

V.2.0.



THE HORN OF AFRICA

Advocacy Strategy for Peace and Stability 2023–2033

“THE AFRICA *WE* WANT”

2025

STRATEGIC PARTNER
ORGANIZATIONS:

Brot
für die Welt



TABLE OF CONTENTS

I.PREAMBLE 4

II.ABOUT THE STRATEGIC PARTNER ORGANIZATIONS 4

III.DEFINITION OF KEY TERMS 5

IV.LIST OF ACRONYMS AND ABBREVIATIONS 6

1.INTRODUCTION AND BACKGROUND 8

2.METHODOLOGY AND APPROACH 10

3.VISION, MISSION, AND CORE VALUES 11

4.CONTEXT ANALYSIS AND THE PROBLEM 12

 4.1.Contextual Analysis 12

 4.1.1.Political and Security Factors..... 12

 4.1.2.Economic 13

 4.1.3.Social 14

 4.1.4.Technological..... 15

 4.1.5.Environmental 15

 4.1.6.Policy..... 16

 4.2.The Problem..... 16

5.RATIONALE..... 17

6.THE SOAR ANALYSIS..... 18

7.STRATEGIC PILLARS 20

 7.1.Research and Evidence-Based Advocacy Pillar 21

 7.2.Inclusion Pillar 21

 7.3.Transitional Justice & Healing Pillar..... 22

 7.4.Governance Pillar 22

 7.5.Climate and Environmental Justice Pillar 23

8.GOAL AND OBJECTIVES..... 24

 8.1.The Overall Goal of this Advocacy Strategy is: 25

 8.2.The Strategy Objectives..... 25

9.STAKEHOLDER ANALYSIS..... 26

10.IMPLEMENTING THE STRATEGY 27

 10.1.Action Plan 27

 10.2.Budget and Fundraising 28

 10.3.Implementation Structure 28

11.COMMUNICATION STRATEGY 29

 11.1.Internal communication 30

 11.2.External Communication 30

12.RISK MANAGEMENT AND MITIGATION..... 31

13.MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING (MEAL)..... 32

 13.1.MEAL Approach 32

 13.1.1.Monitoring:..... 33

 13.1.2.Evaluation: 33

 13.1.3.Accountability: 33

 13.1.4.Learning:..... 34

 13.1.5.Monitoring of the context and links to Risk Analysis 34

 13.1.6.Involvement of the target group in MEAL 34

14.CONCLUSION..... 35

ANNEX I: ACTION PLAN 2023 – 2033 FOR THE ASPS IN THE HORN OF AFRICA..... 36

ANNEX II: BIBLIOGRAPHY:..... 46

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.

The Horn of Africa collaboration came from a series of dialogue between the two strategic partners between 2019 and 2020 on how best to increase their impact. This meant leveraging on 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 <u>WE</u> WANT	The Africa <u>We</u> 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 <u>We</u> , 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
AU TJP	African Union Transitional Justice Policy
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



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, 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, migration, 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, migration, and humanitarian crises. Unfortunately, there are too many complexities and competing priorities that make it hard for policymakers to foresee and minimize the impact of conflict and instability or to implement priorities that genuinely favor 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 socio-economic 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 re-cruitment, 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 wellbeing and equality for all. This includes influencing public opinions as a precursor to policy change.

METHODOLOGY AND APPROACH

The development of this strategy involved consultative meetings between the two strategic partner organizations from 2021 to 2023. It also involved insights from a symposium that brought together subject matter experts on the five pillars in November 2024 when the strategy was launched. Also, the points of view of community members and development partners strengthened the pillars, making the process more inclusive.

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, push factors for migration, 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, Kenya, in March 2023, and the outcome from the symposium held in November 2024 in Addis Ababa, Ethiopia. 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.

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.

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. The armed struggle in Sudan began in April 2023 with no clear path towards cessation of violence and peaceful resolution. More than 12 million people have been displaced, the country’s health system has been severely devastated, and widespread famine has taken hold. Moreover, instability in one country tends to frequently spill 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/geo-political 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 Factor

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 and continues to shrink with the current armed conflict, while that of South Sudan decreased from USD 18.43 billion in 2014 to USD 12 billion in 2021 (World Bank, 2023). This uncertainty in the economy remains a push factor for economic migration for a regain of livelihood in other more stable contexts.

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 Factor

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 Factor

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 Factor

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 with migration on the surge.

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 in the near-to-distant future. This will also have a serious impact on migration within the region and beyond, increasing the pressure in the host countries.

4.1.6. Legal Factor

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 peacebuilding 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, migration, 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 efforts 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, economic, 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 center 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, peace and stability, and migration 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 can be met 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 provides a space for actors to reflect on the plight of migrants and people forced to flee in search of safety and international protection given the escalating threats that they continue to face.
- iv. 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
- v. 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.

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.

CURRENT

INTERNAL

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.

EXTERNAL

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,

Humane treatment of migrants and people on the move who have been forced to move by different factors.,

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 policy-making and policy influencing.

An advocacy movement/network is built and sustained. Great improvement in the implementation of migration frameworks to which countries have ratified and better pull factors in the domain,

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.

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, migration, development, and peace spheres. More importantly, they fall within the mandate of AFSC and BfdW and their competitive advantages. In addition, these 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-re-gional consequences. Therefore, a focus on regional dimensions is an important element of this strategy, providing the latitude to engage on region wide issues and extra-regional intrusion. These pillars mirror the underlying, immediate, and proximate causes of instability and uncertainty in the region. They broad-ly align with other regional and international strategies' priorities, such as the AU Agenda 2063, the IGAD Regional Strategy 2021-2025, the UN Comprehensive Strategy for the Horn of Africa, the BfdW Strategy, and the Salama 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 Advocacy pillar is the foundational element that systematically supports and enhances all other pillars by producing rigorous, evidence-based knowledge. This approach recognizes that effective advocacy must be rooted in thorough research examining internal dynamics and external regional peace and security influences. The research agenda particularly focuses on exploring the impacts of external and geo-strategic interests on the Horn of Africa, offering vital insights that guide policy development and practical strategies.

The evidence generated through this pillar will be utilized by various stakeholders, including the African Think Tanks on Peace and the newly established African Peace Academy, which are creating an ecosystem of knowledge-based advocacy. This research enables civil society organizations and faith leaders to engage meaningfully with government agencies and international institutions such as AU, IGAD, EU, and UN, among others, thereby influencing policies that directly affect human security across the sub-region. This also serves as enablers for engagement with the legislative in Africa, Europe, and the United States of America. The strategic partners have identified the critical shortage of empirical data as a key obstacle to effective advocacy and therefore prioritize building strong evidence bases for all interventions.

The methodology highlights that advocacy based on thorough research and solid evidence greatly increases the chances of securing policymakers buy-in and ultimately driving decisive action. Over the next decade, research will continue to be the main entry point for tackling complex issues of violence, especially those that disproportionately impact women and youth. The knowledge produced will enable these groups to lead peace efforts through informed engagement with civil society organizations and regional bodies, changing traditional stories of conflict and victimhood into narratives of agency and leadership.

7.2. INCLUSION PILLAR

The Inclusion pillar presents a comprehensive framework for addressing the multifaceted exclusion experienced by various marginalized groups across political, economic, social, and religious spheres. While encompassing all vulnerable populations, including People with Disabilities, the pillar strategically emphasizes on women and youth, given their demographic predominance and critical role in societal development and stability. The approach recognizes that sustainable peace requires the active participation of all societal segments, particularly those traditionally excluded from decision-making.

The methodology involves creating meaningful spaces for women and youth to assume responsibilities, set agendas, and influence change through formal and informal mechanisms. This includes strong empowerment components and targeted initiatives focused on youth de-radicalization and rehabilitation, recognizing that exclusion often manifests in destructive pathways that require constructive alternatives. Establishing the African Peace Corps platform provides a structured mechanism for engaging youth as Peace Ambassadors and Agents of Peace, transforming their energy and potential from conflict drivers to peace builders.

Simultaneously, the pillar recognizes and supports the demonstrated effectiveness of women-led programs in mediation and reconciliation processes, building on proven models of women's leadership in peacebuilding. The strategic partners have committed to working specifically with vulnerable and marginalized groups based on the fundamental principle that gender-based violence, structural violence, and political repression have no place in contemporary society. The inclusion approach ultimately seeks to transform women and youth from passive beneficiaries to active champions of change, creating demonstration effects that inspire broader societal participation in matters of national significance and ultimately contribute to more resilient and inclusive societies. This pillar also lays emphasis on gender-sensitive interventions during humanitarian response and the implementation of migration framework in conflict settings.

7.3. TRANSITIONAL JUSTICE & HEALING PILLAR

The Transitional Justice and Healing pillar tackles the deep legacy of conflict and instability in the Horn of Africa, recognizing that simply ending violence does not guarantee lasting peace. This approach understands the complex trauma faced by communities and families—through loss of life, displacement, and the enduring physical and psychological wounds left by survivors. The pillar highlights the essential need to break cycles of hatred and violence across generations by addressing both justice and healing.

The framework includes a thorough examination of transitional justice mechanisms in the Horn of Africa, with the foundation on the African Union Transitional Justice Policy (2019), AUTJP. This effort also highlights how Restorative Transitional Justice approaches focus on reconciliation and community healing alongside traditional justice processes. It involves a careful evaluation of policies and laws that either promote or obstruct these values, paying particular attention to challenging traditional, cultural, and religious norms that sustain discrimination against women. The pillar also considers the complex situations of refugees, stateless individuals, and internally displaced populations through the structured framework of transitional justice’s pillars contained in the AUTJP: TJ Commissions, Traditional Justice Mechanisms, Reconciliation and Social Cohesion, Reparations, Memorialization, Peace Processes, Justice & Accountability, Political and Institutional Reforms, Human & People’s Rights, Diversity Management, among other considerations.

At the core of this approach is developing a new social contract rooted in mutual forgiveness, peaceful coexistence, and the principles of ubuntu philosophy. Including reconciliation efforts, gender perspectives, collective memory, and suitable memorialization practices throughout all areas of transitional justice promote a thorough approach to healing. The strategic partners bring their core values of forgiveness, healing, and reconciliation—based on solid religious principles—to foster these virtues among citizens and governments, helping to achieve a true transformation from conflict to lasting peace.

7.4. GOVERNANCE PILLAR

The Governance pillar addresses the fundamental structural challenges affecting political systems throughout the Horn of Africa, focusing on the essential components of legitimate and effective governance. This encompasses critical examination of the implementation of the rule of law, transparency mechanisms, accountability systems, and administrative justice processes. The pillar specifically engages with contemporary challenges, including the conduct of free, fair, inclusive, and credible elections, protection of press freedom, preservation of civic space, and enhancement of governmental accountability to citizens.

The approach involves multifaceted engagement with restricted civic spaces, electoral justice issues, and the crucial transition from highly contested election periods to national healing and reconciliation. It promotes the development of citizen oversight mechanisms, responsible leader-ship models, and social reciprocity systems that form the foundation of democratic governance. Utilizing evidence-based research generated through the research pillar, this approach informs policy and legal frameworks that address governance deficits while respecting local contexts and traditions.

The strategic partners leverage their convening power to create platforms for cross-regional lesson sharing and best practice exchange on critical governance issues, including electoral processes, media freedom, and civic space protection. This collaborative approach recognizes that improved governance outcomes require top-down policy reform and bottom-up citizen engagement, creating synergistic relationships between state institutions and civil society actors.

The ultimate goal is to foster governance systems that are not only technically competent but also genuinely responsive to the needs and aspirations of all citizens, particularly those traditionally excluded from decision-making processes.

This pillar also examines consequences of this exclusion and restricted spaces that present a security threat to citizens, thereby pushing them into forced migration. In this situation, migration becomes an option rather than a choice, which could be internal or external leading to mass movement to different countries.

7.5. CLIMATE AND ENVIRONMENTAL JUSTICE PILLAR

The Horn of Africa faces various climate-related challenges and environmental injustices. Communities struggle with ongoing food insecurity caused by multiple factors, including droughts, famine, livestock loss, diseases, floods, deforestation, and shortages of water and pasture resources. The links between peace/security and climate/environmental issues are increas-ingly being studied and incorporated into planning strategies. The long-standing pastoral con-flicts over water and pasture resources are among the most persistent resource-based disputes in the area, resisting many intervention efforts. Environmental conflicts occur not only in Arid and Semi-Arid Lands but also in productive farming zones and water catchment areas.

This pillar focuses on finding ways to lessen the impacts of climate change and environmental injustice on human security across the subregion. It covers adaptation, preservation, protection, diversification, promotion, mitigation, and justice-centered measures while supporting climate financing and fulfilling global climate commitments. The impacts of climate change, including more frequent natural disasters, long-term changes in rainfall patterns and temperatures, and rising sea levels, interact with other factors to increase the risk, frequency, duration, and severity of violent conflicts throughout the region. Achieving sustainable peace in the Horn of Africa requires a better understanding of how climate change influences peace dynamics. Climate change acts as a multiplier threat that worsens existing issues, such as more frequent and severe disasters. Environmental security is likely to decline further as climate change progresses, mainly through widespread reductions in rural incomes and further ecological damage caused by decreasing water availability. The negative effects of climate change on peace and security in the Horn of Africa include rising temperatures, more frequent and intense droughts and floods, desertification, loss of biodiversity, and sea-level rise, all of which threaten populations that depend mainly on rain-fed agriculture and livestock for their livelihood.

AFSC and BfdW have actively participated in global climate change discussions, emphasizing that addressing climate shocks requires gender-sensitive and conflict-sensitive climate justice actions. Both organizations have made climate action a priority—AFSC as a pledge and BftW as a key goal in their strategies. They recognize the damaging effects, such as new patterns of poverty and hunger, which lead to displacement of people (forced migration) and animals and intensifying conflicts over land and water. Both organizations strive to promote community-based initiatives and conduct evi-dence-based research to influence governments across the region, including regional and inter-national groups and agencies.

Strategic initiatives targeting environmental injustice mainly focus on women, youth, and marginalized groups in the Horn of Africa. These efforts include strengthening climate adaptation and resilience by promoting climate-resilient agricultural practices to reduce food insecurity and supporting vulnerable populations who rely on subsistence farming. Involving gender and youth in climate action requires developing gender-sensitive and youth-focused climate policies to empower these groups in decision making. Community-based resource management establishes inclusive committees to oversee shared resources like pasturelands and water, especially in pastoralist communities. Conflict-sensitive climate programs create platforms to resolve disputes over natural resources involving all affected stakeholders, while implementing policies that align conservation goals with community livelihoods to reduce resource conflicts.

Enhancing advocacy and policy influence involves pushing for environmental policies that explicitly address inequalities and protect the rights of vulnerable groups, along with strengthening legal protections against resource-related exploitation and displacement. Emergency response mechanisms develop rapid response frameworks to support communities displaced by climate-related disasters such as droughts and floods. Regional collaboration encourages dialogue on gender, youth, and environmental justice and promotes cross-border cooperation to manage shared natural resources and address transboundary environmental challenges.

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 through partnership with 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 and faith leaders. CSOs and faith leaders 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:

- 1. Peace is advanced by movements and other actors through quality research.
- 2. Marginalized groups (women, youth, people with different abilities, minority communities, etc.) are an integral part of decision-making in peacebuilding processes.
- 3. Regional bodies, governments, and communities take part in transitional justice processes that promote healing and reconciliation.
- 4. Citizens peacefully and responsibly hold their governments to account, while governments uphold the rule of law and provide enabling environments for sustainable development.
- 5. There is conflict-sensitive and citizen-centered climate action in the Horn of Africa, while governments honor their climate change and climate justice commitments.

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

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. Also, it is worth noting that this strategy is fully aligned to the AU Agenda 2063.

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 pre-vention 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 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 that there will be enough pull factors to motivate and retain staff. Recruit new staff as unavoidable staff changes occur and increase staff where funding opportunities are possible.

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 to 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 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 spillover 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.

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, resource mobilization, and robust communication and a management 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	SUCCESS 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	SUCCESS 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 orga-nizations/net-works have taken up at least 2 new women’s rights issues to advocate for, (e.g., representation and active participation in the peace-building 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 pol-icies/ laws on Transitional Justice in the region and advocate for the imple-mentation process. implementa-tion 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 institu-tionalization of the TJ Mechanisms and reconcil-iation 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, conflict, and migration 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, conflict and migration.
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 peacebuilding. # of advocates that are effectively utilizing their skills in influencing conversations on climate change and peacebuilding.

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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