

**THE EFFECTIVENESS OF INTER-GOVERNMENTAL ORGANIZATIONS IN PEACE  
BUILDING IN NORTHERN UGANDA: A CASE OF UNDP IN GULU DISTRICT**

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**A THESIS SUBMITTED TO THE SCHOOL OF SOCIAL SCIENCES IN PARTIAL  
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE  
DEGREE OF MASTERS OF ARTS IN INTERNATIONAL RELATIONS  
AND DIPLOMACY OF NKUMBA UNIVERSITY**

**OCTOBER, 2018**

**DECLARATION**

I, **KYALIGONZA LINIA DIANA**, hereby declare to the Academic Board of Nkumba University that this research report is my original work and has not been presented to any University or Institution of higher learning for any academic award. Errors, omissions, or commissions in this report are solely my own. The work of others is duly acknowledged.

Signed, .....  
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**2015/AUG/MIRD/M219037/WKD**

## APPROVAL

This thesis by Kyaligonza Linia Diana titled “THE EFFECTIVENESS OF INTER-GOVERNMENTAL ORGANIZATIONS IN PEACE BUILDING IN NORTHERN UGANDA: A CASE OF UNDP IN GULU DISTRICT”, has been prepared under my supervision. It is now ready for Submission.

Signature.....

Date: .....

**Mr. Ssebunya Robert**

**SUPERVISOR**

## **DEDICATION**

I feel immensely humbled to dedicate this piece of work mainly to my parents, siblings, teachers, staff of Nkumba University, School of Social Sciences, and Staff of Mountains of the Moon University, Fort Portal, friends and all Academia.

## **ACKNOWLEDGEMENT**

I thank the Almighty God, acknowledge his love, mercy, peace, protection, and all the provisions that he has given unto me.

Let me also take this opportunity to thank my mum, Mrs. Kyaligonza Pelucy Abwooli, my family, for their advice and support during the time of writing this report. I would like to extend my deep appreciation and thanks to my beloved parents and guardians for all their physical and spiritual efforts that they have put towards my success. May the Almighty God bless all who directly and indirectly contributed to the accomplishment of this research.

My special thanks go to my supervisors; Mr. Ssebunya Robert who has guided me in writing this dissertation all throughout; advice and guidance during the writing of this report most especially the so many hours of proof reading my research dissertation, persistent criticisms that brought hope and confidence in me even at the most depressing moments. The Administration and staff of UNDP in Uganda for granting me the opportunity to collect data through your organization and granting me the access to your resource center. Thank you so much.

Befitting also is that I thank the lecturers of Nkumba University, School of Social sciences (IRD department) for their contribution, particularly those that taught me research methodology and management. Their input proved to be very helpful when writing this report. And all other friends whose names have not been mentioned, am so grateful for their continuous prayers, guidance, advice and financial support towards my academic excellence.

May God reward you all abundantly.

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## ACRONYMS/ ABBREVIATIONS

ADB	: African Development Bank
DI	: Disarmament and reintegration
DPA	: Department of Political Affairs
DPKO	: Department of Peacekeeping Operations
EU	: European Union
HDR	: Human Development Report
HIV/AIDS	: Human Immuno Virus/Acquired Immune Deficiency Syndrome
IgO	: Intergovernmental organization
IOM	: International Organization for Migration
LoNs	: League of Nations
LRA	: Lord's resistance Army
MDGs	: Millennium Development Goals
NATO	: North Atlantic Treaty Organization
NDEFS	: New Deal for Engagement in Fragile States
OPEC	: Organization of Petroleum Exporting Countries
OSPA	: Office of Special Political Affairs
PBSO	: Peace building Support Office
PPD	: Peacemaking and preventative diplomacy
SDGs	: Sustainable Development Goals
SRSDSG	: Special Representative Designated by the Secretary General
SSR	: Security sector reform
UNDFW	: United Nations Development Fund for Women

UNDP : United Nations Development Programme  
UNHCR : UN High Commissioner for Refugees  
UNHCR : United Nations High Commission for Refugees  
UNICEF : United Nations Children Education Fund  
UNMIBH : United Nations Mission in Bosnia and Herzegovina  
UNPBA : United Nations Peace building Architecture  
UNPBC : United Nations Peace Building Commission  
UNPBF : United Nations Peace Building Fund  
UNSC : United Nations Security Council  
UNSCR : United Nations Security Council Resolution  
UPU : Universal Postal Union  
WTO : World Trade Organization

## DEFINITIONS OF OPERATIONAL TERMS

**Inter-governmental organizations:** Modoux (2013), defines an intergovernmental organization, also known as an international governmental organization is the type of organization most closely associated with the term international organization, and these are organizations that are made up primarily of sovereign states referred to as member states.

**International non-governmental organizations:** According to Modoux (2013), non-governmental organizations operate internationally. These include international non-profit organizations and worldwide companies.

**Mediation:** Boule (2005) defines mediation as a dynamic, structured, interactive process where a neutral third party assists disputing parties in resolving conflict through the use of specialized communication and negotiation techniques. All participants in mediation are encouraged to actively participate in the process. Mediation is a "party-centered" process in that it is focused primarily upon the needs, rights, and interests of the parties. The mediator uses a wide variety of techniques to guide the process in a constructive direction and to help the parties find their optimal solution.

**Negotiation:** Hames (2011) defines negotiation as a dialogue between two or more people or parties intended to reach a beneficial outcome over one or more issues where a conflict exists with respect to at least one of these issues. This beneficial outcome can be for all of the parties involved, or just for one or some of them.

## ABSTRACT

The study focused on the effectiveness of inter-governmental organizations in peace building in Northern Uganda focusing on UNDP in Gulu District. The following objectives guided the study, to establish the peace building activities carried out by UNDP in Gulu District, to analyze the ways in which UNDP peace initiatives have been successful in Gulu District, to examine the challenges facing UNDP peace building initiatives in Gulu District and to identify the strategies for enhancing UNDP peace initiatives in Gulu District. The research study used the applied research design in which both qualitative and quantitative approaches were employed on a sample of 63 respondents. It was discovered that UNDP encourages peace negotiations between the government of Uganda and the opposition/ LRA so that peace can be given a foundation in the area. The organization has since 2003 been deeply involved in encouraging peace negotiations between LRA and the Ugandan government right from the Juba peace talks in 2007 and have over the years been encouraging the two parties to approach peace since the failure of operation iron fist which has instead been involved in only military efforts. The study revealed that UNDP is working with local and international partners to assist in making the world more peaceful by providing economic stability. UNDP has deployed preventive diplomacy and other forms of preventive action have defused many potential conflicts in the North of Uganda, particularly Gulu by ensuring that the government makes concessions to allow for amnesty for the rebels and work on ways to support the recovery from the war. UNDP brings together international donors, international financial institutions and the government. The United Nations Development Programme works to reduce and eventually eliminate light weapons, and halt the proliferation of landmines, small arms and light weapons. UNDP has not liaised well with the local leaders who have not encouraged all rebels to get out of the bush and they continue to be a threat, the local people have not embraced the work of the organization beyond relief assistance. There is a tendency among people to believe that UNDP and other agencies of the United Nations are meant to provide relief assistance alone. The study noted that 80.9% of the respondents had the challenge of language barrier because most local people in the affected areas speak Acholi and it is hard to get realistic research data. The study found out that UNDP continues to encourage mediation and negotiation efforts in order to ensure that either parties reach agreement. And also UNDP has been doing a lot in sensitization and awareness creation among the people in form of civic competence promotion as well as ensuring successful sensitization and awareness creation, and supporting the sustainability of democratic principles. The study recommended that there should be promotion of enduring and lasting peace in the area through support for basic safety and security, including mine action, protection of civilians, disarmament, demobilization and reintegration, strengthening the rule of law and initiation of security sector reform, efforts should be advanced to support the political processes, including electoral processes, promoting inclusive dialogue and reconciliation, and developing conflict management capacity, there should be establishment of efforts to support the provision of basic services, there should be promotion of efforts to restore core government functions, in particular basic public administration and public finance, at the national and sub national levels as well as supporting economic revitalization, including employment generation and livelihoods particularly for youth and demobilized former combatants, as well as rehabilitation of basic infrastructure.



## **CHAPTER ONE**

### **BACKGROUND TO THE STUDY**

#### **1.0 Introduction**

This chapter contains the background to the study, problem statement, purpose of the study, study objectives, research questions, hypothesis of the study, scope of the study, justification of the study, significance of the study, ethical considerations, anticipated limitations as well as definition of terms used.

#### **1.1 Background to the study**

The study made an analysis of the effectiveness of Inter-Governmental Organizations in peace building in Northern Uganda focusing on UNDP in Gulu District. The study is important because as Andersson et al., (2015) stated intergovernmental initiatives such as that of UNDP and other organizations like Inter-Governmental Authority on Development have performed well in mending spoilt relations among the belligerent political players, which in this case is the government of Uganda against the Lord's resistance Army.

##### **1.1.1 Conceptual perspective**

Walters et al., (2017) pointed out that successful peace building activities create an environment supportive of self-sustaining, durable peace, reconcile opponents, prevent conflict from restarting, integrate civil society, create rule of law mechanisms; and address underlying structural and societal issues. Walters et al., (2017) added that researchers and practitioners also increasingly

find that peace building is most effective and durable when it relies upon local conceptions of peace and the underlying dynamics which foster or enable conflict.

Duvury and Nata (2003) postulate that the rise in importance, peace building conceptualizations, strategies and policies have evolved in different ways, and from a range of different perspectives and institutions. Peace building, while initially conceptualized as a purely post conflict practice, is increasingly recognized as a process that is necessary during all conflict phases. Similarly, different emphases are placed by a range of institutions on how much focus is placed on prioritizing security and stabilization measures as a prerequisite to broader and more transformational measures aimed at addressing conflict drivers and root causes.

In Leatherman's (2007) view, education as advanced by the United Nations Scientific and Cultural Organization, crucially is not a marginal player in peace building, but a core component of building sustainable peace. Peace building is essentially about supporting the transformative processes any post-conflict society needs to go through, and these changes unfold over generations. Developments through the education sector represent a very important part of this transformative process, with huge potential to impact positively or negatively.

Greenberg and Marcia (2004) added that as many international and UN organizations have developed their programs and engaged in peace processes, Resolution 1325 remains the cornerstone for any peace building work aimed at the inclusion and protection of women. It recognizes for the first time the role of women in conflict not as victims, but as actors in the prevention and resolution of conflict and in equal participation in peace building and decision-making. Women peace activists around the world have taken this as a historical decision in favor of women.

Peace building has become a buzzword over the past decade. Yet, there are many diverging ideas of what peace building is and what it entails. The United Nations is not exempt from such uncertainty, diverging interpretations, and misunderstandings, as well as the resulting conceptual and practical debates. Cheng-Hopkins (2013) stated that the concept of peace building is of practical significance, and translation into operational activity, with a particular focus on the work and engagement of the UN Peace Building Commission and the Peace Building Fund, which finance activities of UN agencies' programmes in fragile states around the world for example Ugandan region in the North which had been devastated by close to 20 years of fighting.

### **1.1.2 Theoretical perspective**

Realists, liberals, and others have long debated the utility of IGOs. Most agree that IGOs matter in some form or in certain contexts, but there is no consensus as to the extent of IGO influence and how best to treat IGOs analytically as an aspect of world politics. By holding that IGOs matter, participants in the debate usually mean that they should be capable of altering state behavior. On one side in the debate, constructivists, functionalists, and liberal institutionalists contend that IGOs are (or can be) a central component of world order. On the other side, many realists argue that IGOs are only marginally influential in world politics and that IGOs typically reflect status quo power relations (Simmons & Dixon, 2006).

Theories of war commonly conflate the motives for conflict with the choice of method for conflict resolution. Costly contests involve at least two elements. First, there exists a zero-sum competition for excludable goods. States differ over issues or territory that each cannot simultaneously control. Second, states choose a method of settlement, a choice that is non-zero sum. Fighting deprives victors of benefits and increases burdens on the vanquished, implying

that states are collectively better off selecting methods that minimize the transaction costs of bargaining. Since war is costly and since almost all contests end in some settlement, fighting is rational only if states are unable to arrive at the settlements that eventually terminate contests prior to hostilities. A theory of war is thus an account of why states sometimes fail to achieve ex ante the bargains that obtain ex post. Fearon identifies three conditions that can precipitate costly contests: issue indivisibilities, commitment problems, and information asymmetries (Simmons & Dixon, 2006).

States can experience bargaining failures and war if the stakes in dispute are not readily divisible (mutually acceptable bargains are unavailable, either because apportioning the stakes is impossible or because prior action by one of the states has made compromise costly). Fearon discounts indivisibilities as a precipitant because side payments are generally available and appear to be practiced.

Peace building initiatives in Sudan have been conducted at the top level before 1980 with the Addis Ababa Agreement, however between the 1980s and 2001, no specific peace building initiatives were conducted at the top-level. Important peace building elements like communication, trust and relationship building that were present in several negotiation processes were not so heavily weighted at the end as negotiations often failed. The importance of good and non-partial negotiators was crucial for the two actors. In the case of Sudan the biggest negotiation process that has had a significant impact on the top level has been the IGAD (Intergovernmental Authority on Development) process which led to the signing of the CPA. It started out as a regional initiative in 1994 then called IGADD (Intergovernmental Authority on Drought and Development), which led to Declaration of Principles (IGAD 1994). The IGAD process consisted of several peace talks in several places though the initiative started out in 1994

the process did not move forward until the year of 2002. Relationship building considers being the core for conflict transformation and peace building. General Lazaro Sumbeiywo, who served as the mediator in the IGAD process, found it obvious that relationship building was something very important also at the top level of society (Simmons & Dixon, 2006). The study focuses on the theoretical pinning on the effectiveness of Fearson International Non-Governmental organizations have in liaison with local players have played to bring lasting peace in Northern Uganda.

### **1.1.3 Historical perspective**

Goetz and Jenkins (2015) points out that the Secretary-General Boutros-Ghali implemented structural reforms to carry out missions of the type envisioned by the Agenda for Peace. In 1992, he transformed the Office of Special Political Affairs into the Department of Peacekeeping Operations (DPKO) and the Department of Political Affairs (DPA). The two departments greatly expanded capacity for peacemaking and preventative diplomacy (DPA) and the management of more and increasingly complex peacekeeping operations (DPKO). Although DPA was designated the focal point in the UN system for post-conflict peace building in 1997, it was denied the resources and staffing to play any meaningful role.

During the mid-1990s, the concept of peace building became more expansive. The changes came amid failures of increasingly complex UN “multi-functional” peacekeeping operations including relapse in Angola after the failed 1992 elections, the 1993 withdrawal from Somalia, the shameful inaction in response to the 1994 Rwandan genocide, and the fallen safe havens in Bosnia in 1994. The Supplement to an Agenda for Peace (1995) elaborated on the ideas of peace building, stating that “the essential goal is the creation of structures for the institutionalization of

peace (paragraph 49). It emphasized that the term applies not solely to post-conflict situations, but to the conflict spectrum: pre-conflict prevention, actions during warfare, and post-conflict measures. Although the term denotes efforts at building peace before, during, and after conflict, the term peace building has been routinely used with the limiting adjective post-conflict.

Greenberg and Marcia (2004) pointed out that on October 31, 2000, the UN Security Council held a special session on the issue of peace and security from a women's perspective. At this session, United Nations Security Council Resolution (UNSCR) 1325 was passed unanimously. This was the first UN Security Council Resolution to be passed that specifically addresses women's roles in conflicts and peace processes, as well as the impacts of war on women. The resolution advocates for the protection of women and children after conflict, urging parties to take special precautions to prevent gender-based violence; it also calls on states to put an end to impunity and to prosecute those responsible for genocide, crimes against humanity and war crimes, including those relating to sexual and other violence against women and girls. But it also encourages states to consider women's inclusion in post-conflict reforms such as disarmament, security, and judicial, constitutional and electoral processes.

Gulu is part of the former Acholi District which existed at Independence. IN 1974, Acholi District was divided into East Acholi and West Acholi which became Kitgum and Gulu district respectively in 1980. Since 1987, the district has been ravaged by wars because of the fighting between the Ugandan government forces and the Lord's resistance army led by Joseph Kony. Because as Odama (2007) states, the international community realized that negotiations were the best option to end the fighting, the United nations has since intervened through one of its

specialized agencies to cause lasting peace and stability, that is the United Nations Development Programme (UNDP).

#### **1.1.4 Contextual perspective**

Walker (2009) states that United Nations Development Programme is the UN's global development network, an organization advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. As they develop local capacity, they draw on the people of UNDP and our wide range of partners. The status of UNDP is that of an executive board within the United Nations General Assembly. The UNDP Administrator is the third highest-ranking official of the United Nations after the United Nations Secretary-General and Deputy Secretary-General.

According to Stokke (2009), UNDP is funded entirely by voluntary contributions from member nations. The organization operates in 177 countries, where it works with local governments to meet development challenges and develop local capacity. Additionally, the UNDP works internationally to help countries achieve the Millennium Development Goals (MDGs) and now the Sustainable Development Goals (SDGs). Currently, the UNDP is one of the main UN agencies involved in the development of the Post-2015 Development Agenda. United Nations Development Programme works with nations on their own solutions to global and national development challenges. As they develop local capacity, they draw on the people of UNDP and its wide range of partners.

According to Lemay-Hébert (2013), UNDP plays an active role in peace operations and peace building and is the largest, most important UN agency engaged in peace building. Its activities generally target civil society and state institutions with capacity building programs. Although its mission is sustainable development, the links between development and conflict are clear, and UNDP has been a partner in every integrated peacekeeping mission. UNDP also organized and administered the Trust Fund for Conflict Recovery and Prevention, which provided funding for peace building projects. In recognition that a lack of income is a major barrier to refugee resettlement, UNDP has a comprehensive approach to reconstruction/rehabilitation. It combines activities for rehabilitating shelter and social infrastructure with community development efforts to promote social cohesion in the smooth integration of refugees and displaced people.

## **1.2 Problem statement**

According to Barnett et al., (2013), peace building organizations today undertake more of the supply-driven rather than demand-driven peace building initiatives, that is they only offer peace building services in which their organization specializes, not necessarily those that the recipient most needs. In Northern Uganda, the long standing wars between the government of Uganda and Lord's resistance Army (LRA) had the United Nations sanctioning peace building activities partly with the United Nations Development Programme which has, however, not been effective in bringing lasting peace to the region thus the continued pockets of dissatisfaction as the negotiators are alien to the conflict and do not know the deep seated rivalries between the North and South yet LRA has always noted that they are fighting a Ugandan regime which has oppressed the Northerners and the Southerners are benefiting as the people in Acholiland and other nearby areas suffer. To them as Komakech (2013) stated the international players like UNDP have no well found knowledge skills or resources to bring meaningful change to the way



post-conflict societies are governed, thus may not be the best actors but rather better subsidiaries to building peace in Gulu District. So the current study examined the effectiveness of Inter-governmental Organizations in Peace Building in Northern Uganda focusing on UNDP in Gulu District.

### **1.3 Purpose of the study**

The purpose of the study was to investigate the effectiveness of Inter-Governmental Organizations in peace building in Northern Uganda focusing on UNDP in Gulu District.

### **1.4 Study objectives**

The following are the objectives that guided the study;

- i. To establish the peace building activities carried out by UNDP in Gulu District.
- ii. To find out whether UNDP peace initiatives have been successful in Gulu District.
- iii. To find out challenges facing UNDP peace building initiatives in Gulu District.
- iv. To identify the strategies for enhancing UNDP peace initiatives in Gulu District.

### **1.5 Research questions**

The following are the research questions that guided the study;

- i. What are the peace building activities carried out by UNDP in Gulu District?
- ii. What are the ways in which UNDP peace initiatives have been successful in Gulu District?
- iii. What are the challenges facing UNDP peace building initiatives in Gulu District?

- iv. What are the strategies for enhancing UNDP peace initiatives in Gulu District?

## **1.6 Scope of the study**

The scope of the study is divided into the Geographical, Subject and Time scopes;

### **1.6.1 Geographical scope**

Gulu District is a district in the Northern Region of Uganda. The town of Gulu, which means "pot" in the Acholi language which is a reference to Gulu's location in the depression of a prehistoric floodplain, is the site of the district headquarters and is its chief commercial centre. Gulu District is bordered by Lamwo District to the North, Pader District to the East, Oyam District to the South, Nwoya District to the Southwest, and Amuru District to the west. The district headquarters in the town of Gulu are approximately 340 kilometres (210 mi), by road, north of Uganda's capital city, Kampala. The coordinates of the district are 02 45N, 32 00E. As of May 2011, the district was one of the seven districts that constituted the Acholi sub-region, the historical homeland of the Acholi ethnic group, known to local people (in the postcolonial context) as Acholi land. Since 1987, the district has faced political turmoil because of the LRA insurgency which made it a battle ground for the Ugandan government Forces and the rebels, thus with time, the international organizations particularly UNDP have taken on the mandatory or requested role to initiate and build lasting peace in the area.

### **1.6.2 Subject or content scope**

The study found it important to investigate why inter-governmental agencies such as the UNDP have come up with initiatives to build lasting peace in Gulu District. The researcher thus examined the peace building activities carried out by UNDP, the ways in which UNDP peace initiatives have been successful, the challenges facing UNDP peace building initiatives and the strategies for enhancing UNDP peace initiatives in Gulu District.

### **1.6.3 Time scope**

The study covered a period of ten years from 2007 to 2017 in which the researcher analyzed how UNDP had been carrying out activities meant to bring lasting peace in Gulu District which previously was a fighting or battle area between the rebels led by Josph Kony and the government of Uganda military. The researcher was able to build the proposal, collect data, analyze it and made a thesis within two months, that is May to July, 2017.

### **1.7 Significance of the study**

The study will benefit a number of stake holders and non-stake holders in the following ways;

Acholi Peace Initiative: the Findings will enable them to add to their efforts towards ensuring that the peace building initiatives and services provided by UNDP in peace building are furthered for attaining lasting peace in the region.

The government of Uganda: The study will inform them on how and why they need to give full support to the UNDP in building peace in Northern Uganda since people are tired of war and such a player has come out to help end the conflict.

UN Peace building Commission (PBC): intergovernmental advisory body that brings together key actors, gathers resources, advises on strategies for post-conflict peace building and highlights issues that might undermine peace. So the study will inform them of the need to support the peace building activities of the UNDP in Uganda.

UN Peace building Fund (PBF): supports peace building activities that directly promote post-conflict stabilization and strengthen state and institutional capacity. PBF funding is either given for a maximum of two years immediately following a conflict to jumpstart peace building and recovery needs or given for up to three years to create a more structured peace building process.

The study will contribute to the existing body of research from which researchers can draw literature for their own studies, while it will also enable the researcher to obtain a master's degree upon completing the study at Nkumba University.

### **1.8 Arrangement of the dissertation**

This research study is arranged in five chapters. Chapter one contains the background to the study that is statement of the problem, purpose of the study, objectives and hypothesis on which evaluations were done and where the study problem is outlined, chapter two contains the study literature arranged in line with the study objectives. Chapter three contains the methodology, chapter four has data presentation, analysis and interpretation, chapter five has the discussion of findings and chapter six contains the summary, conclusion, recommendations of the study and areas for further study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter focuses on the review of literature regarding the role played by inter-governmental organizations in peace building. The literature is structured in line with the independent and dependent variables as well as the sub-themes of the study that is the peace building activities carried out by Inter-governmental organizations, the ways in which Inter-governmental organizations peace initiatives have been successful, the challenges facing Inter-governmental organizations peace building initiatives and the strategies for enhancing Inter-governmental organizations peace initiatives.

#### **2.1 Inter-governmental organizations and peace building**

The following literature focuses on the Inter-governmental organizations and peace building as shown below;

##### **2.1.1 Inter-governmental organizations**

Nedergaard and Duina (2010) defines an Intergovernmental Organization (IGO) as an entity created by treaty, involving two or more nations, to work in good faith, on issues of common interest. In the absence of a treaty an IGO does not exist in the legal sense. For example, the G8 is a group of eight nations that have annual economic and political summits. Porter Elisabeth (2007) further added that IGOs that are formed by treaties are more advantageous than a mere grouping of nations because they are subject to international law and have the ability to enter into enforceable agreements among themselves or with states. IGO search free service allowing search through websites of all intergovernmental organizations (IGOs) as recognized and profiled by the Union of International Associations.

In is (1999) pointed out that the main purposes of IGOs were to create a mechanism for the world's inhabitants to work more successfully together in the areas of peace and security, and also to deal with economic and social questions. In this current era of increasing globalization and interdependence of nations, IGOs have come to play a very significant role in international political systems and global governance. Walker (2009) added that IGOs cover multiple issues and involve governments from every region of the world, including offices in the U.S. Among the oldest IGOs are the United Nations, which replaced the League of Nations, the Universal Postal Union, and the North Atlantic Treaty Organization (NATO). The Universal Postal Union, founded in 1874, is currently a specialized agency of the UN. Other well-known IGOs are the European Union (EU), the Organization of Petroleum Exporting Countries (OPEC), the African Development Bank (ADB) and the World Trade Organization (WTO).

Since the creation of the UN and NATO, IGOs have become essential actors in the international community. Additionally, as many IGOs, such as the UN and the EU, have the ability to make

rules and exercise power within their member countries, their global impact continues to increase (Claudine, 1999).

## **2.1 Peace building**

Tarnoff et al., (2011) states that peace building is a process that facilitates the establishment of durable peace and tries to prevent the recurrence of violence by addressing root causes and effects of conflict through reconciliation, institution building, and political as well as economic transformation. Walters et al., (2017) states that peace building efforts aim to manage, mitigate, resolve, and transform central aspects of conflict through official diplomacy, civil society peace processes, and informal dialogues, negotiations, and mediations.

For Schirch (2013), peace building addresses root causes of violence and fosters reconciliation to prevent the return of instability and violence. Peace building efforts seek to change beliefs, attitudes, and behaviors and to transform dynamics between individuals and groups toward a more stable, peaceful coexistence. Peace building also helps create structures and institutions that provide platforms for the nonviolent resolution of conflict and stabilize fractured societies.

Schirch (2013), writes that in 2007, the Secretary-General's Policy Committee described peace building as a range of measures targeted to reduce the risk of lapsing or relapsing into conflict by strengthening national capacities at all levels for conflict management, and to lay the foundation for sustainable peace and development. Peace building strategies must be coherent and tailored to the specific needs of the country concerned, based on national ownership, and should comprise a carefully prioritized, sequenced, and relatively narrow set of activities aimed at achieving the above objectives.

Schirch (2013) added that the 2009 report identified five recurring priority areas for international assistance that is support to basic safety and security, political processes, provision of basic services, restoration of core government functions and economic revitalization. The report also laid out an accompanying agenda for action for the UN. The 2010 report on women's participation in peace building details the Secretary-General's Seven-Point Action Plan on Gender-Responsive Peace building, including specific targets for each of the seven points (conflict resolution, post-conflict planning, post-conflict financing, gender-responsive civilian capacity, women's representation in post-conflict governance, rule of law and economic recovery).

Despite such increased attention on peace building policy and practice since Boutros Boutros-Ghali's initial observations, the 2012 report states that the UN and its partners must do more to ensure that countries emerging from conflict are able to contain and manage conflict themselves and transform it into sustainable peace. The report identifies inclusivity, institution building and sustained international support, as critical actions in preventing relapse into violence and producing more resilient societies. The report also notes that successful peace building processes must be transformative, creating space for a wider set of actors including women, youth, marginalized groups, civil society, and the private sector to participate in national post-conflict decision-making. With respect to institution building, the report observes that public administration and social services delivered equitably and accountably can help in addressing grievances and rebuilding a country's legitimacy.

The 2012 report on New Deal for Engagement in Fragile States, reflects not only lessons learned from the UN's experience in peace building, but also wider policy discussions that have taken



place amongst peace building stakeholders. Countries emerging from conflict together with development partners, the UN and other international organizations, have articulated a shared vision of peace building through the International Dialogue on Peace building and State-building.

The New Deal for Engagement in Fragile States (Report of 2012), a policy framework emanating from the Dialogue, identifies five overarching peace building and state-building goals, that is legitimate (inclusive) politics, people's security, access to justice, employment generation and livelihoods support and accountable revenue management and service delivery. The New Deal emphasizes the need to anchor support activities in a nationally owned peace building plan (One Vision/One Plan) and endorses the use of compacts 7 as a means to implement those plans. The PBF contributes to the achievement of these peace building and state-building goals, and looks for opportunities within its current Priority Areas to support the New Deal principles.

According to Andersson and Weigand (2015), various policies have stated clearly the “why” and the “what” of peace building. Both the Secretary-General's 2009 report and the New Deal clearly establish the scope of peace building that is it encompasses activities, ranging from politics and security to social services and livelihoods. The broadening of the scope has been an important development in recent years. Yet, what the various reports and definitions have been less successful at is the “how” and what makes an intervention peace building and how it contributes to a reduction in the risk of relapse. Any intervention, whether a DDR programme or the construction of a school, can easily lead to more conflict. A clear theory of change, based on a conflict analysis, is needed to ensure that interventions reduce the risk of relapse.

Duffield (2010) wrote that at an aggregate level, one could distinguish four broad theories of change, that is address drivers and root causes for example horizontal inequalities, build

institutions and capacities of individuals, communities and authorities to manage conflict and deliver services for example political, security, justice and government institutions that deliver social services, enhance social cohesion and build trust among social groups that is society-society relations for example reconciliation processes and build trust in and legitimacy of governments that is state-society relations for example political dialogue.

Within this general framework, peace building programmes are strategic, prioritized interventions driven by the analysis of peace and conflict that address underlying causes or drivers and consequences of conflict. Autesserre (2014) pointed out that these programmes build confidence in peace agreements and transitional processes, and contribute to restoring social contracts between the state and the people, including through the building of institutions and the delivery of services, and strengthening inter- and intra-communal social cohesion. They may include activities that facilitate inclusive participation in political processes, dialogue and reconciliation, or strengthen access to justice and human security. Richmond (2011) further revealed that they may also include peace dividends: tangible results of peace that are delivered ideally by the state, or are at least attributable to it, and are accessible to communities in a manner that is perceived as addressing inequalities, marginalization or grievances. They also create incentives for non-violent behavior, reduce fear amongst the general population and begin the process of instilling trust in institutions and the larger peace process.

## **2.2 The peace building activities carried out by Inter-governmental organizations**

In the publication by Bellamy (2010), the United Nations has become a central actor in international efforts to resolve armed conflicts and to try to ensure that post-conflict peace is sustained. Beginning in the 1990s the UN's role in establishing and maintaining peace evolved

from patrolling ceasefires to verifying complex peace agreements to administering and building states with the aim of building peace. More than any other organization or state, the UN has become deeply and increasingly involved in post conflict peace building. Such involvement is manifested in virtually all recent peacekeeping missions for example South Sudan, DRC, Haiti, Liberia, Kosovo, in special political missions like Libya, Yemen, and Somalia; and in less visible engagement in places like Guinea and Guatemala.

There is no single UN approach to peace building. Nevertheless, one can discern from its practices and policies characteristics that cut across the numerous UN departments, funds, agencies, and programmes, especially in contrast to some emerging powers. Those characteristics are top down, state-centric, security-oriented, and institution-focused, with an overwhelming focus on post-conflict countries. Member states set the agenda and constitute the diplomatic framework within which the UN operates. UN peace building activities privilege security and politics over development priorities and institutions over processes. Its peace operations resist adaptations to local, cultural differentiation, and rely on doctrine and organizational templates (Autesserre, 2014).

Martin (2010) noted that although the UN peace building architecture has emphasized national ownership and demand, a multifaceted template is typical of large post-conflict operations, often crowding out national ownership. Some member states have tried to bring economic development more centrally into the peace building agenda. As a whole, the UN has taken steps to better integrate gender, with mixed success. The UN further struggles with providing the long-term engagement peace building requires, and despite repeated internal acknowledgements that peace building must take place throughout the conflict cycle, its peace building efforts remain focused on post-conflict peace building.

UN organizations assist peace operations in staffing and subject-specific policy advising in areas that are mainstreamed in each mission, such as human rights. O’Gorman (2014) points out that in 2000, the Security Council passed Resolution 1325, which reaffirmed the centrality of women in participating at all levels in peace operations and humanitarian activities, urged an increase in the participation rates in all UN peace and security activities, and called for better protections against gender-based violence. UNIFEM, the UN Development Fund for Women, funds programs within peace operations. Gender mainstreaming and the integration of gender into all levels of peace building have been priorities and challenges for the UN.

The 2010 Secretary General’s Report on Women’s Participation in Peace building (A/65/354–S/2010/466) delineated seven areas in which the UN needs to increase women’s participation, including its own staffing as well as among its partners and program beneficiaries. A 2014 independent review conducted on behalf of the PBSO stated that “there remains a distinctive gap between policy commitments and the operational reality of implementing gender-responsive peace building,” (O’Gorman 2014). In response to the SG’s 2010 report, the PBSO established the Gender Promotion Initiative, which sets out a goal of 15% of peace building funds going to empower women, address women’s specific needs, or advance gender equality. This target has also been adopted by the PB Fund, but that modest goal has not yet been met.

UN agencies, funds, and programmes have increasingly undertaken peace building activities in their projects. All of these have been supplemented by a modest UN peace building architecture consisting of a Peace building Commission, a dedicated Peace building Fund, and a Peace building Support Office in the UN Secretariat. That architecture was created in 2005 to fill a gaping hole in the UN System for addressing peace building (Giacoma Jim, 2015).

## **Department of Peacekeeping Operations (DPKO)**

The largest-scale peace building done by the UN takes place under the umbrella of UNSC mandated peace operations, mainly through DPKO peacekeeping missions. DPKO regards itself as one of several UN actors in peace building. Hearn (2015) states that it considers multidimensional peacekeeping as early peace building which enables the “articulation” of peace building goals and carries out some peace building itself (DPKO 2010). DPKO manages the missions in the Democratic Republic of Congo, Sudan (Darfur and Abyei), South Sudan, Liberia, Côte d’Ivoire, Haiti, the Central African Republic, Kosovo, and prior missions such as Sierra Leone, East Timor, Burundi, Bosnia, El Salvador, Cambodia, and Mozambique. The department, an arm of the Secretariat, fields peacekeepers and international police officers, provides logistical services from flights to communications in the field, clears mines, carries out demobilization, disarmament and reintegration (DDR) of former combatants and security sector reform (SSR).

As of August 2015, DPKO oversaw 16 peacekeeping operations with 90,889 troops, 13,550 police, 1,806 military observers, and 5,315 international civilian personnel (DPKO Peacekeeping Factsheet 31 August 2015). Ten of these current missions are multidimensional, with peace building tasks included in their mandates. DPKO’s budget in 2015 is more than double the core budget of the UN Secretariat, and the two largest pools of money dedicated to conflict prevention and peace building are less than three percent of the peacekeeping budget. Although DPKO is increasingly engaged in peace building activities, the budgetary imbalance between missions that field troops and any other peace building initiative indicates a similar imbalance between conflict response and peace building in the UN’s approach to peace building.

## **United Nations Children Education Fund**

UNICEF (UN Children's Fund, O'Gorman, 2014), for example, has sought to build a peace building approach into its field activities. UNEP (UN Environmental Programme) has been providing environmental assessments to peace operations, advising the Peace building Commission on environmental best practices and in 2008 established an Expert Advisory Group on Environment, Conflict and Peace building. Similarly, UNHCR (UN High Commissioner for Refugees) and the International Organization for Migration (IOM) have sought with some success to insert their perspective on displacement and conflict into UN discussions of peace building and frequently participate in integrated peace operations.

### **2.3 The ways in which Inter-governmental organizations peace initiatives have been successful**

Belloni (2001) pointed out that improved planning and effective organizational co-ordination are crucial for successful peace operation. Given the limited commitment and resources from various external organizations, a successful mission benefits from operational effectiveness. Co-ordination and teamwork are essential for maximization of the effects of each component's operation. Special Representative designated by the Secretary General (SRSG) was newly created with the authority for the overall co-ordination of UN peace building missions. Prior to the 1989 Namibia mission, the commanders of peacekeeping forces operating under the UN mandates de facto acted as heads of the missions, and carried out negotiations with the assistance of their political advisors (Williams, 1998). However, in the last decade, it has become a norm for the civilian component to be responsible for the integral nature of UN operations. In most operations for example Namibia and Cambodia, SRSG was authorized to serve as overall co-ordinator of a peace building process over both civilian and military subordinates.

Belloni (2001) argues that multi-component peace building programs require both vertical and horizontal co-ordination among a large number of organizations, which have diverse responsibilities. In a multi-functional mission, with geographical dispersion, there is always a danger of miscommunication if each component reports only to its central headquarters without lateral contact at every level. Since various components of peace building missions often work in the same theatre of operation in isolation and against each other, horizontal co-ordination is critical for promoting the collaboration of actions among organizations.

Representatives of United Nations Development Programme (UNDP) were particularly in a position to fulfill the role for ensuring the focus of the country work in Rwanda, Haiti and other countries, which need development assistance. In recognition of its traditional work to protect responsibilities for refugees, the United Nations High Commission for Refugees (UNHCR) has been designated as a lead agency for assistance to war victims. The resident co-coordinator can serve as Deputy to the SRSG for humanitarian and development activities (Whaley, 1997). The resident co-coordinator system is a useful mechanism to counter the pressures for fragmentation.

When the local administration is in disarray (Somalia, for example), an operation may be authorized by an international mandate to exercise more direct control. In that capacity, UN observers might set up and monitor local authority. The international mission can have an overriding authority to re-direct local policy decisions and even dismiss personnel. On the other hand, not every mission is required to have a direct control over local situations and some missions are more oriented toward assistance (El Salvador, for example). International operations can also adopt a partnership arrangement in establishing an international standard for the development of government structures (Beigbeder, 1999).

Cousens (2001) states that the United Nations Mission in Bosnia and Herzegovina (UNMIBH) contributed to the establishment of the rule of law through a variety of programs on reform and monitoring of the police and the judicial system. Police monitoring, training and assistance have been provided by IPTF. The international police force was created to help the parties in BiH to carry out their law enforcement responsibilities as set forth by the Peace Agreement. The institutions need to be restructured in order to get a democratic, professional and multi-ethnic police force. The international police mission has been making progress in establishing truly multi-ethnic police force. IPTF advised local police on providing security for returning refugees and its training units addressed key public security issues such as organized crime, drugs and corruption as well as refugee returns. Its executive power was extended to investigate allegations of human rights violations by police officers.

According to Vayrynen (1997), the civilian peace building elements, in particular relief and development are managed by UNHCR and UNDP. The Dayton Peace Accord assigned the UNHCR to coordinate humanitarian assistance and take the lead role for dealing with issues relating to refugees and displaced persons. UNHCR provides humanitarian assistance through special assistance programs such as home care and psycho-social support for the general population, particularly the elderly, the handicapped, severely traumatized individuals and households with no income.

#### **2.4 The challenges facing Inter-governmental organizations peace building initiatives**

According to Arnault (2015), peace building happens in an insecure, politically fragile and therefore challenging environment. Funding needs, the number of actors involved and their



(often competing) priorities and objectives, and people's expectations of the benefits of peace building all these present additional challenges.

#### **2.4.1 The financial challenge**

Smith et al., (2011) pointed out that a funding gap may ensue when the humanitarian response to a crisis begins to draw down but fully-fledged development assistance is not yet in place. It may also occur because donors are unwilling to fund critical but high-risk political and security activities. Yet this is the moment when a country most needs timely, strategically targeted financial support to undertake critical peace building efforts. Identifying these needs, writing project proposals within the context of a coherent peace building strategy, and securing funding quickly are all major challenges for post-conflict countries.

#### **2.4.2 The challenge of coordination**

According to Vaux (2011), coordination among national actors: It has been emphasized above that national ownership is essential to successful, sustainable peace building. But national ownership requires coordination among many national actors. Consider three examples of the coordination challenge national actors may face at different stages of peace building: in the immediate aftermath of conflict, the accommodations needed among political leaders in power-sharing transitional political arrangements, after the first post-conflict elections, contesting centres of power among the executive, legislative and judicial branches of government, as well as among different ministries intensified by the need to link national budgeting processes to peace building priorities, plus the need to involve other peace building stakeholders like civil society and the private sector in the peace building process and after further rounds of elections,

(re)emergent local government structures which may mirror and compete for social services, health, infrastructure and other resources deemed peace building priorities.

Autesserre (2014) noted that complicating factors can include the roles played by traditional leaders, a politicized civil society and or media, weak communications systems, and a lack of management and coordination capability in the civil service which makes it difficult for national governments to play their part in coordinating international support for peace building.

#### **a) Coordination of the international response**

Autesserre (2014) added that where there are many international actors involved in a country, it can be very difficult to agree on one common strategy for peace building, and to agree on division of roles and responsibilities. A strong UN leader supported by an experienced team is essential to good coordination, but it is not enough without the political will to work together too. Hence the call to Member States in the Secretary-General's recent report to align their support behind common peace building strategies which should be nationally owned.

#### **b) Internal UN coordination**

For Autesserre (2014), since UN staff in a country come from different parts of the UN family, there are often structural barriers to working as a team for example different planning and budgeting cycles, different ways of getting funding, accountability to different governing bodies and different working practices such as the proportion of national staff employed.

### **2.4.3 The communication challenge**

Expectations of rapidly improved living conditions can be very high in the immediate post-conflict period. Bellamy (2010) states that a strategic communications campaign can help to narrow the gap between what is expected and what can realistically be provided. Goals of such a campaign may include to provide essential information about the security situation and what is being done to protect people, to inform the population of social, economic and political initiatives underway to improve their lives, thus enabling them to participate, and to publicize the dividends of peace and thus build support for the peace process.

However, in the immediate aftermath of conflict, weakened public and private media may not be able to provide accurate, independent and reliable information. Misinformation, absence of information and changing facts are likely to be constant challenges. The international community may be asked to support direct delivery of information about peace building activities to target populations, and should work to rebuild the capacity of national media in the process (Bellamy Enom, 2010).

In summary, according to Vaux (2011), these policy and institutional differences often lead to misunderstandings. Much work is underway at headquarters level to resolve these differences or mitigate their effects, often learning from innovative examples from UN teams in the field. In order to maximize the individual and collective impact of the UN's response in activities required to consolidate peace, the Secretary-General has "reaffirmed integration as the guiding principle for all conflict and post-conflict situations where the UN has a Country Team and a multi-dimensional peacekeeping operation and/or special political mission, whether or not these presences are structurally integrated. To achieve this purpose, there should be a strategic partnership at the country level between the UN mission/office and the Country Team, including a shared vision of the UN's strategic objectives, closely aligned or integrated planning, a set of

agreed timelines and responsibilities for the delivery of tasks critical to consolidating peace, and a set of agreed mechanisms for monitoring and evaluation.

## **2.5 The strategies for enhancing Inter-governmental organizations peace building initiatives**

In his 1992 report, *“An Agenda for Peace,”* former UN Secretary-General Boutros Boutros-Ghali introduced the concept of peace building to the UN as “action to identify and support structures, which will tend to strengthen and solidify peace in order to avoid a relapse into conflict. Over the years, various efforts have been made to elaborate on this definition. The Brahimi Report (2000) defined peace building as activities undertaken on the far side of conflict to reassemble the foundations of peace and provide the tools for building on those foundations something that is more than just the absence of war.

The construction of an institutional space for dialogue and the construction of conditions for peace, security and governance. UNDP (2011) added that, however, these main interests are very general ones peace building and state building, aid effectiveness and service delivery, democratization and are not necessarily leading to the identification and implementation of solutions concerning some of main factors in the conflict, such as those related to conflicting interests within the Somali society that is access of different groups to resources; land ownership and management; management of financial resources and of public services, labour related conflicts, ethnic conflicts and so on). Without further efforts for clarifying differences, interests and the constituencies that are linked to each of participating actors, while it is mainly in reference to the management of these conflicting interests and to the related governance processes that a special role can be identified for civil society organizations.

Evaluation and monitoring results can be somehow improved through the adoption of measures aiming at facilitating a self-evaluation attitude among partners and by adopting measures for promoting participation and 'peer control' in quality improvement processes (Belloni Emon, 2001). Mostly these measures can be based on the involvement of different organizations in shared monitoring and evaluation processes, that can, on the one side, increase the visibility of events and learning emerging from project implementation and on the other side let organizations improve projects not because of the opinion of external consultants (that are always seen with suspicion) but because of the emerging of a community of practice able to generate shared representation of reality and to put pressure on participating organizations.

According to Nata (2003), the weak institutional and technical capacity of post-conflict governments has to be taken into account in designing plans for such countries. This means avoiding being locked into static plans that cannot accommodate changes of circumstances or personalities; having contingency plans for when things go wrong and accepting their cost implications. Effective communications have to be built into planning, so that expectations are managed, people's reactions are heard and direction can be quickly changed if things go wrong. Senior leadership must be fully involved in the planning process.

In 2006, the peace building agenda received renewed impetus following the establishment of the Peace building Commission (PBC), the Peace building Support Office (PBSO) and the Peace building Fund (PBF). In May 2007, the UN Secretary-General's Policy Committee developed the following definition for peace building. Peace building involves a range of measures targeted to reduce the risk of lapsing or relapsing into conflict by strengthening national capacities at all levels for conflict management, and to lay the foundations for sustainable peace and development. Peace building strategies must be coherent and tailored to the specific needs of the

country concerned, based on national ownership, and should comprise a carefully prioritized and sequenced. For transformative agenda in peace building for UN institutions, although it remains unclear whether all sections of the UN have embraced this new definition and the associated transformative agenda.

The role and practice of peace building in conflict-affected countries has risen up the agenda of UN agencies, donor agencies and INGOs throughout the past two decades. While peacekeeping and peacemaking have played an important role in UN activities since its foundation, it was not until 1992 that the language of peace building entered the institution's word list, when the UN War Environment (2001), peace building was defined as *“an action to identify and support structures which will tend to strengthen and solidify peace in order to avoid a relapse into conflict,”* and was demarcated chronologically from preventive diplomacy, peacemaking and peacekeeping.

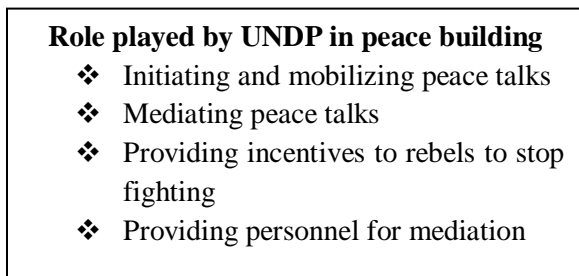
Debates continue within different UN agencies and development partners on both this issue and also the sequencing and prioritization of certain interventions and the primacy of certain sectors and domains over others like security, governance, political, economic, social services, and so on. Duvury and Nata (2003) further noted that recognition of the need for more strategic and coordinated efforts within the UN family's peace building activities has led to the creation of the UN Peace building Architecture, which seeks to integrate UN and international community interventions in conflict-affected countries.

To accomplish the SDGs and their predecessors the MDGs and encourage global development, UNDP focuses on poverty reduction, HIV/AIDS, democratic governance, energy and environment, social development, and crisis prevention and recovery. UNDP also encourages the

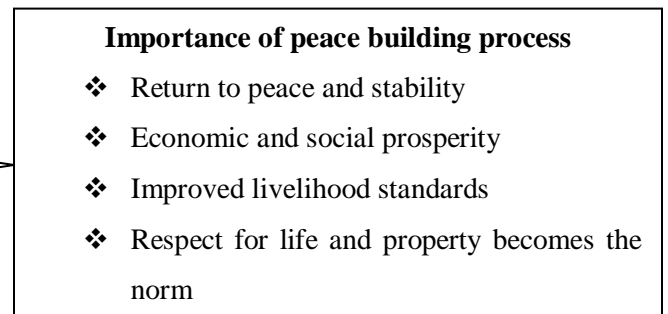
protection of human rights and the empowerment of women in all of its programmes. The UNDP Human Development Report Office also publishes an annual Human Development Report (since 1990) to measure and analyze developmental progress. In addition to a global Report, UNDP publishes regional, national, and local Human Development Reports (United Nations Development Programme: UNDP, 2011).

## 2.6 Conceptual framework

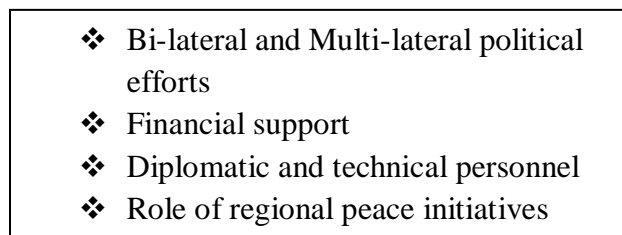
### Independent variables



### Dependent variables



### Moderating variables



*Source: developed by the researcher, 2018*

The conceptual framework focuses on the independent variable which is the role played by UNDP in peace building involving initiating and mobilizing peace talks in order to bring belligerent parties to the round table, mediating peace talks between the affected parties, providing incentives to rebels to stop fighting and providing personnel for mediation with the overall purpose of influencing both parties to resume peace. This is related to the dependent variable which is the importance of peace building process including return to peace and stability, economic and social prosperity, improved livelihood standards and respect for life and property becomes the norm which helps and enables the are affected in this case northern Uganda to return to normalcy. This influenced by the moderating variables such as bi-lateral and Multi-lateral political efforts, financial support, diplomatic and technical personnel as well as the role of regional peace initiatives.

### **Unit of analysis**

A good understanding of the role of International civil society's aims to have an impact on positive peace building is crucial to provide a thorough basis for peace building phenomenon in Northern Uganda. This is equally important for national or local societies and their strategies as well as for outside supporters. However, the international organizations operating in many nation states function for better peace building discourse and development which leads to a greater understanding of the role of civil society in peace building within states of which Uganda and particularly the North which suffered two decades of insurgency is not an exceptional.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

As it is indicated in the title, this chapter includes the research methodology of the study. In more details, in this part the author outlines the research strategy, the research method, the research approach, the methods of data collection, the selection of the sample, the research process as well as data analysis and presentation techniques.

#### **3.1 Research strategy and design**

The study adopted a cross-sectional study design. With this design, either the entire population or a subset thereof is selected. Cross-sectional information gathered represents what is going on at a particular point in time. This was important in collecting qualitative and quantitative data because cross-sectional studies collect data using questionnaires and interviews (Olsen & Marie,

2004). Quantitative data focuses on descriptive and inferential statistics. This approach produced results in form of tables, figures and graphs, which was the basis for discussion and conclusions about the findings. For qualitative data, is that data in form of statements by which respondents give suggestions, opinions or strategies for achieving the results. The analysis of qualitative data provides the basis for in – depth understanding of the situation under study.

### 3.2 Study area

The study took place in Gulu district which is situated in Mid-Northern Uganda which area was affected by the LRA insurgency and thus required the intervention of UNDP.

### 3.4 The study population

Varden Bergh and Katz (1999) defined study population as the group of people from which a sample can be drawn for the purposes of a research. Population is the total collection of elements about which we wish to make some inferences. The population of this research consists of the staff of UNDP, Local government leaders, Members of Acholi Religious Leaders Peace Initiative, the cultural leaders and the NGO staff. The study population comprised of 100 potential respondents selected from the array of possible sources of respondents who include the following;

**Table 3.1: Study population**

<b>Category of the population</b>	<b>Study population</b>
Staff of UNDP (selected)	25
Local Government leaders (selected)	18
Members of Acholi Religious Leaders Peace	10

Initiative(selected)	
The cultural leaders (selected)	10
The NGO staff (selected)	36
<b>Total</b>	<b>100</b>

*Source: Researcher, 2018*

### **3.5 Sampling**

A sample is a group in a research study in which information is obtained or a population selected for observation and analysis. It is a representative of a population taken to show what the results are like. Sidhu (2003) stresses the importance of sampling and further explains that if the population is very large, it can be satisfactorily covered through sampling. For this study a sample was chosen using the probability and non-probability approaches.

#### **3.6.1 Sample selection**

The method of purposive sampling was used to develop the sample of the research under discussion. According to this method, which belongs to the category of non-probability sampling techniques, sample members are selected on the basis of their knowledge, relationships and expertise regarding a research subject (Freedman et al., 2007). In the current study, the sample members who were selected had special relationship with the phenomenon under investigation, sufficient and relevant work experience in the field of peace making and peace building, as well as proven research background and understanding of raw data.

#### **3.6.2 Sampling techniques**

Sampling techniques were categorized into two, that is probability and non-probability sampling methods. Sampling procedures include random, judgmental, stratified and systematic sampling. For the purpose of this research, judgmental and stratified random sampling techniques were used to find the right sample size.

### **3.6.2.1 Stratified random sampling**

The total population was divided into segments or strata. Individuals to be included in the sample were then selected from these segments or strata. In this case the population was divided as administration and management. They were then further grouped according to the departments. Stratified random sampling was used in this research because it ensured an equal representation of each of the identified segments or strata.

### **3.6.2.2 Judgmental sampling**

According to Danks (1996), judgmental sampling occurs in a situation whereby the interviewer selects respondents who are judged to be representative of the population. Judgmental sampling is a non-probability sampling technique based on judgment. For the purposes of this research the researcher chose the participants who were viewed as the best source of information as the sample was likely to bring out the required data specific to the research problem through the experience with the organization. Judgmental sampling ensured optimization of time and resources since information was sought from those people with valuable information and knowledge about the area under study. This made the technique cheaper and easier since a few individuals with relevant information were chosen.

### **3.6.3 Sample size**

Deciding on a sample size for a qualitative enquiry could be more difficult than for a quantitative one because there were no rules to follow. It all depended on what was useful, what had credibility and what could be done within available time and resources. A sample refers to representative sub-group of the population. For the purpose of this research the sample that was chosen comprised randomly selected individuals from the selected population. According to Fielding (2007), a sample size must be at least 30% of the total population under research. The researcher made the sample relatively smaller so as to cut down on costs and save time as well.

### 3.6.4 Sample size determination

The sample size for the current study was selected based on the formulae set by Krejcie & Morgan (1970)

$$n = \frac{N}{1 + N(e)^2}$$

Where n= the required sample size

N= the study population

e= the level of significant co-efficient

$$n = \frac{N}{1 + N(0.05)^2}$$

$$n = \frac{100}{1 + 100(0.05)^2}$$

$$n = \frac{100}{1 + 0.2}$$

$$n = 80$$

**Table 3.2: Sample size determination**

<b>Category of the population</b>	<b>Study population</b>	<b>Sample size</b>	<b>Sampling technique</b>
Staff of UNDP (selected)	25	20	Purposive
Local Government leaders (selected)	18	15	Purposive
Members of Acholi Religious Leaders Peace Initiative(selected)	10	10	Judgmental
The cultural leaders (selected)	10	10	Purposive
The NGO staff (selected)	36	25	Stratified random
<b>Total</b>	<b>100</b>	<b>80</b>	

**Source: researcher 2018**

### **3.7 Research process**

Appointments and meetings were held during July, 2017 with the executives, political leaders and subordinate staffs so as to gain acceptance of their participation in the research. More specifically, the researcher came in touch with and asked them to participate in the research after explaining the nature and the scope of the study. In general terms the respondents were attracted to become willing to participate in the research and the interviews were conducted in late July, 2017. During the interviews and Focus Group Discussions had mainly to keep notes, in order to help the researcher to analyze the gathered data.

### **3.9 Data Collection methods**

The study utilised both qualitative and quantitative data collection methods. Primary data was obtained using questionnaires as well as interviews. Secondary data were sourced from reading literature in secondary sources.

### **3.9.1 Questionnaire method**

The questionnaire was used to generate data. The questionnaire developed from the ROC-II instrument covered four sections: biographical data on the aspects of negotiations. This involved the use of self-administered questionnaires on diplomats, civil servants, academicians, politicians and members of the civil societies. Open and Closed ended questionnaires in a scale (five likert) form were used. Questionnaire method was used because it helps to investigate motives and feelings in likert scaling (Glasow, 2005).

### **3.9.2 Interviews**

The interview method was used to explore qualitatively on how peace talks have contributed to sustainable peace in conflict resolution. This method took the option of face to face interviews which provided the required data as specified above. Interview method was used because it provides an excellent opportunity to probe and explore questions (Glasow, 2005).

### **3.9.3 Focus Group Discussions**

A focus group is a type of group interview in which a moderator (working for the researcher) leads a discussion with a small group of individuals to examine, in detail, how the group members think and feel about a topic. It is called a ‘focus’ group because the moderator keeps the individuals in the group focused on the topic being discussed. The moderator generates group discussion through the use of open ended questions, and he or she acts as a facilitator of group process. Focus groups are used to collect qualitative data that are in the words of the group participants.

A focus group composed of 6 to 12 participants who were purposively selected because they could provide the kind of information of interest to the researcher. The group moderator (The person leading the focus group discussion) had good interpersonal skills and she knew how to facilitate group discussion. The researcher moderated the discussions in order to be able to ask and conduct sequential and logical interviews and exchange of ideas.

### **3.10 Data collection instrument**

#### **3.10.1 Interview guide**

This comprised set questions which guided the researcher on how to ask logical questions. Face to face interviews were carried out at Gulu Offices of UNDP with key respondents being the top administration and the office staff of the organization. All interviews were carried out prior to setting of appointments with the concerned respondents. The interviews had specified time limits of approximately 30 - 45 minutes. All interviews were carried out with the help of already prepared interview guide question papers and were recorded alongside the respective questions.

Interviews were used to gather data in this research because they allowed for probing on answers and questions that required further clarification. Unclear questions and answers were clarified in the dialogue between the interviewer and the interviewee. When carrying out a research the researcher must be in control and interviews allowed the interviewer to be in control. The interviewer had control over who was being interviewed in comparison to the questionnaires which were passed from one person to the other. Also this helped the researcher to obtain information that could not be obtained by using questionnaires such as the technological jargon that requires more clarification.



### **3.10.2 Self-Administered Questionnaire**

Reason (1985) defines a questionnaire as a formalized list of questions that are used to solicit information from respondents. For this research the researcher made use of both structured and unstructured questions to gather necessary data. Structured or closed questions were meant to save the respondents' time and get definite answers and unstructured or open-ended questions were meant to ensure that respondents' feelings are not disregarded and further explanations were made.

The questionnaires were delivered in person. Questionnaires were distributed in after initial communication with the respondents to seek consent. The respondents were given one week to answer the questionnaires after which the questionnaires were collected for analysis.

Saunders et al (2003) argues that a reasonable and moderate high response rate (30-50%) is guaranteed with self-administered questionnaires, hand delivered and collected questionnaires. The questionnaire survey also provided greater uniformity across research situations as respondents respond to the same standardized questions. At the same time the questionnaire survey technique gave the respondents enough time to respond to the questions as they were given the whole week to answer the questionnaires. Finally the element of anonymity associated with the questionnaire survey technique enhanced the chances of getting honest responses.

## **3.11 Data quality control**

### **3.11.1 Validity**

The study established the content validity. The instruments provided adequate traits due consultations with the researcher's supervisor, colleagues and a research expert. The research

expert helped in strengthening the validity of the research instruments. Content Validity Index was used to test the validity of the instruments. The test of content validity established through inters judge with two research consultants. The formula is;

$$CVI = \frac{\text{Number of relevant items}}{\text{Total number of items}} \times 100$$

The CVI for the questionnaire was valid at above 0.70 because the least CVI recommended in a survey study should be 0.7 (Amin, 2005).

### **3.11.2 Reliability**

Reliability was determined according to the nature of data. The strategies for obtaining reliability of qualitative data peer debriefing, prolonged engagement and audit trails. The researcher was adaptable to the respondents, holistic and ensures processional immediacy. Data was systematically checked, focus maintained and there were identification and correcting errors to ensure accuracy of data (Morse et al., 2002).

## **3.12 Data processing and analysis**

### **3.12.1 Process**

The data collected was; coded, summarised and compiled in accordance with the questionnaires. The results were triangulated in frequency tables to harmonise the findings hence omitting any errors and inconsistencies.

### **3.12.2 Data Analysis**

After the process of data collection, the researcher summarised the data and analyse it. The data was categorised and entered in to the computer by use of Statistical Package for Social Sciences (SPSS) program version 22. The quantitative data was analysed using descriptive statistics such as measures of central tendency and presented in frequency tables. Qualitative data on the other hand was analysed using content analysis following Amin (2005) in line with the research questions. Observed data including photographs of poverty activities were taken and presented.

### **3.13 Research limitations and delimitations**

As it is for every study, this study faced the following limitations:

- i. The size of the sample was relatively small, yet a bigger sample would probably have enhanced the reliability of the research. The researcher was able to use the available sample and extract as much information as possible at least twice for each respondent.
- ii. Qualitative research did not allow the measurement of the examined problems widely. The researcher also relied on secondary data to generate more findings.
- iii. The analysis of the effectiveness of inter-governmental organizations in peace building and particularly UNDP in Gulu District was influenced by factors which were not mentioned in this project, but the researcher tried to exhaust the study.
- iv. In some cases participants refused to speak against their organization, but the researcher probed them for more information.

## **CHAPTER FOUR**

### **PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS**

#### **4.0 Introduction**

This chapter focuses on the effectiveness of inter-governmental organizations in peace building in Northern Uganda focusing on UNDP in Gulu District. The researcher contacted 80 respondents but 63 availed data for the study; that is 46 filled the questionnaires successfully and

17 provided responses through the interviews (interview guides) which information is analyzed using table and verbatim notes/ quotations. The data concerns the respondents personal variables, the peace building activities carried out by UNDP in Gulu District, the ways in which UNDP peace initiatives have been successful in Gulu District, the challenges facing UNDP peace building initiatives in Gulu District and the strategies for enhancing UNDP peace initiatives in Gulu District.

**Table 4.1: Sample size, and response rate**

<b>Category of the population</b>	<b>Sample size</b>	<b>Actual respondents</b>	<b>Percentage</b>
Staff of UNDP (selected)	20	14	22.2
Local Government leaders (selected)	10	10	15.9
Members of Acholi Religious Leaders Peace Initiative(selected)	07	04	6.3
The cultural leaders (selected)	10	04	6.3
The NGO staff (selected)	33	31	49.2
<b>Total</b>	<b>80</b>	<b>63</b>	<b>100.0</b>

**Source: Field data, 2018**

According to the study findings in table 4.1 above, 22.25% of the respondents were Staff of UNDP, 15.9% were Local Government leaders, 6.3% were Members of Acholi Religious Leaders Peace Initiative, 6.3% were the cultural leaders and 49.2% were The NGO staff. All the category of respondents identified by the study provided viable data which has helped in this analysis.

#### **4.1 The respondents' personal variables**

In social sciences research personnel characteristics of respondents have very significant role to play in expressing and giving the responses about the problem, keeping this in mind, in this study

a set of personal characteristics namely, age, sex, education, occupation, income etc of the 63 respondents have been examined and presented in this chapter

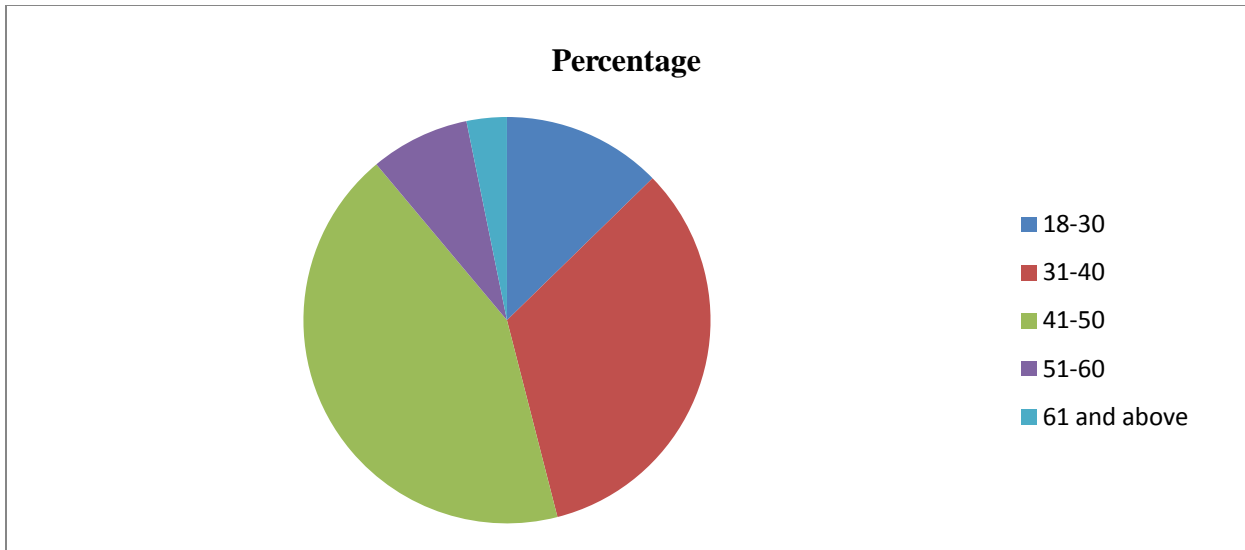
#### 4.1.1 Age

Age of the respondents is one of the most important characteristics in understanding their views about the particular problems; by and large age indicates level of maturity of individuals in that sense age becomes more important to examine the response.

**Table 4.2: Age of respondents in years**

Age in years	Distribution of Respondents	
	Frequency	Percentage
18-30	08	12.7
31-40	21	33.3
41-50	27	42.9
51-60	05	7.9
61 and above	02	3.2
<b>Total</b>	<b>63</b>	<b>100.0</b>

**Source: field data, 2018**



**Figure 1: Age of respondents in years**

**Source: field data, 2018**

Findings in table 4.2 and figure 1 above, 12.7% of the respondents were aged 18 to 30 years, 33.3% were aged 31 to 40 years, 42.9% were aged 41 to 50 years, 7.9% were aged 51 to 60 years and 3.2% were aged 61 and above . So majority of the respondents were aged 31 to 60 years, and this indicates they were mature enough to avail data for this study.

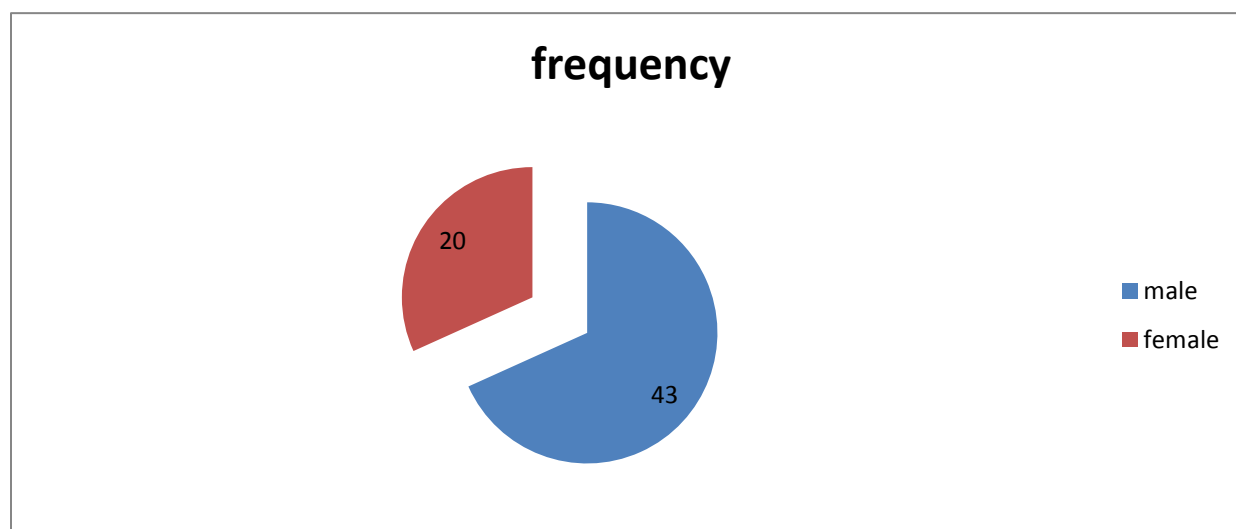
#### **4.1.2 Gender**

The following is the statistics on the gender of respondents presented in table 4.3;

**Table 4.3: Gender of respondents in years**

Gender	Distribution of Respondents	
	Frequency	Percentage
Male	43	68.3
Female	20	31.7
<b>Total</b>	<b>63</b>	<b>100.0</b>

Source: field data, 2018



**Figure 2: Gender of respondents**

Source: field data, 2018

Findings in table 4.3 and figure 2 above, 68.3% of the respondents males as they comprised most of the staff of UNDP in Kampala and Gulu district and 31.7% were females who were less than the number of the males in the organization at all levels of administration and employment. Despite the majority being males, both males and female availed vital data for the study.



### 4.1.3 Current marital status

The following is the statistics on the marital status of the respondents as presented in table 4.4;

**Table 4.4: Current marital status of respondents**

Marital status	Distribution of Respondents	
	Frequency	Percentage
Single	41	65.1
Married	19	30.2
Widowed	02	3.2
Divorced	01	1.6
<b>Total</b>	<b>63</b>	<b>100.0</b>

**Source: field data, 2018**

According to the findings in table 4.4 above, 65.1% of the respondents were single, 30.2% were married, 3.2% were widowed and 1.6% was divorced. With the majority being single, the study showed that all respondents could provide valuable data for this study.

### 4.1.4 Highest education level attained

The following statistics show the highest education level attained of the respondents as presented in table 4.5;

**Table 4.5: Highest education level attained of respondents**

<b>Highest education level attained</b>	<b>Distribution of Respondents</b>	
	<b>Frequency</b>	<b>Percentage</b>
Certificate	02	3.2
Diploma	15	23.8
Bachelors	32	50.8
Masters	13	20.6
Doctorate	01	1.6
<b>Total</b>	<b>63</b>	<b>100.0</b>

**Source: field data, 2018**

The study findings in table 4.5 above, 3.2% of the respondents had certificate education, 23.8% had diploma education, 50.8% had bachelors, 20.6% had master's education and 1.65 had doctorate education, thus the respondents had what they considered to be the highest education level attained. With the majority having diploma, bachelors and masters education, but all respondents could provide data for this study.

#### 4.1.5 Designation in the organization

The findings on the designation in the organization of the respondents as presented in table 4.6;

**Table 4.6: Designation in the organization of respondents**

Designation in the organization	Distribution of Respondents	
	Frequency	Percentage
Administrator	01	7.1
Middle Level Staff	02	14.3
Subordinate Staff	11	78.6
<b>Total</b>	<b>14</b>	<b>100.0</b>

**Source: field data, 2018**

The study findings in table 4.6 above, 7.1% of the respondents were in administration (administrator), 14.3% were middle level managers such as heads of departments and 78.6% were subordinate staff such as field staff, data collectors and thus all the respondents availed data for this study.

#### 4.1.6 Length of service in the organization

The findings on the length of service in the organization are presented in table 4.7;

**Table 4.7: Length of service in the organization for respondents**

Length of service in the organization in years	Distribution of Respondents	
	Frequency	Percentage
0-3 years	01	7.1
4-7 years	03	21.4
8-11 years	06	42.9
12-15 years	03	21.4
16 and above	00	00
<b>Total</b>	<b>14</b>	<b>100.0</b>

**Source: field data, 2018**

The study findings in table 4.7 above, 7.1% of the respondents had served for 0 to 03 years, 21.4% had served for 04 to 07 years, 42.9% had served 08 to 11 years, and 21.4% had served for 12 to 15 years, while none had served for over 16 years. But all the respondents had varying experience and vital data for this study.

#### 4.2 The peace building activities carried out by UNDP

The study set out to examine the peace building activities which are initiated by the United Nations Development programme in areas covering Gulu District, and the results obtained are presented analysed and interpreted in this section.

#### 4.2.1 The ways in which UNDP has created a mechanism for peace building

The current study on the ways in which UNDP has created the mechanism for peace building in Gulu District has been constructed here.

**Table 4.8: The ways in which UNDP has created a mechanism for peace building**

The ways in which UNDP has created a mechanism for peace building	Distribution of Respondents	
	Frequency	Percent
Encouraged peace negotiations	12	19.0
Mediated peace between government and rebels.	14	22.2
Funded peace conferences	14	22.2
Sponsored peace talks on radio talk shows.	12	19.0
Sponsored Alcoholic peace initiative	08	12.7
Total	63	100

**Source: Field data, 2018**

According to the study findings in table 4.8 above, 19.0% of the respondents agreed that UNDP encourages peace negotiations between the government of Uganda and the opposition/ LRA so that peace can be given a foundation in the area. The organization has since 2003 been deeply involved in encouraging peace negotiations between LRA and the Ugandan government right from the Juba peace talks in 2007 and have over the years been encouraging the two parties to approach peace since the failure of operation iron fist which has instead been involved in only military efforts.

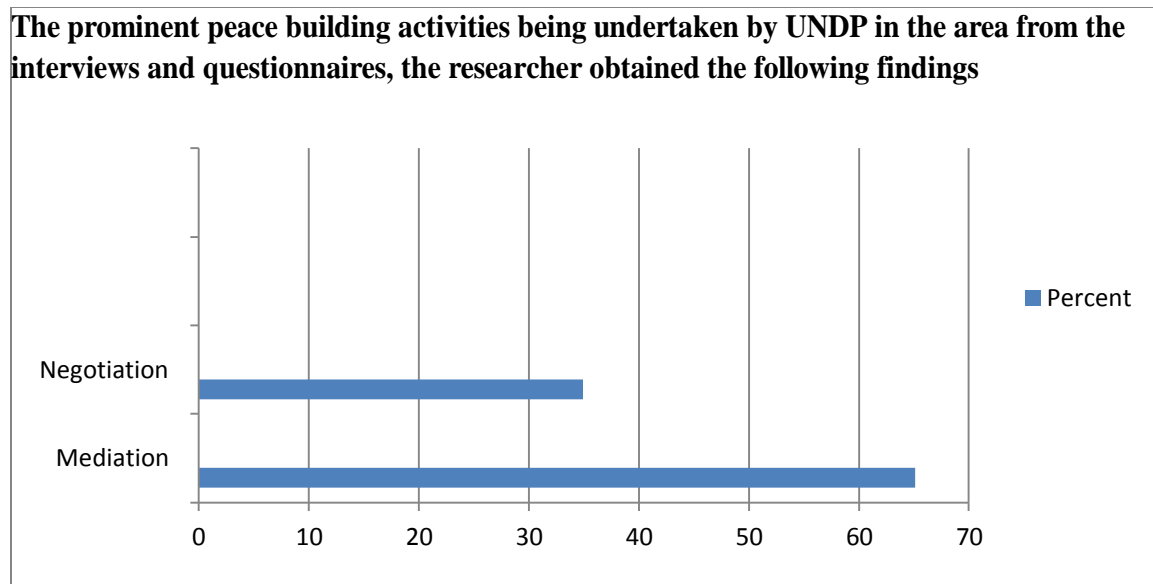
The researcher revealed that 22.2% of the respondents agreed that the organization is encouraging mediation between the Uganda government, and the LRA which has encouraged the

restoration of peace in the area. This has been possible through funding peace conferences in the South Sudan capital of Juba, London and elsewhere and agreed by 22.2% of the respondents. Through these conferences the two sides and the United Nations mediators are able to encourage and build peace.

The organization has been able to find radio talk shows as agreed by 19.0% on radio stations such as Mega FM and others which have encouraged better communication and idea sharing between the two sides and attracting the opinion of the public. Through the sponsorship of the radio talk shows and related activities, the organization has further been able to emphasize peace through sponsoring the Acholi Peace Initiative (API) which is a multi-sectoral initiative comprising religious leaders, a cultural leaders, political leaders and others who have extended knowledge of the Ethno-political and cultural knowledge of the area and can encourage better peace building in the area.

#### **4.2.2 The prominent peace building activities being undertaken by UNDP in the area from the interviews and questionnaires, the researcher obtained the following findings**

The study findings on the prominent peace building activities being undertaken by UNDP in the area from the interviews and questionnaires, the researcher obtained the following findings as presented and analysed below;



**Figure 3: The prominent peace building activities being undertaken by UNDP in the area from the interviews and questionnaires, the researcher obtained the following findings**

**Source: Field data, 2018**

From table 4.9 above, the research study revealed that UNDP has succeeded in building the basis for peace. The study findings show that 65.1% of the respondents noted there is mediation between the conflicting parties in the area, that is the government of Uganda and the LRA, and also 34.9% noted that there is negotiation between the two sides which is encouraging peace building.

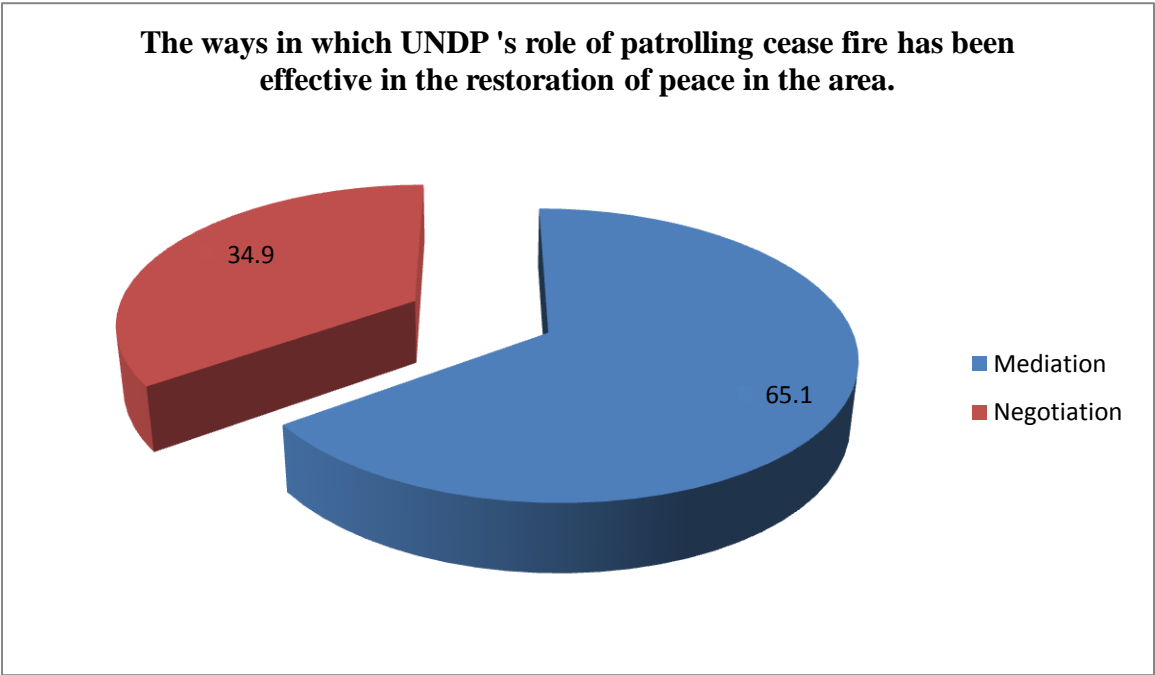
In averbatim, a respondent noted that;

*“with the expertise of the UNDP negotiators, the peace process has been initiated successfully and peace has returned to Acholi region thus formatting peace in Gulu District”.*

In doing the peace deals which have characterized the peace process have encouraged the contained peace building process thus ushering in the regime of peace and understanding that is characterizing the process to date.

**4.2.3 The ways in which UNDP’s role of patrolling cease fire has been effective in the restoration of peace in the area**

The study findings on the ways in which UNDP’s role of patrolling the ceasefire enabled the restoration of peace in the area are presented, analyzed and interpreted in this section.



**Figure 4: The ways in which UNDP’s role of patrolling cease fire has been effective in the restoration of peace in the area**

**Source: Field data, 2018**



From table 4.10, the research reveal that UNDP has ensured that there is continued peace and stability in the area, whereby 71.4% of the respondents noted that the organization has encouraged continued peace negotiations between the warring parties and 28.6% noted that there is assured Amnesty for those rebels and rioters so that forgiveness is promoted and peace and normally returns to Gulu District.

#### **4.2.4 The development activities which have been introduced by UNDP in order to attract peace talks**

The study findings on the development activities which have been used by UNDP in order to attract peace talks are presented, analyzed and interpreted in this section;

**Table 4.9: The development activities which have been introduced by UNDP in order to attract peace talks**

<b>The development activities which have been introduced by UNDP in order to attract peace talks</b>	<b>Distribution of Respondents</b>	
	<b>Frequency</b>	<b>Percent</b>
Support to schools	16	25.4
Support for Health care services	21	33.3
Manpower/ capacity building	19	30.2
Offering work opportunities	07	11.1
Total	63	100.0

**Source: Field data, 2018**

The research study was informed about the development activities which have been put in place by UNDP to pacify and encouraged development in area, and the findings in table 4.11 above revealed that 25.4% of the respondents agreed that UNDP supports schools with scholastic items

and food relief which keeps the children in school instead of the bush fighting and running. Furthermore, the researcher discovered that 33.3% of the respondents argued that UNDP supports health services in conjunction with the World Health Organization and the local Ministry of Health as well as the local government which has ensured immunization is carried out, basic treatment is availed to the internally displaced persons in Bobi, Palenga and other IDP camps as well as among the returnees and the general community.

The study also found out that 30.2% of the respondents reveal that there is manpower/ capacity building which includes routine/ schedules trainings for the local staff of UNDP, local leaders and government officials on issues of peace building and negotiations as well as development for a better Gulu District, and areas beyond.

The study reveals that 11.1% of the respondents agreed that the organization offers work opportunities for the skilled local peace as volunteers as well as expatriates. Because there is a wide range of work to do, the UNDP employees are trained and deployed at their local offices and for the field work to develop their field projects and help in the local development in the area.

#### **4.3 The ways in which UNDP's peace initiatives have been successful**

The study findings on the ways in which UNDP's peace initiatives have been successful are presented, analyzed and interpreted in this section;

**Table 4.10 The ways in which peace building planning has helped UNDP to succeed in her operations**

The ways in which peace building planning has helped UNDP to succeed in her operations	Distribution of Respondents	
	Frequency	Percent
Consolidation of peace operations	09	14.3
Consolidation of attained peace	16	25.4
Successful mediation and negotiations	38	60.3
<b>Total</b>	<b>63</b>	<b>100.0</b>

**Source: Field data, 2018**

According to the study findings in table 4.12 above, 14.3% of the respondents agreed that UNDP has been able to put in place thinking and belief that peace operations need to be enhanced and consolidation whereas 25.4% noted that in order to boost peace operations the attained peace has to be consolidated through as agreed by 60.3% of the respondents, mediation and negotiations are the new modes used by UNDP to ensure that the peace which began to return to Gulu in 2005, does not get lost,. So UNDP is ensuring that the gains achieved so far are not lost.

In a verbatim, on related matters pertaining to how the organization (UNDP) has coordinated efforts to attain peace, the findings reveal that UNDP works hand in hand with local leadership.

According to one senior administrator in UNDP,

*“ the development of international institutions like the UNDP is one of the most admirable efforts for the achievement of world peace that the world has ever seen. It possesses many of the qualities of the liberalist ideal;*

*however, it has not fulfilled its aim to make the international community like Gulu area a more peaceful place”.*

From the field study,

*“ there have been many efforts to establish an effective institutional force in Gulu District that would be able to integrate and promote cooperation between its members. Up to now, the most notable international organization for analysis in Uganda is the United Nations development programme”.*

However, besides UNDP it is also important to note that there are other extremely significant institutions that assist in making the world more peaceful by providing economic stability, cooperation and growth in the global south such as the International Monetary Fund (IMF), World Bank, Group of 20 (G20) and others. This also eventually leads into peaceful relations between states. The UN currently has 192 member states, which means every sovereign country in the world is affiliated to it, thus making it the most widely represented institution to examine.

According to the study, it was revealed that, UNDP has established working relations with particular Departments of government like Office of the Prime Minister of Uganda, Programmes or Specialized Agencies of the United Nations System, based on shared fields of interest and potential for joint activities complementing the work of the United Nations office in a particular area for example the global health body working among internally displaced camps which is the World Health Organization (WHO).

According to one respondent,

*“ UNDP have at their disposal regular means of disseminating information to the local people, state officials, other NGOs and other interest parties through their publications, and their public activities such as conferences, lectures, seminars or workshops, and that are willing to devote a portion of their information programs to dissemination of information about the needed for peace”.*

In a verbatim by one respondent, it was revealed that since the 1990s, many conflicts have been brought to an end either through United Nations mediation or the action of third parties acting with United Nations support. UNDP has deployed preventive diplomacy and other forms of preventive action have defused many potential conflicts in the North of Uganda, particularly Gulu by ensuring that the government makes concessions to allow for amnesty for the rebels and work on ways to support the recovery from the war. In liaison with the United Nations Peace building Commission (2014), UNDP supports peace efforts in Uganda (Gulu District) emerging from conflict, UNDP brings together international donors, international financial institutions and government.

There are efforts by UNDP to support efforts towards clearing landmines which have been planted by enemies of peace. Landmines kill or maim thousands of civilians every year. The UN also teaches people how to stay out of harm's way, helps victims to become self-sufficient, assists countries in destroying stockpiled landmines and advocates for full international participation in treaties related to landmines. The United Nations Development Programme pursues disarmament and arms limitation as central to peace and security in the area. It works to reduce and eventually eliminate light weapons, and halt the proliferation of landmines, small

arms and light weapons. This has entailed demobilizing combat forces as well as collecting and destroying their weapons as part of an overall peace agreement for instance after the end of the war, UNDP helped much in mobilizing the former combatants like child soldiers to either join the UPDF or get back to school.

The government of Uganda coordinate their counter-terrorism efforts through the United Nations development programme in Gulu district. United Nations Development Programmes are helping to put in practice the strategy, providing legal assistance and promoting international cooperation against terrorism orchestrated by Lord's Resistance Army. Being a global institution, it helps to rid Gulu District of sexual Violence in conflict which has helped to develop and implement laws that criminalize wartime rape and end impunity for perpetrators for example the 2002 Uganda Anti-Terrorism Act; helped Uganda devise programmes that assist victims to rebuild their lives for example under the Northern Uganda Recovery Programme; provided training for police officers, prosecutors and judges so they are better equipped to address such crimes committed against humanity; and supported the development of specialized units of police officers that investigate allegations of wartime rape.

United Nations development Programme has dedicated efforts to gender equality and the empowerment of women in Internally Displaced people's Camps and civilians seeking to accelerate progress on meeting their needs worldwide. United Nations development Programme supports women as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to implement these standards. It stands behind women's equal participation in all aspects of life, focusing on increasing women's leadership and participation; ending violence against women;

engaging women in all aspects of peace and security; enhancing women's economic empowerment; and making gender equality central to national development planning and budgeting.

The United Nations Development Programme is good for business, and as such it has provided the "soft infrastructure" for business in Gulu district by negotiating accepted groundwork for investment in the area by promoting stability and good governance, battling corruption and urging sound economic policies and business-friendly legislation. Thus UNDP have helped to improve their economic management, provided temporary financial assistance to help offer training for government finance officials.

Generating commitment in support of children which as noted by one respondent revealed that,

*“ in conjunction with UNICEF, UNDP is involved in the establishment of days of and the opening of corridors of peace to provide vaccines and other aid desperately needed by children caught in armed conflict in IDPs”.*

The research study found out that UNDP has mobilized volunteers for her work in Gulu District. This aims at ensuring that activities which are intended to foster development and peace such as mobilization of communities for education, skills training and other activities which can transform the pace and nature of development, and benefits both society and the individual volunteer are vital. These volunteers support development projects and work in peacekeeping and humanitarian operations in camps, hospitals, homes and other areas where their operations can take place.

#### 4.4 The challenges facing Inter-governmental organizations peace building initiatives

The research study set out to establish the findings on the challenges facing Inter-governmental organizations peace building initiatives, and the results obtained are showed in this section;

##### 4.4.1 How low financial support affects the work of UNDP in peace building in the area

The study findings on how low financial support affect the work of UNDP in peace building in the area are showed in table 4.12;

**Table 4.11: How low financial support affects the work of UNDP in peace building in the area**

<b>How low financial support affects the work of UNDP in peace building in the area</b>	<b>Distribution of Respondents</b>	
	<b>Frequency</b>	<b>Percentage</b>
Inadequate facilitation for negotiators and mediators	21	33.3
Limited Research Options	05	7.9
Inadequate Staff remuneration and motivation	37	58.7
<b>Total</b>	<b>63</b>	<b>100.0</b>

**Source: field data, 2018**

According to the study findings in table 4.12 above, 33.3% of the respondents agreed that there is inadequate facilitation for negotiators and mediators because they need transport, accommodation, logistics and their own pay, 7.9% agreed that there is limited Research Options and 58.7% noted that there is inadequate Staff remuneration and motivation.



#### 4.4.2 The ways in which political insecurity hampers the efforts by UNDP in peace building activities

The study findings on the ways in which political insecurity hampers the efforts by UNDP in peace building activities are shown in table 4.13;

**Table 4.12: The ways in which political insecurity hampers the efforts by UNDP in peace building activities**

The ways in which political insecurity hampers the efforts by UNDP in peace building activities	Distribution of Respondents	
	Frequency	Percentage
It is hard to reach rural communities	25	39.7
movements become hard and rocked for the staff and administrators	15	23.8
huge threat to life and property of UNDP	23	36.5
<b>Total</b>	<b>63</b>	<b>100.0</b>

**Source: field data, 2018**

From table 4.13 above, 39.7% of the respondents noted that it is very hard for UNDP field staff and administrators to reach the rural communities in this predominantly isolated area rural area and the threat of insurgents abducting and injuring them scares away the organization staff from moving to far places freely, 23.8% agreed that because the area may have pockets of insurgents, it means that the staff and administrators for the organization cannot move far beyond the urban, peri-urban and protected areas of the under the UPDF, and 36.5% agreed that the lives of the UNDP staff are also threatened in the environment that is still recovering from insurgency that had almost taken 22 years.

#### 4.4.3 The ways in which the organization has failed to coordinate well with local political players in the area

The study findings on the ways in which the organization has failed to coordinate well with local political players in the area are shown in table 4.14;

**Table 4.13: The ways in which the organization has failed to coordinate well with local political players in the area**

The ways in which the organization has failed to coordinate well with local political players in the area	Distribution of Respondents	
	Frequency	Percentage
Inadequate facilitation for local negotiators and mediators	31	49.2
The UNDP administration has not succeeded in attracting the best negotiators and mediators in the area	32	50.8
<b>Total</b>	<b>63</b>	<b>100.0</b>

**Source: field data, 2018**

The findings on the ways in which the organization has failed to coordinate well with local political players in the area reveal that 49.25 of the respondents noted that there was inadequate facilitation for local negotiators and mediators and 50.8% agreed that UNDP administration has not succeeded in attracting the best negotiators and mediators in the area. This has made the peace building process to move on through but at very low pace, and the areas can easily slumber back not fighting because the situation is still fragile.

#### 4.4.4 How failure to coordinate with local cultural leaders hampers the efforts of the organization in the area

The findings on how failure to coordinate with local cultural leaders hampers the efforts of the organization in the area are shown in table 4.15;

**Table 4.14: How failure to coordinate with local cultural leaders hampers the efforts of the organization in the area**

How failure to coordinate with local cultural leaders hampers the efforts of the organization in the area	Distribution of Respondents	
	Frequency	Percentage
The local leaders have not encouraged all rebels to get out of the bush	38	60.3
The local people have not embraced the work of the organization beyond relief assistance	25	39.7
<b>Total</b>	<b>63</b>	<b>100.0</b>

**Source: field data, 2018**

The cultural leadership in the area plays a vital role in command and mobilization of the local people to adhere to peace building activities. Thus, 60.3% of the respondents noted that the UNDP has not liaised well with the local leaders have not encouraged all rebels to get out of the bush and they continue to be a threat, while 39.7% agreed that the local people have not embraced the work of the organization beyond relief assistance. There is a tendency among people to believe that UNDP and other agencies of the United Nations are meant to provide relief assistance alone.

#### **4.4.5 The challenges faced in communication between UNDP and the local leadership in trying to build peace and stability in the area**

The findings of the study on the challenges faced in communication between UNDP and the local leadership in trying to build peace and stability in the area are presented in table 4.16;

**Table 4.15: The challenges faced in communication between UNDP and the local leadership in trying to build peace and stability in the area**

<b>The challenges faced in communication between UNDP and the local leadership in trying to build peace and stability in the area</b>	<b>Distribution of Respondents</b>	
	<b>Frequency</b>	<b>Percentage</b>
There is a problem of language barrier	51	80.9
Limited Research	12	19.1
<b>Total</b>	<b>63</b>	<b>100.0</b>

**Source: field data, 2018**

Findings in table 4.16 above show that 80.9% of the respondents had the challenge of language barrier because most local people in the affected areas speak Acholi and other local dialects which are not widely spoken by most staff of UNDP and also because it is hard to reach the deeper areas, 19.1% noted that it is hard to get realistic research data, hence there are these challenges faced in communication between UNDP and the local leadership in trying to build peace and stability in the area.

#### 4.5 The strategies for enhancing Inter-governmental organizations peace initiatives

Peace building is essentially an effort to create institutions for the peaceful management of conflict. Moving away from conflict is a political and developmental process that takes a generation. The strategies for enhancing Inter-governmental organizations peace initiatives are presented, analyzed and interpreted in this section;

##### 4.5.1 How UNDP supports and promotes the agenda for Peace in the area

The findings on how UNDP supports and promotes the agenda for Peace in the area are presented in table 4.17;

**Table 4.16: How UNDP supports and promotes the agenda for Peace in the area**

How UNDP supports and promotes the agenda for Peace in the area	Distribution of Respondents	
	Frequency	Percentage
Encourages mediation and negotiation process	31	49.2
Promotes and funds peace talks	32	50.7
<b>Total</b>	<b>63</b>	<b>100.0</b>

**Source: field data, 2018**

The findings in table 4.17 above show that 49.2% of the respondents noted that UNDP continues to encourage mediation and negotiation efforts in order to ensure that either parties reach agreement in any case, and 50.7% noted that UNDP uses the funds at her disposal to support peace talks by availing transport and other facilitations.

#### 4.5.2 Ways in which the effectiveness and service delivery by UNDP promoted peace in the area

The findings on the ways in which the effectiveness and service delivery by UNDP promoted peace in the area are presented in table 4.18;

**Table 4.17: Ways in which the effectiveness and service delivery by UNDP promoted peace in the area**

Ways in which the effectiveness and service delivery by UNDP promoted peace in the area	Distribution of Respondents	
	Frequency	Percentage
The development projects attract labour	22	34.9
There is better service coordination	21	33.3
There is better livelihood support	20	31.7
<b>Total</b>	<b>63</b>	<b>100.0</b>

**Source: field data, 2018**

The study findings on the ways in which the effectiveness and service delivery by UNDP promoted peace in the area reveal that 34.9% of the respondents argued that the development projects such as schools attract labour who would be involved in fighting, so they are employed in the activities of UNDP, 33.3% agreed that there is better service coordination and 31.7% agreed that there is better livelihood support.

#### 4.5.3 The ways in which UNDP supports democratization in the area

The findings on the ways in which UNDP supports democratization in the area are presented in table 4.18;

**Table 4.18: The ways in which UNDP supports democratization in the area**

The ways in which UNDP supports democratization in the area	Distribution of Respondents	
	Frequency	Percentage
Promotes sensitization and awareness creation about democratic values	26	41.3
Support sustainability of democratic principles during campaigns	37	58.7
<b>Total</b>	<b>63</b>	<b>100.0</b>

**Source: Field work 2018**

The study findings in table 4.19 above, 41.3% of the respondents UNDP has been doing a lot in sensitization and awareness creation among the people in form of civic competence promotion. In addition to that 58.7% agreed that with successful sensitization and awareness creation, UNDP extends her support for sustaining democratic principles during campaigns.

## **CHAPTER FIVE**

### **DISCUSSION OF FINDINGS**

#### **5.0 Introduction**

This chapter focuses on the discussion of findings on the effectiveness of inter-governmental organizations in peace building in Northern Uganda focusing on UNDP in Gulu District.

#### **5.1 The peace building activities carried out by UNDP in Gulu District**

The study set out to examine the peace building activities which are initiated by the United Nations Development programme in areas covering Gulu District, and the results revealed that UNDP encourages peace negotiations between the government of Uganda and the opposition/LRA so that peace can be given a foundation in the area. The organization has since 2003 been deeply involved in encouraging peace negotiations between LRA and the Ugandan government right from the Juba peace talks in 2007 and have over the years been encouraging the two parties to approach peace since the failure of operation iron fist which has instead been involved in only military efforts.



There is no single UN approach to peace building. Nevertheless, one can discern from its practices and policies characteristics that cut across the numerous UN departments, funds, agencies, and programmes, especially in contrast to some emerging powers. Those characteristics are top down, state-centric, security-oriented, and institution-focused, with an overwhelming focus on post-conflict countries. Member states set the agenda and constitute the diplomatic framework within which the UN operates. UN peace building activities privilege security and politics over development priorities and institutions over processes. Its peace operations resist adaptations to local, cultural differentiation, and rely on doctrine and organizational templates

The study findings noted that the organization is encouraging mediation between the Uganda government, and the LRA which has encouraged the restoration of peace in the area. This has been possible through funding peace conferences in the South Sudan capital of Juba, London and elsewhere. Furthermore, the organization has been able to find radio talk shows as agreed by 19.0% on radio stations such as Mega FM and others which have encouraged better communication and idea sharing between the two sides and attracting the opinion of the public. Through the sponsorship of the radio talk shows and related activities, the organization has further been able to emphasize peace through sponsoring the Acholi Peace Initiative (API) which is a multi-sectoral initiative comprising religious leaders, a cultural leaders, political leaders and others who have extended knowledge of the Ethno-political and cultural knowledge of the area and can encourage better peace building in the area.

According to the study, 71.4% of the respondents noted that the organization has encouraged continued peace negotiations between the warring parties encouraged forgiveness between the rivals. And Martin (2010) noted that although the UN peace building architecture has

emphasized national ownership and demand, a multifaceted template is typical of large post-conflict operations, often crowding out national ownership. Some member states have tried to bring economic development more centrally into the peace building agenda. As a whole, the UN has taken steps to better integrate gender, with mixed success. The UN further struggles with providing the long-term engagement peace building requires, and despite repeated internal acknowledgements that peace building must take place throughout the conflict cycle, its peace building efforts remain focused on post-conflict peace building.

The UNDP peace operations went through a lot of modifications throughout time for instance, UNDP peace operations incorporate civilians and activities ranging, for example, from strengthening law and order, elections, constitution drafting, to (re)building state institutions, to name a few due to its centrality in the international sphere. According to Kirsti Samuels and Sebastian Einsiedel (2003), there are strong underlying assumptions in peace building efforts, "particularly the notion that a Western-style liberal democracy is the outcome sought. Therefore, what is perceived is a "one-size-fits-all" model regarding peace building that is indiscriminately applied throughout every post-conflict scenario.

## **5.2 The ways in which Inter-governmental organizations peace initiatives have been effective**

The study findings on the ways in which UNDP's peace initiatives have been effective show that UNDP has been able to put in place thinking and belief that peace operations need to be enhanced and consolidation, boost peace operations the attained peace has to be consolidated through, mediation and negotiations are the new modes used by UNDP to ensure that the peace which began to return to Gulu in 2005, does not cease.

UNDP experts stated that the development of international institutions like the UNDP is one of the most admirable efforts for the achievement of world peace that the world has ever seen. It possesses many of the qualities of the liberalist ideal; however, it has not fulfilled its aim to make the international community like Gulu area a more peaceful place. And UNDP have at their disposal regular means of disseminating information to the local people, state officials, other NGOs and other interest parties through their publications, and their public activities such as conferences, lectures, seminars or workshops, and that are willing to devote a portion of their information programs to dissemination of information about the needed for peace.

UNDP has deployed preventive diplomacy and other forms of preventive action have defused many potential conflicts in the North of Uganda , particularly Gulu by ensuring that the government makes concessions to allow for amnesty for the rebels and work on ways to support the recovery from the war. In liaison with the United Nations Peace building Commission (2014), UNDP supports peace efforts in Uganda (Gulu District) emerging from conflict, UNDP brings together international donors, international financial institutions and government.

There are efforts by UNDP to support efforts towards clearing landmines which have been planted by enemies of peace. Landmines kill or maim thousands of civilians every year. The UN also teaches people how to stay out of harm's way, helps victims to become self-sufficient, assists countries in destroying stockpiled landmines and advocates for full international participation in treaties related to landmines. The United Nations Development Programme has been involved in demobilizing combat forces as well as collecting and destroying their weapons as part of an overall peace agreement for instance after the end of the war, UNDP helped much in mobilizing the former combatants like child soldiers to either join the UPDF or get back to

school, end future terrorism, end war time crimes and prosecute those involved in order to have normalcy in the community.

### **5.3 The challenges facing Inter-governmental organizations peace building initiatives**

The study revealed that a funding gap may ensue when the humanitarian response to a crisis begins to draw down but fully fledged development assistance is not yet in place. It may also occur because donors are unwilling to fund critical but high-risk political and security activities. Given the limited commitment and resources from various external organizations, a successful mission benefits from operational effectiveness. Co-ordination and teamwork are essential for maximization of the effects of each component's operation. Since various components of peace building missions often work in the same theatre of operation in isolation and against each other, horizontal co-ordination is critical for promoting the collaboration of actions among organizations.

Coordination among national actors in Uganda is still weak which hampers the extended efforts of the UNDP to effect recovery programmes in Gulu District. It has been emphasized above that national ownership is essential to successful, sustainable peace building. But national ownership requires coordination among many national actors. Consider three examples of the coordination challenge national actors may face at different stages of peace building: in the immediate aftermath of conflict, the accommodations needed among political leaders in power-sharing

transitional political arrangements, after the first post-conflict elections, contesting centres of power among the executive, legislative and judicial branches of government, as well as among different ministries intensified by the need to link national budgeting processes to peace building priorities, plus the need to involve other peace building stakeholders like civil society and the private sector in the peace building process and after further rounds of elections, (re)emergent local government structures which may mirror and compete for social services, health, infrastructure and other resources deemed peace building priorities.

#### **5.4 The strategies for enhancing Inter-governmental organizations peace initiatives**

Being a United Nations Agency, UNDP is improving aid effectiveness and service delivery, democratization and are not necessarily leading to the identification and implementation of solutions concerning some of main factors in the conflict, such as those related to conflicting interests within the Gulu society that is access of different groups to resources; land ownership and management; management of financial resources and of public services, labour related conflicts, ethnic conflicts and so on). Without a further effort for clarifying differences, interests and the constituencies that are linked to each of participating actors, while it is mainly in reference to the management of these conflicting interests and to the related governance processes that a special role can be identified for civil society organizations.

The weak institutional and technical capacity of post-conflict governments has to be taken into account in designing plans for such countries. This means avoiding being locked into static plans that cannot accommodate changes of circumstances or personalities; having contingency plans for when things go wrong and accepting their cost implications. Effective communications have to be built into planning, so that expectations are managed, people's reactions are heard and

direction can be quickly changed if things go wrong. Senior leadership must be fully involved in the planning process.

## **CHAPTER SIX**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **6.0 Introduction**

This chapter focuses on the effectiveness of inter-governmental organizations in peace building in Northern Uganda focusing on UNDP in Gulu District. The following summary, conclusions and recommendations are advanced;

#### **6.1 Summary of the findings**

The following is the summary of the findings;

##### **6.1.1 The peace building activities carried out by UNDP**

According to the study UNDP encourages peace negotiations between the government of Uganda and the opposition/ LRA so that peace can be given a foundation in the area. The organization has since 2003 been deeply involved in encouraging peace negotiations between LRA and the Ugandan government right from the Juba peace talks in 2007 and have over the years been encouraging the two parties to approach peace since the failure of operation iron fist which has instead been involved in only military efforts. This has been possible through funding peace conferences in the South Sudan capital of Juba, London and elsewhere. There is a wide range of work to do, the UNDP employees are trained and deployed at their local offices and for the field work to develop their field projects and help in the local development in the area. In addition to that, the organization is encouraging mediation between the Uganda government, and the LRA which has encouraged the restoration of peace in the area.

### **6.1.2 The ways in which UNDP's peace initiatives have been effective**

The study revealed that UNDP has been able to put in place thinking and belief that peace operations need to be enhanced and consolidation, in order to boost peace operations the attained peace has to be consolidated, mediation and negotiations are the new modes used by UNDP to ensure that the peace which began to return to Gulu. UNDP it is also important to note that there are other extremely significant institutions that assist in making the world more peaceful by providing economic stability. UNDP has deployed preventive diplomacy and other forms of preventive action have defused many potential conflicts in the North of Uganda, particularly Gulu by ensuring that the government makes concessions to allow for amnesty for the rebels and work on ways to support the recovery from the war. UNDP brings together international donors, international financial institutions and government.

The United Nations Development Programme pursues disarmament and arms limitation as central to peace and security in the area. It works to reduce and eventually eliminate light weapons, and halt the proliferation of landmines, small arms and light weapons. This has entailed demobilizing combat forces as well as collecting and destroying their weapons as part of an overall peace agreement for instance after the end of the war, UNDP helped much in mobilizing the former combatants like child soldiers to either join the UPDF or get back to school.

United Nations development Programme has dedicated efforts to gender equality and the empowerment of women in Internally Displaced people's Camps and civilians seeking to accelerate progress on meeting their needs worldwide. The United Nations Development Programme is good for business, and as such it has provided the "soft infrastructure" for business in Gulu district by negotiating accepted groundwork for investment in the area by promoting stability and good governance, battling corruption and urging sound economic policies and business-friendly legislation. Thus UNDP have helped to improve their economic management, provided temporary financial assistance to help offer training for government finance officials. The research study found out that UNDP has mobilized volunteers for her work in Gulu District. This aims at ensuring that activities which are intended to foster development and peace such as mobilization of communities for education, skills training and other activities which can transform the pace and nature of development, and benefits both society and the individual volunteer are vital.

### **6.1.3 The challenges facing Inter-governmental organizations peace building initiatives**



The study findings show that there is inadequate facilitation for negotiators and mediators because they need transport, accommodation, logistics and their own pay, there is limited Research Options and there is inadequate Staff remuneration and motivation. From the study, it is very hard for UNDP field staff and administrators to reach the rural communities in this predominantly isolated area rural area and the threat of insurgents abducting and injuring them scares away the organization staff from moving to far places freely, 23.8% agreed that because the area may have pockets of insurgents, it means that the staff and administrators for the organization cannot move far beyond the urban, peri-urban and protected areas of the under the UPDF, and the lives of the UNDP staff are also threatened in the environment that is still recovering from insurgency that had almost taken 22 years in the area.

The UNDP administration has not succeeded in attracting the best negotiators and mediators in the area. This has made the peace building process to move on though at very low pace, and the areas can easily slumber back not fighting because the situation is still fragile. The cultural leadership in the area plays a vital role in command and mobilization of the local people to adhere to peace building activities. UNDP has not liaised well with the local leaders have not encouraged all rebels to get out of the bush and they continue to be a threat, the local people have not embraced the work of the organization beyond relief assistance. There is a tendency among people to believe that UNDP and other agencies of the United Nations are meant to provide relief assistance alone. The study noted that 80.9% of the respondents had the challenge of language barrier because most local people in the affected areas speak Acholi land it is hard to get realistic research data, hence there are these challenges faced in communication between UNDP and the

local leadership in trying to build peace and stability in the area. So the organization faces some challenges but they do not threaten her efforts towards restoring peace in the area.

#### **6.1.4 The strategies for enhancing Inter-governmental organizations peace initiatives**

Peace building is essentially an effort to create institutions for the peaceful management of conflict. Thus the study found out that UNDP continues to encourage mediation and negotiation efforts in order to ensure that either parties reach agreement, hence UNDP has promoted peace in the area in order to ensure that development projects such as schools attract labour who would be involved in fighting, so they are employed in the activities of UNDP. And also UNDP has been doing a lot in sensitization and awareness creation among the people in form of civic competence promotion as well as ensuring successful sensitization and awareness creation, UNDP extends her support for sustaining democratic principles during campaigns.

## **6.2 Conclusion**

### **6.2.1 The peace building activities carried out by UNDP**

From the study, it was discovered that UNDP encourages peace negotiations between the government of Uganda and the opposition/ LRA so that peace can be given a foundation in the area. The organization has since 2003 been deeply involved in encouraging peace negotiations between LRA and the Ugandan government right from the Juba peace talks in 2007 and have over the years been encouraging the two parties to approach peace since the failure of operation

iron fist which has instead been involved in only military efforts. There is a wide range of work to do, the UNDP employees are trained and deployed at their local offices and for the field work to develop their field projects and help in the local development in the area.

### **6.2.2 The ways in which UNDP's peace initiatives have been effective**

The study revealed that UNDP is working with local and international partners to assist in making the world more peaceful by providing economic stability. UNDP has deployed preventive diplomacy and other forms of preventive action have defused many potential conflicts in the North of Uganda, particularly Gulu by ensuring that the government makes concessions to allow for amnesty for the rebels and work on ways to support the recovery from the war. UNDP brings together international donors, international financial institutions and government. The United Nations Development Programme works to reduce and eventually eliminate light weapons, and halt the proliferation of landmines, small arms and light weapons. This has entailed demobilizing combat forces as well as collecting and destroying their weapons as part of an overall peace agreement for instance after the end of the war, UNDP helped much in mobilizing the former combatants like child soldiers to either join the UPDF or get back to school. This aims at ensuring that activities which are intended to foster development and peace such as mobilization of communities for education, skills training and other activities which can transform the pace and nature of development, and benefits both society and the individual volunteer are vital.

### **6.2.3 The challenges facing Inter-governmental organizations peace building initiatives**

The UNDP administration has not succeeded in attracting the best negotiators and mediators in the area. This has made the peace building process to move on though at very low pace, and the

areas can easily slumber back not fighting because the situation is still fragile. The cultural leadership in the area plays a vital role in command and mobilization of the local people to adhere to peace building activities. UNDP has not liaised well with the local leaders have not encouraged all rebels to get out of the bush and they continue to be a threat, the local people have not embraced the work of the organization beyond relief assistance. There is a tendency among people to believe that UNDP and other agencies of the United Nations are meant to provide relief assistance alone. The study noted that 80.9% of the respondents had the challenge of language barrier because most local people in the affected areas speak Acholi and it is hard to get realistic research data.

#### **6.2.4 The strategies for enhancing Inter-governmental organizations peace initiatives**

The study found out that UNDP continues to encourage mediation and negotiation efforts in order to ensure that either parties reach agreement, hence UNDP has promoted peace in the area in order to ensure that development projects such as schools attract labour who would be involved in fighting, so they are employed in the activities of UNDP. And also UNDP has been doing a lot in sensitization and awareness creation among the people in form of civic competence promotion as well as ensuring successful sensitization and awareness creation, and supporting the sustainability of democratic principles.

### **6.3 Recommendations of the study**

Having successfully carried out the study on the effectiveness of inter-governmental organizations in peace building in Northern Uganda focusing on UNDP in Gulu District, the following recommendations are given;

- i. There should be promotion of enduring and lasting peace in the area through support for basic safety and security, including mine action, protection of civilians, disarmament, demobilization and reintegration, strengthening the rule of law and initiation of security sector reform because LRA still poses a challenge since Kony is being harbored in Khartoum. This should aim at promoting lasting peace and stability in the area as well as the entire Great lakes region.
- ii. Efforts should be advanced to support the political processes, including electoral processes, promoting inclusive dialogue and reconciliation, and developing conflict management capacity at national and sub national levels. This must be aimed at achieving lasting democracy in the area.
- iii. There should be establishment of efforts to support to the provision of basic services, such as water and sanitation, health and primary education, and support to the safe and sustainable return and reintegration of internally displaced persons and refugees in order to enable the smooth reintegration and restoration of normal settlements.
- iv. There should be promotion of efforts to restore core government functions, in particular basic public administration and public finance, at the national and sub national levels as well as supporting economic revitalization, including employment generation and livelihoods particularly for youth and demobilized former combatants, as well as rehabilitation of basic infrastructure for sustainable development in the area and the entire country.

#### **6.4 Areas for further Study**

- 1) Analyzing the peace efforts by the regional blocks in promoting sustainable development in Uganda

- 2) Democratic governance and peace building in the great lakes regions of Africa: A focus on Uganda
- 3) Climate and disaster resilience in war affected zones in Uganda: A focus on Northern Uganda
- 4) The challenges facing peace building architecture in Uganda: Focus on Acholi Sub Region

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## **APPENDICES**

**APPENDIX 1: RESEARCH QUESTIONNAIRE**

July, 2018

**Dear respondent,**

**RE: REQUEST TO COMPLETE THE QUESTIONNAIRE BELOW**

I am Kyaligonza Linia Diana, a student of Nkumba University pursuing a Master’s Degree in International Relations and Diplomacy.

I am conducting research on the topic: *The Effectiveness of inter-governmental organizations in peace building in Northern Uganda: A case study of UNDP in Gulu District.*

This is to request you to kindly complete the attached questionnaire. You just need to indicate how much you agree or disagree with an opinion or answer with each item by marking the answer that best represents your views on every statement. Please answer all the items on the questionnaire.

The information you provide will be used anonymously and for academic purposes only.

Thank you very much for accepting to complete the attached questionnaire.

.....

**Kyaligonza Linia Diana**

**Candidate**

**SECTION A: RESPONDENTS’ PERSONAL VARIABLES**  
Tick/ fill against the alternative you most agree with

1.	Gender or sex	Male <input type="checkbox"/> Female <input type="checkbox"/>
2.	Age bracket	1. 18-30 <input type="checkbox"/> -40 <input type="checkbox"/> 3. 41-50 <input type="checkbox"/> 51-60 <input type="checkbox"/> 5. 61+ <input type="checkbox"/>
3	Current marital status	1. Married <input type="checkbox"/> . Single <input type="checkbox"/> 3. Divorced <input type="checkbox"/> Widowed <input type="checkbox"/>
4	Highest education level attained	1. Certificate <input type="checkbox"/> Diploma <input type="checkbox"/> 3. Bachelors <input type="checkbox"/> Masters <input type="checkbox"/> 5. Doctorate <input type="checkbox"/>
5.	Designation in the organization	
6.	For how long have you served in the organization	1. 0-3 years <input type="checkbox"/> 2. 4-7 years <input type="checkbox"/> 3. 8-11 years <input type="checkbox"/> 4. 12-15 years <input type="checkbox"/> 5. 16 and above <input type="checkbox"/>

**Section B: The peace building activities carried out by Inter-governmental organizations**

1. In what ways has UNDP created a mechanism for peace building in the area?

i) .....

ii) .....

iii) .....

iv) .....

2. What are the prominent peace building activities being undertaken by UNDP in the area?

i. ....

ii. ....

iii. ....

iv. ....

3. What are the mechanisms put in place by UNDP to facilitate the establishment of durable peace in the area?

i. ....

ii. ....

iii. ....

iv. ....

4. In what ways does UNDP role of patrolling ceasefire enable restoration of peace in the area?



- i. ....
- ii. ....
- iii. ....
- iv. ....

5. What are the development activities which have been introduced by UNDP in order to attract the sides in the conflict to a round table for peace talks?

- i. ....
- ii. ....
- iii. ....
- iv. ....

**Section C: The ways in which Inter-governmental organizations peace initiatives have been successful**

1. In what ways has the planning in peace building helped the organization to succeed in her operations?

- i. ....
- ii. ....
- iii. ....
- iv. ....

2. How have the well coordinated efforts been effective in enabling the organization achieve peace in the area?

- i) ....
- ii) ....
- iii) ....
- iv) ....

3. What are the various multi-purpose peace building programs being promoted by UNDP in the area?

- i) ....
- ii) ....
- iii) ....
- iv) ....

4. In what ways has UNDP facilitated the protection of internally displaced persons in the area?

- i) ....
- ii) ....

iii) .....

iv) .....

5. In what ways have the peace monitoring mechanisms enabled the success of UNDP in the area?

i) .....

ii) .....

iii) .....

iv) .....

**Section D: The challenges facing Inter-governmental organizations peace building initiatives**

1. How does low financial support affect the work of UNDP in peace building in the area?

ii).....

iii).....

iv).....

v).....

2. In what ways does political insecurity hamper the efforts by UNDP in peace building activities?

i. ....

ii. ....

iii. ....

iv. ....

3. In what ways has the organization failed to coordinate well with local political players in the area?

i. ....

ii. ....

iii. ....

iv. ....

4. In what ways does failure to coordinate with local cultural leaders hamper the efforts of the organization in the area?

i. ....

ii. ....

iii. ....

iv. ....

5. What are the challenges faced in communication between UNDP and the local leadership in trying to build peace and stability in the area?

- i. ....
- ii. ....
- iii. ....
- iv. ....

6. How has the weakened public and private media failed the operations of UNDP in peace building in the area?

- i. ....
- ii. ....
- iii. ....
- iv. ....

**Section E: The strategies for enhancing Inter-governmental organizations peace initiatives**

1. How does UNDP support and promote the agenda for Peace in the area?

- i. ....
- ii. ....
- iii. ....
- iv. ....

2. In what ways is UNDP reassembling the foundations of peace and stability?

- i. ....
- ii. ....
- iii. ....
- iv. ....

3. In what ways does UNDP provide the tools for peace building?

- i. ....
- ii. ....
- iii. ....
- iv. ....

4. In what ways has aid effectiveness and service delivery by UNDP promoted peace in the area?

- i. ....
- ii. ....
- iii. ....

iv. ....

5. In what ways does UNDP support democratization in the area?

i. ....

ii. ....

iii. ....

iv. ....

6. In what ways have local government institutions been empowered and enhanced their technical capacity to promote peace under UNDP in the area?

i. ....

ii. ....

iii. ....

iv. ....

7. Any other information

i. ....

ii. ....

iii. ....

iv. ....

**Thank you**

**APPENDIX 2: INTERVIEW GUIDE**

1. What are ways in which UNDP has created a mechanism for peace building in the area?
2. What are the peace building activities being undertaken by UNDP in the area?
3. What are the development activities which have been introduced by UNDP?
4. What are the ways of planning in peace building being used by UNDP?
5. What are the various peace building programs promoted by UNDP?
6. How have the peace building programs worked?
7. How has UNDP facilitated the protection of internally displaced persons in the area?
8. How does low financial support affect the work of UNDP in peace building in the area?
9. What are the ways political insecurity hampers the efforts by UNDP in peace building activities?
10. What are the challenges faced in communication between UNDP and the local leadership in trying to build peace and stability in the area?
11. What are the ways in which UNDP promotes peace building?
12. Any other information

**=End=**

### **APPENDIX 3: TABLE FOR SAMPLE SIZE DETERMINATION**



Table 3.1

*Table for Determining Sample Size of a Known Population*

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

*Note: N is Population Size; S is Sample Size*

*Source: Krejcie & Morgan, 1970*