



# Interpeace in Eastern and Central Africa

Building Lasting Peace

# “Peace is a process, not a destination”

Conflict is an inherent part of social and political life. In normal circumstances, conflict is a mere difference of ideas, interests and agendas, which, if effectively managed, can be a driving force for change and innovation. It is only when social groups and individuals feel they lack better means to pursue their interests, other than through violent confrontation, that conflict becomes disruptive and destructive.

Interpeace believes that peace means more than the mere absence of violence. It requires a commitment by all groups of society to a social contract that establishes the conditions that collectively manage conflict and permit groups and individuals to pursue their needs without recourse to violence or coercion.

## About Interpeace

Interpeace is an independent, international peacebuilding organization, initially created by the United Nations in 1994 to develop innovative ways to resolve conflict. Interpeace became an independent organisation in 2000 but retains its strategic partnership with the United Nations. Its Governing Council is chaired by the former President of Ghana, John Kufuor.

Our experience shows us that peace is possible. From over two decades of peacebuilding, Interpeace recognizes that peace cannot be imposed from the outside and must be built from within a society. This approach is tailored to each society that we work with.

Interpeace works in close collaboration with local partners on the ground to develop long term peacebuilding processes of change, in this way ensuring that both the causes of violent conflict are identified by members of the affected society, and the solutions for peace similarly come from within the affected society.



The organization has a two-fold mandate in its contribution towards the achievement of locally-driven peacebuilding processes:

1. To strengthen the capacities of societies to manage conflict in non-violent, non-coercive ways by assisting national actors in their efforts to develop social and political cohesion;
2. To assist the international community to play a more effective role in supporting peacebuilding efforts around the world.



Interpeace has been active in Eastern and Central Africa since 1996. From its regional office in Nairobi, Kenya, the organization presently supports peacebuilding efforts in Burundi, the Democratic Republic of Congo (DRC), Kenya, Rwanda and the Somali Region.

Headquartered in Geneva (Switzerland), Interpeace has offices in Nairobi (Kenya), Guatemala City (Guatemala), Abidjan (Côte d'Ivoire), Brussels (Belgium), Stockholm (Sweden) and New York (USA). The organization supports peacebuilding initiatives in 22 countries and territories across the world. Its work is funded by voluntary contribution from governments, multilateral organizations, foundations, private sector and individuals.

# Our Peace- building Principles

Process Matters

Building Trust

Local Ownership

Long-Term Commitment

Reaching Out to All Groups

## Process Matters

Interpeace focuses both on **what** needs to be done to enable a society to build peace and also on **how** to do it. We are committed to ensuring that programmes and activities contributing to long term peacebuilding processes are managed in ways that allow for inclusion, constructive dialogue and consensus-building. This is the only way to build sustainable peace.

Each context is unique, and Interpeace accordingly adapts its approach to ensure that it provides the most appropriate support to societies seeking to overcome conflict and build lasting peace. When considering an engagement in new conflict-affected societies, in-depth consultations with local, national, regional and international actors are conducted to ensure our process-oriented approach is relevant and adds meaningful value. Interpeace engages with local partners whose credibility and reputation is key to building peace. In this way, we respond to the local dynamics and address peacebuilding gaps that are specific to each context. Developing the capacities of our local partners is at the core of Interpeace's work in order to ensure that they become a national resource to nurture peace in their societies and to respond effectively to new challenges as they arise over the long run.

For peacebuilding to be successful the **HOW** needs as much consideration as the **WHAT**:

'How' priorities are determined;

'How' to involve all groups;

'How much' ownership the different groups feel of the process and its results;

'How' legitimate the solutions considered *actually* are.



# Building Trust

In Somalia, Interpeace established the Juba Peacebuilding Team in 2013, based in Kismayo, Jubaland. Composed of experienced members, well-versed with the dynamics of the region, the team's tactful navigation of the complex social, economic, and political context has helped build strong relationships and trust with stakeholders and community representatives. Their ability to work throughout the accessible parts of the region has enabled the team to map the context and actors, thus helping Interpeace better target its engagements in support of peacebuilding.

So far, the team has successfully created neutral spaces for dialogue in a polarized and volatile environment. Its work has helped build trust between communities and empower local actors to play a more active role in the peaceful resolution of conflict and the bridging of divisions within and among groups. Through community-based forums, the team has initiated discussions on key peacebuilding and state building issues and has fostered common understandings of the challenges facing the region.

The work of the Juba Peacebuilding Team has provided the foundation for engagement in other areas of southern Somalia, and the team has now expanded to become a broader Peacebuilding Team, with additional presence in Mogadishu and Baidoa.

**Trust** is the glue that holds relationships, societies and economies together. Trust is the first thing that breaks down during violent conflict, and often the last one to be repaired once violence stops. Yet, it cannot be imposed, imported or bought.

**Trust is built incrementally** through collective engagement and commitment to a common vision. **Interpeace believes that trust can be re-established over time** through the collaborative identification of problems and the implementation of solutions to common concerns.



“The Juba Peacebuilding Team, with the support of Interpeace, gives us the opportunity to express our feelings.”

*Ibrahim Mohamed Yusuf, Kismayo Mayor and District Commissioner*




# Local Ownership

In **Rwanda**, local ownership is at the heart of the Societal Healing and Participatory Governance for Sustainable Peace Programme, implemented jointly by Interpeace and **Never Again Rwanda (NAR)**. Without anchorage at the local level, it would be difficult to successfully help the Rwandan society overcome the wounds of the past; peacefully manage conflicts and diversity; as well as to help influence the delivery of citizen-responsive policies, programmes and priorities. Local ownership plays out on two levels for the programme. The first level lies in the joint implementation between Interpeace and NAR, a recognized Rwandan civil society organization. The second level of ownership lies in the design of the programme itself, which empowers the population to own, define and carry the programme strategy, rather than simply act as participants.

The programme builds up spaces for dialogue among diverse groups of citizens and youth, where they can openly discuss what divides them and develop and own a peaceful management of diversity and conflict. An official lauded its approach: “We often bring ideas to communities that we think may help them, but there is a lack of ownership of the ideas. This approach gives them a chance to express their own ideas for solutions through dialogue.”

Interpeace believes that **sustainable peace should be pursued from within societies, through their own will, imagination and commitment**. Interpeace contributes to the development of national capacities for peace necessary to overcome the dynamics of violent conflict.

We initiate **trust-based partnerships with local organizations, which increasingly assume responsibility** for the design and implementation of the peacebuilding programme.



“This is where Interpeace makes a difference. Its approach to local ownership is something that, in my long career as an international peace negotiator, I have not seen elsewhere.”

*Martti Ahtisaari, Chairman Emeritus and Special Advisor of Interpeace, 2008 Nobel Peace Prize recipient and former President of Finland*



# Long-Term Commitment

In **Burundi**, Interpeace and the **Conflict Alert and Prevention Centre (CENAP)** have been implementing their joint programme together since 2007. This is in recognition of the fact that sustainable peace is not achieved overnight. The road from the end of armed conflict to a truly peaceful society is long, and peacebuilding is thus a matter of long-term commitment. It is in this spirit that the direction of the programme has over time constantly adapted to the context and the recommendations made by the National Group, a forum of Burundians across the political and social spectrum which gives CENAP the mandate to work on priority challenges to peace.

The current programme aims at contributing to the reinforcement of a culture of democracy through the values of inclusive dialogue, accountability, peaceful coexistence and sustainable development. Thanks to its long-term commitment, CENAP has attained a unique position within the Burundian society as a national organization that is recognized as truly objective.

CENAP has earned the legitimacy and acceptance that allows it to bring actors from across the political divide around the table to engage in dialogue and work towards sustainable peace.

**Building lasting peace takes time and is about deep, long-term transformations.** Interpeace believes that it takes generations to put in place the social and political processes that are necessary to transform the way a society functions. This is something that cannot be achieved through quick-fixes.

**Interpeace recognizes that support for local efforts must be consistent.**

External engagement must therefore be predictable and designed to ensure long-term programmatic and financial commitments.

“I laud the initiatives of CENAP, which contribute to the efforts of the Burundian government to support dialogue with everyone without discrimination.”

*High-level official in Burundi's Interior Ministry*





# Reaching Out to All Groups

Interpeace has partnered with the **Academy for Peace and Development (APD)** in Somaliland since 1998, and the **Puntland Development Research Center (PDRC)** in Puntland since 1999. Inclusivity is fundamental to the philosophy of both partners, and underpins all of their work.

Both organizations are seen as trusted institutions in the eyes of local communities and their respective governments. This helps ensure that a wide range of stakeholders participate in their discussions and processes related to promoting social reconciliation, strengthening local government, improving security and advancing democratization. APD and PDRC make a conscious effort to ensure the participation of groups that are often marginalized within Somali society. Examples of such efforts include: conducting participatory research on improving political participation of minorities; building the capacity of women to play a positive role in reconciliation processes; and supporting youth from conflicting communities to come together as ambassadors for peace.

Innovative approaches - such as audio-visual tools and participatory polling techniques - allow APD and PDRC to bridge divides caused by geography and illiteracy, and to ensure that the views of isolated communities factor into wider debates.

The exclusion or marginalization of key groups in the society sows the seeds for renewed violence. Our peacebuilding programmes are designed to **include participants from across the society** – even those who are typically overlooked or perceived as intransigent.

Interpeace makes great effort to **ensure the consideration of key groups, communities and interests**, in this way ensuring a shared sense of ownership and responsibility for the reconciliation and rebuilding of societies.



“PDRC has been visiting us for a long time; this place called Eyl does not have any media services. The only entity that conveyed our messages or even contributed to our sensitization efforts is PDRC.”

*Muse Osman, District Commissioner of Eyl, Puntland, Somalia*



# Our 'Track 6' Approach

In many societies the government, civil society and communities act separately and often do not work together to address common problems. As a result, most peacebuilding efforts focus on a specific group of stakeholders.

Some initiatives mediate between government officials and other national and international decision-makers. We often read in the news about these high-level or "Track 1" initiatives.

Other projects promote interaction between influential actors from civil society. These are often referred to as the "Track 2" approach. The "Track 3" approaches aim to foster reconciliation at the community and grassroots level.

**Interpeace connects and works across the different levels within a society.** Its work spans the entire spectrum, from the decision-makers at the "Track 1"

level, to civil society at the "Track 2" level, to the grassroots communities and populations at the "Track 3" level.

Unlike other actors, Interpeace has a "Track 6" approach (Track 1 + 2 + 3 = Track 6), which encourages interaction between these three separate levels. By facilitating collaboration between representatives from all levels and sectors of society, we make sure that national or international problems are addressed and resolved by solutions that integrate all the three tracks. This ensures that high-level policies take into account the reality on the ground and benefit from local wisdom and knowledge.

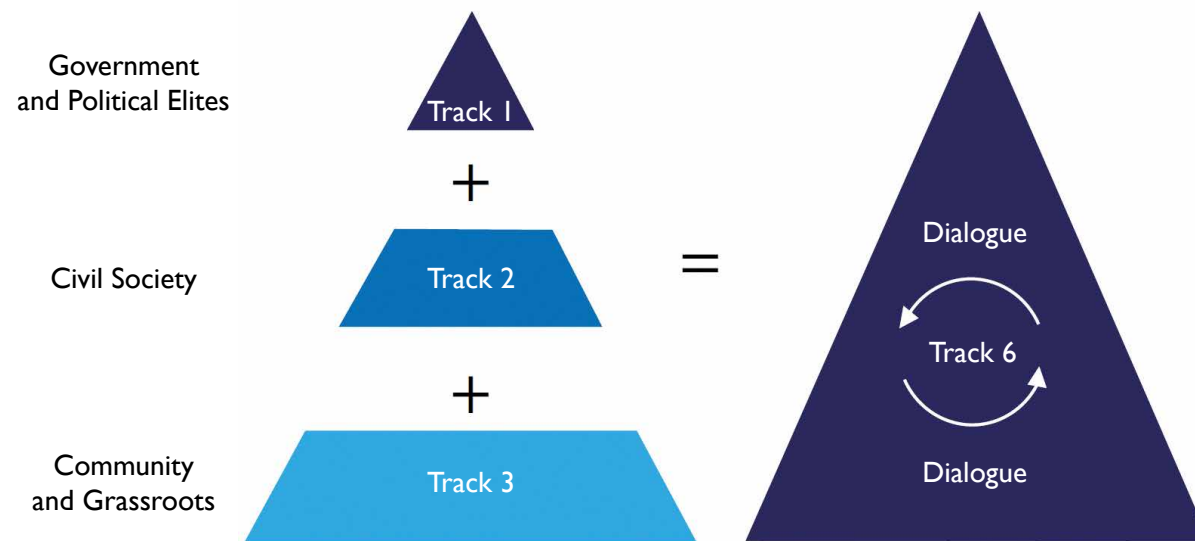
This integrated "Track 6" approach helps to ensure the success, legitimacy and sustainability of those policies.

"Interpeace brings together all levels of society for collaboration when formulating peacebuilding strategies...

I strongly believe that engaging all levels of society, including regional and international actors, when addressing conflict, is imperative for sustainable peace."

*President  
John Kufuor,  
Chairman of Inter-  
peace and Former  
President of Ghana*

## Tracks to Build Peace Involving Everyone



# Innovative Approaches in Eastern & Central Africa

## Support for Democratization Cross-Border Dialogue in the Great Lakes Region Kenya Pilot Programme

## Support for Democratization

For more than a decade, Interpeace has supported state building processes in the Somali region that have enhanced the legitimacy and inclusivity of public governance through elections.

In **Somaliland**, Interpeace has worked closely with the **National Electoral Commission (NEC)** to organise parliamentary elections in 2005, presidential elections in 2010 and local council elections in 2012. This included assistance to the electoral operation, voter registration, institutional support to the NEC secretariat, and the voter education process. Through the **Academy for Peace and Development (APD)**, Interpeace also supported the consensus building among political and electoral actors, the amendment of electoral laws, and the development of codes of conduct for the political parties and the media.

In **Puntland**, Interpeace's engagement with democratization started with the constitutional review process which culminated in constitutional adoption at a Constituent Assembly in April 2012. Interpeace supported the process that led to the establishment of the **Transitional Puntland Electoral Commission (TPEC)** in 2011, the formation and registration of political associations in 2012, and the development of regulatory frameworks for the electoral commission, political associations and the media. Interpeace helped build TPEC's capacity to organise and conduct local council elections, and organised a broad voter education programme.

Interpeace is providing the experiences gained and lessons learned in Puntland and Somaliland for the nascent democratic processes in Southern Somalia and at the Federal level.

“In the 2010 electoral process ... we undertook great efforts to ensure that the people were informed and fully engaged in the electoral process. This increased commitment to the democratic system and ensured accountability of state institutions every step of the way.”

*Mohamed Farah,  
Executive Director,  
APD*



# Cross-Border Dialogue in the Great Lakes Region

Africa's Great Lakes region has experienced recurrent conflicts that have claimed millions of lives since independence in the 1960s. In Burundi, the Democratic Republic of Congo (DRC) and Rwanda, many conflicts are deeply interconnected. Although communities in the region coexisted peacefully in the past, they attest that the trust between them was gradually eroded by conflicts fuelled by the manipulation of identities and stereotypes by leaders seeking power and resources. These negative stereotypes were progressively internalized by local communities and handed down over the decades to successive generations.

In 2013, Interpeace launched the **“Cross-Border Dialogue for Peace in the Great Lakes”** programme with six

partners: Never Again Rwanda (NAR) in Rwanda; the Centre for Conflict Alert and Prevention (CENAP) in Burundi; as well as Réseau d'Innovation Organisationnelle (RIO), Action pour la Paix et la Concorde (APC), Pole Institute, and Centre d'Etudes Juridiques Appliquées (CEJA) in the DRC. Its goal is to establish a regional structure to rebuild trust and deconstruct negative stereotypes between Burundians, Congolese and Rwandans through cross-border dialogue spaces where they can openly discuss the root causes of the conflicts and develop locally owned solutions. The programme also seeks to close the gap between citizens and policy makers by bringing together grassroots communities, national decision makers and regional organizations.

“This programme comes at a time of great need. We invite all people and leaders of countries in the Great Lakes region to speak openly to build lasting peace since we will always remain neighbours.”

*Governor of North Kivu Province, Democratic Republic of Congo*

## Kenya Pilot Programme

In **Kenya**, Interpeace signed a Memorandum of Understanding in 2014 with the country's **National Cohesion and Integration Commission (NCIC)** to partner in a joint pilot peacebuilding programme in Mandera County, located along Kenya's North Eastern border with Ethiopia and Somalia. The NCIC was formed in response to the deadly ethnic clashes witnessed during Kenya's 2008 post-election violence, with the objective of helping build lasting peace and national cohesion by fostering better inter-ethnic relations amongst Kenyans. Mandera County has been the theatre of clan-based clashes since 1983, primarily due to competition for political and economic influence and land disputes between the various clans living in the County. Tensions between clans swiftly escalate to large scale acts of violence, while the porous international borders in

Mandera have allowed infiltration by Al Shabaab militants from Somalia, who subsequently launch deadly attacks both in Mandera and in other parts of Kenya, as well as the rallying of clan members from Ethiopia and Somalia to boost clan numbers during conflicts and election periods in Kenya.

Beginning with the Mandera Pilot Programme, it is envisioned that this partnership will make it possible for Interpeace to share its two decades of experience building peace around the world with the NCIC, a government agency with a national mandate to catalyse the achievement of lasting peace and cohesion in Kenya. It is also hoped that this partnership could spawn future initiatives for sustainable peace in the broader Mandera Triangle region, where Kenya, Ethiopia and Somalia geographically converge.

“Bringing peace to Kenya is the responsibility of all Kenyans, and peace cannot be achieved by a single individual or body. It needs to be pursued through partnership.”

*Francis Ole Kaparo, Chairman of Kenya's National Cohesion and Integration Commission (NCIC)*

# Special Interpeace Initiatives

## International Peacebuilding Advisory Team (IPAT)

## Framework for Assessing Resilience (FAR)

## Constitution-Making for Peace Peace Talks

## International Peacebuilding Advisory Team (IPAT)

The **International Peacebuilding Advisory Team (IPAT)** was created in 2013 in response to international and national actors seeking to benefit from Interpeace's experience and know-how in order to increase the impact of their peacebuilding strategies, policies and processes. IPAT advisers and associates share Interpeace's inclusive, collaborative, and participatory approach. Through its 'Strategic Advising' and 'Capacity Strengthening' components, IPAT offers a deployable service that supports countries and

organizations to help them achieve greater peacebuilding impact. In 2004, IPAT supported Interpeace's nascent Kenya Programme, holding two workshops to advance a new partnership with Kenya's National Cohesion and Integration Commission (NCIC), a government body with the national mandate to alleviate ethnic discrimination and promote diversity. Together, Interpeace and NCIC aim to contribute to sustainable peace in Mandera, a County in North Eastern Kenya that faces critical development and security challenges.

## Framework for Assessing Resilience (FAR)

"What is the glue that holds societies together?" This question permeates much of Interpeace's work and thus prompted the launch, in 2014, of the **Framework for Assessing Resilience (FAR)** programme. This programme seeks to better understand where resilience resides and how it can be enhanced in conflict affected societies.

Currently being piloted in Liberia, Guatemala and Timor-Leste, FAR builds on Interpeace's existing country engagement and utilizes principles of Participatory

Action Research to develop contextually relevant and nationally owned frameworks for understanding and assessing resilience.

FAR is unique in its focus on the positive capacities that contribute to resilience rather than sources of fragility of a country. Furthermore, as a cross-country programme, FAR intends to generate internationally relevant knowledge and best practices to inform international policies and institutions engaged in peacebuilding.



# Constitution-Making for Peace

Constitution-making is especially difficult in post-conflict situations, where conflicts over resources, rights, powers, identities, and past injustices are endemic, and mistrust runs deep. Every point of tension is potentially explosive, political, and urgent. There has been a critical dearth of practical guidance for national constitution-makers, their advisers, and the international community about how to design and implement a constitution-making process that supports a durable peace. In 2011, Interpeace launched its constitution-making programme, "**Constitution-Making for Peace**," to fill this gap because the how of making a constitution in today's world is as important as the resulting content. For a constitution to be credible and durable, the voices of people from across society must be heard and incorporated in its creation. After all, a constitution should be a document that unites rather than divides. It is therefore vital that those designing, implementing, and supporting a process of constitution-making do not become so focused on arriving quickly at the destination that they overlook the importance of the journey. Bringing people together, building trust, and developing shared ownership takes time, but it is always time well spent. The goal of Interpeace's Constitution-Making for Peace Programme

is to support constitution-making processes that lead to the achievement of durable peace. In order to further its goals, the programme promotes the principles of national ownership, inclusion (including gender equality), participation and transparency. It underscores options for the process that lead to national dialogue, consensus-building, greater social and political cohesion, conflict management, reconciliation and the strengthening of democratic principles and institutions and the rule of law. We do this by:

- Supporting local actors to promote, design and implement participatory and inclusive constitution-making processes.
- Supporting policies that promote our programme goals, including the development of the UN Secretary-General's Note on Constitutional Assistance.
- Developing guidance and knowledge tools.
- Developing networks and communities of practice.

In September 2011, Interpeace published a handbook titled *Constitution-Making and Reform: Options for the Process*. The handbook provides practical guidance on how to design transparent, nationally led and owned processes that are also participatory and inclusive.

# Peace Talks

The **Peace Talks** are an event series that aims to contribute to the discussion around peace in a world where violent conflict dominates discussion and peace is often seen as an unachievable goal. At the same time, the vision of the Peace Talks is to expand the space for dialogue about building peace and resolving conflict. The purpose of the Peace Talks is to give voice to a diverse range of individuals who bring new, constructive perspectives on peace. The Peace Talks do not only include the perspectives of peacebuilders, but also those of people from other fields who may provide new insights on peace. The event features speakers and entertainers from diverse backgrounds, including the UN, government, business, arts, and civil society. The common basis is that all the speakers share their personal stories about peace, highlighting the fact that everyone has a role in building peace – be it at home or in a far-away conflict zone. The Peace Talks were first initiated in Switzerland in 2013 at the UN, with the first-ever Geneva Peace Talks being co-organized by the UN Office at Geneva (UNOG), Interpeace and the Geneva Peacebuilding Platform. The concept is now going global, with Peace Talks being organized in different countries around the world.





Kenya's President Uhuru Kenyatta (right) welcomes an Interpeace delegation led by Chairman and former President of Ghana, John Kufuor (second right) to State House, Nairobi. Looking on from left to right are Interpeace Regional Director for Eastern and Central Africa (ECA) Johan Svensson, ECA Finance and Administration Manager Jackson Omondi, and Director-General Scott Weber. Interpeace's peacebuilding mandate includes bridging the gap between grassroots and civil society stakeholders with high level actors at the national and international level.





In partnership  
with the United Nations



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