The Horn of Africa Advocacy Strategy for Peace and Stability
2023—2033

"THE AFRICA _WE_ WANT"

2023

STRATEGIC PARTNER ORGANIZATIONS:

Brot für die Welt

American Friends Service Committee

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I. PREAMBLE

The Horn of Africa Advocacy Strategy for Peace and Stability (ASPS) (2023-2033) is a new collaborative approach for the American Friends Service Committee (AFSC) and Brot für die Welt (BfdW), two strategic partners joining hands to pursue a common goal of promoting peace and stability in the Horn of Africa.

It results from a dialogue that took place over a series of years on how best to increase collaboration between the two strategic partner organizations following their competitive advantages, to seek solutions to the major challenges in the region.

The ASPS is a joint 10-year regional strategy that serves as an instrument for programs and projects that further peacebuilding in the Horn of Africa and beyond. It serves first and foremost to empower African civil society to advocate for the implementation of peace and security policies, and to implement solutions furthering peaceful coexistence.

II. ABOUT THE STRATEGIC PARTNER ORGANIZATIONS

The American Friends Service Committee (AFSC) is a Quaker Organization that promotes lasting peace with justice as a practical expression of faith in action. Since 1917, AFSC has worked with constituencies that have suffered exclusion and marginalization across the world. It particularly focuses on communities or societies where exclusion or oppression exists along dimensions such as ethnicity, race, gender, class, sexual identity, age, physical disability, or ideology.

Brot für die Welt (BfdW) is the Development Agency of the Protestant Churches in Germany. Since 1959, it has worked with partners to overcome hunger, poverty, and injustice in more than 90 countries worldwide, especially assisting poor and disadvantaged people–regardless of their ethnic origin, age, sexual orientation, or beliefs–to live a life in dignity with justice.

AFSC and BfdW enjoy a longstanding and strong partnership globally, including in the Horn of Africa region, where both have regional offices. They share the same faith-based values and extensive networks of partners and human resources in East Africa.

III.DEFINITION OF KEY TERMS

HUMAN SECURITY

Human security, as defined by the CHS (core humanitarian standards), means promoting freedom and protection from threats and harmful situations, building people's aspirations and strengths.

JUSTICE

We define justice as how we envision human interaction with one another as moral and fair. To act justly means to do what is right and stand up against injustice.

PEACE

We strive to achieve peaceful ends through peaceful means. Peace does not merely mean the absence of war. We pursue a just and sustainable peace for all by addressing the root causes of conflict, injustice, and violence.

PEACEBUILDING

Peacebuilding is the art of peacemaking. It is what peacemakers do: building up a network of peace activists on the grassroots level, equipping them with research-based advocacy tools, and connecting them with policymakers and power brokers on local, national, regional, and international levels.

SECURITY

Security is mainly defined as an exclusive domain of states and transnational institutions like the AU. It is used to describe the powers of states and other authoritative actors to end conflicts, violence, and wars by using the force of weapons. We, therefore, prefer to use the term stability.

STABILITY

Stability is our alternative terminology to security. Why? Because it provides a new perspective for peacebuilding without confrontation with the highly contentious term security. Stability is what communities working for peaceful coexistence strive to reach.

THE AFRICA _WE_ WANT

The Africa _We_ want is our adaptation of the AU Agenda 2063 – The Africa we want. It is meant as the response of African civil society to identify with this agenda and make it their own. This ownership is expressed in the italicized and underlined _We_, meaning we, the African people. Using this term, we affirm the AU's vision for a peaceful and prosperous Africa. The Advocacy Strategy for Peace and Stability promotes and supports the will of the African people to live in peace with justice and dignity.

IV. LIST OF ACRONYMS AND ABBREVIATIONS

AFSC	American Friends Service Committee
APA	Advocacy Peace Academy
APC	African Peace Corps
ASAL	Arid and Semi-Arid Land
ASPS	Advocacy Strategy for Peace and Stability
ATTP	African Think Tank on Peace
AU	African Union
BfdW	Brot für die Welt
CSOs	Civil Society Organisations
CS	Communication Strategy
EU	European Union
GBV	Gender-Based Violence
HOA	Horn of Africa
IDPs	Internally Displaced Persons
IGAD	Intergovernmental Authority on Development
IT	Information Technology
MEAL	Monitoring, Evaluation, Accountability and Learning
NGOs	Non-Governmental Organizations
OPPA	Office of Public Policy and Advocacy
PWDAs	Persons with Different Abilities
SC	Steering Committee
SOAR	Strengths, Opportunities, Aspirations and Results
TJ	Transitional Justice
UN	United Nations

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INTRODUCTION AND BACKGROUND

Horn of Africa Advocacy Strategy for Peace and Stability (ASPS) (2023-2033) responds to conflict and insecurity in the Horn of Africa. The American Friends Service Committee (AFSC), Africa Region, and Brot für die Welt (BfdW) Horn of Africa Regional Office collaborated to develop this strategy to contribute to sustainable peace and stability in the region.

Using their strategic partnership, the two organizations will leverage their respective competitive advantages, resources, networks, and capacities to bridge the analytical gap and facilitate a compelling presentation of an advocacy program to civil society groups, communities, and other stakeholders to raise awareness and influence peacebuilding policies and systems in the Horn of Africa. Using evidence-based research, the ASPS will identify regional policy priorities for collective response. The assumption is that the design and implementation of impact-driven policies will improve citizens' dignity in the region.

The ASPS will solicit advocacy content from humanitarian, peace, and development spheres, civil society groups, political parties, governments, and impacted communities. Additionally, it will analyse conflicts in the region and develop proposals to influence policies to prevent and mitigate conflicts. Within this strategy, advocacy engagement will prioritize peacemaking, including nonviolent approaches to conflict resolution, conflict prevention, mediation, transitional justice processes (national reconciliation and justice), and others.

The Horn of Africa needs better policy implementation to prevent conflicts and humanitarian crises. Unfortunately, too many complexities and competing priorities make it hard for policymakers to foresee and minimize the impact of

conflict and instability or to implement priorities that genuinely favour citizens in the region. Moreover, rapid social, political, climate, economic, and diplomatic changes have concurrently impacted policymakers' management capacity. Consequently, inadequate policies and interventions have widened the socioeconomic and political divisions. Unfortunately, advocacy groups are grappling to fill the gap: they often inundate policymakers with poor-quality analyses and equally ineffective policy proposals, adding to decision-makers' ineffectiveness and resistance to change.

In the above context, the "internet of things" has digitized everyday life, diffusing power among actors and accelerating change. State and non-state actors can cause disruption. Misinformation infuses contemporary policy, especially in the Horn of Africa, where information is a catalyst for violence, aids extremist recruitment, and is distorted to escalate conflict or slow resolution. The magnitude of the amalgamation of these issues with everyday life characterizes the inflection point in the region. Conventional conflict methods combined with drones, cyberwarfare, disinformation, and truth distortion plague the region. Therefore, advocacy must adapt, counter these new trends, identify future policy implications, and build advocates' capacities to function successfully in this context.

AFSC and BfdW are committed to building societies that divest from harmful systems of violence and invest in alternatives that enable sustainable peace, open civic space, promote transformation and healing, and prioritize human dignity and rights. The two organizations will work to improve conditions and mitigate harm for those currently affected by these systems in the Horn of Africa. Simultaneously, through the ASPS, the change shall be catalysed in terms of mindsets, incentives, and practices that undergird unjust priorities, promoting alternatives based on Quaker and BfdW values that focus on community well-being and equality for all. This includes influencing public opinions as a precursor to policy change.

2

METHODOLOGY AND APPROACH

The development of this strategy involved consultative meetings between the two strategic partner organizations from 2021 to 2023.

These meetings reflected on peace and stability and brainstormed on their vision of "the Africa we want" in the next 10 years in the Horn of Africa. This involved a contextual analysis of the drivers of conflict and insecurity, the key driving actors, and suggested possible actions for peace and stability. The team identified vital themes causing conflict and violence in the first consultative meetings. These were further synthesized and refined by a team from the two organizations in Nairobi in March 2023. Furthermore, the team reflected on the first draft document written and improved this to a finer copy with support from two consultants. This strategy reflects discussions and joint consultative meetings between the two organizations.

3

VISION, MISSION, AND CORE VALUES

The AFSC and BfdW Horn of Africa Advocacy Strategy for Peace and Stability is grounded in the following vision and aims to achieve the below stated mission.

VISION

The Africa _WE_ want is where people live in dignity with justice.

MISSION

The American Friends Service Committee (AFSC) and Brot für die Welt (BfdW) work collaboratively with partners to achieve a just, sustainable, and peaceful Horn of Africa.

CORE VALUES

AFSC and BfdW are grounded in faith, believing in the equality and dignity of all people, our responsibility for the care of creation, and standing up against all forms of discrimination, injustice, and oppression.

4

CONTEXT ANALYSIS AND THE PROBLEM

The context analysis of the Horn of Africa subregion was undertaken using the **PESTLES** tool, which stands for the following factors: **Political, Economic, Social, Technological, Legal, Environmental** and **Security.**

The tool allows for a deeper analysis of the external factors affecting peace and stability in the subregion and how they combine in varying proportions to contribute to the present situation. Specifically, the analysis examined effects of key current events and foreseeable future trends along (political, economic, security, technology, environmental, legal, and social issues) on peace and stability in the Horn of Africa.

4.1. CONTEXTUAL ANALYSIS

4.1.1. Political and Security Factors

Countries in the Horn of Africa face a broad spectrum of challenges ranging from natural disasters to human-made crises. Each country in the region presents many diverse challenges and opportunities for change. The region's uncertainty and conflict are a function of state vulnerability. Political transitions in Ethiopia, Somalia, South Sudan, and Sudan have been set back due to the government's inability to implement democratic change. In these countries, promising political transitions relapsed into conflict. Moreover, instability in one country tends to frequently spills over national borders, creating region-wide crises.

The Horn of Africa has had its own share of challenges as far as governance, peace, and security are concerned. States such as Sudan, South Sudan, Ethiopia, and Somalia continue to face myriad challenges, particularly those to do with the difficult terrain of state formation. It is against this background that different theatres of intrastate conflict (civil war, rebellions, and insurgencies, thereby producing hundreds of thousands of refugees and internally displaced persons) persist in these countries. Other governance issues have revolved around issues of corruption, human rights abuses, and failure to observe the rule of law in Sudan, South Sudan, Eritrea, Somalia, Ethiopia and even in Kenya and Uganda (Transparency International, 2022).

Current political and/or security issues include: persistent problems of state formation and governance; violent crises/armed conflict; small weapons (proliferation); election-related crisis; regime transitions; civic society space (CSOs perceived as "enemies"); democracy not contextually defined; external/geopolitical interests; violent extremism; resource-driven conflict (water, land); criminalization of the state; inadequate clout of regional bodies; migration and interstate conflict.

4.1.2. Economic

In the global Human Development Index for 2021-2022, which featured 191 countries, South Sudan was ranked last at 191. Eritrea was placed at 176, followed closely by Ethiopia at position 175. Sudan was ranked at position 172, Djibouti at number 171, and Uganda at 166. It is noteworthy that South Sudan, Eritrea, Ethiopia, Sudan, Djibouti, and Uganda fall under the "Low Human Development Category" while Kenya falls under the "Medium Human Development" and was ranked at 155 globally. For that year, the statistics for Somalia were not available (UNDP, 2022). Further, the United Nations notes that seven of these countries (Djibouti, Somalia, Eritrea, South Sudan, Ethiopia, Sudan, and Uganda) are categorized as "Least Developed Countries," a state of affairs that renders them highly vulnerable to economic shocks and environmental stress (UN, 2022).

The size of Horn of Africa economies combined (measured by DGP) amounts to approximately USD 330 billion. This is comparatively low on the global average. Nonetheless, there are many signs that a number of these countries holds considerable potential for growth. It is noteworthy, for instance, that between 2015 and 2021, the national economies of countries such as Kenya and Ethiopia expanded tremendously. Ethiopia's economy grew from USD 64.59 billion in 2015 to USD 111.27 in 2021, while Kenya's expanded from USD 70.12 billion to USD 110.35 billion over the same period.

In similar fashion, Uganda's national economy grew from USD 32.39 billion in 2015 to USD 40.54 billion in 2021, while Somalia's expanded from USD 5.33 billion to USD 7.63 billion. Lastly, Djibouti experienced some growth, too, from USD 2.42 billion to USD 3.48 billion. However, the economies of Sudan and South Sudan shrunk, mainly due to the persistent state of political instability

and uncertainty therein. The size of Sudan's economy shrank from USD 129.7 billion in 2017 to USD 34.33 in 2021, while that of South Sudan decreased from USD 18.43 billion in 2014 to USD 12 billion in 2021 (World Bank, 2023).

In summary, the COVID-19 pandemic, coupled with the energy and food price shocks sparked by the Ukraine crisis over and above a prolonged drought period, all devastated the region and stunted economic growth between 2020 and 2021. Current economic issues in the Horn of Africa include: high levels of poverty; high inflation; high corruption; external and internal influence; over-securitization of borders; political exclusion; currency depreciation; money laundering/diversion and capital flight, including human; poor legal application; importation of raw materials; economic instability; economic crimes; external and internal exclusion of youth and women; poor participation in the digital market; reduced internal and external investments; poor labour application; high dependency on aid- leading to poverty e.g. Ukraine war; high interest rates and youth unemployment.

4.1.3. Social

The challenge of illegal migration and related issues has not spared the region either. In the recent past, immigrants from Horn of Africa countries have attempted to make perilous journeys into Europe across the Mediterranean. Others have also been smuggled on land and in, some cases, through airborne stowaway attempts, most of which have ended in tragedy and deaths (Ochieng and Nzau, 2020). Elsewhere, natural as well as humanmade disasters–such as the COVID-19 pandemic and other communicable disease outbreaks (including Ebola) in addition to floods, mudslides, fire outbreaks, collapsed buildings, and road carnage–have also posed a problem in the region. Finally, in several countries across the region, there are also challenges in ensuring sexual and reproductive health and rights. This further exacerbates issues of population and development, gender-based violence (GBV), and a complex set of related social problems including drug and substance abuse, domestic violence, suicide, and homicide.

In summary, the prevailing social issues include: ethnic conflicts; food insecurity; violation of minorities; high crime rates; rising rates of GBV; misinformation (media); electoral-related violence leading to internal displacement; high prevalence of drugs and substance abuse (alcoholism, etc); religious extremism; violent extremism; classism/clannism/nepotism/individualism; climate change; resource scarcity, for example water scarcity and land grabbing; adverse rural urban migration; unemployment and high unemployment; disintegration of the family unit and family values including moral decay and declining moral values; pandemics, mental health, and declining health, including high cost of health; high cost of education or lack of education; and increased population due to low uptake of sexual and reproductive health and rights; as well as child mothers and child pregnancies.

4.1.4. Technological

Emergent technological dynamics, which are occasioned by the phenomenon of globalization are: digital illiteracy amid mass use of IT; the spread of fake news; online bullying and hate speech; violent extremist ideas online; communication as a tool, which can be positive or negative; cybercrime and, at times, the danger that comes with high-tech military assets such as drones.

Airstrikes/drones from ATMIS/Somalia govt, IEDs from Al-Shabab, leads to civilian deaths/risk. Telecommunications, internet, radio, print, television and postal services in the nation are largely concentrated in the private sector. There is no sophisticated government surveillance, but authorities, particularly in Somaliland, continue to restrict free expression and media freedoms, including by harassing and arbitrarily detaining journalists and perceived critics, and temporarily shutting down media outlets. Some of the countries experience some marginal usage of technological warfare.

4.1.5. Environmental

Environmental issues are at the centre of the discourse on the Horn of Africa. Mother Nature, compounded with the global human contribution to climate change, has left countries in the Horn of Africa dealing with an almost inhospitable environment and drastic food shortages. In addition, climate change in the region drives population displacements and creates conflict between communities over limited resources. This further escalates vulnerability and insecurity, especially among women, children, the elderly, and the most vulnerable.

The issues are: climate change (drought, flooding, locusts, extreme weather, fires, etc.); water stress; disease outbreak; deforestation and depletion of natural resources externally and internally; pollution of water, air and soils; food insecurity; irregular migration and displacement. The peace and security challenges associated with climate change will persist within the region and beyond. Some of these are contributing push factors to resource scarcity conflicts across communities over and above the illegal immigration phenomenon. Unless climate change is addressed, especially within the fragile and drought-prone Horn, we will see more waves of people displaced from their communities. Issues such as human trafficking will also persist in the region.

Natural and human-made disasters and complex emergencies are likely to recur, especially in a world where climate change and problems of state incapacity are likely to linger. Unless governments (some of which are perpetually struggling with many aspects of subsistence and basic survival) in the region invest in tangible and sustainable legal, institutional, human, and material ways to deal with these eventualities, a number of these challenges will persist into the near-to-distant future.

4.1.6. Legal

Several outstanding legal issues are currently at play in the Horn of Africa. These are: compromised judiciaries; constitutional changes to suit political class; corruption/bad governance; non-implementation of laws; police brutality; weak legal systems and constitutional structures; lack of legal knowledge and legal systems serving the rich and marginalizing the poor; traditional/cultural religious laws versus contemporary legal thought leading to conflicts; legal systems biased against women, lack of inclusive climate justice; ignorance/rebellion to the legal systems; shortage of legal staff and complicated legal processes; negligence from legal experts and corruption; and lack of legal knowledge of international conventions.

4.2.   THE PROBLEM

The challenges of peace and stability in the Horn of Africa as delineated are likely to worsen and/or escalate over the next five to 10 years. There are many peace and stability challenges that face the region that are fundamental in nature, and call for more cumulative and sustained efforts in terms of conflict management peace-building and post-conflict reconstruction, better governance, sociopolitical cultural transformation as well as institutional and capacity building. At the core of this problem is the need for more evidence-based research to inform advocacy, policy, and legal issues relating to inclusivity, governance, climate and environmental justice, and transitional justice and healing. The evidence-based research will be complemented by the already existing studies but will make deliberate effort to inject into the analysis the present situation for more relevancy. Governance remains critical in addressing all the other themes identified. Therefore, a focus on how to improve rule of law, accountability and transparency, civilian oversight on public institutions, and political, economic, and social rights are important.

In the Horn of Africa, there has been political, economical, social, and religious exclusion and marginalization of vulnerable groups. This has adversely affected the promotion, consolidation, and nurturing of peace and stability because the region has not been able to fully tap the potential of the groups, such as women and youth. Since these are the majority and the most affected groups, placing them at the centre of peace efforts is an important consideration. In addition, decades of civil wars and conflicts have traumatized and injured significant portions of the population in the Horn of Africa. Addressing the scars of these conflicts at the personal, community, and family levels requires, among other things, trauma healing, restorative justice, forgiveness, and truth telling, upon which this advocacy strategy focuses.

Finally, the links between climate change and environmental justice on one hand, and peace and stability on the other, are evident in the Horn of Africa. While it is more pronounced in Arid and Semi-Arid Land (ASAL), even in hitherto agricultural lands, the effects of climate change are gradually becoming evident. Addressing some of the challenges associated with climate change and environmental justice is a key component of this strategy. Overall, the challenge of peace and stability in the Horn of Africa requires a holistic approach that considers research and advocacy, governance, social inclusivity, environmental justice, as well as climate and environmental justice.

5
RATIONALE

For quite some time now in the Horn of Africa and in other parts of the world, influencing policies has remained a process of engagement between actors.

This process can be lengthy in some situations, and meet with resistance and disappointments, requiring a high level of patience and adaptation. In that pathway for policy change, actors need to show evidence that can be convincing and credible and indicate the tailored tools that can be helpful in attaining the overall goal. CSOs and their supporters will need to effectively use evidence in influencing advocacy for policymaking and/or policy change. To properly influence policies, CSOs need to understand policymaking processes, which will enable them to make good use of the evidence generated for advocacy purposes. It is worth noting that policy advocacy can be linear and nonlinear from the identification of the problem to evaluating the results.

This HOA Advocacy Strategy is important in several ways.

i.   It provides direction to the way that AFSC and BfdW will approach their advocacy in peace and stability in the Horn of Africa over the next 10 years

ii. It identifies very specific areas of concern that affect the livelihoods of the communities and vulnerable populations in the sub-region.

iii. It recognizes the important role of governments and regional organizations in terms of providing the overall policy guidelines and laws to promote human security and

iv. It engages the broad base of a varied of stakeholders and allies such as civil society organizations, community-based organizations, faith-based structures, and the academia among others.

6

THE SOAR ANALYSIS

The SOAR **(Strengths, Opportunities, Aspirations and Results)** is a Strategic Planning tool that enables organizations to have an objective internal assessment based on their competitive advantages from data and people's perceptions and how the future would look like.

It gives room for determining what the organization wants to achieve and the way the achievement will be measured. For the Strategic Partner Organizations to understand themselves better, SOAR enables them to leverage and create a shared vision about the future of their mandate based on the current organizations' strengths. This exercise was important to ensure that the implementation plan is informed by the existing competitive advantages whereby they can tap into the opportunities that exist in the pursuit of their vision.

	INTERNAL	EXTERNAL
CURRENT	**S STRENGTHS** Respect for the values of the two Strategic Partner Organizations and clear mandates, Well established working relationships and trust over the years, Vast experience in peacebuilding (history of 106 years in total), research, evidence-based advocacy (including quiet diplomacy), Existence of peacebuilding tools among which are Alternative to Violence Program (AVP), Reflecting on Peace Practice (RPP), Civil Peace Service, Trusted Conveners, Strategic presence to advocate regionally and globally – e.g., Washington DC, New York, Addis Ababa, Brussels, Geneva, Nairobi-Kenya, Reliable resources such as technically strong staff financial, assets, and networks, Building on Peace Dividends put in place over the years.	**O OPPORTUNITIES** Regional presence, Diverse engagement with a much wider network of actors in the HOA; Appreciation for evidence-based interventions with national actors, communities, and the media, Availability of databank of references, The presence and access to influential individuals and decision-making institutions for further collaboration (AU, IGAD, EU, UN); Existence of diverse policy platforms that resonate with our work and are willing to collaborate, More funding opportunities for the advocacy strategy, Vested interests from Western and Middle Eastern powers, and competing interests in the HOA, Existence of international frameworks that guide our mandates and needs for the countries/communities, Existence of unused lands that can enable climate justice interventions to occur, More population that can be empowered to lead advocacy work, Possibility for engagement with the academia & Think Tanks for the research work.
FUTURE	**A ASPIRATIONS** Thought leadership in Just Peace in HOA, Lift up forgiveness as the key component of reconciliation, Respected authentic and inclusive (women, youth, etc.,) voice on peace issues in HOA region, promoting reconciled communities, Generate quality evidence-based research/reference materials for peace advocacy, A Joint Advocacy Strategy owned by all within the two organizations and results disseminated in all the HOA, Movement building of civil society for peacebuilding, Next generation of Peacebuilders well equipped with innovative peacebuilding skills, Be catalysts for sustaining and further developing strategic networks of peace actors and supporters, Available resources to fully implement the strategy. Climate Justice picked up at all levels and climate shocks impacts duly managed by citizens and governments.	**R RESULTS** Clarity on the advocacy strategy, Policy issues identified, implemented, and evaluated for success, Research on identified key objectives carried out and disseminated for advocacy and policymaking, Concrete solutions identified and used in resolving the issues. Advocacy becomes evidence-based and valued by all for policymaking and policy influencing. An advocacy movement/network is built and sustained. Learning becomes a good practice that helps sustain the Advocacy results. Strong, sustained and diversified collaboration is established and used for advancing the concept of evidence-based advocacy. Advocacy messages are regularly packaged and communicated across diverse groups of stakeholders by CSOs. Both Strategic Partner Organizations and CSOs become the go to hub by stakeholders. Champions of Peace are built, and they lead peace initiatives in the Horn of Africa.

7

STRATEGIC PILLARS

Following the examination of the present situation in the Horn of Africa and what it portends for peace and stability in the future, several diverse priority issues were identified that are the focus of this advocacy strategy. They were grouped into five broad pillars–namely **Research-based Advocacy**, **Inclusion, Transitional Justice and Healing, Governance, and Climate and Environmental Justice.**

These pillars, are cross-cutting, intertwined, and interconnected, drawn from the nexus between humanitarian, development, and peace spheres. More importantly, they fall within the mandate of AFSC and BfdW and their competitive advantages. In addition, they are issues that require attention if the human security situation in the sub-region is to be improved in the coming years.

These pillars represent broad focus areas for advocacy and reflect the most common sources of conflict with in-country dynamics with regional and extra-regional consequences. Therefore, a focus on regional dimensions is an important element of this strategy, providing the latitude to engage on regionwide issues and extra-regional intrusion. These pillars mirror the underlying, immediate, and proximate causes of instability and uncertainty in the region. They broadly align with other regional and international strategies' priorities, such as the IGAD Regional Strategy 2021-2025, the UN Comprehensive Strategy for the Horn of Africa, the BfdW Strategy, and the Africa Hub framework.

Therefore, the contextual assessments using PESTLES and SOAR (more inward looking and the future) analyses helped the strategic partner organizations to arrive at five pillars. These main strategic directions define the focus areas of the strategy and help guide its implementation.

7.1. RESEARCH AND EVIDENCE-BASED ADVOCACY PILLAR

The research-based pillar is cross-cutting in all other pillars to generate information for advocacy. The information will be used by the various stakeholders such as the African Think Tanks on Peace (ATTP) and Advocacy Peace Academy (APA), a movement that will be established during this planning period. In addition, the research will be on the implication of the external and geo-strategic interests on peace and stability in the region and inform policies and interventions. Evidence-based advocacy will enable civil society to engage with the governments and other international organizations such as IGAD, AU, EU, and UN in influencing policy on several issues affecting human security in the sub-region. AFSC and BfdW have identified the need for evidence-based information as a critical component for advocacy to influence policy and change in all their interventions.

Advocacy based on solid research and evidence has a higher possibility for a strong buy-in from policy makers to influence decisions. Research will remain a key entry point for the two strategic partner organizations for the next 10 years to change the narrative around violence, especially where women and youth have been highly affected. The hope is that both women and youth will be able to lead peace initiatives in their societies through strong engagement with CSOs and regional bodies.

7.2. INCLUSION PILLAR

This pillar focuses on different categories of politically, economically, socially, and religiously excluded, marginalized, and vulnerable groups. While this pillar focuses on all categories of marginalized people, including those with different abilities, it places a lot of emphasis on youth and women given the centrality of the two groups on development and growth of a society. Women and youth form most of the region's population and the stability and future largely depend on how they will be supported to participate in the peace and stability agenda. Creating space for women and youth to be able to take responsibilities and set and influence the agenda of change will have tremendous influence on a significant portion of the Horn of Africa population. The engagement of women and youth in peace programs will serve as models to inspire the marginalized populations in the subregion to involve themselves in matters of national significance.

The pillar includes strong empowerment components and initiatives on de-radicalization and rehabilitation of youth. The youth will also be engaged as peace ambassadors/agents of peace under the African Peace Corps (APC) platform that will be established. In addition, women-led programs such as mediation and reconciliation have been known to produce positive results. AFSC and BfdW have identified the niche that women and youth fill out on the search for peace and stability and in this regard have committed themselves to work with the vulnerable and marginalized groups towards this goal. Both organizations have also recognized that gender-based violence, structural violence, and repression should not exist and the champions in leading this change process should be women and youth.

7.3. TRANSITIONAL JUSTICE & HEALING PILLAR

The Horn of Africa region has experienced numerous conflicts and instabilities with far-reaching implications on communities and families. In addition to loss of lives and displacement, survivors are maimed, injured, and traumatized. There is need to not only seek justice but also healing–and helping communities and governments break away from the transfer of hate from generation to generation. Sometimes the generations inheriting may not even understand the history and cannot contribute to reversing the pains.

A new chapter of a generation that forgives one another, living in harmony and cherishing the principle of ubuntu, must begin to take root in the subregion. The transitional justice and healing pillar will examine issues around transitional justice mechanisms (restorative transitional justice), forgiveness, healing, and reconciliation. It will examine policies and laws to promote these values, including challenging traditional cultural and religious norms and practices that discriminate against women.

It will also look at the policy and legal systems and issues of refugees and stateless and internally displaced persons in the region within the context of the four pillars of transitional justice: **1) truth seeking**, **2) justice; 3) reparations, and 4) memorization and guarantees of non-recurrence.** This includes issues of reconciliation, gender, memory, and memorials, which cut across all four pillars of transitional justice.

Forgiveness, healing, and reconciliation are some of the core values of AFSC and BfdW. These values are backed with a strong religious grounding that constitutes one of the cornerstones of AFSC and which have been practiced over the years. Therefore, this pillar presents an opportunity to nurture and engrain these virtues among the citizenry and governments of the Horn.

7.4. GOVERNANCE PILLAR

The countries of the Horn of Africa are experiencing different challenges relating to rule of law, transparency and accountability, and administrative justice. Presently, they are challenges relating to free, fair, inclusive, and credible elections; freedom of the press, civic space; and accountability and transparency to the citizenry by state institutions. Respecting human rights remains one of the challenges. This pillar looks at restricted civic space; issues around electoral justice and transiting from contested elections to healing; how to promote citizen oversight; responsive and responsible leadership; and social reciprocity. In addition, policies and laws around these issues around these issues using the evidence-based research are important components of this pillar. AFSC and BfdW will utilize their convening powers to provide platforms for lesson sharing across the region on some of the issues, such as elections, freedom of the press, and civic space.

7.5. CLIMATE AND ENVIRONMENTAL JUSTICE PILLAR

The Horn of Africa continues to suffer from various vagaries relating to climate change and environmental justice. Communities and citizens face food insecurity because of droughts and famine, loss of livestock, diseases, floods, deforestation, water scarcity, and reduced pasturage among others. The links between peace and stability and climate change and environmental issues in the Horn of Africa are increasingly becoming researched into and used for programming. For instance, the perennial pastoral conflicts over water and pasture remains one of the longest resource-based conflicts in the subregion that has defied every intervention. In addition, environmental conflicts are also prevalent not only in arid and semi-arid lands but also in productive agricultural lands and water catchment areas.

Therefore, this pillar will look at the ways to reduce the effects of climate change and environmental injustice on human security in the subregion. It will look at issues of adaptation, preservation, protection, diversification; promote mitigation, measures with justice efforts, and climate financing; and advocate for fulfilment of commitment toward global climate goals.

AFSC and BfdW have been part of the current discussions around the world on climate change and how addressing the issue will require climate justice interventions that are gender-sensitive and conflict-sensitive. Climate change is a commitment for AFSC and one of the priorities for BfdW, expressed in their strategic plans. Both organizations recognize the adverse effects of climate change, including poverty and hunger, displacement of people and animals, and conflicts over land and water. Both organizations are working to foster community-based interventions and undertake evidence-based research to influence governments in the region as well as regional and international organizations and agencies.

8

GOAL AND OBJECTIVES

This advocacy strategy supports conflict prevention and resolution efforts by prioritizing credible, impact-driven advocacy content and strengthening its persuasive delivery to decision-making institutions, systems, and individuals.

This is a 10-year advocacy strategy that is expected to catalyze change at various levels of the life cycle. There is a long-term change (impact) expected to determine what the two organizations desire to see. AFSC and BfdW are conscious that this change can only occur with the partnership of other actors that have similar mandates, regional bodies that will support the change pathway, and governments that facilitate the creation of enabling environments through evidence-based advocacy from CSOs. CSOs will engage with the different peace structures [African Think Tank on Peace (ATTP), Movement Building, Advocacy Peace Academy (APA), and African Peace Corps (APC)] to influence and contribute to the medium-term changes envisioned for this advocacy strategy.

8.1. THE OVERALL GOAL OF THIS ADVOCACY STRATEGY IS

Toward a just, sustainable and peaceful Horn of Africa, where people live in dignity.

8.2. THE STRATEGY OBJECTIVES

The strategy is guided by the following five interrelated objectives that by 2033:

8.2.1. Peace is advanced by movements and other actors through quality research.

8.2.2. Marginalized groups (women, youth, people with different abilities, minority communities, etc.) are an integral part of decision-making in peacebuilding processes.

8.2.3. Regional bodies, governments, and communities take part in transitional justice processes that promote healing and reconciliation.

8.2.4. Citizens peacefully and responsibly hold their governments to account, while governments uphold the rule of law and provide enabling environments for sustainable development.

8.2.5. There is conflict-sensitive and citizen-centred climate action in the Horn of Africa, while governments honor their climate change and climate justice commitments.

9
STAKEHOLDER ANALYSIS

As noted, this strategy will be implemented through collaborative approaches with diverse stakeholders and partners that include governments and inter-governmental organizations and agencies, non-state actors, faith-based organizations, professional bodies, and community-based organizations among others.

This list of stakeholders comprises organizations/bodies/individuals that can **i) be directly or indirectly affected by an intended policy change or ii) can advocate for and influence those who make decisions on policymaking.** Undertaking a stakeholder analysis can lead to a shopping list, but what is important is the ability to prioritize and determine what groups of stakeholders should be focused on.

This analysis is important to avoid potential misunderstandings or opposition to the policy issues being advocated for. The strategic partner organizations reflected around those stakeholders that could have the power to make decisions, influence decision-making, or oppose any decision-making. The following table shows the list of stakeholders following the categorization of actors for change, middle actors, and allies to work with.

ACTORS FOR CHANGE	MIDDLE ACTORS	ALLIES TO WORK WITH
Governments The Academia Communities CSOs and CBOs Think Tanks Parliaments/ Committees Commissions The Judiciary Political Parties Women and youth organizations and networks	Corporate Actors, National/ Regional/International bodies (e.g., UN, AU, IGAD,) EU and its Liaison Office in Brussels Professional Associations Media Celebrities Families and Congregations	Religious Leaders, Quaker United Nations Office, Office of Public Policy and Advocacy (OPPA) Washington DC, UN/EU and Diplomatic Missions to the Horn of Africa Coalitions Business Community

10
IMPLEMENTING THE STRATEGY

This advocacy strategy has a 10-year cycle from 2023 – 2033. The strategic partners are mindful of the need for partnership in the implementation process based on the U.N. Sustainable Development Goal 17.

The strategic partner organizations will nurture and sustain long-term partnerships with other actors of the CSOs, international organizations and NGOs, the diplomatic community, and donors. Each category of actors will be approached for potential synergies and complementarity, based on their competitive advantages.

An action plan has been developed for the 10-year period aligned with the overall goal of the strategy, with its corresponding strategic objectives and key actions that shall be accomplished. The implementation process will require the development of different projects that shall show contribution to the advocacy strategy. Given the context of the Horn of Africa is quite fragile, agile project management shall be key in the 10-year cycle.

10.1. ACTION PLAN

This is the section that shows clear indication of the key actions to be undertaken over the 10-year cycle, which shall be executed through different projects. Please see **Annex I** for details.

10.2. BUDGET AND FUNDRAISING

The implementation of this strategy shall be carried out through different funding opportunities. It shall come through solicited and direct call for proposals opportunities. The following shall be prioritized:

- Third-party fundraising (donor mapping)
- Internal resource mobilization
- Public-relations and visibility strategy
- Strategic funding partners
- The private sector

Additional funding will be sought through a specially designed fundraising strategy, tailored to the needs of this strategy. Third-party grants from calls (EU, UN, others) will be examined in relation to their accuracy of fit to the objectives of the strategy. Strategic partnerships with funding partners will be developed to create synergies and leverage of the strategic objectives.

The communication strategy shall create an attraction of other actors to join this strategy with joint action and funding.

10.3. IMPLEMENTATION STRUCTURE

The strategy will be jointly managed and implemented by AFSC and BfdW. The implementation will happen through various projects that address the issues raised by the objectives.

AFSC and BfdW will assign a steering committee (SC) for the overall leadership of the strategy. The SC shall be comprised of senior executives of the regional offices of AFSC and BfdW, including AFSC's Africa Hub Office in Addis Ababa, Ethiopia.

Other forms of governance will be determined by the requirements of the funding partners for the various programs and projects that implement the strategy.

A board of executives from AFSC and BfdW head offices is being considered to accompany the implementation process of this strategy.

11

COMMUNICATION STRATEGY

Strategic communication will be used to design and implement this advocacy strategy. Communication will be essential in informing all stakeholders about the strategy, its objectives, activities, and outcomes and how they will be engaged.

Through communication, ASPS will draw attention to and advocate for identified policy issues, promote results and impacts, as well as lessons learned. Effective and strategic internal and external communication will be one of the essential foundations for this advocacy strategy. Therefore, ASPS will integrate communication throughout the ten years of implementation and use generated materials for decades to come.

ASPS will create a communication plan, or communication strategy (CS) to ensure all technical interventions, activities, and results are communicated effectively and promptly. Its objectives will include:

- Strengthening the portfolio of the advocacy strategy interventions.
- Streamlining internal processes and increasing efficiency and transparency.
- Improving awareness and enhancing participation among the stakeholders.
- Improving coordination and collaboration.
- Delivering key messages and updates on the implementation progress to stakeholders coherently and consistently.
- Documenting and appropriately distributing all research and advocacy materials, including policy analysis, interventions, and responses.

11.1. INTERNAL COMMUNICATION

ASPS will rely heavily on solid communication between BfdW and AFSC. All staff involved will adhere to professional communication strategies through emails and virtual and in-person meetings. Although the program director will be responsible for all internal communication, team members should ensure that appropriate staff working on the strategy are copied on emails and engaged in virtual or in-person meetings. Internal communication will aim at:

- Giving strategies, directions, and instructions on implementation.
- Sharing important information on time.
- Developing and harmonizing progress reports and good practices.
- Monitoring progress and harmonizing feedback.
- Providing important updates for publicity through blogs and publications of emanating stories and findings, and good practices.

11.2. EXTERNAL COMMUNICATION

ASPS will form a communication team to oversee the production of external communications content and advise the team on all communication-related matters. ASPS will involve the communication team from start to finish in designing, implementing, monitoring, reporting, and evaluating the strategy. The communication team will comprise representatives from AFSC and BfdW communication departments and a communication expert(s) hired to support ASPS.

In addition, the communication team will use traditional and new communication tools and seek to raise the visibility of the joint advocacy strategy through newsletters, press releases, brochures, publications, videos, web pages, worksheets, and multi-media and social media. ASPS recognizes the digital world's influence and will aim to utilize it to the maximum and mitigate any adverse impacts of it. Therefore, ASPS should constitute a communication team as soon as possible.

12

RISK MANAGEMENT AND MITIGATION

Advocacy interventions in peacebuilding and conflict prevention expose high risks to the CSOs being empowered and to the communities that experience the policy gaps that must be corrected.

It is always imperative to undertake a risk assessment and seek ways of reducing the risks associated with advocacy work. Below is a matrix that demonstrates potential risks and mitigation strategies.

RISKS	MITIGATION
Pandemics such as COVID-19.	Continue to identify measures of prevention for staff, partners, and communities and raise awareness on the pandemics. Also encourage governments to allow measures that do not restrict citizens' rights.
Political instability and conflicts in the region.	Regularly undertake conflict analysis, follow the media, and update security contingency plans.
Environmental changes and disasters.	Build citizens' resilience on climate change issues and advocate for respect and application of international frameworks in favor of the population.
Unfavorable government laws and policies on national processes that violate the rights of citizens.	Undertake quiet diplomacy with change actors and influence governments to adjust and support citizens with better opportunities. Continue advocating for good laws and government policies on issues that could jeopardize peace and stability.
Shrinking donor funding.	Develop a robust fundraising strategy, build a dynamic database, and regularly hold information sharing workshops on the progress of the advocacy work.
Inflation and currency depreciation.	Regularly keep donors informed on the currency dynamics and seek authorization early for adjustment.
Government surveillance of data collected through research.	Introduce digital data collection and easy transfer of information from the field to the servers.
Cyber attacks of data bank.	Put safeguards in systems to minimize cyber attacks.
Staff changes and turnover.	Ensure enough pull factors to motivate and retain staff.

13

MONITORING, EVALUATION, ACCOUNTABILITY, AND LEARNING (MEAL)

The Monitoring, Evaluation, Accountability and Learning (MEAL) for this advocacy strategy presents the strategic partner organizations' approach that serves as a strategy for amplifying the impact, transparency, and sustainability of the results that shall be attained in course of the implementation process during the 10-year cycle.

The MEAL component will help the strategic partners to generate data that will enable them to continually strive to improve the quality of the advocacy strategy and to contribute toward increased accountability. The objective of the MEAL approach is to effectively monitor the extent to which the advocacy strategy has:

- Contributed toward an increase in peace and stability in the Horn of Africa.

- Contributed toward an increase in resilience among young girls and boys, and women involved in peace initiatives in the region.

- Strengthened the capacity and willingness of governments and citizens in the region to increase their involvement and initiatives in climate change and environmental conservation.

- Contributed toward informed participation of governments and citizens toward Transitional Justice processes and healing in the region.

- Contributed toward the humane treatment of migrants (refugees, returnees, IDPs) in the Horn of Africa.

Moreover, the strategic partner organizations' MEAL approach has been designed in recognition of the need to have a system in place that will enable the partner organizations to reflect on the lessons learned from the results documented by those involved in implementing the MEAL Framework, and to integrate these into the advocacy strategy as well as the ongoing work of the strategic partner organizations. The lessons learned from the advocacy strategy will also help the partners to meet the expectations of the donors from the perspective of accountability concerning the measurable impact and positive change brought about by the ten-year advocacy strategy.

13.1. MEAL APPROACH

This section provides a summary of the approach to MEAL that the strategic partner organizations will adopt during the advocacy strategy.

13.1.1.   Monitoring:

The strategic partners have defined which indicators of change should be measured on an ongoing basis, giving structure to the data collection, analysis, and reflection elements of their work. There shall be a **baseline study** that shall be conducted at the beginning of the implementation of the advocacy strategy. This shall be followed by a quarterly, bi-annual, and annual basis data collection and analysis during which progress towards the results shall be reported, through tracking of progress on the identified indicators.

13.1.2.   Evaluation:

A team of Independent Evaluators will be identified to support the strategic partners to carry out a **baseline study** at the beginning of the implementation cycle. **A midterm evaluation** of the advocacy strategy shall be conducted **in early 2027**, and **a final evaluation shall be conducted in 2033**. The evaluation team will analyse the results of the ongoing monitoring of advocacy impact and will connect the different research findings undertaken during the 10-year cycle to supplement the data from the different evaluations carried out.

13.1.3.   Accountability:

One of the main objectives of the MEAL system is to allow for transparency of the achieved results and accountability to the donors, other identified MEAL stakeholders, and the advocacy beneficiaries. The evaluation reports prepared at the baseline, midterm and final evaluation will help achieve accountability for the actions implemented and the funds spent in course of this advocacy strategy implementation. Whereas the purpose of the midterm evaluation is to fulfil objectives primarily related to learning, the purpose of the final evaluation is concerned with both programmatic and financial accountability, as well as with consolidating learning from the duration of the entire ten-year cycle. At the point of midterm and end-term, the strategic partners will prepare external communication materials in the form of accessible and concise brochures, for the purpose of presenting an insight into the results and lessons learned by the partners.

13.1.4. Learning

After the baseline, midterm, and final evaluations, and after the monitoring of the advocacy strategy results in 2024 and 2026 (the implementation years during which no formal evaluations will take place), an annual reflection and learning session (based on developed learning objectives) with the strategic partner organizations and any other implementing partners will be organized and facilitated by the MEAL thematic working group members (AFSC & BfdW). This annual reflection will aim to enable learning at the strategic partner organizations level.

13.1.5. Monitoring of the Context and Links to Risk Analysis

The Horn of Africa for decades has remained in perpetual instability, especially from intra-state conflicts. Inter-state conflicts have witnessed a decrease, but the spill over effects from neighbouring countries have continued to affect the other countries, despite their search for peace and stability. This advocacy strategy has undertaken some risk analysis, and ongoing monitoring of the security situation in the Horn of Africa will be crucial as a means of guiding the process of adaptive programming. This monitoring of the security situation will be carried out through the review by the strategic partner organizations of quarterly context updates from the UN, EU, foreign embassies, other international and local NGOs and reliable sources of international media.

13.1.6. Involvement of the Target Group in MEAL

During the implementation cycle, different structures shall be established following the five pillars developed in the advocacy strategy. These structures are also a strategy for sustainable results achieved during the ten-year implementation cycle. Members of the Africa Think Tanks on Peace (ATTP), Advocacy Peace Academy (APA), African Peace Corps (APC), women's groups, youth groups, and truth and reconciliation focal points will be involved not only in data collection, but also in the reflection and analysis of this data. In addition, the population of the targeted countries, through their involvement in the governance pillar, will assess the extent to which local and central authorities become more accountable to their constituents over the course of the ten-year period.

14
CONCLUSION

This 10-year advocacy strategy has identified five broad directions around which specific actions are planned. These actions will be informed by the research-based advocacy that runs throughout all other themes.

This is important in achieving the overall goal of the advocacy strategy, which is working towards a just, sustainable and peaceful Horn of Africa, where people live in dignity. The implementation has three main components, namely a plan, a resource mobilization, and a robust communication and a managerial team that will oversee the implementation. While there are challenges and risks, the strategy identifies several mitigating interventions that will minimize or lessen the negative impact.

ANNEX I: ACTION PLAN 2023–2033 FOR THE ASPS IN THE HORN OF AFRICA

OBJECTIVE 1:

By 2033, peace is advanced by movements and other actors through quality research.

ACTIONS	RESPONSIBILITY	TIMEFRAME	TARGET AUDIENCE	SUCESS INDICATORS
1. Undertake six major research findings from the beginning of the implementation cycle.	AFSC & BfdW	First three years..	Governments, regional bodies, advocates, CSOs, international NGOs, donor community, diplomatic missions, private sector, academia, EU, UN, religious orgs/leaders, national commissions, youth, women, eminent persons.	# of quality comprehensive research findings that have been used by policy actors in the region. Level of influence of national processes from research findings.
2. Building a data management information system for the advocacy strategy (with digital security).	BfdW & AFSC	First two years for developing the system, subsequent years for regular data entry.	Internal for BfdW & AFSC and identified stakeholders.	Existence of a functional data management information system.
3. Establishing an Africa Think Tank on Peace (ATTP) for different thematic discussions.	BfdW & AFSC	All through the 10-year cycle for the strategy.	Governments, regional bodies, advocates, CSOs, international NGOs, donor community, diplomatic missions, private sector, academia, EU, UN, religious orgs/leaders, national commissions, youth, women, eminent persons.	# of critical peace topics identified and utilized by advocates towards policy actors.

ACTIONS	RESPONSIBILITY	TIMEFRAME	TARGET AUDIENCE	SUCESS INDICATORS
4. Movement building –Advocacy Peace Academy (APA) [Youth from Peace Universities and partnership with Academia – UN University of Peace]	BfdW & AFSC	Start from year 1 through the strategy cycle [using the cohort approach where one category per year (women, youth, religious leaders) and change to another the following year].	CSOs working with BfdW & AFSC on the implementation of the advocacy strategy.	Existence of a functional movement (APA). # of Peace curricula developed and made available. # of issues successfully advocated for with policy makers

OBJECTIVE 2:

By 2033, marginalised groups (women, youth, people with different abilities PWDAs, minority communities) are an integral part of decision-making in peacebuilding processes.

ACTIONS	RESPONSIBILITY	TIMEFRAME	TARGET AUDIENCE	SUCCESS INDICATORS
1. Placement of young men and women as Peace Ambassadors (South-South and North-South) under the Africa Peace Corps (APC).	BfdW & AFSC	Year 2 till the end of the advocacy strategy cycle.	Communities, in particular the young men and women, local administrative authorities and leaders, religious leaders, CSOs.	Existence of a functional Africa Peace Corps (APC) with young men and women actively involved. # of young men and women placed in different countries, including the North-South Cooperation. Level of influence induced by the actions of the young men & women.
2. Research critical peace areas for marginalized groups to be included in decision-making processes at all levels.	BfdW & AFSC	From year 2 all through the cycle.	Governments, regional bodies, advocates, CSOs, international NGOs, donor community, diplomatic missions, private sector, academia, EU, UN, religious orgs/leaders, national com-missions, youth, women, eminent persons.	# of national processes that are effectively inclusive. # of quality research findings that have amplified the needs of women and youth the region.

ACTIONS	RESPONSIBILITY	TIMEFRAME	TARGET AUDIENCE	SUCESS INDICATORS
3. Empower women and women's rights	BfdW & AFSC	From year 2 all through the cycle.	Governments, regional bodies, advocates, CSOs, international NGOs, donor community, diplomatic missions, private sector, academia, EU, UN, religious orgs/leaders, national commissions, youth, women, eminent persons.	# of empowered women's rights organizations/networks have taken up at least 2 new women's rights issues to advocate for, (e.g., representation and active participation in the peacebuilding processes).

OBJECTIVE 3:

By 2033, regional bodies, governments and communities take part in transitional justice processes that promote healing and reconciliation.

ACTIONS	RESPONSIBILITY	TIMEFRAME	TARGET AUDIENCE	SUCCESS INDICATORS
1. Audit on existing policies/laws on Transitional Justice in the region and advocate for the implementation process.implementation cycle.	BfdW & AFSC	From Year 1 all through the 10 years	Governments, Regional Bodies, Advocates, CSOs, International NGOs, Donor community, Diplomatic Missions, Private Sector, Academia, EU UN, Religious Orgs/Leaders, National Commissions, Youth, Women, Eminent Persons.	Existence of an audit report detailing the trends of the laws on TJ in the region.
2. Influence the institutionalization of the TJ Mechanisms and reconciliation in the countries of the region.	BfdW & AFSC	From year 1 all through the 10 years.	National and community members.	# of Laws enacted to establish TJ Processes in the countries in the region; Level of implementation of the laws on TJ in region.

ACTIONS	RESPONSIBILITY	TIMEFRAME	TARGET AUDIENCE	SUCESS INDICATORS
3. Support Healing Programs at all levels and influence policies on Trauma Healing in the region and train the media on Trauma Healing.	BfdW & AFSC	From year 1 all through the 10 years.	Governments, Regional Bodies, Advocates, CSOs, International NGOs, Donor community, Diplomatic Missions, Private Sector, Academia, EU UN, Religious Orgs/Leaders, National Commissions, Youth, Women, Eminent Persons.	Level of uptake of psychosocial services by communities; Existence of policies that support psychosocial support; # of people confirmed to have regained their human dignity.

OBJECTIVE 4:

By 2033, citizens peacefully and responsibly hold their governments to account, while governments uphold the rule of law and provide enabling environments for sustainable development.

ACTIONS	RESPONSIBILITY	TIMEFRAME	TARGET AUDIENCE	SUCCESS INDICATORS
1. Undertake and disseminate research findings on good governance in the region.	BfdW & AFSC	First two years.	Governments, regional bodies, advocates, CSOs, international NGOs, donor community, diplomatic missions, private sector, academia, EU, UN, religious orgs/leaders, national commissions, youth, women, eminent persons.	Existence of a research report on governance gaps in the region.
2. Establish/strengthen a network of advocates on good governance in the region.	BfdW & AFSC	From year 1 all through the 10 years.	Governments, regional bodies, advocates, CSOs, international NGOs, donor community, diplomatic missions, private sector, academia, EU, UN, religious orgs/leaders, national commissions, youth, women, eminent persons	Existence of functional network of advocates on good governance.

ACTIONS	RESPONSIBILITY	TIMEFRAME	TARGET AUDIENCE	SUCESS INDICATORS
3. Convene, connect, and utilize a team of influencers to advocate on good governance in the region.	BfdW & AFSC	From year 1 all through the 10 years.	Governments, regional bodies, advocates, CSOs, international NGOs, donor community, diplomatic missions, private sector, academia, EU, UN, religious orgs/leaders, national commissions, youth, women, eminent persons.	Existence of functional team of Influencers in the region.

OBJECTIVE 5:

By 2033, there is conflict-sensitive and citizen-centered climate action in the Horn of Africa, while governments honor their climate change and climate justice commitments.

ACTIONS	RESPONSIBILITY	TIMEFRAME	TARGET AUDIENCE	SUCCESS INDICATORS
1. Undertake a study on the intersectionality between climate change and conflict in the region.	BfdW & AFSC	Year 1.	Governments, regional bodies, advocates, CSOs, international NGOs, donor community, diplomatic missions, private sector, academia, EU UN, religious orgs/leaders, national commissions, youth, women, eminent persons.	Existence of a study report on the intersectionality between climate change and conflict.
2. Recruit, train, and facilitate the participation of advocates in global and regional policy spaces on climate change, and the nexus with conflict.	BfdW & AFSC	All through the 10-year cycle.	Governments, regional bodies, advocates, CSOs, international NGOs, donor community, diplomatic missions, private sector, academia, EU, UN, religious orgs/leaders, national commissions, youth, women, eminent persons.	Level of effective participation of advocates in policy conversations at regional and global levels on climate change and peace-building. # of advocates that are effectively utilizing their skills in influencing conversations on climate change and peace-building.

| ACTIONS	RESPONSIBILITY	TIMEFRAME	TARGET AUDIENCE	SUCCESS INDICATORS
3. Advocate for the protection and humane treatment of migrants, IDPs, refugees, and stateless people.	BfdW & AFSC	All through the 10-year cycle.	Governments, regional bodies, advocates, CSOs, international NGOs, donor community, diplomatic missions, private sector, academia, EU, UN, religious orgs/leaders, national commissions, youth, women, eminent persons.	Level of implementation of the existing conventions and policies on humane treatment of displaced persons. Level of adherence of countries to the international conventions in the region. # of national laws that have been influenced and are enacted to show alignment to the international conventions.

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ANNEX III: PHOTOS

Staff and community members participating in COVID-19 response from AFSC DEP support in Mathare, an informal settlement in Kenya, September 2020. *Photo: Martin Njuki*
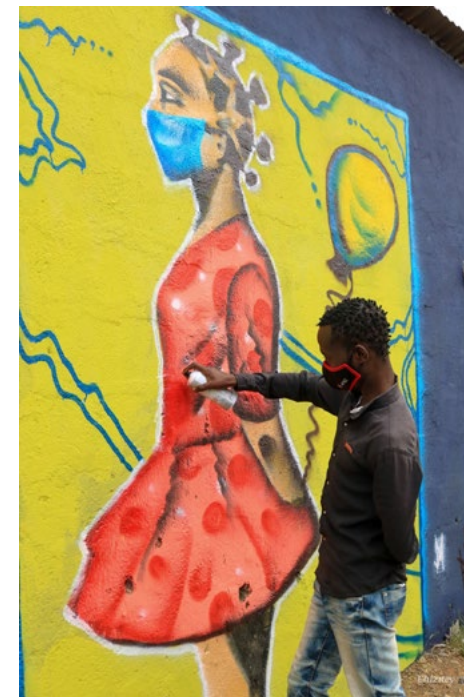
Youth painting mural on police brutality in Huruma area of Mathare, September 2020. *Photo: Martin Njuki*

TOP: The Opening of the AFSC Salama Hub Office in Addis Ababa, Ethiopia, by the AFSC General Secretary, Joyce Ajlouny. November 2022.
BOTTOM: Launch of the Salama Hub Project in Addis Ababa, Ethiopia, a consortium between AFSC, AACC and BfdW. Representatives of all the organizations following on with the launch activities in the hall. *Photos: Essagfilm.*

TOP: Paska Nyaboth, AACC Program Executive - Horn of Africa Peace Project, serving as the Mistress of Ceremony during the project launch.
BOTTOM: One of the participants at the project launch receiving the welcome package. *Photos: Essagfilm.*

Photo (left to right): Kennedy Akolo, Joyce Ajouny, and Kerri Kennedy.

Photo: BfdW Horn of Africa Regional Office Staff, Addis Ababa, Nov 2022

From left to right: Helle Dossing, Africa Department Head, Ulrike Niere, Horn of Africa Regional Office Liaison Officer, Martin Groess-Bickel, Head of Desk East and Horn of Africa, all BfdW, Addis Ababa, Nov 2022

From left to right: BfdW Horn of Africa Regional Office Staff at BfdW HoA Regional Office, Addis Ababa, January 2023

From left to right: Helle Doessing Africa Department Head, Petra Berner, Director International Programs, Christoph Schneider-Yattara, Regional Representative, all BfdW, Addis Ababa, Nov 2022

BfdW Partner round table, Addis Ababa, November 2022

Petra Berner and Helle Dossing with BfdW Horn of Africa regional office staff at Partner Exhibition, Addis Ababa, Nov 2022

The Horn of Africa Advocacy Strategy
for Peace and Stability
2023—2033

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