interpeace

Building bridges
for sustainable peace

Annual Report 2016

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Message from the Director-General

Scott M. Weber
Director-General

Who do you trust when you cannot trust anyone?

When a natural disaster strikes, such as a flood or an earthquake, it is heartening to see how ordinary people come to each other's aid and collectively rebuild what they have lost. Those social bonds represent the best of humanity and the most essential values – solidarity, respect, dignity and selflessness – that we want to see underpin our societies.

Conflict, by contrast, brings out the worst of humanity. Far more pernicious than a natural disaster, conflict attacks the very "immune system" of trust that makes society resilient. And conflict sets in motion a vicious cycle of exclusion, stereotypes, tribalism and hatred that are so easily transmitted from one generation to another, preventing progress towards our shared goals.

But tribalism is not the exclusive domain of countries such as Yemen, South Sudan or Libya. A different form of political and social tribalism is also at the root of the populist waves in Europe and North America today. Bred by the profound crisis of trust we are currently experiencing in the world, this rise in populism finds a perverted symbiosis in keeping the crisis alive.

The positive message however is that people are not waiting for delivery from this crisis. They are channeling their trust away from their leaders and towards other sources of hope. Our collective challenge is to understand this new 'trust economy' and source of energy, drawing on them to build more legitimate and sustainable solutions to the ills of our societies.

Nowhere is this new trust economy evolving more quickly than in the business sector. Airbnb is only one of the more recent examples of a social platform that has sought, through matching supply and demand for informal accommodation, to build on the need and desire of people to connect through a system based on verifiable relationships of trust. Such sites have found impressive ways to incentivize and perpetuate those relations over time to the benefit of all concerned.

Lower-tech, community-rooted systems of cooperation rely on the same principles of mutual support and a balance between the interests of the individual and of the collective.

Where we continue to fail is in the relationship between high-level policy-making and the meaningful participation a country's citizens. Whatever the political culture in which we live or institution in which we work, engaging the targets of change in the process of considering options for the change itself will not only infuse the effort with a richer pool of ideas, but it will also build the ownership (or at least acceptance) of the change that will come. Thus, connecting the bottom-up desire to be involved on the one hand, with the top-down reality of governance on the other, can ensure that our political systems begin to earn the trust they have lost.

In this Annual Report, covering Interpeace's efforts in 2016, we have sought to bring into focus how these principles manifest themselves in peacebuilding. Interpeace coined the term "Track 6" (see next sections for more) as a way of encapsulating the principle that connecting senior decision-makers with those potentially affected by such actions, facilitated by the natural "connective tissue" of civil society, is the best approach to the development of effective peacebuilding strategies. "Track 6" thinking and action is needed at a national level to re-legitimize policies of the State, just as it is needed in large institutions such as the United Nations.

In conflict resolution and peacebuilding, adopting a "Track 6" approach is ever more important as the nature of conflict is changing. In war-ravaged Libya, Iraq, Syria and Yemen, the State is in various stages of collapse or absence from major parts of the territory. Power is widely distributed and in the hands of armed groups or communities at the local level. Such situations defy the ability of grand political conferences or negotiations to put the pieces back together again from above. A "building block approach", much like what was eventually successful in forming a Federal State in Somalia, will be needed in the process of connecting the local to the national, and the center to the periphery, in a new relationship.

Creating and maintaining trust is at the heart of our work as peacebuilders. But I would argue that it must also be central to our vision for successful governance and inclusive economics in this increasingly fragmented world.

So, who do you trust when you cannot trust anyone? The answer is, each other. If we re-imagine our political and social systems with a view to protecting and enhance trust, we will go a long way to building a more inclusive and peaceful world.

I would like to take this opportunity to thank our courageous staff and partners for never failing to impress us with their creative spirit and the determination they bring to their work every day. I would also like to thank our dedicated Governing Council for their wisdom and guidance as well as the Advisory Council of Interpeace for their steadfast support and engagement to increase our impact. And lastly, I would like to thank our government and private partners for making all of this possible through their generous contributions. We are immensely grateful for your trust.

Remembering Raghe, the Great Peacebuilder

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It is with an immense sense of loss that Interpeace announces the passing of Abdirahman Osman Raghe, a towering figure in the organization's peacebuilding work in Somalia and the greater Horn of Africa.

Raghe was founding Director of Interpeace's Somali programme and Deputy Director of the Somali programme of Interpeace's forerunner, the War-Torn Societies Project (WSP). He spent over two decades with Interpeace in various capacities, winding up as a senior advisor. In 2013, he received a citation for his longstanding commitment to peace from Interpeace's Chairman Emeritus, former Ghanaian President John Kufuor.

Raghe's personal history made him a uniquely knowledgeable, experienced, and respected observer of Somali development and political issues. In his earlier years, he had served as Permanent Secretary in

Somalia's Interior Ministry until 1989, and later worked for UNDP. He returned from Canada in 1998 to help rebuild the peace in his native Somalia, which had fallen into the throes of a complex civil war during his time away.

Various colleagues and friends from the Interpeace family have described Raghe as an extraordinary peacebuilder, an exemplary father, husband and a dear friend. Johan Svensson, Interpeace's Senior Regional Advisor for Eastern and Central Africa, remembered the pivotal role that Raghe played in the establishment of Interpeace's Somali programme, as well as his influence on Interpeace's general direction as a peacebuilding organization.

"Raghe was a unique man. He guided the Somali programme to great achievements over the years and influenced Interpeace's path globally," Mr. Svensson said. "As an organization, Interpeace benefitted from his wisdom in many ways. We will miss him, but his legacy will remain."

Interpeace's Regional Director for Eastern and Central Africa (ECA), Jean Paul Mugiraneza, paid tribute to Raghe's commitment to the cause of peace and his ever readiness to hold others by the hand and win them over to the cause.

"He was a mentor to many, a true peacebuilder whose legacy remains with all of us," said Mr. Mugiraneza. "He was a strong and loving person who was loved and admired, in return, by a whole circle of people that he touched

Many of us who grew professionally in Interpeace did so inspired by Raghe's example and under his watchful eye. When Raghe spoke, we listened. And we learned.

Scott M. Weber
Director-General

during his lifetime. I am grateful to be one of these people."

Interpeace's Director-General, Scott M. Weber, remembers how Raghe instilled inspiration and courage amongst his friends and colleagues.

"Many of us who grew professionally in Interpeace did so inspired by Raghe's example and under his watchful eye. When Raghe spoke, we listened. And we learned. No matter what the subject, he always delivered his message with conviction and a deep sense of purpose but also with a hard-earned wisdom many of us may never achieve. If Interpeace were a village, he would have been one of our elders."

The entire Interpeace family extends its condolences to Raghe's family, his many friends, colleagues and the Somali community.

About Interpeace

About us

Interpeace is an independent, international, non-governmental peacebuilding organization, that supports locally led peacebuilding initiatives in 20 countries throughout Latin America, Africa, Europe, the Middle East and Asia.

Interpeace tailors its approach to each society and ensures that the work is locally driven. Together with local partners and local teams, Interpeace jointly develops peacebuilding programmes and helps establish processes of change that connect local communities, civil society, government and the international community, ensuring a comprehensive approach.

As a strategic partner of the United Nations, Interpeace is headquartered in Geneva, Switzerland and has three regional offices: for West Africa, the office is located in Abidjan, Côte d'Ivoire; for Latin America, the office is located in Guatemala City, Guatemala; and for Eastern and Central Africa, the office is located in Nairobi, Kenya. Interpeace also has representation offices in New York (Interpeace USA), Brussels (Interpeace Europe) and Stockholm (Interpeace Sweden).

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.

Our Finances and Support

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

Our 2016 expenditure of US$18.7 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 2016 financial reports were, for the seventh year running, in accordance with the International Financial Reporting Standards, the highest financial reporting standard.

Our Peacebuilding Principles

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.

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.

TRACK 1

TRACK 2

TRACK 6:
A STRATEGY
FOR INCLUSIVE
PEACEBUILDING

TRACK 3

© PDRC

GRB

Track 6: a strategy for inclusive peacebuilding

Violent conflict can arise from a wide variety of socio-political problems, and to build sustainable peace it is essential that all levels of a society come together in resolving them. Unfortunately however, protracted conflicts, violence, marginalization and exclusion all erode bonds of trust and deepen social divisions, meaning that very often, local communities, civil society and political elites seek to address these challenges independently of each other. External actors too can only foster real change if their work is rooted in local realities and underpinned by trust within a given society. Because of this, strengthening the links between the different levels of society must be the foremost priority for peacebuilding.

Interpeace has learned this lesson first-hand, through more than 22 years of work in conflict-affected regions around the world. Interpeace seeks to facilitate constructive and positive interactions between three levels, or "tracks" of society, by strengthening lines of communication and building trust, and providing spaces for dialogue where previously these may have been weak or completely absent.

The three "tracks" are broadly differentiated by levels of influence and formal organisation, and can be summarised as follows:
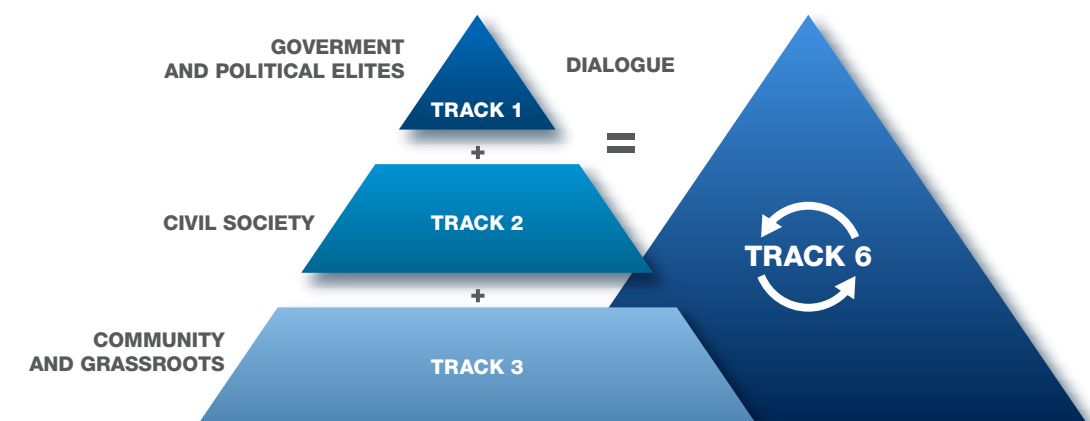
Track 1: Political elites and decision-makers both at the national and international levels

Track 2: Civil society and local government, influencers, think tanks, private sector and researchers

Track 3: Local communities and individuals within the broader population

A large body of work has been done at each of these levels, but the focus is rarely on the links between them. Consequently, solutions are disconnected or only owned by one part of society – and are thus rarely sustainable. Connecting the "tracks" can help societies move towards a situation in which high-level policies are informed by the knowledge and experience of local communities and civil society, and which therefore reflect local realities. Additionally, local communities and civil society are likely to have a better understanding of the way high-level policies are formulated. This is the essence of the "Track 6" approach: $1 + 2 + 3 = 6$.

Interpeace's mandate has two core pillars. The first is strengthening the capacities of societies to manage conflict in non-violent, non-coercive ways by assisting national actors in their efforts to develop social and political cohesion. The second involves assisting policy-makers at the national and international levels to play a more effective role in supporting peacebuilding efforts around the world. The Track 6 approach helps us bring those pillars together, ensuring that lessons learned in the field are understood and applied, and continue improvepeacebuilding practice.

GOVERMENT AND POLITICAL ELITES
DIALOGUE
TRACK 1
+
=
CIVIL SOCIETY
TRACK 2
+
TRACK 6
COMMUNITY AND GRASSROOTS
TRACK 3

Developing an inclusive approach to peacebuilding

There have been many instances in the past where international and national policies intended to resolve conflict[1] were designed without the ownership of those that the policies would affect most. As a result, these policies often failed or had limited impact. At the same time, grassroots communities and civil society organisations may have a limited understanding of the impacts of wider political dynamics on their lives– and have limited avenues to influencing political elites. Recognising this, Interpeace developed Track 6 as a strategic approach to inclusive peacebuilding. The following section illustrates the different ways this approach is manifested through Interpeace's programmes.

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1   At Interpeace we believe that conflict is natural to society and it can be a source of positive change when it is addressed through non-violent means. Therefore, conflict is not something to be resolved, but transformed, based on the endogenous capacities for peace that are found in each society.

Mali: a nation-wide dialogue

In Mali, the Track 6 approach has been key to building the legitimacy and credibility of the programme from the local to the national level. Since its inception, the emphasis has been on ensuring a broad and inclusive national process that involves all regions of the country and cuts across all levels of society. Using such an approach can help to both ensure transparency and accountability in national governance, and reinforce the capacities of Malians to resolve their conflicts peacefully through greater agency and stronger relationships of trust. The first phase of the programme involved organising a nation-wide dialogue – based on the principles of inclusivity – with the goal of developing a shared understanding of national peacebuilding priorities. The results of the dialogue highlighted the urgent need to enhance trust between citizens and the Malian authorities.

Building on this national dialogue, Interpeace and its local partner, the Malian Institute of Research and Action for Peace (IMRAP), conducted a participatory action-research process to develop a shared vision of possible solutions to this breakdown of trust. The process engaged more than 2000 Malians across the three "tracks" – throughout the country and in neighbouring refugee camps – and led to the publication of two reports and documentary films.

The implementation process of these solutions led to a unique engagement of the Track 1 actors, namely the Government of Mali, and in particular the Malian Defence and Security Forces (DSF). Bringing the results of the research to high level decision makers and lower-ranking elements of the DSF helped reach out to the civil society and local communities, which created the conditions that enabled rebuilding relationships of trust between the DSF and the wider Malian population.

To complement this work, the programme engaged Security Sector Reform (SSR) officials in the establishment of permanent spaces for dialogue between the Malian population (Track 3), civil society (Track 2) and key people in the security field (Track 1). The intention is that these dialogue spaces would evolve into Local Security Consultative Committees (CCL); an institution whose creation is foreseen by the peace agreement.

El Salvador: empowering local actors in the process of social change

Processes of social transformation are not linear and require a deep understanding of the social and political context to identify the right moments and opportunities for encouraging change. Empowering local communities to participate in the process increases the likelihood that top-down policies will meet the changing needs of the public, thereby increasing their legitimacy and sustainability.

In El Salvador, violence is the most visible expression of social exclusion, institutional fragility and a lack of educational and economic opportunities. In March 2012, a truce between El Salvador's main gangs contributed to a 60% decline in homicide rates, demonstrating the existence of alternatives for violence reduction. However, when the truce broke down in November 2015, homicides rates reached their highest levels in decades.

To achieve a sustained reduction in violence and insecurity, Interpeace initiated a broader process of non-violent conflict transformation that sought to empower local actors using the Track 6 approach.

Lacking economic opportunities, vulnerable youths frequently turn to illegal economy which are normally fuelled by criminal activities and violence. Consequently, a key long-term strategy for Interpeace has been working at the Track 3 level (grassroots) on the development of youth entrepreneurship opportunities as an alternative to illegal economy. This strategy seeks to provide youth at risk with technical training that will enable them to join the labour market and create their own small businesses. To achieve this, Interpeace consulted with 216 young people in 61 communities, which established the training needs and opportunities for entrepreneurship in different municipalities. Participants then took part in workshops to strengthen their skills in violence prevention, peace culture, re-integration and rehabilitation, and went on to receive further training sessions on entrepreneurship to meet the needs and opportunities established in the surveys. This work is now underway in five different municipalities of El Salvador.

Engaging in issues of entrepreneurship offers the chance to improve social cohesion and promote inclusion by providing vulnerable youth with a sense of identity, solidarity, confidence and the opportunity to develop the same values that could attract them to gangs in the first place, but in non-violent and non-criminal ways.

At the Track 2 level, Interpeace works with 10 municipalities across El Salvador to consolidate the successful development of youth entrepreneurship as an alternative to illegal economy. Letters of understanding have now been signed between the municipalities to ensure an inclusive collaboration. This collaboration also contributes to Interpeace's objective of strengthening the legitimacy of public institutions when it comes to violence prevention. Meanwhile, work at the Track 1 level has focused on a programme of training and dialogue with El Salvador's National Police, which is strengthening their capacity to transform violent conflict in non-violent ways, improve prevention methods and reduce exclusion by limiting the use of violent repression. The Ministries of Interior and Territorial Development, Justice and Public Security, Agriculture and Livestock, and Labor and Social Welfare, have also been directly involved with Interpeace's project.

The Somali Region: "Compressing the vertical gap" between decision-makers and grassroots

Much peacebuilding work in the past has typically focused on either working with high-level decision-makers to help them better understand the needs of local communities, or working with those communities to better understand political elites. While building this understanding is important, it is equally important to work between these tracks, engaging with people across the vertical axis of society. Involving everyone helps establish trust through collective identification of issues and solutions, and joint implementation of consensual, peaceful social transformations.

Over the course of two decades working in the Somali Region, Interpeace and its partner organizations have supported and advanced state-building and peacebuilding processes. Our work has helped transform dialogue into action in the interest of communities across the region, by convening a wide range of stakeholders in neutral spaces, using the Track 6 approach. Working through long-term institutional partners the Academy for Peace and Development (APD) in Somaliland and the Puntland Development Research Center (PDRC) in Puntland has ensured local ownership of the peacebuilding approach.

The Interpeace Pillars of Peace programme concluded its latest phase in 2016, although

some Democratization components are on-going with support to the Voter Registration process in Somaliland. The Pillars of Peace Programme was established in 2009 with the objective of building social cohesion, aimed at strengthening the capacities of communities at the Track 3 levels to connect with and influence evolving Track 1 governance structures. The Democratization Programme, initiated in 2005 with the Somaliland Parliamentary elections, has run continuously until today in both Somaliland and Puntland. It was born out of the Dialogue for Peace Programme, following the recognition by Somaliland stakeholders of the importance of the parliamentary elections to peace, and focusing on electoral democratic processes aimed at strengthening democratic institutions and increasing public trust. Together, these programmes played a major role in bridging local communities and leaders at multiple levels, thereby "compressing the vertical space" and laying the lines for long-term communication.

As the technical lead supporting the Somaliland National Electoral Commission (NEC), Interpeace used the Track 6 approach to contribute to the increased legitimacy of the democratization and electoral processes, using participatory processes in its support to the NEC. This ensured that the political elite were engaged with civil society actors, and that the population was accessed and engaged to ensure levels of accountability of the NEC throughout recently completed Biometric Voter Registration process. For example, the NEC consulted regional universities and local stakeholders in the selection and recruitment of field staff, and the voter registration system was extensively tested and demonstrated to key stakeholders in the process, including the public and civil society organisations such as APD, to collect feedback, make adjustments, and most importantly, ensure buy-in across all three tracks. Beyond using participatory processes to inform technical decisions, the Track 6 approach was also used in related efforts such as voter education. This was a collaborative process that went through the NEC (Track 1), from CSOs that were implementing voter education (Track 2) for a coordinated effort to raise awareness of the populace (Track 3) on the importance of the voter registration process and how to register. A key strategy in the democratisation process has also been to strengthen the links by working from the mid-level - the media (track 2) – to affect both the political elite and citizens through development of media codes of conduct during the voter registration process.

Côte d'Ivoire: linking findings on the ground to more effective policy reform

In the aftermath of the Ivorian socio-political crisis that officially ended in 2011, a violent phenomenon that began in the Attécoubé commune in Abidjan, Côte d'Ivoire, has spread to neighbouring districts. Young men between the ages of 12 and 27 join organized youth groups, known as "microbes", who engage in extremely violent acts, both to make ends meet and with the aim of "becoming someone". Seeing this phenomenon first and foremost as a security problem, the government of Côte d'Ivoire has attempted to tackle it using *heavy-handed* tactics to arrest them. However, repressive and forceful measures, as it's been demonstrated by many studies, have not solved the issue of insecurity. Conscious of the vicious cycle a security response can create in this context, Interpeace and its partner Indigo Côte d'Ivoire are working towards a multiprong approach that seeks to reintegrate these youths, strengthen the capacities of Ivorians to reduce and overcome violence, and support the development of more effective policies to better resolve and prevent this form of urban violence.

The Track 6 approach has been crucial for bringing about social change in Côte d'Ivoire, with the programme engaging vulnerable youths as well as their families and communities (Track 3), the private sector and civil society (Track 2), as well as state institutions, influential elites and politicians (Track 1). Over the course of 9 months in Abobo – one of the poorest and most conflict-affected communes in Abidjan, Interpeace and Indigo, with support from UNICEF, conducted a pilot project aimed at socially and economically reintegrating the vulnerable youth known as "microbes". The project engaged their families, communities, local authorities and the private sector using dialogue as a tool for social transformation. The project's primary objectives were to better

understand the "microbes" phenomenon and test alternative approaches to draw technical recommendations, lessons learned and identify best practice. The work has resulted in the socio-economic reintegration of 40 young men and teenagers. A key success factor of the project was the involvement of all sectors of society – from the parents, community to the private sector, whose engagement, coupled with a special attention geared towards social recognition, helped these vulnerable youths to stay away from violence.

While the work described above corresponds to the first part of Interpeace's mandate, the findings and outcomes of our engagement in Abidjan since 2014 increased our capacity to influence policy and processes around urban violence at the Track 1 level. Our findings and recommendations informed for example, the Ministry of Youth and Youth Employment and Civic Service in the development of its National Youth Policy, and the Ministry of Solidarity and Social Cohesion with their strategic plan. Furthermore, the programme accompanied the National Security Council in the process of establishing resocialization centers for–the so-called "microbes" – an achievement for both the Government of Côte d'Ivoire and Interpeace's work to influence policy.

Cyprus: inclusive multi-stakeholder dialogue processes to safeguard sustainable peace

By building on grassroots consultations, informed participatory research processes and inclusive dialogue spaces, the Track 6 approach helps foster both vertical and horizontal links across society. In Cyprus, Interpeace has focused on connecting Track 1 level negotiations with civil society (Track 2) and the wider population (Track 3), to help work towards the island's reunification. This has been done in partnership with the Centre for Sustainable Peace and Democratic Development (SeeD), the country's first bi-communal think tank. The joint programme has developed an innovative tool and fostered evidence-based dialogue and policy-making through Participatory Polling and the use of the Social Cohesion and Reconciliation (SCORE) Index.

At first, negotiation processes were focused solely on the Track 1 level, with limited consensual sourcing of information on public perceptions and concerns. Through the implementation of participatory polling, the programme has helped provide information on the public perceptions of the Cyprus Peace Talks. Collecting this information simultaneously from both communities (Track 3) in an impartial and confidential way, and making it available to the negotiating parties, technical committees and UN officials (Track 1), has helped fill a significant knowledge gap that may otherwise prove to be a significant obstacle to reaching an agreement.

Although considerable progress has been achieved in the Cyprus Peace Process, negotiations around a contentious "security dossier" is still locked in a zero-sum dynamic, where one side's gain is the other's loss. For this reason, in October 2016, SeeD launched the "Security Dialogue Initiative" with its international partners, Interpeace and the Berghof Foundation. The project has sought to find innovative solutions to overcome the deadlock on security, so that solutions can be found that make both the Greek Cypriot and Turkish Cypriot communities feel simultaneously and equally secure. The first phase of the research employed qualitative methods that included 20 thematic focus groups with the local populations (Track 3), over 50 interviews with policy makers and elites, and open dialogue and consultation with local and international security experts (Track 2 and Track 1). The second phase included a quantitative opinion poll based on a representative random sample of 3000 people, 1500 from each community (Track 3), as well as expert vetting of the security proposal by Cypriot, Turkish, Greek and other international security specialists (Track 1). Making the results of the participatory polls available to negotiators, technical committees, the UN Good Offices and, when appropriate the general public, will fill a critical gap that may otherwise prove to be a significant obstacle to reaching an agreement acceptable to the two Cypriot communities.

Colombia: transforming public institutions through a Track 6 approach

In the same way that societies are comprised of different sectors, so too are public institutions. Because of this, the methods used at a national scale can be used to help transform the capacities and legitimacy of public institutions.

The signing of the peace agreement in Colombia put an end to 52 years of armed conflict and marked the beginning of a process to build lasting and sustainable peace. Although the plebiscite to ratify the agreement narrowly failed on October 2nd, 2016, a new agreement, which was ratified by Congress, was reached on November 24. The National Police of Colombia is a key institution in the peacebuilding process, because of its role in guaranteeing security, furthering peaceful coexistence and preventing violence. Interpeace believes that supporting public institutions and existing civil society efforts towards peace will increase social and institutional capacities to transform conflicts non-violently. Therefore, in partnership with Alianza para la Paz, the programme is working with the National Police of Colombia to incorporate a peacebuilding approach and ensure that the institution remains trusted and legitimate against the post-conflict challenges and the emergence of new forms of armed violence.

The National Police of Colombia is hierarchical, and because of this is clearly divided into different sectors. This separation puts a certain distance between sectors and how they view and experience conflict in their daily work. As a result, Interpeace applies the Track 6 approach as a way of better integrating sectors within the institution to help guarantee the sustainability and legitimacy of the Strategic Transition Path for the National Police of Colombia. Through a participatory research process, Interpeace engaged with more than 125,000 police officers (Track 3) in a survey to determine their perceptions of the current peace process and their aspirations to the role they can play in the implementation of the peace agreement. This survey provided unique insights that allowed better-informed decision making in the Track 1 leadership of the institution.

The programme also engaged with more than 400 police officers in the technical and intellectual sectors of the institution (Track 2), to determine the strategic orientations that the police should implement in order to consolidate their post-conflict responsibilities. As a result, of this internal inclusive dialogue process, six strategic lines were defined, which served as the basis for the development of the "Peacebuilding Model of the National Police", which will be led by decision-making officials (Track 1). This model includes an implementation plan for the short, medium and long term.

Frameworks for Assessing Resilience (FAR)

Engaging with all sectors of society – be it women, the youth, the elderly, indigenous populations, politicians or businesspeople – and enabling them to communicate in a safe environment, generates invaluable knowledge. This inclusivity validates the knowledge and can help identify problems and solutions with more certainty – a first step towards positive social change.

Very often peacebuilding initiatives tend to focus their attention on the fault-lines of a country, the nature of broken relationships and mistrust that are at the heart of a society's fragility. Those efforts often overlook deep sources of resilience that exist even in the most difficult circumstances. When identified and enhanced, those factors of positive resilience provide a powerful basis upon which to build a more durable peace.

It is with this vision that Interpeace initiated the Frameworks for Assessing Resilience Programme in order to identify, analyze and strengthen sources of resilience for peace.

Through qualitative consultations, as well as quantitative surveys and multi-sector dialogue processes, the Track 6 approach was applied to three countries - Liberia, Guatemala and Timor-Leste – seeking to propose national-level recommendations for overcoming the most pressing impediments to peace. The first phase of the project was a national consultation process, bringing together Track 3 grassroots communities to identify the main sources of conflict and how people address them. Based on these findings, a participatory action-research was undertaken with a wide range of members from Track 2 civil society, to develop proposals which were then presented to Track 1 national authorities and in relevant international fora.

As a result of this work - supported by SIDA, Interpeace launched a Guidance Note and Framework for Assessing Resilience for Peace, which fills a critical gap in the resilience practice and literature.

For practitioners, applying a resilience lens has an operational value as a useful complement to conflict analyses in the design of conflict-sensitive and context-specific policy and programming. Taking the existing capacities for peace in society as a point of departure, can help foster national ownership in peacebuilding processes and may help define the boundaries and parameters of international intervention. This has also proven to have an important convening power, drawing people into an effort to build on their shared strengths rather than focus on what divides them.

For policy-makers, a resilience approach has a strategic value in seeking to provide a common language – resilience – upon which greater synergies can be nurtured between the fields of peacebuilding on one hand, and humanitarian action, development assistance and disaster recovery, on the other. It can also offer a crucial tool, for national and international actors alike, to assess what progress is being made (or not) over time towards the strengthening of sources of resilience for peace, the reduction of risks of conflict and, crucially, the prevention of factors of fragility.

Interpeace is now working to sensitize peacebuilding practitioners and policy-makers to the potential of resilience-based approaches, one early outcome of which has been helping to inform the EU on how to integrate resilience to violent conflict into its broader resilience strategies.

Conclusion: ensuring inclusion and cohesion from bottom to top

By ensuring the meaningful participation of people from all sectors of society and institutions, through strategies and mechanisms that are adapted to each context, the Track 6 approach helps foster inclusive political processes, that will guarantee trust and legitimacy. Our experience shows that the best and most lasting solutions to conflict are those that are coherent from bottom to top, broadly owned, and ultimately more legitimate. Through participatory action-research and multi-stakeholder dialogue, direct programming and policy recommendations, Interpeace is able to formulate more effective peacebuilding initiatives at the local, national and international levels.

2016
HIGHLIGHTS

East & Central Africa

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Somalia

In the Somali region, Interpeace increased the capacities of public institutions and decision-makers to deliver services that were responsive to citizen's needs. At the federal level, Interpeace increased the institutional capacities of various institutions within the Federal Government of Somalia (FGS), such as the federal Ministry of Interior and Federal Affairs (MOIFA) and the Office of the President, to facilitate inclusive policy development processes, such as preparations for the 2016 federal elections and implementation of the Wadajir framework. At regional and district levels, Interpeace and its Somali partner in Puntland

supported the establishment of new district councils and institutionalisation of participatory approaches that helped the councils to build and sustain trust with their constituents. For example, in Puntland, Interpeace and its partner, Peace and Development Research Centre (PDRC), had supported the re-establishment of at least 12 district councils and built the capacities of 600 new council officials by the end of 2016. In Somaliland, Interpeace supported the National Electoral Commission (NEC) launch of the biometric voter registration process allowing for the registration of voters in areas which had never been reached.

Interpeace also increased the capacities of Somali civil society, beginning with its Somalia programme partners, to conduct and use the results of research to influence decision-making processes. For instance, through its peacebuilding

research, Interpeace and its Somaliland partner, the Academy for Peace and Development (APD), used its findings on causes of frequent conflicts in Somaliland to initiate the first ever national dialogue on effective land management as one of the ways of sustainability addressing the occurrence of resource-based conflicts in Somaliland.

Interpeace also created engagement platforms that enabled youth and women to voice their concerns about security and peacebuilding issues in Juba and South West region. Additionally, Interpeace and its Somaliland and Puntland partners (APD and PDRC respectively) increased the capacity of non-state actors to effectively engage citizens and stakeholders. The media was one of the stakeholders targeted, which resulted in initiatives that strengthened their level of conflict sensitivity. APD also advocated on minority clan issues in Somaliland.

Kenya

In Kenya, the North Eastern frontier County of Mandera experiences recurrent instability due to historical clan conflicts, long term marginalization and cross-border conflict spillovers from Ethiopia and Somalia. Interpeace and the National Cohesion and Integration Commission (NCIC) of Kenya are leading the first participatory peacebuilding process to identify and address impediments to peace in Mandera, by involving the local communities and other stakeholders at all levels. The findings of the consultative phase of the process received strong support from all participants, including at the highest political level, at a stakeholders'

forum held in December 2016. This endorsement gives the Mandera programme legitimacy in the search for sustainable, peaceful solutions in this fragile part of the country.

The Mandera programme marks a departure from past peace initiatives, which were largely securitized interventions mobilized to contain situations that had already escalated into violence. By taking a locally-driven, bottom-up approach, the programme seeks to progressively build an effective, locally-owned peacebuilding architecture for sustainable peace among the communities of Mandera. The NCIC, which is a government agency

with a national mandate, serves to bring the aspirations of the local populations to policy and decision makers at the national level.

Great Lakes Region

Through Interpeace's research on stereotypes and identity manipulation, citizens of the Great Lakes region identified peace education as an integral tool and strategy for countering violence and promoting lasting peace in the region. Their recommendation to promote peace education was taken up by steering committees, composed of thought leaders, in Burundi, the Democratic Republic of Congo, and Rwanda. These steering committees assisted Interpeace and its six partner organizations in bringing together government representatives, peace education experts, teachers, civil society representatives, and representatives of regional organizations together for a Regional Peace Education Summit in March 2016, hosted in Nairobi by the International Conference of the Great Lakes Region (IGCLR), Interpeace, and UNESCO. The summit served to bridge the gap between law and policy makers and practitioners of peace education, and provided a space to connect the priorities of the local populations of the Great Lakes with their leaders.

The citizens of the region also used the programme's research to recommend the creation of spaces to bring people together, across borders, for dialogue aimed at deconstructing stereotypes and resisting the manipulation of identities. The programme subsequently engaged five permanent cross border dialogue groups and a network of 18 Civil Society Organizations (CSOs) across the three countries, which worked together to mobilize others in promoting peace and tolerance to a wider population. The dialogue groups and CSOs engaged over 3,000 people in 2016 alone. Most importantly, both the dialogue groups and CSOs provided space for dialogue between citizens and local authorities, so that citizens could express their needs to decision makers, and so that the two groups could collaborate to ensure that the needs of the citizens are met.

Rwanda

In Rwanda, Interpeace and its partner Never Again Rwanda (NAR) contributed to the healing of a society deeply affected by trauma and strengthened citizens' participation in governance so that all citizens, women and men, feel involved in the public policies and practices designed for them. In addition, NAR's leading role on the topic of healing led to the organization of an International Conference on Healing and Social Cohesion in November 2016, gathering world experts—both policy makers and practitioners—in Kigali. Healing is now being mentioned as a national priority by government institutions and initiatives.

NAR also co-organised a youth parliamentary exchange, which brought together young people from around the country, parliamentarians, decision makers, civil society representatives and the media to discuss the importance of youth-related issues. NAR also provided the community with the opportunity to discuss their needs directly with decision makers by creating citizens' forums and conducting radio talk shows, through which the authorities were able to address the community on governance issues as well as to interact directly with the citizens.

Burundi

Post-2015 election dynamics created a very tense environment in Burundi. Interpeace's peacebuilding programme, implemented in partnership with the Conflict Alert and Prevention Centre (CENAP), provided much-needed safe spaces for community dialogue and promoted accountability sessions between citizens and local authorities.

CENAP also supported 10 university students who carried out research on the past crises in Burundi and presented their findings to academia, national authorities as well as the international community, creating a space for dialogue between citizens and decision makers on the importance of understanding the past.

RWANDA

DEM. REP. OF THE CONGO

BURUNDI

West Africa

Côte d'Ivoire

In Côte d'Ivoire, Interpeace and Indigo are contributing to the social and economic re-integration of vulnerable young men and children who associate with violent groups commonly referred to as "microbes". A comprehensive strategy is pursued, aimed at engaging all actors in the response to this phenomenon. Interpeace is accompanying self-defense groups, constituted in response to this violence, to adopt a more constructive and peaceful approach to address the phenomenon. At the same time, the programme seeks to accompany the government in its various efforts and encourage a more coordinated, non-security approach.


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Mali

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In Mali, Interpeace and partner IMRAP (Malien Action-Research for Peace Institute) have identified, through in-depth consultations, the lack of even a minimal degree of trust between populations and security forces as a key factor in perpetuating conflict. Through a unique dialogue between the Defence and Security Forces and the population, Interpeace has contributed to inclusive, participatory security sector reform. This has helped populations understand their agency in reforming relationships with the armed forces.

In Mali and Côte d'Ivoire, Interpeace together with its partners, IMRAP and Indigo, contributed to a better understanding of trajectories and new forms of violence – including violent extremism - among youth. Interpeace has provided these research findings, which show that ideology and the lack of employment opportunities for young people are only secondary factors of youth violence in the region.

MALI

CÔTE D'IVOIRE
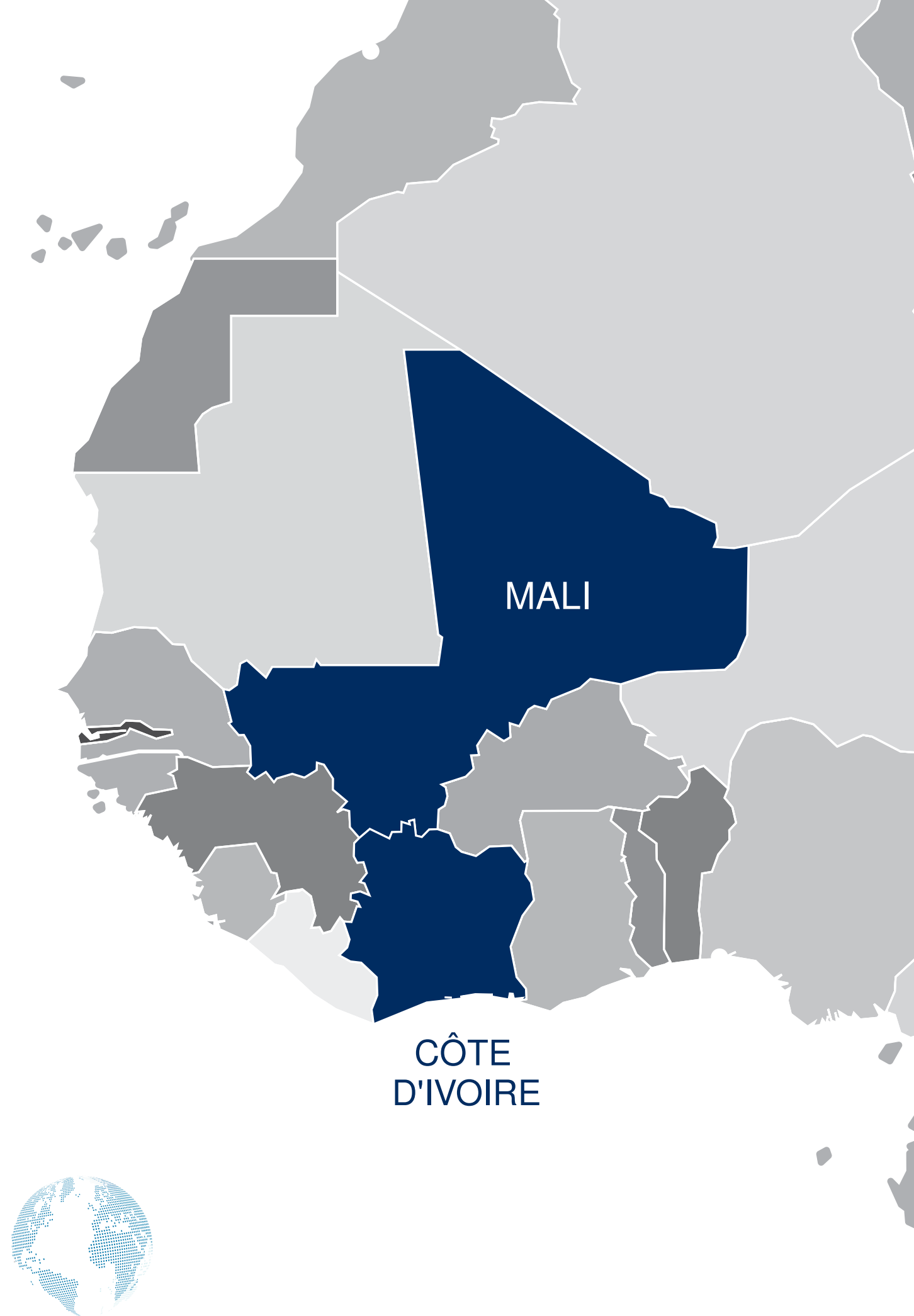
Latin America

Guatemala

Socio-environmental conflicts in Guatemala are one of the most critical threats to peace and good governance. With the support of Interpeace, the Resilience and Peacebuilding group have presented a series of policy proposals to address key issues triggering socio-environmental conflicts in the country, such as Guatemala's national law on water resources.

Precarious conditions in Guatemala's prisons are one of the main drivers of violence in the country. In addition, little is done to create opportunities for peaceful reintegration of inmates after their time in prison. Through strengthened penitentiary rehabilitation programs at detention center El Boquerón, one of the most violent prisons in the country, Interpeace contributes to improving the quality of life and productive opportunities of more than 200 incarcerated youth. 160 inmates were trained in non-violent conflict resolution methods and 45 received workshops on graphic arts and serigraphy, providing an income- generating alternative.

GUATEMALA
EL SALVADOR

El Salvador

In El Salvador, with few employment opportunities, youth are at risk of turning to illicit economies as alternative sources of stability, thereby perpetuating violence and criminal activities in the country. Offering alternative income-generating activities is imperative in offering the possibility of a better life, lowering levels of violence and establishing a culture of violence prevention. In partnership with 10 municipalities Interpeace has developed income-generating opportunities with over 200 vulnerable youth from marginalized areas. Workshops to strengthen technical, financial and entrepreneurial skills are complemented by sessions that build young people's capacities for preventing violence.

Honduras

In Honduras, violence around sport is widespread. Football club fans regularly fight each other and/or perpetrate crimes. As a way to reduce violence between the two main football clubs and help decrease stigmatization of at-risk youth, Interpeace has created an alliance with Free Press Unlimited and three digital newspapers in Central America. By developing fans' skills in journalism and content production, this project will help change negative public perceptions by allowing fans to tell their own stories - using diverse traditional channels and social media.

© OSMAR GARMOR

Colombia

The National Police in Colombia is a key institution in the current peacebuilding process. It now faces several challenges in transitioning from conflict-related functions to fostering peace. Interpeace and its partner Alianza para la Paz have established a unique partnership with the National Police of Colombia. Together, they conducted a survey in which 126,000 Police officers shared their views, fears and aspirations for the peace agreement. This survey led to the development of a national strategy defining the role of the Police in the implementation of the peace accords.

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HONDURAS

COLOMBIA

Middle East & North Africa

Libya

With the continued violence and political deadlock in Libya showing no signs of abating, the challenges for establishing peace remain monumental. However, recognizing that little attention has been paid to communities that have remained as pockets of stability in spite of the conflict, Interpeace conducted a unique "peacemapping" research project to identify the key factors that help these communities resist violence. Strength of local identity, effective channels of communication between generations and the provision of basic public services were all found to play important roles. This research influenced international policy makers and will inform a future "bottom up" statebuilding strategy for the country.

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LIBYA

Israel

In Israel, peacebuilding programs have traditionally tended to only involve a limited progressive secular elite, failing to include other key constituencies. The absence of a more widely shared vision for the country's future constitutes a key obstacle to reaching a solution to the Israeli-Palestinian conflict. Thus, building on a decade of dialogue work in constituencies marginalized from the peace process, Interpeace has increasingly focused on the religious Zionist community since 2015 - a constituency whose strategic impact is demonstrated on the ground and at the policy level. Engaging young elites from both Israel's secular left and religious Zionist constituencies in dialogue and policy-making, Interpeace helps set the ground for a more inclusive and socially-embedded civil society movement in favor of a peace agreement.

Palestine

In Palestine, under the prolonged Israeli occupation and lack of prospects for reaching a just solution, the political scene continues to be dominated by internal political divisions, internal disorder and clashes with Palestinian security forces, and family disputes. Interpeace's programme, Mustakbalna, facilitated the establishment of a "Civil Peace Accord" in a city of the northern of the West Bank, Jenin - one of the most violent governorates in the region. Through this accord, the signatories – which include over 1,000 prominent actors in the Jenin Governorate – are committed to reducing all forms of division and internal violence; recognizing the primacy of the rule of law and the judicial system to regulate internal disputes; and removing clan protection or cover from individuals or groups who use or promote violence. This Civil Peace Accord is the first of its kind and is seen as the most constructive approach to reducing internal violence and an important step towards achieving reconciliation within Palestine.

ISRAEL
PALESTINE

Europe

Cyprus

In Cyprus, Interpeace has continued its long-standing collaboration with the Centre for Sustainable Peace and Democratic Development (SeeD) – the country's first bi-communal think tank. The programme expanded its work on the Social Cohesion and Reconciliation (SCORE) Index, an innovative tool that assists with evidence-based dialogue and policy-making, implementing it in Ukraine, Eastern Ukraine and Liberia during 2016.

Within Cyprus, SeeD also launched a "Security Dialogue Initiative" to support the peace process, developing proposals based on research and dialogue with both communities to help overcome the impasse over the contentious "security dossier"

discussed in the talks. Interpeace has likewise supported the peace process, by undertaking participatory polling – which has helped engage and bring the voices of grassroots communities to the Track 1 level negotiations –

and by sharing relevant international experience and tested methodologies with the Cyprus Dialogue Forum, an informal dialogue that supports and complements the formal peace process.

Sweden

Sweden is facing challenges of social exclusion and integration, driven by a polarized immigration debate following the historically large influx of refugees in 2015-6. Interpeace, building on its work since 2014, launched a public engagement campaign with Ben & Jerry's to promote opportunities for building a more inclusive Swedish society. In doing so, Interpeace was able to draw on our understanding of fostering inclusion in conflict zones, and apply it to a new and different context. Interpeace was requested by the City of Stockholm and other interested parties to share insights of its work in Sweden and discuss new ideas for the integration of marginalized youth into the labor market and education system. Furthermore, Interpeace contributed to policy discussions on how to deal with rising levels of crime in socioeconomically marginalized suburbs around the capital of Stockholm.

SWEDEN

CYPRUS

Thematic programmes and special initiatives

Frameworks for Assessing Resilience

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Frameworks for Assessing Resilience was a two-year programme (2014-2016) designed by Interpeace and funded by the Swedish International Development Cooperation Agency (Sida), to better understand, assess and address the key sources of fragility and resilience within conflict/violence-prone countries. Interpeace believes that in order to transform conflict and strengthen societies, it is necessary not only to identify its causes, but also understand the existing sources of resilience for peacebuilding.

Through case studies in Timor-Leste, Guatemala and Liberia, the FAR programme drew together a body of lessons and analysis that were used to develop a participatory, nationally-owned framework for assessing resilience in the field of peacebuilding.

The success of this programme depended on a comprehensive engagement with local people and their authorities in these three contexts. Methods used included: qualitative consultations, quantitative surveys and multi-sectoral dialogue processes. On the basis of this, a guidance note was developed on resilience for peace, which will help practitioners and policy makers integrate a resilience approach to their work. The note was launched on June 9, 2016 in Stockholm, Sweden. The guidance note includes guidance on the conceptual and strategic tenets of resilience for peace, on how to conduct a resilience assessment, as well as reflections on the policy implications and entry points offered by the FAR Programme.

Humanitarian Response Project

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In a context of increasing humanitarian crises and where most of them take place in conflict-affected zones, Interpeace contributed to the debate on the linkages between humanitarian responses and their long-term impact on social cohesion. Its participatory research, presented in May 2016 at the World Humanitarian Summit, showed the importance of supporting local capacities for resilience in the face of conflict. In particular, Interpeace put forth the notion of 'Meaningful Partnerships' between local and international actors and outlined how they can be achieved. Following this publication, several humanitarian organizations have expressed interest in piloting the recommendations formulated in the research.

International Peacebuilding Advisory Team (IPAT)

IPAT is a team of international experts created to respond to the increasing demand for technical assistance and advice on peacebuilding from national and international stakeholders. Through its strategic advising and capacity-strengthening services, IPAT's Senior Peacebuilding Advisers and network of Associates share Interpeace's experience and know-how, to benefit a wide range of peacebuilding efforts.

In 2016, IPAT helped to:

• Support the United Nations in the review of their peacebuilding strategies and programs in Guinea-Bissau

• Support the United Nations in the review of its peacebuilding strategies and programs in South Sudan

• Explore engagement on Sri Lanka's reconciliation process

• Support Interpeace's Cypriot partner organizations, SeeD and the Cyprus Dialogue Forum, on

the design and implementation of multi-stakeholder approaches and methods

Shared its expertise on:

• The design and implementation of participatory research and dialogue processes with South Florida University (USF)

• Peacebuilding approaches to armed social violence in a volume published by the Berghof Foundation

• Civil society participation in Security Sector Reform (SSR) in a volume published by the Kroc Institute for International Peace Studies

Additionally, IPAT collaborated with the Swiss Federal Department of Foreign Affairs in the delivery of assistance on issues of security sector engagement in peace processes in Colombia, provided facilitation support and advice to the American Friends Service Committee (Quakers), and contributed with

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expert advice to the Ministry of Foreign Affairs of the Netherlands on a major tender called Addressing Root Causes Fund. Finally, IPAT delivered its two annual courses supported by the Federal Department of Foreign Affairs of Switzerland: "Effective Advising in Peacebuilding Contexts"; and in partnership with the Geneva Centre for Security Policy (GCSP), the course "Enhancing Leadership for Peacebuilding".

Peace Talks

Through city-specific events, Peace Talks is an initiative that showcases the inspirational stories of people who are making extraordinary contributions to peace. All of the Peace Talks are available online at www.peacetalks.net

In 2016, 3 Peace Talks events were held to generate a global conversation on everyone's contributions to peace

• Ottawa Peace Talks: "Let's build Peace through Diversity", co-organized with the Global Centre for Pluralism.

• Geneva Peace Talks: "Peace Happens!", co-organized with the Kofi Annan Foundation, Democratic Control of Armed Forces (DCAF), and Geneva International Centre for Humanitarian Demining (GICHD).

• London Peace Talks: "Building Bridges".

The events were attended by over 1,100 attendees from high school students to Government Ministers and 30 speakers took part.

The Peace Talks are made accessible to a wider audience through live online broadcasts, an online platform and new in 2016, dedicated Peace Talks social media channels (Twitter and Facebook). The past 4 editions of Peace Talks have generated more than 88,000,000 views of the event hashtags on Twitter and Facebook.

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For the 2016 Geneva Peace Talks, the hashtag #GVAPeaceTalks was viewed more than 22,000,000 times on Facebook and Twitter and trended globally during the 2-hour event.

An Exchange of Letters has been signed between the 3 co-founders of the Peace Talks, the United Nations Office at Geneva, Interpeace and the Geneva Peacebuilding Platform, with the support of the Swiss Government, to formalize cooperation and to create a small support structure housed within Interpeace.

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On the horizon
programme development

Interpeace as a Learning Organization

Interpeace's cumulative experience and expertise in developing and implementing peacebuilding initiatives continues to be recognized and valued by donor governments, international and national partners. This recognition has led to an increased demand to provide assistance to the international community on peacebuilding issues ranging from policy advice to exploring and developing interventions in specific peacebuilding contexts, including those higher on the international agenda.

Interpeace has a dedicated Peacebuilding Standing Team (PST) to effectively respond to these growing needs and requests. The PST, comprising internal peacebuilding experts and officers, can react and deploy at short notice to fragile and conflict-affected societies. Since its creation, the PST has responded to numerous requests and opportunities to help establish sustainable peacebuilding processes in dynamic and politically fragile contexts.

In 2016, Interpeace's PST continued strategic operational assignments in Tunisia, Myanmar and South Sudan.

Learning is a core component of Interpeace's structure. Through learning, Interpeace seeks to capture and apply lessons derived from its wide institutional experience, and improve and innovate its peacebuilding practice. A decentralized "Global Learning Team" (GLT) made up of learning officers based in regional offices, fosters cross-institutional dialogue and promotes ongoing documentation of, and reflection on, Interpeace's rich field experience.

In 2016, the Global Learning Team facilitated learning and reflection across the organization, using systems mapping to deepen analysis of research findings; strengthened the reporting skills of the various teams in our partner organisations; fostered cross-team exchanges through workshops on peacebuilding-related subjects; and strengthened the capacities for design of new programmes, monitoring, and evaluation efforts.

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Publications

Our participatory action research, multi-stakeholder dialogues, qualitative and quantitative research processes, provide a foundation for the development of effective peacebuilding practices, which can in turn influence policies at a national and international level.

This is a list of the resources published in the past year.

Please scan QR codes to download/view the following documents

FAR

Assesing Resilience for Peace Guidance Note

Analytical and operational reflections to the resilience peacebuilding approach based on the Framework for Assessing Resilience (FAR) programme, to respond more effectively to conflict-related challenges, threats, or stressors.

Liberia

Documenting the Resilience of Liberians in the Face of Threats to Peace and the 2014 Ebola Crisis – Frameworks for Assessing Resilience, Liberia Country Note

Findings from the consultation phase of the Frameworks for Assessing Resilience project in Liberia, which document the resilience of Liberians in the face of threats to peace.

Timor-Leste

Understanding and Strengthening Resilience for Peace – Timor-Leste Final Report, Frameworks for Assessing Resilience

Identifying and promoting resilience sources and capacities through an inclusive and participatory process that engaged communities at the grassroots as well as representatives of government and civil society institutions in Timor-Leste.

Guatemala
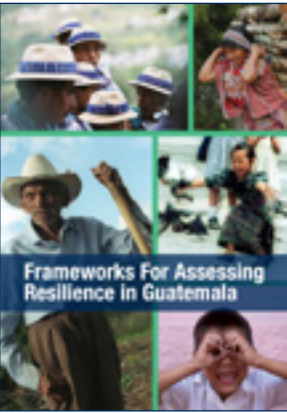
Frameworks for Assessing Resilience in Guatemala

Identifying and analyzing different resilience factors derived from the ways in which societies and their institutions confront the effects of conflicts and their violent expressions in Guatemala.

Sistematización y propuesta de modelo integral de rehabilitación

Highlighting the challenges of transforming the conditions of the Guatemalan prison system and demonstrating the potential of comprehensive rehabilitation initiatives.

Humanitarian Response Project

Humanitarian response and resilience to violent conflict

In order to improve the effectiveness of humanitarian response, there must be a strategic orientation towards strengthening local capacities for resilience to violent conflicts.
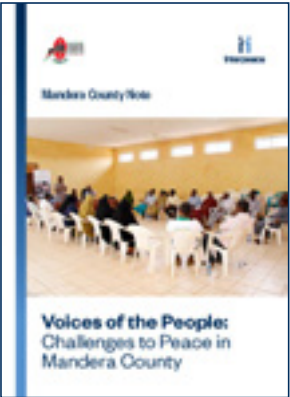
Great Lakes

Terre, identité, pouvoir et mouvements de population dans la region des Grands Lacs

Findings of the "Regional Stakeholder Forum", which took place in Kinshasa in 2015 to validate the results of the participatory action research process developed in the Great Lakes Region.

Kenya

Voices of the People: Challenges to Peace in Mandera County

Findings of a year-long consultation process to establish the challenges to peace in Kenya's Mandera County, as perceived by the local communities of the County.

Mali and Côte d'Ivoire

Au-delà de l'idéologie et de l'appât du gain: Trajectoires des jeunes vers les nouvelles formes de violence en Côte d'Ivoire et au Mali

Research explores how societies and dynamics surrounding young people in Mali and Côte d'Ivoire structure the trajectories of youth towards violence. Ideology and unemployment remain important causes of youth's involvement in new forms of violence but they are not pivotal.

Mali

Mutations des Valeurs Societales: Diagnostic et Solutions pour une Paix Durable au Mali

This report presents the reflections and solutions developed by several thousand Malians to respond to the mutation of societal values, a vector of destabilization of social cohesion in Mali. This challenge was previously identified by the Malians as a priority obstacle to peace

Renforcement de la confiance entre les populations civiles et les forces de défense et de sécurité: diagnostic et solutions pour une paix durable au Mali

This report presents the reflections and solutions developed by several thousand Malians to respond to the crisis of confidence between the civilian populations and the defense and security forces. This challenge was previously identified by the Malians as a priority obstacle to peace
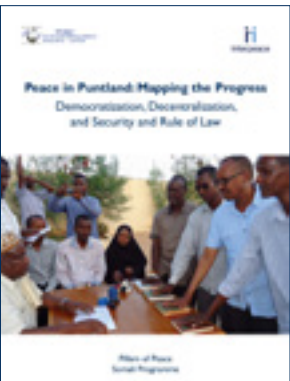
Rwanda
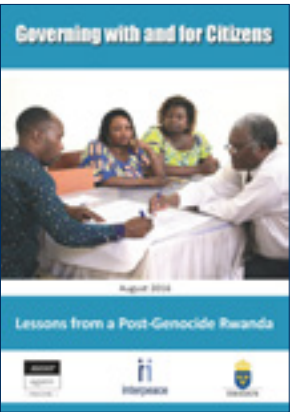
Governing with and for citizens: Lessons from A Post-Genocide Rwanda

Examining perceptions of Rwandans on citizen participation in governance, exploring avenues for improvement and assessing effectiveness of existing mechanisms for citizen participation in Post-Genocide Rwanda.
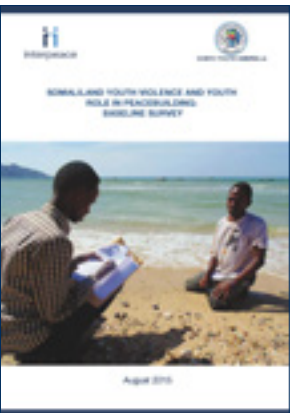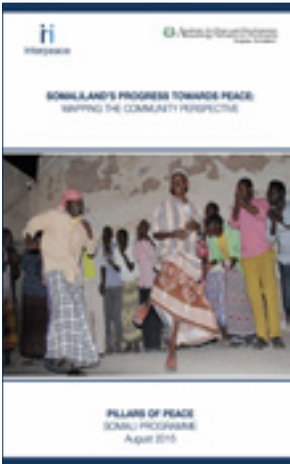
Somalia

Peace in Puntland: Mapping the Progress

Challenges, opportunities and prospects of democratization, decentralization and rule of law in Puntland.

Somaliland Youth Violence and Youth Role in Peacebuilding: Baseline Survey

Perceptions that young people have about trends in youth violence in Somaliland, including extent, actors and causes; and how youth can improve their ability to play a positive role in society.

Somaliland's progress towards peace: Mapping the community perspectives

The central document of the Pillars of Peace II programme, which brings together the findings of an extensive mapping exercise carried out across Somaliland by APD at the end of 2013. The vision for the programme is to create a new space for sustainable socio-political harmony and progress.
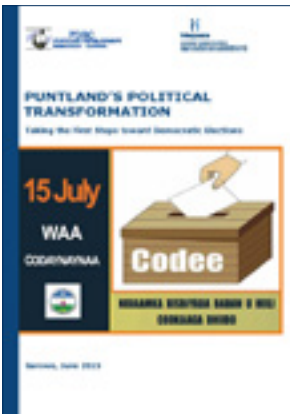
Puntland's political transformation: Taking the first steps toward democratic elections

The progress and stages of Puntland's democratization process, explaining the challenges it has encountered, focused on the aborted 2013 local council elections and its aftermath.

Confronting the future of Somaliland's democracy

Challenges faced by major stakeholders during Somaliland's 2012 elections, identifying lessons learned and mechanisms to overcome them, for the sake of the democratization process and the regions long-term political future.

Sweden

**From Margins to Mainstream:
Fostering Inclusion in Sweden**

Stakeholders across Sweden participate in a dialogue process to learn about the opportunities to build a more inclusive Swedish society.

SUPPORT, FUNDING AND EXPENDITURE

Our Funding and Expenditure

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

In 2016, Interpeace income was US$21.5 million. Of this, US$13.4 million was for specific projects (restricted funding) and US$8.1 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.

Abrupt fluctuations in the sector lead to a drop of income of 23% in 2016 (from $27,8M to $21,5M) that demanded a transition in shifting towards a more financially sustainable model. Restructuring on service delivery to adjust accordingly to the negative revenue variances resulted in cutting costs by 34% in 2016 (from $28.3M to $$18.7M) and building the institutional reserves to support the impact these changes will have internally mid-term.

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Our Donors

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

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Colombia

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Alianza para la Paz

Cote d'Ivoire

UNICEF
European Commission

Cyprus

US Department of State

El Salvador

Municipality of Chalatenango
European Commission

FAR

Sweden SIDA

Great Lakes

Sweden SIDA
Switzerland MFA / SDC

Guatemala

European Commission
AIIJ

Honduras

Free Press Unlimited

Humanitarian Response Project

Sweden SIDA

IPAT

AFSC
France MFA
GCSP
Geneva Call
Kofi Annan Foundation
Switzerland MFA
UNDP
UNDPA

Israel

Norway MFA

Kenya

Germany MFA

Libya

Switzerland MFA

Mali

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Denmark MFA
Canada DFATD

New programme development

Norway MFA

Palestine

Norway MFA

Peace Talks

Ben & Jerry's
Mirabaud Bank
Switzerland MFA

PST

Private Foundation

Rwanda

Sweden SIDA

Somalia

Germany MFA
Sweden SIDA
Switzerland MFA
European Commission
Germany IFR
Norway MFA
UK DFID
UK FCO
Saferworld

Sweden

Swedish Postcode Foundation
Wallenberg Foundation

Timor-Leste

Unrestricted allocation

Letter from the Auditors

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 2016. We expressed an unqualified audit opinion on these consolidated financial statements in our report dated 4 August 2017.

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 2016 are consistent, in all material respects, with those consolidated financial statements, in accordance with the basis of preparation described in note 1.

KPMG SA

Karina Vartanova   Marco Mianulli
Licensed Audit Expert   *Licensed Audit Expert*

Geneva, 4 August 2017

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 2016 (In US Dollars)

Consolidated Statement of Comprehensive Income

Income	2016 US$	2015 US$
United Nations	325 933	474 416
Governments	20 030 402	26 556 042
Trusts & Foundations, NGO and Other Donations	1 106 153	787 467
Total Income	**21 462 488**	**27 817 925**

Expenses		
Personnel (incl. consultants)	11 541 268	15 142 260
Travel and Related Expenses	2 050 397	3 606 046
Equipment Purchases	191 831	2 967 814
Depreciation	65 618	72 214
Office, Communications, Vehicle and Finance	1 987 994	3 106 260
Workshops, Reporting and Professional Services	2 819 728	3 345 613
UN Management Fees	97 719	108 229
Total Expenses	**18 754 555**	**28 348 436**

Finance (costs) / gains	(130 170)	(527 288)
Other Comprehensive (loss) / income	86 750	(88 943)
Net (loss) / income	2 664 513	(1 146 742)
Carryforward from Previous Year	(361 846)	784 896
Closing Balance 31st December	**2 302 667**	**(361 846)**

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).

Balance Sheet (as at 31 December)

Assets	2016	2015
Non Current Assets		
Property, Plant and Equipment	185 534	238 360
Deposits	100 139	102 541
Donor Income Receivable	9 769 610	3 744 014
Current Assets		
Deposits	7 841	10 768
Advances to UN	96 669	135 372
Advances to Partners	359 950	443 837
Donor Income Receivable	10 235 036	13 108 098
Other Receivables and Prepayments	331 896	354 827
Cash and Cash Equivalents	3 976 108	3 509 927
Total Assets	**25 062 783**	**21 647 744**

Liabilities and Reserves		
Non Current Liabilities		
Provisions	29 175	56 575
Employee Benefits	809 123	1 151 833
Deferred Income	9 769 610	3 744 014
Current Liabilities		
Deferred Income	10 270 973	13 834 141
Amounts due to Partners	52 460	118 361
Income to be Repaid to Donors	804 593	709 832
Payables and Accruals	1 024 182	2 394 834
Total Liabilities	**22 760 116**	**22 009 590**
Unrestricted Reserves	2 302 667	(361 846)
Total Liabilities and Reserves	**25 062 783**	**21 647 744**

Cash Flow	2016	2015
Unrestricted net (loss) / income for the year	**2 577 763**	**(1 057 799)**
Cash flow from operating activities		
Adjustments for		
Depreciation	65 618	72 214
Net finance costs / (income)	130 170	527 292
	2 773 551	**(458 293)**
Change in deposits	5 329	(17 137)
Change in advances to UN	38 703	222 042
Change in advances to partners	83 887	16 398
Change in donor income receivable	(739 738)	(581 034)
Change in accounts receivable and prepayments	22 931	64 897
Change in provisions and employee benefits	(302 355)	69 413
Change in deferred income	49 632	(8 450 198)
Change in amount due to partners	(65 901)	(268 617)
Change in Income to be repaid to donors	94 761	(198 976)
Change in accounts payable and accrued expenses	(1 395 724)	815 205
Net cash from operating activities	**565 076**	**(8 786 300)**
Cash flows from investing activities		
Interest received	4 055	7 995
Acquisition of property plant and equipment	(12 791)	(223 351)
Net cash used in investing activities	**(8 736)**	**(215 356)**
Cash flows from financing activities		
Interest paid	(4 264)	(1735)
Net cash used in financing activities	**(4264)**	**(1 735)**
Net Increase / (decrease) in cash and cash equivalents	552 076	(9 003 391)
Cash and cash equivalents at 1 January	3 509 927	12 559 484
Effect of exchange rate fluctuations on cash held	(85 895)	(46 166)
Cash and cash equivalents at 31 December	**3 976 108**	**3 509 927**

Changes in Reserves	2016				2015
	Interpeace Headquarters Unrestricted Reserves	Interpeace Inc. Unrestricted Fund	Interpeace Inc. Unrestricted Fund	Total Unrestricted Reserves	
Opening Balance	**(398 672)**	**36 826**	**0**	**(361 846)**	**784 896**
Unrestricted net (loss) / income for the year	**2 578 887**	**(2 293)**	**1 169**	**2 577 763**	**(1 057 799)**
Items that will never be reclassified to profit or loss					
Remeasurements of defined benefit liability	67 755	0	0	67 755	(97 060)
Items that are or may be reclassified to profit or loss					
Foreign currency translation differences	18 995	0	0	18 995	8 117
Total other comprehensive (loss) / income	**86.750**	**0**	**0**	**86 750**	**(88 943)**
Total comprehensive (loss) / income for the year	**2 665 637**	**(2 293)**	**1 169**	**2 664 513**	**(1 146 742)**
Closing Balance	**2 266 965**	**34 533**	**1 169**	**2 302 667**	**(361 846)**

2016 EXPENSE SUMMARY	$
ECA	
Rwanda	1 705 827
Burundi	397 159
Great Lakes	2 105 262
Kenya - Mandera	465 233
Somalia Pillars of Peace	1 446 806
Puntland Mobile AV Unit	422 576
Somalia Democratisation Phase III & IV	4 575 590
MENA	
Israel	111 183
Palestine	221 576
Cyprus	184 786
Libya	116 437
WAO	
Mali Peacebuildng Programme	856 500
Côte d'Ivoire Youth "Microbes"	96 167
Youth Trajectories (Mali / Ivory Coast)	200 000
ASIA	
Timor Leste	42 371
LAO	
Guatemala Initiatives for Peace	66 556
El Salvador Violence Reduction & Prevention	49 308
Honduras Violence prevention	10 336
Colombia Initiatives for Peace	8 239
Europe	
Sweeden Initiatives for Peace	226 260
GLOBAL	
Peacebuilding Standing Team	94 545
International Peacebuilding Advisory Team (IPAT)	395 965
Constitution-making Handbook	7 420
Framework for Assessing Resilience (FAR)	217 010
Humanitarian Response	502 021
New Initiatives Programme Development	157 488
UN PBSO Secondment	213 828
Peace Talks	152 168
Total Programme	**15 048 617**
Programme Support	2 236 299
Less Management Fees and Others	- 932 074
Total Programme	**16 352 842**
Communications and Fundraising	626 134
Management	1 775 579
Total Expenditures	**18 754 555**

Expenditure Summary 2006-2016
(US$ million)

Bar chart values:
- 2006: 9.9
- 2007: 13.3
- 2008: 26.1
- 2009: 18.2
- 2010: 22.8
- 2011: 16.2
- 2012: 20.0
- 2013: 20.9
- 2014: 23.9
- 2015: 28.3
- 2016: 18.7
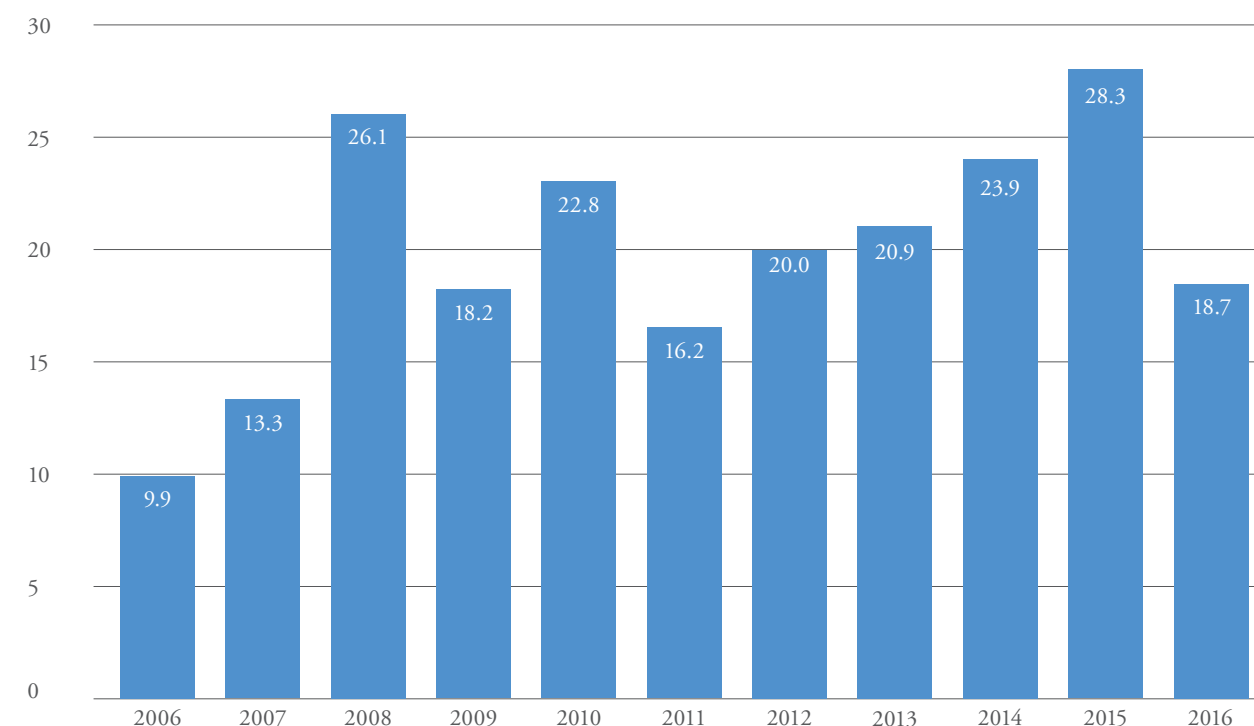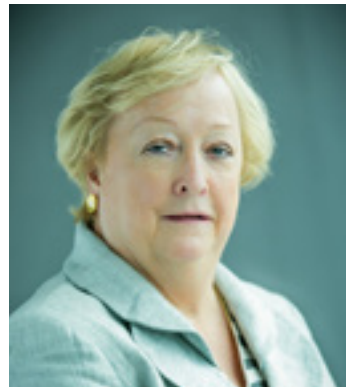
OUR STRUCTURES AND PEOPLE

Our Governing Council

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*

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*Former Partner at
PricewaterhouseCoopers and former
International Treasurer
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*President of the Republic of Mauritius
(1992-2002); Former Special Envoy
of UN Secretary General and Head
of the UN Electoral Observer Mission
in Burundi (MENUB); Member of
the Africa Forum; President of ATD
Fourth World*

Youssef Mahmoud

(Tunisia)
*Senior Adviser at the International
Peace Institute; Former Secretary-
General's Special Representative and
Head of the UN Peacekeeping Mission
in the Central African Republic and
Chad; Former Executive Representative
of the Secretary-General and Head of
the UN Integrated Peacebuilding Office
in Burundi*
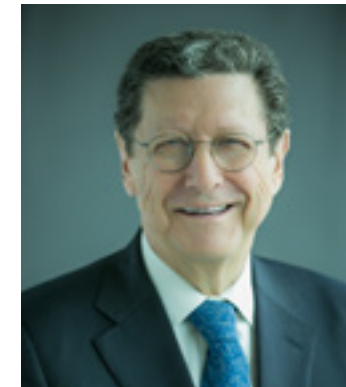
Alan Doss

(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; Assistant Secretary-General
for Human Rights OHCHR; Former
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*
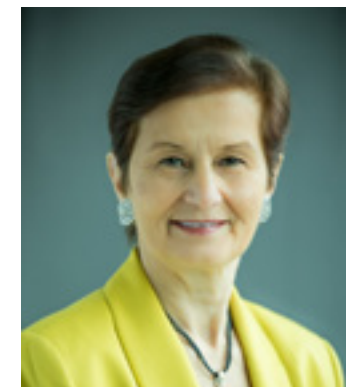
Necla Tschirgi

(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*

Chair Emeritus

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)*

**Chair Emeritus and
Special Adviser**

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, whose mandate 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.

Canada
H.E. Rosemary McCarney
Ambassador

Permanent Representative of Canada to the United Nations and the Conference on Disarmament in Geneva

El Salvador
H.E. Rubén Zamora
Ambassador

Permanent Representative of El Salvador to the United Nations

Finland
H.E. Terhi Hakala
Ambassador

Permanent Representative of Finland to the United Nations in Geneva

Netherlands
Jelte Van Wieren

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

Singapore
H.E. Foo Kok Jwee
Ambassador

Permanent Representative of the Republic of Singapore to the United Nations Office and other international organisations at Geneva since September 2014

Sweden
H.E. Veronika Bard
Ambassador

Permanent Representative of Sweden to the United Nations in Geneva

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

Almudena Bartayrés Arcas

Chief Financial Officer and Director of Administration

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

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 FRII.

Interpeace USA

Interpeace Inc. (USA) is a US fundraising charity that supports peacebuilding work and represents the organization in the United States.

The Director of Interpeace USA is Graeme Simpson.

Interpeace Inc. (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)

Colombia

Alianza para la Paz

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

United Nations Development Programme – PAPP

Kenya

National Cohesion and Integration Commission (NCIC)

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)

Puntland Development Research Center (PDRC)

Somaliland National Electoral Commission (NEC)

Timor-Leste

Centre of Studies for Peace and Development (CEPAD)

Contact Us

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