



Three Years Intervention in
The Horn of Africa

2021 – 2023



Photo: Salama Hub Office



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LIST OF ACRONYMS

AACC	All Africa Conference of Churches	U.S.	United States of America
AFSC	American Friends Service Committee	UN	United Nations
AIU	Africa International University	UNSCR	United Nations Security Council Resolution
ASPS	Advocacy Strategy for Peace and Stability		
AU	African Union		
BfdW	Brot fur die Welt		
CSF	Critical Success Factor		
CSO	Civil Society Organization		
DICAC	Development and Inter-Church Aid Commission		
ECC	Ethiopian Council of Churches		
EU	European Union		
FBO	Faith-based Organization		
FES	Friedrich-Ebert-Stiftung		
HoA	Horn of Africa		
IGAD	Intergovernmental Authority on Development		
MER	Monitoring, Evaluation, and Reporting		
NGO	Non-Governmental Organization		
OPPA	Office of Public Policy and Advocacy		
PEA	Public Education and Advocacy		
QCEA	Quaker Council for European Affairs		
QUNO	Quaker United Nations Office		
RPP	Reflecting on Peace Practice		
RSF	Rapid Support Forces		
SWLI	Somali Women's Leadership Initiative		



PROJECT SUMMARY

Photo: Salama Hub Office

The American Friends Service Committee established a research and advocacy hub in Eastern Africa called the Salama Hub as a part of a joint project with the **All-Africa Conference of Churches (AACC)** and financial support from **Brot für die Welt (BfdW)**. The Salama Hub in Addis Ababa, Ethiopia, went fully operational in Spring 2021.

The joint project establishes a safe space for staff to convene, train, and mobilize civil society and faith leaders. It also sponsors research to support evidence-based advocacy to promote shared and sustainable peace, just responses to displacement and migration, and economic justice. The Hub mobilizes East African civil society and faith-based organizations (CBOs and FBOs), academics, and activists in the peacebuilding sphere. It strengthens their advocacy capacity, creates and sustains networks to influence policy through evidence-based advocacy, and acts as a trusted convener for sensitive discussions regarding peace in the region.

While the Salama Hub has seen much success, it has faced challenges. The impact of COVID-19 limited participation and advocacy opportunities. The political context of several countries in the HoA, particularly Sudan and Somalia, hindered the project's success.

However, even with those limitations, the joint project successfully increased the visibility of the Salama Hub Program, amplifying the issues plaguing the Horn of Africa. The Hub's research and advocacy generated interest from partner organizations to promote inclusivity, including partners managed by persons with disabilities, women, and Indigenous people. The Salama Hub has been successful in its aim to improve the peacebuilding strategies of 50 CSOs and 25 FBOs (in all, 60% women and 40% men). It has also coordinated advocacy initiatives towards the African Union and the Intergovernmental Authority on Development, IGAD, resulting in the CSOs and FBOs using the Hub's structure for advocacy work. Due to these newly established alliances and advocacy, 100 peacebuilding initiatives have been undertaken in the last three years.

HORN OF AFRICA CONTEXT



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Africa, specifically the Horn of Africa (HoA), is witnessing closely interconnected wars and violent conflicts. Often triggered by environmental factors, these destructive cross-border conflicts take on communal, national, and regional dimensions. These overlapping dimensions are facilitated by porous borders, which are not always respected or recognized by pastoral communities, especially those who belong to ethnic groups split across national boundaries.

Women and girls are bearing the brunt of these concurrent crises due to prevailing gender inequalities. Cultural factors hinder their participation in peacebuilding efforts and decision-making mechanisms, undermining the integration of women in resolving conflict.

The HoA has seen many challenges in governance, particularly in peace and security. States such as Sudan, South Sudan, Ethiopia, and Somalia face myriad challenges, particularly with the difficult terrain of state formation. Against this background, different theatres of intra-state conflict, including civil war, rebellions, and insurgencies, persist in these countries. These conflicts create hundreds of thousands of refugees and internally displaced persons. Sudan has plunged into a conflict between the Sudanese Army and Paramilitary Rapid Support Forces (RSF) amid a delicate political transition from an authoritarian past towards a more liberal democratic present. Ethiopia has struggled with internal political challenges and civil war, especially over Tigray. Other governance issues have revolved around issues of corruption, human rights abuses, and failure to observe the rule of law in countries such as Sudan, South Sudan, Eritrea, Somalia, Ethiopia, and even in Kenya and Uganda (Transparency International, 2022).

The importance and role of women and young boys and girls in peacebuilding cannot be overstated. The UN states that women and girls should not only be seen as victims of conflict and instability (UN 2023). The UN Security Council Resolution 1325 (UNSCR 1325) further highlights women's role in peace and stability, calling on women to take a central stage in combating gender-based violence and all conflicts in societies. Further stating they historically have had, and continue to have, a role as combatants, as part of organized civil society, as community members, human rights defenders, members of resistance movements, and as active agents in both formal and informal peacebuilding and recovery processes.



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Several reports on conflict resolution practices indicate that the best resources for peacebuilding are the communities within which conflict arises, which include women and men. The assumption is that the most active players in any conflict are grassroots populations regardless of gender. Hence, it is crucial to involve them in the process of peacebuilding. Additionally, for peace to be sustainable, gender and cultural elements must inform the peacebuilding process since disputes are not solved similarly in different societies (IGAD 2005). However, peacebuilding has always been seen as a male preserve, thus rendering women's contributions to reducing conflict invisible. The UN reports that only 9% of peace-talk negotiators are women.

Women are seen as victims of conflict instead of agents of change in conflict. Socio-cultural restraints make women participate less in mediation. Changing this requires a mind-shift by negotiators and mediators on how they view the role of women. Conflict is experienced at various levels, hence the inclusivity of all players in resolution. Investing in women's role in peacebuilding is essential due to its impact on communities. Additionally, women's traditional approaches that worked in the past should be revisited and integrated into current approaches for building sustainable peace. Regrettably, women, regardless of cultural, ethnic, geographical, and educational background, are continuously marginalized and excluded from official peace negotiations. Women constitute the majority of countries and the continent's population, and excluding them denies the majority's right to be heard. UNSCR 1325 and United Nations Security Council Resolution 2250 calls for meaningful inclusion of women and youth respectively in peacebuilding processes, as they are disproportionately affected by conflict.

AFSC's POLICY ADVOCACY APPROACH



Photo: Salama Hub Office

The American Friends Service Committee, AFSC, is a 107-year-old Quaker organization with a long-standing expertise and experience in peacebuilding and conflict prevention worldwide. For more than 50 years, AFSC has focused on advocacy to change national policies worldwide to prevent conflicts.

AFSC's policy and advocacy work brings these perspectives from our conflict prevention and peacebuilding work in many countries to the U.S. capital, the United Nations, and other international policy bodies.

In Washington DC, the Office of Public Policy and Advocacy (OPPA) leads coordinated local, national, regional, and global actions supporting U.S. policy change. OPPA also engages with others with special policy advocacy roles across the organization to coordinate strategy. These roles include the:

Africa Public Education and Advocacy (PEA) Program that works for the shared security of all people in Africa and worldwide;

Africa Regional Policy Director brings key actors in peace together to create change. This is achieved through nonviolent action, peacebuilding, diplomacy, and advocacy;

Asia Public Education and Advocacy (PEA) Program amplifies the voices of AFSC's Asia partners in the U.S. policy-making process;

Middle East U.S. Activism and Leadership Development Program works to change U.S. policies regarding conflict in the Middle East.

In New York, the Quaker United Nations Office, QUNO, leads coordinated actions towards the United Nations Departments, Agencies, Funds and Programs, and other diplomatic missions. QUNO works as a part of AFSC in New York. In Europe, the Quaker United Nations Office in Geneva, the Quaker Council for European Affairs, and the AFSC Liaison Office to the European Union (a newly established position in 2023) amplify the work from the many parts of the world - Africa, Asia, Middle East, and Latin America - to European audiences to improve European engagement around the globe toward improved peace and climate goals.

The AFSC Salama Hub Program, based in Addis Ababa, Ethiopia, serves as a “connector” to the African Union, regional economic communities, and the United Nations on the continent. It also amplifies African research findings to policymakers in Europe and the United States of America. The peacebuilding center is equipped with staff competent in advocacy that convene, train, and mobilize civil society and faith-based organizations, both in-person and virtually. Through the Salama Hub, the project was able to research some critical peacebuilding topics:

- **Hate Speech**
- **Inclusion of Women and Youth in Meditation and Negotiations**
- **Conflict Landscape in the Horn of Africa**
- **Key Driving Factors and Actors of the Sudan Conflict**

These research findings enabled AFSC to advocate with the African Union, Intergovernmental Agency for Development (IGAD), United Nations Horn of Africa regional bodies, other African regional economic communities, the European Union, and the United States (in Washington, DC, and New York).



Photo: AFSC

SALAMA HUB ACHIEVEMENTS IN ONLY THREE YEARS



Photo: Salama Hub Office

1. Networking and Capacity Building



Photo: Salama Hub Office

This Advocacy Center under the Salama Hub equipped and enabled the targeted stakeholders' regular gatherings. Fifty (50) CSOs and twenty-five (25) FBOs from the eight countries of the Horn of Africa were identified for inclusion (women, elderly, youth, persons with disabilities, Internally Displaced Persons, Refugees, etc).

Below, you can see the number of organizations per country.

Djibouti	5
Eritrea	3
Ethiopia	11
Kenya	8
Somalia	6
South Sudan	7
Sudan	5
Uganda	5

These CSOs and FBOs saw their capacities strengthened in advocacy, conflict analysis using tailored tools, project monitoring, evaluation, and reporting (MER); civil society organizational leadership; digital security and data management; introduction to monitoring, documenting, and reporting on human rights violations and abuses, social accountability, monitoring civic space, and fundraising. Engagement between the CSOs and FBOs towards the AU and IGAD was fostered.

All consortium members have made progress in engaging with the AU, IGAD, and other multilateral entities through advocacy training and networking activities. However, efficient advocacy engagement requires preparation, and organizations are developing their capacities. The European partners established a CSO network for peacebuilding in Ethiopia through webinars that involved universities, churches, and civilians.

AFSC and its partners engaged with CSOs, FBOs, and eminent persons through advocacy engagements, AU-interfaith dialogues, conferences, and one-on-one meetings. AACC held five advocacy engagements with member churches to strengthen collective bargaining with the diplomatic corps, government institutions, and IGAD Centre of Excellence in Preventing and Countering Violent Extremism . The European partners set up their infrastructure for the same reasons as well. The Joint Project facilitated a high-level South Sudan meeting with Wilton Park and Tango Consult. A member of the AU High Representative's team was met, and discussions occurred in Ethiopia, during which experiences on mediation and facilitation of peace processes were uncovered. They drafted a letter to the African Union High Representative for Ethiopia to encourage the intensification of efforts to address the situation in the country. The Hub emphasized the peaceful resolution of conflict and the need for sustainable peace, focusing on Ethiopia, South Sudan, and Sudan.

The Salama Hub Joint Project also provided space for advocacy engagement for the Somali Women's Leadership Initiative (SWLI) and Mekane Yesus; SWLI sought support in refining its contribution to the AU meeting on unconstitutional changes of governments held in Ghana, while Mekane Yesus used the Hub's physical space for its preparatory meetings. AFSC and FES convened 14 organizations to reflect on regional CSO participation in peace and security in the Horn of Africa, identifying roadblocks to CSO participation in regional decision-making processes . Similar foundational engagements were held by AACC and the European partners in Djibouti, with AACC hosting four CSOs to strengthen advocacy initiatives towards AU/AUC.

Five Peacebuilding Networks were established, and CSOs can now meet every two months at the Tangaza Institute for Interreligious Studies to reflect on transitional justice and healing. The Salama Hub Project, in collaboration with the African Union Interfaith Dialogue Forum, the United Religions Initiative, and the IGAD Centre of Excellence in Preventing and Countering Violent Extremism, conducted an online seminar on African Indigenous conflict-resolution strategies.

CSOs were trained on key aspects of advocacy and evidence-based advocacy. This training enabled CSOs to build skills in Reflecting on Peace Practice Project (RPP) basics; conducting short conflict analysis; identifying priority areas for peace interventions in their contexts; understanding the context, actors, factors, and peace interventions they undertake; and monitoring and evaluating peace initiatives. The two-day training covered key topics such as conflict sensitivity and peacebuilding, conflict analysis, and the elements of a good conflict analysis. Additionally, the Developing Strategic Program Goals portion of the training explained strategic programming approaches, how to develop reasonable program goals, tools to assess program strategies, whom to engage, the criteria of effectiveness, identifying the building blocks towards peace, and assessing how programs contribute to peace.

2. Research



Photo: Salama Hub Office

A research study was conducted on hate speech in Sudan, South Sudan, and Kenya, focusing on the three countries. The study aimed to understand the prevalence and patterns of hate speech in each country and its impact on social cohesion and stability. Researchers conducted extensive interviews and analyzed online content to gather data on the types of hate speech being used, the platforms it was disseminated on, and the motivations behind its propagation. The study's findings provide valuable insights into the challenges these countries face in combating hate speech and can inform strategies for promoting tolerance and inclusivity.

A research study was commissioned in September 2022, examining the causes and consequences of social, political, and economic development and the ecosystem that may lead to instability in the Horn of Africa. This research focused on the whole ecosystem, possibly leading to regional instability. Another research project, commissioned by the Salama Hub, is a situational analysis of the root causes and key driving actors in Sudan's armed conflict. The third research project, an ongoing scoping study, focuses on the roles and contributions of women and youth in negotiation and mediation processes, particularly focusing on the Horn of Africa. This project will be completed and included in the Quarter 6 report.

The **#TheUntoldJourney** podcast series continued, documenting the journeys of eminent persons in peace and security, human rights, mediation, conflict resolution, gender equality, and climate change from the Horn of Africa Region.

3. Peacebuilding and Advocacy

All the research led to developing five Policy Briefs that served as resources for advocacy engagement with local, national, regional, and global stakeholders. The policy briefs covered:

Situational analysis of Sudan armed conflict

Youth inclusion in negotiation, mediation, and other peacebuilding processes in East and Horn of Africa

Inclusion of women in peacebuilding processes (negotiation and mediation)-Women's peace and security agenda

Conflict Landscape in the Horn of Africa

Hate Speech in Sudan, South Sudan, and Kenya

Five CSOs and two FBOs joined Joint Project Consortium Members for four days of focused advocacy in Washington, DC, in December 2023 through the Salama Hub Joint Project.

Those advocacy days highlighted the findings from the research. The research was shared with Congressional members and aids, the US State Department, and other key stakeholders in the US policy community. During the Advocacy Days, strategic discussions occurred on peace and stability concerns in the Horn of Africa. CSOs and FBOs could directly engage with policymakers and Biden Administration members and bring the realities on the ground to the US audience.

After the Advocacy Days, many left with a better understanding of the dynamics in the HoA and how to identify entry points for peace and stability. Also, local partners were supported. They took their findings to European audiences during the following European Development Days.

The Salama Hub has amplified many other peacebuilding initiatives. AFSC and FES collaborated with fourteen groups to identify obstacles and discuss the engagement of regional CSOs in promoting peace and security in the Horn of Africa. In addition, AACC and European partners conducted essential engagements in Djibouti to support lobbying campaigns for the African Union. The Ethiopian Christian Council oversaw its peacebuilding initiative through AACC.

AFSC co-facilitated a peacebuilding meeting in Kampala, providing recommendations for conflict resolution in South Sudan. The South Sudan presidency resolved a major impediment to implementing a peace agreement, focusing on unifying the command structure.

Two advocacy training courses were conducted with over seventy participants. They expressed gratitude for the knowledge they acquired. These engagements and collaborations demonstrated the commitment of various organizations to promote democratic processes and stability in Africa. By pooling their resources and expertise, the participants aimed to contribute to the discussions on constitutional changes in Ghana, engagement in Sudan, and peace and security in the Horn of Africa. These efforts strengthened regional cooperation and highlighted the importance of civil society participation in shaping policies and decision-making throughout the continent.

The Hub boosted advocacy, research, and trips by CSOs and religious leaders. CSOs and religious leaders conducted research and advocacy, made trips, and improved their ability to address social and environmental issues. Their research gathered crucial data and evidence, enabling them to better understand the challenges communities face. They then used this information to engage in advocacy efforts, lobby for policy changes, and raise awareness about pressing issues on various platforms. Additionally, their trips to affected areas allowed them to witness firsthand the impact of these problems on individuals,

motivating them to take further action. By continuously expanding their knowledge and skills, CSOs and religious leaders enhanced their ability to effect positive change and contribute to the betterment of society.

Through the Joint Project, an International Conference on Biennial International Conference 2023 On Contextualizing Peacebuilding was organized. The conference was facilitated by Africa International University (AIU) and was held in Nairobi, Kenya. The main objective of the meeting was to promote 'African solutions to African problems.' The conference brought together peace researchers, including postgraduate students and distinguished scholars, and peace practitioners, including media experts, politicians, NGOs/CBOs, state agencies, and development partners) to share their research findings and experience. The conference aimed to bring contextual knowledge to help rethink and reframe African peacebuilding. It also gave space to question some general assumptions in contemporary interventions and scholarship.

In collaboration with IGAD, the Salama Hub Joint Project organized a dialogue gathering in Mombasa, Kenya, focusing on conflict prevention and mediation roles for different stakeholders. This IGAD-led initiative aligned with the Salama Hub Project's priorities, leveraging resources for greater impact. Eight CSO representatives, including the Salama Project Consortium members, participated in this gathering.

The consortium members of the Salama Hub Joint Project participated in the All-Africa Conference of Churches General Assembly 2023 in Abuja, Nigeria. The objective of the participation of the Salama Hub Joint Project Partners was to share the research findings through policy briefs and issue briefs on the current HoA issues. This effort helped equip key actors with the facts and support the system to address the existing challenges.

In November 2023, the Development & Inter-Church Aid Commission (DICAC), a local CSO and a CSO member of the Salama Hub collaborated with AFSC to provide humanitarian aid to Sudanese refugees who had crossed the Ethio-Sudan border. The aid was provided to around 150 women who were the heads of households living in Kumer camp, Metema. The aid included non-food items and dignity kits: Humanitarian relief for Sudanese refugees

The refugees who received the aid reported that it was very helpful and addressed a major gap in their needs. The aid helped increase their food preparations and gave them access to clothing that protected them from local climate shocks. This aid helped restore their dignity and allowed them to move around the camp more easily.

In March 2023, the American Friends Service Committee (AFSC) Africa Region and Brot für die Welt (BfdW) Horn of Africa Regional Office scanned years of instability in the region and decided to develop and adopt a longer-term Advocacy Strategy for Peace and Stability. The two Strategic Partners collaborated to create the Horn of Africa Advocacy Strategy for Peace and Stability (ASPS) 2023-2033.

This strategy aims to promote sustainable peace and stability in the Horn of Africa region. Vulnerable groups such as local elders, traditional governance, women, and youth are often excluded and marginalized, which harms peace and stability. AFSC and BfdW are committed to supporting initiatives encouraging societies to move away from harmful, violent systems.



Photo: Salama Hub Office

CRITICAL SUCCESS FACTORS (CSF) FOR THE SALAMA HUB

AFSC's century of experience has made it clear that change is not a "one person's show." Change is a concerted effort from many diverse actors that combine their talents and resources. By leveraging these comparative advantages through teamwork, we improve the ability of groups to work together and improve the conditions for the communities we serve.

Our work's success relies on fostering solidarity and building shared goals and understandings with CSOs, FBOs, and policymakers from the local, national, regional, and global levels.

Excellent project management practices that are sensitive to the context and stakeholder's needs help AFSC achieve this teamwork. The Salama Hub project is a singular example of many practices helping drive collective success.

According to Kerzner (1987), critical success factors relate to "those components that are required to establish an environment where projects are managed consistently with excellence," which requires that actors think ahead from the project conception on the best bet for success, guaranteeing sustainability.



Photo: AFSC

At the project closure, the internal stakeholders of the project need to be happy if the conditions of satisfaction have been met. According to Cooke-Davies (2002), to get a comprehensive response to the CSFs for any project, three important questions need to be answered during the research. They are “What factors lead to project management success?”, “what factors lead to a successful project?” and “What factors lead to consistently successful projects?”

The Salama Hub Joint Project witnessed a range of CSFs. Despite the challenging environment that the consortium members had to undergo, it significantly contributed to peace and stability in the Horn of Africa. The CSOs and the FBOs were game changers, amplifying the findings from the ground through effective advocacy at the regional and global levels. From the Joint Project’s conception to implementation and throughout the project cycle, the following analyses and evidence demonstrate the success factors at play in the Hub:

- **Stakeholders’ Consultation:** The Salama Hub was established through a consultative and inclusive design process. AFSC and BfdW came together following the challenges of the HoA, learning from the experiences of both strategic partners on the continent and in the region. Deeper analyses were undertaken and recognizing the challenges of the region and sub-region, the need for evidence-based advocacy was identified and became a core part of the Hub’s design. This aligned with both organizations’ mandates and helped engage other strategic partners. Thus, AACC played a pivotal role in developing the Joint Project alongside AFSC and BfdW.

- **Top Management Support:** The project development between AFSC and AACC staff occurred at the regional level and was submitted to the senior management of both organizations. The content received further ideas for seasoning and approval from the senior management. Then, it was submitted to the financial partner, BfdW. Similarly, the BfdW senior management made reviews and feedback to the two organizations in the consortium, which later integrated the input into a final submission. Meeting the conditions of satisfaction at the end of the project implementation process greatly depends on how top management views the necessary influence on the joint project team and other stakeholders. There is a need for the consortium members to gain credibility internally and externally, and poor management of the resources implies that the reputation of the consortium members will be at stake. This, to a greater degree, explains why Beck (1983) considers project management not only to depend on top management for a successful end (guidance, support, and authority) but also to implement top management’s plans for an organization. Also, the Salama Hub Director needed support from senior management to manage the crisis that may arise during project implementation.
- **Joint Project Mission:** Following the fragile and sustained instability in the HoA, the Joint Project was developed to respond to a particular need: evidence-based advocacy for policy influencing in the region. This is what gives an overall purpose for the project conception and implementation. A robust conflict analysis was undertaken to identify why a project needs to be developed and how it will be managed to solve an existing problem. The project’s overall goal was determined with corresponding outcomes (objectives) and the outputs (immediate results).

- The Salama Hub Phase One objectives included strengthening the advocacy capacity of civil society and faith-based organizations, creating sustainable networks for influencing policy through evidence-based research, and promoting non-violent approaches to conflict and instability in the Horn of Africa. To measure the attainment of the results, donor compliance required that the indicators be put at the level of the outcomes (objectives). The indicators were those of change as against process indicators to ease appraisal of the change brought about by the project intervention
- **Availability of Resources:** In most projects, any robust conflict analysis without the necessary financial resources will waste time and further maintain the status quo. This was a three-year joint project on policy influencing with a defined budget to catalyze the change. It needed strategic partners to identify how these funds would be mobilized and utilized. To strengthen ownership from the consortium members, the financial partner required a Match Fund of 20.03% from the former. The consortium successfully secured the funds and launched and implemented the project. This also meant finding the best way to manage the resources to further amplify the Value for Money through transparent management of the resources. Newton (2005, p. 110) considers this factor “a further critical factor,” which implies it can make or mar the implementation process.
- **Technical ability of the consortium members, CSOs, and FBOs:** The Joint Project was developed because of the history, experience, and expertise of the consortium members in the light of advocacy. AFSC and AACC have had decades of experience in peacebuilding and have undertaken advocacy at different levels to influence the fragile contexts where they have been intervening.

The organizations have a staff team that has coordinated, led, convened, and engaged with a wide range of stakeholders and led different research work for many years. The consortium members created an enabling environment for skills strengthening for CSOs and FBOs and connected them to policy spaces. The consortium members had a history of strong advocacy engagement from the local to the global levels and had gained credibility from many actors across the globe.

- **Results Dissemination:** Regular reporting took place from one semester to another and from one annual reporting to another. This occurred for both financial and narrative reports, and the financial reporting was strengthened with six months’ audits. This was a regular practice that helped amplify the project’s management from all angles. The research findings were also crafted into policy briefs and uploaded to the websites of the consortium members. These were also shared with a wide range of stakeholders across the globe. Other deliverables from the project were published, and the visibility of the project increased tremendously. By this, communication around the project was at its maximum, with the organization’s social media pages remaining very active.



Photo: Salama Hub Office

- **Monitoring and Feedback:** Through regular reporting on the project deliverables, the consortium lead, AFSC, could provide regular feedback to the other consortium members. Regular engagement with the CSOs and the FBOs gave room for objective conversations on the project's success and progress. Progress monitoring was considered during the project's planning stage, requiring regular information gathering throughout the implementation process. That information was periodically analyzed, and trends in the project's results were identified. This gave room to appreciate the planned versus the attained, helping members assess the effectiveness and efficiency of the project. This served as the project's control stage and allowed the management team to anticipate any problems that arose and prepare to mitigate the risks.
- **Clear Roles and Responsibilities:** Each consortium member was well-structured and possessed all the roles and responsibilities needed for policy engagement. They all had substantive and operations staff. The signed partnership agreement clarified management structures and the required frequency of review meetings. They also agreed on which consortium member needed to coordinate what group of partners (CSOs and FBOs) and avoided working in silos for the project's benefit.
- **Adaptive Project Management:** The Salama Hub project began when COVID-19 peaked, restricting planned in-person gatherings. The management team adapted this by using virtual meetings and communications. This needed a lot of tact and sensitization to the different stakeholders. Technological capacity and adoption in the HoA made this pivot challenging; access was sometimes difficult. This required the consortium members to find new ways to conduct research and discuss the findings. While adapting to a virtual environment, those working in the Project Management Office (Salama Hub) needed to be mindful of conflict sensitivities and work nimbly to ensure that the project would succeed.



SUSTAINABILITY

Peace and stability in the Horn of Africa requires long-term, sustainable changes. The Salama Hub project has been focused on a strategy for sustaining these results for years to come. While only three years old, the project has generated several results that have long-term consequences:

1

Establishing a safe space for CSOs/FBOs: The project launched the Diplomatic Center, a meeting point that provides an environment for CSOs and FBOs to discuss key peace and stability issues. This space was equipped with necessary furniture and utilities that permit stakeholders' meetings. The procurement process took a bit of time due to the administrative procedures in the country but was accelerated after the registration process was completed. Consortium members, CSOs, and the FBOs continue to use the space in Addis Ababa for meetings. Discussions within the space follow the Chatham House Rule, giving confidence in the discussions and encouraging open discussions on various sensitive topics.

2

Establishment and sustaining a network of CSOs and FBOs: As shown earlier in this report, 50 CSOs were gathered from eight countries in the Horn of Africa. This network permits sharing experiences, joint analyses around the contexts and strategies, and joint advocacy efforts toward power centers. This network will continue to grow and work together to influence the dynamics in the region from the local, national, regional, and global levels. This allows capacities to be mutually built for the CSOs and FBOs.

3

Availability of knowledge, learning, and capacity building: This program was built on the premise that evidence-based advocacy can make policy influencing more impactful. The research undertaken in the region sees a strong involvement of CSOs, FBOs, and constituents, which helps to facilitate understanding of approaches and concepts. This is a strategy to bring African-led research into the policymakers' discussions. These actors use the research findings and keep the reports for ongoing exploration.

Additional capacities have been bolstered, with long-term implications. The CSOs and FBOs have received training and have more tools and resources, such as conflict analysis and advocacy skills. They have also been trained on other concepts such as project monitoring, evaluation, and reporting; civil society organizations leadership; digital security and data management; introduction to monitoring, documenting, and reporting on human rights violations and abuses; and social accountability. These capacity-building opportunities allowed them to be equipped and lead peacebuilding initiatives successfully in the Horn of Africa.

4

Policy engagement networking: Through the Salama Hub work, most of the CSOs and FBOs have been put into contact with policymakers on the African continent, Europe, and the United States. They now get contacted to provide their points of view on some national processes and what is best to do to bring change. They take part in international discussions, conferences, and workshops.

They have become well-known and have further built other networks of actors worldwide. They have built a solid foundation for leading peacebuilding discussions across the globe. Their voices are heard by those shaping policy more than ever before.

LESSONS LEARNED

- **Adaptive Project Management:** This occurred on several different fronts. The consortium members applied a lot of conflict-sensitivity to the interventions and were able to adapt the interventions as needed. To remain present and maintain the project on track, the best entry point for this consortium member was to work through local partners who had a better mastery of the contexts and could get the easy buy-in from both the communities and the local authorities.
- **Budget Adjustment:** Following the Triple Constraint Triangle principle, any change in one of the parameters (Scope, Budget, Duration) that determines the project's success will affect the others. The Joint Project experienced a slight budget reduction and required that the implementation be adjusted too. Discussions ensued between the consortium members and the financial partner, which led to further analysis of the effect on the duration and the scope, and a formal change request process was undertaken.
- The project duration was reduced by one month, and some activities were put on hold and not implemented. This was reflected in the final project evaluation and the audits. The second adaptive measurement was a budget reduction, and following the Triple Constraint Triangle concept, an analysis of the consequences of the project's success was undertaken, and a formal change request was made to the donor to reduce the duration and scope of the project.
- **Sustainable Peacebuilding:** The thrust of this project was to transform lives in the Horn of Africa for peace and stability. This required strengthening community engagement with CSOs and FBOs and amplifying the results at the policy level. Connecting the local to the global level is an effective strategy to influence local dynamics by transforming the approaches and actions of the authorities. Influencing is possible if bolstered with evidence-based research. And having these community voices included and considered improves the prospects for sustainable peacebuilding.
- **Successful Advocacy Efforts:** Successful advocacy can only occur if local and national capacities (governments, CSOs, and FBOs) are built. This helps to create an enabling environment for CSOs and FBOs to engage with policymakers and regional bodies. Advocacy efforts will be more impactful if evidence-based findings are shared widely.



Photo: AFSC

ABOUT AFSC

The American Friends Service Committee (AFSC) promotes a world free of violence, inequality, and oppression. Guided by the Quaker belief in the divine light within each person, we nurture the seeds of change and respect for human life to fundamentally transform our societies and institutions. We work with people and partners worldwide of all faiths and backgrounds to meet urgent community needs, challenge injustice, and build peace. Through its Africa Regional Office in Kenya, AFSC promotes projects in Kenya, South Sudan, Somalia, Burundi, and Zimbabwe, with an evidence-based advocacy component for policy change in the Horn of Africa, with an office in Addis Ababa, Ethiopia. AFSC has decades of experience leading advocacy, evidence-based research, and worldwide civil society strengthening programs. AFSC brings Global South leaders and Civil Society Organizations through the Dialogue and Exchange Program to learn and exchange ideas every year. Due to the challenging situation in the Horn of Africa, AFSC focused intensely on this region to link up with existent civil society networks and Faith Leaders to contribute with its specific expertise.

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ABOUT AACC

The All Africa Conference of Churches (AACC) is a continental ecumenical body that accounts for over 140 million Christians across the continent. AACC is the largest association of Protestant, Anglican, Orthodox, and Indigenous Churches in Africa and is a member of the worldwide ecumenical network. AACC is a fellowship of 204 members comprising Churches, National Christian Councils (NCCs), Theological and Lay Training Institutions, and other Christian Organizations in 43 African Countries. AACC works through member Churches and with member Churches in the continent to address issues facing the people of the African continent. AACC also works with and collaborates with global ecumenical partners (in and out of Africa), multilateral bodies (African Union (AU), United Nations (UN) agencies, development agencies), Civil Society Organizations (CSOs), foundations, private Businesses, etc. Through its AU Liaison Office, the AACC follows the ambition of its strategic plan for 2023-2027 for a solid political engagement at the AU level.

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STRATEGIC PARTNERS

ABOUT BFDW

Bread for the World (BfdW) is a globally recognized development and relief organization based in Germany, committed to promoting justice, peace, and sustainable development. Through its partnerships with local civil society organizations (CSOs), faith-based groups, and international agencies, BfdW works to address poverty, inequality, and environmental degradation, particularly in the Global South.

BfdW's efforts focus on empowering marginalized communities by strengthening livelihoods, fostering social inclusion, promoting human rights, and enhancing environmental sustainability. The organization plays a key role in advocating for policies that support food security, climate justice, and gender equality, aiming to create systemic change for lasting development.

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Photo: Salama Hub Office

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Quaker action for a just world



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