

STRATEGIC PLAN

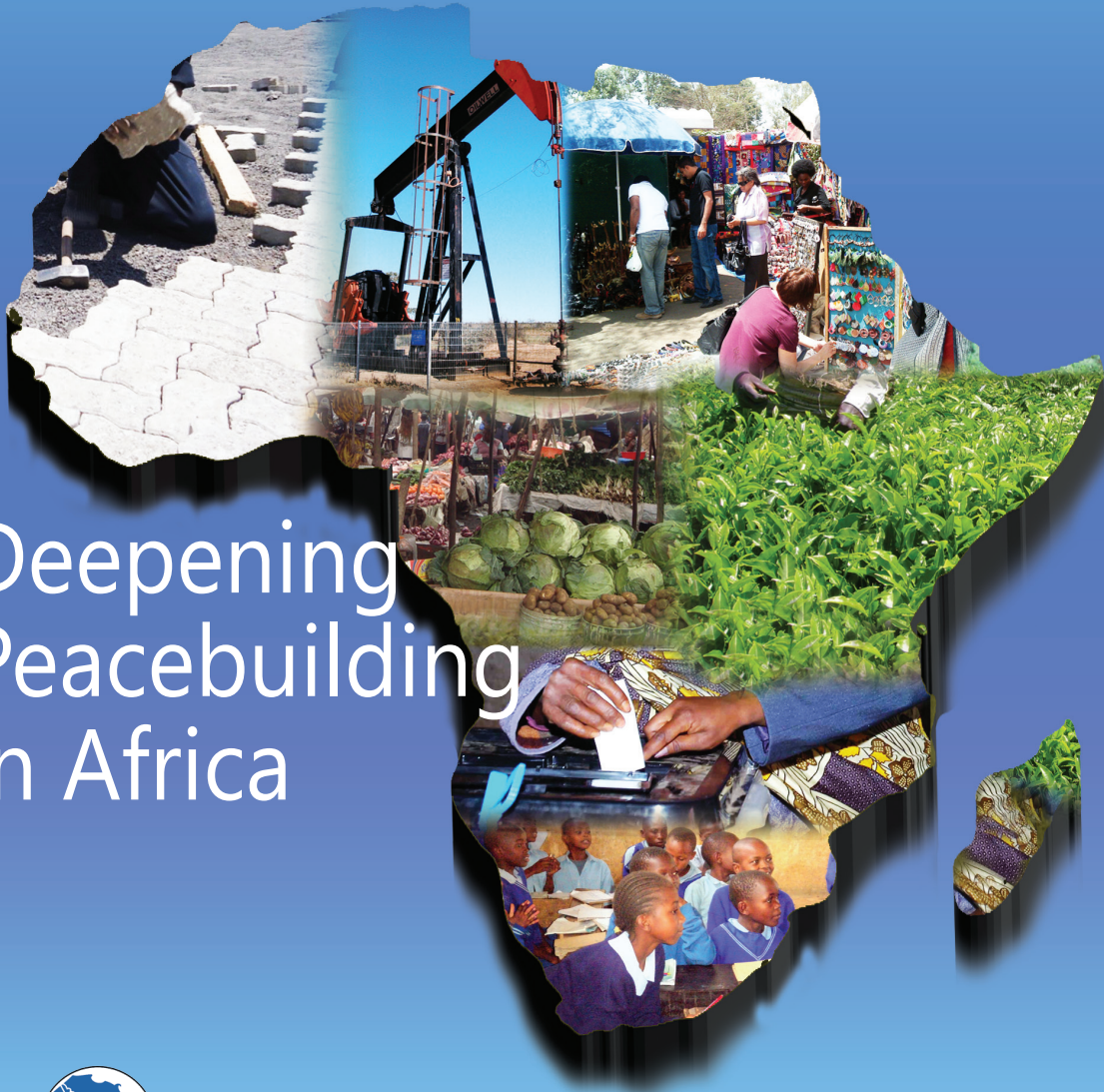
2012 to 2016

Deepening Peacebuilding in Africa



NPI-Africa

A Peace Resource Organisation



STRATEGIC PLAN

2012 to 2016

Deepening Peacebuilding in Africa

NPI-Africa recognises economic development and prosperity as means toward the expansion of people's choices, thus enhancing the quality of life and diminishing the likelihood of destructive conflict.

Nairobi Peace Initiative – Africa (NPI-Africa)

A Peace Resource Organization

Founded in 1984, Nairobi Peace Initiative–Africa (NPI-Africa) is a continental peace resource organization engaged in a broad range of peacebuilding and conflict transformation initiatives. Our work has included mediation and dialogue facilitation; training and capacity building; healing and reconciliation initiatives in East, Central, and West Africa and the Horn; and research on transitional justice and violence in transitions. As a learning organization, NPI-Africa promotes peacebuilding practice, research, reflection, learning, documentation, and policy influencing in areas relevant to conflict and peace in Africa.

NPI-Africa is registered in Kenya as a Charitable Trust.

For more information, please visit the NPI-Africa website (www.npi-africa.org) or write to the Executive Director by email (info@npi-africa.org)

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Contents

Acronyms	ii
Foreword.....	iii
Acknowledgements	vii
NPI-Africa Vision Chart.....	viii
Part I: About NPI–Africa	1
Part II: Operational Context: External and Internal Environments	4
Political Context	4
Economic Context	5
Sociocultural Context	6
Stakeholder Analysis	7
SWOT Analysis	8
Target Groups and Beneficiaries	10
Part III: Strategic Priorities	11
Actions for Peace	11
Research, Learning, and Policy	12
Organizational Development and Institutional Strengthening	13
Implementation of the Plan	13
Monitoring and Evaluation	13
Financial Plan and Resource Mobilisation Strategy	14
Part IV: Logical Framework for Strategic Implementation	15
Strategic Priority 1: Actions for Peace	15
Strategic Priority 2: Research, Learning, and Policy	17
Strategic Priority 3: Organizational Development and Institutional Strengthening	19

Acronyms

AACC	All Africa Conference of Churches	ICT	Information and Communications Technology
ACCORD	African Centre for the Constructive Resolution of Disputes	IDP	Internally Displaced Person
Afap	Africa Alliance for Peacebuilding	IGAD	Intergovernmental Authority on Development
APFO	Africa Peace Forum	Isis-WICCE	Isis–Women’s International Cross-Cultural Exchange
AU	African Union	NCCK	National Council of Churches of Kenya
CBO	Community-based Organization	NPI-Africa	Nairobi Peace Initiative–Africa
COMESA	Common Market for Eastern and Southern Africa	NSC	National Steering Committee on Peacebuilding and Conflict Management
COPARE	Conseil pour la Paix et la Réconciliation	OD & IS	Organizational Development and Institutional Strengthening
CORAT Africa	Christian Organizations Research and Advisory Trust for Africa	PML	Planning, Monitoring, and Learning
CSO	Civil Society Organization	REC	Regional Economic Cooperation
CTPB	Conflict Transformation and Peacebuilding	RL & P	Research, Learning, and Policy
DRC	Democratic Republic of Congo	SADC	Southern African Development Community
EAC	East African Community	SALW	Small Arms and Light Weapons
FAO	Food and Agricultural Organization	SP	Strategic Plan
FECCLAHA	Fellowship of Christian Councils and Churches in the Great Lakes and Horn of Africa	SWOT	Strengths, Weaknesses, Opportunities, and Threats
GBV	Gender-based Violence	TJ	Transitional Justice
GDP	Gross Domestic Product	UN	United Nations
GHHF	Greater Horn Horizon Forum	VTP	Violence in Transition Project
GPPAC	Global Partnership for the Prevention of Armed Conflict	WANEP	West Africa Network for Peacebuilding
ICGLR	International Conference on the Great Lakes Region		

Foreword

For more than two and a half decades, Nairobi Peace Initiative–Africa (NPI-Africa) has been a pioneering peacebuilding organization. Many of our engagements have been cutting-edge and intense, making a significant, positive impact in the pursuit of a peaceful continent. As we move forward, we build on this strong foundation of experiences, and a broad network of peace practitioners at all levels of society.

In the coming five years, we will focus on strategic interventions that draw on our praxis, research, and reflection. They will allow us to influence policy on peacebuilding and conflict transformation in Africa. In this quest, we will be informed by political, economic, and sociocultural contexts at local, regional, continental, and global levels.

This strategic plan calls for NPI-Africa’s actions to be analytically astute, generating knowledge that informs sustainable peace and working collaboratively with a wide range of stakeholders. We will strengthen our work with and through multiple partners, collaborators, and networks. We intend to facilitate training, dialogue, and reconciliation processes; carry out relevant research; and document and share knowledge on conflict and peace issues, with particular emphasis on critical lessons learnt, which, in turn, will inform NPI-Africa’s activities with opinion leaders and decision-makers. Our primary geographical area of focus will be the Horn of Africa and the Great Lakes regions.

A key characteristic of the organization has been the place given to continuous learning for improving its own peace praxis. Given NPI-Africa’s operational context over the past five years—with many countries experiencing political transition of one kind or another—NPI-Africa will enlarge its systematic knowledge on issues related to peace and conflict. This knowledge must reflect the sociocultural, economic, and political sensitivities and realities of people in African regions. We embrace an understanding of peace lodged in the African communitarian reality as expressed in terms such as *Ubuntu*.

As we contribute to deepening peacebuilding in Africa during this period, NPI-Africa will employ these three interlinked and mutually reinforcing strategies:

1. Actions for Peace,
2. Research, Learning, and Policy, and
3. Organizational Development and Institutional Strengthening.

NPI-Africa's strength emanates from both its long-term experience in peacebuilding work and its established relationships built up over the years with implementing and funding partners (local and international), governmental bodies, and communities in conflict settings. We look forward to developing and strengthening our continuing associations with them in the continent.

Past initiatives have included:

- Leadership in a process to resolve chieftaincy and land conflicts in Northern Ghana (1994-2002), which culminated in a peace agreement signed by the warring parties, in the presence of then President Jerry Rawlings. Following the accord signing, the course shifted to building 'peace infrastructures'.
- Organising of a series of regional and country-specific training/formation courses in 28 African countries. Geared towards community workers and policymakers from all levels of society. It was a project in partnership with the Eastern Mennonite University and the West Africa Network for Peacebuilding (WANEP).
- Conducting of biannual peacebuilding institutes that respond to specific peacebuilding needs of their respective regions, in collaboration with CORAT Africa and COPARE (eastern DRC). One is held in Nairobi (English) and the other one in Bukavu (French). The institute is seen as one of the best ways by which NPI-Africa (and its strategic partners) can work to build a cadre of well-grounded peace practitioners in Africa. In addition, we serve on the faculty of the Africa Peacebuilding Institute in Mindolo, Zambia, and the African Union Capacity Building on Mediation.
- Conflict resolution over land, access to pasture, and cattle rustling in the northern part of the Rift Valley Province in Kenya. We worked on processes that culminated in the formation

of joint conflict resolution forums and over 400 community peace committees. Key partners comprised the communities, the National Council of Churches of Kenya (NCCCK), regional politicians, and local government officials.

- Provision of training support for women's groups from DRC, Somalia, and the Manu River Union in West Africa. In the three instances, the purpose was to support the inclusion of new voices in the formal mediations that took place in Sun City (South Africa) for DRC peace processes, Nairobi (Kenya) for Somalia peace talks, and Monrovia (Liberia) for the interlinked conflicts in Guinea, Liberia, and Sierra Leone. These encounters saw women take key leadership roles that the UN Security Council later recognised.
- Organization and facilitation of first gathering of peacebuilding civil-society groups from all over the globe, at the United Nations headquarters in New York, in 2005. This was undertaken as part of our leadership role in the Global Partnership for the Prevention of Armed Conflicts (GPPAC) for eastern and central Africa region. GPPAC works in pursuit of strategic partnerships (UN system, regional intergovernmental bodies, governments, and civil societies) for the entrenchment of a culture of conflict prevention.
- Critical support to the Kenyan national dialogue and mediation process led by Kofi Annan, former UN secretary general, in collaboration with partner peace agencies under the banner of *Concerned Citizens for Peace*. The process ultimately ended the 2008 post-election violence brought about by the disputed results of the 2007 general elections, specifically that of the presidential race. NPI-Africa also facilitated women forums that contributed views to the mediation process.
- Provision of guidance and content towards peace education in Kenyan schools, in a national conference co-sponsored by the Kenyan Ministry of Education. NPI-Africa also participated in training district peace committees in Kenya under the Nonstate Actors Support Programme funded by the European Commission, through the Government of Kenya and Christian Aid. This effort complemented the work being done by the National Steering Committee on Peacebuilding and Conflict Management (NSC), in

the Office of the President, to implement an infrastructure for peace nationwide.

- Strategic partnership with ACCORD (South Africa) and WANEP (Ghana), under the banner of the Africa Alliance for Peacebuilding (AfaP), working towards cross-regional issues and themes on peace. In this regard, the three organizations fielded a peacebuilders' elections observer mission in KwaZulu-Natal, during the April 2009 general elections in South Africa.
- Research, learning, and policy formulation through the RLP programme that has produced a major report on transitional justice mechanisms in Africa, looking specifically at the role of the Truth Commission as the preferred transitional justice mechanism in Africa, and making input into the truth commissions in Liberia and Togo, and Kenya. In addition, NPI-Africa has published a study of challenges facing Kenyan youth and, in that context, has proposed a tentative peace agenda.

Lessons learnt, experiences gained, and networks realized during the named actions and programmes will be put to use during the implementation of this plan.

While a strategic document is a predictable plan of action with expected results, NPI-Africa is aware that effective peace work calls for a capacity to respond to emerging threats to peace while, at the same time, focusing on long-term issues. In this regard, we will seize upon opportunities provided for intervention, involvement, or learning by serendipitous circumstances.

As illustrated by our vision of a developing, thriving, and cohesive African continent devoid of wars and instabilities and a profound belief that such a vision can be realized, we believe that African history can be rewritten; the continent's peoples can enjoy peace, stability, and prosperity. Africa is awake and designing its future. This is the Africa that NPI-Africa is called to serve.

We invite you to participate with us in this narrative of change!

KARIMI KINOTI
Chairperson, NPI-Africa
Nairobi, Kenya, 2012

Acknowledgements

This strategic plan was developed by the board and staff members of NPI-Africa, with the able facilitation of Donald Odera. We acknowledge and appreciate the commitment, discussions, and team effort invested in the realization of this plan.

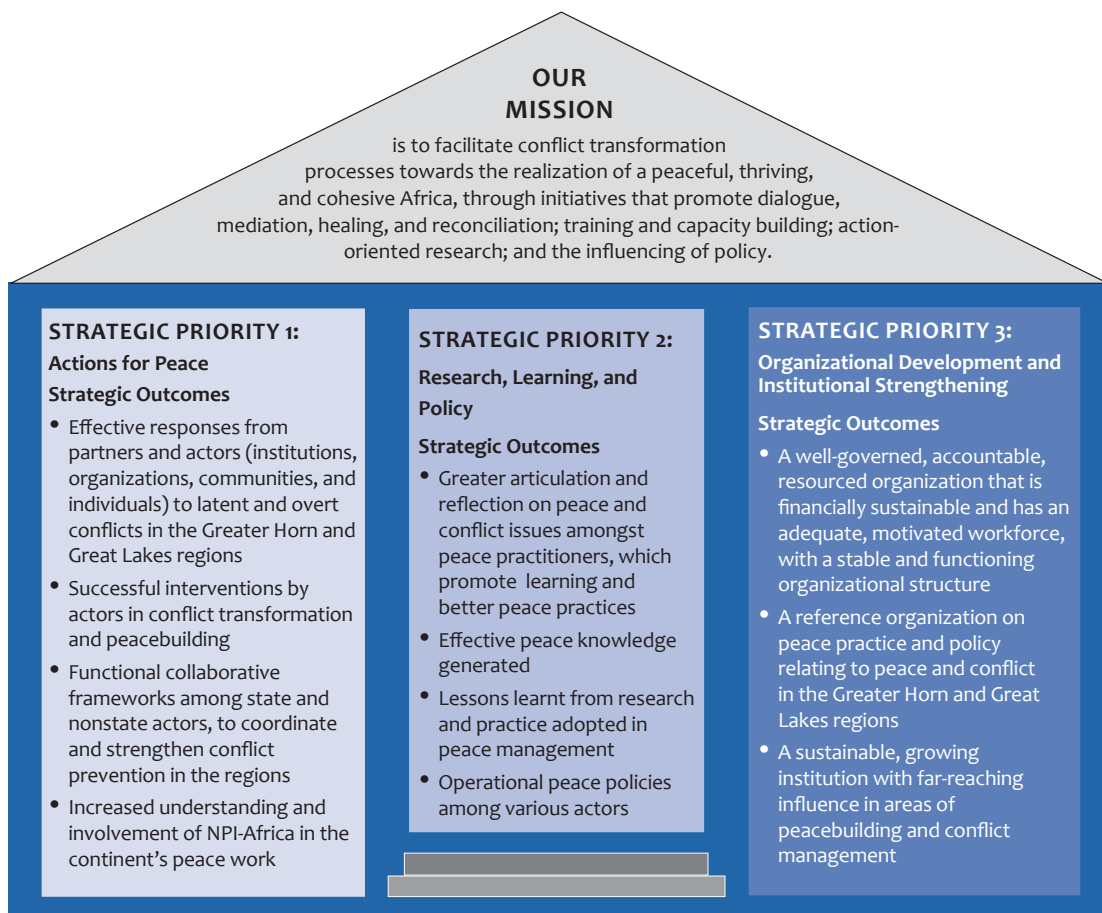
We also gained much from interviews and discussions held with partners, donors, and beneficiaries during NPI-Africa's internal assessment conducted in 2008 and the external evaluation carried out in 2010 and several times in 2011.

We thank everyone who helped to shape this document and, importantly, we thank all those who believe in the noble vocation of building peace, for journeying with us over the years.

FLORENCE MPAAYEI
Executive Director

NPI-Africa Vision Chart

A Peaceful, Thriving, and Cohesive Africa



Part I: About NPI–Africa

Founded in 1984, Nairobi Peace Initiative–Africa (NPI-Africa) is a continental peace resource organization engaged in a broad range of peacebuilding and conflict transformation initiatives. Our work has included mediation and dialogue facilitation; training and capacity building; healing and reconciliation initiatives in East, Central, and West Africa and the Horn; and research on transitional justice and violence in transitions. As a learning organization, NPI-Africa promotes peacebuilding practice, research, reflection, learning, documentation, and policy influencing in areas relevant to conflict and peace in Africa.

Our Vision calls for a peaceful, thriving, and cohesive Africa.

Our Mission is to facilitate conflict transformation processes towards the realization of a peaceful, thriving, and cohesive Africa, through initiatives that promote dialogue, mediation, healing, and reconciliation; training and capacity building; action-oriented research, and policy influencing.

Our Core Values call for commitment to:

- Peace and justice as a way of life,
- Reflection, learning, and action,
- Solidarity and collaboration with all in the quest for peace and reconciliation, and
- Teamwork, professionalism, and quality relationships.

Our Guiding Principles are:

- Upholding the highest ethical standards in all engagements,
- Fostering gender-sensitive interventions,
- Encouraging ownership of peace processes by all engaged parties and communities,
- Working collaboratively and accountably with strategic actors and partners,
- Promoting peacebuilding as a long-term investment and commitment,
- Being alert to elements of serendipity, flexibility, and creativity, and
- Good stewardship of material and human resources.

*Our Vision
calls for a
peaceful,
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cohesive
Africa.*

Affirming Peace: Our Theory of Change

Peace philosophy: NPI-Africa's philosophy is lodged in the African communitarian understanding of peace expressed in terms such as *Usalama* (Swahili), *Ubuntu* (Zulu), and *Shalom* (Hebrew). We understand peacebuilding as a process of identifying and enlarging the cohesive strengths of society, transforming conflictual and negative relationships into constructive and just relationships.

Responsiveness: NPI-Africa's peace praxis calls for preparedness and an ability to respond to conflict promptly. It presupposes the facility to read environments and to muster political and social will toward conflict resolution. This mandate impels NPI-Africa to counter violence, to promote dialogue, to build relationships, and to establish processes through which people in conflict can engage and seek solutions.

Proactive prevention: NPI-Africa recognises economic development and prosperity as means toward the expansion of people's choices, thus enhancing the quality of life and diminishing the likelihood of destructive conflict. At local level, the proactive posture calls for engaging with issues of governance, economic development, and sustainable livelihoods. At the international level, the said posture calls for Africa to benefit from its vast natural resources, ethical and fair trade practices, technology transfer, debt management, and the ability to protect its peoples' interests. Such a posture calls for NPI-Africa to offer critical analyses, to suggest policies, and to build linkages locally and internationally for advancing an African peace agenda.

Foundational values for change initiatives: As a change agent, we embrace a mandate to build community by accountable means, informed by our articulated values. Our understanding of sustainable peace calls for principled approaches and the ability to engage several times with ongoing conflict while addressing the structural causes of violent conflict.

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Strategic Approach

NPI-Africa is committed to initiate, facilitate, and participate in processes that promote and achieve sustainable peace in Africa. This commitment will be enriched by judicious deployment of research findings and lessons learnt from peace praxis, creating opportunities for reflection, sharing, and learning. To this end, NPI-Africa collaborates with a broad range of actors, including peace practitioners, faith communities, institutions of learning and research, policymakers and civil society organizations at national, regional, and global levels. This strategic approach represents an engagement with policy processes.

Part II: Operational Context: *External and Internal Environments*

NPI-Africa's context analysis focuses on the identification of salient issues, with implications to peace and conflict in the Horn of Africa and the Great Lakes regions.

Political Context

The writing of this strategic plan coincided with the birth of Africa's newest nation, South Sudan. Meanwhile, elections are taking place in Liberia, Egypt, and the Democratic Republic of Congo, all of them indicators of Africa's quest for democratic societies. While steps towards transparent and accountable governance are viewed positively, the continent contends with numerous ongoing internal and external dynamics that render this transition period turbulent. There is disrespect for electoral processes, institutions, and outcomes, which undermine popular will and result in election-related violence and the emergence of negotiated, inherently unstable, 'governments of national unity', as witnessed in Kenya and Zimbabwe.

Disrespect for electoral processes, institutions, and outcomes, undermine popular will and result in election-related violence

The popular uprisings witnessed in North Africa, otherwise known as the Arab Spring, are indicative of the rising expectations among citizens pressuring their respective governments to be proactive with regard to economic, social, and political issues and rights. Similarly, conflicts in Somalia and Darfur continue to remind the continent of the importance—to citizens and neighbouring countries alike—of resolving these outstanding issues. The rise of terror gangs and the recruitment of unemployed young people into militia groups can potentially lead to increased levels of criminal activity across already existing conflict fault lines. Examples of this growing phenomenon can be seen in a number of African countries, such as DRC, Kenya, Somalia, and Uganda.

The consequent insecurity serves both as cause and effect of the proliferation of small arms and light weapons (SALW), due in part to porous borders and concomitant poor governance. Instances of intercommunal cross-border conflicts are further complicated by

poorly coordinated disarmament of popular or private militia. Such are the dynamics threatening the realization and consolidation of peace and security in the respective regions of the continent.

Amidst all these challenges, NPI-Africa acknowledges and affirms the many efforts by the AU and subregional intergovernmental bodies such as IGAD, ICGLR, ECOWAS, COMESA, and SADC to strengthen the peacebuilding architecture of the continent. NPI-Africa also commends the work of civil society groups in striving to build cohesive, sustainable, and peaceful communities.

Economic Context

The June 2010 edition of the *McKinsey Quarterly* noted that Africa was amongst the world's most rapidly growing economic regions, having achieved a collective GDP of \$1.6 trillion in 2008. Amongst the reasons for this growth, the quarterly cites improved macroeconomic conditions and microeconomic reforms. This phenomenon is demonstrated in countries, such as Kenya, Ethiopia, and Rwanda, and can be attributed to the rapid growth of information and communication technology and an improved transport infrastructure coupled with the strengthening of regional economic blocs such as the East African Community Customs Union. Together, these factors have enhanced cross-border and regional trade, supporting business growth and employment opportunities.

However, economic growth within inherently unequal societies tends to marginalise a majority of the citizens, thus leading to counterproductive results. Societies featuring weak political systems and socially skewed institutions have a strong potential for violent conflict. Additionally, overreliance on a single-source economic activity, especially within those communities living in ecologically fragile environments, indicates high potential for resource-based conflicts. Sadly, despite its impressive growth, Africa is experiencing widening disparity between its rich and poor populations.

According to the FAO, Africa possesses 80% of the world's currently underutilised arable land, such as those in the Sudan, DRC, and Angola. That percentage is equivalent to 900 million hectares. An estimated 50 million hectares have already been leased to foreign investors at prices lower than prevailing market rates, while at

However, economic growth within inherently unequal societies tends to marginalise a majority of the citizens, thus leading to counterproductive results.

least 20 African countries are contemplating similar land deals. Global dependency on fossil-based energy, rising oil prices, and the diversion of food production towards the manufacture of biofuels have a negative impact on the access and affordability of food and other essential commodities for majority of the people. Furthermore, for the past three decades, Africa, despite occasional bumper harvests, has remained the most food-insecure region in the world. This is further compounded by the global financial crisis and its potential impact on African economies.

Ongoing illicit and unregulated extraction of natural resources continues unabated, especially in the Great Lakes region, with devastating effects on human security and ecological integrity. Such unregulated exploitation leads readily to low-intensity resource conflict or to full-blown conflict, fanned by the involvement of armed militia.

Sociocultural Context

Africa's rich cultural diversity is widely recognised as a great resource. However, what remains unrealized is the transformation of this sociocultural and religious wealth into a potent instrument of and home for community-based peacebuilding. In the absence of an issue-based political culture in most African democracies, ethnic and religious differences are readily deployed and exploited to win elections at the expense of social cohesion. This reality is further compounded by the rising population of unemployed youth who are easily co-opted into unlawful activities such as peddling drugs and joining militia groups and proscribed gangs.

Ongoing conflicts exacerbated by famine, as recently witnessed in the Greater Horn of Africa region, increase the irregular migration of internally displaced persons and refugees. These conditions provide fertile ground for conflict-induced stress on host communities and competition for scarce resources amidst environmental degradation.

While recognising and supporting the efforts of the AU in promoting and affirming the contribution of women in the continent's development and peace agenda, NPI-Africa is aware that much remains to be done. Gender-based violence in domestic settings and the heightened use of rape as a weapon of war continues—

In the absence of an issue-based political culture in most African democracies, ethnic and religious differences are readily deployed and exploited to win elections at the expense of social cohesion.

seemingly unabated. This is despite intense advocacy and lobbying in the form of numerous charters and protocols for the protection of women in conflict situations.

New frontiers in media development, including social media and ICT, have served to democratise access to knowledge and information, just as they have intensified interaction among peers and professionals. However, their widespread use also has the potential of generating dynamics antithetical to social cohesion. Kenya's postelection violence provides a prime example.

Stakeholder Analysis

Stakeholders	Area(s) of Common Interest	Area(s) of Threat
Citizens and residents in the region	Desire for peaceful coexistence, economic and social well-being	Rising cost of living and social insecurity
Faith-based Institutions	Pursuit of peaceful coexistence and well-being of community members	Religious intolerance and extremism
National, regional, and international CSOs	Engagement in activities that support and promote peace and stability	Competition over resources and risk of duplicating interventions
Governments in the region	Regional peace and stability	Disparate initiatives within and among RECs and other agencies
Regional bodies and economic communities (e.g., EAC, COMESA, SADC, IGAD, ICGLR, etc.)	Promotion of good governance, economic integration, peace, and stability	Overlapping membership leading to conflicting priorities
Private sector	Stability resulting in an environment for investment and economic growth	Political and social conflicts
Funding partners	Implementing activities that promote sustainable peace	Shifting/competing interests and funding uncertainty due to the global economic crisis
Bilateral and multilateral organizations and partners	Stable political environment and undertaking of policies on sustainable development	Conflicting foreign strategic interests with regional priorities

SWOT Analysis

As NPI-Africa enters a new strategic phase, we interrogate our strengths, weaknesses, opportunities, and threats:

Strengths

- Extensive professional experience in peacebuilding
- Identification as a credible and respected peace resource organization by peers in Africa and beyond
- Strategic alliances with CBOs and national, regional, and global functional peace-focused networks
- Flexibility in responding to emerging issues, with proven expertise in capacity-building
- Diverse, committed, and knowledgeable board and staff
- Sound financial management systems
- Acceptance and goodwill from founding donors and strategic partners
- Geographic location that can easily access any part of the continent

Weaknesses

- Over-extended staff coupled with limited in-house capacity in critical areas due to lack of funding
- Insufficient integration of NPI-Africa's activities, reflecting a need for more linkages between peace praxis and analytic research
- Delay in putting a PML system in operation
- Limited resource-mobilisation capacity
- Inadequate human resource and governance policies
- Overreliance on external donors

Opportunities

- Continued engagement in peace processes in the region and collaboration with strategic actors
- Increased citizen awareness for the need to engage with

respective governments in matters of accountability, good governance, and peaceful, free, and fair elections

- Promotion of issue-based politics to deflect the use of ethnicity as a basis for political mobilisation
- Support for the domestication and implementation of ratified, continental and global instruments (resolutions, laws, and protocols) that increase women participation in high-level policy and decision-making for peacebuilding
- Support for the establishment of effective mechanisms to promote continuous dialogue among political actors, especially at national level, on contentious issues with potential for disagreement and intolerance
- Promotion and implementation of formal and informal peace education in tertiary and lower community-level institutions

Threats

- Likelihood of increased political instability with increased militia activities due to unresolved regional conflicts
- Increase of resource-based conflicts because of climate change, with negative implications for sustainable livelihood and peaceful coexistence in affected communities
- Heightened insecurity resulting from continued proliferation of SALW
- Diminishing confidence of citizens, vis-à-vis governments, in addressing rising levels of inequality and poverty
- High staff mobility because of attractive remunerations from donor agencies operating in Africa
- Lack of coordination among peacebuilding actors, leading to duplication of efforts and less impact

Target Groups and Beneficiaries

- i. Citizens/communities and residents
- ii. Faith-based organizations
- iii. Regional and national civil society organizations, especially those working in peacebuilding

- iv. Governments through their respective ministries and institutions, and national programmes engaged in peace, conflict management, social cohesion, and national integration
- v. Intergovernmental bodies, such as the AU, IGAD, EAC, and ICGLR
- vi. Research bodies and academic institutions
- vii. Policymakers
- viii. Private sector

The Strategic Niche

NPI-Africa's strategic niche is characterised by a comprehensive approach to peacebuilding work, informed by praxis, reflection, research, and learning, and is undertaken at multiple levels with multiple stakeholders. Thus, the organization has developed a unique position as a trusted facilitator and an authoritative reference point in peace practice in the African continent.

Part III: Strategic Priorities

With special focus on the Horn of Africa and the Great Lakes regions, we will contribute towards the deepening and advancement of peace in Africa through three interlinked strategic priorities. These priorities are (1) Actions for Peace, (2) Research, Learning, and Policy; and (3) Organizational Development and Institutional Strengthening. We will strengthen our role as a strategic facilitator in contributing to peace praxis and policy formulation by ensuring our interventions are informed by a thorough contextual analysis, involvement with selective emerging or ongoing peace processes, and strong linkages with strategic actors.

Actions for Peace

Through this strategy, we will respond to emerging crises and address long-term structural issues that have potential for violent conflict. In collaboration with key decision- and policymakers at various levels of society, this strategy will be put into operation through a series of activities, which include designing intervention strategies, building capacities, facilitating dialogue and reconciliation processes, contributing to early-warning and early-response mechanisms, and strengthening strategic partnerships.

During this strategic phase, the capacity-building component of NPI-Africa's work will offer specialised trainings in conflict transformation and peacebuilding, in collaboration with tertiary institutions and training centres such as African Nazarene University and CORAT Africa. In particular, collaboration with institutions of higher learning will provide an avenue for participants' interaction between theory and praxis, leading to formal recognition of NPI-Africa's training products through certification and increased organizational visibility as well as continued impact. NPI-Africa staff will also continue to serve as co-trainers in a number of high-level intergovernmental initiatives, such as the AU/UN Mediation Programme. They will also work as trainers in the African Peacebuilding Institute in Kitwe, Zambia, Isis-WICCE, and others. These engagements will further enhance our learning and knowledge generation in peace praxis and theory.

Historical (real or perceived) injustices and unreconciled social relations are among the hurdles encountered during political transition, especially in post-conflict situations. NPI-Africa will

Our priorities are: Actions for Peace; Research, Learning, and Policy; and Organizational Development and Institutional Strengthening.

continue to work on transitional justice issues, with emphasis on healing and reconciliation, particularly among communities in South Sudan, Kenya, Northern Uganda, Somalia, and eastern DRC. Collaboration with and building the capacity of partners supported by donors will also form part of our intervention.

Our rich networks and strategic partnerships will remain instrumental in lobbying and advocating for actions toward the realization of a peaceful society. Building on these partnerships will amplify NPI-Africa's voice and provide critical advantage within the policy community at national, regional, continental, and global levels. These partnerships include those with GPPAC, AU, Afap, FECCLAHA, AACC, ICGLR and COMESA, as well as close working ties with the Kenyan Ministry of Education and the National Steering Committee on Peacebuilding and Conflict Management. In addition, we will pursue collaboration with other relevant national and intergovernmental agencies across the region and engage with the private sector and faith communities as key opinion shapers and stakeholders.

In all our interventions, we will advocate for the inclusion of women and youth leaders in peace processes at all levels of society.

Research, Learning, and Policy

The complex and multitudinous challenges facing peace and stability in Africa require a thorough understanding of the political, economic, and sociocultural dynamics at play both internally and externally. This strategy will, therefore, involve the systematic questioning and documentation of emerging political, economic, and sociocultural events and trends that have potential for peace or conflict in Africa. Components of this strategy will include reflection and generation of knowledge.

Prior research work undertaken in the areas of truth commissions, transitional justice, youth unemployment, and conflicts in Africa will continue to inform our engagement on issues of justice and the youth in the Horn of Africa and the Great Lakes region. We will undertake new areas of research, such as the nexus between climate change, human security, and conflict as well as case studies on best practices for sustainable peacebuilding on the continent.

Our rich networks and strategic partnerships will remain instrumental in lobbying and advocating for actions toward the realization of a peaceful society.

As a learning institution, we will continue to promote ongoing reflection on topical issues that have a bearing on peace in the two regions in particular and the entire continent in general. This will be done in collaboration with strategic partners such as the Greater Horn Horizon Forum (GHHF), Afap, and GPPAC. The reflections and research dissemination will take the form of conferences, symposia, and colloquia. We will also seek opportunities for joint action-oriented research with other organizations and academic institutions.

Organizational Development and Institutional Strengthening

During this period, we will ensure that our organizational values and culture, people, systems, and processes are aligned to achieve the stated strategic goals. This will include strengthening human resource capacity by reviewing the needs of the organization, hiring and retaining competent and motivated staff, and strengthening individual performance management and staff development processes.

As part of the commitment to becoming a learning organization, NPI-Africa will implement PML tools to facilitate continuous performance assessment against set objectives. We will also pursue a plan for rigorous resource mobilisation and organizational sustainability, ensuring a high degree of accountability to stakeholders.

Implementation of the Plan

A logical framework for the implementation of this strategic plan is presented in the following pages. It reflects the different activities we intend to implement with strategic targets/milestones and time frames. Detailed activity work plans with specific deliverables under each strategic priority will be developed and implemented on an annual basis. These will be reviewed on a quarterly basis and, when necessary, revised to ensure we meet our objectives in a pragmatic and adaptable manner, continually learning from our actions and building on best practices through our planning, monitoring, and learning methodology.

Monitoring and Evaluation

NPI-Africa will pursue the following steps in implementing, monitoring, and evaluating this strategic plan:

The realization of NPI-Africa goals will be determined by the strength of the organization.

- Development of annual operational plans with clear results and indicators
- A quarterly review and analyses of attainment of the key results in the operational plan, paying specific attention to the identified targets
- Regular progress reporting to the Board of Trustees
- Annual review of the strategic plan through the operational plan
- Strengthening of the PML system to enable continuous monitoring and learning
- Internal midterm evaluation of the strategic plan (mid-2014) by staff from the different programmes
- End-term evaluation conducted by an external evaluator.

Though our PML system we will track and document various practical experiences and lessons learnt that could be used to inform other peace practices and processes worldwide.

Financial Plan and Resource Mobilisation Strategy

The successful attainment of the ambitious results projected in this plan is dependent on the generation and availability of adequate resources to implement the activities under our strategic priorities. A summary financial plan is included below that reflects the projected budget for the period 2012-2016.

To pursue our financial plan we will engage in the following activities:

- Raise funds from our long-standing funding partners.
- Market NPI-Africa proactively, and raise resources and support from potential new donors, including local sources and in-kind contributions.
- Develop strategic alliances with other organizations to access back-donor funding jointly.
- Ensure cost-effective use of financial resources and efficient accountability.
- Invest our own income (e.g., from consultancies) prudently to generate additional resources for our Endowment Fund and Unrestricted Funds.
- Purchase our own office premise by December 2016.

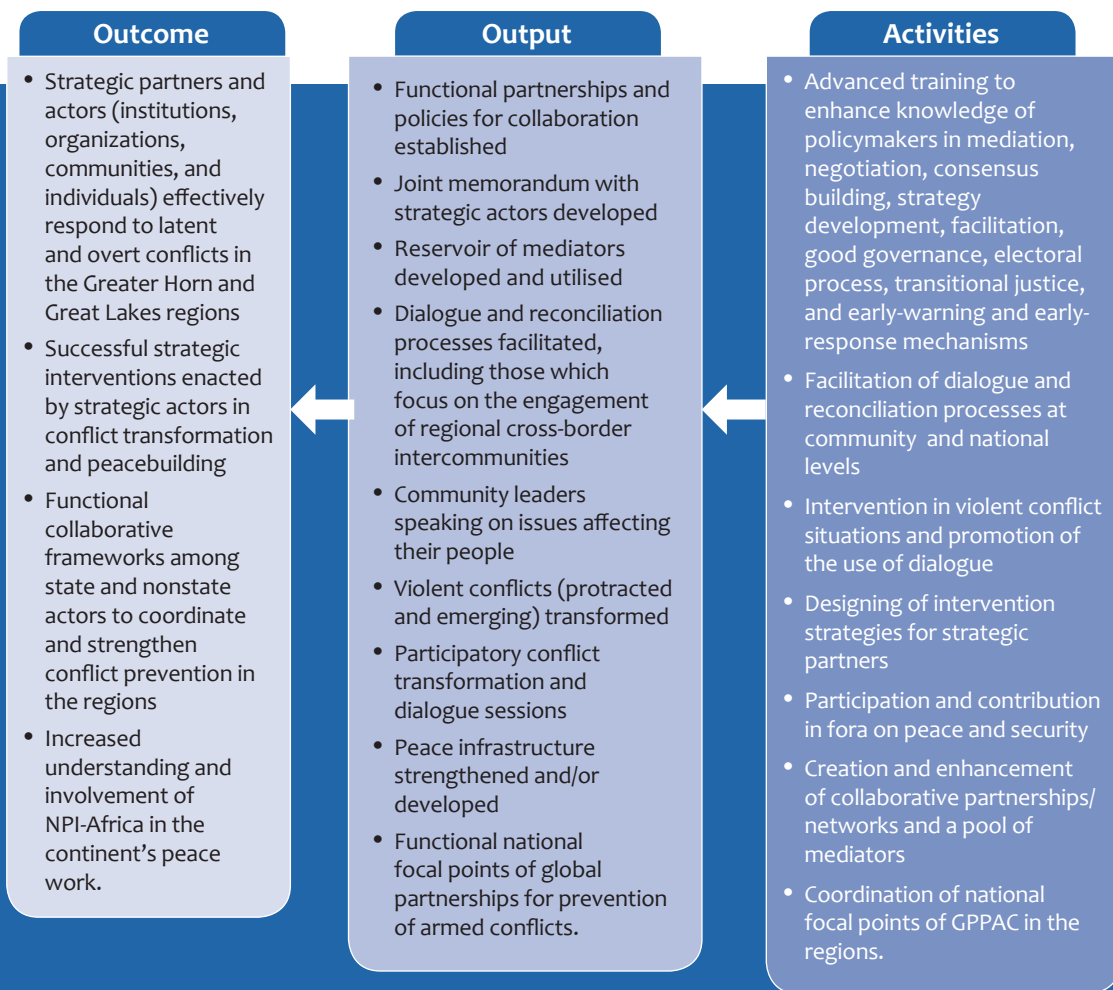
Part IV: Logical Framework for Strategic Implementation

Strategic Priority 1: Actions for Peace

Strategic Targets

In an effort to assist NPI-Africa achieve its proposed strategic outcomes, the Actions for Peace strategy shall aim to achieve the following targets or milestones:

- 2013: Peacebuilding institute for the Great Lakes region functional
- 2013: Courses on CTPB offered, which have academic accreditation with at least one institution of higher learning
- 2016: Five peacebuilding training institutes for the Greater Horn of Africa region carried out and approximately 100 to 150 decision-makers (women and men) trained, with at least 50% positively influencing the peace agenda in their constituencies
- 2016: Contribution to processes of healing and reconciliation in South Sudan, Somalia, and DRC
- 2016: Contribution to various peace and security processes organized by intergovernmental bodies
- 2016: New partnerships and networks established and existing ones strengthened
- At least three regional steering groups meetings for GPPAC national focal points held by 2016
- At least two intervention strategies designed for strategic partners annually



Assumptions

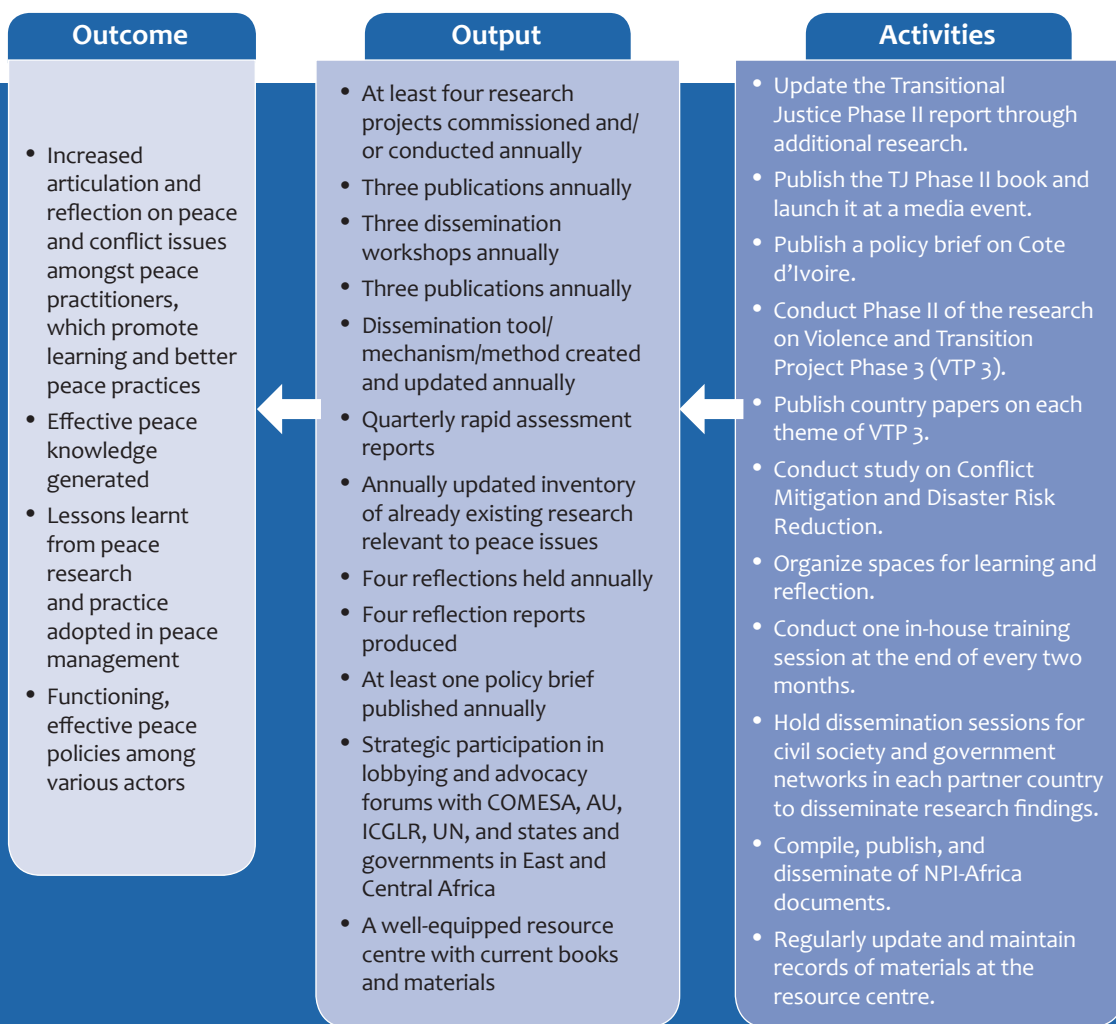
- Targeted partners will remain open and committed to collaboration.
- Financial and human resources shall be timely and sufficiently available.
- Political situations in the region and respective countries will be conducive, and national and regional bodies, state and nonstate actors will be open to collaboration with each other.

Strategic Priority 2: Research, Learning, and Policy

Strategic Targets

In an effort to assist NPI-Africa achieve its proposed strategic outcomes, the Research, Learning, and Policy strategy shall aim to achieve the following targets or milestones:

- Research report on transitional justice (TJ) finalised by 2012
- TJ book published by 2012
- At least two policy briefs on research topics covered to be disseminated annually
- Kenya, Zimbabwe, and South Africa-specific Violence and Transition Project Phase 3 (VTP 3) reports finalised on each theme and disseminated by 2013
- At least three seminars on research findings organized for policymakers by 2016
- At least five reflections held on topical issues by 2016
- At least 30 in-housing training sessions held by 2016
- Study on conflict mitigation and disaster risk reduction finalised and findings disseminated by 2013
- At least 300 new documents (e.g., journals, papers, etc.) received and at least 100 books purchased by 2016



Assumptions

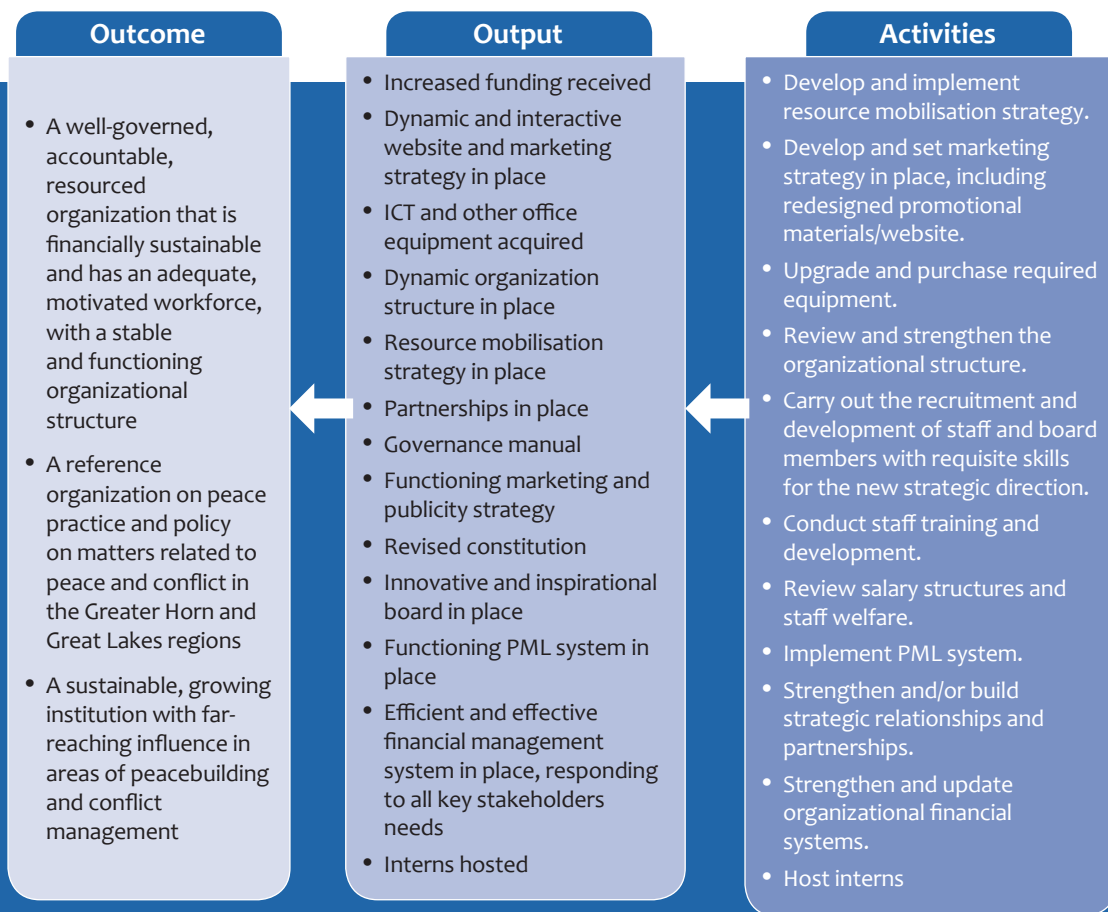
- Funds will be sufficient and available on time.
- The partners and targeted beneficiaries will respond positively.
- Research findings will be relevant to and used by the targeted groups and individuals.

Strategic Priority 3: Organizational Development and Institutional Strengthening

Strategic Targets

In an effort to assist NPI-Africa achieve its proposed strategic outcomes, the Organizational Development and Institutional Strengthening strategy shall aim to achieve the following targets or milestones:

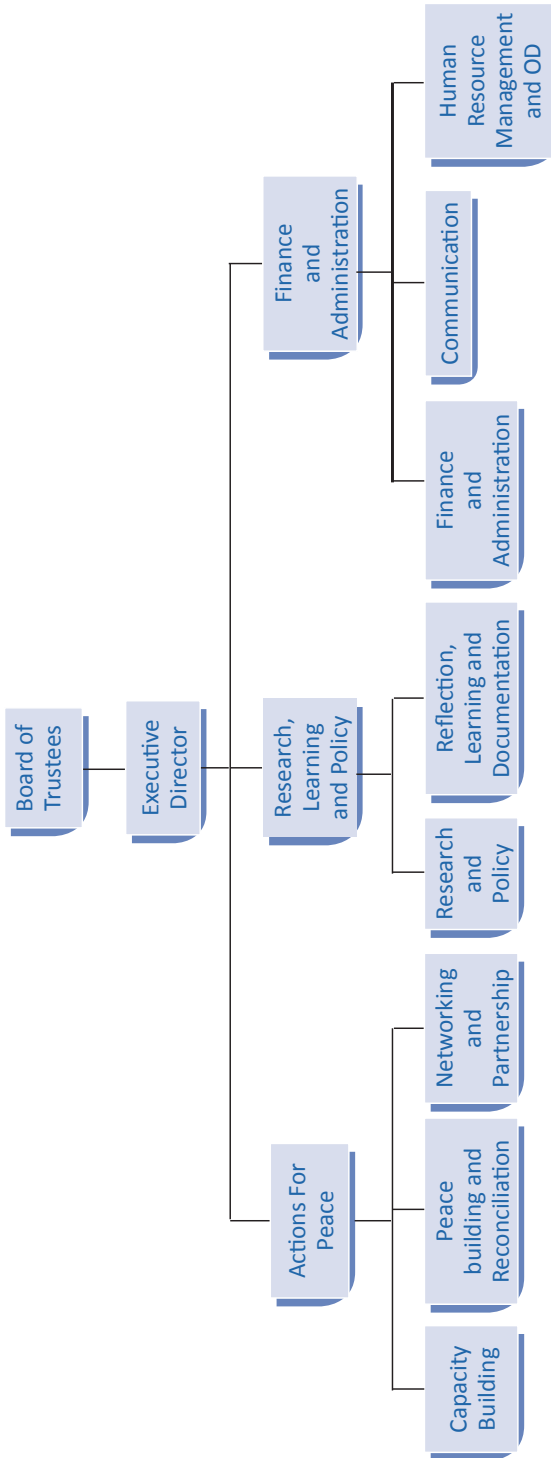
- Resource mobilisation strategy in place and being implemented by 2012, which will include at least two annual fundraising trips and one annual donors/strategic partners roundtable meeting
- Office equipped with latest ICT and multimedia equipment by 2013
- Governance function strengthened with new board members and governance strengthening strategy in place by 2013
- Human resource function strengthened with updated HR development in place and functioning by 2013
- Functioning PML system in place by end of 2012
- New partnerships developed and current ones enhanced annually
- Modernised and functional website, and updated promotional materials in place by June 2012
- Efficient and effective financial management function in place by 2012
- Efficient and effective programme management linked to PML in place by 2012



Assumptions

- Partners and donors will respond positively to resource mobilisation and marketing strategies.
- Financial and other resources will be sufficient and available on a timely basis.
- The environment of operation will be relatively stable.

Figure 1: Organizational Structure



The organizational structure above will be staffed by the roles proposed in the boxes below. These positions will be reviewed through a full job design and evaluation, which will consider the roles and competencies required for NPI-Africa to deliver this strategic plan.

- Actions for Peace**
- Programme Manager/
- Senior Programme Officer
- Programme Coordinators
- Assistant Coordinators
- Project Officer

- Research, Learning, and Policy**
- Programme Manager/Senior
- Researcher
- Researcher
- Research Assistant
- Data Analyst
- Programme Coordinator
- Assistant Coordinator
- Editor

- Finance and Administration Department**
- Finance Manager
- Accountant
- Assistant Accountant
- Human Resource Officer
- Administrative Officer
- Administrative Assistant
- Office Assistant

Summary 5 Year Budget USD

NPI-AFRICA SUMMARY BUDGET 2012-2016						
Programme	2012	2013	2014	2015	2016	
Actions for Peace Strategy	216,476	238,124	261,936	288,130	316,943	
Research, Learning, and Policy	241,781	265,959	292,555	321,811	353,992	
Organizational Development and Institutional Strengthening	28,200	31,020	34,122	37,534	41,287	
Total Programme Costs	486,457	535,103	588,613	647,474	712,222	
Programme Coordination and Implementation Costs	171,080	188,189	207,007	227,708	250,479	
Total Programme and Implementation Costs	657,537	723,291	795,620	875,182	962,700	
Core Costs: Personnel and Administrative	124,423	136,865	150,552	165,607	182,168	
Total Programme + Core Costs	781,960	860,156	946,172	1,040,789	1,144,868	
Contingency (5% of programme costs)	24,323	26,755	29,431	32,374	35,611	
Grand Total	806,283	886,911	975,603	1,073,163	1,180,479	

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