

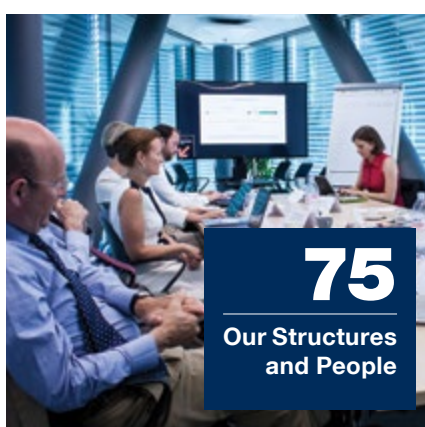
Fostering Resilience for Peace

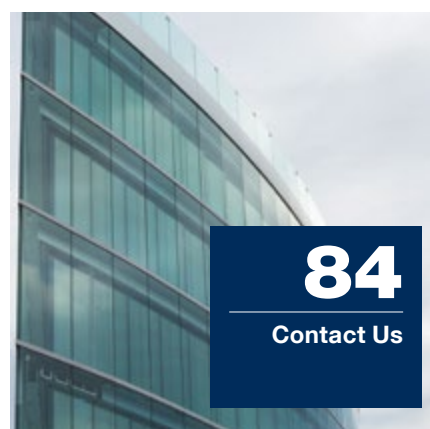
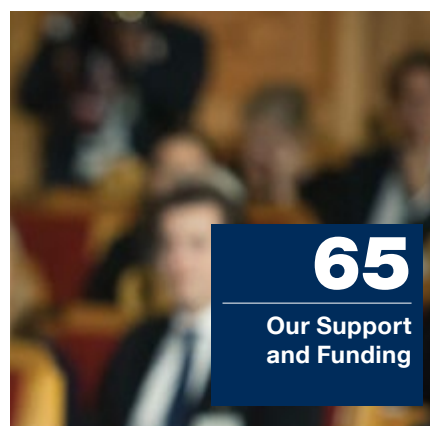
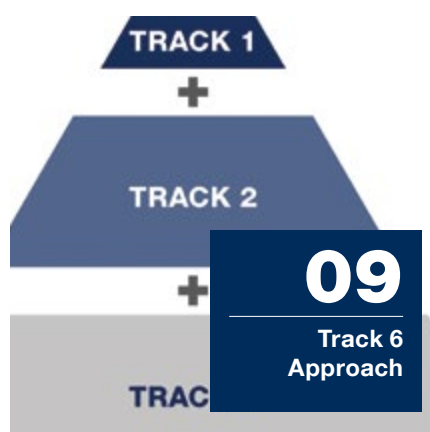
Annual Report 2015

Fostering Resilience for Peace

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MESSAGE FROM THE DIRECTOR-GENERAL

FROM FEAR TO RESILIENCE



Scott M. Weber

Director-General

In an age of terrorism and lingering economic depression, narratives of fear and exclusion continue to dominate the political discourse of our leaders.

Fear is, after all, a powerful political currency.

In its shadow, many transgressions are forgiven or ignored. The backsliding in good governance that we see in many countries is often shamefully excused by the necessity to prioritize security over freedom and human rights. But this is a false dilemma.

Interpeace recognizes that most conflicts can trace their origins back to one form or another of political, social or economic exclusion and the sense of injustice that such situations breed. Experience shows however that the muscular response to various forms of violence only nourishes the roots from which they sprung in the first place.

The answer is never more violence. The answer lies rather in creating more inclusive societies.

No one understood that lesson better than our recently departed and deeply respected colleague Dr. Naasson Munyandamutsa. Dr Naasson's own country, Rwanda, bears the tragic legacy of how exclusionary political and social systems can lead to ruin. The Genocide

of the Tutsi in 1994 is grim evidence of the nadir to which such policies can lead us. Promoting unity and an inclusive Rwanda remains the primary objective of our work there. But this can only be done by Rwandans themselves.

Since its inception, Interpeace has helped local people and their leaders to find solutions to the challenges they face. Our role as outsiders is to assist and support national actions that will empower citizens of a conflict-affected country to prevent future divisions and to develop a prosperous society for all.

Critical to the success of this work is the ability to see beyond the fear, beyond the divisions, and to recognize the sources of resilience that exist, even in the direst of contexts.

Resilience is not about the ability to 'bounce back' from tragedy, as this notion is so often misrepresented. Returning to the *status quo ante* is to recreate the conditions that led to problem in the first place, in this case back to conflict. 'Resilience for Peace', as we have come to frame the concept, is most importantly about the *ability to transform* one's conditions so as to pen a different and more peaceful future.

Recalling the failure of conflict countries to realize any of the UN's 2015 Millennium Development

Goals, we believe that a more conflict-sensitive Resilience for Peace focus will prove crucial to the ability of those same countries to achieve the UN's Sustainable Development Goals by 2030.

Interpeace has put much emphasis over the past year on better understanding how resilience for peace manifests itself and on how to enhance it. At the same time, we acknowledge that negative resilience – gang cohesion based on violence, systems of corruption and patronage, identity-based political organizations – is often well entrenched and prevents progress towards greater social inclusion. While building on the positive sources of resilience, we cannot ignore the importance of dismantling or transforming negative factors of resilience if we hope to make systemic change.

The idea that we have more that binds us than divides us is not wishful thinking. It is borne out by our experience all around the world. We must not respond to the pervasive and destructive narratives of fear with policies of exclusion. We must change the narrative itself to one of inclusion and to base it not on platitudes and propaganda but on compelling and measurable evidence of the resilience that holds our societies and communities together.

Allow me to say a special word of thanks to all the Interpeace colleagues and our local partners who have worked tirelessly and with tremendous commitment to strengthen resilience for peace all around the world. I must also recognize and extend my special appreciation to our donors for their steadfast support in these turbulent times. And lastly, to the family of Dr. Naasson, a heartfelt word of appreciation for the extraordinary man, friend and peacebuilder that he was and for having shared him so generously with us all these years.

The answer is never more violence.

The answer lies rather in creating more inclusive societies.

A TRIBUTE TO DR. NAASSON MUNYANDAMUTSA

A dear colleague, friend and extraordinary mentor



On the morning of 1 March 2016, the Interpeace family woke up to the sad news that Dr. Naasson Munyandamutsa, a man dearly loved and respected, had lost his long battle against cancer.

Naasson left a lasting mark on everybody who had the privilege to meet him. His dedication to healing and reconciliation, his humble personality and his disarming smile embodied the core values of peacebuilding. It was this unshakeable dedication that led Naasson to leave his promising career as a psychiatrist in Switzerland to return home to Rwanda, following the 1994 Genocide against the Tutsi. Despite having lost almost his entire family, he chose to dedicate his life to rebuilding his country, putting his personality and his profession to the service of those suffering from trauma.

When Naasson returned to Rwanda, he found he was the only psychiatrist working in the entire country. He led the effort of reconstructing the only existing psychiatric hospital in Rwanda, established the National Trauma Recovery Centre, and passed his knowledge and experience on to future generations of psychiatrists at the National University of Rwanda.

Naasson's transition into peacebuilding was a natural continuation of his post-genocide reconstruction work. He played a vital role in founding the non-profit Institute of Research and Dialogue for Peace (IRDPP), where he served as Deputy Director until 2014. For the final two years of his life, he built up a programme focused on healing and governance with the NGO Never Again Rwanda, where he served as Country Director. A mentor to so many in the Interpeace family, Naasson influenced Interpeace's approach across the world, and most significantly in the wider Great Lakes Region.

Naasson understood, in a way few others can, the intrinsic connection between individual and societal healing. A true peacebuilder, he did not shy away from using his sharp intellect to contribute to critical analysis on issues he deemed important for holistic reconciliation and nurturing future peaceful generations in Rwanda.

Many international institutions lauded Naasson as 'the father of mental health in post-genocide Rwanda.' He received several awards, most recently the 'Geneva Foundation Prize for Human Rights in Psychiatry Award' and the 'Barbara Chester Award' in recognition for his outstanding role in treating victims of trauma.

As countless people from Rwanda and abroad accompanied Naasson to his final resting place, surrounded by the hills of Kigali, it was not so much his awards or intellectual accomplishments that occupied the minds of the mourners. Rather, they all said goodbye to a friend. Family, friends and colleagues from around the world testified to his deep sense of empathy for others, his unshakeable sense of purpose, warmth of spirit and

big smile. Colleagues from Burundi, the Democratic Republic of Congo and Rwanda mourned the loss of Naasson, a man who "embodied the abstract norms and values we aspire to" and who "managed to explain things others could not." As one colleague shared, "As soon as you met Naasson, it felt like he had always been with you."

Naasson will always be with us. Our hearts go out to Naasson's wife Dona and their four children. The Interpeace family will dearly miss 'Notre cher ami Naasson', but his legacy and commitment to peace will forever remain an inspiration to us all.

ABOUT INTERPEACE

ABOUT US

Interpeace is an independent, international peacebuilding organization. We were initially established in 1994 by the United Nations to develop innovative solutions to build peace. We have a proven and recognized approach to enable people to build lasting peace.

History shows us that peace is possible. There are solutions to be found in even the most difficult conflicts. From more than 20 years of experience in peacebuilding, we know that peace cannot be imported from the outside, but must be built from within a society. This is why Interpeace tailors its approach to each society. Together with

local partners on the ground, we jointly develop peacebuilding programmes. We establish processes of change that connect local communities, civil society, government and the international community in over 21 countries in Central America, Africa, Europe, the Middle East and Asia.

As a strategic partner of the United Nations, Interpeace is headquartered in Geneva (Switzerland) and has offices in Abidjan (Côte d'Ivoire), Brussels (Belgium), Guatemala City (Guatemala), Nairobi (Kenya), New York (USA) and Stockholm (Sweden).



OUR FINANCES AND SUPPORT

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

Our 2015 expenditure of US\$28.3 million reflects the growing demand for our work and that our expertise is valued by governments, civil society, United Nations agencies and other international organizations.

Our 2015 financial reports were, for the seventh year running, in accordance with the International Financial Reporting Standards, the highest financial reporting standard.

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



WHAT IS PEACEBUILDING?

Conflict is natural in society and can lead to positive change. However, it can also descend into violence. Interpeace understands peacebuilding as a process of strengthening a society's capacity to manage conflict in non-violent ways.

Peacebuilding needs to enhance trust between individuals and between groups in a society, as well as restore the legitimacy of state institutions.

Peacebuilding is also about bringing together the different actors that are engaged in the rebuilding of a country. People from inside and outside a conflict-affected country need to work together to understand their different views, define priorities, and ultimately enable a better alignment of national policy-making, external assistance, and local priorities.

Interpeace strongly believes that peacebuilding is about deep, long-term transformations that require an integrated approach engaging a diverse range of actors.

INTERPEACE'S TRACK 6 APPROACH

WHAT IS TRACK 6?

Interpeace helps establish processes of change that connect local communities, civil society, governments and the international community – an approach we call Track 6.

In the peacebuilding field, initiatives that involve **government officials and other high-level decision-makers** are referred to as Track 1. Initiatives involving **influential actors from civil society** are referred to as Track 2, and those that engage the local population at the **community and grassroots level** are called Track 3.

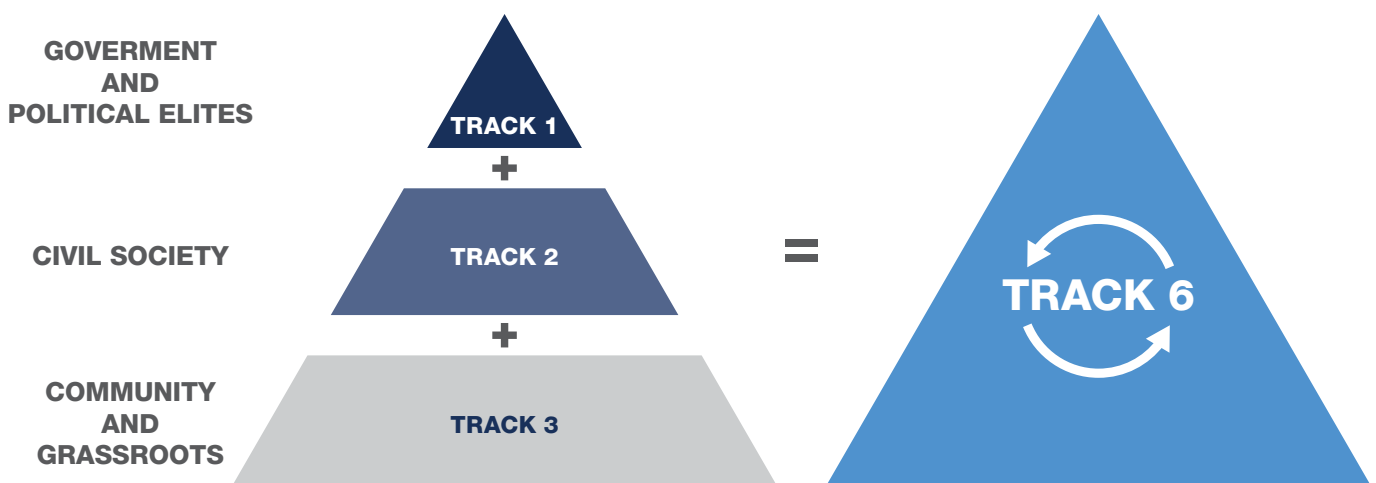
Interpeace **works across all levels** of society, connecting the three tracks: **1+2+3=6**.

In many countries the government, civil society and local communities often act separately to address problems they face. Our integrated Track 6 approach helps to ensure that high-level policies reflect local realities and benefit from local knowledge—contributing to the policies' legitimacy and sustainability.

Interpeace fosters inclusive political processes by ensuring the meaningful participation of critical and marginalized stakeholders, including women, through strategies and mechanisms that are adapted to each context. For instance, a number of our programmes have specific activities tailored to address issues affecting women and specific components aimed at enhancing women's role in peacebuilding and their capacities in conflict resolution.

Direct results and recommendations, produced through Participatory Action Research and multi-stakeholder dialogue, provide a basis for the formulation of more effective laws, policies and other peacebuilding and statebuilding initiatives at the national and regional levels.

Interpeace's efforts in partnership with national peacebuilding institutions have contributed significantly to the long-term development of societies by introducing legitimate processes and institutions for effective conflict management.



OUR PEACEBUILDING PRINCIPLES



“By engaging both at the local and senior political levels, Interpeace has helped to bring the needs and aspirations of ordinary people to the attention of decision makers. This in turn has helped fragile societies to strengthen governance and accountability, rebuild trust, and set priorities for long-term recovery.”

Kofi Annan,
former Secretary-General
of the United Nations

LOCAL OWNERSHIP

PUTTING LOCAL PEOPLE AT THE HEART OF BUILDING PEACE

In order for peace to be sustainable, local people need to be at the centre of defining their challenges and solutions. When people take part in defining the problem, they gain a sense of responsibility and ownership of the solutions. Together with our local partners, Interpeace ensures that priorities are determined locally and not imposed from the outside. We help to create spaces for dialogue and problem solving that pave the way for lasting peace.

BUILDING TRUST

TRUST IS THE KEYSTONE OF PEACE

Trust is the foundation of society. Violent conflict tears the fabric of society and destroys the trust that binds relationships and gives institutions legitimacy. Interpeace works at all levels of society to develop a common vision for the future, helping to increase mutual understanding and rebuild trust.



“It is here that Interpeace makes the difference. Its approach in terms of ownership is something I’ve never seen during the course of my long career as an international peace negotiator.”

Martti Ahtisaari,
2008 Nobel Peace Prize Laureate
and former chair of Interpeace

REACHING OUT TO ALL GROUPS

BUILDING PEACE INVOLVES EVERYONE

Excluding or marginalizing certain groups in society can deepen their resentment and sow the seeds of renewed violence. Interpeace’s inclusive approach engages all parties in a process of change, enabling them to move collectively towards moderation and compromise.

LONG-TERM COMMITMENT

BUILDING LASTING PEACE TAKES TIME

The road to peace is rarely straight and nearly always long. Interpeace recognizes that success in local peacebuilding work hinges on support that is patient and consistent.

PROCESS MATTERS

THE PROCESS DETERMINES THE RESULT

The urgent need to resolve a conflict can prompt a quick fix instead of the kind of holistic response that can truly strengthen the foundations of a divided society. At Interpeace, we recognize that the integrity of the process will in large part determine an initiative’s success.

WHERE WE BUILD PEACE

Our headquarters are located in Geneva (Switzerland).

Our regional offices in Abidjan (Côte d'Ivoire), Nairobi (Kenya) and Guatemala City (Guatemala) oversee peacebuilding programmes in their regions.

We have representation offices in New York (USA) and Brussels (Belgium) and most recently in Sweden as a fundraising foundation.

Interpeace also operates through its International Peacebuilding Advisory Team (IPAT). IPAT is a deployable capacity that supports countries and organizations to help them achieve greater peacebuilding impact.

In 2015 Interpeace supported peacebuilding initiatives in:

Central America: El Salvador, Guatemala, Honduras

Africa: Mali, Côte d'Ivoire, Guinea-Bissau, Liberia, Somali Region, Kenya, Democratic Republic of the Congo, Rwanda, Burundi, Libya

Europe and the Middle East: Sweden, Cyprus, Israel, Palestine

Asia: Timor-Leste

Programme Development: Myanmar, South Sudan, Colombia and Middle East and North Africa Region





- OFFICES
- CURRENT PROGRAMMES
- PAST PROGRAMMES
- IPAT ENGAGEMENTS
- PROGRAMME DEVELOPMENT

FOSTERING RESILIENCE FOR PEACE

PILOTING A RESILIENCE APPROACH TO PEACEBUILDING

Insights from Interpeace's Framework for Assessing Resilience (FAR) project

Resilience is a widely touted concept in international development today used variably and with little precision. It is broadly defined as the capacity to withstand and recover from shocks and crises. This form of resilience is particularly associated with external shocks such as natural disasters and humanitarian crises. External shocks however, do not affect all societies in the same manner. Those in fragile contexts and suffering from long-term stresses are particularly vulnerable; violent conflict undermines the very basis of social cohesion and social fabric needed to overcome conflict without resorting to violence.

As a result, peacebuilding is increasingly focusing on the importance of such stressors.

Addressing the long term structures and processes that leave societies fragile and vulnerable is a necessary step in preventing violent conflict. A resilience framework for peacebuilding must include interventions aimed at detecting stressors and creating conditions to avert crises and identify existing capacities of societies to transform violent situations.

Resilience is about transformation. This “transformative” dimension resonates particularly with peacebuilders who argue that positive peace is not just about the absence of violence, but constructive social change that replaces exclusionary, unjust and inequitable structures, for those that are inclusive, participatory and equitable.

Good governance, inclusive economic models, access to justice, legitimate institutions, trust and social and political cohesion are conditions necessary for peace. The priority, interpretation, and approaches for addressing these individual elements will vary greatly however, depending on

the context. For this reason, solutions cannot be imported or defined outside local perspectives. Ownership is about increasing capacities of local actors to find solutions coherent with their context and understanding of the factors driving violent conflict.

Many peacebuilding processes are oriented towards statebuilding strategies that replicate imported models centred on capacity building and technical support to governmental institutions. While sometimes effective, these activities often bypass those who having returned from or having remained in crises situations, will have tapped into extraordinary wells of courage and resourcefulness. Resilience assessments therefore seek to identify these capacities and strengths in society, including individual personality traits, solidarity networks of communities and alternative livelihood strategies. Identifying these capacities provides context-specific information and fosters nationally-owned peacebuilding processes.



FRAMEWORKS FOR ASSESSING RESILIENCE

In 2014, Interpeace launched the Frameworks for Assessing Resilience (FAR) project to explore resilience as a key tool for advancing peacebuilding processes and to develop methods for assessing this. FAR differs from other assessments in its approach to conflict analysis. Rather than focusing on obstacles to peace, FAR seeks to identify resilience to conflict by looking for existing strengths, assets, capacities, strategies, processes and structures that allow individuals, communities and societies to overcome the legacy of past violent conflict, address current violence and threats to peace, and ultimately prevent future violent conflict.

As countries with fragile peace environments, Timor-Leste, Liberia and Guatemala were chosen to deploy pilot FAR programmes. Timor-Leste, the second youngest nation in the world, is grappling with the challenge of how to foster social cohesion and national unity. Liberia is confronted with ongoing social reconciliation processes and state rebuilding after a not so distant protracted civil war. Guatemala, which signed peace agreements to terminate a decades-long internal armed conflict, continues to be riddled by extreme social inequality, pervasive corruption and high criminality rates.

Under the FAR programme, country-level research is driven and implemented by local stakeholders engaged in deepening their understanding of existing resilience capacities in their societies, and invested in promoting peacebuilding processes. In Liberia and Timor-Leste, research was led by Interpeace's local partners, the Platform for Dialogue and Peace (P4DP) and the Centre of Studies for Peace and

Development (CEPAD), respectively. In Guatemala, a team from Interpeace's regional Latin America Office implemented the programme.

In all three countries, research teams conducted nationwide consultations through focus group discussions and interviews in order to define context-specific resilience and map the different national strategies and resources. The findings of this exploratory phase provided the basis for multi-sector dialogues among key national stakeholders in the respective countries. These Participatory Action Research dialogues have resulted in concrete policy recommendations and action plans for strengthening peace and resilience.

From the outset of the project, country-level consultations, surveys and stakeholder dialogue were complemented by a rigorous and expansive review of resilience theories and practices. This played an important role in informing the thinking and design of the process and country-level reflections. After one year of implementing research, a Global Methodology Workshop was held bringing together researchers from the three pilot programmes, international scholar-practitioners and policy specialists working on peacebuilding and resilience. The combination of a multi-country mixed-method research along with practitioner-scholar dialogue, contributed to the understanding of how resilience is considered and interpreted in policy circles, and orients peacebuilding processes. The FAR programme uses a research approach that combines Interpeace's qualitative research process with national surveys



Ewa Werner Dahlin, Director of Asia, Middle East and Humanitarian Assistance, Sida. Interpeace's Frameworks for Assessing Resilience (FAR) Programme, was undertaken with the support of the Swedish International Development Cooperation Agency (Sida).

(based on random sampling). Interpeace is partnering with the Harvard Humanitarian Initiative (HHI), based at Harvard University in the United States, to design and implement these national surveys.

THE ADDED-VALUE OF A RESILIENCE-ORIENTATION TO PEACEBUILDING PROCESSES

Interpeace believes that change is truly sustainable and peaceful when it emerges from inclusive dialogue that engages people from all sectors of society. However, those living in conflict-affected countries are often fatigued by unending consultations focused on what divides them, and which bring few demonstrable results. Therefore, engaging these people to take ownership of their peacebuilding processes is imperative. The FAR project has demonstrated that a resilience-orientation to peacebuilding makes an important contribution in this regard. Resilience-orientation seeks to ascertain the existing resources that people tap into and the strategies, strengths, assets and capacities available to them, to cope with or transform conditions that threaten peace and provoke new patterns of violence. This shifts the focus from change itself, to the individuals, communities and institutions and their means to effect change that leads to peace. Fragility is only the backdrop against which, individuals, communities and institutions act in order to survive and improve their condition.

Reorienting focus group discussions or interviews away from fragility to discuss the strengths, capacities or skills to cope can have a transformative impact on the persons engaged. This approach is supported by the concept of appreciative inquiry, which asserts that “inquiry into the potential of a social system should begin with appreciation, should be collaborative, should be provocative, and should be applicable” (Cooperider and Srivastava, 1987). Arguments put forward in favour of this concept highlight that an appreciation of what works or could work promotes innovation and generates new ideas. “People experiencing positive effect are

more resilient and able to cope with occasional adversity, have an increased preference for variety, and accept a broader array of behavioural options” (Fredrickson, 2001; 2006).

In Timor-Leste, group discussion participants were vocal in their appreciation for the dialogue process, noting that it had raised awareness of their capacities as individuals, communities and as a nation. This sort of self-discovery process nurtures optimism and leads to new areas of collaboration. Helping people uncover their individual and collective resilience may effect change and promote national ownership of the peacebuilding process. In a country saturated by consultations such as Timor-Leste, a resilience-orientation seems to have reinvigorated and inspired participation in the dialogue process.

The experiences of the three pilot programmes revealed that national actors have greater confidence and are more willing to take ownership of dialogue processes that are organized around resilience and their ability to effect change. “Resilience” as opposed to “fragility” has a **converging and convening power**. Discussing the resilience of a country rather than its fractures makes convening opposing parties easier. When this approach is used, stakeholders with different or even diametrically opposed interpretations of a problem are more likely to agree on the need to address it. Dialogue processes are meaningful and can potentially bring peaceful solutions when diverse stakeholders with different interests are brought together.

While government officials are generally wary of such multi-stakeholder dialogue processes, Interpeace has succeeded in bringing various sectors together under



“Engaging communities must be more than a tag line for peacebuilding. FAR offers a way to systematically consult and create a dialogue with communities to leverage their own strength and resources to build a lasting peace”

Patrick Vinck, Director, Program of Peace and Human Rights Data, Harvard Humanitarian Initiative

the FAR project. In Guatemala the FAR project assembled the government, civil society and private sector to develop recommendations for strengthening resilience in the country. It was particularly notable that the private sector and civil society, which have been at odds on socio-environmental projects, agreed to sit at the same table. More significantly still, the two groups collaborated to facilitate a public forum on the transformative potential of pacific protests and how these could be leveraged for long-term positive change, following the resignation and indictment of the former President and subsequent political upheaval.

Observations from the FAR project indicate that resilience is a valuable addition to peacebuilding through its convening power and focus on the existing strengths of the population.

RESILIENCE AND PEACEBUILDING

FOR PEACEBUILDING, RESILIENCE IS NEEDED AT ALL LEVELS OF SOCIETY

In peacebuilding, the concept of resilience differs from that in the disaster recovery field. Resilience in peacebuilding indicates the ability to survive and/or the capacity of a society to transform itself. Transformation is a key aspiration necessary to overcome the legacy of past conflict and prevent the re-emergence of violence. To lay the foundations for sustainable peace and development, a society must have the capacity to transform the structures and processes that polarize populations, trigger confrontations and incentivize violence. **This is a multi-level process that relies on individuals, communities and institutions.** A country that is home to well-organized communities and collectives tends to be more resilient in the face of natural calamities. However, well-organized community networks must also engage with other communities and the state to withstand violent conflict. In fact, as identified by the FAR project, disarticulation between communities and the state can in itself be a source of conflict.

Consultations in Timor-Leste indicated that while responsible leadership is critical for maintaining social cohesion, the centralized Timorese government is not perceived in a favourable light. It is often viewed as catering only to a small elite while leaving the rest of Timorese to fend for themselves. At the local and grassroots level however, people feel cohesion and are able to resolve disputes peacefully indicating a certain resilience capacity for peacebuilding. According to FAR research, this community-level resilience is based in respect for traditional chiefs and local leaders.

RESILIENCE IS A NECESSARY BUT NOT SUFFICIENT CONDITION FOR PEACE

A resilience-orientation to peacebuilding must also be mindful of the capacity for societal responses to produce negative as well as positive outcomes. When assessing existing and potential resilience in societies, peacebuilders must determine under which conditions these attributes could — whether directly or indirectly, structurally or in other forms — lead to more or less violence in addressing conflicts.

In the context of increased insecurity in Guatemala and Liberia, FAR research revealed a strong sense of solidarity and capacity for organization and innovation amongst individuals and communities. To fill the vacuum created by the absence of state security mechanisms, organic arrangements such as vigilante groups and community policing have emerged. While disturbing, these efforts also signal initiative,

resourcefulness and a commitment to protect the community. They are a source of resilience for peacebuilding intending to provide safety and justice, two important components of positive peace. However, these groups are often unaccountable and revert to violence, “taking justice in their own hands”. This is the manifestation of negative resilience; where resilience capacities contribute to an increase in the use of violence to face challenges. While violent outcomes are problematic for peacebuilding, the organizational capacity for collective action is an important element of resilience that cannot be overlooked. These groups play an important function in their communities; eliminating them would be destabilizing. Conservative approaches to peacebuilding advocate the dismantling of these groups, while a resilience-orientation to peacebuilding seeks to transform the vigilante networks’ sense of solidarity and violent reaction into non-violent capacities to deal with social conflicts.



RESILIENCE AS A COMMON BASIS FOR COLLABORATION BETWEEN PEACEBUILDING AND OTHER SECTORS OF INTERVENTION

Peacebuilding cannot be built without interventions that include positive economic models, security provision, political participation, social services, environmental protection, rule of law and humanitarian protection. Resilience has the potential to link these parallel interventions by integrating peacebuilding processes more effectively.

Conflict is an incremental stressor that undermines the strength and cohesion that is needed to deal with external shocks such as natural disasters. A resilience-orientation can help societies detect and strengthen existing assets before violence occurs. Resilience promotes a preventive, rather than a remedial approach to peacebuilding.

During a crisis, the processes needed to build peace and humanitarian interventions complement each other. FAR research in Liberia highlighted how, by the same token, these interventions when not sufficiently mindful of conflict dynamics become ineffective, worsen crisis and fuel violence. The project also documented how interventions can be turned around and have greater chances of succeeding when they build on, rather than erode, existing resilience capacities. The case of state fragility played itself out in the context of the Ebola humanitarian crisis, drawing attention to the importance of early assessments of resilience or the lack thereof.

The Liberian government's initial response to the Ebola crisis was highly militarized: a state of emergency was declared, curfews enforced, freedom of movement curbed and borders closed. This strategy worsened the situation, created panic and instability and fuelled tensions with the population, which resulted in violence. The decision to restrict certain cultural rituals for



public health reasons was met by suspicion and disobedience rather than compliance. From a resilience point of view, the militarized strategy exacerbated the mistrust between state and citizens, further undermining the bases of community relations and networks, which are an indispensable and powerful source of resilience for Liberians. The humanitarian intervention strategy was later revised to rely more heavily on community engagement and networks. The latter played an important role in carrying out culturally sensitive communication campaigns, diffusing tensions and ensuring popular support for the preventive measures.

In 2015, Guatemala experienced a dramatic series of events in the form of a political crisis that began with corruption charges against the President and other high-level government officials. The public unmasking of these high-level corruption networks involving the President and Vice-

President shocked the country. Massive protests ensued calling for greater social justice and reforms to an endemically corrupt institutional system. While the government ultimately prosecuted those involved, the public outcry demonstrated a collective capacity for transformative processes that can strengthen the country's resilience for peace. It remains unclear what reforms will be implemented, how these changes will be brought to fruition and who will play a role, however there is a clear demand for change, and this is in itself a sign of resilience. That people have been capable of peacefully articulating their desire for a state that fends off rather than breeds corruption, exclusion, social injustices and inequities, is no small feat in a country with a long history of violent conflict.

The true test of resilience will come during the official reform process, if and when it materializes. From a peacebuilding perspective, it will be important that any intervention

aimed at institutional reform does not dismantle the existing formal and informal arrangements at both the community and national levels, which have up until now been critical to maintaining social cohesion. Reforms should be contextualized within the broader aspiration to strengthen the country's resilience for peace, rather than focusing narrowly on technical interventions to tackle corruption and strengthen state institutions.

The Liberian and Guatemalan examples illustrate how different interventions can benefit from a resilience approach. In countries with a history of violent conflict and/or vulnerability to structural violence, peacebuilding organizations can play an important role in ensuring that

interventions, whether humanitarian, political or economic in nature, do not exacerbate fragility. These examples also demonstrate how resilience can be a useful framework for cultivating linkages between peacebuilding and other communities of practice.

However, in order to fully benefit from these synergies, all actors including the international community must defer to the role of local actors in defining, prioritizing and conceptualizing critical resilience factors. **Therefore, it will be necessary to clarify an understanding of resilience as the combination of processes, structures and capacities that different actors can deploy to promote constructive social change.**

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BUILDING UPON RESILIENCE TO PROMOTE SOCIALLY INCLUSIVE PEACE IN GUATEMALA

The Frameworks for Assessing Resilience project was piloted simultaneously in Guatemala, Liberia and Timor-Leste. While Liberia and Timor-Leste are in early post conflict stages, the situation in Guatemala is characterized by persistent dynamics of conflict and violence after nearly 20 years since Peace Accords were signed.

The structural causes that give rise to conflicts represent the main challenge to peacebuilding and democracy. A number of efforts have been undertaken in Guatemala to address the root causes of conflict and reduce their influence. Nonetheless, social unrest continues and mechanisms for dialogue risk becoming irrelevant in a context defined by indifference to politics and enormous disparities in power and access to justice and equality.

Guatemala is struggling to resist, overcome and transform these realities. To identify resilience, it is necessary to listen to the voices of those citizens who struggle daily to overcome the structural problems afflicting the country.

In 2015, the already fragile country situation was further strained when a vast web of corruption was uncovered. Embedded in public institutions and implicating high-level political officials, including the President and Vice-President of the Republic, the discovery led to a major political crisis and widespread citizen protest calling for comprehensive reform of the political system. In spite of the challenges facing the country, these events and the national response, demonstrated Guatemala's resilience.

As part of the Frameworks for Assessing Resilience (FAR) Programme, Interpeace began in 2014 to highlight and reinforce the capacity of Guatemalan society

to overcome and positively transform conflicts. Consultation and dialogue was carried out with a wide range of actors, including: indigenous people, women, youth, politicians and civil society organizations, the private sector, political parties and "resistance" organizations in 11 of the country's departments.

In 2015, the programme convened a representative National Resilience and Peacebuilding Group, to analyze the consultation findings. The process provided an opportunity for all voices to be heard as participants identified the actions they had taken in the face of conflict. Thanks to this process, national ownership and decision-making was promoted. The national group identified access to natural resources, and insecurity and violence, as the main causes of conflict in the country, and therefore prioritized those issues for participatory action research. The group also produced clear recommendations and lobbied national political actors to support institutional reforms addressing these issues.

While the group was initially convened to discuss root causes of conflict,

it quickly adapted to incorporate discussion of the unfolding 2015 political crisis as well. Two key structural problems were brought to light by the National Group dialogue. Firstly, the capacity for state institutions to follow their mandate was deemed fragile due to a lack of technical and financial capabilities. Secondly, the lack of mechanisms to combat corruption, patronage and impunity was identified as a source of fragility in the Guatemalan state.

Disputes over access to and control of environmental resources are a major cause of social conflicts in Guatemala. The Interpeace programme seeks to identify response capacities amongst the different sectors of society, through a resilience approach. "Plagued by societal inequalities, these people have little recourse to justice nor do they receive the benefits of state development projects" explained Sergio Funes, representative of the Research Centre for Development and Peace and a member of the National Group. "Yet people in rural areas have managed to maintain a response capacity in the face





of these inequalities. This is a new way of looking at the problem, by analyzing their ability to sustain themselves and respond to a very unequal society”.

Another group participant noted that the country’s response to the most recent crisis presents an opportunity for organizations of different origins and ideologies to work together to find common solutions. “By looking at this we may find keys to our resilience that we can make the most of”.

The resilience project in Guatemala has provided many valuable lessons for the overall FAR framework. Using

a resilience lens allowed historically confrontational sectors to work together to find common solutions. It was in fact, a subtle change in mindset that facilitated this achievement and brought important convening power to the process: a shift in focus from the negative consequences of conflict to positive capacities for peacebuilding. Additionally, the ability of the national dialogue process to continue amidst the political upheaval of 2015 – and to adapt and build on the outpouring of civic engagement – is both a testament to the national ownership and wealth of national resilience capacities.



2015 HIGHLIGHTS

In 2015, Interpeace supported locally led and locally owned peacebuilding programmes in more than 20 countries.

INTRODUCTION

Combining peacebuilding and a resilience-based approach to deepen local ownership

Strengthening the resilience capacities of societies to move towards greater peace is one of the key objectives underpinning the *Interpeace 2016-2020 Strategic Plan*. Interpeace was founded on the conviction that societies have the resources and capacities to overcome and positively transform violent conflicts. Two decades of peacebuilding experience in more than 20 countries has shown us that social groups affected by violent conflicts develop resilience responses and strategies in order to survive, adapt and transform in the face of violence. Despite the fact that violent conflicts affect and distort fundamental elements of social cohesion, trust among people and the legitimacy of institutions, these conflicts also generate diverse survival strategies, developed by the people to carry on in problematic circumstances.

However, these resilience capacities are not inherently benevolent nor do they automatically translate to peace for the wider society. Some of the strategies people use to protect their family or community from conflict may imply resorting to violence. Entrenched systems of corruption in public institutions may feature strong resilience capacities while not contributing to greater peace for the society. For local actors to use their resilience capacities towards peace, they need to know and value their individual and collective potential to peacefully overcome obstacles to peace, as well as identify which resilient actions, intentional or not, may contribute to greater violence and polarization.

Interpeace recognizes its role to be that of supporting societies in realizing their resilience potential by asking: “what holds your community or society together?” and “what prevents escalation of conflict or a return to

violence?” If resilience capacities exist within every society, these endogenous capacities must be a starting point for understanding and for engagement. Our role therefore is not to build resilience but rather to strengthen those existing capacities to survive violent conflict by transforming adversity into opportunity, and to connect the different levels of society at which resilience capacities exist. First and foremost however, a resilience-based approach contributes to fostering local ownership of peacebuilding efforts.

We believe that local ownership is key to ensuring that peace is sustainable. This can only happen if peacebuilding processes are driven by the local actors themselves. This requires collectively building mutual understandings of the issues at stake in order to generate solutions tailored to the specific needs of individual communities. Just as conflicts are inherent to people’s relationships and are society specific, solutions to these conflicts can only emerge from the commitment of

the actors involved. Consequently, Interpeace is supporting, learning from and strengthening the local efforts and capacities of those who have survived and surmounted situations of conflict and violence. Such a local commitment to the peacebuilding process is facilitated by the resilience approach as it gives a central role to local actors and offers a useful convening power. Indeed, its focus on the upside (i.e. the assets, strengths and capacities that people and social groups have) helps to rally diverse actors to the common goal of living in a peaceful society.

The following section, which summarizes Interpeace’s endeavors during 2015 in more than 20 countries around the world, illustrates how Interpeace adapts its peacebuilding approach, core values and principles in diverse contexts, towards building lasting and socially rooted peace.



Rebuilding trust and breaking barriers through innovative programming

The signing of the 2015 Peace Agreement is widely acknowledged as a first step towards resolving Mali's crisis. Although an encouraging development involving a majority of parties to the conflict – including rebels from the Coordination of Azawad Movement (CMA) and the pro-government Platform coalition – it has failed to completely end armed attacks.

In the country's north and central regions, the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) and the national military (FAMA) are being targeted by armed groups, as are to a lesser extent, national and international NGOs. In the country's southern regions bordering Mauritania and Côte d'Ivoire, as well as the capital Bamako, there is growing so-called jihadist insurgency, and the emergence of a relatively unknown armed non-state actor, the Macina Liberation Front, which has been blamed for a slew of assassinations and attacks.

The Peace Agreement's legitimacy is being undermined by Malians experiencing a sense of exclusion, fuelled by a lack of inclusiveness and representation and a failure to address the structural issues, which triggered the 2012 crisis. This void is being filled in part, by Interpeace through a comprehensive dialogue of National scope across Malian society to rebuild trust among communities and between the state and its citizens.

The innovative use of audio-visual programming to create a virtual dialogue among disparate communities has been a powerful tool for dissolving the conflict's barriers. It has allowed the participation of Malians separated by displacement or ethnic, economic,



social and/or geographic distances to become aware of competing views previously distorted by the lens of stereotype and prejudice.

The “*Self-Portrait of Mali*” report, with its accompanying audio-visual documentary, saw in-depth consultation among a broad spectrum of more than 5,000 Malians that identified the stumbling blocks to peace. The findings of the Self-portrait reached more than 10,000 Malians, as well as audiences in Mauritania and Niger's refugee camps, through to the upper echelons of government, promoting a national debate that framed a consensus around the obstacles to and priorities for peace.

The elements composing this national consensus were reported by local media and saw international meetings convened in Brussels, Copenhagen, Stockholm, Geneva, The Hague, and New York. This view from the ground is being used to inform, influence and guide the approach of international actors and government's approach to the crisis. This has led to formal

requests by the Bamako government for briefings and expertise from Interpeace and its local partner the Malian Institute of Research and Action for Peace (IMRAP).

This has dovetailed with the second phase of the programme aimed at engaging key stakeholders for consensus-based solutions to the priorities identified by Malians, namely “the mutation of societal values” and “the crisis of trust between populations and the defense and security forces”.

In response, and guided by IMRAP, steering committees of decision-makers, commentators, analysts and academics among others, have been established to help navigate the road to sustainable solutions, while maintaining access to grassroots constituencies.

The unique positioning of the programme in the past two years has fostered a strong relationship between national actors and Interpeace/IMRAP.

CÔTE D'IVOIRE

Fostering peace via positive transformation of violent youth groups

In 2015 Alassane Ouattara was re-elected President of Côte d'Ivoire with a resounding 84% endorsement, buoyed by increasing prosperity and his promise of large-scale infrastructure projects. The poll was marred by a few incidents of violence. Nevertheless, for the international community it signalled that overall Côte d'Ivoire was back on track following an end to the national crisis four years earlier. Even so, the landslide victory was somewhat tempered with election boycotts by some opposition parties and ongoing suspicions regarding the legitimacy of the participation rate officially declared by the Independent Electoral Commission.

The President's campaign focused on the development progress that the country has seen since the end of the crisis as well as large-scale infrastructure projects to come. These projects will inescapably create multifaceted expectations and social dynamics that need monitoring in terms of conflict prevention. However, the impressive 9% annual growth rate is juxtaposed against a paucity of funding for peacebuilding in a country recently emerging from two rounds of civil conflict.

A National Strategy for Reconciliation and Social Cohesion 2016-2020 devised by the National Programme

for Social Cohesion (PNCS) is now in its implementation phase. The recent creation of a Ministry of Solidarity, Social Cohesion and Victim Compensation will, it is hoped, counter a deep sense of inequality fuelled by perceptions of a one-sided judicial approach for crimes and abuses committed during the conflicts.

Interpeace and its local partner Indigo-Côte d'Ivoire are seeking to address some of the remaining challenges to peace, with a specific focus on youth, keenly aware of the recent history of manipulation and incitement to violence of this group, by competing political agendas. In response, Indigo's programme aims to understand the dynamics underlying the remaining hotbeds of tension in the country, particularly in the West and in Abidjan.

The rise of organized violent youth groupings, referred to, as "microbes" – particularly around transport infrastructure in Abidjan – is a red flag regarding the stabilization of a still fragile political and social context. A seven-month pilot project was implemented by Interpeace and Indigo, based on the recommendations of previous research on "obstacles to social cohesion and dynamics involving youth in urban spaces" carried out in the communes of Yopougon, Treichville and Abobo. It seeks to redirect youth associated with organized crime, and integrate them into a growing economy.





Under the pilot project, a group of 40 young men between the ages of 12 and 27 and living in a neighbourhood of Abobo – one of the most violent communes of Abidjan – was engaged in a process that allowed them to take initial steps towards a positive transformation. Accompanied by active community leaders and social workers, the young men were reconnected with their families and communities. Additionally, the younger participants were helped to reintegrate into the education system while work-age participants were assisted with job training and placement, depending on their profile.

Although Côte d'Ivoire has not been known for violent extremism movements until recently, both its geography and marginalised youth make it vulnerable to the regional dynamics at play. Interpeace, Indigo-Côte d'Ivoire and the Malian Institute of Research and Action for Peace (IMRAP), Interpeace's local partner in Mali, have launched a six-month project, funded by UNICEF. The project seeks, to inform local, national and international policy actors, on identifying youth trajectories towards radicalization through an analysis of various socialization spaces.

In 2015, Interpeace also launched a consultative research project aimed at collecting documenting the relationship between collaborative humanitarian responses and individual and community resilience capacities in West Côte d'Ivoire.

GUINEA-BISSAU

Fostering national dialogue

Guinea-Bissau's successful 2014 general elections, just two years after a coup d'état, raised high hopes for a peaceful political path in the country. Nevertheless, this is being tested by rising political tensions and factionalism facilitated by the very strategy of inclusiveness that was designed to suppress such a scenario.

The system of checks and balances of an inclusive political strategy to accommodate diverse interests has evolved into a volatile contest for power between the offices of the President, Prime Minister and National Assembly speaker, leading President Jose Mario Vaz to dissolve the government led by Domingos Simoes Pereira, in August 2015.

The polarized political discussion pivots on interpretation of the Constitution. Debate over the divisions between the presidency, the majority parliamentary party, and the African Party for the Independence of Guinea and Cape Verde (PAIGC) and their respective roles, complicated and delayed the nomination of a new cabinet. The absence of a Cabinet paralysed the legislature's work. In spite of this however, some political institutions have maintained their course. The role of the Supreme Court, and decisions handed down, continue to be respected by all political actors, and the army's assurances not to intervene again in the country's politics have so far remained firm.

Additionally, a national reconciliation conference, initiated by the Speaker of Parliament in May 2015, provides an avenue for Bissau Guineans from across society to collaboratively explore causes of the recurrent crises and identify solutions. Chaired by the Catholic Church's country head, the conference represents a broad spectrum



of civil society, political and religious organizations, as well as Interpeace's local partner, Voz di Paz (VdP).

The reconciliation body's capacity to tackle government shortcomings, from state corruption to institutional performance, remains unclear. VdP employed its network of 35 national and community based radio stations network in support of the ten Regional Spaces for Dialogue (RSD) - an initiative to involve community leaders in conflict resolution and prevention. VdP produced a range of thematic programming, including 90 unique peace and citizenship segments that were aired 6,000 times in 2015, helping to prevent or resolve dozens of conflicts at the local level.

Representing a unique combination of local ownership and national outreach - the broadcasts are a promising tool to connect peacebuilding and governance efforts across the local, regional and national levels, in the State's absence, and provide a desperately required voice reflecting general public perspectives.

Voz di Paz and Interpeace also engaged the RSD members in a reflection process highlighting their concrete impact on the peace process. A resulting case study and documentary film provide valuable communication tools for further engaging State authorities and the international community in peacebuilding efforts in the country.

The 2015 death of the VdP's well-respected Director Fafali Koudawo tested the organizations resilience. Interpeace subsequently facilitated the transition and development of an institutional vision for VdP, which has successfully maintained its role as a key actor in civil society.

At the request of the UN Department of Political Affairs (UNDPA) Interpeace participated in the preparations for the National Conference of the Commission for Reconciliation in Guinea Bissau in July 2015. Interpeace's International Peacebuilding Advisory Team (IPAT) shared its country expertise at a Geneva workshop with key UN officials, helping to establish action-oriented recommendations for a national dialogue process.

LIBERIA

Building resilience through community networks and traditional customs

The fostering of mutual trust between the government and community networks represented an important benchmark for the programme in 2015. In fact, only when the government embraced partnerships with local networks valuing traditional customs, was it able to effectively contain the Ebola epidemic in Liberia.

Within this challenging environment, Interpeace partner, the Platform for Dialogue and Peace (P4DP), continued its implementation of the Frameworks for Assessing Resilience (FAR) research programme initiated in 2014. In 2015 the programme undertook a countrywide identification exercise to document methods Liberians use to overcome violent conflict and transform threats to peace.

The extensive research, which engaged some 1,100 Liberians representing all sectors of society, resulted in preliminary findings of crucial local resources for resilience, including solidarity networks at the community level, traditional customs and guidance from elders and capacity for dialogue to resolve conflict. Participation by key actors from government and civil society, including traditional chiefs and religious leaders from all of the counties surveyed validated findings of the identification exercise and formed a working group to take these forward.

The programme concluded with recommendations to strengthen resilience for peace in Liberia through: programmes to encourage the participation of women in economic activities; the establishment of an “architecture for resilience” to support dialogue and mediation processes with traditional leaders/chiefs, youth, women and persons with disabilities; and strengthening empowerment

programmes for youth and creating economic opportunities for them.

The extent to which Liberians are able to benefit by strengthening social cohesion, building trust, improving public health services and other social services, while also nurturing constructive conflict resolution capabilities, will serve as a great test of Liberia’s resilience in the coming years, especially against the backdrop of the United Nations Mission in Liberia (UNMIL) drawdown.



THE SOMALI REGION

Building sustainable peace and democracy



Somalia remains on a positive but vulnerable trajectory. Recent progress in the state formation process marks an important shift in the Somali peacebuilding and statebuilding context. The nascent federal member states of Jubaland, South-West and Galmudug have joined Puntland in creating their own space for political reconstruction while playing increasingly influential roles in the national political process.

Democratization and constitutional review, two other important processes, are taking place over a longer timeline than that of state formation, with the potential for a more incremental and participatory approach than in the past. Somaliland, largely outside of these dynamics, remains stable but faces domestic challenges with its long-term democratization and political vision.

On the security front, Al Shabaab's ability to hold territory continues to be eroded by national and international military efforts, while the development of community-level security is lagging

behind, putting into question the region's resilience against a resurgence in Al Shabaab activities. Additionally, Somalia is facing new fronts of conflict over land and resources, regional and district border disputes between federal member states, as well as an influx of refugees and returnees from neighbouring countries.

Interpeace's Somali Programme consists of two main and interconnected programmes – Pillars of Peace and Democratization. The Pillars of Peace Programme, established in 2009, began its second phase in 2013 with the objective of building social cohesion in the communities of Somaliland, Puntland, and south and central Somalia. It aims to strengthen the ability of grassroots communities to connect and provide input into evolving governance structures. The Democratization Programme both builds upon and contributes to the work of the Pillars of Peace Programme. It approaches state reconstruction and governance processes in the region from

a peacebuilding perspective that seeks the broadest possible engagement of stakeholders in helping to build and strengthen democratic institutions and mechanisms that are capable of peacefully managing conflict. Together, these programmes have played a major role in building bridges between local communities and their leaders at all levels.

In 2014, Interpeace began its re-engagement in the south and central regions of Somalia through the establishment of a Peacebuilding Team in Kismayo, the capital of the Jubaland State of Somalia. As of December 2015, the Interpeace Peacebuilding Team (IPT) had grown to include an office in Mogadishu, with the capacity to operate across south and central Somalia. Among the IPT's achievements so far are: the facilitation of consultations on the status of Mogadishu as the capital city of Somalia; the establishment of a youth leadership structure in the Bay region of South-West State to support a constructive role for youth in ongoing

THE SOMALI REGION

peacebuilding and statebuilding processes; and in Jubaland, the hosting of several outreach activities aimed at strengthening community cohesion and a culture of peace in Kismayo.

Interpeace continued to work with and strengthen the capacity of its Somali partners in 2015 to maintain a neutral political space for dialogue and to support statebuilding processes. The Academy for Peace and Development (APD) in Somaliland and the Puntland Development Research Center (PDRC) are among Interpeace's longstanding institutional partners. In addition, the IPT has allowed Interpeace to support peacebuilding initiatives in south and central Somalia.

Recognizing the interlinkages within the Somali region, Interpeace is supporting exchange and coordination between its partners. In late 2015, the IPT worked with PDRC in support of mediation efforts when fighting erupted in Galkayo, a city divided between the administrations of Puntland and Galmudug. Such cross-border support

is key to bridging divides between communities separated by political and geographical borders.

The inclusion of women, youth, minorities and marginalized groups continues to be a priority for Interpeace and partners. Interpeace worked with the Somaliland National Youth Organization (SONYO) in a research project looking at the drivers of youth violence in Somaliland. The project established a baseline for measuring youth violence and provides a roadmap on how to address such violence in Somaliland. Through the Mobile Audio-Visual Units (MAVU), a mobile cinema and film-based discussion project implemented in Puntland and Somaliland, Interpeace and its partners further focus on amplifying the voices of youth, women and marginalized groups often including in remote locations.

In preparation for the 2016 federal electoral process, Interpeace worked closely with key actors in the Federal Government of Somalia and the federal states, providing training to

facilitators of the high-level National Consultative Process. In Somaliland, Interpeace's partnership with the National Electoral Commission (NEC) has provided significant support to the voter registration process. Using tools such as opinion polls, Interpeace also helped to capture public perceptions on election-related issues, in particular, the outstanding question of seat allocation in the House of Representatives. Polling is innovative in that such tools were for a long time difficult, if not impossible, to deploy in the Somali region. The piloting of a Local Governance Barometer in partnership with the United Nations also provides a platform to measure the public perception of local governance. In Puntland, Interpeace worked together with PDRC to facilitate the political process leading up to the resumption of the democratization process in 2016, through the launch of a new electoral commission.

Interpeace partners in Somaliland and Puntland, APD and PDRC, are regularly called upon to facilitate mediation and reconciliation efforts of longstanding clan-based conflicts, and provide community and conflict-sensitive issues training to journalists and media executives.



KENYA

Bringing the voices of local populations to the peacebuilding process

In Kenya, the County of Mandera, faces critical peace, security and development challenges. Located in North Eastern Kenya, along the border with Ethiopia and Somalia, the County has experienced intermittent clan-based clashes since 1983. Primarily fuelled by competition over political and economic opportunities and territorial disputes between the various clans living in Mandera, the tensions swiftly escalate into large-scale violence.

The conflicts have been exacerbated by porous international borders, which allow infiltration by militant groups from Somalia that launch deadly attacks in Mandera and elsewhere in Kenya. Attacks by Al Shabaab militants on non-local residents have forced many teachers, doctors and other civil servants from outside Mandera to abandon the County, leaving the local population with a dearth of basic services such as education and health care in a region that has historically suffered marginalization. Another factor that has impacted the nature of the clan conflicts is the advent of devolved government in Kenya. Devolution is one of the hallmarks of the 2010 Constitution that birthed Kenya's Second Republic. The aim of devolution was to bring national resources, social services and governance closer to the grassroots population. In Mandera County however, devolution provided a new frontier for contention between clans for political and economic power.

The Mandera Peacebuilding Programme is a joint pilot initiative by Interpeace and Kenya's National Cohesion and Integration Commission (NCIC). Its objective is to provide a peacebuilding platform that brings together local capacities and grassroots aspirations into consideration to bolster the high level interventions by the national



government, which is responsible for security. Interpeace's partner, the NCIC, is a government agency with a national mandate to facilitate and promote equal opportunity, good relations, harmony and peaceful co-existence between Kenya's different ethnic and racial groups. The NCIC was created following Kenya's 2008 post-election crisis, which laid bare long term issues—such as poverty, inequitable distribution of resources, historical injustices and the exclusion of segments of the Kenyan society—as the underlying causes of the post-election violence. The Mandera Pilot Programme pairs Interpeace's more than two decades of peacebuilding experience with the NCIC's national mandate to foster sustainable peace and cohesion among the country's various ethnic communities.

THE GREAT LAKES REGION

Fostering inclusive and meaningful dialogue to promote non-violence and tolerance

In 2015, the Great Lakes Region of Africa was characterized by an increasingly polarized geopolitical context, marked by a contested presidential election in Burundi and heightened levels of violence. Violent mass protests broke out in Burundi, and to some extent in the Democratic Republic of Congo (DRC), as a response to the actual or perceived attempts by the presidents of the two countries to remain in power. In the DRC, public protests and subsequent actions by parliament succeeded in blocking constitutional changes that opponents believed would have allowed President Joseph Kabila to remain in power beyond his current mandate. The government responded to election-related controversies by creating an inter-Congolese dialogue process suspected by some opposition parties as a strategy to weaken opposition to the president's bid to remain in power. The country's constitutional court ruled that President Kabila can stay in power, in case presidential elections are delayed beyond the end of his current term, until a new President is installed.

In Burundi, the constitutional court ruled that President Pierre Nkurunziza was eligible to run for a third term. This decision led to street demonstrations, a failed coup d'état, the strengthening of youth militias and targeted killings. President Nkurunziza's eventual re-election in July 2015 added to the turmoil, leading to the flight of 250,000 Burundian refugees to neighbouring countries, including Rwanda. The political crisis and this sudden mass migration of refugees have strained relations between Burundi and Rwanda, exacerbating the already volatile political and security situation in the region.

In Rwanda, four million citizens rallied behind a constitutional amendment to eliminate presidential term limits, and while the opposition Green Party took the issue to court, the proposed changes were eventually ruled admissible. A subsequent referendum approved President Paul Kagame's eligibility for re-election in 2017.

Interpeace's regional programme in the Great Lakes region, which fosters inclusive and meaningful dialogue processes at all levels, is all the more important in this context of polarization and violence likely to have severe ramifications. Interpeace's support for an emerging regional network of community members, Civil Society Organizations (CSOs), decision-makers and regional organizations facilitated the deconstruction of negative stereotypes, fostered growing trust and collaboration, and helped build mutual understanding among cross-border communities in 2015.

Political aspirants often target young people for political manipulation, and in 2015 Interpeace increased its strategic focus on promoting non-violence and tolerance among youth. These efforts are key to envisioned transformation of regional youth from perpetrators of violence into agents of peaceful change.

In spite of the challenging environment, the programme successfully managed to directly reach over 8,000 residents through cross-border permanent dialogue groups, restitution meetings and peacebuilding processes conducted jointly with affiliated CSOs. 40% of the group participants were women while 58% were youth. Additionally, the programme reached a wide range of citizens through its media engagement.

A regional stakeholders' forum on the interplay between land, identity, population movements and conflicts in the Great Lakes Region was held in Kinshasa in December 2015. The forum successfully brought top-level



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decision makers from Rwanda, Burundi and the DRC aboard the Interpeace regional programme. It also gathered representatives from among local communities, civil society and regional organizations to discuss challenges to peace and find possible ways forward. This marked a significant achievement amidst an environment of reduced political space across the region and increased diplomatic tensions.

Interpeace also partnered with the Economic Community of the Great Lakes Countries (CEPGL) to organize a Youth Forum in September 2015, aimed at addressing pertinent issues such as improving the economic situation for regional youth and fostering engagement and trust between youth and decision makers.

The programme additionally contributed to strengthening the capacity of 13 local CSOs. The activities of the CSOs on non-violence and tolerance alone reached over 2,500 youth, women, other CSOs, decision makers and community members in the region.

The growing trust in the Interpeace regional programme and process is evidenced by widespread requests from participants, including community members, CSOs, decision makers and international organizations for continued and expanded engagement in the region. This in turn creates new opportunities to impact top-level leadership in Burundi, the DRC and Rwanda. Given the level of mistrust at the outset of the process, the shift in attitudes illustrates the opportunities for positive change in the most challenging environments.

Interpeace's partners in the Great Lakes Region include Never Again Rwanda in Rwanda; the Conflict Alert and Prevention Centre (CENAP) in Burundi; Réseau d'Innovation Organisationnelle (RIO), l'Action pour la Paix et la Concorde (APC) and Pole Institute and the Centre d'Etudes Juridiques Appliquées (CEJA) in DRC.



RWANDA

Enabling healing and contributing to participatory governance

Since the 1994 Genocide against the Tutsi, Rwanda has achieved substantial social, economic and political progress. The road to sustainable peace however remains long, particularly for societal cohesion and strong participatory governance. At the turn of the year 2015/2016, the Rwandan population adopted a referendum passing several constitutional changes, among them one that would allow President Paul Kagame to stand for re-election until 2034. The National Dialogue Council – a forum for the President and national and local leaders to set unified priorities for government – identified healing and participation in governance as two key pillars for national dialogue.

Interpeace's programme in Rwanda seeks to facilitate consolidation of a peaceful and inclusive society, able to manage conflicts, embrace diversity and enact policies that are responsive to citizens' priorities. Interpeace's new joint programme with Never Again Rwanda (NAR) focuses on societal healing and participatory governance and seeks to empower citizens.

The programme began by mapping existing initiatives on healing and reconciliation involving youth and community members. Based on this research and the successful practices identified, Interpeace and NAR refined their approach to societal healing and initiated "Spaces for Peace" across the country, a discussion forum for diverse groups of community members to come together and talk openly about past traumatic experiences.



To address the issue of participatory governance, NAR and Interpeace undertook a participatory action research process, involving citizens across the country in identifying priorities for the programme over the next few years. In close collaboration with decision makers and national institutions, the programme uses new as well as established means for fostering communication between citizens and decision-makers at local, district and national levels. One of the most important vehicles for this activity are the "citizen forums", which focus on current challenges, identifying solutions and reaching consensus on the priorities for peace.

To monitor the impact of the Spaces for Peace and the citizen forums, Interpeace

and NAR developed surveys to establish a baseline of knowledge, perceptions, attitudes and behaviours among the groups' participants. The surveys are an important tool to understand how dialogue contributes to changes in people's perception and engagement in participatory decision-making, and how it fosters societal healing by increasing trust and tolerance. The surveys will be carried out on an annual basis.

BURUNDI

Fostering dialogue and conflict prevention

In 2015, Burundi underwent a highly contested election. President Pierre Nkurunziza sought and won re-election for a third term in office, which sparked large-scale protests across the country and the formation of armed opposition movements. Along with the deteriorating political and security situation, a continued economic crisis led many Burundians to seek refuge in neighbouring countries. The current developments are a setback to the gradual successes that had been achieved in peacebuilding, reconciliation and democratic governance in Burundi over the past ten years.

Since 2007, Interpeace and the Conflict Alert and Prevention Centre (CENAP) have implemented a programme in Burundi, aimed at helping reinforce the capacity of Burundian society to consolidate lasting peace by fostering inclusive dialogue, accountability, reconciliation and the gradual development of a culture of democracy.

Thanks to years of engagement fostering dialogue at the local, regional and national levels, the programme succeeded in creating a space for peaceful engagement during the tense electoral period in 2015. One important impact observed was the programme's ability to reduce tensions among youth affiliated with political parties in key locations across the country. Due to the links established and thanks to training and community activities, youth kept each other updated during the height of the tension and opted for dialogue to resolve issues. Community permanent dialogue groups, in place since 2010, provided an equally important space where Burundians from different backgrounds could come together and discuss issues arising in their communities. Some of these initiated permanent dialogue groups in other



locations in their respective provinces, a testimony to the ownership and maturity of the groups.

During 2015, the programme also laid the groundwork for a countrywide visioning process. The process seeks to unite Burundians of all ages and backgrounds in building a country founded on shared values and strong democratic principles, where they can live without fear of violence, reconciled with their past, and confident in their shared future. This process, involving a wide range of stakeholders from government representatives to secondary school children, is a key priority for 2016. By bringing the dreams and realities of Burundians from all walks of life to the attention of national decision makers through research, CENAP is building a basis for participatory action research in the years to come.

GUATEMALA

Identifying resilience, building trust, and effecting peaceful change

The large corruption scandal involving the highest levels of government that plagued Guatemala in 2015, brought about an institutional crisis and opened the debate about the need for deep reform in the political system. The investigation led by the office of the Attorney General and the International Commission Against Impunity in Guatemala (CICIG), together with large but peaceful protests ended in the resignation, indictment and incarceration of both the President and Vice-President of Guatemala. New elections were called within the year and a new government was elected. Throughout this political turmoil, the peaceful but powerful civil society reaction demonstrated Guatemalans' capacity to transform structural and immediate conflict in a manner that is both non-violent and collaborative.

Through the pilot Frameworks for Assessing Resilience (FAR) programme—implemented with technical support from the Harvard Humanitarian Initiative—Interpeace mapped the significant existing capacities in Guatemala to address social problems.

As a first step, Participatory Action Research was used to define how Guatemalans understand resilience. Resilience is seen as the capacity of individuals, groups, communities or societies to confront adverse situations when their interests are affected. It is also understood that developing sustainable alternatives to transform conflict, in turn strengthens Guatemalan's own capacity for resilience.

Effecting change in behaviour is essential to tackle state fragility, improve social cohesion and build trust between the different actors in Guatemala. With this goal in mind, the pilot programme

created a unique space for inclusive collaboration. A wide consultation in eleven regions was followed by the establishment of a national group made up of representatives from governmental institutions, civil society organizations, private sector and resistance organizations. The National Group oversaw the creation of two working groups to address socio-environmental conflicts, violence and insecurity using a resilience approach.

The diverse members of the working groups built upon existing capacities for positive transformation, rather than focusing on negative aspects of conflict, demonstrating the convening power of the resilience approach.

Thanks to the high level of trust generated among participants, and after 8 months of meetings, the working group successfully formulated concrete policy proposals addressing the priority issues of socio-environmental conflicts, youth violence prevention, and corruption at the municipal level. The proposals were then presented to presidential candidates who shared their views on how best to integrate the recommendations.

Ownership of the FAR process was demonstrated by the fact that these working groups unified to form the multi-stakeholder *Resilience and Peacebuilding* group supporting implementation of the recommendations and continuing to work on new areas from a resilience approach.



GUATEMALA

Following the long term commitment of the Interpeace Latin America Office to violence prevention in the region, the Guatemala programme also initiated a rehabilitation project in the El Boquéron prison in 2015 helping to reduce the tense environment inside and outside the prison. Insecurity and violence are a continuous source of structural conflict in Guatemala and reducing these is a necessary condition to peacebuilding. Lessons learned from this experience confirm previous work done in penitentiary systems regarding the role of improved rehabilitation in prisons to affect crime and violence reduction in society as a whole. Most countries in the Latin American region lack adequate penitentiary rehabilitation programmes, which constitutes an important strategic orientation for the Interpeace Latin America Office.



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EL SALVADOR

Reducing violence by targeting structural causes

High homicide rates, social exclusion, institutional fragility—particularly in the justice system—and a lack of educational and productive opportunities, are the most visible expressions of conflict in El Salvador. Increasingly severe “iron-fist” policies, reactions to violence such as targeted killings of suspected gang members, and vigilantism, have contributed to an escalation of violence resulting in one of the highest homicide rates in the world and an increasingly polarized society.

Rather than recognizing and combatting the underlying causes of violence, the state’s response to rising insecurity and violence has been to implement repressive measures further deteriorating state relations with civil society. The sentence issued by the constitutional court declaring gangs as terrorists, and by extension labelling anyone collaborating with those groups as a terrorist, is indicative of this trend. This environment has hardened an already repressive normative framework and increased fear and distrust among actors seeking to support preventive and inclusive approaches to reducing violence.

In order to achieve lasting peace in the country, the high levels of violence must be reduced to allow for a broader process of social change.

The Interpeace programme in El Salvador seeks to improve conditions of security and justice and to strengthen the legitimacy of public institutions and their role in violence prevention.



In 2015, the programme worked with 10 municipalities around the country to successfully strengthen trust and collaboration among all actors involved in violence prevention activities. In particular, the programme has established a strong collaboration and aligned territorial priorities of intervention with the Ministry of Interior.

Violence reduction activities include carrying out a socio-economic diagnostic of each municipality and consist of interviews and focus groups undertaken with members of neighbourhood associations, churches, local authorities and youth at risk. Through this process, Interpeace

helped create a unique space for inclusive dialogue and activities to reduce local violence.

The programme also seeks long-term solutions to the structural causes behind the troubling number of young people turning to violent crime. Our programme works with municipalities to generate employment opportunities that present alternatives to illegal and/or criminal activities, including job-skills training for at risk youth.

Engagement of a wide range of actors including national authorities and at-risk youth together with the private sector and civil society is a key element of the programme.

HONDURAS

Strengthening the security sector and engaging sports clubs members for peaceful dialogue



Polarization and socio-political tensions in Honduras have created wide divisions and mistrust between different social sectors, especially among the government and civil society. The fragility of public institutions, impunity, political clientelism, corruption, and the influence of organized crime underlie persistent violence, crime and socio-environmental conflicts.

High crime and homicide rates in Honduras undermine societal capacities to prevent violence, and have triggered repressive actions both from the state and private groups carrying out targeted killings of suspected criminal elements. The security and justice sector in the country is dysfunctional as there is no effective separation of powers; the Honduran army is fulfilling public security functions while high levels of corruption plague the police force. The need for an inclusive security sector reform has been highlighted by

many local stakeholders. Interpeace also believes this reform needs to be as inclusive and participatory as possible to foster legitimacy and ownership among the different actors involved and lay the ground for sustainable peace.

To rebuild trust between society and the state it is crucial to strengthen the capacities of vulnerable social groups, to improve living conditions, and to foster mutual understanding between civil society and public institutions. Through an inclusive approach, Interpeace is bridging this gap between key civil society and state actors.

In 2015, the programme achieved an agreement on strategic collaboration with security sector ministerial authorities, to support the strengthening of the National Security Council. The council is a multi-sectorial space created for the participatory definition of security policies. It includes public

authorities, civil society and private sector representatives. Specifically, the programme helped to build technical capacities and is facilitating dialogue between sectors to agree security recommendations and policy reforms.

The programme is also seeking to enhance the role of sports clubs in reducing and preventing violence among its members. One promising area involves the creation of alternative narratives via mass media, to destigmatize the clubs and highlight their transformative potential for violence reduction strategies.

CYPRUS

Evidenced-based dialogue furthers peace process

Since 1977, negotiations for a bi-zonal, two-community federation have been the basis for a settlement. Should these negotiations be successfully concluded, the Greek-Cypriot community in the South and Turkish-Cypriot community in the North will be called upon to ratify the agreement through simultaneous and separate referenda on both sides of the Green Line.

Negotiations were officially re-launched in 2015 with the facilitation of the UN Special Adviser on Cyprus. Since then, both sides have expressed their commitment to reach a comprehensive settlement as soon as possible. With the current attention and support of the international community, hopes are high for a potential agreement. However, what has been passed as a Cypriot-led process falls short of the participatory ideal it promised. The gap is not limited to Cypriot communities and their authorities; there are also deep ideological rifts between various segments of society. As a result, many issues are taboo, such as the subject of reconciliation, with little space to address them.

Interpeace's programme in Cyprus with local partner the Centre for Sustainable Peace and Democratic Development (SeeD) has reached a notable achievement: positively influencing the nearly three-decades long peace process.

SeeD, the country's first bi-communal



think tank, has seized the positive momentum surrounding the resumption of talks, and supported the peace process by providing information for an evidence-based dialogue based on perceptions from both communities. To achieve this goal, the joint programme uses the Participatory Polling and Social Cohesion and Reconciliation (SCORE) tool developed by SeeD.

SCORE employs action research methodology to consult the general public based on a questionnaire designed with the contribution of societal and political stakeholders. The results then serve as a basis for public dialogue and input into the

policymaking process.

The SCORE Index is an innovative tool designed to measure the state of peace in multi-ethnic societies. It aims to measure two key indicators of peace in society: social cohesion and reconciliation. Social cohesion is measured as the extent to which coexistence between individuals in a society and the institutions surrounding them is harmonious; and reconciliation as the propensity to come closer to adversarial groups. By identifying the predictors of conflict, SCORE can also provide intervention entry points to be used in peacebuilding practice. By sharing SCORE findings with national

stakeholders, SeeD aims to inform policymaking in support of ongoing peacebuilding challenges.

The programme has successfully shared SCORE findings with policy makers, the UN Special Adviser, and both sides respectively.

To date, the Cyprus peace process has successfully incorporated several SCORE recommendations. These include establishing technical committees to enhance cultural diversity, foster gender equality and inclusivity, and promote collaboration among the academic community, and a policy change to suspend the visa requirement for Greek Cypriots by the Turkish Cypriot Community, which was identified as a particularly sensitive issue.

The SCORE Index was initially designed and implemented to help Cypriot decision-makers and peace advocates better understand the dynamics of conflict on the island, however it has been internationally recognized and implemented in other countries. SCORE has been launched in Bosnia and Herzegovina as well as Nepal, and will be implemented in Ukraine.

This wide international interest in the tool stems from SCORE's demonstrated ability to provide insight into societal trends and identify those indicators, which must be in place to reach a desired outcome, whether that is a ceasefire, political settlement, prevention of armed conflict or peaceful coexistence.

Through the development and deployment of this innovative tool SeeD has established itself as a regionally and internationally recognized organization. It also regularly provides its expertise, particularly on different methodologies, to other Interpeace partners and programmes around the world and has played a key consultative role in the Frameworks for Assessing Resilience programme.

ISRAEL

Non-traditional partners work together on the path to peace

Decades of violence and failed peace initiatives have left public opinion within Israel sharply divided and fragmented. While most peace initiatives have focused on the groups in Israel that are already part of the peace camp, there are a number of key sectors that remain excluded from these efforts.

Together, Palestinian-Arab citizens, the Russian-speaking community and the traditional religious population represent more than half the Israeli population. Though they have great potential to influence peace efforts, they have traditionally been sidelined from the peace process.

Since 2004, Interpeace's initiative in Israel, Base for Discussion (B4D), has worked to fill this critical void in the path to peace by establishing a safe space for dialogue among these three key communities. The programme seeks to develop a common vision for peace within Israeli society, working with mid-level group leaders that not only have direct community influence but also influence at higher leadership levels. Such a space for dialogue is ever more important as Israel becomes increasingly isolated and voices for peace weakened.

In 2015, B4D broadened its engagement to include moderate religious nationalists and the traditional right-wing camp. The decision to expand engagement to other groups in Israeli society reflects important societal developments and was based on a consensus of those engaged in the dialogue thus far, showing the high level of trust and ownership that the space has fostered among participants.



A preliminary consultation process was conducted to help the participants of the cross-community dialogue better understand their communities' positions and attitudes regarding the peace process so that they can adequately represent these in the cross-community work. These group discussions focused on the question, "What do you see as obstacles to peace?" Participants reached consensus on four main obstacles: entrenched misperceptions of the other; extreme religious and nationalistic narrative; interest in prolonging the conflict; and intractability of key issues around the conflict.

PALESTINE

Healing internal divisions for a unified approach towards liberation

The long-lasting Israeli occupation and the settlers' violence and provocative acts against Palestinians have fuelled the conflict. On 1 October 2015, the accumulated frustration and injustices in Palestine that had already boiled over into violent confrontations gave way to an uprising. Young Palestinians who were not affiliated with any political factions were leading the charge. According to the Office for the Coordination of Humanitarian Affairs (OCHA), in total, about 170 Palestinians and 26 Israelis were killed in attacks by December 2015. Yet, the direction of this uprising is not clear, given the absence of organization and unity among Palestinians and the lack of leadership and strategy.

Palestinian leaders hold little hope of reaching a just solution through negotiation; the current Israeli right-wing coalition is empowering settlers, expanding settlements, undermining peace prospects and jeopardizing a two-state solution. With peace negotiations deadlocked and confrontations on the rise, the Palestinian Authority has instead focused on building international pressure to end the Israeli occupation.

Internal division still dominates Palestinian society and animosity between Hamas and Fatah continues to distract from the efforts for peace and unity. Popular pressure is needed to urge leaders of both parties to set aside their factional agendas and direct their efforts toward the liberation of all Palestinians.

Since 2004, Mustakbalna, Interpeace's programme in Palestine, has been working to facilitate a common vision for the state of Palestine that is representative of the Palestinian people and has the support of its leadership. In 2015, Interpeace's efforts concentrated



on four fronts: promoting reconciliation and civil peace, building consensus over Palestinian statehood, establishing Palestinian national priorities, and analysing humanitarian aid.

A 2015 initiative launched in Jenin sought to involve clans in reinforcing civil peace. Thanks in part to these efforts, a peace accord was signed with the support of over 1,000 prominent figures, including representatives from the clans, Palestinian Security Forces, and all political parties. The accord has since been adopted by the Governor of Jenin who will present it to the consultative council in preparation for its launch in 2016.

Other reconciliation and civil peace initiatives during the year focused on public engagement. With the programme's guidance, dozens of youth successfully served as agents for civil peace and tolerance in their communities. The agents attended trainings in Gaza and Hebron, and went on to volunteer at community

events throughout the year. Their accomplishments include planting trees in marginalized areas in Hebron to protect the land and prevent harassment by settlers, screening educational documentaries and organizing events in Hebron's old city during Ramadan.

Through popular pressure and advocacy campaigns, groups worked to repair internal divisions and promote reconciliation among Palestinian factions. The Gaza working group visited families who had lost relatives in the conflict, many of whom expressed a willingness to forgive in return for national unity, demonstrating a strong tendency for peaceful resilience in the community.

To address divisions over statehood, the programme led a consensus building process around the shape of the future Palestinian state. The discussions brought together experts and politicians from across the political spectrum, along with working groups of ex-detainees, youth, women and community leaders

PALESTINE

within the West Bank and Gaza. Despite the divergent political views, the groups were keen to learn more about the pros and cons of the different state scenarios, and to explore the political parties' official positions.

Mustakbalna also organized local-level debates and a national-level forum about Palestinian statehood where 70 participants representing all political parties openly discussed and debated Palestinian statehood and ways to resolve the conflict with Israel. The debates demonstrated that while there are several contrasting visions for a one-state solution, there is a general consensus over the vision for a two-state solution, although Palestinians envision such a solution differently than Israelis.

In 2015, the programme began a process to help define Palestinian national priorities, which were then shared with leadership including the PLO, the secretariats of all political factions and the Prime Minister's office. Participants at several local-

level workshops established what they considered to be the three top priorities: achieving national unity and resolving internal divisions; ending the Israeli occupation; and enhancing state-building and development, including the reconstruction of Gaza. Over 60 group members went on to affirm these priorities at a national workshop in Gaza in June emphasizing opportunities for diverse factions to move forward with a common agenda.

Focus groups and in-depth interviews were also initiated in 2015 to look into the Palestinian experience with humanitarian aid in the West Bank and Gaza, and explore the relationship between collaborative humanitarian action and community resilience.



TIMOR-LESTE

Consolidating peace through leadership, innovative IT and social inclusion



Since its independence from Indonesia in 1999, Timor-Leste has faced successive political crises and cycles of violence reflecting a deep divide between citizens and government. Corruption, nepotism, poverty and unemployment are widespread affecting youth especially. Corruption has been identified as one of the major challenges to lasting peace in the country.

Timor-Leste is one of three countries where Interpeace is piloting the Frameworks for Assessing Resilience (FAR) project, a programme that assesses country capacities for resilience in pursuit of peace. Through a nationwide consultation, the FAR programme found that Timorese rely on formal and informal law and security institutions, culture, religion, and local and national leadership, as resilience elements to overcome and transform violent conflict.

A National Working Group on Resilience presented the FAR recommendations to the Timorese President's office. This resulted in a plan to develop strategies to further strengthen leadership — identified as one of the main sources of resilience in the country. These strategies aim to create the conditions for political leadership to emerge, including through the establishment of a national structure to coordinate and strengthen civic education.

Thanks to an innovative Interpeace pilot initiative, the FAR recommendations will be viewable via an interactive online map. The project used GPS-enabled tablets donated by Google, to survey and present participants' feedback on overcoming conflict. The interactive maps will make it possible to see the various nuances from one district to another. The initiative was the result of Interpeace's partnership with local

organization, the Centre of Studies for Peace and Development (CEPAD), and the Harvard Humanitarian Initiative.

Since 2007, Interpeace and CEPAD have been promoting peacebuilding in Timor-Leste through a joint programme. The organization has helped raise awareness of corruption, collusion and nepotism (locally referred to as KKN), in schools, among teachers, children and their families. In 2015, CEPAD collaborated with the anti-corruption commission (KAK) in their efforts to review the anti-corruption law, along with the Group Promoting Change an advocacy coalition established by CEPAD and pressing for legislative and policy reform. It includes leaders from academia, civil society, the Catholic Church, the press, the judiciary and the armed forces.



With the support of USAID, CEPAD has partnered with I-crea a consultancy firm specialized in advising on anti-corruption and transparency issues, to implement a two-year project aimed at growing a collective “social conscience” within communities through public education on constitutional rights. The programme seeks to empower communities through: access to public information (Freedom of Information); encouraging improvement in governance by holding leaders accountable; and promoting resistance to manipulation. The first phase of the project will be dedicated to producing training tools that will be used throughout the country.

While recurrent tensions between the armed forces and a weak judicial sector offered little in terms of stability or resolution of local conflicts such as land disputes, Interpeace’s programme was able to foster local dispute resolution

through Peace Houses or “Uma Dame”. These venues are based on the Timorese custom of “rolling out the mat” (nahe-biti boot), or meeting to discuss and resolve disputes. These safe, neutral and community-owned spaces for dialogue act as a bridge between municipalities and Timor-Leste’s capital city, by fostering local debates and linking these to issues of national importance.

Five Peace Houses have already been established in Aileu, Bobonaro, Baucau, Ermera and Manufahi and a sixth is under construction in Ma’abat village, Manatuto Municipality.

LIBYA

Mapping “pockets of stability” to bridge a polarized populace

Libya continues to teeter on the brink of collapse four years after the well-celebrated anti-Gaddafi revolution of 2011. Despite several institutional milestones Libyans remain unable to translate their early revolutionary successes into a meaningful, stable and inclusive transition process similar to the one in neighboring Tunisia. Post-revolutionary divisions and political polarization escalated into open armed confrontation in July of 2014. The country has since been effectively split between two rival governments; the internationally recognized House of Representatives (HOR) in Tobruk, and the General National Congress (GNC) in Tripoli. Further exacerbating these tensions is the security vacuum that has plagued the country since the collapse of the former security and military institutions in 2011.

At the height of the country's divisions in 2014 the UN launched an ambitious dialogue process aimed at reconciling Libya's rival camps. In early 2015 the Islamic State in Libya (ISIL) established a firm stronghold in the city of Sirte underscoring the urgency of ending the country's factionalism. The long-running UN-facilitated dialogue finally achieved a break-through in December 2015 with the signing of the Libyan Political Agreement (LPA) in Skhirat, Morocco. The agreement resulted in the creation of a nine-member Presidency Council tasked with nominating the Government of National Unity (GNA) and leading the country's transition process. The LPA further stipulated that former members of the GNC would form a State Council with advisory powers over key government decisions, while the HOR would maintain its legislative powers.



However, it quickly became apparent that the LPA had limited support among Libyan antagonists in both East and West. Intense opposition to the agreement primarily focused on Article 8 which addresses how key sovereign positions, such as army leadership and other key institutions, would be selected. Supporters of General Khalifa Haftar saw the article as a veiled attempt to strip the controversial general of his Libyan Army leadership. Subsequently, they have prevented the HOR from convening to vote on the LPA and the GNA.

Since its establishment in Tripoli, with the reluctant acquiescence of some of the city's militias and the strong backing of Misuratan forces, the GNA has sought to gradually consolidate support. The GNA has been able to take over key government buildings in the capital and widen its support base although the former GNC-affiliated Government of National Salvation (GNS) still claims legitimacy in the city. Recent GNA military operations against ISIL in

Sirte, have nearly cleared the city of the extremist forces, earning praise and support nationally and abroad.

With the months-long impasse between the HOR in Tobruk and the GNA in Tripoli, it has become apparent that the foundations of the LPA were weak from the start with signatories to the agreement having little leverage or backing within their camps. While the situation in Libya bares the hallmarks of a political conflict, competition for control of the country's natural and financial resources is in fact among the root causes.

The political impasse and desperate security situation today in Libya highlight the urgent need for alternative and innovative peacebuilding strategies that can further contribute to the broader dialogue process for peace. In this context, Interpeace has sought to build on its previous engagements in the country to launch a peace mapping study of Libya's “pockets of stability”. These pockets, represented by relatively peaceful communities, have the

LIBYA

potential to inform and complement existing peacebuilding initiatives in the country. More specifically, Interpeace will use a peace mapping approach, to examine: why some communities have remained relatively stable and peaceful in the midst of a worsening conflict; what lessons can be drawn from them; and whether these dynamics can be replicated in other, less peaceful localities in Libya.

Successful implementation of the new mapping process will greatly contribute to existing literature on Libyan conflict dynamics. Most importantly however, the peace mapping of relatively stable communities could provide lessons that can then be replicated in other, less stable municipalities in a bottom-up peacebuilding process which complements national and international efforts to stabilize the country.



SWEDEN

Beyond peacebuilding to promotion of inclusion

The refugee crisis and large influx of migrants arriving to the European continent in 2015 captured the attention of the media and public opinion, reviving debates on immigration and integration policies and practices in Sweden. In recent years, Sweden witnessed a rising tide of social protests and riots by young people. These events have been largely viewed as a reaction to increasing economic inequalities, lack of meaningful opportunities in life, and general social marginalization. Such episodes are often reported sensationally in media, undermining the image of immigrants and reinforcing negative stereotypes. The continuous debate about immigration as well as the dramatic incidents and episodes of violence associated with socio-economic exclusion and racism highlight the urgent need to promote a more inclusive culture in Sweden.

In 2013, Interpeace launched a pilot project to explore whether its participatory and inclusive peacebuilding approach could be used to address emerging tensions in the suburbs of Stockholm. Building on this successful engagement, Interpeace expanded its work by launching the “We are Sverige” project. The new phase of the project, seeks to deepen the understanding on what makes Sweden inclusive, and through a public awareness-raising effort explore opportunities to promote a more inclusive culture.



More than 200 stakeholders were engaged in the consultative process around the theme of inclusion in four areas of Sweden representing neighbourhoods considered as both marginalized and more traditional. The engagement triggered a broader reflection regarding the possible solutions and actions that people can take to strengthen inclusive practices, both at the local and national levels. Initial findings revealed that in fact people converge in many ways confirming that everyone has a role to play in making Swedish society more inclusive. The findings of the project will be validated and published in a report in 2016, followed by the launch of a public engagement campaign.

Interpeace’s work in Sweden has been recognized and echoed by other actors in Sweden. As a result, the programme was asked to submit an article for the prestigious Dag Hammarskjöld Foundation’s Development Dialogue volume. The article entitled “Can peacebuilding practice build more inclusive societies in Europe?” synthesizes Interpeace’s work in Sweden and reflects on the relevance of peacebuilding in the European context. The article provides an opportunity to trigger further thinking on the importance of promoting European-wide inclusive approaches.

ON THE HORIZON

Interpeace's cumulative experience and expertise in developing and implementing peacebuilding initiatives continues to be recognized and valued by donor governments as well as international and national partners. This recognition has led to an increased demand to provide assistance on peacebuilding issues ranging

from policy advice to exploring and developing interventions in specific peacebuilding contexts, including those high on the international agenda. The Interpeace Peacebuilding Standing Team (PST) was established in 2011 to effectively respond to these growing needs and requests.

In 2015, the PST carried out strategic operational assignments or closely monitored the situation in South Sudan, Colombia, the Middle East and North Africa (MENA) region and Myanmar—where the PST was also present in 2014.

MIDDLE EAST AND NORTH AFRICA (MENA) REGION



Five years after the first popular protests erupted in the streets of Tunisia, the socioeconomic and political landscape across the region has seen tremendous transformation. The principles and values associated with the “Arab Spring” – respect for human dignity, equality, democracy and liberty – continue to evolve in the MENA Region, adapted to local contexts and cultures and absorbed into modes of living. The region continues to witness occasional aftershocks as groups either adapt or adopt these models.

The overall operating environment in the MENA region remains difficult and unpredictable. Tunisia and Libya, where Interpeace engaged in 2015, have been subject to severe security challenges and violence, deepening political divisions within and between political camps. While Interpeace's engagement in Libya has resulted in the implementation of a fully operational peacebuilding programme, exploratory and programme development efforts have been concentrated in Tunisia.

In 2015, Interpeace undertook several exploratory missions in Tunisia to assess how organization programming might support the country's ongoing democratic transition. Specifically, the missions looked at possible research on bridging the gap between different levels in society to address critical and urgent challenges, especially with regard to youth engagement, which has the potential to derail the democratic gains achieved thus far.

MYANMAR

In 2015 Myanmar held peaceful national elections—the first since a nominally civilian government came into power in 2011—effectively ending nearly 50 years of military rule. The opposition party, the National League for Democracy (NLD) led by Aung San Suu Kyi, won in a landslide victory. While the elections were reported to be fair and peaceful, the political environment prior to the elections remained challenging and was not optimal for operational engagement.

In addition to the electoral upheaval, 2015 also saw the signing of a much-awaited Nationwide Ceasefire Agreement (NCA) between Myanmar's Government and ethnic armed groups. However, 7 of the 15 groups involved in negotiations refused to sign the deal citing a lack of representativeness and general distrust of Myanmar's semi-civilian government and powerful military. The signatories have already launched a broader political dialogue but it remains to be seen whether the

nation's new leadership will seek to change the format or course of the peace process.

Throughout the year, Interpeace engaged in country developments through working with international stakeholders and closely monitoring the political context and peace process as a follow up to exploratory

missions in 2013 and 2014. In 2015, Interpeace hosted a Joint Context Analysis Workshop on Myanmar with the Human Security Division (HSD) of the Swiss Federal Department of Foreign Affairs (FDFA), in an effort to foster knowledge and discussion on the country's political transition and potential trajectories.



SOUTH SUDAN



Since its independence in 2011, South Sudan has faced significant statebuilding and peacebuilding challenges. Long-standing territorial disputes and historical grievances between and within ethnic groups, as well as deep-rooted mistrust towards armed groups and the political leadership, have hindered the creation of a strong nationbuilding process. In 2013 a political crisis quickly turned violent and deteriorated into open civil war further impeding South Sudan's long-lasting quest for peace.

In 2015, the regional Intergovernmental Authority on Development (IGAD)

SOUTH SUDAN

reached a peace agreement between the government and the opposition through mediation, however this has yet to bring a definitive end to the violence.

In 2015, Interpeace initiated an exploratory process to consolidate its understanding of the peace and statebuilding challenges in the country. The process sought to develop a better understanding of

the South Sudan context and its peacebuilding architecture, and determine possible entry points for an Interpeace programme approach. Extensive consultations were held with stakeholders, including religious leaders, parliamentarians, civil society representatives, think tanks, donor governments and representatives of the international community.

COLOMBIA

Since formal peace talks between the Colombian government and the guerrilla group known as the Revolutionary Armed Forces of Colombia (FARC) were launched in Cuba in 2012, progress has been encouraging. The parties have reached agreements on rural development, political participation of rebels, control of illegal drugs, and transitional justice—considered one of the most difficult agenda items in the peace negotiations. While significant progress has been made, the final peace agreement has not yet been signed.

While achieving a peace agreement is the single most important factor in any successful peacebuilding strategy for Colombia, the country is still confronted with critical challenges such as the proliferation of paramilitary groups, criminal bands and a second, sizeable guerrilla faction not included in the current peace process. Colombia will also need to address land disputes as thousands of displaced people are expecting to reclaim territories taken from them during the armed conflict.

Interpeace has been exploring how it can complement peace process efforts by building coherence between different peace agendas and fostering stronger and more inclusive social support for the peace process.



FRAMEWORKS FOR ASSESSING RESILIENCE (FAR)

In 2014, Interpeace launched the Frameworks for Assessing Resilience (FAR) programme in Timor-Leste, Guatemala and Liberia.

While there is a growing community of practice on resilience, much of the focus has been on climate change adaptation, disaster risk recovery and humanitarian crises. FAR complements the common peacebuilding approach – which focuses on addressing divisions and conflict drivers – by using an innovative “resilience” lens emphasizing and building upon existing strengths, assets and capacities.

Many peacebuilding efforts fail to engage people and communities in a meaningful way to define effective indicators of progress. The FAR programme works to enhance international efforts, such as those of the International Dialogue on Peacebuilding and Statebuilding (IDPS), to produce indicators that can be applied and compared across countries. FAR seeks to apply a more context-specific and context-driven approach rooted in the individual perspectives and experiences of the affected communities and societies, to understand “local” resilience and, how to assess and strengthen this resilience.



The programme is being implemented by Interpeace’s Regional Office for Latin America in Guatemala and by partner organizations, the Platform for Dialogue and Peace (P4DP), and the Centre of Studies for Peace and Development (CEPAD), in Liberia and Timor-Leste respectively.

Through inclusive consultations and surveys designed and implemented in partnership with the Harvard Humanitarian Initiative, the programme has begun collecting

public perceptions and understanding of resilience for peace. Based on the findings of the consultations, select groups of national actors representing different social sectors met on a regular basis in 2015 to develop practical strategies and recommendations for strengthening resilience. The programme, which concludes in 2016, will draw on this work to formalize and take forward, Interpeace’s Framework for Assessing Resilience.

ENHANCING A COLLABORATIVE HUMANITARIAN RESPONSE

The humanitarian sector faces unprecedented challenges in terms of the sheer needs that it is tasked to meet and the limited resources available while human suffering emanating from protracted violent conflicts has brought the humanitarian system to a near-breaking point.

Because protracted crises are at the heart of steadily mounting humanitarian needs, and the increasing inability of the international community to meet them, it is crucial to identify ways of delivering aid that not only address urgent needs, but also enable societies caught in destructive cycles to end conflict and prevent its recurrence.

The World Humanitarian Summit, among others, was initiated to address processes of change in the sector and how humanitarian action can better adapt to both current and future challenges facing the world.

In this context, Interpeace together with Indigo (Côte d'Ivoire), Pole Institute (DRC) and Mustakbalna (Palestine) launched a project in 2015 to contribute to the debate on how a collaborative approach to humanitarian action in conflict settings can be more effective in supporting local capacities for resilience.

Interpeace's multi-year project is structured around three phases comprised of (i) learning, (ii) collaborative design, and (iii) testing and refinement. The project aims to:

- understand experiences of collaborative humanitarian response from local points of view;
- bring peacebuilding insights to the discussion of reforms to humanitarian action in politically complex emergencies;

- contribute to on-going development of the collaborative approach to humanitarian response with the goal of supporting local capacities for resilience to violent conflict.

These objectives were pursued through a combination of operational and research engagements in three contexts (Côte d'Ivoire, the Democratic Republic of the Congo, and Palestine), and policy engagement at the international level. The first phase of the project, which ends in 2016, focuses on local people's experiences of collaboration with external actors, where these existed, in the context of humanitarian response. The project seeks community views on the value of such collaboration in contributing to national and local capacities for resilience to violent conflict.

This research will inform initial recommendations for enhancing collaborative approaches to humanitarian response, which strengthen resilience. Building on this, the project will then undertake a multi-

stakeholder design process to further develop the collaborative model of humanitarian assistance with tools for implementation. These will be tested in a third phase.

Interpeace began identifying and analyzing challenges on local experiences of crisis response in August 2015. This phase consisted of research and engagement processes, led by Interpeace's local partners in Côte d'Ivoire, the Democratic Republic of the Congo, and Palestine. The three teams carried out a series of focus group discussions and in-depth interviews to stimulate processes of reflection and collect information on local experiences of crisis response, and carried out initial analyses of the collected data.

Findings from these activities form the basis of Interpeace thinking and recommendations around the humanitarian reform debate and "the localization of humanitarian assistance", including input to the 2016 World Humanitarian Forum (WHF) and ongoing policy conversations with like-minded governments.



CONSTITUTION-MAKING FOR PEACE



Every year close to 20 countries amend or revise their constitutions, while another 20 envisage doing so. This process can be broadly seen as a key part of a nation's road map to peace. If the process is participatory, transparent, inclusive, nationally owned and led, it has the potential to resolve conflict, overcome deep divisions and create the foundations for lasting peace.

Yet those responsible for designing, advising or influencing constitution-making, whether nationals or internationals, have limited access to guidance about the options for successfully designing such a complex process.

Interpeace's Constitution-making for Peace Programme seeks to support constitution-making processes as a basis for durable peace. It does so by promoting the principles of local ownership, inclusion, gender equality, participation and transparency, as well as the sharing of knowledge and experience between national actors,

their advisers and international partners. The programme highlights options for the constitution-making process to contribute to national dialogue, consensus-building, social and political cohesion, conflict management, reconciliation and the strengthening of democratic principles, national institutions and the rule of law.

One tool offered by the programme is the Interpeace *Constitution-making and Reform Handbook*. The handbook presents comprehensive discussion of options, opportunities and risks encountered at each phase of the constitution-making process. The handbook is available in English, French, Arabic, Ukrainian, Russian and Vietnamese.

In 2015, the Constitution-making for Peace Programme successfully:

- Facilitated dialogue to strengthen women's voices through a Middle East and North Africa (MENA) regional workshop and panel discussion entitled "*More Inclusive Ways to Peace: The Role of Women in Constitution-Making Processes*" in Geneva, Switzerland;
- Provided support for the Ukrainian constitutional reform process;
- Published the Interpeace *Constitution-making and Reform Handbook* in French, Russian and Ukrainian, and distributed it to practitioners and policy-makers.

Influencing International Peacebuilding Policy and Practice

Through its second mandate, to assist the international community (and in particular the United Nations) to play a more effective role in supporting peacebuilding efforts around the world, Interpeace seeks to share its experience and know-how with key interlocutors to strengthen capacity for peacebuilding efforts around the world and impact the way peacebuilding is understood and practiced.

Interpeace addresses these objectives through several streams of work, including the International Peacebuilding Advisory Team (IPAT), the Frameworks for Assessing Resilience (FAR), the Constitution-making Programme, and new initiatives, on social inclusion and humanitarian work as it relates to peacebuilding.

INTERNATIONAL PEACEBUILDING ADVISORY TEAM (IPAT)

Created in 2013, IPAT is a team of international experts available to respond to demands from national and international stakeholders for technical assistance and advice on peacebuilding. Through its strategic advising and capacity-strengthening services, IPAT advisers and network of associates support a wide range of peacebuilding efforts.

Throughout 2015, IPAT engaged in several activities, from providing annual courses and creating customized learning events, to providing strategic, technical and substantive guidance.

Among other examples IPAT:

- Contributed to March 2015 UN Review Panel on the Peacebuilding Architecture and Peacekeeping Operations;
- Provided advisory support to UN Resident Coordinator's Office, Union of the Comoros, on design of a National Dialogue on Social Cohesion;
- Supported UN on critical peacebuilding challenges for Guinea Bissau;
- Delivered second annual course on "Effective Advising in Peacebuilding Contexts" in partnership with Swiss Federal Department of Foreign Affairs, Human Security Division;
- Contributed to conflict sensitivity training for new diplomats (Clingendael Institute, the Hague);
- Contributed to expert consultation on developing strategies for mainstreaming conflict sensitivity in democratization programming (International IDEA);
- Contributed to a three-week training course on citizen engagement for participants from Myanmar (Government of Switzerland);
- Provided support for first meeting of the new Strategic Partnership for Chronic Crises in the Horn of Africa (Dutch Ministry of Foreign Affairs, Department for Stabilization and Humanitarian Aid);
- Conducted conflict sensitivity course for personnel of the Ministry of Foreign Affairs of the Netherlands;
- Provided substantive advice and guidance to Dutch Ministry of Foreign Affairs regarding conceptualization of a major tender process;
- Contributed to 16th Swiss Peacebuilding Training Course (designed and managed by the Geneva Centre for Security Policy and Swisspeace, on behalf of the Human Security Division of the Swiss Federal Ministry of Foreign Affairs);
- Designed and tested training course on "Public Participation and Citizen Engagement: for what purpose and how?"
- Conducted 6th annual Senior-Level Leadership for Peacebuilding Course (with the Geneva Centre for Security Policy).



LEARNING AND POLICY

Interpeace as a learning organization

Interpeace seeks to capture and apply lessons derived from its wide institutional experience and from others, to improve and innovate its peacebuilding practice. In order to better integrate learning across the organization, a Global Learning Team (GLT) was created in 2013. Its primary role is to foster inter-institutional learning and promote more systematic documentation of, and reflection on, Interpeace's rich field experience.

In 2015, the GLT's *Peacebuilding in Practice* series was expanded to include **practices from Cyprus and Guinea-Bissau**. In Cyprus, Interpeace partner, the Center for Sustainable Peace and Democratic Development (SeeD), developed and implemented an innovative tool called *Participatory Polling* as a means to increase public participation in the peace process. In Guinea-Bissau the Peacebuilding in Practice captured the critical role that GLT **Regional Spaces for Dialogue** are playing in preventing and managing potential tensions and violence in Guinea-Bissau. Ten such dialogue groups have been established in partnership with Voz di Paz, resolving more than 200 local conflicts since 2011.

The GLT is documenting Interpeace's diverse experiences with local peace houses and dialogue clubs created together with partners in Timor-Leste, Guinea Bissau and the African Great Lakes region. These "infrastructures for peace" foster dialogue within conflict-affected communities and mediate local conflicts. The GLT is seeking to draw lessons from these experiences, develop strategies to address some of the challenges encountered and communicate about its practice with other peacebuilding organizations

and UN agencies, supporting local peacebuilding efforts.

The GLT regularly convenes colleagues from Interpeace programmes and partners dealing with the issue of **youth and violence** in their peacebuilding work to share insights, identify common patterns and specificities across contexts, and analyse the youth violence phenomenon. This expertise has drawn other actors' interest in particular in relation to the issue of countering violent extremism (CVE). **The analysis and lessonas that emerged from the cross-team exchange provide to key bilateral donors developing their own CVE policy**, as well as for European Union diplomats and other international organizations working on this issue.

Efforts have been made to ensure that learning and reflection feed programmes in various phases, from inception through implementation to monitoring and evaluation.

In the Latin America Office, learning activities have focused on supporting programme design by **documenting and sharing methodological and practical reflections** and documenting experiences and methodological innovations to improve future interventions and policy-influencing efforts.

The GLT also supports several Interpeace programmes (Mali, El Salvador, Great Lakes, and the Somali Region's Pillar of Peace II) in **designing and preparing external evaluations**.

STRENGTHENING INTERNAL CAPACITY

In order to respond to the onboarding needs of new staff, Interpeace has begun **development of induction** processes. A number of staff members in the West Africa Office have also received training on use of **visualization and graphic recording techniques** to better facilitate and document group discussion, for example. The techniques



LEARNING AND POLICY

are an important tool for working in contexts where written documentation of dialogue processes are not adapted to the local oral culture.

The GLT efforts also focused on reinforcing **Interpeace strategies through the sharing of tools and methods across programmes.**

Several workshops on Interpeace's peacebuilding tools and methodologies were conducted during the year for the Israel programme team, Base for Discussion (B4D) helping to sharpen local approaches to consultations.

In another example, SeeD – Interpeace's partner in Cyprus – shared its experience with participatory polling and the Social Cohesion and Reconciliation Index (SCORE) with several Interpeace Offices and teams. The knowledge sharing has helped colleagues throughout the organization learn about how this tool can be used, in other parts of the world.

The Interpeace's West Africa Office has focused on strengthening qualitative research tools to document the content and dynamics of focus group discussions in the Mali programme.

BUILDING NEW PARTNERSHIPS

Taking full advantage of its location within the Maison de la Paix, a Geneva-based hub for global peace and security, Interpeace partnered in 2015 with the Graduate Institute of International and Development Studies in Geneva through the Applied Research Seminar for students of the Master's in International Affairs. Based on case studies from Ghana and Puntland, the project has provided Interpeace with recommendations for the **mutual strengthening of traditional and**



state judicial mechanisms in conflict-affected societies.

Another partnership initiated with the Kofi Annan Foundation led to the co-design of a joint research project on reconciliation. The project aims to capture lessons from diverse reconciliation processes and to help practitioners and policy-makers identify **what to pay attention to when designing a reconciliation process.**

PEACE TALKS

The time for peace has come. In view of the reality one might be tempted to lose hope and to simply get used to conflict. There are reasons for despair but at the same time there are grounds for hope. But peace cannot come from the outside it needs to be constructed from within.

Severin Kouamé, coordinator of the Indigo, local Interpeace team in Côte d'Ivoire - Speaker at Geneva Peace Talks



As the nature of violent conflict is changing and growing increasingly complex, discussions around solutions have become more technical and confined to the realm of politics and security. As a result, many individuals do not perceive the opportunity to practically contribute to building peace and resolving conflict.

Peace Talks is an initiative that showcases the inspiring stories of individuals who are bringing peace to their communities through innovative ways. By emphasizing that each and every person has a role to play in building peace and resolving conflict, Peace Talks aims to inspire people to take action in their daily life.

Peace Talks seeks to:

- **DEMONSTRATE** that solutions to conflict and violence exist
- **SHOWCASE** inspiring stories to encourage innovation and out of the box thinking to build peace
- **RAISE AWARENESS** that each and every person, actor and institution has a role to play in building peace and resolving conflict
- **INSPIRE ACTION** in everyday life and on a global scale

Peace Talks consists of eight-minute presentations by speakers from different sectors and industries who share their stories, ideas and practical solutions to resolve conflict.

The first-ever Peace Talks was held in 2013 through the Geneva Peace Talks, co-organized by the United Nations Office at Geneva, Interpeace and the Geneva Peacebuilding Platform.

In 2015, Interpeace implemented a pilot roll-out of the Peace Talks series in selected cities.

STOCKHOLM PEACE TALKS

In January 2015, the first-ever Stockholm Peace Talks was held in the Swedish Parliament. The full house attendance included guest of honour, Her Highness the Crown Princess Victoria. Organized under the theme “**What peace means to you?**”, the event highlighted that everyone can contribute to peace. Many speakers underlined the importance of building peace at home in our own societies and not only in far-away conflict zone.

GENEVA PEACE TALKS

With more than 800 people in attendance, Geneva Peace Talks is the flagship event for the city's 21 September International Day of Peace celebrations. The event is co-organized with the United Nations Office at Geneva and the Geneva Peacebuilding Platform.

The third edition's theme, “**It's time for peace!**” highlighted the urgency to support peace efforts around the world. Speakers from different backgrounds and regions looked back on past peace efforts, and shared insights on ongoing initiatives and the future of peacebuilding. Issues touched on ranged from deradicalization, Syrian and refugee crises, to the role of science and technology as tools for peace.



NAIROBI PEACE TALKS

In November 2015, Peace Talks travelled to Africa. Interpeace and the NCIC collaborated to hold the first ever “Nairobi Peace Talks”, hosted at the United Nations Office at Nairobi (UNON). The Nairobi Peace Talks were organized under the theme “**I Contribute to Peace**”, and provided an opportunity for individuals, from various parts of the country and diverse backgrounds, to share their personal stories and experiences in contributing towards a more peaceful society. Part of an ongoing event series, the Nairobi Peace Talks marked the first time Peace Talks were held in Africa since the inaugural Geneva Peace Talks in 2013. In an interesting development, the hashtag #NairobiPeaceTalks became the number one trending topic on Kenya’s social media during the live webcast of the event. This was a significant public endorsement of peace by the Kenyan people, considering that the country’s vibrant social media scene is often dominated by issues related to competitive politics.

ENGAGING COMMUNITIES WORLDWIDE

The Peace Talks have gained enormous traction in a limited amount of time, reaching not only those in attendance, but many more people through live online broadcasts, subsequent online viewings on www.peacetalks.net and social media.

Thanks to systematic live coverage of the events on Twitter, the Peace Talks have produced trending conversations on social media, reaching over 22 million Twitter impression throughout the year.

All Peace Talks videos are available on www.peacetalks.net



“Peace is not just the absence of bad things; it is the presence of good things. Peace is people having their most basic needs met. Peace is people sharing their knowledge. Peace is people sharing a binding and mutual respect. Peace is people working together towards a communal goal. Building peace requires every single one of us to remember that we belong to one another.”

Forest Whitaker, artist and humanist. Founder and CEO of The Whitaker Peace and Development Initiative
Speaker at Stockholm Peace Talks



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OUR SUPPORT AND FUNDING

OUR FUNDING

Funding from our donors makes it possible for us to pursue our mission of enabling societies to build peace.

Interpeace receives funding support from governments, the European Union, the United Nations, foundations, the private sector and individuals.

In 2015, Interpeace income was US\$27.8 million. This was the highest income for Interpeace since its inception. Of this, US\$23 million was for specific projects (restricted funding) and US\$4.8 million was unrestricted funding. Interpeace received both restricted funding (which is limited either by region, programme or specific earmarking within a programme) and unrestricted support (which goes toward the organization's programme of work without restriction as to its use). Both types of funding are vital to Interpeace's ability to pursue its mission.

Interpeace not only reaches out to different sectors of society in its peacebuilding programmes, but also tries to involve a wide range of actors in supporting peacebuilding.

For example, Interpeace and Mirabaud & Cie, (a Geneva-based private bank) have a partnership which gives clients an opportunity to invest in emerging markets while supporting peacebuilding work in conflict-affected countries. This partnership is an example of how the private sector can play a role in making the world a safer place.

OUR DONORS

Interpeace is grateful to all donors who made generous contributions to support its peacebuilding efforts worldwide.

The following donors supported Interpeace in 2015.

GOVERNMENTS AND MULTILATERAL ORGANIZATIONS

Ministry of Foreign Affairs of Denmark

European Union

Ministry of Foreign Affairs of Finland

Ministry of Foreign Affairs of France

Federal Foreign Office of Germany

German Institute of Foreign Relations

Ministry of Foreign Affairs of the Netherlands

Ministry of Foreign Affairs of Norway

Swedish International Development Agency (SIDA)

Ministry of Foreign Affairs of Sweden

Federal Department of Foreign Affairs of Switzerland

Swiss Agency for Development and Cooperation

United Kingdom Department for International Development (DFID)

United Kingdom Foreign and Commonwealth Office (FCO)

United Nations Democracy Fund (UNDEF)

United Nations Department of Political Affairs (UNDPA)

United Nations Development Programme (UNDP)

The United Nations Children's Fund (UNICEF)

FOUNDATIONS AND OTHER ORGANIZATIONS

Adessium Foundation

Brownington Foundation

Iniciativa Internacional Juven

Kofi Annan Foundation

Swedish Postcode Lottery through the Swedish Postcode Foundation

Wallenberg Foundation

CORPORATE AND OTHER PRIVATE DONATIONS

Mirabaud & Cie, banquiers privés

Additionally, Interpeace was supported by the generous contributions of individuals and private donors.

LETTER FROM THE AUDITORS



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Report of the Independent Auditor on the Summary Consolidated Financial Statements of

International Peacebuilding Alliance (INTERPEACE), Geneva

The enclosed summary consolidated financial statements of International Peacebuilding Alliance (INTERPEACE), which comprise the consolidated statement of comprehensive income, balance sheet, statement of cash flows, statement of changes in equity and explanatory note, are derived from the audited consolidated financial statements of International Peacebuilding Alliance (INTERPEACE) for the year ended 31 December 2015. We expressed an unqualified audit opinion on these consolidated financial statements in our report dated 3 June 2016, with an emphasis of matter (see below).

Those consolidated financial statements, and the summary consolidated financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those consolidated financial statements.

The summary consolidated financial statements do not contain all the disclosures required by the International Financial Reporting Standards (IFRS). Reading the summary consolidated financial statements, therefore, is not a substitute for reading the audited consolidated financial statements of International Peacebuilding Alliance (INTERPEACE) as a whole.

Governing Councils' Responsibility

The Governing Council is responsible for the preparation of the summary consolidated financial statements in accordance with the basis of preparation described in note 1.

Auditor's Responsibility

Our responsibility is to express an opinion on the summary consolidated financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (ISA) 810, "Engagements to Report on Summary Financial Statements."

Opinion

In our opinion, the summary consolidated financial statements derived from the audited consolidated financial statements of International Peacebuilding Alliance (INTERPEACE) for the year ended 31 December 2015 are consistent, in all material respects, with those consolidated financial statements, in accordance with the basis of preparation described in note 1.

An emphasis of matter is described in our report on the consolidated financial statements dated 3 June 2016. We drew attention to the notes of the consolidated financial statements describing the negative unrestricted reserve amounting to USD 0.362 million as at 31 December 2016 and the restructuring plan approved by the management. As part of the plan, the organization has obtained unrestricted funding of USD 4.45 million in February 2016 which is expected to return the unrestricted reserve to positive. Our opinion was not qualified in respect of this matter.

KPMG SA

Pierre Henri Pingeon
Licensed Audit Expert

Karina Vartanova
Licensed Audit Expert

Geneva, 12 August 2016

Enclosures: Summary consolidated financial statements (statement of comprehensive income, balance sheet, statement of cash flows, statement of changes in equity and note)

FINANCIAL STATEMENTS

CALENDAR YEAR 2015 (IN US DOLLARS)

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

	2015	2014
INCOME	US\$	US\$
United Nations	474 416	369 992
Governments	26 556 042	22 279 510
Trusts & Foundations, NGO and Other Private Donations	787 467	1 162 100
TOTAL INCOME	27 817 925	23 811 602
EXPENSES		
Personnel (incl. consultants)	15 142 260	14 209 128
Travel and Related Expenses	3 606 046	3 206 600
Equipment Purchases	2 967 814	1 352 790
Depreciation	72 214	35 959
Office, Communications, Vehicle and Finance	3 106 260	2 599 893
Workshops, Reporting and Professional Services	3 345 613	2 367 546
UN Management Fees	108 229	99 152
TOTAL EXPENSES	28 348 436	23 871 068
Finance (costs) / gains	(527 288)	(779 248)
Other Comprehensive (loss) / income	(88 943)	(354 027)
Net (loss/income)	(1 146 742)	(1 192 741)
Carryforward from Previous Year	784 896	1 977 637
CLOSING BALANCE 31ST DECEMBER	(361 846)	784 896

BALANCE SHEET (as at 31 December)

ASSETS	2015	2014
Non Current Assets		
Property, Plant and Equipment	238 360	87 224
Deposits	102 541	46 546
Donor Income Receivable	3 744 014	13 943 639
Current Assets		
Deposits	10 768	49 626
Advances to UN	135 372	357 414
Advances to Partners	443 837	460 235
Donor Income Receivable	13 108 098	13 008 538
Other Receivables and Prepayments	354 827	419 724
Cash and Cash Equivalents	3 509 927	12 559 484
TOTAL ASSETS	21 647 744	40 932 430
LIABILITIES AND RESERVES		
Non Current Liabilities		
Provisions	56 575	46 075
Employee Benefits	1 151 833	995 860
Deferred Income	3 744 014	13 943 639
Current Liabilities		
Deferred Income	13 834 141	22 765 813
Amounts due to Partners	118 361	386 978
Income to be Repaid to Donors	709 832	908 808
Payables and Accruals	2 394 834	1 100 361
TOTAL LIABILITIES	22 009 590	40 147 534
Unrestricted Reserves	(361 846)	784 896
TOTAL LIABILITIES AND RESERVES	21 647 744	40 932 430

The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS). The consolidated summary financial statements are prepared using the same structured presentation and measurement basis but do not contain all disclosures required by International Financial Reporting Standards (IFRS).

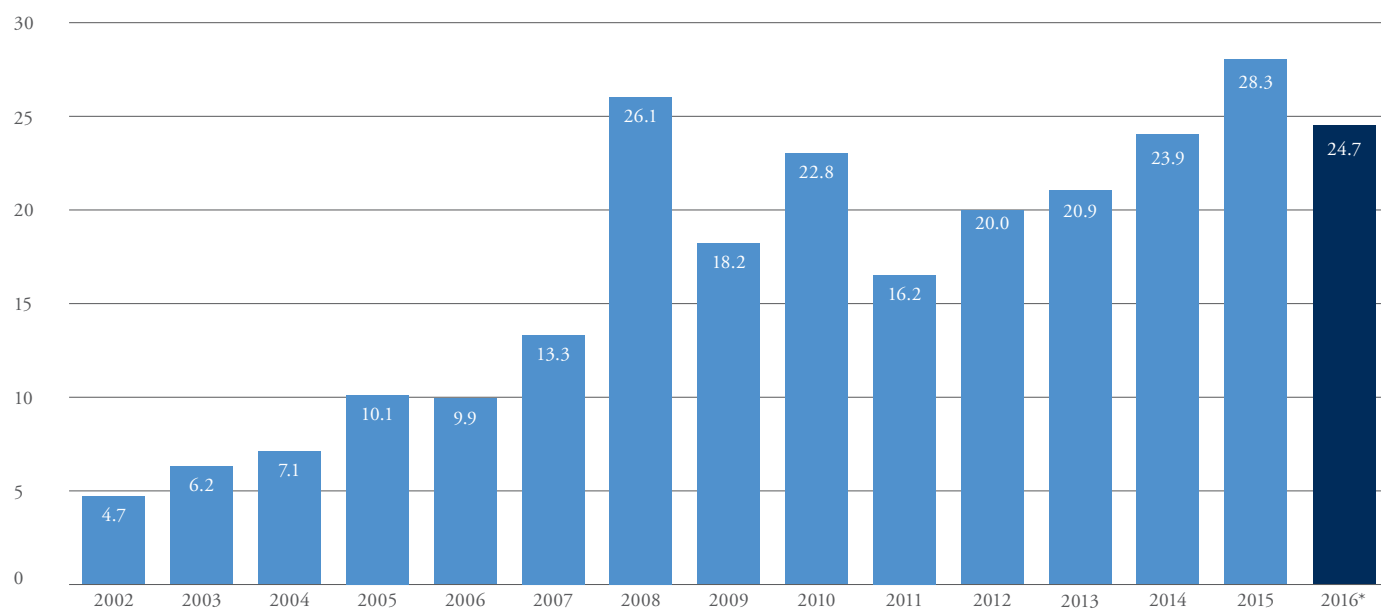
CASH FLOW	2015	2014
UNRESTRICTED NET (LOSS) / INCOME FOR THE YEAR	(1 057 799)	(838 714)
Cash flow from operating activities		
Adjustments for		
Depreciation	72 214	35 959
Net finance costs / (income)	527 292	779 248
	(458 293)	(23 507)
Change in deposits	(17 137)	(2 444)
Change in advances to UN	222 042	(197 040)
Change in advances to partners	16 398	(54 745)
Change in donor income receivable	(581 034)	51 313
Change in accounts receivable and prepayments	64 897	(269 746)
Change in provisions and employee benefits	69 413	(64 811)
Change in deferred income	(8 450 198)	1 758 292
Change in amount due to partners	(268 617)	121 933
Change in Income to be repaid to donors	(198 976)	849 555
Change in accounts payable and accrued expenses	815 205	212 890
NET CASH FROM OPERATING ACTIVITIES	(8 786 300)	2 381 690
Cash flows from investing activities		
Interest received	7 995	4 362
Acquisition of property plant and equipment	(223 351)	(73 440)
NET CASH USED IN INVESTING ACTIVITIES	(215 356)	(69 078)
Cash flows from financing activities		
Borrowings	0	0
Borrowing repayments	0	0
Interest paid	(1 735)	(598)
NET CASH USED IN FINANCING ACTIVITIES	(1735)	(598)
Net Increase / (decrease) in cash and cash equivalents	(9 003 391)	2 312 014
Cash and cash equivalents at 1 January	12 559 484	11 179 951
Effect of exchange rate fluctuations on cash held	(46 166)	(932 481)
CASH AND CASH EQUIVALENTS AT 31 DECEMBER	3 509 927	12 559 484

CHANGES IN RESERVES	2015		2014	
	Interpeace Headquarters Unrestricted Reserves	Interpeace Inc. Unrestricted Fund	Total Unrestricted Reserves	
OPENING BALANCE	745,915	38,981	784,896	1,977,637
UNRESTRICTED NET (LOSS) / INCOME FOR THE YEAR	(1,055,644)	(2,155)	(1,057,799)	(838,714)
Items that will never be reclassified to profit or loss				
Remeasurements of defined benefit liability	(97,060)	0	(97,060)	(451,523)
Items that are or may be reclassified to profit or loss				
Foreign currency translation differences	8,117	0	8,117	97,496
TOTAL OTHER COMPREHENSIVE (LOSS) / INCOME	(88,943)	0	(88,943)	(354,027)
TOTAL COMPREHENSIVE (LOSS) / INCOME FOR THE YEAR	(1,144,587)	(2,155)	(1,146,742)	(1,192,741)
CLOSING BALANCE	(398,672)	36,826	(361,846)	784,896

2015 EXPENSE SUMMARY	\$
Somalia Pillars of Peace	3,187,847
Somalia Youth	252,206
Somalia President Policy Unit	433,943
Somalia Women (IIDA)	555,370
Somalia Mobile AV Unit	401,526
Somalia Democratisation	7,591,744
Rwanda	1,434,218
Burundi	421,592
Great Lakes	3,475,722
Guinea-Bissau	132,367
Liberia	58,176
Mali	1,558,759
Ivory Coast	164,133
Libya	28,864
Latin America Youth	248,218
Latin America Security and Justice	163,528
Latin America Conflict Transformation	81,743
El Salvador Violence Reduction	57,788
El Salvador Violence Prevention	21,612
Timor-Leste	125,028
Israel	290,875
Palestine	325,251
Cyprus	40,111
Sweden	396,253
International Peacebuilding Advisory Team	927,380
Constitution Making	274,610
Peacebuilding Standing Team	141,061
Framework for Assessing Resilience	1,144,401
Humanitarian Project	369,729
UN PBSO Secondment	216,133
Nairobi Peace Talks	12,515
New Programme Development	248,644
TOTAL PROJECT EXPENSES	24,781,347
Less Management Fees	(1,450,814)
Programme Support	1,467,956
TOTAL PROGRAMME	24,798,489

EXPENDITURE SUMMARY 2002-2015

(US\$ MILLION)



** Projected*

OUR STRUCTURES AND PEOPLE

OUR GOVERNING COUNCIL

**Interpeace's
Governing Council
is the highest
decision-making
body of the
organization**



ACTING CHAIR
MATTHIAS STIEFEL

*(Switzerland)
Founder and
former President of Interpeace*



ACTING VICE-CHAIR
MONICA MCWILLIAMS

*(Ireland)
Professor of Women's Studies at the
University of Ulster; former Chief
Commissioner of the Northern Ireland
Human Rights Commission; Member of
the Northern Ireland Legislative Assembly
until 2003 and contributor to the peace
negotiations leading to the Good Friday
Agreement; co-founder of the Northern
Ireland Women's Coalition political party*



HONORARY TREASURER
MARTIN AKED

*(United Kingdom)
Former Partner at
PricewaterhouseCoopers and former
International Treasurer
of Médecins Sans Frontières*



ALAN DOSS

(United Kingdom)

Executive Director of the Kofi Annan Foundation; Visiting Fellow at the Geneva Centre for Security Policy; former Special Representative of the Secretary-General of the United Nations in the Democratic Republic of the Congo; former Special Representative of the United Nations Secretary-General in Liberia



HEIDI GRAU

(Switzerland)

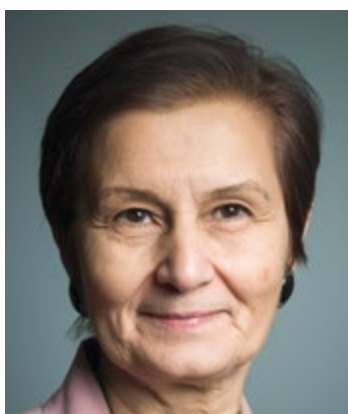
Representative of the Host Government on the Governing Council; Head of the Human Security Division, Swiss Federal Department of Foreign Affairs; Former Head of the OSCE Chairmanship Task Force, Swiss Federal Department of Foreign Affairs; Former Deputy Permanent Representative at the Permanent Mission of Switzerland to the United Nations in New York



ANDREW GILMOUR

(United Kingdom)

Representative of the United Nations Secretary-General on the Governing Council; Director for Political, Peacekeeping, Humanitarian and Human Rights affairs in the Executive Office of the UN Secretary-General; Former Representative of the Secretary-General in Belgrade; Former Deputy Special Representative of the Secretary-General both in South Sudan and Iraq



NECLA TSCHIRGI

(Turkey)

Professor of Practice, Human Security and Peacebuilding at the Joan B. Kroc School of Peace Studies at the University of San Diego; former Senior Policy Advisor to the Peacebuilding Support Office at the United Nations; former Vice President of the International Peace Academy



CHAIRMAN EMERITI AND SPECIAL ADVISORS

JOHN A. KUFUOR

(Ghana)

Former President of Ghana; former Chairperson of the African Union (AU); former Chairperson of the Economic Community of West African States (ECOWAS)

MARTTI AHTISAARI

(Finland)

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

OUR ADVISORY COUNCIL

The Interpeace Advisory Council is a high-level, statutory body of Interpeace, which mandates is to provide the organization with strategic advice and guidance on peacebuilding policy and practice. It is also a testing ground for new ideas and methods.

El Salvador – H.E. Mr. Rubén Zamora

Permanent Representative of El Salvador to the United Nations, New York.

The Netherlands – Mr. Jelte van Wieren

Director of the Stabilisation and Humanitarian Aid Department, Ministry of Foreign Affairs of the Netherlands.

Finland – H. E. Ms. Päivi Kairamo

Permanent Representative of Finland to the United Nations in Geneva.

Sweden – H.E. Ms. Veronika Bard

Permanent Representative of Sweden to the United Nations in Geneva.

Organisation internationale de la Francophonie, H.E. Mr. Ridha Bouabid

Permanent Representative of OIF to the United Nations in Geneva.

Members as of December 2015



OUR STRATEGIC MANAGEMENT TEAM

**Interpeace's
Strategic
Management Team
is based around
the world, in
accordance with
our decentralized
structure**

Scott M. Weber

Director-General

Renée Larivière

Deputy Director-General

Mike Pejic

Director of Administration and Chief Financial Officer

Ana Glenda Tager

Regional Director for Latin America

Jean Paul Mugiraneza

Regional Director for Eastern and Central Africa

Anne Moltès

Regional Director for West Africa

Maud Roure

Head of Learning and Policy

THE REGIONAL OFFICES OF INTERPEACE

A Global Decentralized Peacebuilding Presence

Understanding the interaction between the local-national and regional realities, and translating them to the effective implementation of peacebuilding processes is one of the main added values of Interpeace's presence at the regional level in three strategic locations in the world. Currently, Interpeace has regional offices playing key roles in Latin America (Guatemala City, Guatemala), West Africa (Abidjan, Côte d'Ivoire), and East & Central Africa (Nairobi, Kenya). Having proximity to our efforts in different countries and regions of the world enables us to approach specific challenges and design strategies both at a national level and regional level. These strategies can be directly supported by our partners, as well as existing regional institutions in the region. As a consequence, they have a direct impact on the transformation of the regional peace dynamics that affect national contexts.

Interpeace's experience in each of the three regions demonstrates that in order to achieve socio-political change in diverse countries, a deep understanding of the dynamics of each local context is needed. Based on Interpeace's rich institutional knowledge and together with partners and country teams, the regional offices help define country-based peacebuilding strategies that respond to the needs previously identified by local actors. All of which is based on our continuous presence, building of trust across the stakeholder spectrum, and a deep understanding of complex cultural and political dynamics.



Our presence in Latin America allows us to take on multiple challenges in matters of peacebuilding: high levels of violence, socio-environmental conflicts, organized crime, massive migration, corruption and impunity. Our work in West Africa focuses mostly on national reconciliation and the fostering of social contracts among the populations and the authorities as well as the role of youth in violence prevention. And in East & Central Africa, the complex conflict dynamics in both the Horn of Africa and in the Great Lakes region are better understood and taken on through our long-standing presence in the region.

In addition, while the causes for violent conflict in each of these regions, as well as the political and social dynamics, are

different in each country, our sustained presence in these three complex regions, allows us to capitalize on the sharing of lessons learned and best practices across the regions.

Interpeace's regional offices focus on developing methodologies to transform conflicts and prevent violence. These methodologies have been supported by the evidence of their flexibility and effectiveness, at a local, national and regional level. Our global presence, coupled with our singular approach, enables peacebuilding in some of the most conflict sensitive regions of the world.

INTERPEACE REPRESENTATION OFFICES

INTERPEACE EUROPE

Interpeace Europe is a non-profit association based in Brussels. It represents the organization to the European Union and other European-based institutions. It also assists in positioning Interpeace in European policy debates and in obtaining political and financial support for its activities worldwide.

Interpeace Europe conducts important policy and advocacy activities on countries at risk, engaging with the European External Action Service and the European Commission.

The representative of Interpeace Europe is Nicolas Rougy.

Members of the Board of Interpeace Europe include:

- Scott M. Weber, President;
- Antje Herrberg, Co-Founder and CEO of mediatEUR;
- Jan Vanheukelom, Senior Adviser at ECDPM.

Interpeace Europe is established as an AISBL according to Belgian Law.

INTERPEACE SWEDEN

Interpeace Sweden is a Swedish fundraising foundation that supports peacebuilding and the work of Interpeace worldwide. It was created in 2013 to generate awareness and funding in Sweden through outreach activities. In 2014, Interpeace Sweden worked with Interpeace's programme development team on a pilot initiative in the Stockholm suburb of Tensta in addition to outreach and awareness activities.

A key highlight was the first-ever Stockholm Peace Talks were held on 29 January 2015, at the Swedish Parliament, which co-sponsored the event. The talks sought to highlight the many ways in which people can play a more active role in creating peace.

The members of the Board of Interpeace Sweden include: Tord Magnuson, Chair; Scott M. Weber, Vice Chair; Carin Götblad; Peter Elam Håkansson; Magnus Kindstrand; Krister Kumlin; Johan Lundberg and Sarah Noble

Interpeace Sweden has a 90 account and is registered with the Swedish Fundraising Council FRIL.

INTERPEACE USA

Interpeace USA is an independent non-profit organization that positions Interpeace in the United States and mobilizes support for our peacebuilding work.

The Director of Interpeace USA is Graeme Simpson.

Interpeace USA is supported by the US Board of Governors:

Giles Conway-Gordon

Jeffrey Lewis

Howard McMorris II

Interpeace Inc. (USA) is registered with the Internal Revenue Service as a 501(c)(3) organization.

PARTNERSHIPS

BURUNDI

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

CÔTE D'IVOIRE

Initiative de Dialogue et Recherche Action pour la Paix (INDIGO)

CYPRUS

Centre for Sustainable Peace and Democratic Development (SeeD)

DEMOCRATIC REPUBLIC OF THE CONGO

Centre d'Etudes Juridiques Appliquées (CEJA)

Pole Institute

Action pour la Paix et la Concorde (APC)

Réseau d'Innovation Organisationelle (RIO)

GUINEA-BISSAU

Iniciativa para Consolidação de Paz (Voz di Paz)

ISRAEL

Center for Professional Arab Local Governance in Israel – INJAZ Center

Haredi College of Jerusalem

United Nations Development Programme – PAPP

KENYA

National Cohesion and Integration Commission (NCIC)

LIBERIA

Platform for Dialogue and Peace (P4DP)

MALI

Institut Malien de Recherche Action pour la Paix – IMRAP

PALESTINE

United Nations Development Programme – PAPP

RWANDA

Never Again Rwanda

SOMALI REGION

Academy for Peace and Development (APD)

Heritage Institute for Policy Studies (HIPS)

IIDA Women's Development Organisation

Puntland Development Research Center (PDRC)

Somaliland National Electoral Commission (NEC)

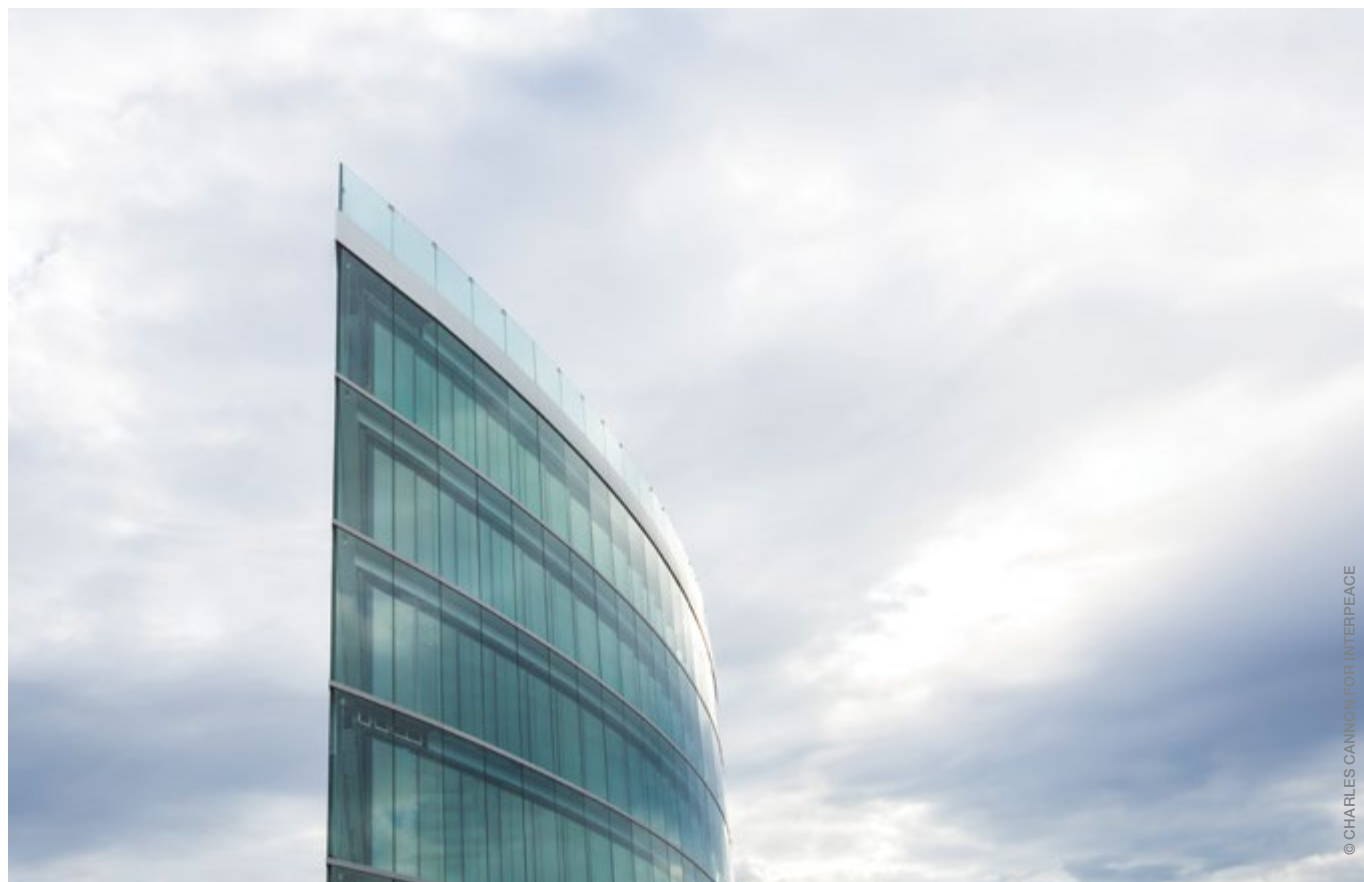
Somaliland National Youth Organization (SONYO)

TIMOR LESTE

Centre of Studies for Peace and Development (CEPAD)



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