



Country: UGANDA

**Title:** Peace Architecture<sup>1</sup> for Conflict Transformation<sup>2</sup> Framework

**UNDAF Outcome(s):** Outcome 1 - Capacity of selected government institutions and civil society improved for good governance and realization of human rights that leads to reducing geographic, socio-economic and demographic disparities in attainment of MDGs by 2014

**Expected CP Outcome(s):** Outcome 1.4 of GoU/UNDP Country Programme Action Plan (CPAP)

**Expected Output(s):**

1. Skills and Capacities for internal dialogue and political settlements amongst members of NCF strengthened;
2. Key, gender selective, national stakeholders mobilized by NCF to influence the political reform agenda of the country;
3. Mediation and dialogue capacities for National Elders Forum to facilitate policy and governance settlements strengthened;
4. Dialogue and settlements on key policy and governance reforms facilitated by National Elders Forum;
5. Region level peace and conflict transformation forums conflict transformation and management capacities strengthened in specific regions;
6. Resources and capacities developed to support implementation of peace architecture initiative.

**Executing Entity:** Ministry of Finance, Planning and Economic Development

**Implementing Agency:** United Nations Development Programme (Direct Implementation Modality)

**Responsible Parties:** National Elders Forum (NEF)  
National Consultative Forum (NCF)  
Inter-Religious Council of Uganda (IRCU)

<sup>1</sup> Word Peace Architecture is still an evolving concept within the peacebuilding and conflict transformation lexicon. Critically it is about strengthening institutional mechanisms that can act as preventive strategies for conflict and crisis and thus lays foundations for long term peace and stability. Within the UN system, emphasis is given to the socio-cultural, historical and political context within which such mechanisms are strengthened/developed. Thus addressing country's unique needs is priority.

<sup>2</sup> Word conflict transformation is used from the perspective of strengthening necessary capacities at different levels of governance to ensure peace and stability.

**Brief Description**

Deriving from the African Peer Review Mechanism process and the national vision exercise, the project aims at promoting an environment of internal dialogue and establishment of institutional mechanisms that promote, enhance and deepen democratic systems of governance. With a view to building on the impressive socio-economic gains achieved by the country, project seeks to enhance the foundations for long-term sustainable development through open dialogue that fosters institutional reforms, political dialogue and adjustments/changes to governance practices that serve to deepen democratic systems of governance - on a continual basis.

*Development of such multi-partisan institutional spaces for dialogue and consensus building that can facilitate societal – political - state (policy makers) leadership in developing common positions is locus of project. Such spaces would act as architecture for peace by acting as preventive strategies for conflict/crisis. Project is built on the foundation that dialogue and consensus building help deepening of democratic systems and practices on a continual basis and is not a one off event. In this sense, project aims at strengthening institutional mechanisms and frameworks that provide necessary capacities for long-term peace and stability.*

The Project is aligned to the priorities of the national vision, National Development Plan priorities.

Project is also aligned to the UN Development Assistance Framework priorities and Regional Programme of UNDP Regional Bureau of Africa on democracy, conflict prevention. Project is fully aligned to Output 5.6 of Strategic Plan of UNDP (Output: Mechanisms are enabled for consensus building around contested priorities and address specific tensions, through inclusive and peaceful processes. It further contributes to IRRF Indicator – 5.6.1 and 5.6.2.

<b>Programme Period:</b>	2014-2016	<b>Total resources required:</b>	2,000,000
<b>Key Result Area:</b>	Building Responsive Institutions	<b>Total allocated resources:</b>	2,000,000
<b>Atlas Award ID:</b>		<b>Regular:</b>	2,000,000
<b>Start date:</b>	June 2014	<b>Unfunded budget:</b>	NIL
<b>End Date:</b>	June 2016	<b>In-kind Contributions:</b>	NIL
<b>PAC Meeting Date:</b>	27 May and 10 June 2014		
<b>Management Arrangements:</b>	DIM – Direct Implementation Modality		

*M. Subhalla am'z,*  
PS/ST

Agreed by (Executing Entity):

Agreed by (UNDP):

*A. Gebre, 30/07/2014*  
Country Director.



## Situation Analysis

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1. Uganda gained independence in 1962. The first post-independence election, held in 1962, was won by an alliance between the Uganda People's Congress (UPC) and Kabaka Yekka (KY). UPC and KY formed the first post-independence government with Milton Obote as Executive Prime Minister and the Buganda Kabaka (King) Edward Muteesa II holding the largely ceremonial position of President. In 1966, following a power struggle between the Obote-led government and King Muteesa, the UPC-dominated Parliament changed the constitution and removed the ceremonial president and vice president. In 1967, a new constitution proclaimed Uganda a republic abolishing the traditional kingdoms. Milton Obote suspended the constitutional provisions and assumed absolute powers.
2. The 1971 coup that deposed Milton Obote was led by Idi Amin. Idi Amin presided over a controversial period in the history of the country with an estimated 300,000 Ugandans lost their lives at the hands of the regime. Following the fall of Idi Amin in 1977, Uganda was ruled briefly by the two short-lived transitional governments of Professor Yusuf Lule and Godfrey Lukongwa Binaisa. Through the disputed elections of 1980, Milton Obote assumed power for the second time. The second regime of Milton Obote was also controversial and characterized by alleged extensive abuse of human rights and economic decline. Guerrilla fighters, opposed to the Government, launched attacks that continued under the brief rule of the Lt. Gen. Tito Okello, who ousted Obote in 1985. One of the leaders of the insurgency was Yoweri Kaguta Museveni. With his National Resistance Army (NRA), the armed branch of the National Resistance Movement (NRM), he finally took over power in 1986. The NRM government has been able to provide stability to the country. The 10-point agenda of the NRM initially acted as a key platform for strengthening national unity and as a vision that drove the country forward. With the exception of the north, where insurgent groups continued operating through the 1980s until 2006, Uganda has generally experienced peace and stability. The most virulent of insurgencies was Joseph Kony's Lord's Resistance Army (LRA) that was responsible for the widespread abduction of children to serve as soldiers. Country's turbulent past on most occasions was driven by political turbulence and those events associated with elections. These tended to divide the country and some of the effects of these are still evident today.
3. Following this period, country has seen rapid economic and social development. In terms of governance, the 1995 constitution was the fourth constitution of Uganda, which was promulgated following an extensive nationwide consultation processes. Following a national referendum, the 1995 constitution was amended in 2005 to re-introduce multiparty political dispensation. It also introduced the constitutional amendment abolishing presidential term limits. Although this is perceived by some analysts as important because of the centrality that the President has in maintaining peace and stability, there is also a growing popular perception that this can lead to discontent and dictatorial tendencies. In 2006, Uganda underwent the first elections (presidential, parliamentary, and local elections) under a multiparty political dispensation.
4. Over the past decade, Uganda has made significant political and economic progress. In 2011, Uganda registered the highest level of foreign investment of all members of the East African Community, which is a key indicator for the confidence in the macroeconomic fundamentals of the country. The country continues to make significant progress in economic development and achievement of the MDGs. The MDG Progress Report of Uganda (GoU/UNDP), Human Development Index of the UNDP and the World Development Indicators (World Bank) all point towards significant strides made by the country in the achievement of the key economic and social indicators (although MDG indicators associated with Maternal and Child Health and HIV/AIDS are showing slow progress). The 2013 Human Development Report gives Uganda an HDI value of 0.456 up from 0.422 in 2010, ranking 161 out of 186 countries, in the low human development category. Between 1985 and 2013, Uganda's HDI increased from 0.294 to 0.456, an increase that reflects improvements across all three HDI dimensions: health, education, and living standards. Another critical development is in the area of Gender Index – GDI of Uganda is currently at 0.517 according to the 2013 Human Development Report compared to 0.577 in the 2012 report which points towards a possible trend for slow down in progress towards gender equality.



5. In 2009, country undertook a comprehensive self-assessment using the platform of African Peer Review Mechanism (APRM). Within the democracy and political governance theme of the APRM process, one of the key messages has been on the need to build on the monumental gains made by establishing institutions that can afford all members of the society a meaningful stake in the political system and resolve their differences under democratic rules.
6. Following two national elections (2006, 2011) under the multiparty political dispensation, continuing distance amongst the political spectrum towards a common vision that is very essential for continuous nation and state building can be noticed. With a view to build on the impressive gains achieved by the country and to lay foundation for long-term sustainable development, institutional mechanisms that can facilitate developing common and shared positions, on a continual basis, is essential for achieving and fully realizing the gains expected from multiparty political dispensation. Such a process – that is built using a shared and consensus approaches at the political level and societal levels - would solidify the gains made and ensure that the wider governance agenda is in tandem with the political vision for a prosperous and stable country.
7. Analysis of key trends from the post-election period of 2011 to the current day political debates, point towards need for development of spaces that can act as dialogue and consensus building platforms which in turn can strengthen prospects of country's political vision to be a middle-income country. Political landscape of the country is impacted by some of the following key trends within the country (amongst others):
  1. Increasing disgruntlements surrounding regional inequalities, youth unemployment rates, role of traditional institutions;
  2. Conflicts between and within the major political parties stymied political consensus and coalitions;
  3. Perceived controversial Bills/acts that have an impact on Rights of Freedom & Expression;
  4. Increased incidences – both in frequency and extent - of conflicts over land and natural resource;
  5. Significant changes in the perceptions of citizens before and after elections<sup>3</sup>;
  6. 'Big ticket' corruption scandals within the public service;
  7. Increasing trends of confrontation between Police and opposition politicians and CSO activists;
  8. Strained donor relations on issues of corruption, controversial legislations.
8. However institutionally there are critical opportunities that could be explored further with a view to strengthen internal capacities for long term peace and stability. Some of the key opportunities in developing a culture of peace and stability include:
  1. Constitutional provisions of safeguards and rights;
  2. Multiparty political dispensation;
  3. Internal constitutional mechanisms like the NCF as a forum for dialogue amongst political parties;
  4. Institutionalized and organized coordination mechanisms amongst religious communities (like the IRCU);
  5. Opportunities for further developing non-state spaces of dialogue;
  6. Affirmative action policy enshrined in the Constitution of Uganda has enabled major progress in representation arena with women holding more than a third of senior ministerial positions in the Cabinet.

Constitution of Uganda provides a detailed framework for strengthening and nurturing institutions that promote peace and stability in the country. Under the National Objectives and Directive Principles of State Policy Part III (National Unity and Stability) – states that 'there shall be established and nurtured institutions and procedures for the resolution of conflicts fairly and peacefully'. Similarly Article 8 A and 17 identify the broader chapeau for strengthening institutional mechanisms that promote peace and stability. Using these provisions as entry-points and developing enabling legislation would offer opportunity for realizing the national objectives as set out in the

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<sup>3</sup> Afrobarometer survey (Citizen Perceptions of democracy in Uganda: The growing gap between expectations and realities) points towards 71% in 2011 (pre-election period) as opposed to only 52% in 2012 (post-election period) believe in country as a full democracy or democracy with minor problems. Survey identifies that while Ugandans express a strong preference for democratic institutions and practices and a majority of respondents express high levels of satisfaction with the current state of democracy and human rights in Uganda, survey also points that a considerable gap has emerged between citizens' expectations of democracy and the realities on the ground in the country.



#### Entry points for strengthening peace architecture: Project Inception Phase

11. As part of the project initiation phase (between October 2012 to August 2013) and earlier since 2011 CO with support of BCPR, has been working within the State and non-state domains in identifying critical entry points that would potentially be developed further as impartial and independent spaces for dialogue and consensus building. Since the completion of the African Peer Review Mechanism (APRM) in the country, UNDP has been working closely with the key national counterparts in developing these entry points.
12. Working in close partnership with the National Planning Authority and the Bureau for Crisis Prevention and Recovery (BCPR), UNDP CO supported a national consultation workshop in 2011. The Government reiterated the need to develop comprehensive institutional frameworks that would address the gaps identified by the APRM process within the domain of conflict prevention and dispute resolution. Following the national consultation workshop, UNDP in close conjunction with the Inter-Religious Council of Uganda brought together a group of 'elders' that intervened in the pre-and post election periods to dilute and reduce the tensions and potential violence in select regions and at national level through backend diplomacy role. This group, called the National Elders Forum (NEF), played a pivotal role in holding bilateral discussions and receiving commitments from all the presidential candidates for peace during and after elections. NEF also met with key political figures in the country in an effort to initiate dialogue amongst them with a view to strengthen the opportunities for peace and stability.
13. The 2005 Constitution of Uganda promulgated the formation of the National Consultative Forum as a platform for inter-party dialogue to support institutionalizing the multiparty political dispensation in the country. Platform of this nature is a very unique institutional mechanism which is not present anywhere on the Continent. The National Consultative Forum – NCF - is charged with the responsibility of facilitating dialogue amongst the political parties which would in turn contribute to the basis for the peaceful and stable elections in the country. As part of the project initiation phase, UNDP CO in close conjunction with the leadership of the NCF supported the operations of the NCF in delivering following key outputs that are critical for institutionalizing the operations of the National Consultative Forum: developed electoral reforms proposals/amendments, Code of conduct for Political Parties and Organizations, Rules of Procedures for Operations of the NCF. These deliverables provide the necessary basis for further engagement with the NCF in supporting next wave of interventions that support its constitutional mandate.
14. The Inter-Religious Council of Uganda (ICRU) was created with a mission to promote peace, reconciliation, good governance and holistic human development through interfaith action and collaboration advocating for empowerment of member bodies for common good. With the view of enhancing religious tolerance and enhancing peaceful co-existence of different religions in Uganda and also to contribute to peace and stability in the country, IRCU brings together the key religious leadership within the country onto a common platform. As part of the project inception phase, strategic planning exercise was facilitated to position the religious leadership role in peace and conflict transformation. This led to development of a strategic plan. This exercise in addition to clarifying on the role of religious leadership also highlighted the organizations unique positioning associated with its structures operating at the regional and local levels as critical for development for a comprehensive peace architecture.
15. In addition, within the UN system, UN Women is currently undertaking a study on women's political participation. Key messages emerging from the study will help in further defining the strategies under the proposed project.

#### **Key Lessons: Project Inception Phase**

16. A key lesson learnt as part of the project initiation phase is the need for strengthening capacities of these three building blocks both internally (through capacity building of membership) and externally through building strategic partnerships that can facilitate good interface with the realities on the ground, reinforce and influence the political landscape through greater advocacy, lobbying and ensuring that unbiased information on political developments



are widely disseminated. Secondly, such a partnership could aim at regional level<sup>5</sup> that can address the specificities of the crisis/conflicts of the specific regions and also at the national level that can provide further impetus for political dialogue and consensus building. Essentially - need to address specifics of regions while also attempting national level interventions. Further, in this context, of paramount importance is need to ensure the convening capacity of the regional level mechanisms if the regional space is to act as an impartial and neutral platform for dialogue and consensus building.

Three entry points as identified above are proposed to be developed further as three parallel tracks of dialogue and consensus building but with mutually reinforcing synergies. Such mechanisms would lay foundations for developing national peace architecture of the country that can act as preventive mechanisms for crisis/conflict and strengthen conflict transformation capacities.

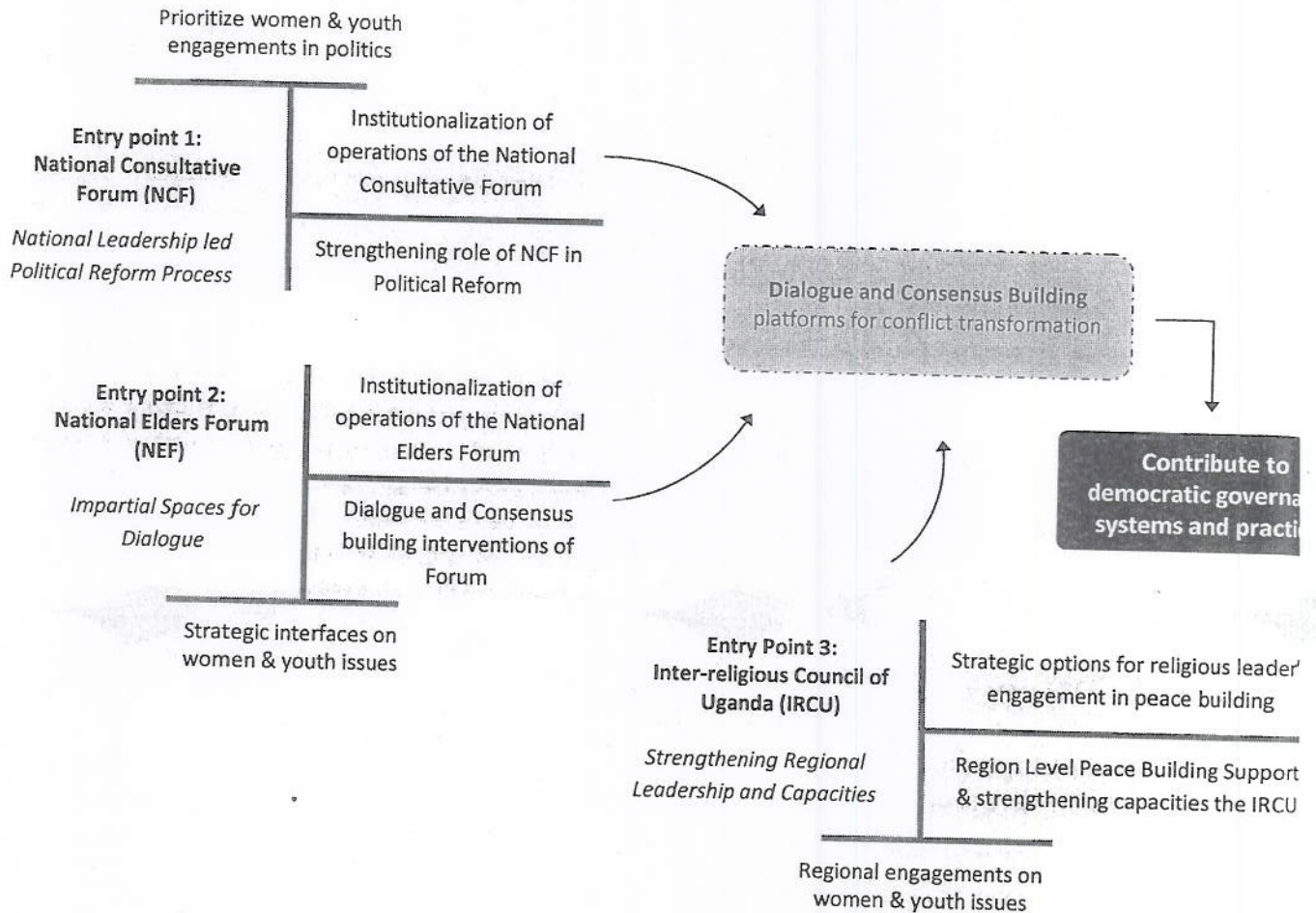
17. Another insight developed as part of the project inception is the need to ensure that the spaces of dialogue and consensus building are impartial and neutral in nature and character. It is thus important, especially for the National Elders forum to be a space without any institutional affiliations and is strongly perceived as a natural and impartial space for different stakeholders to be able to engage with the forum. As part of the proposed project, interventions that strengthen neutrality and impartiality of the spaces associated with dialogue and consensus building efforts will be further emphasized. Within the realm of political dialogue, some of the earlier efforts taken up, especially the efforts done in 2005 to convene different political parties (led by Hon. Crispus Kiyonga) will need to be considered and lessons learnt to inform strategies for successful implementation of the proposed project activities.

## **Project Strategy**

18. In order to address the evolving and systemic challenges that impact governance within the country – which will ultimately impact peace and development - basic strategy is to contribute to deepening of democratic governance systems and practices through:
  - a. Developing impartial & neutral spaces (incl. capacities) that can facilitate dialogue and consensus building;
  - b. Strengthening dialogue and consensus building efforts within the domain of political reform and effectively supplemented/supported by impartial and neutral spaces of dialogue and vice versa (partnerships);
  - c. Strengthening capacities at regional (traditional regions within country) level on a parallel track (along with the national level) to ensure that national level actions are informed by local level aspirations.
19. *While the focus is on peaceful and stable elections (2016), project intends to contribute beyond the election agenda and effort is to contribute for strengthening institutional mechanisms with necessary capacities that can facilitate long term peace and stability in the country. In doing so effort is also to ensure development of inclusive institutional mechanisms with explicit focus on women and youth.*

<sup>5</sup> Region level refers to the traditional 4 regions of the country.

## Strategic Framework of project



20. Building on the experiences of implementation of project interventions as part of project inception phase and taking into account current political landscape of the country and above highlighted strategic framework, three entry points are further developed into three specific tracks of dialogue and consensus building:
- National Leadership led political reform track – led by NCF;*
  - Impartial spaces for dialogue and consensus building track – led by NEF;*
  - Regional responses track – led by IRCU.*

Although the outputs timeframe is 2016 effort will be to ensure that critical short to medium term interventions are planned and achieved in the course of 2014 and 2015 to be able to achieve results as articulated above.

21. A combination of these three tracks will lay foundations for peace architecture within the country that can contribute to democratic systems and practices and potentially act as basic institutional mechanisms for conflict transformation within the country.



### 3 tracks of dialogue

22. **National Leadership led Political Reform track: *National Consultative Forum (NCF)***

NCF is a constitutionally mandated body for dialogue amongst political parties and is a unique institutional mechanism to spearhead political reform process in the country as it is the only body that brings all the registered political parties together. NCF is chaired by a party with the majority in the Parliament and deputized by opposition party with largest membership in Parliament. Currently the ruling party, National Resistance Movement Party, is chairing the NCF while the largest opposition party in the Parliament, Forum for Democratic Change Party, deputizes. Political parties in the country recognize NCF as a key platform for addressing political issues relevant to the political parties. National Consultative Forum offers a unique opportunity to bring together all the registered political parties in the country onto a common platform and to ensure political parties build necessary consensus on the issues of common political interest.

23. **Impartial Spaces for Dialogue and consensus building track: *National Elders Forum (NEF)***

The National Elders Forum (NEF) is a non-state platform aimed to act as an impartial space for dialogue and consensus building on issues of national importance. NEF draws eminent Ugandan citizens from diverse professional backgrounds and who achieved excellence in their respective fields. Both UNDP CO and the Inter-Religious Council of Uganda (IRCU) jointly worked on the conceptualisation of the forum and its roll out. Work of the NEF is mainly anchored to the need to ensure that there are institutional mechanisms of dialogue and internal mediation that can act as 'preventive strategies' for conflict/crisis and increase resilience.

NEF played a pivotal role in the immediate pre-election and post-election period to ensure peace and stability within the country. Some of the key interventions undertaken include: commitments from the Presidential candidates for ensuring peace; shuttle diplomacy between the parties to resolve the immediate post-election period impasse; strengthened partnership with the different political stakeholders and recognition as a space for resolving contentious issues through dialogue and mediated by the elders. Working closely with the NCF leadership, as part of the project inception phase, Chairman of the NEF undertook shuttle diplomacy in facilitating agreements on the Code of Conduct for Political Parties and finalizing NCF proposals associated with Electoral reforms.

Building on these initial gains, it is critical that the NEF continues to work as a platform to convene and resolve by working with key stakeholders and build consensus on politically sensitive and contentious issues. Currently NEF is not active in its full form and membership and as part of the project it is proposed to activate this mechanism to its full form and membership. Bilateral conversations are ongoing on the appropriate structure and role for reactivating the National Elder's Forum. One of the main reasons for NEF not being active in its full form and membership in the last 3 years is because of the lessons learnt from its initial work on dialogue around the 2010 elections wherein it was identified of the need to ensure there is a sufficient distance from any institutional or organizational influence. With a low key interventions in the last few years and restricting itself to be a reactive mechanism as opposed to be a proactive mechanism, efforts to re-launching NEF as a complete independent mechanism are currently taking shape. As part of the project interventions these efforts will be further supported.

24. **Regional responses track: *Inter-Religious Council of Uganda (IRCU)***

IRCU is leading religious coordination body in the country that brings together the main religious denominations within one institutional setup. Inter-Religious Council of Uganda (IRCU) is the highest body representing all faith groups in the country. The IRCU Council of Presidents represents the top leadership of all faith based organizations in the country and serves as a key driving force for promoting peace. In addition, IRCU has operational presence at the regional and local levels with established structures that facilitates for its strategic position to lead efforts in region level peace building interventions.

Strengthening capacities at the regional level by bringing together a combination of critical stakeholders at senior leadership level and strengthening/establishing conflict transformation mechanisms using, where necessary,



already existing networks of the IRCU and developing new where required would pave way for building region level architecture for peace and stability that can potentially address regional level conflict/crisis triggers.

Given the diversity of the issues that impact region level peace building in the country, as a strategy, a progressive approach will be needed on the basis of a carefully carried out conflict analysis/assessment.

Linkages with the other spaces of dialogue and consensus building platforms will be pursued on the basis of the comparative needs as required to facilitate the work under regional responses track.

25. Of the three proposed tracks, institutionally NCF and IRCU have established mandates. NEF is a space that has to evolve its institutional structure, mandate and space for its operations. As part of the interventions of the project such space would be nurtured deriving from the spirit of Part III of the Constitution -under the National Objectives and Directive Principles of State Policy Part III (National Unity and Stability) (which states that 'there shall be established and nurtured institutions and procedures for the resolution of conflicts fairly and peacefully').

## Project Expected Outputs

26. Deriving from the above project strategy and entry points identified, following are the key outputs:

Outputs	
National Leadership led Political Reform track (NCF)	
<b>Output 1:</b> Skills and capacities for internal dialogue and political settlements amongst members of NCF strengthened	NCF operations will greatly contribute to deepening of <i>inclusive</i> multiparty political dispensation in the country. Political reform through strengthening political dialogue amongst political parties will be the locus of NCF.
<b>Timeframe – 2014-2016</b>	
<b>Output 2:</b> Key, gender sensitive, national stakeholders mobilized by NCF to influence the political reform agenda of the country	NEF will further supplement the work of the NCF as required by the leadership of NCF.
<b>Timeframe – 2014-2016</b>	
Impartial Spaces for Dialogue and consensus building track (NEF)	
<b>Output 3:</b> Mediation and dialogue capacities for National Elders Forum to facilitate policy and governance settlements strengthened	Policy agreements and governance settlements led by the National Elders Forum will be expected to act as preventive strategies for conflict/crisis within the country. <u>Policy and governance reforms supporting empowerment of women and youth will be a key priority for NEF.</u>
<b>Output 4:</b> Dialogue and settlements on key policy and governance reforms facilitated by National Elders Forum	
<b>Timeframe – 2014-2016</b>	
Regional responses track (IRCU)	
<b>Output 5:</b> Region level peace and conflict transformation forums conflict transformation and management capacities strengthened in specific regions	This output focuses on regional level interventions. Main focus of the output is to strengthen/develop regional level Peace and Conflict Transformation forums with representation from relevant regional level leadership and developing conflict transformation capacities – human as well as institutional - to address the specific regional dimensions of conflict/crisis triggers. As appropriate, interfaces will be developed at national level for the region level peace building interventions - especially those that demand the highest political and policy level leadership interventions. <u>Resolution efforts will focus on addressing concerns associated with women and youth particular to the regions.</u>
<b>Output 6:</b> Resources and capacities developed to support implementation of the peace architecture initiative	
<b>Timeframe – 2014-2016</b>	



IRCU has strong decentralized presence through its existing networks of religious institutions. In addition, IRCU has already rolled out specific institutional structures, in select regions, to contribute to peace and stability within those regions. Building on the work of the IRCU, this output is intended to identify viable regional level mechanisms with a view to diffuse region level crisis points and thus contribute to conflict transformation. Such mechanisms will provide for deeper role of the religious leadership of the country in diffusing tensions emerging at the regional level with support and involvement of key regional leadership level stakeholders as appropriate. Such mechanisms will also provide synergy to the work of the National Elders Forum. In addition focus of the output is to develop partnerships at the region level amongst the key stakeholders with a view to support long term peace and stability within the region.

IRCU in addition has also established 3 forums within its organizational setup which would provide further impetus for successful implementation of this output: IRCU Forum of Elders, IRCU Peace Institute and Uganda Women of Faith Network. IRCU Forum of Elders is an institutional setup within the IRCU aimed to support the Council of Presidents in positioning their responses as leaders of religious institutions to the evolving socio-economic and political developments in the country and also is aimed to generate consensus within the religious fraternity to derive common positions on issues where CoP and IRCU are expected to have a common position. IRCU Forum is also aimed to support the work of the National Elders Forum. IRCU Peace Institute is a think tank and research arm within the IRCU to facilitate IRCUs capacity development interventions that aim at strengthening opportunities for peace. Uganda Women of Faith Network is a platform of IRCU that aims at strengthening responses that bring together collective action within the religious fraternity for empowerment of women.

33. Following are the key *activity results* under the output:
1. Strengthened conflict analysis and early warning mechanisms;
  2. Strengthen capacities of region (traditional) level peace and conflict transformation forums<sup>6</sup>;
  3. Peace and conflict transformation forums engaged in resolving regional specific conflict/crisis issues;
  4. Effective coordination and implementation of project interventions (under DIM framework).

While the timeframe of the completion of the project activities is 2016 June, there are key results that are achieved through the completion of key activities at regular intervals as proposed in the Results and Resources Matrix.

## Synergies and Sustainability

34. As highlighted in the strategy section, the three tracks work in close conjunction with each other. Synergies amongst the three tracks are developed through the interfaces of the NEF with the NCF and IRCU.
35. The three tracks proposed in the project are mutually complementary in nature with strong interfaces amongst them. Although National Elders Forum is an independent mechanism, given the nature of issues that it will have to address, interfaces are developed for the *Impartial spaces for dialogue and consensus building track* (National Elders Forum) with the *National Leadership led political reform track* (National Consultative Forum) on issues where political reform agenda will be discussed and where shuttle diplomacy<sup>7</sup> role can provide necessary impetus to push ahead with political reform proposals. *Proposed Peace and Conflict Transformation forums operating at the regional level, as part of the project interventions, appropriate interfaces will be developed that can facilitate the work of the*

<sup>6</sup> As part of the project inception, in addition to the need to having an independent non-state mechanism of dialogue, it has also been found critical that NEF operates on a number much smaller than its number as it were in 2010, 2011 and secondly operates as a much more decentralized mechanism at least at the four traditional regions of the country.

<sup>7</sup> Shuttle diplomacy in this context is referred to backend support and behind the scenes convening role led by the National Elders Forum.