuilding work and latest research with policy-makers around the world, including the United Nations, to influence current thinking and practice in the field.

## OUR FINANCES AND SUPPORT

We are a non-profit organization. Our peacebuilding work is funded by generous voluntary contributions from governments, multilateral organizations, foundations and private individuals.

Our 2011 expenditure of US\$ 16.5 million demonstrates the continued demand for our work and that our expertise is valued by governments, civil society, United Nations agencies and other international organizations.

Our 2011 financial reports were, for the third year, in accordance with the highest financial reporting standard – the International Financial Reporting Standards (IFRS).

Our ZEWO seal of approval shows that we are using the funds entrusted to us in a conscientious manner.



In 2011, we were named among the Top 100 NGOs by the Global Journal.



Interpeace is a ZEWO certified non-profit organization.





# WHERE WE WORK

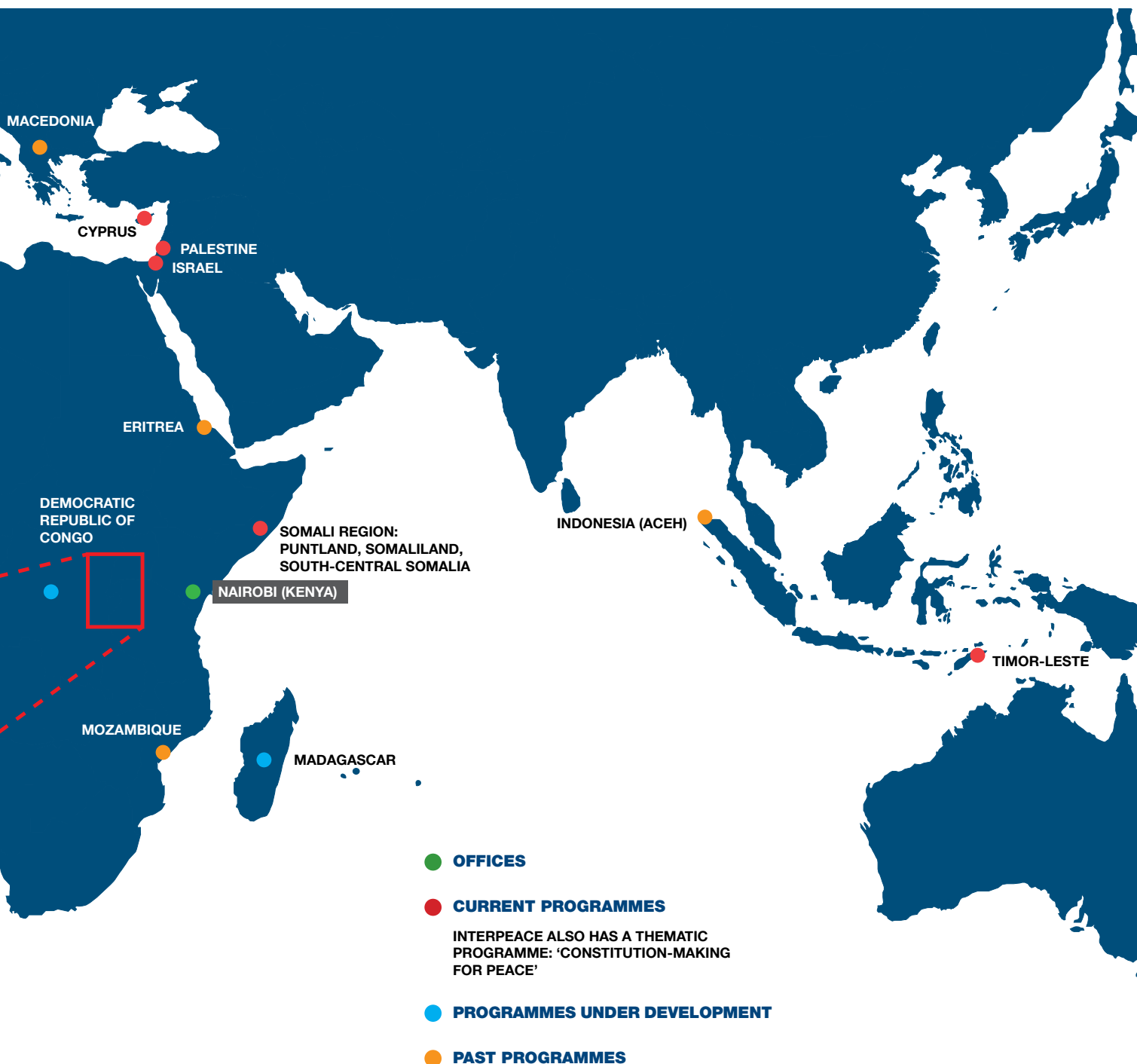




We are headquartered in Geneva (Switzerland) and have two representation offices in New York (USA) and Brussels (Belgium). Our regional offices in

Nairobi (Kenya) and Guatemala City (Guatemala) oversee peacebuilding programmes in their regions.

In addition to our country programmes, we also have a thematic programme on 'Constitution-making for Peace.'



# THE WAY FORWARD

**2011 saw the development and approval of Interpeace's Strategic Plan for 2011-2015. The plan sets out the targets for the organization in the years to come.**

## **FOUR STRATEGIC OBJECTIVES TO GUIDE OUR WORK**

The core objectives for 2011-2015 are:

- A managed growth: increasing the quantity and quality of Interpeace's peacebuilding programmes;
- Further improving the learning capacity of the organization to improve and innovate peacebuilding practice;
- Influencing international peacebuilding policy and practice; and
- Continued strengthening of the organization's financial and human resources, so as to provide more solid support for current and future peacebuilding engagements.

### **MANAGED GROWTH**

In the past five years Interpeace has doubled its operational engagement. This has provided the organization with an immensely rich foundation of experience and an opportunity to increase its impact.

Interpeace institutionalized its programme development capacity to be able to respond more quickly and flexibly to emerging peacebuilding needs. Interpeace now has a peacebuilding standing team that is able to deploy rapidly to countries in critical need of peacebuilding assistance. In 2011, the new unit has already conducted explorations in Côte d'Ivoire, Libya and Madagascar.

### **DECENTRALIZATION**

In 2011, Interpeace has further decentralized its programme support to allow closer interaction with field teams and donors on the ground. This plays an essential role in guaranteeing the sustainability and efficacy of the organization's peacebuilding programmes, and ensuring the highest quality of programme support.

## **KNOWLEDGE MANAGEMENT**

Interpeace's rich experience and the lessons learned from more than 17 years of building lasting peace help us to continuously improve our peacebuilding policy. Over the course of the next years we will further improve our evaluation frameworks and will work to more effectively tap into our institutional knowledge. The creation of an in-house research branch to ensure regular staff and partner training will further develop a culture of institutional learning and sharing.

### **INFLUENCING PEACEBUILDING POLICY AND PRACTICE**

Interpeace will put even greater emphasis on its presence in the international discussion on peacebuilding and statebuilding. Interpeace will ensure to be a leading voice on sharing practitioner-based experience.

Targeted dissemination of Interpeace's key messages will enable us to exert more influence on policy-makers at the national, regional and global levels to ensure national peacebuilding efforts are better supported.

### **PROVIDING TARGETED PEACEBUILDING ADVICE**

Interpeace is already receiving a growing amount of requests to deliver advisory services for national and international peacebuilding stakeholders. In order to respond to this demand, Interpeace plans to set up an international peacebuilding advisory team, which will provide support in the form of training, facilitation, analysis and evaluation.

### **STRENGTHENING THE FINANCIAL BASE**

Interpeace also aims to diversify and increase its funding base while constantly strengthening its institutional base and management practices.



# 1

**Strategic Plan  
approved by Governing  
Council members in  
June 2011**

# 5

**Years for Interpeace to  
further evolve and to  
achieve its strategic  
targets for 2015**

# 3

**Countries already  
benefited from the  
engagement of the  
new peacebuilding  
standing team**

# 4

**Strategic aims guide  
our work**



# OUR APPROACH

**Bringing people together to build lasting peace is at the heart of our peacebuilding approach. While every situation is different, five core principles – that are equally important – guide our approach.**

## 01

### Ensuring local ownership

We believe that lasting peace must be built from within societies. We enable members of the societies we work with to become agents of peaceful change. They are best placed to identify the peacebuilding issues that need to be addressed in their countries. We create spaces for dialogue that allow for the active participation of local people in developing their own solutions. Through ensuring local ownership, we pave the way for the sustainability of our peacebuilding efforts.

## 02

### Building trust

Trust is the glue that holds societies together. Violent conflict results in the breakdown of trust and that is why rebuilding it is a core element of our approach. By working with all sectors and levels of society to develop a common vision for the future, we contribute to increased mutual understanding and the rebuilding of trust.

## 03

### Reaching out to all groups

Exclusion or marginalization of key actors sows the seeds for renewed violence. Our peacebuilding programmes are designed to include participants from across society – even those who are typically overlooked or seen as difficult to engage with. This inclusive approach ensures that a broad base of actors share a sense of ownership and responsibility for reconciliation and the rebuilding of their society.

## 04

### Long-term commitment

Building lasting peace is a long-term commitment. Transforming the way a society deals with conflict cannot be achieved instantly. Our peacebuilding efforts take this into account and are designed as long-term initiatives.

## 05

### Process matters

We put as much effort into ‘what’ needs to be done to enable a society to build peace as ‘how’ the process is approached. There is a need not only to focus on the end goal of building peace, but also on the process that will lead to lasting peace.



#### **IN FOCUS: INNOVATIVE PARTNERSHIP WITH THE UNITED NATIONS**

Interpeace is a strategic partner of the United Nations. A unique feature of Interpeace is that it can either operate as an independent organization or as a United Nations initiative. Further increasing our policy impact at the United Nations level, Interpeace provides technical assistance with regards to capacity-building initiatives or peacebuilding interventions.

Our cooperation with the United Nations Department of Political Affairs focuses on four areas: national dialogue processes, conflict prevention initiatives, constitution-making processes and participatory polling processes. As part of our partnership with the United Nations Peacebuilding Support Office, Interpeace has seconded a policy officer to its office in New York. The Peacebuilding Support Office can draw on Interpeace's expertise and networks to inform peacebuilding strategies.

# OUR PROCESS



The work of Interpeace is largely demand-driven. Requests come from a wide range of actors: the government or civil society of the country or region concerned, donor countries, United Nations agencies, other international organizations, or our Governing Council members.

We assess whether our approach adds value to the country's peacebuilding efforts through exploration visits and consultations with local, national, regional and international actors. Our concluding evaluation of the situation is based on a number of additional criteria: the political and security situation, stakeholders' willingness to engage in a peacebuilding process, and the availability of financial resources.

Recognizing that peace can only be pursued, achieved and sustained by local actors, Interpeace's peacebuilding teams are exclusively made up of people from the society concerned. The selection process of the national team is critical to the success of our programmes. Most importantly, our team members need to be perceived as neutral by all groups. In order to form a peacebuilding team we develop a strategic partnership with an existing local NGO or research center, or we create one.

Interpeace and its local team jointly develop a peacebuilding strategy that is tailored to the context. Relying heavily on the local team's knowledge and experience, strategic decisions focus on some of the following questions: Who are the key actors that need to be involved in the process? Is it more strategic to focus our peacebuilding activities on groups operating at the grassroots level or should we adopt a more national approach? Or how many people should be involved in the initial peacebuilding process? How closely do we want to work with local and international media? The peacebuilding strategy is regularly reviewed to reflect the evolutions of the local situation and to ensure maximum impact.



We adapt our peacebuilding initiatives to the local context because every society has different needs and visions. Some of the key elements of our process include:



# 5

## Dialogue and research

To identify the obstacles to lasting peace, the partner team launches a nationwide dialogue process involving a representative sample of society as a whole. The consultations are informed by research and objective, verified data in order for the focus group discussions to be as constructive as possible.

The research findings from this process provide a comprehensive picture or 'self-portrait' of the country and its peacebuilding challenges as they are seen by the society itself.

# 6

## Setting priority issues

The list of the obstacles to peace, as identified during consultations in the previous phase, is presented to a national group involving relevant stakeholders from government, civil society, academia, media, religious authorities, members of political groups, and representatives of the diaspora.

The national group validates the findings and selects the most important obstacles to peace. The local team is then mandated to further analyze and understand these priority issues and to support the society to find possible solutions.

# 7

## Developing recommendations

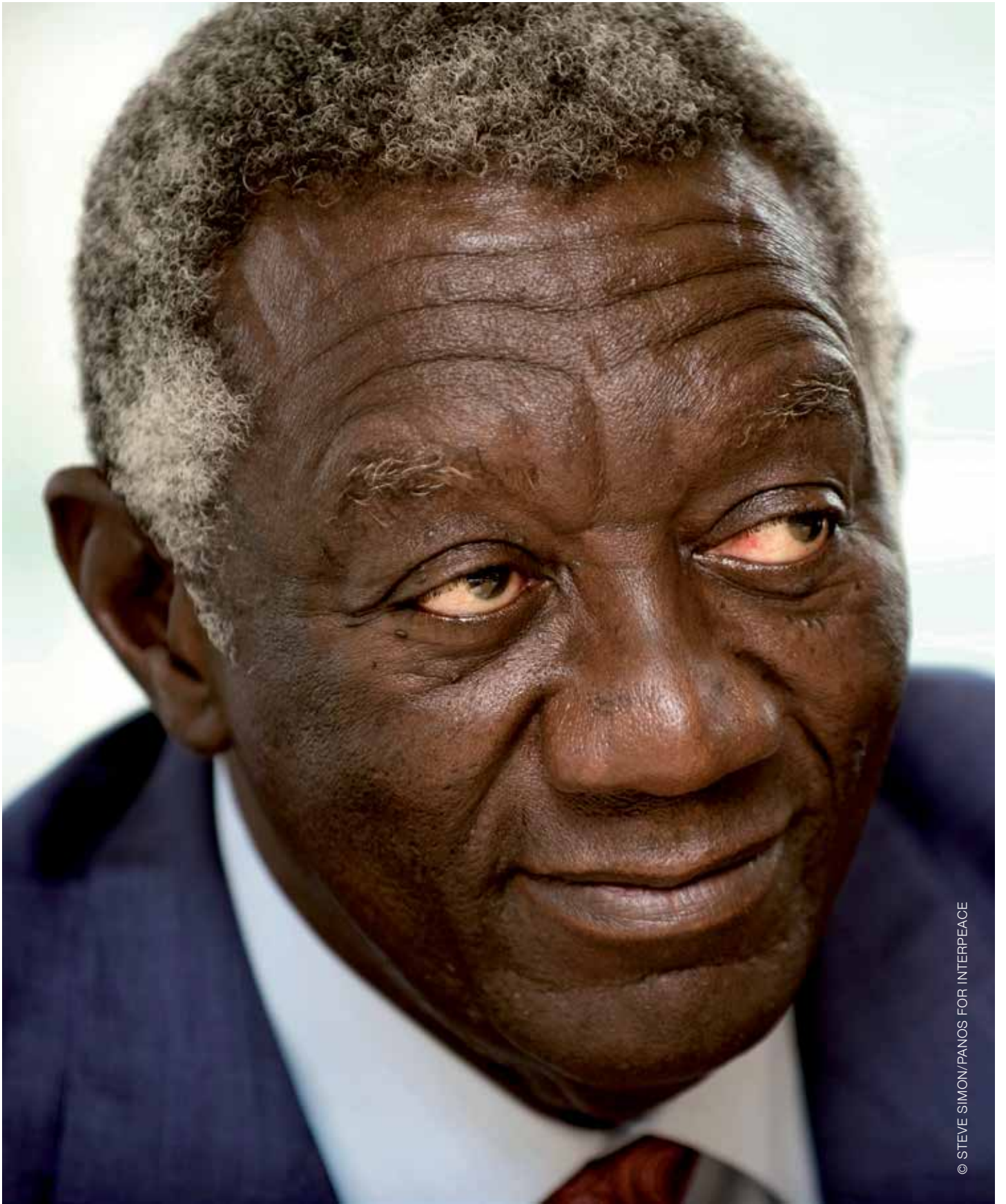
For each priority issue selected, a working group is formed. The members of the working group are either experts in the area or directly affected by the problem. The working group is tasked with the development of solutions, which are then presented to a cross section of the population. This process aims to find solutions that work, are adapted to the context and are accepted by the majority of the people.

# 8

## Facilitating implementation

Disseminating the policy recommendations through the local media and mobilizing influential actors are some of the strategies used to ensure that the proposed solutions are implemented by decision-makers.

The local teams are often called upon by national stakeholders to engage in new rounds of problem solving. This can involve research and dialogue on other obstacles to peace as they emerge, providing an early warning network, or other interventions to prevent the use of violence and coercion.



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# LETTER FROM THE CHAIRMAN

For more than 17 years, Interpeace has enabled people to build lasting peace, all the while demonstrating that inclusiveness is a fundamental ingredient in this process. The past year has been an exciting one; while marked by challenges and change, 2011 saw Interpeace strengthen its institutional foundations, expand its programme development and support a large variety of locally-led peacebuilding processes around the world.

Coinciding with the 'Arab Spring', in 2011 Interpeace published a guide on how to design constitution-making processes. The handbook brings together know-how from more than 120 experts, academics and peace practitioners and draws on experience from over 100 countries. The guide is now available in Arabic and has been shared with constitution-makers in Tunisia and Libya. As constitutions can lay the foundations for more peaceful and transparent societies, this handbook is an invaluable resource.

Across Central America, many of Interpeace's policy recommendations on youth violence prevention are being implemented. For example, in Guatemala, key points from Interpeace's policy proposal were integrated into the government's National Youth Policy.

Preparing the organization for the challenges ahead, the Governing Council approved Interpeace's five-year Strategic Plan at its June meeting in New York City. The plan provides a basis from which the organization will expand its programmes, learning and policy influence.

In 2011, there was unprecedented demand for Interpeace assistance. Requests to explore the possibility of new programmes led us to Côte d'Ivoire, Libya and Madagascar. In Côte d'Ivoire, at the launch of its Dialogue, Truth and Reconciliation Commission, I saw for myself how Interpeace supports nationally-led processes of change.

When I first learned about Interpeace's mission and approach I found it both impressive and motivating. I still do, more than ever, but now I can also say that I am humbled by the commitment, deep sense of purpose and conviction of the peacebuilders that I have encountered. Their dedication and the results they achieve make me proud to be part of this organization.

It is therefore my honour to thank all the peacebuilders of the Interpeace family. Every day they work to find peaceful solutions for their societies, even putting their lives on the line to do so.

I would also like to express my gratitude to Interpeace's generous donors, who show great vision and a strong commitment to peace.



John A. Kufuor  
Chairman of the Governing Council

**IN 2011,  
THERE WAS  
UNPRECE-  
DENTED  
DEMAND FOR  
INTERPEACE  
ASSISTANCE**



# LETTER FROM THE DIRECTOR-GENERAL

## OUR FOCUS IS NOT ON PUTTING OUT FIRES BUT ON STRENGTHENING A SOCIETY'S ABILITY TO MANAGE CONFLICT IN NON-VIOLENT WAYS.

History teaches us that revolutions are unpredictable affairs. They can usher in positive changes to the relationships between state and society, just as they can end up entrenching old patterns of leadership and control. Rarely, however, do they result in the precise set of changes that motivated the revolution in the first place.

The 'Arab Spring' of 2011 is no exception. The initial euphoria and early gains made by courageous young protestors in Tunisia and Egypt have gradually been replaced by uncertainty as to the future direction of these countries. These were uprisings of young people fed up with the old ways and with the entrenched elites who monopolized political and economic power and opportunity. But young people are finding themselves once again on the outside, disenfranchised and disillusioned. Their dream of truly inclusive and fair societies is yet to be realized.

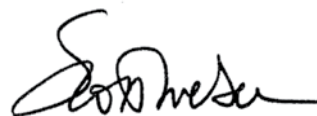
Having thrown off their dictatorial regimes, one of the most challenging tasks these countries face is to pursue deep institutional reform amid pressures for short-term action to address widespread insecurity, cries for justice and retribution, extensive joblessness and political turmoil. Pressures similar to these are found to varying degrees in every conflict-affected society in which Interpeace and its local partners work. Our methodology and approaches have been shaped by the need to navigate these complex tensions and volatile contexts and to adapt to unpredictable timetables.

It can take generations to overcome the legacy of violence, political polarization, ethnic or religious hatred and corruption. This is why we commit to stay engaged over the long-run. Our focus is not on putting out fires but on strengthening a society's ability to manage conflicts - those it faces now but also those that will emerge in the future - in non-violent ways. In other words, to boost a society's 'immune system.'

Since our inception as a United Nations initiative in 1994, we have held true to the principles of local ownership and inclusion. Our expertise in partnering with local people to design and implement locally-led peacebuilding processes is now widely recognized and increasingly sought-after. With our new five-year Strategic Plan, we are better positioned to apply these principles and approaches to more crisis situations around the world and to be more responsive to requests from the United Nations and other institutions for our advice, guidance and operational involvement.

The many successes outlined in this Annual Report are due to the tremendous commitment of peacebuilders across the organization and our local partners. They inspire us every day by their courage and determination despite the formidable challenges they face. This was brought home all the more by the recent and tragic loss of three dear colleagues: Abdulkadir Yassin Jama and Mohamed Yassin Essa 'Ilkoasse' from Puntland and Liron Mehrez-Melnik from Israel. They will always be remembered for their ardent dedication and the courage they showed in pursuing peace.

This important work would also not be possible without the guidance of our Governing Council and the support of our donors. We are most grateful for their steadfast support over the years and for their trust in our stewardship of Interpeace and its mission.



Scott M. Weber  
Director-General



# TRIBUTES

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**It is with great sadness that we pay tribute to three of our colleagues.  
We will always remember Liron, Yassin and Ilkoasse for their dedication to peace.**







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# TRIBUTE TO LIRON MEHREZ-MELNIK

## **MORE POWERFUL THAN HOPE, LIRON INSPIRED CONVICTION.**

To all of us in the Interpeace family, Liron was not only a dedicated colleague, but an inspiration proving through her work every day that peace is possible.

The energy she brought to her work as Programme Coordinator for Israel, inspired all those around her. Her brilliantly strategic mind and her personality allowed her to navigate the political dynamics of Israel. Talking to Liron about her work and the future of the Middle East, she could convince you that peace is not a question of 'if' but 'when.'

Her dedication and loyalty to her friends, her family, her team and peacebuilding were genuine and powerful. Her words and actions exemplified her beliefs.

We all knew Liron as full of life and passion. Her strength impressed us all. Even when her illness took its toll, she threw herself into her work and continued to dedicate her life to peace.

Liron's life and her approach to her work demonstrated some of the most fundamental lessons of peacebuilding. This is perhaps most evident in her commitment to treat everyone with respect and her recognition of the central importance of preserving the dignity of all.

It was Liron's deep conviction to treat everyone equally regardless of their political or religious beliefs. Liron knew that you need to hear and understand all sides in order to build lasting peace. On the one hand establishing inclusiveness was her biggest challenge but on the other hand it is key to the process of finding a sustainable solution.

Liron had incredible presence when she walked into a room. No matter the audience she was able to build people's trust and win them over. She was able to overcome the barriers, building trust and confidence.

She was an exceptional peacebuilder and a role model to all of us.

Liron passed away on 2 April 2012 after a prolonged illness.

**“WITH LIRON’S PASSING,  
WE HAVE LOST AN  
EXCEPTIONAL PERSON  
AND ONE OF THE  
MOST IMPRESSIVE  
PEACEBUILDERS I  
HAVE EVER MET.  
WE MUST MAKE SURE  
FUTURE GENERATIONS  
ARE INSPIRED BY  
HER EXAMPLE.”**

Scott M. Weber, Director-General of Interpeace



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# TRIBUTE TO ABDULKADIR YASSIN JAMA

**“TRIBALISM AND NATIONALISM CAN NEVER GO HAND IN HAND AND UNLESS SOMALIS REALIZE THIS WE WILL NOT BE ABLE TO MOVE AHEAD.”**

Abdulkadir Yassin Jama

Abdulkadir Yassin worked tirelessly to overcome tribal barriers and boundaries in Puntland.

He was able to develop social linkages and networks between all clans living in Galkayo.

Highly respected among Puntland communities he was able to mobilize people from all levels and sectors of society to participate in peacebuilding activities. Constantly pushing reconciliation forwards, he conducted a range of peacebuilding workshops in remote areas and hard to reach communities.

It was also important to him to reach out to marginalized groups in the traditionally structured tribal society. He worked closely with youth and women, listening to their views on obstacles to lasting peace in the Galkayo region.

Firmly rooted in Puntland, Abdulkadir Yassin received his primary and secondary education in Galkayo. Dedicated to making a difference in his own country, he returned to Puntland after studying economics in Pakistan. He joined the Puntland Development Research Center (PDRC) early in 2010. Using the research skills he acquired during his time at university, he quickly became a valuable team member in the Galkayo office. Working as a research assistant in the Pillars of Peace Programme, he focused on social reconciliation. It was only in June 2011, four months before his death, that he was promoted to the position of interim lead researcher.

Abdulkadir Yassin leaves behind a young widow. The Interpeace family and especially Abdulkadir's colleagues in Puntland have lost a dedicated and professional coworker in the Galkayo office. He will be greatly missed by all who knew and loved him.

Abdulkadir Yassin Jama was assassinated in the afternoon of 30 October 2011, in Galkayo, by two unknown gunmen.







© RYAN ANSON FOR INTERPEACE

# TRIBUTE TO ‘ILKOASSE’

“I believe that a reward good enough for all derives from good leadership, progress and justice.” This captures Ilkoasse’s concise analysis that defined him throughout his career. His clarity of vision and courage, combined with his life mission to supporting peacebuilding and democratization for the Puntland community and beyond, always stood out.

As a teenager in the 1980s, Ilkoasse joined the Somali Salvation Democratic Front (SSDF) militia. Following the collapse of the Somali state in 1991, he returned to the North-East regions. His next role as cameraman for the emerging leaderships gave him the opportunity to witness national and regional peace missions as well as high-level reconciliation initiatives.

This experience was to provide him the foundation to become an outstanding peacebuilder and a key member of the Puntland Development Research Center (PDRC), the Interpeace partner in Puntland and the Interpeace family. Joining the organization in 1996, he became Director of Finance and Administration 10 years later.

Not content with limiting his role to accounting and management, Ilkoasse acquired research and analysis skills, and a thorough understanding of peacebuilding methodology. He quickly became a power house behind the organization’s peacebuilding and democratization work.

A peace mobilizer par excellence, he was able to gain access to all quarters and to all levels of society. No matter whether he was with militiamen, civil society, intellectuals, or presidents, he was always at ease.

His influence extended even further when his impressions were published across the region.

The murder of Ilkoasse goes into history as a lasting shame and is a tragic loss for PDRC, the Interpeace family, the community and leadership in Puntland, and those across the Somali Region. Ilkoasse’s enthusiasm, optimism, fierce commitment to justice, and joyful passion for life are an inspiration to all who knew him, all who worked with him, and all who loved him.

**“ILKOASSE WILL REMAIN AN INSPIRATION TO ALL THOSE HE ENCOUNTERED. DELIVERING AGAINST HIS AMBITIONS AND DREAMS (RIYADIISII) WILL BE TAKEN UP BY HIS COLLEAGUES AROUND THE WORLD.”**

Abdirahman Abdulle Osman ‘Shuke’, former Executive Director of Interpeace partner, PDRC, Puntland.

Ilkoasse was assassinated on the morning of 6 April 2011, in Garowe, the seat of the regional administration of Puntland.

Peace, tolerance, justice, and development were the principles that Ilkoasse believed were essential for his society to move forwards. A devoted peacebuilder, his passion was to support the peacebuilding and democratization process in Puntland and further afield. His lifetime hope was to witness his society being able to determine and decide its own future.



# OUR PEACEBUILDING WORK

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**We are experts in designing inclusive processes for peaceful change. We work with local partner organizations to ensure the highest levels of local ownership and sustainability.**





# BURUNDI

## A BURUNDIAN-LED APPROACH

Interpeace started its programme in Burundi in 2007 in partnership with the Centre of Alert and Conflict Prevention (CENAP). It seeks to facilitate a Burundian-led approach towards forging lasting peace.

## INCLUSIVE DIALOGUE

Due to the mutual lack of trust between the population and the country's institutions, CENAP organized inclusive, interactive dialogue sessions.

## BRIDGING POLITICAL DIVISIONS

During 2011, the dialogue sessions focused on the political deadlock stemming from the conflict between the governing, parliamentary, and extra-parliamentary opposition parties. In March 2011, contested aspects relating to the critical bill on political parties were discussed. This was carried out just before the bill was going through parliament.

Even if the extra-parliamentary opposition criticized the final bill, they did recognize that most of their amendments had been taken into account.

## FROM DIALOGUE TO ACTION

2011 was a year to implement recommendations and to address the findings from consultations involving over 2,200 Burundians. This included:

- The first ever collective commemoration of past massacres was held. Seven victim associations came together with the support of CENAP to break the norm of commemorating victims separately and enable the different ethnic groups to reflect together on the past.
- Mechanisms were set up for the public to evaluate government representatives.
- CENAP worked to help build a culture of entrepreneurship. The university-affiliated Entrepreneurship Training Centre, CUFORE, was launched as part of CENAP's mandate to identify solutions to address unemployment.

## WORKING TO BREAK THE DEADLOCK

CENAP will continue to promote dialogue as a method to bring together the different political parties at both the national and the local levels and to encourage them to manage their differences in non-violent ways.

## SHEDDING LIGHT ON 'GREY' PERIODS

CENAP will identify the contentious violent events from past conflicts that continue to be underdocumented and cause divisions within the society. Students will collect testimonies on these 'grey' periods that will be included in the overall research.

**A Burundian-owned approach to building lasting peace, with dialogue as the cornerstone, will be the only way to ensure lasting peace.**



## AN UNDERCURRENT OF TENSIONS

*Renewed power struggles following the 2010 elections leave recent democratic gains made in Burundi fragile.*

*The 2010 electoral process that gave President Pierre Nkurunziza another term led to an escalation of violence and boycotts by the opposition parties and drove many political leaders into exile. The overall situation remains tense and volatile, and institutions have lost legitimacy.*



# 300

**Thousand Burundians  
lost their lives in the  
civil war between  
1993 and 2005**

# 1<sup>ST</sup>

**Ever collective  
commemoration  
of past massacres  
held with the support  
of CENAP**

# 5

**National radio  
stations broadcast the  
commemoration – a  
positive step towards  
reconciliation**

# 4

**Key obstacles to  
peace defined by over  
2,200 Burundians  
from all walks of  
life: disarmament,  
unemployment,  
electoral processes  
and reconciliation**



© CENAP. FACING PAGE: REUTERS/JEAN PIERRE AIME HARERIMANA AN/AH





**60**

**Conflicts were resolved in the 10 'Regional Dialogue Spaces' set up by Voz di Paz across the country**

**1**

**Evaluation finds our work has strengthened national debate on causes of conflict**

**85**

**Percent of the total population are informed about the ongoing debate facilitated by Voz di Paz**

**30000**

**Bissau-Guineans took part in a march for peace to improve relations between the military & local communities**

© VOZ DI PAZ, FACING PAGE: REUTERS/JOE PENNEY



# GUINEA-BISSAU

**Voz di Paz (Voice of Peace) is enabling Bissau-Guineans to address the challenges of how to improve security, the justice system, social services to support development and how to minimize the political instrumentalization of ethnicities.**



## A CONTEXT OF POLITICAL INSTABILITY

*Waves of political instability and violence have come to characterize the political landscape. The President of the Republic, the Chief of the Army and several high-level politicians were assassinated in 2009-2010. In comparison, 2011 was relatively stable, while leading into turbulent elections and a coup d'état in 2012.*

*Massive protests against impunity, strikes and an alleged coup d'état reflect the need to address the root causes of fragility in an inclusive way.*

## WORKING TOGETHER FOR PEACE

Interpeace has been working in Guinea-Bissau since 2007 through the Voz di Paz (Voice of Peace) programme. This initiative seeks to remove the obstacles to the consolidation of peace and stability in the country through an inclusive, participatory dialogue process that incorporates representatives from all facets of Bissau-Guinean society.

## ELIMINATING THE OBSTACLES TO PEACE

Highly respected in Guinea-Bissau, the Voz di Paz programme works across all levels and sectors of society. Having engaged with over 6,000 citizens, the programme now focuses on how to best eliminate the challenges identified by Bissau-Guineans. This year, the team conducted intense reflection sessions. Across the country over 2,100 representatives of all sociopolitical groups focused on the four main challenges to peace: the weak justice system, the security situation, poverty and the political instrumentalization of ethnicity.

## A PARTNERSHIP FOR PEACE WITH THE WORLD BANK

A recent conflict assessment conducted by the World Bank in various countries came to a conclusion that largely confirmed the work of Voz di Paz as an accurate case study conducted in a challenging context. A joint event on security and development was organized together with the World Bank and the positive synergies that were identified will be further developed.

## STRENGTHENING THE PEACEBUILDING INFRASTRUCTURE

The 10 'Regional Dialogue Spaces' that Voz di Paz set up across the country have proven highly effective. During the course of 2011, the positive impact of the 'Regional Dialogue Spaces' was reinforced with an extensive training, guidance and mentoring programme. As a result 60 conflicts were resolved during the course of the year, many of which stemmed from land disputes.

## A FOCUS ON OUTREACH

With many communities living in remote areas, the programme has implemented an integrated strategy to communicate messages of peace. In 2011, 16,500 people took part in public events for peace. In addition, radio features focused on peace were broadcast weekly, further extending the reach of the programme.

## DIALOGUE AS AN ALTERNATIVE TO VIOLENCE

A recent external evaluation concluded that Voz di Paz has: "succeeded in broadening and strengthening a nationwide debate on the causes of conflict and dialogue as a non-violent means of negotiating interests."

"Voz di Paz has already brought peace. Before Voz di Paz, a meeting like this, with more than 50 people talking freely, would have been inconceivable," explains a participant at a meeting in Djalicunda, Northern Guinea-Bissau.

## BUILDING BRIDGES BETWEEN THE MILITARY AND THE POPULATION

Bissau-Guineans remain suspicious of the military. Voz di Paz has started to work with both sides to see how to tackle the issue. In November 2011, members of the military and the local community, 3,000 citizens altogether, took part in a walk, in order to demonstrate their wish to cooperate for peace.

## PARTNERSHIPS FOR YOUTH

The border area with Senegal is experiencing a high crime rate with youth particularly at risk, both as victims and as perpetrators. Voz di Paz has partnered with a number of youth networks to support them as they work to tackle youth-related crime and weapon ownership.

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# GUINEA-BISSAU

## FACES OF PEACE: FAFALI KOUDAWO

**“I WANT  
TO BUILD  
PEACE  
FOR OUR  
CHILDREN  
- NOT  
JUST MY  
CHILDREN,  
BUT  
EVERYONE’S  
CHILDREN.”**

Fafali Koudawo, Director of Voz di Paz

We had the chance to sit down with Fafali Koudawo, Director of Interpeace local partner, Voz di Paz (Voice of Peace), and listen to the situation in Guinea-Bissau and where he thinks the country is headed.

Fafali Koudawo leans forward in his chair, his composure cool and collected. “Peace is like a straw hut,” he explains, “easy to put up, but requires high maintenance to keep it standing.” He then cracks a big smile, his eyes glowing with excitement. For Fafali, peacebuilding is not just hard work – it is a life passion.

After spending a few years in Geneva, Switzerland where he obtained his PhD from The Graduate Institute (HEI), Fafali went to Guinea-Bissau in 1990 as United Nations Volunteers Programme Officer. “I liked Guinea-Bissau because it was a ‘hardship place,’” he says. “I felt drawn to a country that was ill-equipped and faced many challenges. But more than that, I thought that I could make a positive difference by putting my services and skills to better this impoverished and war-torn country.”

Commenting on the country’s civil war that ensued from 1998-1999, he says: “I understand that war can liberate strong and destructive energies. It can also be illusionary.” As an observer during the conflict, he followed the fighters from both sides and documented the events that transpired with nothing more than his pen and a camera, risking his life in order to continue researching. “I understood that people didn’t want to see war anymore. As an observer I thought that things could change – collecting information was my way of showing that the time for peace had to come sooner rather than later.”

He pauses, takes a deep breath, and then continues. “Once you’ve lived through a war, you don’t want to go through it again.” That is why Fafali has started Voz di Paz, hoping to identify the root causes of instability in Guinea-Bissau and pave the way towards a better future. “The country has been in crisis

since the end of its civil war,” admits Fafali. “Our organization was created to answer ‘why’ this is so and how best to build peace in Guinea-Bissau. Up until now the country has been going through a cycle of violence and instability. We need to break this cycle. Because everything is interconnected, we must rid the ‘root-root’ causes of the problem.”

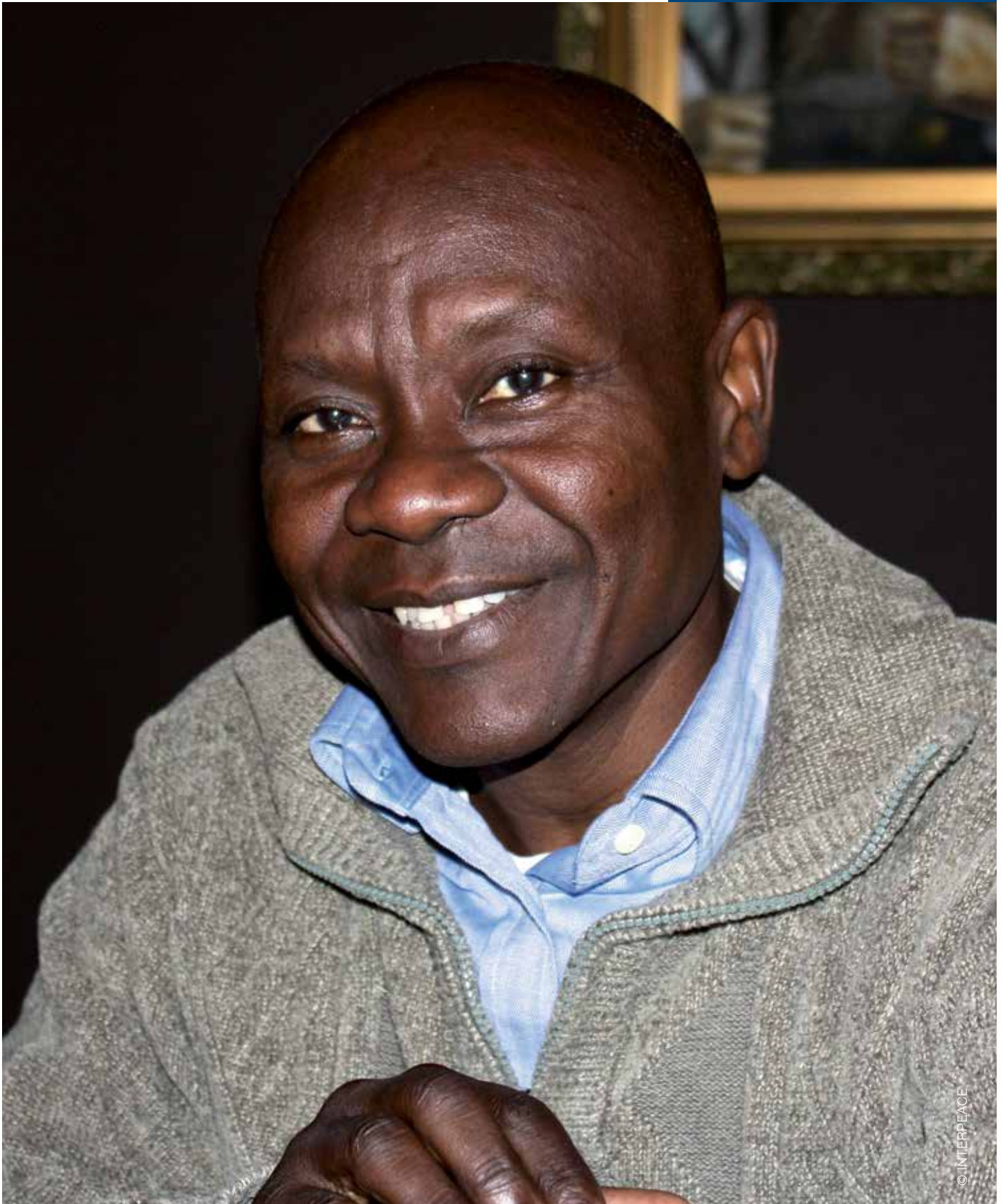
He adds further: “I want to build peace for our children – not just my children, but everyone’s children.”

Fafali believes that the best case scenario for the country’s future would be for people within politics and the army to learn from the mistakes made in the past and be willing to reform. “The past has a kind of credibility which can be used to build consensus. We see this reflection on the past as an opportunity to push for dialogue at the grassroots level, but also in the political class and military.”

When he is not creating lasting peace, Fafali can be found teaching at the Universidade Colinas de Boé, the first in Guinea-Bissau, shaped by him since 2003. There he lectures on archive and documentation, research methodology, international relations and history. What is more, he and two friends created the first private publishing house in the country.

Building peace in Guinea-Bissau, he admits, will take time. Such realization, however, has not stood in the way of his determination. “I’m sure Guinea-Bissau will be a peaceful and prosperous country...I’m sure.”

When asked where he gets all of his energy, he lets out a big laugh and reveals his contagious smile. “I just put on my running shoes, head into the bush and think to myself, ‘Do what you can, how you must.’”







# 60

**Percent of the population in certain border areas of Nimba and Grand Gedeh County are refugees from Côte d'Ivoire (2011)**

# 4

**Factors undermining stability in border areas: resource distribution, ethnic division, returning fighters and tensions over elections**

# 2012

**Will see the establishment of the Liberia team as an independent NGO, the Platform for Dialogue and Peace (P4DP), and the launch of a new programme in the eastern border areas working to address insecurity and instability**



# LIBERIA

**Liberia has made substantial progress in rebuilding its infrastructure and developing its economy.**



## **WIDESPREAD SOCIETAL DIVISIONS PERSIST**

*Liberia is Africa's oldest republic and in 2005, Ellen Johnson-Sirleaf became Africa's first elected female head of state. In the past eight years, the country has made significant steps towards recovery, but not all the wounds from the long and destructive civil war have yet been healed. The outbreaks of violence in the run-up to the 2011 presidential elections point to the continued need for reconciliation.*

*Post-electoral violence in neighbouring Côte d'Ivoire caused a massive influx of refugees into Liberia. Communities along the eastern border are confronted with growing challenges. Peace in the border areas is not only threatened by struggles over access to scarce resources, but also by ex-combatants and criminals.*

## **A LONG-TERM COMMITMENT FOR PEACE**

Interpeace's involvement in Liberia started in 2006. Following a pilot project in Nimba county, the project was expanded to the whole country in 2008. Over 10,800 Liberians in 273 communities were consulted on obstacles to lasting peace.

While Liberia has made significant progress in post-war reconstruction, everyday life is characterized by insecurity, scarcity and uncertainty.

Recognizing this important challenge, the team concentrated its efforts on the eastern border areas to address issues of reconciliation and social cohesion.

## **ADDRESSING SOCIAL COHESION IN THE EASTERN BORDER AREAS**

Reacting to the deteriorating conditions in the border areas, the Liberia team conducted a mission in order to assess strengths and weaknesses of the population to cope with the situation.

The Liberia team consulted more than 110 people, including state officials, refugees, members of the host communities, youth representatives and women. Focus group discussions with key stakeholders highlighted the conflicts arising between the different groups living together in the border region.

Four factors undermining social cohesion and resilience were identified:

- a) Resource distribution;
- b) Ethnic divisions;
- c) Returning fighters; and
- d) Tensions over upcoming elections.

Nimba County and Grand Gedeh County are the two major destinations for Ivorian refugees, in some parts of which the refugee population outnumbers Liberian residents by up to 60%.

## **LAUNCHING A PROGRAMME IN THE BORDER AREAS**

The Liberia team and Interpeace are currently working on developing a fully functional programme to increase the resilience of border communities and support them in their efforts to address security threats.

## **RECONCILIATION IS KEY**

Interpeace has been working closely with the Ministry of Internal Affairs as a member of a multi-stakeholder task force to design an inclusive process to develop a national reconciliation strategy. Based on the outcome document, the team will engage with key partners to develop a joint peacebuilding programme.

## **RESEARCH ON ARMED VIOLENCE REDUCTION PROGRAMMES**

In late 2011, the Liberia team launched its participation in an international comparative study initiated and coordinated by the Small Arms Survey. The study aims to provide the United Nations Development Programme (UNDP) with practical knowledge on the effectiveness of armed violence reduction programmes and activities.

# RWANDA

## A LONG-TERM COMMITMENT

Interpeace and its local partner the Institute of Research and Dialogue for Peace (IRDP) have been engaging Rwandans in the search for solutions to peacebuilding challenges since 2001. After 10 years, IRDP's work on ethnic identity and social cohesion is still much needed. IRDP's research findings show that there is still work to be done regarding the development of a national identity.

## IDENTIFYING NEW PEACEBUILDING CHALLENGES

In 2011, IRDP conducted further research on obstacles to lasting peace in Rwanda. IRDP's results brought peacebuilding challenges to the forefront including issues of unity, peaceful cohabitation of Rwandans after the Gacaca trials and citizens' participation in democratic governance.

## MILESTONE EVENTS IN 2011

Two milestone events in 2011 highlight the importance of IRDP's work in Rwanda:

- IRDP was recognized for its "outstanding contribution to the policy process over the last decade" by the Rwandan Governance Advisory Council; and
- IRDP was invited to present its findings from the research on 'citizen participation in democratic governance' to the Ministry of Local Government.

## EXTERNAL EVALUATION OF THE PROGRAMME

Released in 2011, an external evaluation of the peacebuilding programme in Rwanda concludes that "the IRDP/Interpeace peacebuilding programme continues to be of great strategic relevance for the prospects of peacebuilding in Rwanda" and that it "succeeded in bringing into the open a number of highly sensitive and controversial issues while engaging a broad range of people."

In addition to observing and participating in IRDP's activities, the evaluators also conducted interviews with 29 people and reviewed relevant documents.

## ENGAGING WOMEN AND YOUTH

IRDP has strengthened the role of women and enabled youth to voice their opinions on key peacebuilding issues.

The 'Biba Amahoro' programme – meaning 'Sowing Peace' in Kinyarwanda – equips women at the grassroots level with leadership and dialogue facilitation skills so they can play their part in building lasting peace.

The widely successful 'Schools for Dialogue' programme organizes debating competitions for students on issues of ethnic identity, tolerance and political rights.

## EMPOWERING RWANDANS

After 10 years of activity, the programme is well established in Rwanda and widely appreciated by the population.

"What I like about the approach used by IRDP is that they encouraged us to identify the problems ourselves that stand in the way of building lasting peace among Rwandans. We then try to find solutions to those problems as responsible people," explains a member of the Dialogue Club in the Ruhango District.

## LOOKING AHEAD

IRDP will continue to promote a culture of dialogue and build bridges between Rwandans and policy-makers to promote citizen participation in governance for a peaceful future.

**Seventeen years after the genocide of the Tutsi, Rwandans have made considerable progress in the areas of reconciliation, building up an efficient system of governance and economic development.**



*Seventeen years after the genocide of the Tutsi, Rwanda continues to rebuild its social fabric, economic foundations and governance structures. Innovative solutions, including the Gacaca process, have been implemented, but challenges with regards to societal cohesion and to rally Rwandans around a common citizenship remain.*

*At the political level, Rwanda has made important steps towards establishing accountable institutions and decentralizing the governance system. But the lack of political dialogue space and citizen participation in decision-making processes is often criticized.*





# 10

**Years of supporting  
peacebuilding and  
reconciliation together  
with the Institute of  
Research and Dialogue  
for Peace**

# 1

**Recognition by the  
Rwanda Governance  
Advisory Council for  
IRD's outstanding  
contribution to the  
policy process over  
the past 10 years**

# 1

**Evaluation finds  
our programme  
has succeeded in  
bringing taboo issues  
into the open**





# 2012

**Presents a window of opportunity to expand peacebuilding activities into areas that have been liberated from Al Shabab**

# 2

**Programmes are implemented across the region: the Pillars of Peace and the Democratization Programme**

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# SOMALI REGION



*The Somali Region has been without a functioning central government for more than 20 years. As a result, it is divided into three semi-autonomous regions with differing levels of stability and political development: Puntland in the North-East, Somaliland in the North and South-Central Somalia.*

*The severe drought and famine experienced in 2011 caused a major humanitarian crisis. International support and traditional coping mechanisms alike were obstructed by the presence of radical groups. This highlights the underlying problem: a lack of governance and a need to build strong governing institutions with the capability of responding to emergencies.*

*Despite these serious challenges, the region is witnessing a new and positive dynamic: the relationship between the military and civilians is showing signs of improvement; ongoing reconciliation efforts across the region are bearing fruit; and the road map to end the transition period, while not perfect, contains achievable milestones and provides an opportunity for the whole region.*

**Interpeace has been engaging in the Somali Region for more than 15 years. In Puntland, Interpeace helped establish the Puntland Development Research Center (PDRC). In Somaliland, Interpeace has teamed up with the Academy for Peace and Development (APD) and in South-Central Somalia, our local partner is the Center for Research and Dialogue (CRD).**

## PUNTLAND

In recent years, piracy, targeted killings and kidnappings have emerged as a threat to lasting peace. This concerning development particularly affects international and local humanitarian staff.

Despite the progress that has been made in recent years, weak governance remains a problem in Puntland, even though it is transitioning from a clan-based society towards a more democratic model.

Spillovers from violent conflict in South-Central Somalia have led to an economic crisis that has been intensified by recurring droughts.

Due to international efforts to combat piracy, the final quarter of 2011 saw a significant decrease in attacks.

A recent achievement is the progress that has been made in the constitution-making process in Puntland.

## SOMALILAND

Since declaring its independence in May 1991, Somaliland has established functioning government institutions and a relatively stable society.

Somaliland is now entering a crucial period for consolidating its gains and advancing even further in the peacebuilding and statebuilding process.

In 2010, Somaliland succeeded in holding presidential elections marking the first ever peaceful democratic transition in the Horn of Africa. The local elections that were initially planned for 2011 had to be postponed to 2012, and will provide a litmus test for the ongoing democratization process.

## SOUTH-CENTRAL SOMALIA

Heavy fighting between pro-government forces and Al Shabab insurgents, assassinations of officials, aid workers, activists and journalists as well as a climate of general lawlessness characterized the security situation in South-Central Somalia in 2011.

The ongoing famine caused by a severe drought in the region has been aggravated by violence preventing aid workers from accessing areas where they are most needed. This has led to an increase in the number of refugees and internally displaced people.

Later in 2011, the security situation took a positive turn: the retreat of Al Shabab from Mogadishu and other strategic areas presented an opportunity to intensify the much needed peacebuilding work.

# SOMALI REGION PILLARS OF PEACE

Interpeace's flagship programme in the Somali Region is the Pillars of Peace programme. In 2011, the activities focused on implementing the findings of a mapping exercise where more than 1,500 Somalis provided input on challenges to lasting peace. The programme is implemented by our local partners and focuses on three central pillars.

## DEMOCRATIZATION

The partners on the ground are supporting a peaceful and locally-owned process of democratization across the region.

All democratization pillar projects are implemented in close coordination with the efforts of the Democratization Programme, the second Interpeace programme in the region.

## DECENTRALIZATION

Broad-based public engagement is key to addressing the social, political and regional dynamics. By further empowering citizens' involvement in regional governance, Somalis are given the tools to shape their future.

In Somaliland, Interpeace's local partner, the Academy for Peace and Development (APD) has been instrumental in the process to draft a decentralization policy for the region. The lack of a national policy on decentralization was identified as a concern in the regionwide mapping exercise. APD reached out to different stakeholders to include their views in the policy proposal that has now been presented to the relevant government officials.

## SOCIAL RECONCILIATION

In a clan-based society with divisions running deep, reconciliation is a challenging task. However, trust between the different factions can only be rebuilt through open dialogue and

inclusive participation. Engaging key groups and stakeholders in developing solutions for the future helps to overcome differences.

## FACILITATING DIALOGUE BETWEEN CLANS

In South-Central Somalia and in Somaliland, Interpeace's local partner organizations, the Center for Research and Dialogue (CRD) and APD have successfully mediated between representatives of warring clans. At the same time they ensured that conflict resolution mechanisms took root within different communities across the region.

In the context of a society that is structured by clans, the ability of our local partner organizations to mediate and move between different groups as a neutral interlocutor is extremely valuable.

The facilitation of peace agreements between clans from different regions, the organization of peacebuilding workshops for marginalized communities and the engagement of elders as key stakeholders are just some of the achievements in 2011.

## MILESTONE EVENT

For the first time in history, the President of Somalia participated in a 'Question and Answer' session that was broadcast live on public TV and facilitated by CRD. 1,500 Somalis seized the opportunity to address their questions to the President, either directly or via email, phone and social media channels. Over one million viewers and listeners followed the discussions on TV or radio.

## REACHING OUT TO RURAL AREAS

With the help of the mobile Audio-Visual Unit (AVU) our peacebuilders are able to reach out to audiences that go beyond the urban centers and literate elite. Visiting rural communities in remote areas, the team creates a culture of dialogue and ensures that poor literacy skills do not prevent people from fully participating in the peacebuilding process. Using films that are specifically tailored for young people, the team is able to engage and educate youth, thus laying the foundations for a peaceful future.

The AVU of the Interpeace local partner in Puntland, the Puntland Development Research

Center (PDRC), reached more than 2,000 people in 2011.

Using this approach, PDRC was able to highlight challenges related to peacebuilding and statebuilding that mainly affect youth.

## EMPOWERING WOMEN

Empowering women to take an active role in driving the future of their communities is a key objective of our work across the region. Highlighting the importance of female education, APD organized an event to honor the highest-ranking female graduates of both secondary and intermediate schools in Somaliland.

This is also a key initiative in Puntland. As a result of PDRC's leadership training for women, 30 young participants decided to found an organization aiming to enhance women's participation in the decision-making process.

"PDRC has really encouraged and inspired us. We've been given the opportunity to capitalize on our talents," explained a workshop participant.

Highlighting the vital role women play in conflict resolution and the democratization process, all local partner organizations across the Somali Region worked together to produce a video documentary.

## INPUT INTO POLICY DEVELOPMENT

In Puntland, PDRC supported the process of developing a national security policy. Providing guidance on security sector reform and rule of law promotion, PDRC addressed the issues of impunity and neighbourhood security. About 60 women participated in the focus groups informing the development of the new security policy.





# 1500

**Somalis across the region provided input to a mapping exercise on obstacles to lasting peace**

# 1

**Mobile Audio-Visual Unit travels around Puntland promoting dialogue through films shown in rural communities**

# 1

**Million people tuned in to follow the first ever Q&A with the Somali President**

# 3

**Pillars provide the basis of Interpeace's peacebuilding work across the Somali Region: Democratization, Decentralization and Social Reconciliation**





1

**Transitional Electoral  
Commission in  
Puntland with support  
of Interpeace's  
partner PDRC**

2012

**Local elections to be  
held in Somaliland.  
Interpeace is  
supporting its National  
Electoral Commission**



# SOMALI REGION

## DEMOCRATIZATION PROGRAMME

### DEMOCRATIZATION PROGRAMME

Supported by the Democratization Pillar of the Pillars of Peace programme, the Democratization Programme seeks to support the ongoing democratization processes in Somaliland and Puntland by providing a peacebuilding lens to the democratization process and technical assistance.

### ADVISING THE NATIONAL ELECTORAL COMMISSION

Interpeace's local partner in Somaliland, APD, has been working closely with the National Electoral Commission (NEC) to ensure the peaceful implementation of local elections.

In October 2011, Interpeace hosted a workshop for NEC members in Addis Ababa in order to come up with solutions to the challenges that the 2012 local elections will pose.

### SUPPORTING THE DEMOCRATIZATION PROCESS

Civic education activities and projects to enhance the role of women on the electoral process complement APD's collaboration with state institutions like the Ministry of the Interior and NEC.

Following policy proposals made by the APD team, the electoral laws have been amended to allow for the inclusion of a broad range of stakeholders.

### A CONSTITUTION FOR PUNTLAND

2011 has been a crucial year for the constitution-making process in Puntland. PDRC worked with key stakeholders to overcome deadlock in the constitution-making process.

### PROVIDING TECHNICAL SUPPORT

In 2011 the Transitional Puntland Electoral Commission (TPEC) was successfully established. PDRC was instrumental in this effort and will continue to provide technical support.

In September 2011, PDRC facilitated a training for TPEC members, resulting in the development of a roadmap that TPEC will measure itself against.

**The Somali Region is experiencing positive development. All over the region, there are pockets of stability where Somalis have been able to establish structures to manage conflict in peaceful ways.**

# TIMOR-LESTE

## PARTNERSHIP FOR PEACE

In response to the violent crisis of 2006, Interpeace teamed up with the Centre of Studies for Peace and Development (CEPAD) to launch the Programme for Research and Dialogue for Peace. Since 2007, CEPAD promotes a culture of dialogue in search for ways to address some of the major challenges for sustainable peace.

## DEVELOPING TRUST IS KEY

Building trust in state institutions is a critical issue on the path to democratic consolidation. In addition to tackling corruption, this encompasses the need to account for past injustices. Accordingly, strengthening government and its relationship with citizens has become an integral part of CEPAD's approach to building sustainable peace and development.

## NATIONAL PRIORITIES

In 2011, CEPAD focused on two of the four national priorities identified in a two-year, nationwide consultation process involving more than 900 Timorese.

### 1) PROMOTION OF THE NATIONAL INTEREST

A stakeholder working group tackled the issue of promoting the national interest over individual and political party interests. Two initiatives were launched at a national level meeting in November 2011:

- A permanent civic education campaign.
- The establishment of an independent society of ethics.

### 2) CORRUPTION, COLLUSION AND NEPOTISM KNOWN AS 'KKN'

A recently established working group continues to develop policy recommendations to increase political will to combat corruption at the national level by enhancing political leadership and accountability.

## ENGAGING WOMEN

Through a series of countrywide interactive dialogue sessions, CEPAD has been engaging with local women living in rural and remote areas. They have the opportunity to inspire others by speaking out about their experiences and role in the democratization process.

## GIVING PEACE A PHYSICAL PRESENCE

Inspired by the traditional practice of bringing people together to resolve conflicts, CEPAD initiated the construction of peace houses in Aileu, Bacau and Maliana. Peace houses provide a critical space for community dialogue on peace and stability. Other local groups, institutions and NGOs also use the peace houses as a way to inform and engage with communities.

The fourth peace house will be built in Ainaro during 2012.

## ACHIEVING RECOGNITION - THE SERGIO VIEIRA DE MELLO AWARD

At the end of 2011 CEPAD received the Sergio Vieira de Mello award for its work to prevent conflict and to promote respect and protection for citizens' civic and political rights in Timor-Leste.

## 2012: AN IMPORTANT YEAR FOR PEACE

The year 2012 is an important year for people across the country as both the presidential and parliamentary elections are seen as a test of the strength of democracy in Timor-Leste.

**Inclusive dialogue processes have been singled out as an effective tool to promote the participation of citizens in institutional decision-making processes.**



## CONSOLIDATING PEACE AND DEMOCRACY

*In its 24-year struggle to regain independence from Indonesia, an estimated one third of the Timorese population was killed, more than 70% of the country's infrastructure was destroyed and 75% of the population was displaced.*

*The same political interests and ideas that unified the country during its resistance are now being manipulated by different actors. This has contributed to bad governance, political exclusion and unequal access to resources, further exacerbating widespread unemployment and poverty.*



3

**Peace houses built through our programme that provide a critical space for community dialogue**

1

**Prize awarded to Interpeace partner CEPAD. They received the Sergio Vieira de Mello Award for their important work on conflict prevention**

2012

**Is a big year for Timor-Leste with presidential and parliamentary elections taking place, testing the extent of the country's democratic transition**





# TIMOR-LESTE

## FACES OF PEACE: JOÃO BOAVIDA

We catch up with João Boavida, Executive Director of Interpeace local partner the Centre of Studies for Peace and Development (CEPAD). He shares with us how he was 'hooked' into becoming a peacebuilder for his country, Timor-Leste, and why he remains committed to building lasting peace.

"I would walk down the street and listen to what people were saying. I was shocked – every third word coming from a young kid's mouth was a swear word," explains João. "This was not the Timor-Leste I had left in 1981. Life had changed beyond recognition. My country had become aggressive, and violence was constantly rising to the surface in every way possible."

Though he would never admit to it, João Boavida is one of Timor-Leste's most renowned peacebuilders. As a boy he was raised in Baucau, one of Timor-Leste's 13 districts. Nowadays, it is considered to be Timor-Leste's most troublesome district. As a young boy he attended religious school like many of his generation. Then, while helping out in the parish mission as a teacher, he became a clandestine activist resisting the Indonesian occupation. He was arrested and deported to the island of Atauro. He fled the country and lived and worked with the Jesuit Refugee Service in Thailand before he left for Australia.

In Australia João was able to study politics at Melbourne University and eventually go on to study at Oxford University in the United Kingdom, where he read anthropology.

Following his studies he had a career with the United Nations. Yet João admits: "It left me feeling like just a number. Privileges and worldwide travel were simply not doing it for me any longer."

An opportunity came in 2007. "Interpeace was in town and talking to my former employer the United Nations, the international community, the

government and the limited civil society that was operational in Timor-Leste at the time. They were looking for someone to champion their work. Apparently my name kept popping up. I had never imagined being a peacebuilder, but when I met the Interpeace team my thoughts changed," confirms João.

João has now replaced his travels with a new thrill – the excitement of accompanying his society on a journey that he feels his fellow countrymen and women need to take in order to achieve lasting peace.

"We need to understand our history and the implications of what lies ahead as our new country gains stature. At the same time, we also need to be weary of the challenges on the horizon, knowing that the risk of politicizing issues, and the potential to be manipulated, remains a constant reality." João adds: "Now that we're more exposed to the outside world, like the TV and the Internet, it's all helping to change mentalities."

Looking forwards, João expresses a balance of what he believes to be Timor-Leste's needs and his own values: "What my country needs now is continuity. Peace is a process. Only with continuity will we achieve peace, as this is not something that will happen overnight. If the process is well conceived and well implemented, only then will it be possible."

João opens up further, adding: "At the time I was asked to partner with Interpeace, I was also looking to establish some continuity in my own life. I am home now. I am with my family and relatives. My feet are back on the ground. That's a good feeling."

This balance is what drives João. Since joining the Interpeace team he has delivered a nationwide consultation project involving 900 Timorese. Through this, citizens have been able to collectively decide what they see as obstacles to peace, as well as their vision for the future. In addition, he now has four fully functioning peace houses up and running, with more on the way.

In recognition of everything he and his colleagues have accomplished and worked on thus far, CEPAD was awarded the Sergio Vieira de Mello Award in December 2011.

Reflecting on his work with Interpeace, João confesses: "I was hooked back then, I'm still hooked now. I have never looked back on my decision."

**"I WANTED TO STAY IN TIMOR-LESTE AND SUPPORT THE PEOPLE OF MY OWN COUNTRY. INTERPEACE HELPED ME DO THAT."**

João Boavida, Executive Director of the Centre of Studies for Peace and Development

## **Using ‘Participatory Polling’ as a foundation, the Cyprus 2015 initiative is working to link public opinion, civil society and decision-makers so that all Cypriots can engage constructively in the peace process.**

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### **A UNIQUE PARTNERSHIP**

The Cyprus 2015 initiative is now in its third year. A joint programme with the United Nations Development Programme (UNDP-ACT), it is focused on using research and inclusive dialogue to enable Cypriots across the island to build a sustainable future.

### **POLLING FOR PEACE**

The Cyprus 2015 initiative combines dialogue with a unique mix of research methods. ‘Participatory Action Research’, used across the Interpeace programmes, is combined with public opinion polling to create an approach that allows stakeholders to impact the design and the analysis of the research. The term ‘Participatory Polling’ has been coined by the Cyprus 2015 team to describe this novel methodology.

In 2011, 2,000 Cypriots from across the island were asked their opinion on different aspects of a potential settlement to the conflict.

### **INFORMING THE PEACE NEGOTIATIONS**

The results of the Participatory Polls of 2010 were included in a key document to inform the negotiations convened by the United Nations Secretary-General Ban Ki-moon, on 26 January 2011.

In addition to the general public who were able to access the results in their native languages via an awareness campaign in the media, presentations were given to the United Nations Good Offices, the European Commission Representation Office in Cyprus, the diplomatic community and the negotiation teams.

The polling results went beyond Cyprus, to New York, London, Brussels, Athens, Istanbul and Ankara, where members of the team shared them at various conferences and meetings.

### **INFLUENCING POLICY DISCOURSE AND PUBLIC UNDERSTANDING**

The Cyprus 2015 initiative is currently developing policy briefs, which are targeting both the leadership and the general public. They contain recommendations and analyses on new developments in the negotiations using findings from the polls. To ensure that they actually represent the needs and expectations of society, the briefs will be extensively discussed with key stakeholders and with societal working groups, which the project will establish.

### **THE ‘RECONCILIATION INDEX’**

The programme was chosen by UNDP-ACT to produce a ‘Reconciliation Index,’ in line with current best practices in conceptualizing and measuring reconciliation.

It is intended to allow governmental and non-governmental institutions, the donor community and other relevant actors to measure and assess the state of reconciliation in Cyprus and in other contexts.

### **LOOKING AHEAD**

To ensure the initiative’s sustainability, it is in the process of establishing a local presence in the form of the first ‘inter-communal think tank’ in Cyprus, called Center for Sustainable Peace and Democratic Development (Seed).





4600

Face-to-face interviews across the island. Poll findings used to inform the 2012 peace negotiations

70

Percent of Turkish-Cypriots and 84% of Greek-Cypriots confirm that challenges remain including lack of trust towards each other



68

Percent of Greek-Cypriots and 65% of Turkish-Cypriots have a high desire for a settlement

5

Reports published including: Solving the Cyprus Problem: Hopes and Fears, Navigating the Paradigm Shift and Bridging the Gap in the Inter-communal Negotiations

#### BEYOND THE GEOGRAPHICAL DIVIDE

*Since the division of the island of Cyprus in 1974 into Greek- and Turkish-Cypriot zones, the island remains divided by a strip called the 'Green Line'. Nearly 40 years on, this border is still only passable at designated crossing points.*

*But the separation goes beyond a physical dimension. Deep ideological rifts, lack of awareness, and limited understanding within and between all levels and sectors of society are contributing to the difficulty in reaching a settlement between the two communities. To add to this, the islandwide dynamics have been influenced by the political changes and alliance shifts across the Mediterranean region.*



1

**Programme with the Russian speaking community exposes them to the history of the conflict and provides mediation skills**

12

**Palestinian-Arab mayors have founded the 'Forum of 12' with B4D's support to improve governance in Palestinian-Arab municipalities**

1

**Programme with the traditional religious population expanded to include women**

100

**Most influential Israelis: Ghaida Rinawi Zoabi, a peacebuilder with Interpeace local partner INJAZ has been selected for this list by The Marker, an Israeli publication**

# ISRAEL

**Reaching out to marginalized groups will ensure that there is a strong basis for a legitimate and sustainable solution to the conflict.**



*Decades of violence and failed peace initiatives have left public opinion in Israel divided on key issues related to peace. In addition, most initiatives have focused on those groups who are already participating in the peace process. If a future accord is to bring lasting peace, it is essential that previously sidelined groups such as the traditional religious population, the Russian speaking population and the Palestinian-Arab citizens of Israel are being included in the peace process.*

## REACHING OUT TO MARGINALIZED GROUPS

Since 2004, Base for Discussion (B4D), the Interpeace programme in Israel has been facilitating dialogue among groups that have traditionally been excluded from peace talks and filling a void in the peacebuilding process.

Through its work, B4D is targeting more than half the Israeli population – the Russian speaking community, Palestinian-Arab citizens of Israel and the traditional religious population.

## EMPOWERING LEADERSHIP FOR THE FUTURE

The B4D programme is engaging the traditional religious population with different educational programmes.

Having successfully conducted an educational programme for 35 Rabbis and political activists, the programme has now been expanded to include 40 outstanding ultra-orthodox women.

The two-year Master's programme that is implemented in collaboration with the Haredi College of Jerusalem teaches English, mediation skills and details of the ongoing Palestinian-Israeli conflict.

## INITIATING DIALOGUE ON A FUTURE VISION

Working with the Palestinian-Arab citizens of Israel, the B4D programme is facilitating the formulation of a geopolitical vision for the future of the region.

In May 2011, the B4D programme worked together with the Center for Professional Arab Local Governance in Israel (INJAZ) to organize an educational programme for Palestinian-Arab mayors. This led to the creation of the 'Forum of 12.' This key group is now promoting the rights of Palestinian-Arab citizens of Israel with a focus on the role of mayors in shaping civil identity and responsibility.

## CREATING A PLATFORM FOR INFORMED DIALOGUE

In 2011, the first phase of the educational programme for the Russian speaking community was launched. 35 participants took part in lectures, a mediation course and educational tours. Participants are now reaching out to their communities with their new knowledge. They share what they have learned with their communities using social media, the Internet and traditional publications.

## CONTINUED INVOLVEMENT

In answer to a request by participants, the programme is now reaching out to other marginalized groups of Israeli society and will engage in joint projects with the Palestinian-Arab citizens of Israel, the traditional religious population and the Russian speaking population.

The focus for the coming months will be placed on the promotion of interreligious dialogue.



# PALESTINE

## 2

**Key pressure groups working with our programme are ex-detainees and youth**

## 27

**Percent of the Palestinian population is made up of young people, yet they are politically marginalized**



## 1

**Initiative called 'Women Against Division' was launched to give women a voice**

## 2011

**Was a key year for Palestinians: The Arab Spring, the bid for statehood at the United Nations and the release of 1,000 political prisoners from Israeli prisons**



*In addition to the Israeli occupation, internal divisions run deep in Palestinian society. The split between the two main political parties - Fatah and Hamas - is an illustration of the cleavages that Palestinians are facing. In order to develop a sustainable and comprehensive solution for the ongoing conflict in the Middle East, Palestinians need to resolve their internal differences and work towards unity.*

*In addition, the gap between the political elite and the Palestinian people continues to be an obstacle in the reconciliation process.*

TOP: © MUSTAKBALNA, BOTTOM: © CHRYSSA PANOUSIADOU/PANOS

## **2011 was a historical year for Palestine that opened up a window of opportunity for developing a common vision for the future and the promotion of unity among Palestinians.**

### **A UNIQUE APPROACH**

Interpeace's programme in Palestine is called Mustakbalna, meaning 'Our Future' in Arabic. It has adopted a unique approach and works with different groups of Palestinian society: ex-detainees, political actors at different levels and youth, to consolidate peace among Palestinians and develop a common vision for the future.

### **EXPANSION OF THE PROGRAMME**

Early in 2011, the Mustakbalna programme expanded its activities from the West Bank to the Gaza Strip. Following an exploratory mapping phase and a detailed assessment of the situation, the programme launched a first working group meeting later in the year. Consisting of former political prisoners, youth, women, and community leaders who represent the full range of the political spectrum, the working group is developing dialogue-based solutions for the reconciliation process.

### **EMPOWERING WORKING GROUPS**

Recognizing that change needs to come from within Palestinian society, the Mustakbalna programme focused on equipping working group members with the skills and knowledge needed to foster reconciliation.

### **FACILITATING DISCUSSIONS ON NATIONAL ISSUES**

The bid of the Palestinian Authority to become a fully recognized member state in the United Nations was a key issue in 2011. Recognizing the need for dialogue on this topic, the Mustakbalna programme facilitated regional and national meetings to debate the legal and political aspects of the bid for statehood.

### **INVOLVING KEY GROUPS IN THE RECONCILIATION PROCESS**

By inviting the detainees that were released from Israeli prisons in October 2011, the Mustakbalna programme further expanded its engagement with this key group.

A highly respected group across political divides, ex-detainees remain critical to the reconciliation efforts as they play a unifying role in Palestinian society.

### **'WOMEN AGAINST DIVISION'**

In line with the programme's efforts to reach out to marginalized groups, an initiative called 'Women Against Division' was launched. Bringing together women from all political parties, this initiative gives women, who demand an end to the political division, a voice. It also aims to strengthen the role of women within their communities and enable them to be more influential at the political level.

# CENTRAL AMERICA YOUTH PROGRAMME

## PROVIDING AN ALTERNATIVE TO THE INEFFECTIVE IRON FIST APPROACH

There is a tendency to adopt a reactive, iron fist approach to tackle youth-related violence that pays little attention to the root causes of violence. State and society responses to the problem focus mainly on punishment rather than prevention, but the crime rates continue to rise.

## COMBINING NATIONAL AND REGIONAL APPROACHES

With porous borders, a national policy can only achieve so much. Interpeace is working both nationally and regionally to conduct inclusive processes to develop policy recommendations. Interpeace is currently working in Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama.

## TAILORED SOLUTIONS

Policy proposals on youth violence were published and presented to three different governments in the Northern Triangle. Each of them included recommendations for primary, secondary and tertiary levels. Primary prevention policies refer to general social and economic development measures, secondary prevention strategies aim to improve the quality of life of vulnerable groups and tertiary prevention focuses on socialization and reintegration efforts.

## GUATEMALA

The programme published its *12 Strategies for Youth and Youth Gang Violence Prevention for Guatemala*. The document reflects the inclusive nature of the Interpeace process. It marks the culmination of a multi-sector dialogue, which saw the participation of 200 Guatemalan stakeholders from 37 state institutions, 59 civil society organizations and 35 youth groups. A tailored version was especially produced for younger audiences.

A significant amount of policy recommendations from the *12 Strategies* were adopted by the Guatemalan government in the National Policy on Youth (2010-2015).

## EL SALVADOR

The programme published *Building a Future of Peace: A Comprehensive Set of Policy Proposals for the Prevention of Youth Violence in El Salvador*.

The team is now encouraging the government to adopt the policies that resulted from a process that involved 17 institutions, 15 civil society organizations and seven youth organizations.

## HONDURAS

Despite the fact that in Honduras 69% of the population is under 30 and that adolescents are the most affected by violence, little attention has been paid to social policies for children and youth. Two documents were published in 2011 covering youth-related violence in Honduras:

- *Locally and Nationally – Preventing Violence Affecting Youth in Honduras* provides a number of recommendations that were drawn from consultations across the regions.
- *A Violent World: Growing up in Honduras* analyzes the different forms of violence affecting teenagers and youth in Honduras, presenting the measures taken so far.

## HOW THE MEDIA COVERS VIOLENCE

Together with the Central American Integration System (SICA), the first Regional Forum on Media, Democratic Security and Violence, was arranged. The forum provided an opportunity for dialogue and reflection on the way violence is portrayed in the media and how it creates negative imagery fueling further social insecurity.

## ENGAGING YOUTH

The programme worked directly with 686 young people living in the peripheral areas of Guatemala on violence prevention. In the framework of the International Year of Youth, the programme arranged events bringing together youth organizations, governmental bodies and cultural networks and engaging with young leaders.

## BUILDING ON THE WORK OF 2011

The focus has turned to finalizing the policy proposals for Nicaragua, Costa Rica, Panama and Belize while for El Salvador, Guatemala and Honduras, the team are working on the adoption and implementation of the proposals. Striving to build strong networks, the aim is to strengthen civil society. Conducting research, the programme will also develop a deeper understanding of violence in schools, gender-based violence and the socio-economic dynamics within vulnerable youth groups.

**Interpeace is working across the region to enable governments and civil society to address youth-related violence by focusing on the development of new holistic and preventative policies.**



## ONE OF THE WORLD'S MOST VIOLENT REGIONS

*Central America is the world's most violent region outside of active war zones. According to the 2009-2010 United Nations Human Development Report for Central America, the homicide rate across the regions is 29.3 per 100,000 inhabitants.*

*There is a steady growth in the level of organized crime that controls drugs, arms and human trafficking networks. Unemployment and the lack of opportunities are general risk factors that influence young people to look to these and other networks, including the youth gangs, for a sense of security and belonging.*



A group of young people are seated at a long table in a meeting room. In the foreground, a young man with dark hair, wearing a striped polo shirt, is looking towards the camera with a slight smile. Next to him, another young man with sunglasses and a red shirt is looking off to the side. The table is cluttered with papers, a laptop, and a water bottle. In the background, other people are seated at similar tables, some looking towards the front of the room. The lighting is warm and indoor.

# 433

**Children under 17  
suffered violent deaths  
during an 11 month  
period in Guatemala**

# 69

**Percent of Hondurans  
are under the age  
of 30, with  
adolescents most  
affected by violence**

# 3

**Public policies  
on youth violence  
prevention developed  
and presented to the  
governments of El  
Salvador, Guatemala  
and Honduras**

# 7

**The number of Central  
American countries  
Interpeace is working  
with to develop youth  
violence prevention  
strategies**

# 29.3

**Per 100,000 inhabitants is the homicide rate across Central America**

# 2012

**Will see the establishment of a research center producing analysis on insecurity and crime at the regional level**



# 1

**Studies programme launched with the NDI and the government of El Salvador**

# 2

**Main issues in the Central American region – security and justice – are being addressed by Interpeace's newly launched programme**



*Violence and insecurity are recognized as two key problems facing Central America. The insufficient ability of the authorities to address the various threats facing the region is not only a problem for national governments, but also for regional institutions. The weaknesses of justice systems are illustrated by increased detentions without trial, leading to extremely overcrowded jails.*

TOP: © CLAUDIO VÁSQUEZ, BOTTOM: © SANDRA SEBASTIAN

# CENTRAL AMERICA

## SECURITY AND JUSTICE PROGRAMME

**The newly launched Security and Justice programme aims to improve the capacity of Central American countries to manage insecurity by strengthening institutions, empowering civil society and encouraging a constructive relationship between state and society.**

### **ANSWERING A REQUEST FOR SUPPORT IN EL SALVADOR**

The government and civil society of El Salvador were looking to create opportunities to debate the issue of security and how to meet the challenges posed by a lack of safety. Together, they approached Interpeace and the National Democratic Institute. It was from this initial request that the programme was developed to shed light on the strategic, technical and political aspects of security across the country.

### **PARTNERING TO DELIVER TAILORED TRAINING**

A studies programme was launched in partnership with the National Democratic Institute and the government of El Salvador. 29 civil society organizations sent representatives to take part in a six-day course. All participants worked on either security issues, public safety, prevention, violence and youth violence prevention, gender-based violence, human rights or social development.

### **THE APPROACH IN GUATEMALA**

In order to engage Guatemalan civil society in a dialogue to address issues associated with security, Interpeace conducted a series of reflection sessions and forums. These dialogue opportunities were particularly crucial, as there had been concerns that the matter would lose momentum with the expected change in government. Representatives from the human rights sector, NGOs, academia, the private sector, women and ethnic minorities were included in the discussions and a consensus document was prepared for presentation to the Guatemalan government.

### **PLANNING THE YEAR 2012**

A research center producing quantitative and qualitative analysis on insecurity and crime at the regional level will be established. The programme will also establish strategic alliances with regional and national institutions and develop comprehensive national strategies to improve security and justice.





# CENTRAL AMERICA

## FACES OF PEACE: WENDY CUELLAR

As Wendy passed through Brussels to attend a European Union meeting, she shared with us the realities of ensuring her work is inclusive. Wendy Cuellar works at Interpeace's Regional Office in Guatemala.

She is a Programme Officer for the Central American Youth Programme. "The main challenge of our work is to build proposals and priorities in an inclusive way. Being inclusive – well it's easy in theory. In practice, however, it is a challenging story," opens Wendy.

Wendy is devoting this latest step in her career to building lasting peace across the region. An international and human rights lawyer, she has previously worked for the United Nations Development Programme and is a former consultant to the Guatemalan government.

Wendy's work focuses on Costa Rica and Belize: "In Costa Rica, people are more open to speak about violence prevention. However, there are new types of conflicts emerging – such as the 'barras bravas' or increased bullying in schools. In Belize, the youth population is more diverse. They have some similarities with youth in the Caribbean, but are facing risk factors that are typical for the Northern Triangle of Central America such as drug trafficking, the participation of gangs in criminal activities, as well as poverty and exclusion."

"It continues to surprise me just how violence affects young people – both as victims as well as perpetrators of violence! Central America has the highest violence rates and that violence is constant and ruthless." Governments have implemented actions in a repressive way, outside of the law and without considering the causes of violence; At Interpeace, we strongly believe in the potential that youth have to build different scenarios, therefore we advocate for comprehensive policies that incorporate views from different sectors of society.

Across the region, we are working to ensure that all are involved in building peace. We develop participatory proposals of public policies for the prevention of youth violence. We learn that one of the challenges Wendy faces is to bring all actors together. "Just imagine: victims, perpetrators, the security sector, government representatives, NGOs and even those on the sidelines need to be involved. Only when they find the solutions together, can we come up with preventive policy proposals to take to top government decision-makers." It is the collective element and getting people talking that is key," Wendy admits. "That means opposing groups have to sit next to each other and talk."

Wendy then shares how she and her team approach it: "This is when we have to be very clear about our role. We are there to enable, to facilitate. We promote dialogue and try to make them think in a more positive and future oriented way. We keep insisting and show them possibilities for a more positive future. We sometimes ask them: Where do you see yourself 10 years from now? What kind of future do you want to create? We take their proposals seriously. We advocate their proposals of solutions with the authorities and policy-makers for a more comprehensive and preventive approach. Only then can we start building a bridge of cooperation as peacebuilders."

Wendy sees her work as an "exciting transition" from human rights lawyer to a peacebuilder. "I needed to feel the satisfaction of working for a good cause, and today I feel that this is where I want to be."

Costa Rica's strategies for the prevention of violence were presented by the government recently, and Belize's proposals will be launched soon.

"I feel satisfied to see that our efforts are creating new possibilities to influence a positive change for young people," concludes Wendy.

**"INCLUDING ALL GROUPS CAN BE DIFFICULT, BUT GETTING PEOPLE PHYSICALLY TOGETHER AND TALKING IS, IN ITSELF, A CLEAR VICTORY FOR PEACE."**

Wendy Cuellar, Programme Officer for the Central American Youth Programme

# POLICY AND LEARNING

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**Peacebuilding and Statebuilding, Reconciliation, and Transitional Justice  
are the three core areas of work of our Policy and Learning work.**

*H.E. Mr. Joseph Deiss, President of the  
65th session of the United Nations General  
Assembly, at the launch of the constitution-  
making handbook at the United Nations  
headquarters in New York*





# CONSTITUTION-MAKING FOR PEACE

## FILLING A CRITICAL GAP

On 9 September 2011, Interpeace launched the handbook *Constitution-making and Reform: Options for the Process* at the United Nations headquarters in New York. This comprehensive resource fills a critical gap by providing guidance on the process of creating a constitution.

## THE NEED FOR A HANDBOOK

The world has seen a dramatic increase in the number of constitutional processes being carried out.

The political, legal and social foundations laid by a constitution have important implications for a country's future. Long-term peace and stability can be greatly impacted by the quality and inclusiveness of the constitution-making process.

## LITTLE GUIDANCE AVAILABLE

However, prior to this handbook there has been little guidance on how countries can best use their constitution-making process to lay the groundwork for lasting peace.

## WHAT SETS IT APART

*Constitution-making and Reform* is the product of a participatory process drawing on the knowledge of more than 120 constitutional practitioners from around the world.

## FOUR LEADING EXPERTS

The handbook was drafted by Michele Brandt, Jill Cottrell, Yash Ghai and Anthony Regan, four of the world's leading constitution-making experts.

## A MENU OF OPTIONS

Rather than taking a one-size fits all approach, the handbook recognizes that each process will be different. It therefore provides a menu of options so that national and international constitution-makers can design the best process for their context.

However, the emphasis is on making the process as participatory and inclusive as possible, thereby building a strong basis of legitimacy.

## A FITTING LAUNCH

At its official launch at the United Nations Secretariat, the handbook was presented to the President of the General Assembly, H.E. Mr. Joseph Deiss.

Distinguished panellists discussed the links between constitution-making and peacebuilding, statebuilding and development. The discussion was led by His Royal Highness Prince Zeid Ra'ad Zeid Al-Husseini, Permanent Representative of Jordan to the United Nations.

He was joined by Jean-Marie Guéhenno, former Under-Secretary-General for Peacekeeping Operations; Nicholas Haysom, Director of Political Affairs, Executive Office of the United Nations Secretary-General; Jamal Benomar, United Nations Special Advisor and Envoy for Yemen; and Michele Brandt, co-author of *Constitution-making and Reform*.

## NEXT STEPS

*Constitution-making and Reform: Options for the Process* is available to all on the Interpeace website.

Moving forwards, the emphasis will be on operationalizing the guidance provided by the book. In addition to generating new resource materials and building capacity through trainings, Interpeace will provide technical assistance to national and international constitution-makers. Over the course of 2012 the handbook will be translated into Arabic and possibly into French as well.

**“Drafting a constitution is one of the most sensitive tasks in the aftermath of a conflict: agreeing on rules to regulate power after having fought for it will never be easy. This handbook will help practitioners navigate through the shoals of a political process, illuminating through concrete examples the inevitable trade-offs that need to be accepted and the hard choices that need to be made.”**

Jean-Marie Guéhenno – Deputy Joint Special Envoy of the United Nations and the League of Arab States on Syria, and former Under-Secretary-General for Peacekeeping Operations

# 800

**Pages of guidance materials were created along with the handbook, many of which are available on the website**

# 4

**Of the world's leading constitution-making experts drafted Interpeace's handbook**

# 20

**National constitutions are typically reformed or adopted each year**

# 100

**Countries' constitution-making experiences are reflected in the handbook**



© JEFFREY HOLMES FOR INTERPEACE





# 7

**Briefing papers  
produced for the  
International Dialogue  
on Peacebuilding and  
Statebuilding**

# 4<sup>TH</sup>

**High Level Forum  
on Aid Effectiveness  
benefited from  
Interpeace's work  
convening civil society  
on peacebuilding and  
statebuilding**

# POLICY AND LEARNING

**Interpeace works to improve how the international community understands and supports peacebuilding. We combine this work with ensuring our initiatives around the world remain at the leading edge of peacebuilding. We do this by constantly monitoring and evaluating our techniques and performance so we can build on best practice across the organization.**

**Our policy and research team focuses on three core areas of work: Peacebuilding and Statebuilding, Reconciliation, and ‘Building Just Societies’ by integrating transitional justice and peacebuilding objectives.**

## MONITORING AND EVALUATION TO SUPPORT BEST PRACTICE

Interpeace considers reflective practice as an essential vehicle for improving our work and more broadly, the peacebuilding discipline. We constantly review and evaluate our work, highlight best practice and look closely at the areas that require further improvement. In 2011, our peacebuilding programmes in Rwanda and Guinea-Bissau were evaluated externally. The full reports of these external evaluations can be accessed on the Interpeace website.

This ongoing process provides critical input as we work to shape peacebuilding both in the field and at the policy level by harnessing the organization’s unique experience.

## PEACEBUILDING AND STATEBUILDING

This area focuses on the need to transform the relationship between state and society and the importance of trust and accountability in this relationship. Our work in this area also explores issues of fragility and resilience and their relevance for the tasks of peacebuilding and statebuilding.

## THE NEW DEAL

Interpeace played a key role in convening civil society participation in the International Dialogue on Peacebuilding and Statebuilding in the lead-up to the 4th High Level Forum on Aid Effectiveness in Busan, South Korea. Following this dialogue, the *New Deal for Engagement in Fragile States* was produced, outlining a set of commitments for effective collaboration to support states in transition. Interpeace continues to participate in this process to ensure active civil society involvement in the pilot implementation phase of the *New Deal*. Interpeace also works on the development of progress indicators for the peacebuilding and statebuilding goals set out in the *New Deal*.

## RECONCILIATION

Reconciliation is an important dimension of building social cohesion, not only in post-conflict societies, but also as part of prevention interventions. Interpeace endeavors to use its unique approach to restore the social fabric of societies affected by violent conflict. To this end, Interpeace is actively engaging with sectors of society that are often marginalized but can play a key role in reconciliation. In particular, this is critical to the evolving work on youth and gender in peacebuilding.

## GIVING LOCAL PEACEBUILDERS A VOICE

Interpeace is committed to improving peacebuilding practice in the field, supporting its innovation and connecting practitioners, scholars and policy-makers. At the field level we enable local teams to learn from each other. To influence and support policy decisions, we aggregate our field experience and translate it into useful information and learning tools.

Interpeace believes input from local voices is central to successful peacebuilding processes. By creating platforms for local peacebuilders to be heard, Interpeace is working to fill this gap.

## DELIVERING INNOVATIVE TRAINING COURSES AND MODULES

Sharing experiences from practitioners in the field, Interpeace, in partnership with the Geneva Centre for Security Policy (GCSP) offers leadership in peacebuilding training courses. Facilitating practitioner dialogue at the United Nations level, Interpeace has seconded a peacebuilding expert to the Peacebuilding Support Office.

In 2011, Interpeace and the Folke Bernadotte Academy co-designed and facilitated a workshop on reconciliation with 35 peacebuilding practitioners from around the world.

# OUR SUPPORT AND FUNDING

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**The trust and generosity of our donors enables us to support peacebuilding processes around the world.**

*Ambassador Betty E. King, Permanent Representative of the United States of America to the United Nations hosts Interpeace's Partners Forum and Advisory Council meeting*





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# OUR FUNDING

**Interpeace is grateful to the governments, European Union, United Nations, foundations and generous individuals that continued to support the organization in 2011. Their support and confidence enables Interpeace to build capacities within societies so they can resolve their conflicts without resorting to violence or coercion.**

In 2011, Interpeace received US\$ 10.2 million of funding for specific projects (restricted funding) and US\$ 6.3 million of unrestricted funding.

Interpeace receives both unrestricted funding support (put towards the organization's programme of work without restriction as to its use) and restricted funding support (limited either by region, programme or by specific earmarking within a programme). Both types of funding are vital to Interpeace's ability to pursue its mission of building lasting peace.

# OUR DONORS

**As well as individuals, the following donors supported Interpeace in 2011. We are very grateful for their continued support.**

Belgian Ministry of Foreign Affairs, Foreign Trade and Development Cooperation  
Canadian International Development Research Centre (IDRC)  
Danish Ministry of Foreign Affairs  
European Commission  
Finnish Ministry for Foreign Affairs  
French Ministry of Foreign Affairs  
Irish Department of Foreign Affairs and Trade  
Ministry of Foreign Affairs of the Netherlands  
Norwegian Ministry for Foreign Affairs  
Spanish Ministry for Foreign Affairs and Cooperation  
State of Qatar  
Swedish Ministry for Foreign Affairs  
Swedish International Development Cooperation Agency (SIDA)  
Swedish Postcode Foundation  
Swiss Federal Department of Foreign Affairs  
United Kingdom Department for International Development (DFID)  
United States Department of State  
United States Agency for International Development (USAID)  
United Nations Development Programme (UNDP)  
United Nations Population Fund (UNFPA)



# LETTER FROM THE AUDITORS



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Report of the Independent Auditor on the Consolidated Financial Statements to the Governing Council of

**International Peacebuilding Alliance (INTERPEACE), Geneva**

As independent auditor, we have audited the accompanying consolidated financial statements of International Peacebuilding Alliance (INTERPEACE), which comprise the statement of comprehensive income, statement of financial position, statement of cash flows, statement of changes in reserves and notes for the year ended 31 December 2011.

## *Governing Councils' Responsibility*

The Governing Council is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards (IFRS) and the requirements of Swiss law. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error. The Governing Council is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

## *Auditor's Responsibility*

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Swiss law and Swiss Auditing Standards as well as International Standards on Auditing. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control system. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the consolidated financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## *Opinion*

In our opinion, the consolidated financial statements for the year ended 31 December 2011 give a true and fair view of the financial position, the results of operations and the cash flows in accordance with International Financial Reporting Standards (IFRS) and comply with Swiss law.

KPMG SA

Pierre-Henri Pingeon  
Licensed Audit Expert  
Auditor in Charge

Karina Vartanova  
Licensed Audit Expert

Geneva, 25 May 2012

# FINANCIAL STATEMENTS

**Interpeace's financial reports are prepared in accordance with the International Financial Reporting Standards (IFRS) representing the highest level of financial reporting worldwide.**

The complete audited statements are available upon request at: [info@interpeace.org](mailto:info@interpeace.org).

<b>INCOME AND EXPENDITURE (US\$)</b>	<b>2011</b>	<b>2010</b>
<b>INCOME</b>		
United Nations	560 690	965 234
Governments	14 738 971	21 942 927
Trusts & Foundations, NGO and Other	998 451	323 072
Bank Interest and Exchange Gains	210 316	12 961
<b>TOTAL INCOME</b>	<b>16 508 428</b>	<b>23 244 194</b>
<b>EXPENSES</b>		
Personnel (incl. Consultants)	10 505 029	13 029 091
Travel and Related Expenses	1 741 154	2 140 947
Equipment Purchases	262 982	736 706
Depreciation	58 885	57 254
Office, Communications, Vehicle and Finance	1 713 645	2 149 357
Workshops, Reporting and Professional Services	1 838 102	4 518 113
UN Management Fees	104 732	154 129
Exchanges Losses and Actuarial Adjustments	236 438	205 869
<b>TOTAL EXPENSES</b>	<b>16 460 967</b>	<b>22 991 466</b>
Net Income / Expenses	47 461	252 728
Carryforward from Previous Year	1 428 260	1 175 532
<b>CLOSING BALANCE 31 DECEMBER</b>	<b>1 475 721</b>	<b>1 428 260</b>

**Interpeace is a ZEWO certified non-profit organization. The ZEWO seal of approval is awarded to Swiss organizations that provide transparent information, have independent and appropriate control mechanisms in place, communicate openly and procure their funds in a fair manner.**



<b>BALANCE SHEET</b> (as at 31 December)	<b>2011</b>	<b>2010</b>
<b>ASSETS</b>		
Non-Current Assets		
Property, Plant and Equipment	89 017	114 181
Deposits	63 282	68 671
Current Assets		
Deposits	6 436	4 177
Advances to UN	215 147	153 915
Advances to Partners	123 231	284 362
Project Income Receivable	2 463 770	3 534 257
Other Receivables and Prepayments	428 442	303 257
Cash and Cash Equivalents	5 046 801	995 405
<b>TOTAL ASSETS</b>	<b>8 436 126</b>	<b>5 458 225</b>
<b>LIABILITIES AND RESERVES</b>		
Non-Current Liabilities		
Provisions	100 477	67 631
Employee Benefits	472 813	365 270
Current Liabilities		
Deferred Income	4 024 042	2 231 604
Amounts Due to Partners	97 252	73 115
Income to Be Repaid to Donors	1 035 867	181 314
Payables and Accruals	1 229 954	1 111 031
<b>TOTAL LIABILITIES</b>	<b>6 960 405</b>	<b>4 029 965</b>
Unrestricted Reserves	1 475 721	1 428 260
<b>TOTAL LIABILITIES AND RESERVES</b>	<b>8 436 126</b>	<b>5 458 225</b>

*Mike Pejic, Chief Financial Officer and  
Director of Administrative Support*



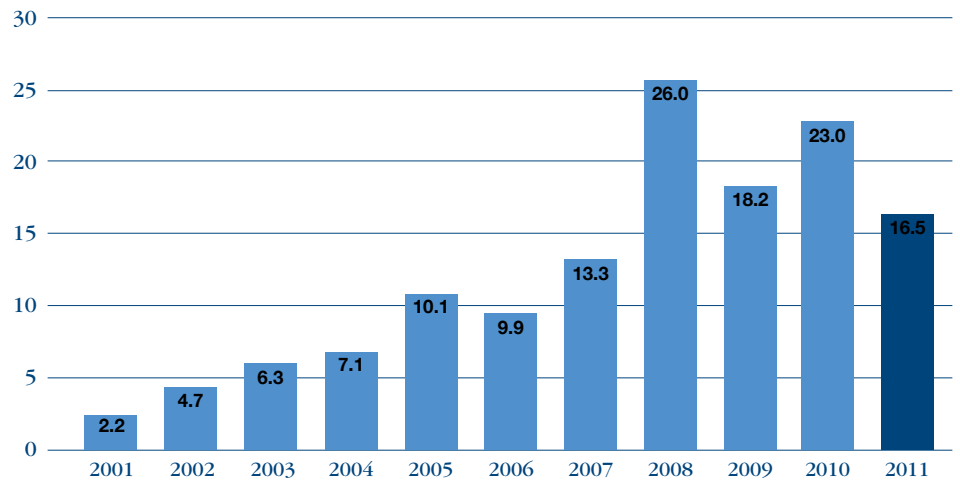


# 2011 EXPENDITURE

**The overall expenditure for 2011 was US\$ 16.5 million.**

<b>2011 EXPENSE SUMMARY</b>	<b>2011</b>
Somalia Pillars of Peace	4,206,228
Puntland Mobile AV Unit	138,047
Somalia Mediation Training	(9,393)
Somalia Presidential Elections	1,039,085
Somalia Democratization Phase III	433,876
Rwanda	1,401,188
Burundi	687,227
Great Lakes	187,254
Guinea-Bissau	763,198
Liberia	129,138
Sudan Darfur	96,175
Guatemala Initiatives for Peace	67,778
Latin America Youth	626,088
Latin America Security and Justice	125,247
Timor-Leste	183,415
Israel	509,228
Palestine	443,280
Cyprus	165,111
Constitution-making Handbook	160,035
Civil Society Consultation - DFID	107,103
New Programme Development - Haiti	7,500
Peacebuilding Standing Team	221,744
UN PBSO Secondment	36,526
Total Project Expenses	11,725,078
Less Management Fees	(802,494)
Programme Support	2,026,241
<b>TOTAL PROGRAMME</b>	<b>12,948,825</b>
Unrestricted Reserves	1 475 721
<b>TOTAL LIABILITIES AND RESERVES</b>	<b>8 436 126</b>

**EXPENDITURE SUMMARY 2001-2011** (US\$ MILLION)





# OUR STRUCTURES AND PEOPLE

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**300 peacebuilders work tirelessly across the world to enable their societies to build lasting peace.**



# OUR GOVERNING COUNCIL

The Interpeace Governing Council provides strategic direction and vision for the organization.



**JOHN A. KUFUOR** (Ghana)  
Chairman since 2009  
Former President of Ghana; former President of the African Union (AU); former Chairman of the Economic Community of West African States (ECOWAS)

**MATTHIAS STIEFEL** (Switzerland)  
Member since 2005 and Vice-Chairman since 2007  
Founder and former President of Interpeace

**PADDY ASHDOWN** (United Kingdom)  
Member since 2008  
Member of the House of Lords; former Member of Parliament and leader of the Liberal Democrats; former High Representative for Bosnia and Herzegovina

**HIND BINT HAMAD AL-THANI** (Qatar)  
Member since 2008  
Vice Chairperson of the Qatar Foundation; Director of the Office of the Emir of Qatar, His Highness Sheikh Hamad Bin Khalifa Al-Thani





**OSCAR FERNANDEZ-TARANCO** (Argentina)

Member since 2010

Representative of the United Nations Secretary-General on the Governing Council; Assistant Secretary-General for Political Affairs of the United Nations

**JAN PRONK** (Netherlands)

Member since 2004

Currently affiliated with the Institute of Social Studies in The Hague; former Special Representative of the United Nations Secretary-General in Sudan; former Minister for Development Cooperation, Government of the Netherlands



**ANTHONY TRAVIS** (United Kingdom)

Honorary Treasurer since 2005

Former Senior Partner, Cabinet Gainsbury et Consort; former Senior Partner, PriceWaterhouseCoopers

**MABEL VAN ORANJE** (Netherlands)

Member since 2010

Senior Advisor and former Chief Executive Officer of The Elders; Founder and Co-Chair of the European Council on Foreign Relations; former Advocacy Director of the Open Society Institute

**MARTTI AHTISAARI** (Finland)

Chairman Emeritus and Special Advisor since 2009

Recipient of 2008 Nobel Peace Prize; former President of Finland; Chairman of the Interpeace Governing Council from 2001 to 2009



**CLAUDE WILD** (Switzerland)

Member since 2010

Representative of the Host Government on the Governing Council; Head of Human Security Division, Federal Department of Foreign Affairs

# OUR ADVISORY COUNCIL

**The Interpeace Advisory Council is a multi-stakeholder platform for debate and discussion on key peacebuilding issues. It is made up of governments, multilateral and United Nations agencies. Interpeace also has a donor committee limited to the donors of Interpeace.**

**MEMBERS OF THE INTERPEACE  
ADVISORY COUNCIL**

- Belgium
- Canada
- Denmark
- Finland
- France
- Ireland
- Japan (observer)
- Netherlands
- Norway
- Portugal
- Singapore
- Slovenia
- Sweden
- Switzerland
- United Kingdom
- United States of America

- United Nations Department of Political Affairs (UN-DPA)
- United Nations Office for the Coordination of Humanitarian Affairs (UN-OCHA)
- Office of the United Nations High Commissioner for Refugees (UNHCR)
- United Nations Children’s Fund (UNICEF)
- United Nations Democracy Fund (UNDEF)
- United Nations Development Programme (UNDP)
- United Nations Environment Programme (UNEP)
- United Nations Office for Project Services (UNOPS)
- European Commission

*The chairmanship of the Advisory Council was passed from the USA (2011 chair), represented by Neil Levine from USAID, to Sweden (2012 chair) represented by Ambassador Jan Knutsson, Permanent Representative of Sweden to the United Nations in Geneva*







# OUR STRATEGIC MANAGEMENT TEAM

**Representing a decentralized organizational structure, our Strategic Management Team is based around the world.**

**SCOTT M. WEBER**

Director-General

**BERNARDO ARÉVALO DE LEÓN**

Deputy Director-General,  
Research and Development

**JERRY MCCANN**

Deputy Director-General,  
Operations

**RENÉE LARIVIÈRE**

Director of Programme  
Development

**SARAH NOBLE**

Chief of Staff and Director  
of External Relations

**MIKE PEJCIC**

Chief Financial Officer and  
Director of Administrative Support

**GRAEME SIMPSON**

Director of Policy and Learning

**JOHAN SVENSSON**

Regional Director for  
Eastern and Central Africa

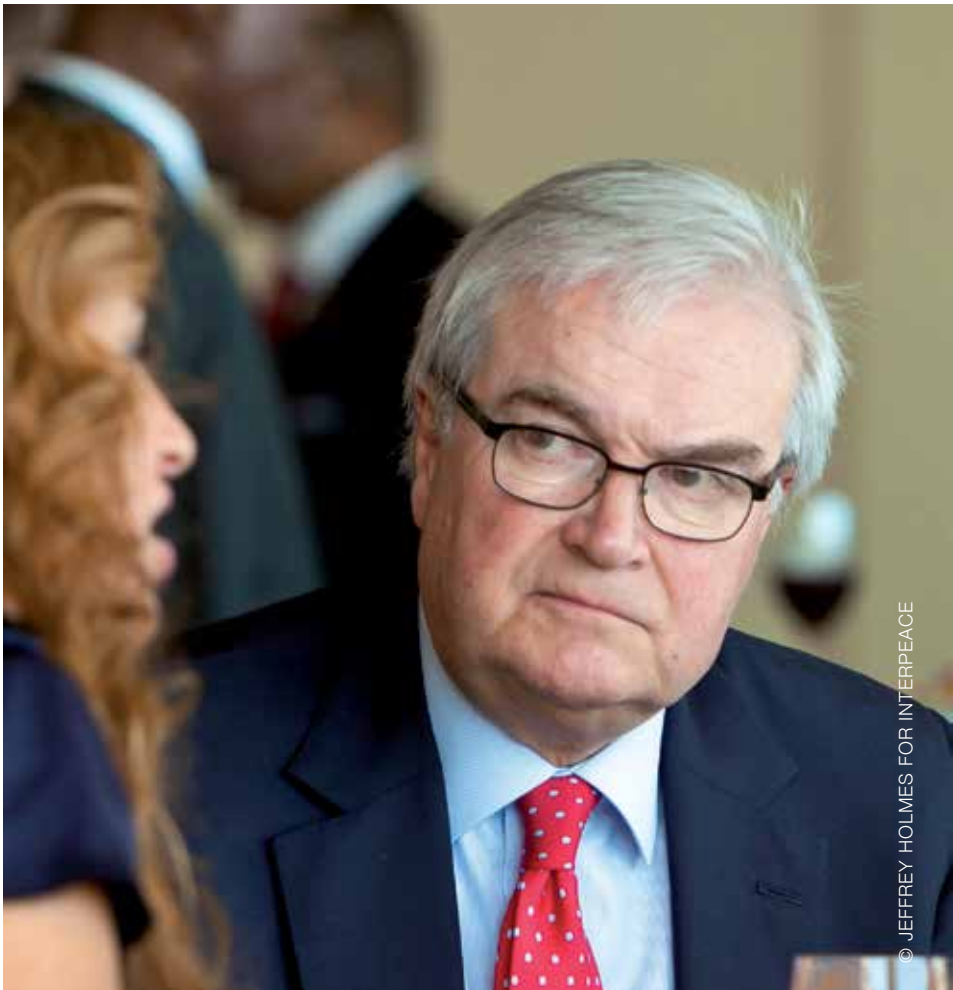
**ANA GLENDA TAGER ROSADO**

Regional Director for  
Latin America

*Sarah Noble, Chief of Staff  
and Director of External Relations*

# INTERPEACE USA

The Interpeace US Board of Governors helps us mobilize resources and promotes our mission.



Interpeace USA is supported by a number of influential friends, also known as the US Board of Governors, who champion Interpeace’s mission and mobilize support for the organization.

The members of the US Board of Governors include:

**GILES CONWAY-GORDON**

**ROBIN JOHNSON**

**JEFFREY LEWIS**

**HOWARD MCMORRIS II**

*Giles Conway-Gordon, member of the US Board of Governors*

**Interpeace Inc. (USA) is an independent non-profit organization in the US and is registered with the IRS as a 501(c)(3) organization.**



# OUR LOCAL PARTNERS



## BURUNDI

Centre d'Alerte et de Prévention des Conflits (CENAP)

## CENTRAL AMERICAN YOUTH PROGRAMME

El Salvador: Fundación de Estudios para la Aplicación del Derecho (FESPAD), Servicio Social Pasionista (SSP)

Honduras: Asociación Jóvenes Hondureños-Juntos Avancemos (JHA-JA), Unidos por la Vida, Centro de Investigación y Promoción de los Derechos Humanos (CIPRODEH)

## CYPRUS

United Nations Development Programme - ACT

## GUINEA-BISSAU

Iniciativa para Consolidação da Paz (Voz di Paz)

## ISRAEL

Center for Professional Arab Local Governance in Israel - INJAZ Center

SHAS Social Movement

Haredi College of Jerusalem

The Van Leer Institute

United Nations Development Programme - PAPP

## PALESTINE

United Nations Development Programme - PAPP

## RWANDA

Institut de Recherche et de Dialogue pour la Paix (IRDP)

## SOMALI REGION

Academy for Peace and Development (APD), Somaliland

Center for Research and Dialogue (CRD), South-Central Somalia

Puntland Development Research Center (PDRC), Puntland

## TIMOR-LESTE

Programme of Research and Dialogue for Peace (PRDP) currently hosted by the Centre of Studies for Peace and Development (CEPAD)

# CONTACT US

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# BRINGING PEOPLE TOGETHER TO BUILD PEACE

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Each and every one of us can play a role in building lasting peace. There are many ways to contribute, from financial support to making in-kind donations or offering some of your time.

To find out more about how your support can make a difference or to make a financial donation please send us an email at [info@interpeace.org](mailto:info@interpeace.org) or visit [www.interpeace.org](http://www.interpeace.org).



interpeace

[www.interpeace.org](http://www.interpeace.org)



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