

Norwegian Church Aid Eastern Africa Regional Peacebuilding Strategy

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NORWEGIAN CHURCH AID
actalliance

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Table of contents

List of abbreviations.....	3
Executive summary.....	4
1. Context analysis.....	6
2. Lessons learned.....	12
3. Geographic focus	13
4. Theory of Change for NCA Eastern Africa	14
5. Strengthening civil society.....	16
6. Programmes.....	18
6.1. <i>Global Programme: Peacebuilding</i>	18
7. Emergency preparedness and response.....	23
8. Finance and funding	24
9. Monitoring and evaluation.....	25
10. Organisational prerequisites.....	27
11. Risk management.....	28
Annex 1: Sub-regional conflict analyses.....	29
Annex 2: Partner information.....	32
Annex 3: Cross-cutting issues and strengthening civil society.....	35
Annex 4: Programme results frameworks.....	36
Annex 5: Funding strategy and targets	37
Annex 6: Planned evaluations.....	39
Annex 7: Risk analysis and management	40

List of abbreviations

AACC	All African Council of Churches.
ACRL	African Council of Religious Leaders.
ACT	Act Change Transform.
AIDS	Acquired Immunodeficiency Syndrome.
AMISOM	African Union Mission in Somalia.
AU	African Union.
CBOs	Community Based Organizations.
CO	Country Office.
CSOs	Civil Society Organizations.
DRC	Democratic Republic of Congo.
EA	Eastern Africa.
EAC	East African Communities.
FBO	Faith Based Organization.
FECCLAHA	Fellowship of Christian Churches and Councils in the Great Lakes and Horn of Africa
FGM	Female Genital Mutilation.
GBV	Gender Based Violence.
GL	Great Lake.
HIV	Human Immunodeficiency Virus.
ICGRL	International Conference on the Great Region Lakes.
IGAD	Intergovernmental Authority on Development.
INGOs	International Non-Governmental Organizations.
LRA	Lord's Resistance Army.
NCA	Norwegian Church Aid.
NGOs	Non-Governmental Organizations.
OCA	Organization Capacity Assessment.
ONA	Organization Network Analysis
PMER	Programme Monitoring Evaluation and Reporting
RBA	Rights Based Approach
RLs	Religious Leaders.
RPP	Regional Peace Program.
SALW	Small Arm and Light Weapons
SEA	Sexual Exploitation and Abuse.
SID	Social for International Development.
UN	United Nation.
UNFPA	United Nation for Population Activities.
UNSCR	United Nation Security Council Resolution

Executive summary

The NCA Regional Eastern Africa Regional Peacebuilding Programme will seek to respond to the latent, intermittent, perennial and protracted conflicts which have made Eastern Africa the most conflicted region in Africa. For NCA, the region encompasses 12 countries¹ in the easternmost part of Sub-Saharan Africa bringing together three distinct yet overlapping sub regions namely the Horn of Africa, East Africa and the Great Lakes region. With shared resources and considerable interaction between its inhabitants due to similar linguistic and ethnic groups spread across countries, borders are somewhat artificial. The countries herein share a regional system in which conflicts within each individual country tend to have cross border, if not regional effects.

The Eastern Africa is a land of paradoxes. It has some of the fastest growing economies in Africa (Ethiopia and Kenya being examples), yet the majority of people in the region are poor and the gap between the rich and the poor in the region continues to grow by the day.

The region also has a fast growing population which comes with attendant effects such as unemployment, outstripping of resources and services and rapid urbanisation. All of these contribute to the vulnerability of the majority of people, especially youth, by exposing them to manipulation by religious and political extremists - all to the detriment of peace and security in the region. The growing radicalisation of youth especially in Kenya, Somalia and Tanzania has resulted in numerous terrorist attacks where lives and property have been lost.

The region is well endowed with natural resources, minerals, forest, marine, oil and gas, but this wealth has rarely contributed to the general wellbeing of the vast majority of people. Paradoxically this wealth has been a source of and a fuelling factor of many of the perennial conflicts in the region. The DRC, Sudan and South Sudan are good examples of this.

The Eastern Africa region is also a land of great ethnic and religious diversities. Often times, however, have these diversities been politicised and resulted in social identity conflicts which have generated genocides and massacres. Rwanda, Burundi, Sudan and South Sudan are examples of this, though many other countries in the region have also been affected by inter ethnic and/or religious strife.

The political and economic situation in the region has entrenched imbalances and inequalities not only within and between countries but also along gender and age lines, with women and youth being marginalised mainly in economic and political decision making processes.

Gender based violence and sexual exploitation and abuse have in places such as the DRC been institutionalised as weapon of war and systematic attack on unarmed civilians, including terrorist attacks being used to intimidate populations across the region.

A number of factors such as ethnicity, corruption, as well as lack of resources (both financial and skilled technical staff) and credible institutions affect the legitimacy and the capacity of many states in the region to provide public goods. Closely tied to this is the concentration of power in the hands of a small economic and political elite, or with the military, and/or clan/traditional leaders which comes at the detriment of good governance and political accountability.

The above factors have all combined together to make the Eastern Africa one of the most conflict prone region in Africa with the following being some of the key driving factors :

¹ The 12 countries include; Sudan, South Sudan, Eritrea, Ethiopia, Djibouti, Somalia, Kenya, Uganda, Tanzania, Rwanda, Burundi and the Democratic Republic of Congo (DRC)

- Structural causes – social, economic and political structures
- Ethno-political factors - Ethnicised politics, Politicised ethnicities
- Socio-cultural
- Socio-economic
- Politicised religion – radicalisation
- Natural Resources
- Economic and social marginalisation (historical injustices)
- Authoritarianism and political oppression
- Militarised governance
- Weak institutions of governance
- SALW: 'Weapon effect' making it easy for disgruntled elements to turn to violence

With an overall goal of '*Communities and social groups experience collaborative relations that enhance dialogue, harmonious co-existence and good governance*', the NCA Eastern African Regional Peacebuilding Programme aims for the following four outcomes:

- Inter and intra groups relations have improved;
- Inclusive peacebuilding structures and mechanisms prevent and transform conflicts;
- Increased participation of women in peacebuilding processes;
- Actors improve status of laws, agreements, policies, budgets or institutions addressing key driving factors of conflicts.

To achieve this, NCA will strengthen religious leaders and faith-based organizations through mutual capacity building and technical accompaniment to enable them effectively to mobilise groups across religious, ethnic and political divides. This will include capacity development in areas of advocacy, peace building, conflict transformation and gender mainstreaming. NCA will support the strengthening of faith-led peacebuilding structures.

Additionally, NCA will also support religious leaders and faith-based organizations to advocate for political accountability and good governance; and for transparent and accountable management of natural resources. This will be done through research and knowledge generation to inform the advocacy agenda, as well as supporting joint campaigns and support to enable the religious leaders and faith-based organizations to harness their diaconal networks to mobilize and empower citizens to hold their leaders to account.

NCA will also build vertical and horizontal alliances and networks with other similar initiatives to ensure effective and collaborative engagement. Regionally, NCA will seek to enable linkages and learning within and between countries leveraging its experience and learning from other regions.

1. Context analysis

Socio economic situation

The Eastern African region is a land of many contrasts. The region has some of the fastest growing economies in Africa (Kenya and Ethiopia). Yet this has not translated into better living conditions for all people in the region or even for all people in any of the given countries.

According to Society for International Development (SID) *State of East Africa Report 2013*², the gap between the rich and poor in the region is so stark that the two are literally living in different worlds. This fast growing population is fast outstripping resources and services – more pronounced in areas far flung from the capital – thus giving marginalisation a sobering reality and serving as a push factor towards rapid urbanisation, as people flow into towns and cities with the hope of getting the needed services. The region's abundance in natural resources (minerals, forest and marine resources and the recently discovered oil and gas) make it a geostrategic region. Paradoxically, this wealth has rarely been used to spur equitable and sustainable development and hence serving as a source of or fuelled many of the perennial conflicts in the region. The proceeds from the region's resources have either ended in benefiting only a few of the local political and business elites and external interests. The situations in the Democratic Republic of Congo (DRC), Sudan and South Sudan are a living testimony to this.

The region is also home to a long coast line from Suez Canal to Mozambique. The economic value of this has however been challenged by piracy and terrorism which has not only drawn in some of the region youth, but also threatened the economy of countries that rely on tourism, such as Kenya. By and large countries in the region are driven by a political and economic culture that is largely influenced by ethnic considerations and which served to promote the interests of elites to the detriment of a large portion of the population. Hence the poverty situation experienced by a vast majority of people in the region is a major threat to national and regional social cohesion with serious consequences for peace and security in the region.

Gender relations in the region are marked by disparities between men and women. As elsewhere in the world, women here fair worse than men with respect to all social indicators, including access to education and health services and employment. A majority of the women in the region have limited ownership over the means of production, especially over land and other resources. Hence, more women than men suffer from poverty. Gender based violence including rape, sexual assault, mutilation, forced prostitution, sexual slavery, and other abuses is widespread and more women and girls suffer disproportionate levels compared to men. In places like in the DRC, GBV/SEA has been institutionalised as a weapon of war.

While women's participation in political decision making levels has increased in recent years with countries like Rwanda and Ethiopia leading the pack, gender norms and practices still continue to have consequences for a majority of women and especially for their involvement in peace processes. Indeed the UNSCR 1325 seeks to address a well-known fact that women are usually excluded from decision-making, either in starting or ending wars. Girls in the region are negatively affected by harmful practices such as FGM, early marriages and school drop out with lifelong consequences as far as the status of women is concerned. Young women are also significantly affected by HIV and AIDs, sexual exploitation and abuse.

² Society of International Development, 2013, *The State of East Africa 2013, One People, One Destiny- The Future of Inequality in East Africa*

The population structure in the region is skewed towards the young. In Somalia for example, almost seven out of 10 young people in the country are unemployed³. When over 70% of the population in the country is under 35 years of age, youth unemployment becomes a worrying factor. This picture is replicated in almost all the countries in the region. Other than youth in the region being affected by un-/under employment, they also lack adequate skills for employment. They are faced with an economic system which is geared towards extraction and export of unprocessed commodities (contributing to job losses), are strained when it comes to access to finance and other economic opportunities and are victims of drugs and substance abuses, thus making them vulnerable to political manipulation. A World Bank Report links high levels of youth unemployment to increased risk of violent conflicts⁴.

Other than the negative impact of the economic structures on the youth in the region, the youth are also affected by social and political structures. The fact that most, if not all, states and communities in the region are 'Gerontocratic states'⁵ (where elders are favoured over the young on no other basis other than on age basis) has contributed to the exclusion of large numbers of youth from their nations' political and economic processes. This has contributed to youth poverty and marginalisation and hence turned the young people into a frustrated, hungry and angry generation that poses a great threat to peace and stability in the region. This situation has contributed to the current situation where a significant number of young men and women are falling prey to violent extremism and exclusionist propaganda. While both the African Youth Charter of the AU and the East Africa Community's Strategic Plan recognise the youth as a valuable resource, the fact that most countries in the region lack very clear strategies and policies for youth engagement has contributed to the continuous 'youth depletion', as many of them are either lost in unnecessary conflicts and wars, through diseases such as HIV and AIDs, or in the high seas as they attempt to get to Europe.

State's institutional capacity

The legitimacy of public authorities in the EA region varies from country to country, with some countries having recognised public authorities from the national to the local levels, to other countries where public administration is in the hands of a myriad of authorities ranging from rebel leaders, traditional authorities, religious leaders and leaders of militia groups. A number of countries in the region lack administrative capacities to establish governance structures or to provide basic services, such as health and education in all parts of the country. In the present of such challenges, the provision of services have fallen mainly on relief agencies, which in some instances include the UN, local NGOs and CBOs and INGOs, including religious/FBO relief agencies.

In the EA region the long drawn wars in countries such as Sudan (including South Sudan), Somalia and DRC have resulted in these countries sinking to heightened levels of chronic poverty⁶. The result of such poverty is that the state is not able to generate adequate incomes in terms of taxes from the people to enable it to provide services. Coupled with this is an opportunistic private sector which is often connected to the political and economic elite, which is there to extract resources and exploit the local populace without appropriate mechanisms to ensure that it gives back to the very same communities. Other factors limiting states capacities include, lack of will due to political and social reasons such as ethnicity. This has resulted in marginalisation of certain areas and communities with regards to access to services and opportunities. In some countries, violent

³ United Nations Assistant Mission in Somalia,

<http://unsom.unmissions.org/Default.aspx?ctl=Details&tabid=6254&mid=9770&ItemID=30057>

⁴ World Bank 2011

⁵ Chesoni, 2006

⁶ This should be seen against the backdrop of the paradox of poverty in the midst of wealth. These countries have abundant riches which have not gone to serve the needs of the common people and hence the chronic poverty

conflicts have resulted in serious brain and muscle drain, meaning that states are left without adequate technical capacity to deliver. Closely related are weak political institutions, such as those related to governance, justice and security. Where such institutions exist there is little public confidence in them, as most of them are either viewed as lacking in transparency, partisan, inefficient or corrupt.

Security on its own is also a key factor limiting the delivery of public goods. Not only are the service providers threatened, but also conflicts have been accompanied by wanton destruction of relevant infrastructure. The very size of some of the countries and the distance between the state capital and the rest of the country has also contributed to failure of some states to deliver adequate services to all its citizens in equal measure. DRC and Sudan especially before the independence of South Sudan are good examples.

Power analysis

Power in the region can be analysed by understanding both country specific as well as the regional dynamics. This does not only include the relationship between states, but also the role of different regional and sub-regional entities such as the AU, IGAD, EAC and ICGR. With regards to the country specific, we see that different countries in the region have different power bases. This is usually informed by the nature of the state. In some countries, power resides either with individual leaders, in others with political parties, in some others with the military, while yet in others it lies with clan/traditional leaders. Common however in most countries is the long history of marginalisation and alienation of especially rural communities from quality involvement in decision making. Also common is the reluctance of those with power to devolve or share power broadly. In brief the following are the important actors in the region:

- **Governments and their institutions** – Governments and their institutions, especially those vested with governing, justice, law and order are the main holders of formal or visible power. The programme will target governments and their agencies through advocacy to put in place mechanisms geared towards addressing the driving factors to conflicts and, where necessary, to implement peace agreements to prevent a relapse into conflict. Closely aligned to this will be to support religious leaders to monitor the implementation of such agreements.
- **Politicians and Political Parties** – These are other key actors when it comes to either driving or preventing conflicts. Many of the conflicts in the region are as a result of power struggles between politicians. South Sudan being a case at hand. The ‘third term syndrome’ has also been a driving cause of conflict as is currently being experienced in Burundi.
- **FBOs and Religious Leaders** - Faith matters to the majority of people in the region, and therefore FBOs and Religious leaders hold informal power and influence both over communities and political leaders where they are often viewed as the moral voice for vulnerable groups. They are ever present in local communities, even at the darkest of times, and are known to deliver essential services, especially in areas hardly reached by governments. This has therefore availed to them opportunities to communities, especially at the grassroots and thus earned their confidence and trust. Working with FBO and RLs, building their technical capacity to engage with the complexities of peace building, will thus be key to this programme so as to leverage on their social, moral and spiritual assets. One has to however also be aware that religious leaders and their institutions have also been part of conflicts and insecurity as is attested by growing religious extremism, radicalisation and intolerance in the region especially in the Horn of Africa sub region. The programme will therefore seek to work with religious leaders to promote positive inter-faith relations and understanding.

- **Other CSOs** – The roles played by CSOs at both National and Regional level, especially in providing relief during conflict and in post conflict peace, reconstruction and development work also make them powerful actors. Challenges however exist due to lack of coordination resulting in duplication of efforts and wastage of resources. The Programme will therefore explore spaces for joint collaboration and support synergies, especially within the ACT family.
- **Youth** – The youth in the region have played a significant role in conflicts in the region. From being recruited as child soldiers, serving as militia as well as being radicalised and used to carry out terrorist activities. Training of youth through peace clubs in schools to inculcate a culture of peace and involving them as in the peace response team will be some of the strategies used to reach out to them. The programme will also aim to work with country programmes to mainstream peace and the involvement of youth especially in alternative livelihoods and job creation programmes. Lobbying governments to have youth policies which take in consideration the vulnerability of youth vis-a-vis violent conflict will also be part of the programme strategy.
- **Women** – Most countries suffer from traditional male-female power imbalances. This has contributed to the marginal involvement of women in formal peace building processes. Women, however, are heirs of informal power and influence and can be active players in either fuelling conflicts or using traditional mechanisms, including invoking curses or serving to alert (early warning) to end or pre-empt conflicts. The programme plans to promote the involvement of women especially those drawn from the women of faith networks in conflict prevention and peace-building (both formal and informal). Training of women peace builders from local to regional levels will therefore be core to the programme.
- **Regional Bodies** – Such as the AU, EAC, ICGLR and IGAD are also key when it comes to power analysis in the region. All have either policies or protocols relating to the prevention of conflict or maintenance of peace and have been involved in various mediation efforts in the region. Indeed they have been flexing muscle to maintain peace as is the case of the AU sponsored peace keeping missions in the form of the AMISOM force in Somalia and also in Sudan. They suffer however from institutional weakness, lack of a common shared vision, competition and mistrust between members. Strengthening religious leaders/institutions for advocacy towards these entities will be a strategy applied by the programme.
- **Countries** - Apart from the above power bases or key stakeholders which are country specific, the countries in the region are also part of the power matrix. For example, Ethiopia is emerging as a hegemonic power in the region due to its strong military, huge population as well as its diplomatic strength. It is indeed increasingly driving the regional peace agenda. Kenya has the advantage in the strength and diversity of its economy, as well as a vibrant CSO community and free press⁷. Rwanda has an advantage as the place to do business due to the low levels of corruption. Sudan and DRC stand out due to their large land mass as well as oil (Sudan) and mineral wealth (DRC). Even the tiny Djibouti has an advantage due to its strategic location. In fact it has the largest French military base in Africa and more recently the Americans have also established a permanent naval base there. Programme will therefore promote an integrated approach which seeks to involve the different power bases (stakeholder) in dialogue at different levels.

Role of civil society

⁷ Both the CSO and Free Press have however been under threat due to some proposed new laws.

The rise of conflicts in the region has been accompanied by a corresponding rise and increasing growth and acceptance of CSOs as key actors in the field of Peacebuilding. This has seen CSOs engage with communities affected by conflicts through a range of activities and roles. From establishing and running camps for the displaced, providing basic services such as giving food, water and medical services and offering trauma counselling. In fact, in many fragile situations CSOs have either complemented the strained efforts by governments or even substituted governments in service provision. CSOs have also facilitated dialogue between warring parties, acted as watchdogs in monitoring human rights abuses, and engaged in advocacy to stimulate government and other actors' action and in developing local capacities and structures for peace. CSOs, including FBOs, have also been involved in mediation, conflict resolution and reconciliation, as well as playing a critical role in the movement for democratisation in the region.

In spite of playing these important roles, recent years have seen strained relations between states and civil society in the region. The resulting backlash saw a number of countries in the region either proposing or passing legislation aimed at limiting the CSOs operating space. First in line with this regard was Ethiopia which in 2009 enacted one of the most restrictive laws for CSOs in the region⁸. Since then other countries in the region have borrowed from this with Kenya seeking to amend its PBO Act to include clauses which limit and control funding to CSOs. Uganda also developed the Non-Governmental Organisations (NGOs) Registration Bill which seems to front similar aspirations. Rwanda, Burundi and Tanzania have all made it harder for CSOs to either register or carry out their activities without undue interference by the state.

Additionally, similar laws have been passed with regards to the media. The hitherto vibrant media in countries such as Kenya is under threat should the proposed laws go through. Journalists in places such as Somalia and South Sudan have not only been threatened, but some have actually been killed by state agents to curtail the freedom of the press. Similarly trade unions and other professional associations have either been co-opted, compromised or silenced at times leaving mostly religious institutions⁹, who in many countries are registered separately from the rest of the CSOs, as the only institutions which can stand against the excesses of the ruling elite.

The above notwithstanding many people in the region still express faith in CSOs and are appreciative of the roles they play in society especially the role they play in mediating the relationships between the common citizens and the state.

Conflict analysis

Eastern Africa region is one of the most conflicted regions in Africa. As a region it has known latent, intermittent, perennial and protracted conflicts. Since the 1980s the region has been politically volatile experiencing: intra state conflicts (in Rwanda, Burundi, DRC and Somali), interstate conflicts (between Ethiopia and Eritrea, South Sudan and Sudan), genocides (in Rwanda and in Sudan), political violence (in Kenya, Burundi and to a small extend in Tanzania), inter-faith tensions (in Tanzania as well as in Kenya), inter-ethnic conflicts (mainly in Rwanda and in South Sudan and almost in every other country to a smaller degree), etc. Other forms of violence in the region include: violent crimes, communal conflicts, violent extremism, and state failure. It has thus gone through what Paul D Williams¹⁰ see as 'complex and often interconnected social processes which are *simultaneously*, but to varying degrees, localized, nationalized, regionalized and globalized' and what often starts as national domestic security problems have morphed into

⁸ <http://www.theeastafrican.co.ke/news/East-African-govts-to-crack--down-on-civil-societies--NGOs-/2558/2509150/-/item/0/-/dth7t6/-/index.html>

⁹ In some countries Religious Leaders and their institutions are not free from partisan co-option by political elite.

¹⁰ Paul D Williams, 2011, *Horn of Africa: Webs of Conflicts and Pathways to Peace*. The Wilson Center

'zones of insecurity' which have trans-border, and even regional repercussions. Generally some of the drivers of conflict in the region include:

- Structural causes – social, economic and political structures
- Ethno political factors - Ethnicised politics, Politicised ethnicities
- Socio-cultural
- Socio-economic
- Politicised religion – radicalisation
- Natural Resources
- Economic and social marginalisation (historical injustices)
- Authoritarianism and political oppression
- Militarised governance
- Weak institutions of governance
- SALW, 'Weapon effect', making it easy for disgruntled elements to turn to violence

For more analysis of the three sub-regions, see annex 1.

2. Lessons learned

The NCA Eastern Africa Regional Peacebuilding Programme will build on the lessons learnt from the previous work done with partners such as the AACC, ACRL and FEC-CLAHA. Key of these are:

- Peacebuilding is a long term investment which requires a long term strategy to address the key driving factors of conflict. A successful intervention therefore requires support beyond a one – off engagement.
- Gender and the role of women need to be mainstreamed in the overall peacebuilding efforts and not be viewed as an 'add on' activity separated from the main programme
- Equal participation of men and women in peacebuilding strengthens local ownership and contributes to quicker healing processes
- Involvement of sufficient numbers of women in peace processes is essential in bringing to light issues of SGBV and other abuses
- Partnership with young people and especially linking them with religious leaders is one way of promoting the involvement of the youth in peacebuilding processes (lesson from the *linda Amani campaign*)
- Peacebuilding efforts are often threatened by weak peacebuilding structures and weak capacities in implementing institutions and hence the need to enhance organisational capacities of the partners' peace programmes
- Peacebuilding is not a linear process. It is impacted on by an interconnectedness of key driving factors. It therefore calls for a multi-dimensional and integrated approach and response
- Constructive engagement with different actors and especially with government pays in delivering sustainable solutions
- It is important to have appropriate tools and expertise
- Networking, coordination and collaborations generates synergy and simplifies work since the partners leverage resources and amplify their strengths for advocacy
- Human trafficking and illegal migration are a key result of conflicts and poverty

3. Geographic focus

Criteria used for geographic selection

NCA defines Eastern Africa Region to encompass 12 heterogeneous countries bringing together 3 but at times overlapping regions namely: The Great Lakes Region (DRC, Burundi and Rwanda), the traditional East Africa (Kenya, Uganda and Tanzania) and the Horn of Africa region, (Sudan, South Sudan Ethiopia, Eritrea, Somalia and Djibouti).

Under the previous strategy NCA partnered with a sub-regional (FECCLAHA) organisation whose work covers the selected region as well as with the AACC and ACRL who have a Pan African mandate. Under the proposed programme, the selection of programme areas will be guided by:

- NCA's presence and partners' priority countries
- Spaces where trans/cross border and regional issues can be articulated and acted upon.

NCA's geographic focus areas

Initial focus will be in countries where NCA has selected to work on Peace so as to create synergies and linkages with national peace processes. This will include linking up with the Peacebuilding programmes in DRC and South Sudan. Countries where NCA has a presence and are experiencing levels of violent conflicts such as Somalia and Burundi will also be prioritised.

The programme will also focus on areas affected by cross border /transnational conflicts such as Kenya/Somalia, Tanganyika/Zanzibar, DRC/Rwanda, Kenya/South Sudan, Ethiopia/Uganda (Elemi Triangle) Ethiopia/Eritrea and South Sudan/Sudan.

4. Theory of Change for NCA Eastern Africa

Vision

The overall goal of NCA's Eastern Africa Regional Peacebuilding Programme is "*Communities and social groups experience collaborative relations that enhance dialogue, harmonious co-existence and good governance*". In order to realise this goal the Regional Peace Programme will use the following pathways:

The pathways of change to achieve the vision

If religious leaders working through regional faith-based organizations can effectively mobilize groups across religious, ethnic and political divide to work together, then they will forge a united front to jointly address key drivers of conflict i.e. social identity, radicalization, violent extremism and sexual gender-based violence. This is because they will have built mutual trust and understanding which will improve inter- and intragroup relations. NCA assumes that religious leaders have the clout to effectively mobilize across religious, ethnic and political divides. There's the risk that some religious leaders may be perceived as not neutral.

If religious leaders and faith based organizations in the region are strengthened through capacity development, and are able to harness their diaconal assets to mobilize and empower citizens from the region with the knowledge and skills on their rights and responsibilities, then together they will be able to demand for political accountability and good governance from their respective national governments as well as vote in good leaders. This is because they will have increased their self-confidence and gained the experience to effectively monitor political processes and hold their leaders accountable. NCA assumes that national governments that are accountable and practice good governance will conduct institutional reforms that promote accountability, transparency and respect for the rule of law. There is a risk that if governments fail to be responsive, a 'people power' takeover can happen and cause a vacuum that is often filled by the military, subsequently subjecting the region to further fragility.

If religious leaders and faith-based organizations advocate for a transparent and accountable management of natural resources in the region, then equitable distribution of the proceeds will occur and local populations will meet their needs. This is because rational use of natural resources will boost local development, provide opportunities for all and therefore not become a source of conflict. NCA assumes that regional entities, national governments and private sector are open to implementing policies and agreements that ensure best practices in the management of natural resources and that communities are willing to share the benefits equitably. The risk is that the influence of other global actors that have strong interests in natural resources may be beyond the control of governments in the region.

NCA's role and added value in contributing to change

NCA will strengthen religious leaders and faith-based organizations through mutual capacity building and providing technical accompaniment to enable them effectively mobilize groups across religious, ethnic and political divides. This will include capacity development in areas of advocacy, peace building, conflict transformation and gender mainstreaming. NCA will support the strengthening of faith-led peacebuilding structures and facilitate the necessary technical support to accompany the religious leaders and faith-based organizations.

NCA will also support religious leaders and faith-based organizations to advocate for political accountability and good governance; and for transparent and accountable management of natural resources. This will be done through research and knowledge generation to inform the advocacy agenda, as well as supporting joint campaigns and support to enable the religious leaders and faith-based organizations to harness their diaconal networks to mobilize and empower citizens to hold their leaders to account and demand for rational use of natural resources.

NCA will further build vertical and horizontal alliances and networks with other similar initiatives to ensure effective and collaborative engagement. Regionally, NCA will seek to enable linkages and learning within and between countries leveraging its experience and learning from other regions.

Duty bearers and rights holders

Human rights violations are both symptoms and causes of violent conflicts. "Violent and destructive conflict can lead to gross human rights violations, but can also result from a sustained denial of rights over a period of time"¹¹. While many of the governments in the Eastern Africa region are signatories to various human rights conventions aimed at protecting their citizens' human rights, the reality is that such rights are either deliberately violated especially during conflicts or are not fulfilled due to various limitations within the state organs charged with the responsibility.

In line with a Rights Based Approach (RBA) governments and their institutions are recognised as the primary duty bearers. Other duty bearers include regional and sub-regional entities such as the African Union, IGAD, EAC and ICGLR. Politicians and their parties as well as Religious leaders and their institutions are also considered as duty bearers.

On the other hand communities and individuals in the region are the primary right holders and especially those whose social, economic and political situations make them vulnerable to exclusion, abuse and violation. Such include women, young persons, or those excluded on the basis of religion or ethnicity. NCA will therefore support religious leaders amongst others to challenge governments and other public entities and to hold them accountable to their commitments. The programme will also aim to empower communities and individuals to know, claim and defend their rights and to know their responsibilities.

¹¹ Michelle Parlevliet, "*Bridging the Divide: Exploring the relationship between human rights and conflict management*," *Track Two* 11, no. 1 (March 2002).

5. Strengthening civil society

Working strategically with civil society

Recent years have witnessed an increasing recognition of the central and active role that FBOs play in promoting peace and harmonious co-existence. Within the Eastern Africa region, the work of religious actors in accompanying the people from the region in their quest for peace cannot be down played¹².

Our past experience has also shown that there have been limited opportunities for dialogue amongst religious actors and other key stakeholders in peace work. NCA will therefore, under this programme, apart from aiming to consolidate past gains, also work to create linkages within and between our partners and other actors so as to leverage both human and financial resources for positive change.

Supporting joint advocacy and action as well as facilitating stakeholder dialogues around the 'push and pull' conflict factors, NCA will support partners to engage with decision makers at different levels from the local to the regional level with a view of influencing policy action.

Apart from the joint advocacy, the programme will also seek to bring together our partners with other peer organisations in multi-stakeholder forums modelled against the 'Alternative Mining Indaba' to dialogue and plan action around regional/sub-regional peace concerns.

Strengthening civil society through programme work

NCA has in the past combined to varying degrees different roles with regards to strengthening CSOs in the region: NCA has acted as a facilitator, networker, organisational and programme developer and convenor. Under the current plan, NCA will continue to play these roles while at the same time promoting closer interaction and collaboration between partners.

Through the dissemination of best practices and emerging (conflict) analysis, as well as formal training in relevant skills, NCA will support partners to grow their thematic competencies and technical capacities.

Of particular interest, during this period will be the inclusion and support given to emerging new social actors, those being women and young people who are often in the margins of peacebuilding and conflict transformation. NCA will therefore provide for their accompaniment by supporting their linkages with professional peace building institutions for mentorship and learning.

Also to be promoted will be joint advocacy and action through established (inter)faith structures around conflicts touching on governance and political accountability, extractives and resource based conflicts. NCA will also support stakeholder dialogues especially around social and religious dimensions of conflicts as well as on the role of women and gender mainstreaming in peacebuilding.

Conflicts in the region as in any other area are dynamic. As a strategy NCA will therefore support partner organisations to generate and/or get up to date information (analysis) on the changing dynamics within the conflict situation and use this information for sensitisation and awareness creation and dissemination not only to relevant authorities/stakeholders, but also to own constituencies as part of an early warning mechanism.

¹² In this regards NCA has worked through AACC to accompany the Church in South Sudan, with FECLAHA to train the Women through the SSCC on UNSCR 1325 and with ACRL to establish an Interfaith Council in South Sudan as an example. Other examples include the linkage facilitated between the National Council of Churches of Kenya and youth to promote peace in Kenya in the run up to the 2013 general elections in the country

Tools development and/or dissemination for gender mainstreaming, conflict sensitive programme development and religious peace building will especially form part of the partners' capacity enhancement.

Capacitating core partners as civil society actors

NCA's historical partners in Peace work in the region have been religious actors through their institutions – the AACC, ACRL and FECCLAHA. The main reason for retaining these as core partners is based on our shared values and faith heritage as well as the elaborate networks that these partners bring on board.

In enhancing the capacity of the selected partners, NCA will initially ensure partners undertake an Organisational Capacity Assessment (OCA) to determine institutional and organisational challenges that may limit the partners from achieving their full potential as a serious force for broader transformational change.

Recognising that the partners are further strengthened when they work together, NCA will support the partners to carry out Organisational Network Analysis (ONA) to promote coordination and collaboration among the partners and other likeminded organisations in the region. In-built in this process will be the promotion of peer review and creation of mechanisms to proactively respond to identified capacity gaps.

Ultimately NCA will work with the partners to ensure that they practice democratic governance within their own structures and that they are responsive and accountable to their constituents and other stakeholders.

6. Programmes

6.1. Global Programme: Peacebuilding

Needs analysis

The Regional Peace Programme is designed to address peace in the Eastern Africa region which covers 12 countries in three sub-regions, the Horn, East Africa and Great Lakes region. The programme solely focuses on peacebuilding, addressing drivers of conflict and improving inter- and intragroup relations in the region. It is therefore at regional level only one programme that will be the focus of the following Global Peacebuilding Programme outcomes:

- *Outcome 1: Inclusive peacebuilding structures and mechanisms prevent and transform*

Inclusive institutions and structures are an indispensable prerequisite to conflict transformation and peacebuilding systems, such include structures that are established by both state and non state actors.

In the Eastern Africa region, several such structures have emerged including grassroots-level peace committees, traditional peacebuilding structures such as the 'house of elders'¹³ as well as national and even regional peacebuilding configurations of various types. Religious institutions too have played significant role in establishing such structures to facilitate dialogue, healing and reconciliation in many conflict situations.

While it is recognised that peaceful environment is dependent on the presence and strength of such structures, the reality on the ground has not been without its challenges. This has limited the effectiveness and efficiency of the very same structures. The challenges include the fact that these structures are often not free from being held hostage by political and social cleavages which are often behind the very conflicts that the structure aims to address. Similarly the same structures are also products of political, cultural and religious norms, which tend to marginalise certain categories such as youth and women or people from peacebuilding process and also to exclude 'others' who do not share their political or religious convictions.

Other challenges facing peacebuilding structures include issues of limited skills and professionalism especially amongst those established by FBOs where the focus is not so much on results but on wanting to do 'good' as a religious tenet. Lack of collaboration and coordination are also challenges with many of the peacebuilding organisations tending to operate in isolation, lacking in spaces where strategies and initiatives can be jointly shared/undertaken.

- *Outcome 2: Actors improve the status of laws, agreements, policies, budgets or institutions at regional level addressing key driving factors of conflicts*

NCA and partners prioritized two key drivers of conflict in the region. First is poor political governance and accountability, which is at the core of instability and violence in the region; and second, access to and control of natural resources. The two drivers of conflict are interlinked in the sense that political power is generally viewed as a means to access and control resources in the region.

In all the 12 target countries there is a major challenge of poor governance and lack of accountability to the citizenry. There are incidences of abuse of political and military power, violations or attempts towards violation of the constitutions such as the 'third term syndrome' experienced in Burundi, DRC and now Rwanda. Other than Kenya and

¹³ Examples include the Guurti in Somalia, the Jarsa among the Borana etc

Tanzania, the rest of the countries are under militarized governments, making it difficult for the civil society to grow, for religious leaders to play their peacebuilding role, and for the opposition to have a positive impact on the local politics. Moreover, all the 12 countries have had serious allegations of corruption and misallocation of funds, which equally demonstrate the weakness of the anti-corruption units where they exist, and the incapacity of the judiciary. Kenya promulgated a new constitution in 2010 and is in the process of instituting political reforms amidst resistance and sometimes confusion from political leadership while Tanzania is currently debating a new constitution. The rest of the countries have weak institutions of governance that are centralized around the presidency.

On control and access to natural resources, there are emerging conflicts over competition for the control of the natural resources within extractive industries and those that are commonly shared by communities like land, water and minerals. Multinationals from the West and China are currently exploiting mineral resources in Kenya, Congo, Uganda, South Sudan and Tanzania. There are already border conflicts between due to potential richness in minerals and oil within the region for example between the Turkana and Pokot in Kenya. In other areas there have been protracted historical conflicts between the agriculturalists and pastoralists over common resources such as water, pasture and land. For example in Congo there are clashes between Lendu and Hema; in Kenya it is between the Pokomo and the Orma at the coastal region. In South Sudan, there have been conflicts between the pastoralists of Lake State and farmers from Western Equatoria similarly between the Shilluk and Nuer. In Ethiopia there have been conflicts of land dispute between Borana and Garri near the Kenyan border. In this southern region of Ethiopia several pastoralist tribes rely on available land for grazing.

This has been exacerbated by frequent perennial droughts as a result of climate change and the rapid population growth has strained natural resources especially land.

While the rational use of these resources should boost development (and, thus, peace), their exploitation has often than not become a source of tension/violence. In some cases, it benefits the ruling minority and forces the majority of the population to languish in misery. In other cases, it benefits extractives (with the complicity of state authorities and/or as a result of weak state authority) without taking into account the development needs of local communities. In most cases, this exploitation is done without regards to international standards. As a result, it destroys biodiversity, contributes to climate change by polluting the environment, and aggravates the living conditions of the local communities.

- *Outcome 3: Increased participation of women in peacebuilding*

Women in Eastern Africa as is common with women all over the world, face a variety of legal, economic and social constraints. Several factors account for this situation including; patriarchal nature of the communities in the region which promotes male dominance and subordination of women in social, economic and political spheres, cultural and religious norms which institutionalise gender discrimination and male bias, limited intra-household bargaining power, heavy domestic workload accompanied by both public and private violence which curtail women's involvement in public processes.

Although the inclusion of women in peacebuilding processes has gained momentum since the unanimous signing of the UNSCR 1325 in 2000, the reality on the ground has shown that women are still largely excluded from formal peace processes; continue to bear the blunt of conflicts as GBV/SEA gets institutionalised as a weapon of war and that in most instances the final agreements to end conflicts are gender blind.

Traditionally peacebuilding organisations and processes have focused on political and CSOs leaders who are often men as the key people to involve in peacebuilding and conflict prevention efforts while looking at women as victims of wars and conflicts and hence failing to recognise their agency and capacity for both violence and peace.

Often women are viewed not to have knowledge, skills and social status needed for peacebuilding. This view is more so for women in religious institutions.

- *Outcome 4: Inter- and intragroup relations have improved*

Religious fundamentalism and violent extremism has been a major challenge in the region especially in Kenya, Uganda, Somalia, Ethiopia and Tanzania. Extremism finds its root in intolerance, the unwillingness to accept views, beliefs, or behaviour that differs from one's own. Within the region, this has become a dangerous phenomenon with groups such as Alshabaab, which has been recruiting disgruntled citizens, mostly the youth, to commit heinous acts in the name of defending their views. Unless this trend is altered, it will continue to pose serious threat to harmonious co-existence in the region where Islam and Christianity are the religions for the majority of the population.

The region has paid the highest price in Africa in both human lives and material destruction as a result of ethnic conflicts. The region has known genocides and inter ethnic massacres which resulted in loss of millions of lives. The most recent being the 1994 genocide in Rwanda in which close to a million people were killed in 90 days. The ethnic tensions giving rise to the massacres are often politically motivated as politicians jostle for power. Given the trans-boundary nature of ethnic groups in the region, social identity conflicts in one country have often had a ripple effect in neighbouring countries. In addition, the region is also facing long and repeated history of inter and intra group violence between communities; mistrust; disputes over resources; cattle rustling; community violence; police brutality; armed gangs; fear of attack by rival groups; and proliferation of small arms. These mostly interrelated forms of violence are a hindrance to collaborative relations and harmonious co-existence.

Political violence especially around election times is also another form of conflict in the region. Closely related to this are the intra-group conflicts motivated either by the politicisation of identities, religious and ethnic or the ethnicisation of politics. Political leaders are also key actors when it comes to either driving or preventing conflicts. Many of the conflicts in the region are as a result of power struggles between politicians. A case at hand is South Sudan. The 'third term syndrome' has also been a driving cause of conflict as is currently being experienced in Burundi.

Programme goal and theory of change

Programme goal: Social groups experience constructive inter- and intragroup relations

Outcome 1: Inclusive peacebuilding structures and mechanisms prevent and transform

If NCA facilitates greater cooperation between regional faith-based partners and enhances the capacity of religious leaders through establishing a faith-led Regional Peace Response Team; creating and strengthening inter and intra group forums; providing technical accompaniment and training religious leaders in peace and conflict skills; then they will create inclusive peacebuilding structures that can prevent and transform conflicts. This is because they will be able to effectively use their moral and physical presence to detect and prevent conflicts; provide healing and reconciliation in areas affected by conflicts; and advocate for duty bearers to address drivers of conflicts. NCA assumes that religious leaders and faith-based organizations will be perceived as neutral by the warring groups.

Outcome 2: Actors improve the status of laws, agreements, policies, budgets or institutions at regional level addressing key driving factors of conflicts

The Regional Peace Programme will address the two priority drivers of conflict through the following pathways:

If NCA builds the capacity of and support religious leaders and faith-based organizations in the area of governance and accountability, they will be able to harness their diaconal assets to mobilize citizens, undertake civic education, election monitoring and promote good governance. This is because religious leaders and regional faith-based partners have the clout and moral authority to address and influence political decision makers at regional and national level; and the ability to reach out to their own member organizations, constituents and networks in the countries affected by violent conflicts. NCA assumes that political leaders will provide space for the religious leaders and faith-based organizations to operate and work with them to resolve any conflicts and institute the necessary institutional reforms.

If NCA strengthens the capacity of religious leaders and faith-based organization in the area of natural resource management by facilitating learning from the Indaba Mining Model in South Africa, providing information from evidence based research in the area and organize stakeholders' fora, then they will have the necessary knowledge and skills to influence the key decision makers including regional entities, national governments, private sector, and other stakeholders to change and or institute favorable agreements, policies and laws especially in the extractive industries sector and to conform to international best practices. NCA assumes that the key stakeholders in the sector including governments, private sector and communities are willing to provide space for religious leaders and FBOs engagement and align their practices to international standards.

Outcome 3: Increased participation of women in peacebuilding

If NCA and partners equip women with appropriate knowledge and skills in peacebuilding and conflict transformation through training, mentorship, linkages and technical accompaniment; then they will have the capacity to engage in peacebuilding processes and to advocate for integration of gender perspectives in peacebuilding. This is because they will have built self confidence and acquired the necessary technical knowledge and skills to participate effectively in peacebuilding processes. NCA assumes that more space will be open for women to participate in peacebuilding processes.

If NCA, partners and women together advocate for integration of gender perspectives in peacebuilding processes through sensitization on UNSCR 1325, the development of tools for integrating gender perspectives in peacebuilding, and training on gender, then more women will be involved in peacebuilding processes because they will influence the current male dominated peacebuilding processes to not only recognise and respect the peacebuilding role of women but to also facilitate their participation in peacebuilding. NCA assumes that the current male dominated religious, political and CSO leadership involved peacebuilding processes are willing to provide space for women to participate.

Outcome 4: Inter- and intragroup relations have improved

If NCA and core partners work together to build the capacity of religious leaders through forming intergroup fora, promoting inter-group reflections, supporting peace education and providing information on conflicts, they will be able to mobilize groups belonging to different identities (religious, ethnic and political) so that these groups have more opportunities to constructively work together on issues of common concern, then the group relations will significantly improve because it will reduce prejudices and build mutual understanding and trust. NCA assumes that the warring inter and intra groups are willing to work together to resolve their issues with guidance from the religious leaders.

Programme description

NCA and partners will respond to the context described above through the implementation of the Regional Peace Programme. Examples of main activities under this programme include:

For outcome 1, ***Inclusive peacebuilding mechanisms prevent and transform conflicts***, the main activities will be training of Regional Peace Response Team on conflict resolution mechanisms, interfaith dialogues fora on key drivers of conflict and peacebuilding, and training of religious leaders on peace and conflict skills.

For outcome 2, ***Actors (religious leaders and institutions) have contributed to improve the status of agreements, policies, budgets or institutions at regional level addressing key driving factors of conflict***, the main activities will be training of religious leaders on peace and extractives and campaigns by religious leaders to address key drivers of conflict in the region.

For outcome 3, ***Increased participation of women in peacebuilding processes***, the main activities will be training of women peace builders in the areas of peacebuilding, conflict transformation and leadership, and training of religious leaders and faith-based organizations on UNSCR 1325 and other relevant UN Security Council Resolutions.

For outcome 4, ***Inter- and intragroup relations have improved***, the main activities will be to organize inter and intra group fora to address social identity based conflicts, to conduct research on radicalization and violent extremism in the region, and to support joint inter and intra faith public campaigns against religious radicalization and violent extremism.

To achieve the programme goal above, the Programme will mobilise, facilitate and support religious leaders and their Faith-Based Institutions to effectively engage in peacebuilding and to mobilise and facilitate dialogue within and across political, ethnic, religious and socially divided groups. Through the training and deployment of an inclusive Peace Response Team, the Programme will offer support to local (national) religious leaders and FBOs peacebuilding structure in their peacebuilding efforts.

Through knowledge and skills enhancement, the Programme will also strengthen the capacity of religious leaders and their institutions, women and youth groups to hold duty bearers accountable and to lobby and advocate towards governments and other responsible entities to address key driving factors of conflict in the region.

Building on NCA's traditional role of strengthening CSOs as a facilitator, networker, organisational and programme developer, the Programme will seek to create spaces for dialogue amongst her core partners, key religious leaders and relevant stakeholders to consolidate collaborative approach for peacebuilding in the region.

NCA and core partners will also support joint advocacy and action informed by sound context and conflict analysis all the while supporting the inclusion to emerging social actors in the name of women and youth.

7. Emergency preparedness and response

Strengthening disaster response capacity

The region especially the horn of Africa suffers frequent extreme climate variations affecting millions of people. This coupled with the number of people affected by conflicts calls for emergency preparedness and response to alleviate human suffering in the region.

The focus of the Regional Peace Programme is mainly peacebuilding and will not be expected to directly respond to emergencies. However, the Programme will strengthen linkages with NCA COs and other partners that have capacity to ensure that those affected by disasters are provided with lifesaving needs within the specific countries where NCA has a presence.

Humanitarian coordination

The programme will also establish linkages with the recently established ACT Alliance Secretariat in Nairobi. The Secretariat is strengthening its capacity to respond to emergencies in the region and the programme will seek to leverage that capacity to support those affected by disasters in the region. This will be achieved by strengthening the linkages between the Secretariat and NCA partners.

In addition, the programme will work with religious leaders to support advocacy initiatives at regional level aimed at supporting emergency interventions within the region.

8. Finance and funding

Funding situation

Recent evidence suggests shifts in the global funding landscape prompting significant changes in donor commitments in Africa. New donors and donor strategies have given rise to new priorities, new partnerships and new financing modalities all of which have important repercussions for organizations and for the execution of peacebuilding programmes. Significant of these shifts is the increasing shift from aid to trade and the emerging support going towards the promotion of Public Private Partnerships (PPP) with investments and job creation being in the forefront. While this in the long run would serve to address some of the challenges facing a critical category vis a vis work – the youth, the shift from funding or granting to aid to NGOs will in the short run adversely affect peacebuilding work. Currently NCA through its Kenya office has been supporting 3 partners engaged in peacebuilding activities. The Peace Programme (Faith Communities and Peacebuilding) realizes over 93% of its budgetary support from NORAD sources with 7% coming from NCA non-earmarked funds. It is noted that with the envisioned deepening of the programme, there will be need to increase funding levels to facilitate realization of the programme aims and objectives. To this end, it is expected that there will be need to grow funding levels by an average 10 - 15% each year over the five (5) years plan period so as to meet budgetary obligations of the new Regional Peace programme.

Analysis of donor market

Recent years have seen bi-lateral donors such as USAID, DFID, Dutch Government, Norwegian Government, SIDA, CIDA and even the EU coming up with funds to create strong regional frameworks for conflict mitigation and especially geared towards addressing cross-border security problems. Funding has also been set aside by Non State Actors (NSA) such as foundations and through private donations to strengthen the capacity of African institutions to reduce insecurity and to address some of the key driving factors of conflict. Another emerging trend has been financing through consortiums as opposed to funding individual organisations so as to leverage on scale. It is therefore against this background that the Regional Peace Programme will aim to collaborate with other organisations and especially through sister agencies under the ACT Alliance to jointly fundraise to support some of the programme components.

Programme selection based on donor market analysis

The proposed for the Regional Peace Programme is based on the lived realities on the ground which has shown the integrated and transborder nature of conflicts in region. This is also reflected in an increased through cautious interest by donors to finance regional / cross border peace building programmes. Donor interests in strong CSOs in the countries across the region ties well with our interest in strengthening FBOs to play an active role in mitigating conflicts in the region. As is the growing interest in counter radicalisation work especially as it relates to youth and religious leaders who happen to also be part of our primary targets.

Forecasted income

Year	2016	2017	2018	2019	2020	Total
NORAD	2 M NOK	2.2M NOK	2.42 M NOK	2.7 M NOK	2.97 M NOK	12.29 M NOK
Other funds	2 M NOK	2 M NOK	2.5 NOK	2.5 M NOK	2.9 M NOK	11.9 M NOK
Grand Total	4 M NOK	4.2 M NOK	4.92 M NOK	5.2 M NOK	5.97 M NOK	24.19 M NOK

Refer to excel sheet 3.

9. Monitoring and evaluation

Monitoring principles and practices

The regional peace programme monitoring and evaluation will build on the lessons learnt from the Faith Communities & Peace Programme that was implemented by regional partners. The regional partners were strong in monitoring and reporting on outputs and activities but weak when it came to outcome and impact. The Programme will seek to build on the discussions held with regional partners on introducing *Outcome Mapping methodology* for monitoring and evaluation of the peace work. In this regard, the programme will build the capacity of partners to apply the outcome mapping methodology.

Given the complex nature of peace building work where many processes happen at the same time, it is important to develop mechanisms that can capture the desired changes happening at different levels. Apart from outcome mapping, the programme will also use the *Theory of Change methodology* during planning, monitoring, evaluation and reporting. The programme has already engaged partners in the use of theory of change during the process of developing this programme. This will also call for continuous capacity building on the use of the methodology to ensure effectiveness.

The programme will also adopt a *participatory approach* in its planning, monitoring and evaluation. This will include involvement of partners and NCA staff from different departments such as finance in the PMER work. This will ensure that partners are aware of the expected results and working towards them.

Documentation of results was also identified as an area of weakness during the implementation of Faith Communities & Peace Programme. This programme will therefore seek to strengthen the capacity of partners to document and share results. This will enhance the visibility of NCA and partners and raise the profile of the programme, which is important for resource mobilization.

The programme will also apply *Do No Harm Principles* in its implementation. This includes updating the conflict analysis on a yearly basis and adapting the programme according to the findings.

Evaluations

Annual partners planning and review meetings will be conducted at the beginning and towards the end of the year. This will be aimed at reviewing the work done during the previous year and planning of work for the following year. Joint monitoring visits will be conducted by NCA Programme staff, together with staff from finance, HAP focal points persons and partner's staff. This will be undertaken on a biannually or when the need arises.

In order to ensure the Programme is on track regarding medium term and long term changes, two evaluations have been planned:

Mid-term evaluation

This will be conducted in mid-2018 to assess the progress made by the programme to achieve its medium and long term goals. This will enable the programme to identify the appropriate actions to address any particular issues in design, implementation and management of the programme. It will also provide an opportunity to reinforce initiatives that demonstrate the potential for success.

End-term evaluation

An End-term evaluation will be carried out in Mid-2020 to assess the progress made by the programme over the period towards achieving its goals. This will enable the programme assess the outcomes and impact of the programme.

The Mid-term and End-term evaluation will be conducted in collaboration with HO and in line with NCA guidelines on evaluation.

10. Organisational prerequisites

Competence development

NCA's Eastern Africa Regional Peace Programme is an effort to consolidate past gains by partners who have been working on peace concerns in the region. The programme will therefore be implemented through a tripartite arrangement drawing on the competencies from NCA Head Office, NCA staff in Nairobi and NCA partner organisations in the region.

As a learning organisation, NCA will facilitate continuous capacity development on key skills both thematic and administrative especially in the areas of conflict analysis, peace advocacy, resource mobilisation and PMER.

Human resource needs

The Programme currently has one staff based in Nairobi who will work in close collaboration with a Peace Advisor based in Oslo. It is however anticipated that as the Programme peaks in two years' time, there will be need to increase the number of staff in Nairobi to 2.

Cost effectiveness

NCA and partners will work to ensure that the Programme is implemented in a way that optimum results are achieved in the most economical manner. To ensure this several measures will be put in place as follows;

- The Programme will ensure that all goods and services procured by the Programme will be through a competitive bidding process and will be awarded to the lowest bidder without compromising on quality,
- The Programme will also seek to economise on resources by using in-house capacities especially in trainings and other capacity building measures.
- The Programme will also encourage joint planning with partners so as to avoid duplication of efforts and wastage of resources.
- Where possible the Programme will plan for back to back activities to minimize on travel costs.
- Already plans are underway for sharing offices with the ACT Africa Regional Office and Christian Aid to minimize on office running costs
- The Programme will collaborate with NCA Country Offices to ensure that some activities are incorporated in the country office plans and possibly budgets.

Efficiency

- The Programme will improve efficiency through increased accountabilities to all stakeholders involved in its activities
- The implementing team will ensure flexibility and adaptability of the programme through consultation with other beneficiaries particularly based on and informed by the challenges experienced during implementation
- The programme will provide opportunities for shared learning and networking

Equity

- The programme will promote gender considerations by seeking to involve youth and women in all programme activities and in particular in decision making processes.
- The programme will be sensitive on matters of equity with regards to religion, ethnicity, gender and age.

11. Risk management

Strategic

The region under focus is already one of the most conflicted regions in Africa. Insecurity as a result of escalation of the conflicts in the region has the potential to reverse, slow or hamper the programme's peacebuilding work. As indicated in the conflict analysis, there are many drivers of the conflicts in the region, most of which are beyond the scope of this programme. NCA will work with other stakeholders in the region to ensure that all drivers of conflicts are addressed. The regional peace programme will adhere to Security Plans developed by the NCA COs to enhance security of staff.

The space for CSOs to operate in the region is slowly shrinking. There is a growing trend in the region where governments are putting in place policies and regulations that restrict the operations of CSOs. This may limit advocacy activities of the programme. To mitigate this, NCA will build the capacity of religious leaders to influence government.

Financial

Insecure funding and over reliance on NORAD is a major financial risk. In order for the programme to be effective, substantial amount of resources will be required. NCA will use the current funding as a foundation to raise additional funds for the programme. NCA will write and submit proposals and seek partnerships with other organizations to raise funds for the programme. The development of joint proposals with members of ACT who have regional programmes operating from Nairobi is being explored.

NCA will continue to build the capacity of partners in governance and financial management to reduce the risk of financial mismanagement and corruption. Monitoring will be undertaken together with staff from the finance department to ensure that financial procedures are adhered to by all partners. Should NCA work with new partners, then the partner capacity assessments including financial systems will be carried out to ensure that new partners have capacity to manage funds.

Operational

NCA Partner's capacity still remains a challenge. The programme will mainly work with religious leaders and FBOs whose capacity is at times a challenge to deliver on the programme outcomes. NCA together with partners will identify capacity gaps and work to build the capacity of partners and religious leaders to effectively deliver on the outcomes of the peacebuilding programme.

The deployment of the Regional Peace Response Team is not without risks. The training of the team will therefore include security briefing and will be coordinated with NCA country programmes where the team may be deployed.

With the phase out of the Kenya Programme, NCA's registration in Kenya will also be reviewed. NCA has already planned for consultation with local authorities on this matter.

Hazards

The region especially the Horn suffers unpredictable extreme climate variabilities affecting millions of people. This includes prolonged and frequent droughts and flooding. Competition for the limited resources such as pastures and water is one of the drivers of conflict in the region. This has the potential to increase conflicts as well as worsen the humanitarian needs of the affected populations. NCA will seek to influence other partners addressing climate change and providing humanitarian response to ensure that adverse effects and impacts are mitigated. The Programme will seek synergies with and work in close collaboration with the ACT regional office when it comes to emergency / humanitarian response.

Annex 1: Sub-regional conflict analyses

The main conflicts in the Horn

The horn of Africa has been one of the most conflictual parts of the world. It is a region that has witnessed all manner of conflicts ranging from; **lengthy struggles for independence** as witnessed by the Eritrean war for independence from Ethiopia and the South Sudan war of independence from Sudan whose repercussions still continue to be felt. Closely tied to this are **border conflicts** such as the now on now off conflict between Ethiopia and Eritrea¹⁴, the border tensions experienced between Eritrea and Djibouti and the contested border between South Sudan and Sudan.

The region also continues to experience **protracted cluster of conflicts** in Somalia and various **violent conflicts** within South Sudan and Sudan in places like Darfur, Southern Kordofan, and the Nuba Mountains and in Blue Nile state.

Religious fundamentalism, radicalisation and violent extremism are also a major challenge in the region as is attested by the example of Al-Shabab which has become a menace in the region. The recruitment and involvement of youth is a worrying trend in this regard.

Social identity conflicts are also common in the region, the politicisation of overlapping identities between the Ethiopians and Eritreans; the clan based politics in Somalia and the current Nuer/Dinka conflict in South Sudan are all examples of how identities have become causes and sustainers of conflict in the Horn of Africa.

The **proliferation of Small Arms and Light Weapons** in the region is another driving factor of conflicts. The readily available illicit weapons in the hands of civilians have exacerbated the **conflicts over natural resources** especially over land, water and pasture as well as traditional rivalries in **cattle rustling**.

The main conflicts in traditional EA

The traditional Eastern Africa sub region has enjoyed relatively fewer violent conflicts with the exception of Uganda where LRA **insurgence** left behind a trail of destruction in the Northern Uganda and in several other neighbouring countries. The sub-region has however experienced low intensity conflicts in the form of **armed cattle rustling** in the pastoralist communities of Northern Kenya and North Eastern Uganda as well as in the border areas between Kenya, Uganda, Ethiopia and South Sudan.

All countries in the sub region have also been victims of **terror attacks** and are currently experiencing heightened threat from **violent extremism** more pronounced in Kenya and Tanzania (Zanzibar) coupled with tensions between Muslim and Christian communities in the countries.

Political violence especially around election times is also another form of conflict in the sub region. Elections have proved to be a matter of concern for many countries in the sub-region. According to Dr Opongo¹⁵, flawed process before, during and after elections caused by poor institutional structures, political manipulations, lack of transparency, corruption and the 'winner takes all' principle have adversely affected the credibility of most elections within the region. This has resulted in loss of lives and property emanating from violent contestation of elections as witnessed in Tanzania, Kenya and Uganda. Closely related to this are the intra-group conflicts motivated either by the politicisation of identities (religious and ethnic) or the ethnicisation of politics.

¹⁴ The conflict is however more than just a border conflict

¹⁵ Opongo E, 2015 *Conflict Analysis and Opportunities for Peace Response in Eastern Africa, the Horn & Great Lakes Region*

Conflicts in the sub-region have also been fuelled by deep **social grievances** resulting from the practice of politics of exclusion along ethnic, religious or class lines. In Kenya for example the pull towards violent extremism with resultant terror attacks can partially be attributed to years of marginalisation of certain geographical locations and also to frustrations experienced mostly by young people due to unemployment and exclusion from social and political processes.

The main conflicts in GL

The Great Lakes sub-region¹⁶ has known very little peace in the recent past. The region has witnessed political strife, armed conflicts between various groups, genocide in Rwanda, civil war in Burundi and cross-border conflict in the Democratic Republic of Congo (DRC)¹⁷. The situation has been made worse by the presence of internal and external armed groups, proliferation of Small Arms and Light Weapons (SALW) and the illegal extraction and selling of minerals and other natural resources.

Drivers of conflict in the sub-region are divers raging from historical factors such as the **colonial legacy** which saw the countries in the region get into independence handicapped and divided following the assassination of their would have been founding fathers; King Mutara III Rudahigwa of Rwanda, Patrice Lumumba of DRC and Prince Louis Rwagasore of Burundi all murdered either close to or soon after their respective countries independence¹⁸. The violent conflicts which followed these assassinations aborted the process of state building and gave rise to a culture of violence and impunity and unresolved historical injustices which have continued to date.

The intricate link between **natural resources and conflict** in the DRC became clear in the late 1990s and since then DRC has been considered as good example of what has come to be known as the 'resource curse' and a case study of natural resource induced conflicts. The competition between various armed groups for control of minerals has been one of the major drivers of conflicts in DRC. This conflict has drawn in many rebel groups including those from neighbouring countries such as the Rwandese Forces Democratiques de Liberation du Rwanda (FDLR) to name but one resulting in interventions from neighbouring countries and hence externalising and regionalisation of the conflict. In addition, rent seeking by the regular military and political elite has greatly undermined the political will to end the conflict. The political economy of the extractives in the DRC is therefore seen as a reason of the conflict on one hand and on the other as financing the conflicts not just in DRC but across the sub-region. The situation has been compounded by the proliferation of Small Arms and Light Weapons (SALWs) which has increased the violent nature of the conflicts. Land is the other resource which has contributed to conflicts in the region.

Closely tied to the resource driven conflicts is the whole issue of **governance challenges** emanating from weak state presence, chronic bad leadership and failure to manage critical transitions. This has resulted in inadequate political systems, deficient democracy and conflict fuelling political cleavages of which all the countries in the sub-region are guilty in varying degrees.

Intra and inter-group (ethnic) relations have also been another driver of conflicts in the sub-region. According to Georges Nzongola Ntalaja¹⁹, the Great Lakes region has paid the highest price in Africa in both human lives and material destruction as a result of ethnic conflicts. The region has known genocides and inter ethnic massacres which resulted in loss of millions of lives. The most recent being the 1994 genocide in Rwanda in

¹⁶ In this case limited to DRC, Burundi and Rwanda

¹⁷ ISS Seminar Report (2012): *Regional Dimensions Of Conflict In The Great Lakes Region*

¹⁸ Shyaka, Anastase (2008) "Understanding the Conflicts in the Great Lakes Region: An Overview," *Journal of African Conflicts and Peace Studies: Vol. 1: Iss. 1, Article 3.*

¹⁹ Ntalaja G N, *Ethnic Identification in the Great Lakes Region*

which close to a million people were killed in 90 days. The ethnic tensions giving rise to the massacres are often politically motivated as politicians jostle for power. Given the trans-boundary nature of ethnic groups in the region, social identity conflicts in one country have often had a ripple effect in neighbouring countries.

A major outcome of the conflicts not only in the Great Lakes but also in the entire region have been displacement of populations and all its resultant effects of refugee populations, IDPs, forced migration and human trafficking. The recent political crisis in Burundi in 2015 has seen more than 100,000 people seek refuge and safety in the neighbouring Tanzania, Rwanda and Uganda. Rwanda hosts more than 97,000 refugees mostly from the DRC. The conflict in eastern DRC has prevented more than 429,000 Congolese refugees in Rwanda, Burundi and Tanzania, from returning home. To a great extent the refugee influx tend to strain the limited resources within the host country further fuelling conflicts and insecurity.

Annex 2: Partner information

Name of partner	All African Council of Churches (AACC)
Type of Organisation	FBO
Year of Establishment	20th April 1963
Legal Status	Registered in Kenya and with Diplomatic Offices in Ethiopia and Togo
Number of Employees	26
Thematic Focus	Governance, Peace and Reconciliation, Information sharing and Advocacy
Number of Members	183
Management Structure	See attached Annex – The AACC Organisational Structure
Financial Foundation	Grants, Donations, Internally generated funds and membership fees
Membership in Networks	Ecumenical Networks including ACT Alliance, CSOs at National Sub-regional and Continental levels
Cooperation with Local Government	Has an MOU with the AU
Other Donors	Several including Ecumenical Organisations such as Bread for the World, ICCO, etc
Geographic Area	Pan African
Thematic/Global Programme (Technical Expertise)	Theology, Ecumenical and Interfaith Relations, Empowerment, Diakonia and Development, Family Life and Gender Justice, Peace and Advocacy, Resource Development
Rational for NCA Partnership with AACC	Strategic partner with a continental reach and network, respected and networked with Pan African and sub regional entities, history of working on peace and reconciliation
Year when partnership with NCA was established	2002
Division of labour between NCA and AACC	AACC has a broad network across Africa which will be leveraged for peacebuilding purposes. AACC connection with key religious leaders will be promoted to engage with governments at National, sub-regional and even at the AU level.

Name of partner	African Council of Religious Leaders (ACRL)
Type of Organisation	NGO
Year of Establishment	2002
Legal Status	Registered in Kenya as an NGO
Number of Employees	7
Number of Members	11 (another 3 are awaiting clearance)
Management Structure	General Assembly, Governing Board, Executive Committee and Secretariat. Its structure also includes two networks namely the Women of Faith Network and Youth Network
Financial Foundation	Grants, Donations and membership fees
Membership in Networks	Religion for Peace International, Inter-Religious Council of East Africa
Cooperation with Local Government	Has an MOU with the AU and also works closely with National governments through the National Inter-Religious Councils throughout Africa
Other Donors	WCRP-RfP, GHR Foundation, ICAN, Faith to Action Network
Geographic Area	Covers the whole of Africa clustered in 4 blocks; East Africa (including the Horn of Africa) Central Africa, Southern Africa and West Africa
Thematic/Global Programme (Technical Expertise)	Democracy and Governance, Peace and Security, Sustainable Development and Protecting the Earth, Strengthening membership
Rational for NCA Partnership with ACRL	Strategic partner with a multi religious membership. Is instrumental in promoting inter-faith dialogue. Has an established networks of women and youth who are key targets for NCA peace work
Year when partnership with NCA was established	2006
Division of labour between NCA and ACRL	ACRL brings on board the inter-faith dimension of the peace-building work and will be supported to facilitate inter-faith dialogues. Their women of faith network will also be utilised to mobilise and capacity build women for their participation in peace-building and advocacy processes.

Name of partner	Fellowship of Christian Churches and Councils in Great Lakes and Horn of Africa
Type of Organisation	FBO
Year of Establishment	1999
Legal Status	Registered under the Societies Act in Kenya in 2001
Number of Employees	6
Number of Members	11 Member Councils and Churches
Management Structure	General Assembly, Executive Committee and Secretariat
Financial Foundation	Donation and grants from Ecumenical partners and membership fees
Membership in Networks	ACT Alliance, East Africa Network on Small Arms (EANSA)
Cooperation with Local Government	Engages with National governments through its members the National Councils of Churches. At the Eastern Africa level it engages with Intergovernmental bodies such as the International Conference on the Great Lakes Region (ICGLR), Regional Centre for Small Arms (RECSA) and the East Africa Community
Other Donors	Ecumenical including Christian Aid, Church of Sweden, DKA Australia, ICCO, Kairos Canada etc
Geographic Area	10 out of the 12 countries in the Great Lakes and Horn of Africa
Thematic/Global Programme (Technical Expertise)	Peacebuilding and Conflict Transformation, Governance, Gender, Youth, Human Security (focusing on SALWs and Human Trafficking)
Rational for NCA Partnership with FEC-CLAHA	FECCLAHA covers the Increased cooperation
Year when partnership with NCA was established	1999 (NCA played a key role in nurturing the organisation at its establishment
Division of labour between NCA and FEC-CLAHA	FECCLAHA bring on board an intimate knowledge of the Eastern Africa region as well as experience of working with youth on issues relating to peace.

Annex 3: Cross-cutting issues and strengthening civil society

Refer to Excel Sheet 1

Annex 4: Programme results frameworks

Refer to Excel Sheets 2

Annex 5: Funding strategy and targets

Donor Relations

1) Donor Relations:

In order to implement the activities planned for in this strategy, NCA Regional Peace Programme prioritises diversification of funding sources. The programme will build relationships and solicit support from various donors who have interest in supporting peacebuilding activities or important key driving factors. NCA will either directly or in collaboration with others seek funding from the following:

Donor	Priorities in the Region
USAID	Has a Eastern Africa Regional Programme which funds regional /cross cutting interventions that seek to address root causes of insecurity.
DFID	British government has increased its support to conflict and peacebuilding work under a new funding mechanism the Conflict, Stability and Security Fund (CSSF). Priorities in the region include countering violent extremism .
NORDIC Countries	Have history of supporting CSOs in the region. Plans are to approach them via other sister organisations with roots in the countries.
CIDA	Has previously supported projects in several countries in the region including Kenya, Somalia, Tanzania and Burundi on some of the KDFs
UN	UN and especially the UNDP has a programme which supports cross-border peacebuilding work in the region
EU	Has several calls issued from time to time to support peace related work

Funding Investments

2) Funding Investments:

SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> ✓ NCA Presence in 10 out of the 12 countries in the Eastern Africa region ✓ History of working on peace in the region ✓ NCA Regional Partners outreach and clout ✓ Relationship with key religious leaders 	<ul style="list-style-type: none"> ✓ Uncoordinated response ✓ Staff turnover in partner organisations ✓ Capacity concerns in partner organisation

Opportunities	Threats
<ul style="list-style-type: none"> ✓ Donor interest in Youth and Peace ✓ Donor interest in CVE ✓ Membership in ACT Alliance ✓ Increased interest for working together on peace by the International Ecumenical Organisations based in Nairobi under the Get Our ACT Together initiative ✓ Established linkages with Regional and Sub-regional entities (AU, EAC, ICGLR) through core partners 	<ul style="list-style-type: none"> ✓ Over reliance on one source funding (NORAD) ✓ Insecurity ✓ Religious fundamentalism and inter/intra faith divisions ✓ Complexity of the key driving factors of conflict in the region ✓ Shrinking space for CSOs

Needed Investments

This being a regional programme is going to need some substantial investment. The programme will therefore invest considerable energies towards fundraising. It will therefore work closely with the fundraising department to identify possible sources of funding for its activities.

Concurrently the Programme will also cultivate relations with other organisations especially those within the ACT family and work together in consortia so as to leverage on scale as well as institutional strengths.

Similarly the Programme will also build on synergies with NCA Country Programmes in the region and where relevant submit joint proposal to address some of the key driving factors of conflict. Collaboration with the NCA Regional GBV programme will also be explored.

The Programme will initiate an internal and partner capacity development plan especially around resource mobilisation, results tracking and reporting.

Budget Forecast (Refer to Excel Sheet 5.1)

Annex 6: Planned evaluations

Programme/project	Year	Donor	Partner	Internal /external	Comments (size of project, evaluation requirement, etc.)
Peacebuilding Programme	2018	NORAD	AACC, ACRL, FECCLAHA	External	Mid-term Programme evaluation
Peacebuilding Programme	2020	NORAD	AACC, ACRL, FECCLAHA	External	End-term Programme evaluation

Annex 7: Risk analysis and management

Refer to Excel Sheet 4