50th
anniversary

JAPAN

Peacebuilding Workshop

Hosted by: The Ministry of Foreign Affairs, Japan

With the cooperation of the Japan Center for Conflict Prevention

Ms. Mide

Ms. Jacobsen

Mr. Costello

Mr. Le Thanh

Table of Contents

Preface

NGO   50

NGO

                                    NGO

12   NGO

                                        NGO

                            NGO

            NGO   NGO

JICA

Preface

In commemoration of the 50th Anniversary of Japan's International Cooperation, this Peacebuilding Seminar forms part of the Ministry of Foreign Affairs' efforts to support Japanese NGO activities and development while building capacity and raising levels of specialist expertise in the Japanese NGO community. The Peacebuilding Seminar comprises Workshop and Symposium, and this report details events of the Peacebuilding Workshop.

In today's world, there are numerous outbreaks of conflict rooted in ethnic, religious and historical tensions in many different regions and countries of the world. In order to build stable and lasting peace in these regions and countries, it is imperative that the international community provide consistent and comprehensive support, from emergency humanitarian assistance to reconstruction support and long term development aid. In light of this situation, there is increased reliance on NGOs, who are able to act in a rapid and focused fashion to assist in this field. For example, the Japan Platform, established in 2000 by NGOs, the government and business actors, has been working vigorously for emergency humanitarian assistance in Afghanistan, Iraq and so on. There are also many examples of Japanese NGOs working proactively in the fields of humanitarian demining and peacebuilding.

This Peacebuilding Workshop brought together current Japanese NGO staff, those working in the NGO sector, and a number of people including students who aim to be future actors in the NGO field. It was designed to facilitate capacity-building and comprehensive discussions on how to improve peacebuilding activities in the field. The workshops were conducted by five highly experienced facilitators from Norway, Australia, the United States of America and Japan, each of whom drew on their wealth of experience in the field to deliver detailed presentations, conduct group work and facilitate meaningful discussions among participants.

Included in this report are details of each workshop conducted, the materials handed out during each session and lists for further reading on the key topics covered. It is intended as an important resource for those who attended the workshop as well as for those working in and interested in the field of peacebuilding.

In closing, I would like to offer my heartfelt gratitude to each of the facilitators, the Japan Center for Conflict Prevention, the Institute for International Cooperation (IFIC), and everyone who participated in the Peacebuilding Workshop.

Mr. Takuo Kidokoro
Director, Non-Governmental Organizations Assistance Division,
Economic Cooperation Bureau, Ministry of Foreign Affairs, Japan

Workshop Schedule

Peacebuilding Workshop Schedule

	Morning Session	Afternoon Session
16th November (Tuesday)	**9:00-9:30: Registration** **9:30-10:00: Introductory Session** **10:00-12:30: Peacebuilding in Complex Emergencies and Post-Conflict Situations: Challenges for National and International NGOs - the Norwegian Model** Ms. Bjørg Mide, Assistant Director, International Department, Norwegian Church Aid **12:30-13:30: Lunch Break**	**13:30-15:30: A Rights Based Perspective on Peacebuilding Components in Emergencies** Ms. Eva-Torill Jacobsen, Head of Save the Children Norway Emergency Standby Team **15:30-15:45: Afternoon Break** **15:45-17:45: NGOs and Democracy Assistance** Mr. Charles Costello, Former Director, Democracy Program, Carter Center **17:45-18:00: Closing Comments**
	Morning Session	**Afternoon Session**
17th November (Wednesday)	**9:00-12:30: NGOs and Security** Mr. Le Phan Ba Thanh, Humanitarian Training Manager, RedR Australia **12:30-13:30: Lunch Break**	**13:30-16:00: NGO-Security Institution Cooperation in the Peacebuilding Sector** Professor Kenji Isezaki, Rikkyo University **16:00-16:15: Afternoon Break** **16:15-17:45: Summary Session** Ms. Eva-Torill Jacobsen, Head of Save the Children Norway Emergency Standby Team **17:45-18:00: Closing Comments** **18:30-20:30: Buffet Dinner for Workshop Participants**

Facilitators' Resumes

Brief Resumes of Workshop Facilitators

1. **Ms. Bjørg Mide (Norway)**
   Assistant Director, International Department, Norwegian Church Aid
   Workshop Session: Tuesday 16th November (10:00-12:30)
   **Title: *Peacebuilding in Complex Emergencies and Post-Conflict Situations:
   Challenges for National and International NGOs - the Norwegian Model***

Introduction
Currently Assistant Director of Norwegian Church Aid's International Department, Ms. Bjørg Mide has extensive experience in rapid assessments, project planning and initiation, as well as the implementation and monitoring of a wide range of projects. She has worked in countries as far afield as Georgia, Sri Lanka, North Korea, Kazakhstan, Chechnya, Afghanistan, Burma, Lebanon, Palestine, Algeria, Zambia, Namibia, Sudan, Zimbabwe and Guatemala.

Career Experience
2003-Present: Assistant Director, International Department (Europe, Middle East, Central Asia, including Afghanistan and Pakistan), Norwegian Church Aid (NCA) head office.

1999-2003: Head of Emergency Division, Norwegian Church Aid

1997-1999: Head of Asia desk, Norwegian Refugee Council, responsible for refugees and IDPs, emergency operations and rehabilitation in Georgia, Armenia and Azerbaijan, North Korea and the Middle East.

1996-1997: Field Program Coordinator, UNICEF/OLS (Operation Lifeline Sudan), responsible for rapid assessments, rapid emergency interventions, logistics and security.

1993-1996: Director, Norwegian Church Aid's South Sudan program.

1992-1993: Humanitarian Coordinator (later, Acting Zone Director), UNOSOM (United Nations Operation in Somalia), in charge of emergency operations.

1991-1992: Refugee coordinator, Norwegian Municipality.

1990-1991: International Coordinator, FORUT (Forum for development assistance), conducting emergency, relief and development work in the Maldives, Sri Lanka, the Gambia and Sierra Leone.

2.   Ms. Eva-Torill Jacobsen (Norway)
Head of Save the Children Norway Emergency Standby Team
Workshop Session: Tuesday 16th November (13:30-15:30)
Title: *A Rights Based Perspective on Peacebuilding Components in Emergencies*

Introduction
Ms. Eva-Torill Jacobsen has worked for a number of Norwegian NGOs, including Save the Children Norway (in Mozambique and Norway), Norwegian's People's Aid, and the Norwegian Foster Home Association. She has extensive experience training in emergency-related issues, child-protection and refugee issues, and has worked on a variety of projects in Ethiopia, Russia, Sudan, Eritrea, Angola, Rwanda, Tanzania, Mozambique, Afghanistan, Sri Lanka, Ukraine, as well as her native Norway.

Career Experience
1996-Present: Head of Save the Children Norway's Emergency Standby Team, responsible for the management, administration, training and development of the team, as well as training Norwegian peacekeeping military personnel going on international missions.

1995-1996: Program Coordinator at Norwegian People's Aid, in charge of planning, coordination and administration of emergency programmes in Rwanda (hospital projects after the genocide) and Tanzania (psychosocial education and health programmes in refugee camps).

1992-1994: Child Adviser, Save the Children Norway in Mozambique, responsible for planning, managing and training people in child-oriented projects, focusing mainly on children affected by war.

1987-1992: Acting Secretary General (1992) and Training Manager (1987-1992), the Norwegian Foster Home Association.

3.   Mr. Charles Costello (United States of America)
     Former Director, Democracy Program, Carter Center
     Workshop Session: Tuesday 16th November (15:45-17:45)
     Title: *NGOs and Democracy Assistance*

Introduction

An expert in democratic governance and post-conflict reconstruction programs, Mr. Costello has worked in international development programs for three decades, spanning a career that began as a Peace Corps Volunteer and included international legal corporate finance, senior positions in the U.S. Foreign Service with the U.S. Agency for International Development (USAID), Director of the Democracy Program at The Carter Center, and, most recently, manager for an NGO of the Local Government Development Program in Iraq as part of the civilian reconstruction program there.

He is a leading practitioner in the field of democratic development programming, both for international development agencies and NGOs.   In the last decade he has specialized in the problems of countries facing the challenges of post-conflict reconstruction and the transition from authoritarian to democratic political systems.   This work includes international election monitoring, civil society institutional strengthening with NGOs, rule of law programs and local government development programs.   He has led strategic planning exercises, lectured at leading universities, given seminars and led workshops for NGO leaders and senior government officials.

Career Experience

<u>2003-2004</u>: Directed a very large local government program in Iraq with a 2,500-person staff that worked with new local government officials, citizens' groups and NGOs to build a democratic local government structure that would provide basic public services efficiently, encourage citizen participation, and be accountable to citizens through elections.

<u>1999-2003</u>: Directed the Democracy Program at The Carter Center, an American NGO, working for former U.S. President Jimmy Carter.   The program covered international election monitoring, civil society development and rule of law in close collaboration with NGO partners and the conflict resolution team at the Center.   Managed programs in Indonesia (elections), East Timor (elections, NGOs and conflict resolution), Peru (elections and NGO election monitoring), Guyana (elections, rule of law, NGO development, conflict resolution), Nicaragua, Mozambique, Zambia (elections), and with ICANN, the international entity governing the Internet domain name system (global online voting systems).   Also directed the China Village Election Project, a long-term effort to assist the Chinese government in introducing open elections and improving democratic governance.

<u>1994-1998</u>: Directed the USAID Center for Democracy and Governance in Washington with worldwide responsibility for technical support to the full range of democratic development programs in all the countries receiving U.S. assistance.   The four main areas of strategic focus were (1) elections and political parties; (2) rule of law; (3) civil society/NGOs/media; and (4) decentralization/local government/anti-corruption.

4.   Mr. Le Phan Ba Thanh (Australia)
Humanitarian Training Manager, RedR Australia
Workshop Session: Wednesday 17th November (9:00-12:30)
Title: *NGOs and Security*

Introduction
Mr. Le Phan Ba Thanh is the Humanitarian Training Manger for RedR Australia.   As such, he is responsible for the management of the training team, which includes the design, curriculum development and delivery of appropriate training to prepare humanitarian workers for field operations to ensure they are able to work in field competently and safely.   This incorporates both people on the RedR Australia register and also NGOs, government and international agencies.

Originally a boat refugee from Viet Nam, he now calls Australia home.   Mr. Le Phan Ba Thanh has a Master in Public Health and has recently gotten married.

Career Experience
Prior to working with RedR, Mr. Thanh worked for the International Federation of Red Cross and Red Crescent Societies for 6.5 years throughout Asia and the Pacific. He started his humanitarian work in Papua New Guinea with the Aitape Tsunami response and then onto the island of Bougainville – as a water and sanitation delegate, coordinating delivery of water and sanitation facilities to the communities as well as distribution of relief goods for community rebuilding.   He was then part of the International Federation response to the Mekong floods of 2000, considered the biggest flood in the region in 50 years.

He then moved to the Federation's Regional Delegation based in Bangkok, with geographical responsibilities as a Regional Delegate for East and Southeast Asia working in the area of Public Health, Disaster Management and Health in Emergencies.   Mr. Thanh has managed and conducted a variety of humanitarian assistance programmes and training in emergency relief/rehabilitation and development contexts for Red Cross and Red Crescent national societies throughout the region, in places such as Myanmar, Philippines, Laos and Malaysia as well as heading assessment missions and operations in places like North Korea, Indonesia and East Timor.   He has also conducted evaluations of programmes in China, Cambodia, Laos and Viet Nam. He was the central coordinator for the national societies' responses to the SARS outbreak in 2003.

5. **Professor Kenji Isezaki (Japan)**
Professor of the Graduate School of Social Design Studies, Rikkyo University
Workshop Session: Wednesday 17th November (13:30-16:00)
Title: *NGO-Security Institution Cooperation in the Peacebuilding Sector*

Introduction
Mr. Kenji Isezaki has been Professor of the Graduate School of Social Design Studies, Rikkyo University in Tokyo since April 2002.   He also serves as Visiting Professor in the School of Asia 21, Kokushikan University in Tokyo and as a Director at the Japan Center for Conflict Prevention. His major fields of study are as follows:
   - Non-profit Management
   - International Development and Post Conflict Management
   - Crisis Management in Development and Peace Intervention
   - United Nations Peacekeeping Operations

Career Experience
Mr. Kenji Isezaki was appointed the Special Representative of Japanese Government for DDR (Disarmament, Demobilization & Reintegration) in Afghanistan and was based in Kabul until April 2004 to lead this difficult political process to end warlordism in the war-torn nation.

June-March 2001: Served in the United Nations Mission in Sierra Leone (UNAMSIL) as Chief, DDR (Disarmament, Demobilization & Reintegration) Coordination Section as well as Senior Advisor to the Deputy Special Representative to the Secretary General, and coordinated the political and military process of disarmament for nearly 50,000 pro- and anti-government militias, and their subsequent reintegration into society.

February 2000-May 2001: Served in the United Nations Transitional Administration in East Timor (UNTAET) as District Administrator (Governor) in Cova Lima (the most sensitive area bordering on Indonesia).   He was directly responsible for law and order in the district by exercising supremacy over UN Peacekeeping Forces (1,500 personnel in one combating battalion and one engineering battalion), UN Civilian Police, UN Military Observers, and Confidence Building Measures with the Indonesian Army on cross-border issues.   He also directly managed the recovery of the state authority, community reconciliation for past criminals, democratization of district governance and training of East Timorese civil servants.

Mr. Kenji Isezaki has also worked for Sasakawa Peace Foundation, the biggest endowment organization in Japan, as a Program Officer, and developed several peace initiatives among Palestine and Israeli NGOs.   During this time, he supervised the establishment of the Japan Center for Conflict Prevention, the first NGO in this kind in Japan, which has extended various peace initiatives in Sri Lanka, Cambodia, Afghanistan and Israel.

Previously, Mr. Isezaki served PLAN International, one of the biggest and leading child-focused international NGOs in the world, as Director in its programs in Sierra Leone, Kenya and Ethiopia

Workshop Outline

Workshop Outlines

1. Tuesday 16th November (9:30-10:00): Introductory Session

Ms. Deborah Sharp, Chief of International Affairs of the Japan Center for Conflict Prevention opened the Peacebuilding Workshop and introduced the following sections:
- Welcome comments by Mr. Takuo Kidokoro, Director of the Non-Governmental Organizations Assistance Division, Economic Cooperation Bureau, Ministry of Foreign Affairs, Japan
- Self-introductions by workshop facilitators
- Brief introduction to the Peacebuilding Workshop

2. Tuesday 16th November (10:00-12:30): Ms. Bjørg Mide
TITLE: Peacebuilding in Complex Emergencies and Post-Conflict Situations: Challenges for National and International NGOs - the Norwegian Model

Ms. Bjørg Mide's presentation and workshop focused on the following major themes in peacebuilding:
- Conflicts: global context and definitions 2004
- Actors: roles and responsibilities
- Civil Society: changes, transformation and challenges
- Conducting humanitarian assistance in conflict and post-conflict situations:
  - do no harm
  - local capacities for peace
- The Norwegian Model in humanitarian assistance and peacebuilding

3. Tuesday 16th November (13:30-15:30): Ms. Eva-Torill Jacobsen
TITLE: A Rights-Based Perspective on Peacebuilding Components in Emergencies

Ms. Eva-Torill Jacobsen's workshop covered the following topics:
- A rights-based perspective on humanitarian aid – what it means and how to deal with it (With practical examples from experiences in the field)
- The global challenge: education in emergencies (With practical examples from the field)
- Codes of conduct (With practical examples from SCN training of Norwegian military personnel going on international peacebuilding missions)

4. Tuesday 16th November (15:45-17:45): Mr. Charles Costello
TITLE: NGOs and Democracy Assistance

Mr. Charles Costello divided his session on *NGOs and Democracy Assistance* broadly into three sub-themes: Election Assistance, Civil Society Advocacy and Partnering. The workshop included:
- an overall introduction to Mr. Costello's experience and the aims of the workshop
- discussions concerning central issues
- consideration of the survey questionnaire data and democracy assistance in detail
- responses from participants
- an overall synthesis

5. Wednesday 17th November (9:00-12:30): Mr. Le Phan Ba Thanh
   <u>**TITLE: NGOs and Security**</u>

Mr. Le Phan Ba Thanh conducted an intensive participatory workshop covering:
- Organizational planning for security
- Personal security and security planning
- Security as a part of peacebuilding strategy

6. Wednesday 17th November (13:30-16:00): Professor Kenji Isezaki
   <u>**TITLE: NGO-Security Institution Cooperation in the Peacebuilding Sector**</u>

Professor Kenji Isezaki will divide his workshop session into three sections. These are as follows:

1. Overview of Peace Intervention (from security to humanitarian issues)
2. CIMIC, Current and Future (touching upon the new type which emerged in Afghanistan)
3. Security Sector Reform and the role of Civil Society (focusing on DDR in Afghanistan)

7. Wednesday 17th November (16:15-17:45): Summary Session

Ms. Eva-Torill Jacobsen, Head of Save the Children Norway Emergency Standby Team facilitated the final overall session with strategic planning and in-depth group discussions concerning all of the topics covered in the two-day workshop.
This was followed by Closing Comments by Mr. Kuniaki Asomura, Executive Director of the Japan Center for Conflict Prevention, and a Buffet Dinner for all participants.

Workshop Presentation

Peacebuilding in Humanitarian Assistance
The Role of Civil Society and NGOs with regard to Humanitarian Assistance
and Peacebuilding during Conflict and Post-Conflict Situations – The Norwegian Model
Ms. Bjørg Mide
Assistant Director, International Department, Norwegian Church Aid
Tuesday 16th November 2004

OUTLINE

- **Conflicts: global context and definitions**

- **Actors: roles and responsibilities**

- **Civil Society: changes, transformation and challenges**

- **Conducting humanitarian assistance in conflict and post-conflict situations:**
  - do no harm
  - local capacities for peace

- **The Norwegian Model in humanitarian assistance and peacebuilding**

INTRODUCTORY COMMENTS

In an attempt to understand the audience and their experiences, Ms. Mide ascertained that participants included people:

- **Involved in international activities in Japan**
- **Engaged in assistance in conflict and post-conflict situations**
- **With experience based abroad**
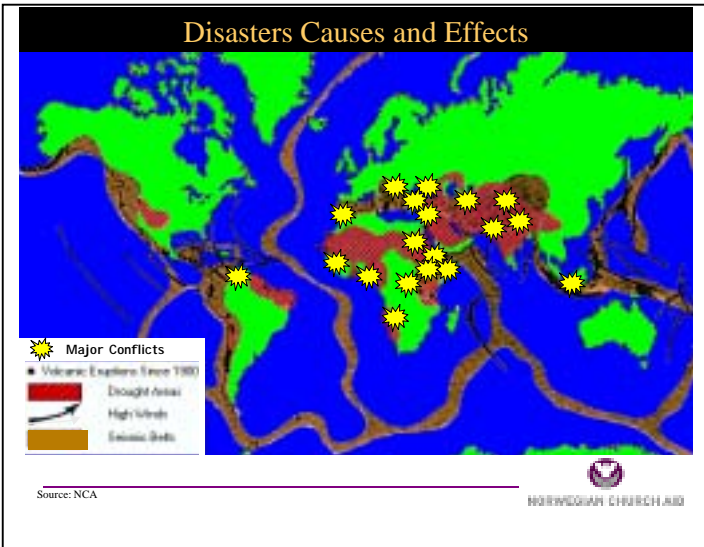- **Who *want* to be based abroad**

MAIN PRESENTATION

**PEACE-BUILDING
IN HUMANITARIAN ASSISTANCE**

**The role of Civil Society and
International NGOs with regard
to Humanitarian assistance and
peace-building during conflict and
post conflict situations.**

The Norwegian Model

Photo: K. Christiansen

NORWEGIAN CHURCH AID

The Global Context

The Global Context (discussing the present world situation in terms of areas in conflicts, peace processes, and post-war rehabilitation)
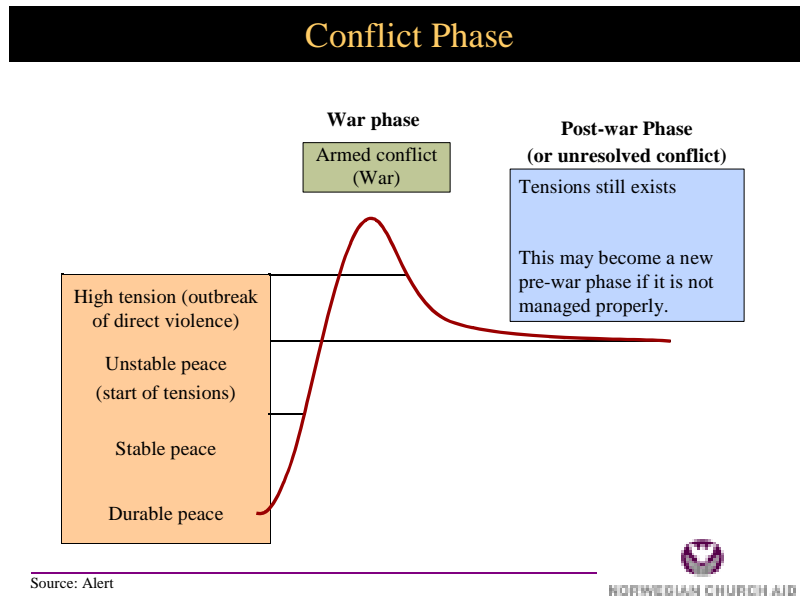

Vulnerability

When considering vulnerability, we have to remember that the poor and those without access to resources are always the hardest hit in disasters, be these man-made or natural (in conflict and post-conflict situations, it is important to remember who are the most vulnerable). Other key points concerning vulnerability are that:

- Half of the conflicts in the world today are in Africa (it is important to remember issues of Internally Displaced Persons (IDPs) and human rights)
- Two of the biggest and most protracted conflicts in the world are in Palestine and Western Sahara
- In many cases (e.g. Chechnya), continuing human rights abuses prevent the resolution of the conflict
- We must consider who the most vulnerable are in society (e.g. women, children, the disabled etc.)
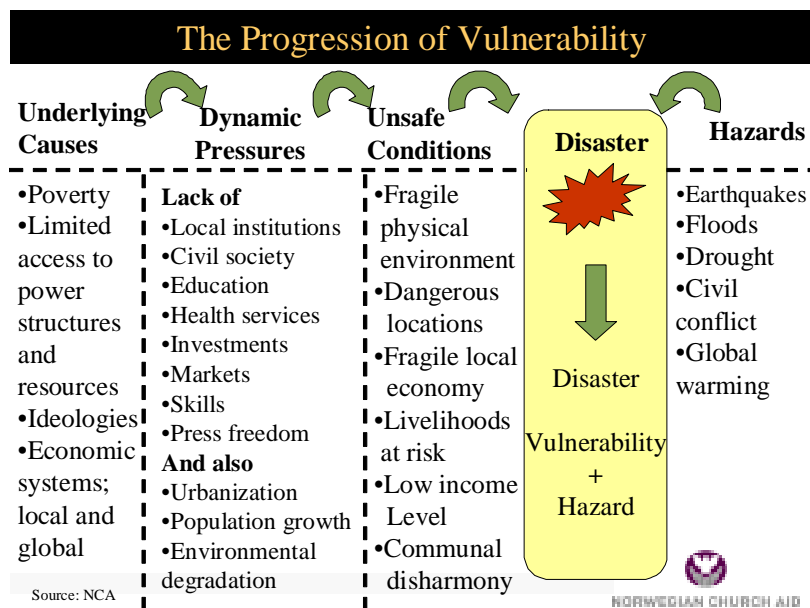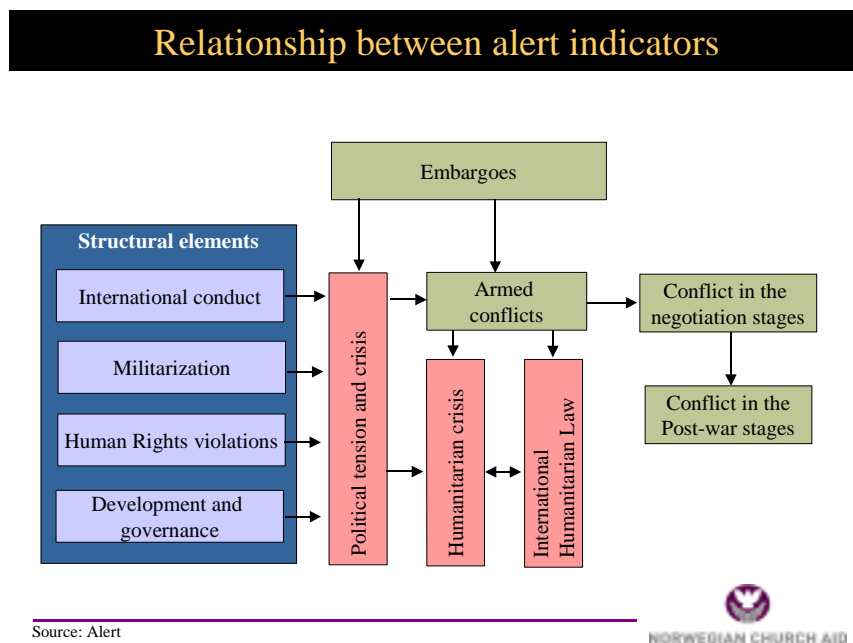
Phases of Conflict

Case studies covered included the Sudan, particularly in discussing the different "phases" of conflicts. In these phases, it is important to remember that the pre-war and post-war phases are very similar. There are still tensions and underlying conflicts, and the way that outside actors intervene and assist is very important in both pre- and post-war phase. It is very important to be aware of this

Conflict Phase

War phase

Armed conflict
(War)

**Post-war Phase
(or unresolved conflict)**

Tensions still exists

This may become a new pre-war phase if it is not managed properly.

High tension (outbreak of direct violence)

Unstable peace (start of tensions)

Stable peace

Durable peace

Source: Alert
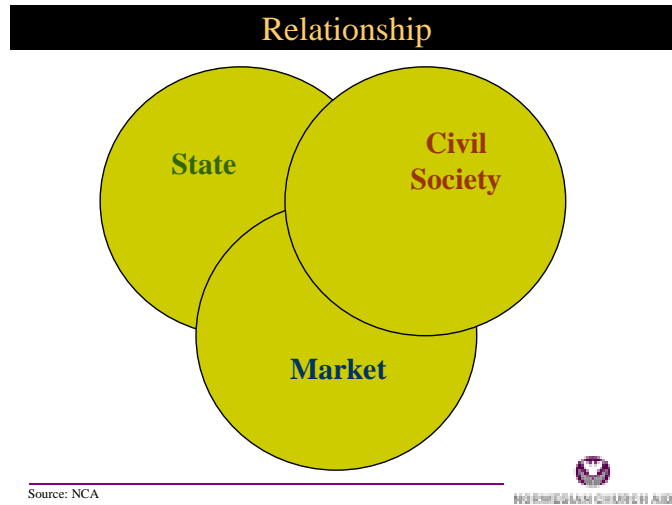
NORWEGIAN CHURCH AID

Alert Indicators

The following slide on alert indicators and the relationship between them can be applied very easily to Iraq, including the structural elements, embargoes, and ongoing conflict during negotiation and post-war states. The deteriorating security situation to this present day makes life very difficult in Iraq.

Relationship between alert indicators

Embargoes

Structural elements

International conduct

Militarization

Human Rights violations

Development and governance

Political tension and crisis

Armed conflicts

Humanitarian crisis

International Humanitarian Law

Conflict in the negotiation stages

Conflict in the Post-war stages
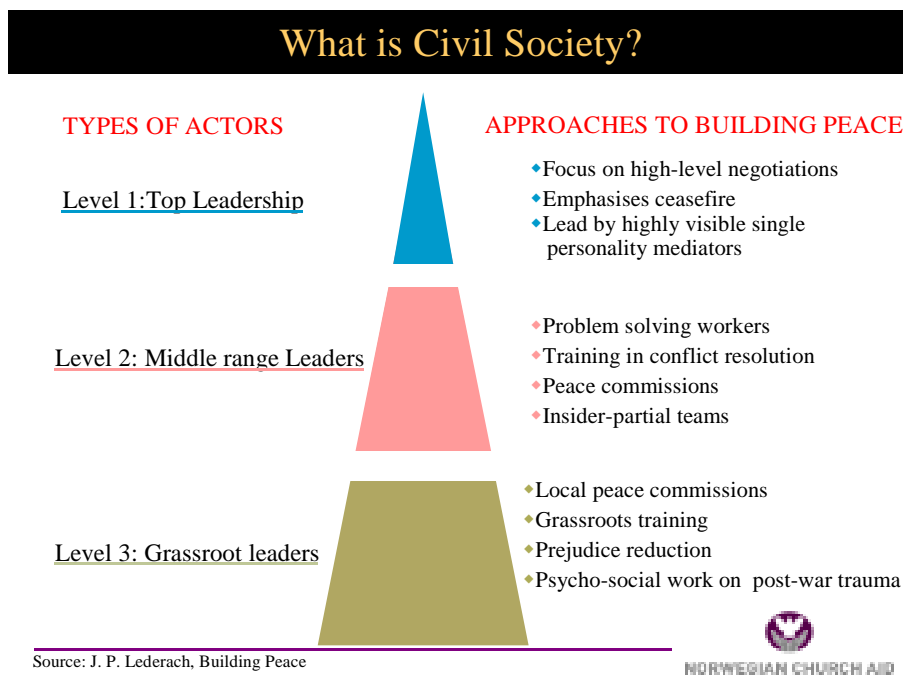
Source: Alert

NORWEGIAN CHURCH AID

Defining Peacebuilding:

"Peacebuilding is actions which will identify and support structures which will tend to strengthen and solidify the peace in order to avoid a relapse into conflict."

The Civil Society in Conflict and Post-Conflict Situations

Relationship

State

Civil Society

Market

Source: NCA

NORWEGIAN CHURCH AID

What is civil society?

What is Civil Society?

TYPES OF ACTORS

Level 1: Top Leadership

Level 2: Middle range Leaders

Level 3: Grassroot leaders

APPROACHES TO BUILDING PEACE

- Focus on high-level negotiations
- Emphasises ceasefire
- Lead by highly visible single personality mediators

- Problem solving workers
- Training in conflict resolution
- Peace commissions
- Insider-partial teams

- Local peace commissions
- Grassroots training
- Prejudice reduction
- Psycho-social work on post-war trauma

Source: J. P. Lederach, Building Peace

NORWEGIAN CHURCH AID

According to the above figure, we say that civil society is the whole society, but it is important to note the different levels at which they interact. J.P. Lederach says that there are different layers in civil society, and within those layers you find different groups and organizations which have a role in building peace. (e.g. The "shura" at a grassroots level in Afghanistan). The top level has the highest visibility, but as NGOs working in development and humanitarian assistance, we find our partners at the middle and grassroots levels.

GROUP WORK: *What happens to civil society in a conflict situation?*

What happens to civil society in a conflict situation

Sample Results

<table>
<tr>
<td>

- the government or the dominant party in the conflict could limit the right of individuals to form groups

- **some groups could become more insecure, leading to social unrest**

- **different divisions form in civil society**

</td>
<td>

- **anarchy**

- **human rights violations**

- **politicization**

- **diminishing choices**

- **poverty and discrimination**

- **solidarity**

</td>
<td>

- **societal fragmentation**

- **militarization of society**

- **loss of freedoms, of free speech and movement**

- **creation of new groups**

- **food, energy, water, education, health shortages**

</td>
</tr>
</table>

It is vital that we analyze and understand the CONTEXT we are working in when we come in with external assistance.

The Impact of Conflict on Civil Society

CONFLICT- IMPACT ON CIVIL SOCIETY

- Injury, hunger, trauma and displacement.
- Disrupted war economies/fragile economies.
- Political processes more geared to consolidation of power.
- Fundamentalism, nationalism, ethnicity offer simple answers.
- Lack of contextual knowledge by external actors.
- Conditionality by external actors…imposed solutions.

Photo: K. Christiansen

CONFLICT- IMPACT ON CIVIL SOCIETY

- War undermines social structures
- Civil society is it self transformed
- The state fully or partially break down
- Market transformed-predominantly illegal economy
- Encompassing forms of societies replaced by local , family based
- Resilience (local capacity are engaged)
- Human costs of conflict and natural hazards disrupt/destroy existing social patterns of decision making

Photo: K. Christiansen

It is important to remember that people, in the midst of very difficult situations, find amazing ways to survive, relying on their families and communities for the necessary support and resources.   People have amazing resilience.   Remember this even as we remember that civil society pays a very high cost in conflict

situations.

Post-Conflict Society

Characteristics of a post-conflict Society

- Continued risks of violence
- Brain drain
- Donor driven assistance
- Large visible hardware projects with "donor stickers"
- Accountability - one way traffic only
- "Quick and dirty" - Long term commitment

Photo: K. Christiansen

Using the example of Sudan in 1998, it was an appalling situation.   But, when one is trying to help, it is important to remember to make use of the local people and local resources.   Assistance should not be "donor sticker"-driven.   Descending "like a satellite" and then leaving again does very little in the long-term for the local community.   Working with and relying on local communities helps to transfer skills, gives opportunities for jobs, increases community involvement and ownership of projects, and helps to build up the community in the long-term, rather than just in the immediate short-term.

Attitudes to Relief Work

There are two main attitudes to relief work: "traditional or welfare approach" and "rights-based".   Each has very different aims and methods of involvement, as well as vastly different impacts in the short- and long-term.   Providing assistance in emergencies should have an element of long-term commitment.   It is also important to remember that victims are *not* helpless and in dire need of assistance; they are resourceful people in need of tools and resources to assist them in their difficult situation.

ATTITUDES TO RELIEF WORK
TRADITIONAL RELIEF

- Victims are helpless
- Quickest possible overview of needs
- Effective and speedy assistance
- No time to consult/involve local communities
- Physical/material inputs in focus
- Aim: meet immediate needs
- Things back to normal ASAP
- Clear exit strategy

Photo: NCA

ATTITUDES TO RELIEF WORK
Rights based - DEVELOPMENTAL RELIEF

- Victims are active and capable
- War divides people; ethnic, religious, regional lines.
- Local civil society and local authority has capacity to act
- Quickest possible overview of needs and local capacity (baseline)
- Never too early to consider long-term consequences
- Involve/respect local capacity
- Aim: Reduce long term vulnerability
- Enhance local capacity
- Exit strategy?

Photo: NCA
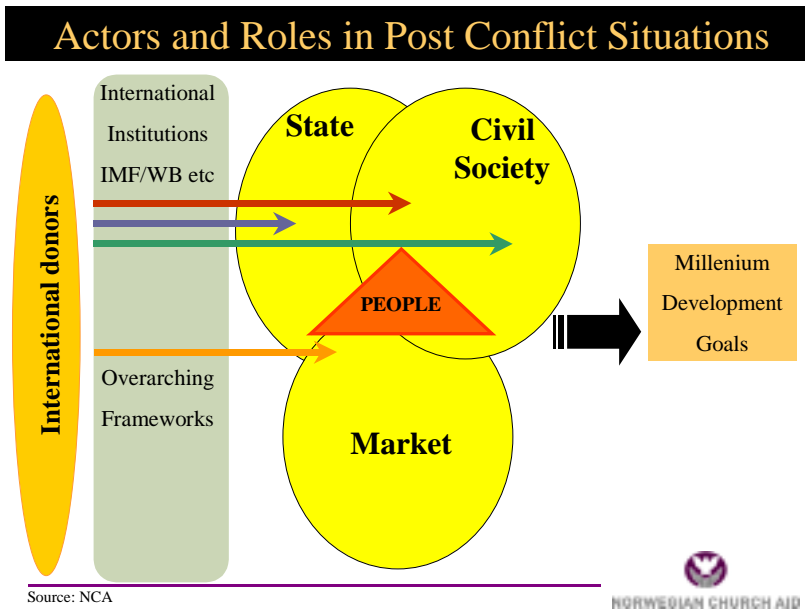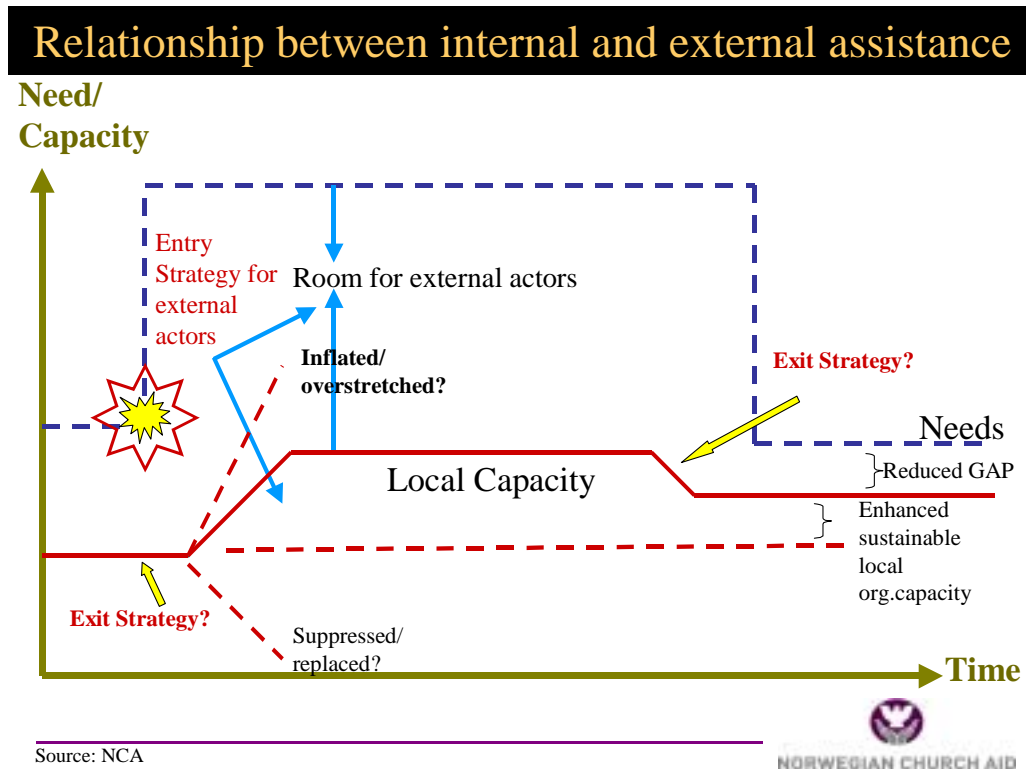
Actors and Roles in Post-Conflict Situations

Who are the actors in post-conflict situations and what are their roles?

Actors and Roles in Post Conflict Situations

International Institutions IMF/WB etc

International donors

Overarching Frameworks

State

Civil Society

PEOPLE

Market

Millenium Development Goals

Source: NCA

NORWEGIAN CHURCH AID

Actors are various, including international donors (countries and organizations), which include the Japanese and Norwegian governments. Big institutions such as the World Bank etc. are also important actors, particularly providing loans in natural disasters and so on. The actors each have particular strengths, which they bring to the situation, as well as each having specific interests. The forces of state, society and the market are all actors in post-conflict situations. The challenge is to define and respect each actor's roles, while respecting each and maintaining the independence of each.

Internal and External Assistance

Looking at the figure below, it is possible to see that involving local communities increases local capacity and reduces the gap between the needs and the level of provision. It is important to increase capacity so that people can use the resources being provided, and at the same time, the technology and resources should be appropriate to the communities. If local organizations' capacity is increased, there will be enhanced sustainability on the ground, which is key in any intervention and development activity.

Relationship between internal and external assistance

Need/ Capacity

Entry Strategy for external actors

Room for external actors

Inflated/ overstretched?

Exit Strategy?

Needs

Reduced GAP

Local Capacity

Enhanced sustainable local org.capacity

Exit Strategy?

Suppressed/ replaced?

Time

Source: NCA

NORWEGIAN CHURCH AID

Participation is Key

As can be seen above, local participation in the projects is very important. Whether involved in internal or external assistance, participation is a vital element of assistance activities. There is *always* the possibility to mobilize local resources.

Participation - a key word

- The voice of people must be heard
- Community based approach
- Dialogue necessary between parties in
- "Rooted" assistance
- Hardware or software
- Mutual accountability
- Trust

Photo: H. Lislerud

NORWEGIAN CHURCH AID

Elements of Peacebuilding (according to the Norwegian strategy and framework)

According to the Norwegian framework, there are three mutually reinforcing dimensions to peacebuilding: security, political development, and social and economic development.
.

PEACE-BUILDING

Peace-building can be described through the three mutually reinforcing dimensions:

- Security
- Political development
- Social and economic development

Photo: NCA

NORWEGIAN CHURCH AID

The Japanese government is very involved with the security element of peacebuilding: take for example the Japanese government and NGO involvement in DDR (disarmament, demobilization, reintegration), humanitarian demining, control of small arms, and security system reforms). The Japanese government also seems to be involved in political development when it comes to the repatriation and reintegration of refugees and internally displaced persons (IDPs).

The three elements (security, political development and security/economic development) are very important, as can be seen below:

PEACE-BUILDING

Security

- Disarmament, demobilisation, reintegration
- Humanitarian mine action
- Control of small arms
- Security system reform

Photo: NCA

PEACE-BUILDING

Political development

- Support for political and administrative authorities and structures
- Reconciliation
- Good governance, democracy and human rights
- Civil society institutions and organisations including media
- Judicial processes and truth commissions

Photo: NCA

PEACE-BUILDING

Social and economic development

- Repatriation and reintegration of refugees and internally displaced persons
- Reconstruction of infrastructure
- Reconstruction of important public functions

Social development:
- Education, Water and Health

Economic development:
- Employment, trade and investments

Photo: NCA

Where are NGOs involved in peacebuilding here?   NGOs are undoubtedly active in all three dimensions, as are a variety of other different actors

Human Rights

Within all humanitarian work (emergency assistance or long-term development), human rights need to be mainstreamed into all peacebuilding activities.   Is potable water a need or a right?   It *is* a need, but is it a right?   Can every human being on the planet claim potable water as a right?   There is no unified answer for

all nations in the world, but for me, it is a right.

There should be *no discrimination on the basis of gender or ethnic, religious, geographical or social affiliation* when distributing humanitarian assistance.   This equality of assistance increases acceptance.

HUMAN RIGHTS

- Human rights considerations must be mainstreamed into all peace-building activities
- No discrimination on basis of gender or ethnic, religious, geographical or social affiliation
- UN Resolution 1325 on Women Peace and Security – the gender perspective is essential
- Children's rights and needs – a must

Photo: NCA

NORWEGIAN CHURCH AID

A question to consider: *Is all humanitarian assistance equal to peacebuilding?*

Is all humanitarian assistance
equal to peace building ?

NO

WHY?

Photo: NCA

NORWEGIAN CHURCH AID

Mary B. Anderson's "Do No Harm" & "Reflecting on Peace Practice"

"Do No Harm" & "Reflecting on Peace Practice"

Source: M. B. Anderson

NORWEGIAN CHURCH AID
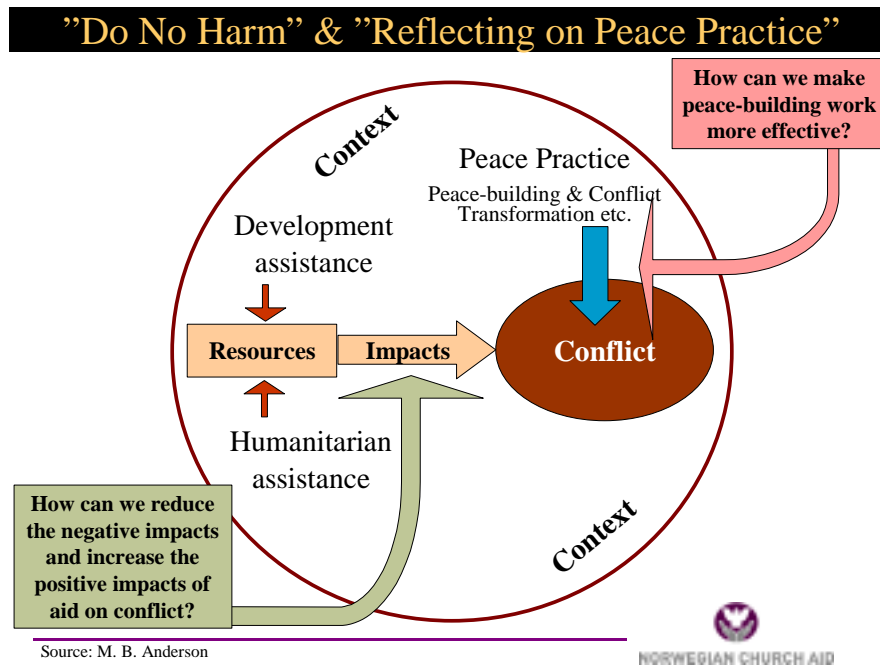
As the figure above shows, when we are bringing in humanitarian or development assistance, we are bringing in resources and this affects the conflict and/or post-conflict situation. We need to understand what kind of conflict it is; the context of the conflict; and how the resources we bring in will affect the conflict overall. For example, in Sudan, we brought in resources to save lives but at the same time we may have prolonged the conflict. No assistance is done in complete neutrality. We can try to make sure that what we use precaution and try to understand how to minimize the way our involvement will fuel tension.

There are seven major lessons from *Do No Harm* (Mary B. Anderson)

1. Assistance becomes part of the Conflict CONTEXT. It is not neutral but becomes part of the context.

2. There are two realities in any conflict situation: DIVIDERS and CONNECTORS. Dividers are those factors that people are fighting about or cause tension. Connectors bring people together and/or tend to reduce tension.

3. Assistance has an IMPACT on both dividers and connectors. It can increase or reduce dividers or increase or reduce connectors.

4. RESOURCE TRANSFERS are one mechanism through which assistance produces impacts: what aid agencies bring in and how they distribute it.

5. IMPLICIT ETHICAL MESSAGES are the other mechanism of impact: what is communicated by *how* agencies work.

6. The DETAILS of assistance programs matter: what, why, who, by whom, when, where, and how.

7. There are always OPTIONS for changing assistance programs to eliminate negative impacts (increased conflict) or to improve positive contributions to peace.

GROUP WORK: *How can Civil Societies contribute towards peacebuilding?*

Relationship

State | Civil Society | Market

Source: NCA

How can Civil Societies contribute towards peace-building?
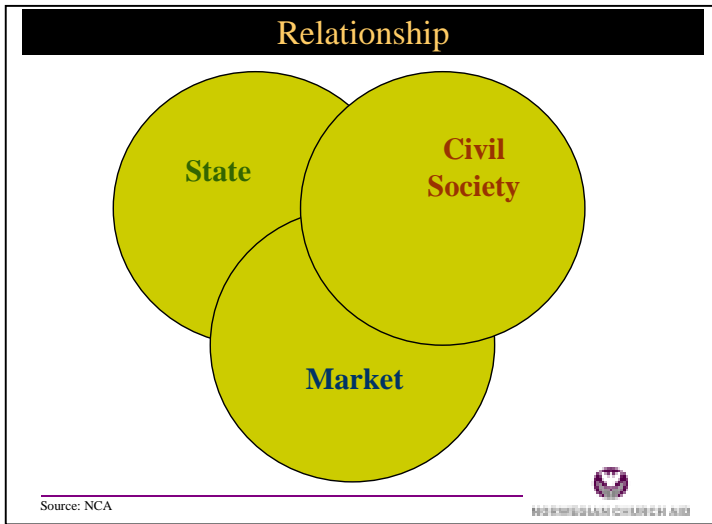
Sample Results

Civil Society Could:	*Ideas:*	*Contributions:*
- strengthen the political, judicial and social processes	- revitalize pre-existing networks and bonds, the local culture & economy	- liaise between individuals, society and other actors
- be main actors & supporters of sustainable peacebuilding	- involve grassroots citizens in local initiatives	- use local techniques of conflict resolution
- promote stability and open communication between civil society groups	- restore democracy, promote advocacy training & promote a culture of participation	- broaden constituency
		- include the most vulnerable

The networks of the local populations are also very important in terms of gaining access to areas where foreigners cannot go (e.g. Iraq).

CIVIL SOCIETIES ROLE

- Influencing state action and policies
- Holding the state accountable
- Relationships with external actors
- Relationships with local population
- Access to multiple geographical areas
- Service providers
- Voicing the opinions and rights of people
- Providing an inside network
- Long-term commitment

Photo: NCA

The Military in Humanitarian Assistance

The military started to become directly involved in humanitarian assistance in the early nineties in the case of Somalia. The humanitarian mandate got blurred because humanitarian aid needed the protection of the

military in convoys; and military personnel became involved in large construction projects. Definition of roles and tasks of the different actors is essential. Currently governments are arguing that military personnel (e.g. in Iraq) are engaged in *humanitarian aid*. Over the last six months, Norway has been trying to find a clear definition of humanitarian aid.

The new role of the Military in humanitarian assistance.

- Mixture of mandates
- No clear division of work
- Afghanistan and Iraq

When is the Military responsible?

Photo: NCA

NORWEGIAN CHURCH AID

Just a few weeks ago the Standing Committee on Humanitarian Response (SCHR) came up with a 2004 revision to their paper on humanitarian-military relationship as concerns humanitarian assistance (see Further Reading list at the end). The paper discusses the obligations the military have for the security and humanitarian assistance of local populations in conflict zones and the division of work between humanitarian actors and military actors.

The Norwegian Model

The Norwegian Ministry of Foreign Affairs and the Directorate of Development Assistance believe that no actor can act alone, and this forms the basis of the Norwegian Model.

THE NORWEGIAN MODEL

- No actor can act alone in peace-building
- Cooperation between Norwegian Government and civil society and NGOs strengthens the intervention
- More efficient - Create a broader engagement than MFA could do alone
- Complementary roles
- Independence of actors

Photo: R. Olafsson

NORWEGIAN CHURCH AID

THE NORWEGIAN MODEL

Norwegian added value (the wish of our government)

- Cooperation civil and public sector has created synergy
- No colonial history
- Outside EU
- Alliance to US
- Can not push parties in negotiations, but can contribute

Photo: NCA

NORWEGIAN CHURCH AID

This makes a lot of difference to how we work together, and encourages cooperation between government, civil society and NGOs. For example, Norwegian Church Aid works within conflict situations and we therefore work **in** conflict, but we are not specifically trained to work **on** conflict. However, as partners cooperating with civil society we have access to key actors and can sometimes assist the government and other international actors and become facilitators organize conflict resolution discussions and peace processes. In this sense we do become part of the process and are involved with groups working **on** conflict.

A good example of this is the recent peace talks between Ethiopia and Eritrea: Norwegian Church Aid (NCA) has been involved in Ethiopia and Eritrea for many years and we have a very strong relationship with the Church leaders. This is why we knew when the Church leaders and Muslim leaders met secretly to discuss the Ethiopia-Eritrea conflict. We have also been involved on a grassroots level in facilitating peace talks

and discussions in Sudan, as a result of a long history of involvement in development aid in the country. Save the Children Norway have been instrumental in facilitating the peace process in Sri Lanka. We are *not* peacemaking organizations, but sometimes, as a result of our long-term commitment to peacebuilding, we become involved in peacemaking as well.

THE NORWEGIAN MODEL

- Preparedness measures
- Emergency interventions
- Humanitarian assistance in conflict situations and natural disasters
- Rehabilitation
- Peace-building (stability) and long-term development

Photo: B.Mide

THE NORWEGIAN MODEL

OBJECTIVES of MFA
- Follow up on issues viewed as central in the international effort for peace-building"
- Transitional aid to low income countries, hard hit by complex emergencies and serious natural disasters
- Contribute to development and peace-building in countries affected by deeply rooted and violent conflicts

Photo: K. Christiansen

A key point is that even though Norwegian NGOs receive money from the government, they are still independent and we still have the freedom to make our own choices and policies in our projects. This is a key point in the "Norwegian Model" of peacebuilding.

If we consider briefly the main objectives of the Norwegian Ministry of Foreign Affairs (MFA), these are to support peacebuilding initiatives, provide emergency assistance in complex emergencies, as well as long-term development assistance. The key overall objective of the Norwegian government, however, is **poverty eradication** (NCA shares this objective)

Partners for the Norwegian government

- The national government in a given country
- UN institutions and organisations
- World Bank
- Norwegian NGOs
- Local NGOs (civil society organisation)
- Other international NGOs
- Norwegian business companies

32% of all humanitarian and development assistance are channelled through Norwegian NGOs

Photo: K. Christiansen

It is worth mentioning that 32% of all development and emergency assistance is channeled through NGOs. There are a lot of actors and partners with the Norwegian government in peacebuilding, but the NGOs channel 32% of the development aid (the UN institutions and organizations receive roughly the same percentage).

Context is Important in Peacebuilding

Peacebuilding requires an appropriate *framework* as well as *rootedness* and *legitimacy* (see below).

Important context for peace-building

Framework for Peace-building

- Government actors secure necessary space
- Military respects different roles between actors and Government
- Extremists in civil society are not given room
- Trust in that economic and social development will take place

Photo: K. Christiansen

NORWEGIAN CHURCH AID

Ruling authorities need to secure the necessary space for peacebuilding, and within this space, the military needs to respect the different roles of government and actors involved

Extremists must be controlled so that they have no room to maneuver in civil society; this was a problem in Chechnya after the democratic election brought Maskhadov to power.

People also need to trust that economic and social development will take place in the post-conflict situation, which is one of the biggest challenges in Afghanistan at the moment.

Important context for peace-building

- Locally and nationally
- Traditional or religious leaders and their affiliation with people
- The more complex the conflict, the more important it is to activate a broad representation of society in peace-building

Photo: K. Christiansen

NORWEGIAN CHURCH AID

In order to effect rootedness and legitimacy, the peacebuilding process *must* be owned by the people and by the legitimate national authorities.

What can Humanitarian NGOs offer?

What is it the humanitarian NGOs can offer?

- Relationship with local population
- Credibility based on long time presence
- Practical experience from dealing with peoples rights (needs)
- Personal commitment among staff
- Faith or value based cooperation
- Flexible in actions (less prestigious)

Photo: H. Lislerud

NORWEGIAN CHURCH AID

Very often, because of the above factors, humanitarian NGOs working *in* conflict become involved in working *on* conflict.

Roles of Norwegian NGOs

What role does the Norwegian government expect Norwegian NGOs to play?

Norwegian NGOs are expected to provide basic services which authorities in post-conflict situations are often not able to provide themselves.   In addition, Norwegian NGOs play the roles of spokesperson and watchdog, as well as strengthening and empowering local civil society.

NORWEGIAN NGOs ROLES

- Continue basic service like education, health, water, lively hood.
- To be the spokesperson of the poor in the north
- "Watch dog" in both North and South
- Strengthen the local civil society- empowering role

Photo: K. Christiansen

NORWEGIAN CHURCH AID

Examples of Norwegian Church Aid Contributions

The following are two examples of conflict/post-conflict situations and the possible contributions that NCA could play in each (Sudan and Afghanistan).

NCA possible contribution in post-conflict situations

SUDAN EXAMPLE
- Translation & popularization of peace agreement
- Capacity of new civil authorities & transition institutions
- Prepare return of IDPs
- Interfaith/ethnic dialogue
- Mechanisms for civil society consultations in 6 year transition period;self determination
- Mobilize print & Peace radio
- Access to education/ health/ water
- Humanitarian assistance to most vulnerable areas

Photo: NCA

NORWEGIAN CHURCH AID

NCA in post conflict situations

- Rehabilitation of schools
- Water;Rural and urban access/cap.
- Capacity building of local NGOs
- Women organisation support.
- Secondment to the Ministry –institution building

Photo: K. Christiansen

NORWEGIAN CHURCH AID

CONCLUSION

It is vital to understand the local **context** of the countries and regions where operations are taking place.   It is also important to have **long-term commitment** to these operations, and to work both *in* conflict and *on* conflict.

Finally, the two most important elements to remember are that there is **no neutrality** in external assistance, and that synergies are created through **complementary roles** of actors in humanitarian assistance.   Perhaps the latter is a message for the Japanese government from the Norwegian model: Norwegian NGOs, working in cooperation with the Norwegian government, together create synergies, are stronger and can do more.

CONCLUSION

- There is no neutrality in external intervention, either it undermines or it supports peace-building

- International NGOs and their governments create synergies through their complementary roles in humanitarian assistance.

NORWEGIAN CHURCH AID

No neutrality

Complementary roles

People in focus

Photo: NCA

NORWEGIAN CHURCH AID

Further Reading

Do No Harm: How Aid Supports Peace – Or War, Mary B. Anderson, Lynne Rienner Publishers, Boulder and London, 1999.

Peacebuilding – A Development Perspective (Strategic Framework), Norwegian Ministry of Foreign Affairs, 2004
Available online at http://odin.dep.no/filarkiv/221493/peace-engelsk.pdf

Revision of Japan's Official Development Assistance Charter, Ministry of Foreign Affairs, Japan
Available at http://www.peacewomen.org/un/sc/1325.html

SCHR Position Paper on Humanitarian-Military Relations in the Provision of Humanitarian Assistance (2004 Revision), Action by Churches Together (ACT International), October 2001
2001 Version available at http://www.aidworkers.net/management/military/SCHR.doc
(2004 Revision not available online at the time of going to print)

UN Resolution 1325 on Women, Peace and Security
Available at http://www.peacewomen.org/un/sc/1325.html

Suggestions for Follow-Up Work

Mary B. Anderson's concept of "Do No Harm" is particularly important when working in conflict situations and it would be advisable to organize workshops for those going into peacebuilding and international assistance activities.

Participants' Comments

"This session showed good examples for the Japanese peacebuilding model and helped me to learn how Japanese NGOs can contribute in peacebuilding."

"I would like to hear more ideas now about how the Norwegian Model works within NGOs, between government and other stakeholders."

"There were a lot of concrete examples which helped me to understand the importance of `people` as well as the difficulty of managing effective projects."

A Rights-Based Perspective on
Peacebuilding Components in Emergencies

Eva-Torill Jacobsen

Head of Save the Children Norway Emergency Standby Team

Tuesday 16th November 2004, 13:30-15:30

INTRODUCTORY COMMENTS

Ms. Jacobsen started with a brief comment on some cultural commonalities and differences between Japanese and Norwegian cultures, and conducted a brief physical warm-up activity. She then asked each participant to give a brief self-introduction (name and organization), which led to a far more cohesive group and opened the way for more cooperative group work in the session.

The session, to focus more on working in the field, covered three main areas:

I.   The Rights-Based Perspective on Humanitarian Aid

II.   The Global Challenge: Education as a Component of Peacebuilding in Emergencies

III.   Codes of Conduct

MAIN PRESENTATION

Ms. Jacobsen opened her presentation by explaining that even if we would like to think that there is a moral code of conduct that protects the innocent, even in war, and that even if we hope that when the guns are silent and there is a peace agreement, we have peace, this is not the case.   She insisted that we need to start the peacebuilding process during the emergency and conflict stages, because if we wait until afterwards, it will be too late.

Ms Jacobsen gave various case studies throughout her presentation, including narratives and examples from the personal experiences of children and parents in countries such as Afghanistan, Cambodia and Mozambique.

There was a discussion of emergency and conflict situations, specifically asking "Who are the `target groups` or the people that need help in these situations?   Who are the most vulnerable and why?"   Discussions covered children and older people, younger people, pregnant

mothers, unborn children, male youths, and then adult men. The conclusion was that all people are vulnerable (breaking down stereotypes and preconceived notions) and that we need to not only see people as "vulnerable" but as rather as valuable human resources. It is important to see people as resources and the owners of their own situations and to have a holistic approach in activities in the field. People need to be considered on a human rights level with dignity and human respect.

GROUP WORK

Theme: *What do you think is the criteria for a rights-based approach in peacebuilding?*

Participants worked in groups and came up with various ideas concerning the criteria, and some of these are shown in sample below.

Criteria	**Criteria**	**Criteria**
• Inclusion • Participation • Capacity-building • Comprehensiveness • Sustainability • Self-dependency • Voices of local people	• Knowledge of local context • Participation and inclusiveness • Accountability • Transparency • Create awareness about human rights	• Non-discrimination (gender, race, class etc.) • Participatory • Equal access (representation, ownership, accountability) • Non-negotiable (human dignity) • Universal (cultural diversity, localization)

It is important not to use "cultural conflict" as an excuse to not do the right thing. For example, the Convention on the Rights of the Child has been signed by 192 countries on the planet (the only two which have not signed are Somalia and the USA), so that means that there are some universal issues and rights and things to be protected. It is important not to get bogged down in issues of "culture" which sometimes muddy the water and prevent people from seeing and doing the right thing

An important challenge for all of us working in conflict and peacebuilding scenarios is differentiating between rights-based and needs-based issues (see table below). This is the foundation for how you are going to work in communities, how you are going to build peace,

and how you are going to carry out your projects in each situation.

It is important not to "parachute in" to a situation, assuming that we know what we need to know, fuelled by donor needs and media coverage.   It is very important to involved in the community, work with them and find out what they need and how they need it, and only then work out strategies for assistance.

I.   The Rights-Based Perspective on Humanitarian Aid

This table below details the rights-based approach as compared with a needs-based approach. Rights-based approaches are important regardless of what kind of assistance you are engaged in – whether it is emergency assistance or long-term development.   Your attitude and approach are important throughout because you have such a dramatic impact on communities and countries.

For example, in one part of Afghanistan, yellow maize was dropped as food aid for the people – but people there only use yellow maize as food for animals, not for people.   This cultural gap is quite important and no small thing.   It is important to look at the context and judge the local situation if you want to have a significant long-term impact.

The rights-based approach does not just give "bits and pieces".   In a rights-based approach, you look at what is required to change lives, to make a difference in the long-term, and make changes that are lasting rather than merely providing short-term stop-gap measures.

It is important to consider who is responsible for maintaining, promoting and protecting human rights and individual rights.   For example, in Japan who is responsible for protecting people and their human rights?   The government and different agencies are responsible, but also, individuals.   It is important to help individuals take responsibility for their human rights.

COMPARING NEEDS-BASED AND RIGHTS-BASED PERSPECTIVES

Needs-Based Perspective	Rights-Based Perspective
Private charity	Public, moral and legal responsibility, obligation, duty
Voluntary	Mandatory
Welfare, alms, charity	Legal entitlements, claims, guarantees Justice, equality, freedom
Address symptoms	Address root causes
Partial goals (example: 80 % of children are immunised; aim to deliver services to the largest number of people	Complete goals – all people have the same rights (80 % immunisation coverage means the right to immunisation has not been realised
Hierarchy of needs. Some needs are more important than others (e.g. food before education)	Rights cannot be divided, they are indivisible and interdependent
Needs vary according to the situation, the individual and the environment	Rights are universal (the same everywhere)
Providing welfare services (object of needs)	Empowering (subject of rights). Rights holders (are empowered to) claim their rights
Determination of needs is subjective	Rights are based on international standards
Short-term perspective, filling gaps	Long-term perspective
Service provision	Awareness-raising of all groups (parents, children, decision makers)
Specific projects targeting specific groups of children	Holistic approach
Children deserve help	Children are entitled to help
Governments ought to do something but nobody has definite obligations	Governments have binding legal and moral obligations
Children can participate in order to improve service delivery	Children are active participants by right
Given scarce resources some children may be left out	All children have the same right to fulfil their potential
Each piece of work has its own goal but there is no unifying overall purpose	There is an overarching goal to which all work contributes
Certain groups have the technical expertise to meet children as well	All adults can play a role in achieving children's rights (and children as well)

(Child Rights Programming- Save the Children)

Rights-Based Programming

At the implementation stage there are three pillars that all have to be in place for a programme to be called rights-based:

1. Practical action directly addresses rights violations and gaps

2. Strengthening of the "infrastructure" of legislative, political, administrative and community structures that will protect human rights and ensure accountability and monitor progress in human rights.

3. Building constituency of support in society of the human rights among individuals in government, the professions, the media, the private sector and the civil society.

(Eva-Torill Jacobsen)

It is important to incorporate this rights-based approach throughout our work; from situation analysis, to program planning, program implementation, monitoring and evaluation.

The rights of the child are based on a human rights basis, and this needs to be incorporated into all levels of work on the ground. To work effectively you have to work with a lot of different actors, and in particular, with your government, to make sure that they provide the financial means necessary for long-term programming. If there is not a long-term approach then it might be better to invest in other areas.

A Child-Rights and Development Approach in Conflict

A holistic approach that encompasses both a child-rights perspective as well as a child development perspective for children affected by armed conflict emphasises:

- protection of children's right to life and health

- a long-term focus and commitment

- building on local cultural and social norms

- normalisation of children's everyday life as fast as possible

- strengthening resilience in the child, family and community

(Eva-Torill Jacobsen)

When considering children, you have to remember that children also have specific rights, as can be seen below.   If they do not get what they need when they are children, then there will just be a cycle of problems for the future.   When you are dealing with parents and children who have no concept of peace, then you have to find a way to help people to think outside of their experiences.

The rights of the child are specific, and while they should apply to all people, it is important to remember them in relation to children because they are also resources and stakeholders in society and in the creation of peace in society.

The United Nations Convention on the Rights of the Child (CRC) has four main components:

- The Right to Survival

- The Right to Development of One's Full Potential

- The Right to Protection

- The Right to Participation

(Eva-Torill Jacobsen)

II.   The Global Challenge: Education as a Component of Peacebuilding in Emergencies

When talking to children for Afghanistan, it is clear that they want two things: peace and education.

In terms of this, education is key for children for a number of reasons, and as such it should be seen   as a vital component of peacebuilding.   In the world at the moment, about 100 million children do not have access to any education at all, and most of them are living in conflict zones.

Education as a Peacebuilding Component

The potential of education of having a positive impact on the learners lives and as an important peacebuilding component needs to be considered:

- Education in conflict and post-conflict situations helps to bring structure and predictability to children's lives.
- Education ensures that children learn essential life skills, as well as including academic skills.
- Education gives children the opportunity to take initiative and to be active
- Education provides hope for the future.

(Eva-Torill Jacobsen)

III.   Codes of Conduct

The "Code of Conduct" involves how individual staff members (local and international) and organizations behaving.

There are a growing number of NGOs operating in international aid.   After the genocide in Rwanda, there were more than 100 NGOs in the capital city of Kigali.   A lot of conflict developed between the different NGOs, who were not working in a coordinated fashion, so that in December 1995 (one year after the genocide), the new Rwandan government expelled all of the organizations so that they could effectively coordinate relief and aid initiatives.

Organizations should make guidelines for themselves and their staff to operate based on.   An example of these can be seen below.

Organisations should develop guidelines for how to work in a way that pays respect to the "stakeholders"

The guidelines should include the following principles:

- aid shall be given regardless of race, gender, age, ethnicity or nationality

- aid shall not be used to further a particular political or religious standpoint

- culture and customs shall be respected

- all work shall strive to involve the local community and to have a participatory approach

- all programming should strive to reduce future conflicts by building in peacebuilding components

- all humanitarian aid shall build on a rights-based approach

- all organisation shall have an obligation to work in cooperation with other actors, local, national and international

(Eva-Torill Jacobsen)

Codes of conduct are difficult to follow, but are very important because people have a very large impact on communities and countries in which they work. Most organizations have their Code of Conduct openly available (e.g. online), and of course each will vary according to the specific ethical leanings of each organization.

The Code of Conduct also impacts upon security in the field, which is also very important in this day and age. A Code of Conduct is imperative for each organization, and is even applicable to the military, which is involved more and more in humanitarian aid. Concerning this, surprisingly few countries involved in conflict resolution, peacekeeping and peacebuilding operations actually train their military forces in Codes of Conduct: the ones that do are Sweden, Norway, Canada, the Netherlands and Australia. When organizations are working in the same field of operations, it is also important to understand and, where possible, coordinate an overall Code of Conduct – in this way operations will be streamlined and it will make it easier for communities to interact with the aid community.

<div style="border:1px solid black; padding:1em;">

How to Build Peacebuilding Components into Humanitarian Aid

- Aim at a rights-based approach in all humanitarian aid – in emergencies, ongoing conflicts and post-conflict situations
- Address directly rights violations and gaps in practical action
- Respect that rights cannot be divided, they are inherent and interdependent – children need education and the possibility to play- not only food
- Strengthen the infrastructure of legislative, political, administrative and community structures that will protect human rights, ensure accountability and monitor progress in human rights
- Show willingness to work with a long-term perspective in emergency situations and ongoing conflicts
- Incorporate what is widely regarded as "good development practice" into one overall holistic approach. This means focusing on:
- Approach adults as rights-holders but at the same time pay respect to the fact that children are active participants by right and aim at children's participation
    - Participation
    - Gender issues
    - Sustainability
    - Non-discrimination
    - Poverty eradication
    - Multi-sectoral work
- Develop a sound grasp of historical, cultural and social conditions
- Cooperate with other agencies and organisation to build a strong consensus on the ethical and methodical approach
- Encourage and promote a culture of participation
- Develop and follow ethical guidelines and a Code of Conduct

(Eva-Torill Jacobsen)

</div>

CONCLUSION

Ms. Jacobsen concluded with a story of a girl from Afghanistan who commented that if she had all the money that international NGOs had, she would have "bought peace for her country". Urging people to remember the importance of the rights-based approach, education as a component of peacebuilding and the Code of Conduct in all operations, Ms. Jacobsen urged all to strive to work to be a part of what Kofi Annan's challenge of the future – the challenge of peace.

Further Readings

Child Rights Programming – How to Apply Rights-Based Approaches in Programming (A Handbook for International Save the Children Alliance Members), Save the Children UK, London 2002

Education in Emergencies – A Tool Kit for Starting and Managing Education in Emergencies, Save the Children UK, London 2003
Organizational Website: www.savethechildren.org.uk

Protection of Children and Adolescents in Complex Emergencies (*Oslo/Hadeland 09.11 November 1998 Conference Report)*, Norwegian Refugee Council (NRC), Redd Barna (Save the Children Norway) and UNHCR, Oslo, 1999

United Nations Convention on the Rights of the Child
Available online at http://www.unicef.org/crc/crc.htm

Participants' Comments

Some comments by workshop participants concerning Ms. Jacobsen's workshop can be seen below:

"This was a great opportunity to think about what a *rights-based approach* is."

"It helped me to re-evaluate the impact of my role and my behavior on my counterparts.   It was also good to consider exactly who and what peacebuilders are."

"The explanation of rights-based and needs-based perspective was very helpful.   The comparison between the two approaches will be very useful when conducting peacebuilding programmes."

NGOs and Democracy
Mr. Charles Costello
Former Director, Democracy Program, The Carter Center
Tuesday 16th November 2004

OUTLINE

The workshop consisted of:

- An overall introduction to Mr. Costello's experience and the aims of the workshop
- Discussions concerning central issues
- Consideration of the survey questionnaire data
- Discussing democracy assistance in detail
- Responses from participants
- An overall synthesis

INTRODUCTORY COMMENTS

The opening section of the presentation involved a brief self-introduction by Mr. Costello, who then asked people to discuss some of their experiences. Participants were asked to give brief self-introductions and to comment on what they expected to achieve by attending the workshop.

MAIN PRESENTATION

In discussing his own experience, Mr. Costello discussed various conflict examples, including Colombia, El Salvador, Guatemala, East Timor and Iraq.

Peacebuilding in the Present Day

Peacebuilding is a dangerous field: it used to be defined as *post-conflict* work, but in many cases, particularly in the case of Iraq, the conflicts are far from over. NGOs are famous for taking personal risks, but the levels of danger are increasing quite dramatically, and need to be taken account of in your work and preparation for future peacebuilding projects.

Framework

Democracy assistance fits into the Peacebuilding Framework discussed earlier by Ms. Mide.

- Political Development
  (Democracy assistance falls under the heading of *political development)*

- Social and Economic Development

- Security Development

Democracy promotion also fits squarely within the R*ights-Based Approach* discussed earlier by Ms.

Jacobsen.   It should, however, remember that the idea of *democracy assistance* is often misconstrued as a "mistaken export" by Western countries.   It is important that we do not try to "export our system".   We need to help people in other countries that their rights are recognized and respected; if you look at countries where people's rights and needs are respected and where social and economic development have been provided for, these countries also tend to fall within the democratic framework.

We need to remember that we are *responding to requests for assistance*; we are not imposing our ideals and cultural framework on other people and countries.

BASIC ISSUES IN DEMOCRACY ASSISTANCE

The following questions were posed and discussed in the workshop:

BASIC ISSUES AND QUESTIONS TO BE CONSIDERED IN ORDER TO DEFINE "DEMOCRACY ASSISTANCE" AS PART OF PEACEBUILDING

What is the fundamental objective of "Peacebuilding" assistance activities?   How did certain countries come to need peacebuilding?

What has to happen for a country to engage in successful and sustainable peacebuilding?

What is a reasonable continuum or timetable for successful peacebuilding?

What is the experience of The Carter Center and other international NGOs in "democracy assistance" activities as part of peacebuilding?

What might a desirable strategy for Japanese NGOs in this kind of peacebuilding work look like? What is needed in practical terms to make such a strategy operational?

Discussing Some of the Questions:

1.   What is the fundamental objective of "Peacebuilding" assistance activities?

- To help countries to rebuild
- To help people to coexist and have tolerance
- Trying to help countries, who have broken down, to rebuild in a way that is sustainable and corrects the kind of social injustice/structural inequality and denial of rights that eventually leads to a social explosion (e.g. civil war).

2.   How did certain countries come to need peacebuilding?

- Countries come to need peacebuilding when governance has failed
- This happens when (according to Mr. Costello) social justice has broken down and people are not able to help governments to be sustainable

3.   What has to happen for a country to engage in successful and sustainable peacebuilding?

- There needs to be a shift in the philosophy of peacebuilding
- Stability is not peace; the absence of conflict is *not* long-term peace, so more than stability is necessary
- Elections are not enough to guarantee successful and sustainable peacebuilding
- Equal participation of citizens in society is vital
- Protection of human rights and the rights of ethnic minorities is also important
- Latin America is a good example of how democratic "backsliding" can take place; what seems to have been advances in terms of institutional continuity are not necessarily equating out to social justice. Very often the democratic process is manipulated by the elite to the point where the general population and/or the military take matters into their own hands.

Political and institutional reforms are key. The underlying problems - which drove the country to ruin and made it a candidate for peacebuilding - need to be addressed, in order for successful and sustainable peacebuilding to take place. (E.g. new doctrines for military responsibility, structures of government, land tenure issues, separation of judiciary and state, a strengthened legislature, and guidelines for a civilian police force as part of the peace process in El Salvador).

4. What is a reasonable continuum or timetable for successful peacebuilding?

- It will depend partly on the nature of the conflict and underlying problems in the first place
- Peacebuilding is, in a sense, permanent, in that you want to keep the peace and build the nation (although you have to move away from the notion of "peacebuilding" at a certain point)
- Successful, sustainable peacebuilding is not achieved in a short period of time (often you are dealing with abuses of power, social and economic inequalities, and sometimes even a corruption of political values in countries)

Those who work in this field consider that two elections (considering that four or five years constitute an election term) or a minimum of eight to ten years are required to see if the peacebuilding has been successful. Many people take this further and argue that it is only possible to see if peacebuilding has been successful when the opposition wins and there is a peaceful transfer of power across the political spectrum. The recent elections in Indonesia are very encouraging for this reason.

To avoid having countries fall apart, political legitimacy is very important. It is important to have a sense that the people have put the government in power and accept its authority, and this authority must be based, in the long-term on respect for human rights. The government also has to perform, in terms of good policy choices that improve people's lives in the, providing economic and social development for people.

Looking at the NGO Survey Responses

The following table shows an overview of participants' responses to twelve questions posed prior to the NGO workshop by Mr. Costello. The results show that a fair number of workshop participants have actually been involved in peacebuilding activities, albeit in a relatively limited range of countries.

It is good to see that most people do not consider peacebuilding mainly a humanitarian activity,

because, as we know, when we conduct humanitarian activities we do not have the wider impact that long-term peacebuilding requires.

The survey indicates that only about half of the workshop participants are engaging in election assistance, civil society advocacy or with legislative bodies. If you *are* engaged in this work (democracy assistance) it is, unequivocally, long-term work. You can only be engaged successfully in democracy assistance if you engage on a long-term.

If you do not have a Peacebuilding Mission Statement or Program Strategy for democracy assistance, then it is clear that you are not seriously engaged and are not going to be effective in this area.

It is healthy to see that a number of organizations seem to have access to money which does not come from the government. If the governments have the right sort of attitude, then they can be a good source of large-scale funding, but in order to maintain independence, NGOs need to have varied sources of funding.

The average length of program operation time is six years, which is a good span of time. However, sustainability cannot be credibly claimed until you have been operating in a country for more than two years.

A disturbing result is that most of the participants and their organizations do not carry out adequate and formal monitoring. Programs cannot and should not be carried out without adequate formal monitoring. We usually learn better from failure than from success, so it is very important to monitor and evaluate your activities.

It is promising to see that the majority of participants' organizations have ongoing, long-term relationships with local NGOs in countries where they are working. It is also important to see an emphasis being placed on institution-building of local NGOs in your areas of operations. There needs to be more of this; it is vital in order to ensure long-term sustainability of your programs and actions. We need to "work ourselves out of jobs" and hand-over the operations to local NGOs.

It is also important that we help, through the transfer of your capacity and technical expertise, local partners. While the government will build bridges and dams, your function is to work with counterpart NGOs and citizens' groups in the countries where you work. Your key responsibility should be to see to it that these local organizations develop the capacity to play a strong role in a democratic society able to provide services (be these provided solely by the government or in tandem with NGOs). Looking at the results of the survey, only a third of you are prioritizing institution-building in local NGOs as a formal strategy, and this is a less than encouraging result.

Summarizing the Key Points

Peacebuilding involves political development, and democracy assistance is that part of assistance which focuses primarily on political issues (and is therefore an essential component of successful, sustainable peacebuilding).

The process:

- Is long-term because you are changing culture and views
- Is not an imposition of your views (you are protecting human rights but are not openly backing particular political parties)
- Requires the help of the international community to be done correctly and to be sustainable

Participating NGO Survey Questions

Total: 23 replies

	Question	Yes	No	N/A	Examples of answers or remarks
1	Has your NGO actually done Peacebuilding work abroad?	15	5	3	
2	In how many countries?	Average 4.27 countries		8	1, 2, 2, 2, 3, 3, 3, 5, 5, 8, 8, 10, 15, 18, 20
3	Do you consider Peacebuilding mainly a humanitarian activity?	5	14	4	
4	Do you engage in political Peacebuilding work such as elections assistance, civil society advocacy or work with legislative bodies?	11	10	2	
5	Is your work mainly long-term or short-term?	Long-term (<2years) 8	Short-term (1 to 2 years) 15	3	Some people answered "both"
6	Do you have a written, published Peacebuilding Mission Statement or Program Strategy?	6	14	3	
7	Was such a document put together in a process with broad participation of all your staff or members?	2	15	6	
8	Do you receive 90% or more of your money from government sources?	7	13	3	
9	What is the longest time you have had continuous program operations in any one country? And what country? **	Average 6 years		7	1.5, 1.5, 2, 2, 2, 3, 4, 4, 5, 5, 5, 10, 20, 20
10	Do you use a formal monitoring system to measure the degree of success or failure in every project you carry out?	6	11	6	
11	Do you have ongoing, long-term relationships with any local NGOs in countries where you are working or have worked?	13	10		
12	Is institution-building of local NGOs a formal program strategy priority for your NGO?	6	11	6	

**Answers for Q9: What country?

Palestinian Territories, Jordan, Israel, Sri Lanka, Nepal, Timor L'Este, Cambodia, Bosnia, Niger, Philippines, Myanmar, Zambia,

Continuing the Discussion of Key Basic Issues

5. What is the experience of The Carter Center and other international NGOs in "democracy assistance" activities as part of peacebuilding?

- *Election assistance*: this field has grown and developed in the twenty years since it started. Good election assistance has taken on a much longer time-line. At the Carter Center, we talk about any election project being at least a year in length; you cannot get an idea of whether an election is truly free and fair just by monitoring the balloting. You have to have watched the political process over a long enough time to be able judge whether the *conditions* were in place to ensure a free and fair election could take place on election day. A number of factors have to be considered, including the election law, conduct of the media, the influence of money in the electoral process etc. These projects require in-depth analysis, country specialists, backup from academics and a vast amount of detailed, long-term analytical and evaluation work. It is necessary to engage in high-quality, technical work in order to be respected in this field.

- A good idea would be to partner or cooperate with leading international groups who are strong in the work you want to be engaged in. This builds skills and experience so try to place members of your personnel in key delegations to countries you want to work in.

- In civil society advocacy, the basic objective is to build the capacity of your partners in host countries. But there are still technical elements to these civil society advocacy programs (advocacy strategies, training of personnel, fundraising, outreach, dealing with the media), so the elements of quality technical programming need to be present.

- Being involved in political party development is another element, but it has, until now, been a limited field.

6. What might a desirable strategy for Japanese NGOs in this kind of peacebuilding work look like? And what is needed in practical terms to make such a strategy operational?

- It is important to build up a constituency support in Japan, for NGO work. This helps to support NGOs and at the same time, assists in their independence.

- Networking is very important, as is the consolidation of programs between different organizations. If possible, use less money for administration and more for the programs, which can be achieved if you consolidate projects and cooperate with other organizations. Partnerships and capacity-building programs are essential.

CONCLUSION

This session discussed *democracy assistance* as one element within the range of peacebuilding activities which NGOs might be involved in.   Democracy assistance requires a long-term view and does not give good results in the short-term.   This is an area which requires international support (and the United Nations does support democratic assistance and working for democratic change).

Hopefully Japanese NGOs will be involved in this area more in the future as it is a very important area, without which, other forms of peacebuilding will not be successful and sustainable in the long-term.

Further Reading

Guidelines for Reviewing a Legal Framework for Elections, OSCE Office for Democratic Institutions and Human Rights (ODIHR), Warsaw, 2001
Available online at http://www.osce.org/documents/odihr/2001/01/1566_en.pdf

Guidelines to Assist National Minority Participation in the Electoral Process, OSCE Office for Democratic Institutions and Human Rights (ODIHR), Warsaw, 2003
Available online at http://www.osce.org/documents/odihr/2001/01/1565_en.pdf

Media Monitoring to Promote Democratic Elections – An NDI Handbook for Citizen Organizations, Robert Norris and Patrick Merloe, National Democratic Institute for International Affairs (NDI), Washington DC, 2002
Available online at http://www.accessdemocracy.org/NDI/library/1420_elect_media_02.pdf

Resolving Election Disputes in the OSCE Area: Towards a Standard Election Dispute Monitoring System, OSCE Office for Democratic Institutions and Human Rights (ODIHR), Warsaw, 2000
Available online at http://www.osce.org/documents/odihr/2000/08/1564_en.pdf

Palestinian Elections- A Pre-Election Assessment Mission Report, International Foundation for Election Systems (IFES), International Republican Institute (IRI), and the National Democratic Institute for International Affairs (NDI), August 2002
Available online at http://www.ifes.org/research_comm/08_02_Palestinian_Elections.pdf

The Quick Count and Election Observation – An NDI Guide for Civic Organizations and Political Parties, Melissa Estok, Neil Nevitte and Glenn Cowan, National Democratic Institute for International Affairs (NDI), Washington DC, 2002
Available online at http://www.accessdemocracy.org/library/1417_elect_quickcounthdbk.pdf

Participants' Comments

"These discussions of how Japanese NGOs can start being involved in democracy assistance will be useful."

"Political activities (such as lobbying and advocacy) are not as accepted in Japan as they are in Western countries. Japanese NGOs themselves, as well as the Japanese government, need to know the importance of advocacy."

"I understood that increasing NGO capacity in this field will improve the methods and effective results of election observation activities."

NGOs and Security

Mr. Le Phan Ba Thanh

Humanitarian Training Manager, RedR Australia

Wednesday 17th November 2004

OUTLINE

The presentation covers the following topics:
- Organizational planning for security
- Security planning
- Personal security
- Security as a part of peacebuilding strategy

INTRODUCTORY COMMENTS

As an introduction to the session, Mr. Le Thanh asked how many people have:
- Received security training
- Worked in high-risk security situations

There were a fair number who have worked in high-risk situations but have *not* received any security training)

Group Work: *What would you like to know about security in your work and/or NGOs and security?*

Sample of Results

Hostage training	Security for women
How to maintain the security of the field office	Evacuation plans
Important security factors for transportation of goods	How to act when we encounter a person or group with weapons
Signs/symptoms that NGOs should not miss when deciding to evacuate	Security considerations and procedures for NGOs involved in DDR & within war zone situations
Relationships with the military and rebels etc.	How to protect organizational information
How to draft a security manual for NGOs when the situation of countries differs significantly	How to speak to so-called "hardliners in the field of operations
Implementation of projects in "high-risk" areas	Diffusing tensions/low-level violence during demonstrations/protests
Collecting and analyzing security information	How to avoid being kidnapped

MAIN PRESENTATION

This presentation is aimed at *raising* awareness of security and cannot be a comprehensive security training course.   It covers the basics of organizational and personal security in the field, NGO security and its relation to peacebuilding.
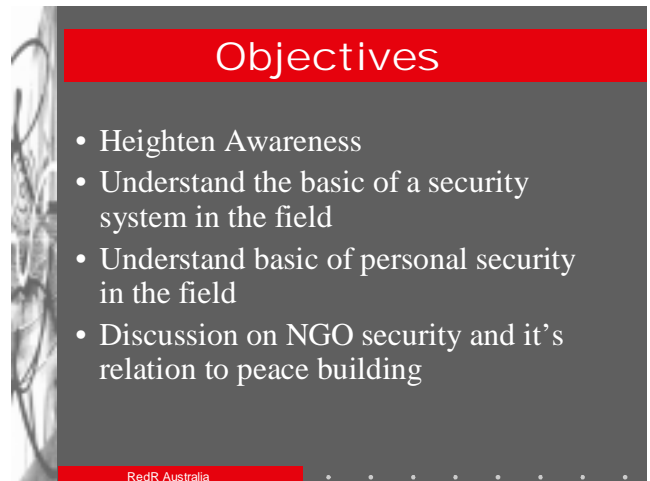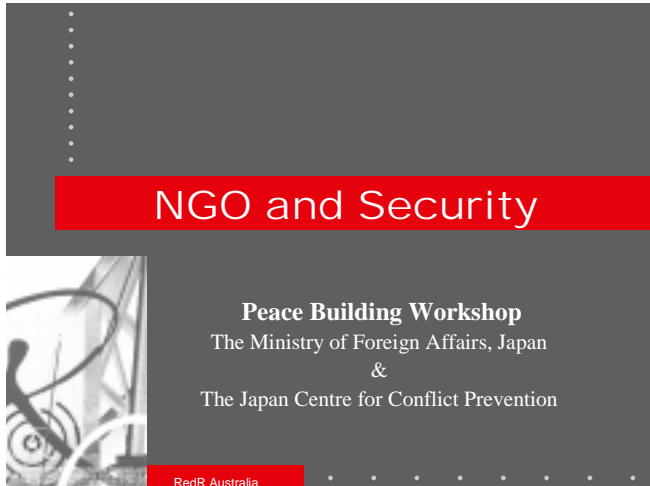
The following emblems are still respected by the global community and a guarantee of security, but will this always be the case.   We are seeing a disturbing trend *away* from these guaranteeing security.
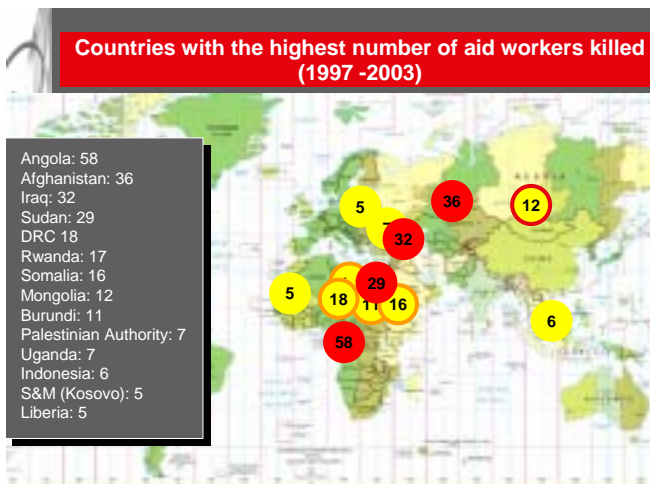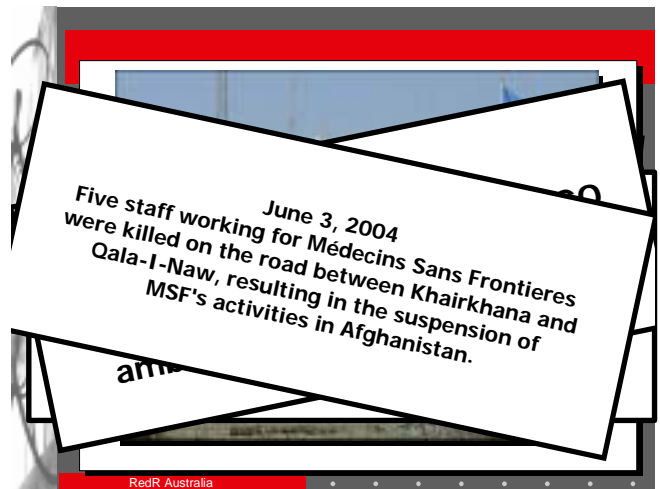
Between 1997 and 2003, Angola saw the highest number of aid workers, followed by Afghanistan and Iraq.   These figures are fatalities as a result of direct violence to aid workers (there are a lot of aid workers lost due to traffic accidents, health problems and so on).   More and more aid workers are dying because of violence deliberately directed at them.

In discussing "security management", the following

factors will be covered in detail:

Scope

- Security defined
- Function of security
- Principles of security
- Defence in depth
- Risk management
- Security planning
- Information

RedR Australia

What is the Definition of Security? What does security mean for your organization? Security does not mean a safe environment, but it does require a stable and relatively *predictable* environment.

Security Definition

- Security may be defined as a stable, relatively predictable environment in which an individual or group may pursue its ends without disruption or harm and without fear of disturbance or injury

(Fischer R.J. and Green G. (1992) Introduction to Security
5th ed., Boston:Butterworth Heinemann p3)

RedR Australia
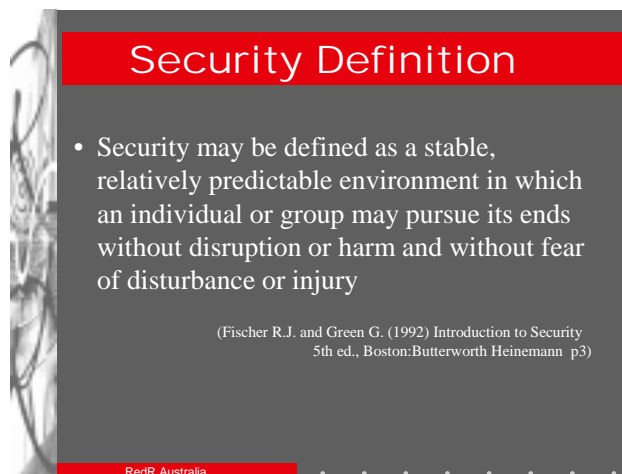
What is the Function of Security? Security is for the protection of assets, the most important of which is personnel (their lives, their knowledge, memories and abilities). Other assets include information, and the least important of all assets – physical assets (equipment).

Function of Security

- The function of security is the protection of assets.

- Assets are prioritised as follows:
  – Personnel
  – Information
  – Physical assets equipment and plant

RedR Australia
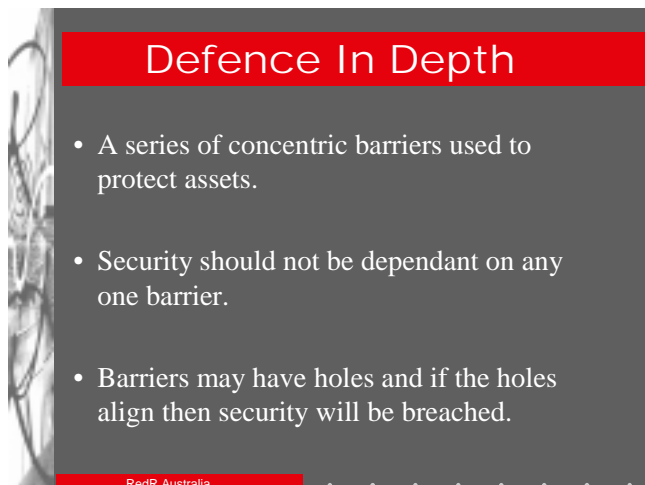
Principles of Security

A key principle in security is *being informed*; information is the basis of all security because one cannot successfully protect oneself or others without accurate and appropriate information.   Each organization should have one staff member specifically responsible for security: a security officer.

Security should also be *directed* and *independent*.   Security needs to be looked at independently of other factors – do not incorporate security into everything else, but rather look at the overall security issues on their own.   Security should be *co-operative*: there should be information-sharing between those in charge of security and those engaged in the operations.   Security should also be *monitored* and checked, to make sure that it is functioning properly.   Measures taken for security should be *consistent* so that everyone understands the rules and what is expected of them, but at the same time a level of *unpredictability* is also key.   The security officer needs to be focusing and *concentrated* on security aspects and security management of the organization.   Security needs to be *appreciated*, both by people in the organization and by the donors (so that they can understand why their money is being used for a security system).   Security should also be appropriate and *acceptable* for the security situation.
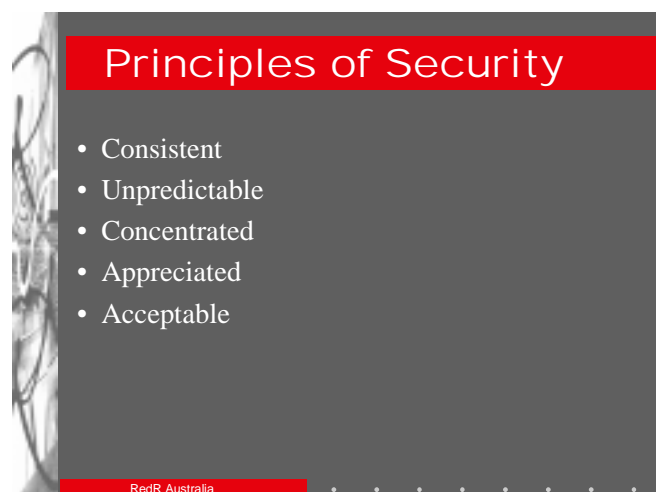
Principles of Security

- Informed
- Directed
- Independent
- Co-operative
- Monitored

RedR Australia

Principles of Security

- Consistent
- Unpredictable
- Concentrated
- Appreciated
- Acceptable

RedR Australia

Defence in Depth
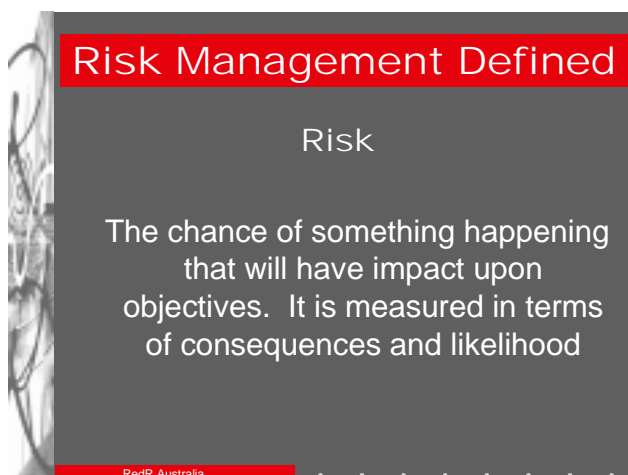
Security requires different levels and layers of protection (E.g. people are protected by a national defense force, the police, security people at their place of work, home alarm systems, locks on doors). Comprehensive security requires more than one barrier because any barrier can have holes.

Defence in depth is the ability to build up different layers of security when you are operating in-field.

Risk Management

Risk is defined as follows, and is measured in terms of consequences and likelihood.

To manage risk, you have to first understand the context behind the environment you are working in – to understand why there is a conflict, the barriers and reasoning to the conflict, as well as the risks to NGOs working in that environment (e.g. Sri Lanka). Health risks should also be considered, because these can become a security risk as well (e.g. Is there enough food, water, housing and medicine for your staff?)

When you have established the context, identified and analyzed the risks, you need to evaluate whether or not you can take the risk (to see how much of an impact it will have on you). In treating the risk, you need to inform everyone involved of what you are doing in the area and why (to explain to everyone what your role is, train staff in appropriate awareness and security measures.) Monitoring and review should be conducted on a regular basis, as security context and risks change all the time.

Communication and consultation should also take place regularly, both within your organization and with other organizations in order to keep up-to-date with information to your needs. No matter where you go

to work, there are organizations already working there to communicate and consult with concerning the security context and risk analysis – this information is vital to your risk management process.
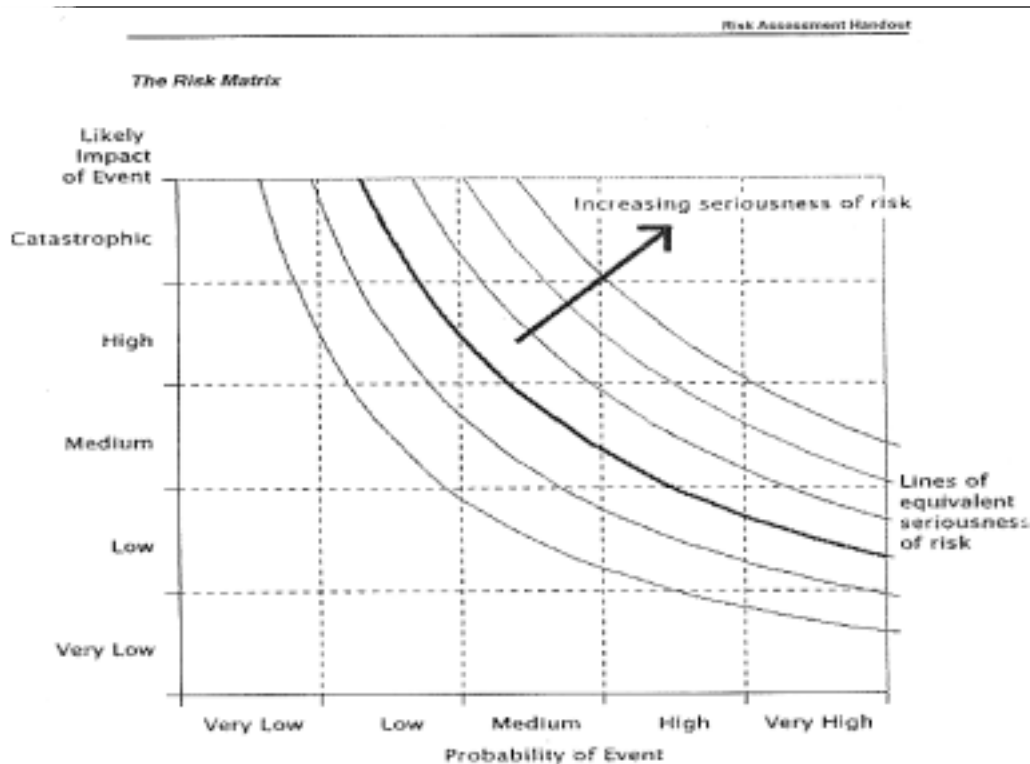
Risk Management Process

- Establish the context
- Identify risks
- Analyse risks
- Evaluate risks
- Treat risks

- Monitor and review
- Communicate and consult

RedR Australia

Shown below is a risk matrix showing different ways to judge equivalent seriousness of risk, according to the level of probability of an event happening and the likely impact of that event.

Risk Assessment Handout

The Risk Matrix

Increasing seriousness of risk

Lines of equivalent seriousness of risk

Likely Impact of Event: Catastrophic, High, Medium, Low, Very Low

Probability of Event: Very Low, Low, Medium, High, Very High

Treatment Options

How do we treat the risk?   What are some of our options for dealing with the security risk?   One can *reduce the likelihood* of the risk happening by not being there (e.g. not many people are willing to go to Iraq at the moment because it is very dangerous).   If you cannot reduce the risk, *reduce the consequences* of the risk (e.g. if you know you are likely to be robbed but cannot avoid being in the situation, then it would be a good idea to carry a limited amount of money, thereby reducing the

consequence of being robbed.)   You can *transfer the risk* in full or in part, particularly as an NGO, because often your activities are conducted at the invitation and protection of the governments concerned (the risk is therefore transferred).   If you can *avoid* the risk altogether, do so.   If you judge certain risks to be acceptable, however, then *retain* them.
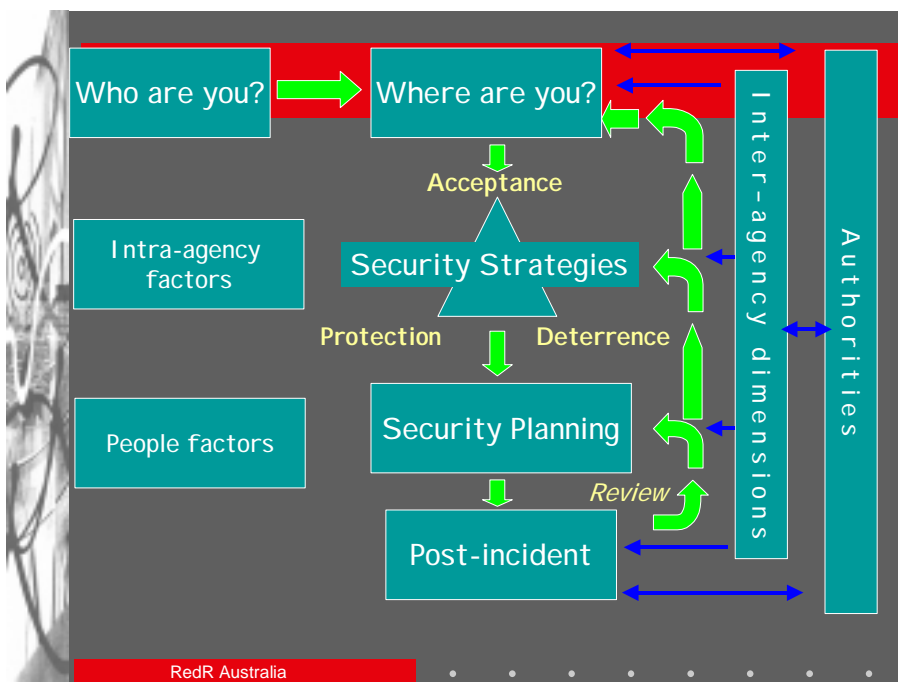

In summary, you need to consider the following questions and elements as an organization and undertake appropriate analysis for the security management of any operation:

Security Planning

What is a security plan?

Security Planning

- The role of the security plan is to ensure effective use of assets to ensure security.

- The security plan needs to take account of the risk assessment and risk management processes.

    RedR Australia

What is required in a security plan?

Security Plan Content
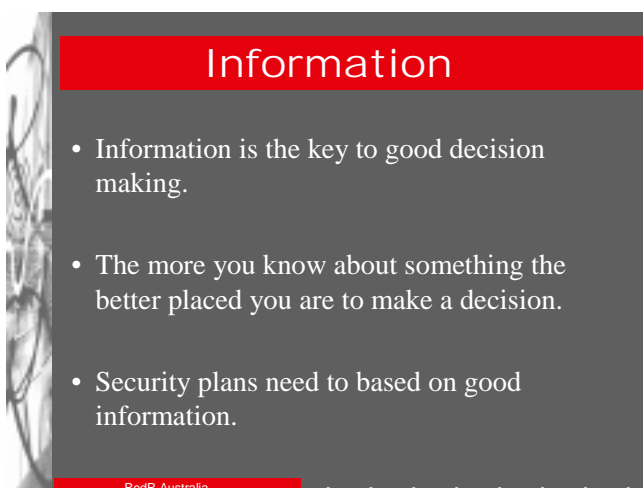
- Security Situation
- Security while travelling;
    – Roads, Check points, Mines
- Weapons
- Military
- Image & Acceptance
- Evacuation & Relocation
- Stress
- Information & Staff Management

    RedR Australia

An overview of the up-to-date *security situation* is a vital part of a security plan, as are details of the security while traveling on specific roads etc.   Guidelines for the use of *weapons* (by staff) and how to deal with them when encountered are important, and are similarly necessary concerning interaction with the *military*.   *Image and acceptance* are important when working in the field, and it is vital to remember that there is no distinction on operation between how you behave during work and after hours – all are part of your image and how you are accepted into the community.   *Evacuation and relocation plans* form part of the security plan, and *stress management plan* must also be included.   60% of security problems are internal, so *information and staff management* are key factors in any security plan.
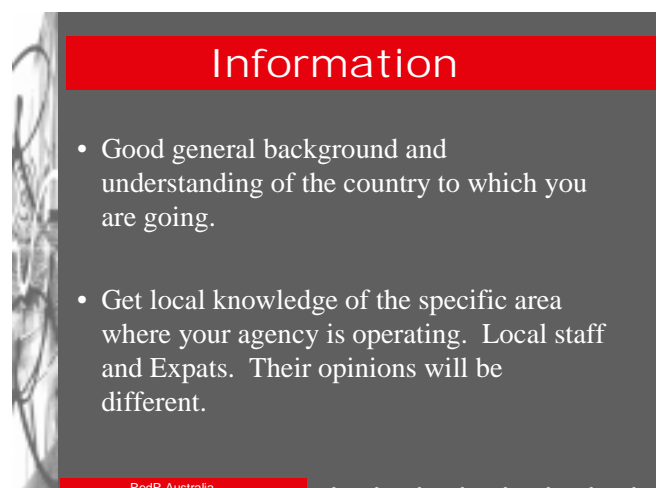
Information

Good security requires good, appropriate information, with understanding of general background of the country and a range of specific local and expatriate knowledge for where you will work.   Information can be shared with other agencies, but it should be done carefully for obvious security reasons.

Information

- Information is the key to good decision making.

- The more you know about something the better placed you are to make a decision.

- Security plans need to based on good information.

    RedR Australia

Information

- Good general background and understanding of the country to which you are going.

- Get local knowledge of the specific area where your agency is operating. Local staff and Expats. Their opinions will be different.

    RedR Australia

Information

- Share info with other agencies, but BE CAREFUL what information and with whom.

- Information is valuable treat as such.

- Do not undertake covert activities

RedR Australia

UN Security Phases

The United Nations and their activities will have an affect on your operations so it is a good idea to learn the five UN security phases and how they will affect you.

UN SECURITY PHASES

WHAT ARE THEY AND WHY SHOULD YOU CARE?

RedR Australia

Learn the UN Security Phases

Your itinerary is from Jakarta, to Aceh, to Irian Jaya, to Jakarta , then home. What does it mean to you?

Indonesia

14 February 2001

RedR Australia

UN Security Phases

1. *Precautionary:* Be on alert. Obtain security clearance before entering anywhere under a phase.

2. *Restricted Movement:* Higher alert. Remain home until otherwise instructed. Travel authorised only if considered essential by DO

3. *Relocation:* Evacuation of eligible dependants of internationally-recruited UN staff & consultants not essential to programme

4. *Emergency Operations:* All internationally-recruited UN staff & consultants (except those directly concerned with emergency, humanitarian relief operations or security matters) evacuated from country

5. *Evacuation:* All remaining internationally-recruited UN staff & consultants required to leave

RedR Australia

Security Field Preparedness

Security Field Preparedness

- Security Field Preparedness

RedR Australia

Security Field Preparedness
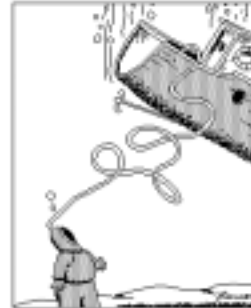
The objectives for the session are as follows:

Session Objectives

- To understand the elements in field preparedness
- To understand the elements of an evacuation plan.
- Personal preparation for evacuation.
- The importance of co-ordination for safe evacuation

Distinguishing between Security and Safety

Security and Safety

- Security = risks to staff and assets from intentional violence

- Safety = hazards such as vehicles accidents, natural or work related hazards and medical risks

- Safety Aware as well as Security Aware

Security and safety are two separate things. Security issues assume intent safety issues are those concerning incidents of an accidental nature. One needs to be *safety aware* as well as *security aware*.

Preparation

How many people are prepared right now to go into the field?   Preparation for going in to the field is very important, as are self-management and teamwork in the field.

Preparation

- Self Management
- Teamwork
- Preparedness

Self Management

- Conscious of the image you project
- Behaviour, manner and dress
- Routines
- Suspicious of unusual, risky or threatening
- Tact and diplomacy
- Management of anger
- Physical and mental management

Teamwork

- Mutual understanding and support
- Recognition of hierarchy, need for discipline at critical times
- Sharing of responsibilities
- Roles recognize – draw on strength & weaknesses
- Effective communication & sharing of security-related information

Preparation

- Taking advantage of training
- Security briefing – before going
- Self briefing
- Security briefing – before arrival at location and update
- Identifying specific threats in location
- Specialist briefing
- Keep updated
- Avoiding complacency

Situational Awareness

Situational awareness is the key to personal security and should include consideration of the following:

Situational Awareness

- The basis of good personal security is the practice of situational awareness.
- Take a good look at the local security situation.
- Ask questions…study the crime context / pattern analysis charts…observe.
- What you learn in that first evaluation becomes the "baseline" against which you will be able to make future judgments (and incident reports).
- What you learn will help in your selection of housing and planning of your off-duty activities. That ongoing collection of information from which you assess risks is called "situational awareness."

What is Situational Awareness?

- Of particular importance in assessing threat is your ability to develop local sources of information relating to matters affecting your personal safety.
- Information concerning the local political scene, civil unrest, crime, road hazards, driving dangers, etc, are all of vital interest to your well being and peaceful existence within a community.

What is Situational Awareness? (2)

- An awareness of your surroundings, your neighbors, and potential threats is the first step in reducing your vulnerability.
- The three main components of situational awareness are:
  - Know the Region's History
  - Know the Region's Culture
  - Build Community Relations

Evacuation

Not many of the organizations participating in the workshop presently have evacuation plans. The following are key points of how to develop evacuation plans.

Personal Evacuation Planning & Implementation

Evacuation Plans

- Are part of an overall security plan
- Framework for overall security plan can be provided by agency's security policy
- Should specify steps needed for PREP:
  - Preparation
  - Ready-to-roll concentration
  - Evacuation
  - Programme continuation

Typical Content of Plan

o Introduction
o Statement of Policy
o Core content
o Preparation
o Evacuation routes
o Administration
o Resources
o Checklist
o Alternatives

Golden rules of Evac. Plan

o Plan
o Include alternatives
o Those expected to use them should be involved or fully briefed
o Co-ordinate with other agencies
o Assign responsibilities
o Revision and updates

In terms of checklists for the evacuation plan, these should include where to go in the case of an evacuation, how to close the office, and the arrangements which have been made for national staff and international staff in such situations. Organizations need to develop strategies for dealing with these elements *in advance* **of any evacuation**.

Checklists

o Concentration site
o Closure of office
o Arrangements for national staff
o Arrangements for international staff
  • Those leaving
  • Those staying

Personal Evacuation Planning

o Understand the evacuation plan
o Familiarize your self with the details of the plan
o Visit the evacuation area/s – concentration point, evacuation routes – without compromising the plan
o Prepare for your evacuation

GROUP WORK

Imagine you are in the field and about to be evacuated: what will you take with you in the evaluation?

Group Work

In your group:
o Prepare a list of items to be taken with you in an evacuation

o 15 minutes
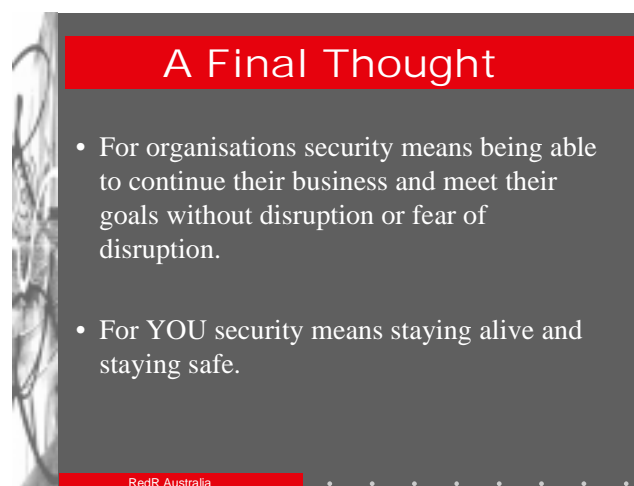
Sample Results

- medical kits - documents (contact lists, personal & organizational information) - money - batteries, radio, satellite phone (communication) - food and water - flashlight and maps	- passport - money - communication devices - documents - water - chocolate - medicine - gas - matches	- glasses - contact lenses - necessary food and drink - warm clothes - precious goods - portable stove - computer media - personal belongings - organizational emblem

FINAL THOUGHT

A Final Thought

- For organisations security means being able to continue their business and meet their goals without disruption or fear of disruption.

- For YOU security means staying alive and staying safe.

RedR Australia

Further Reading

Materials on the UN Security Phases and related security issues
Available online at http://www.reliefweb.int/library/documents/security.pdf

2004-2005 RedR Australia Training Programs
Available online at http://www.redr.org/australia/training/programme.htm

Participants' Comments

"It was exactly what I needed to know because my organization is going into the field soon"

"I have the feeling that I learned an entirely new way of viewing NGO projects."

"I realized that Japanese NGOs are very behind in this field.   Rather than theory, concrete skills need to be developed, including how to read maps, choose hotel rooms, manage stress and so on."

"The concept of Defence in Depth, the Risk Matrix security strategy, Acceptance, Protection, Defence, and Security Plan contents (especially weapons) were very useful."

"Just listening to the lecture, I realized how painfully unaware we are of security situations and dangers."

NGO-Security Institution Cooperation in the Peacebuilding Sector
Professor Kenji Isezaki
Rikkyo University
Wednesday 17th November 2004

MAIN PRESENTATION

The presentation covers three conflict zones: Sierra Leone, East Timor and Afghanistan. Despite the ordering in the figure below, we will discuss East Timor first, then Sierra Leone, and finally Afghanistan. The following figure shows different situations which existed in each of the three countries: before the conflict, during the conflict, during the time when the international community entered into the conflict to try to enforce peace, the post-conflict situation where there is peacekeeping and peacebuilding, and an idea of what could happen after.

It is key to note that an *election* is a key political milestone in post-conflict countries, and is something that has taken place in Sierra Leone, East Timor and Afghanistan
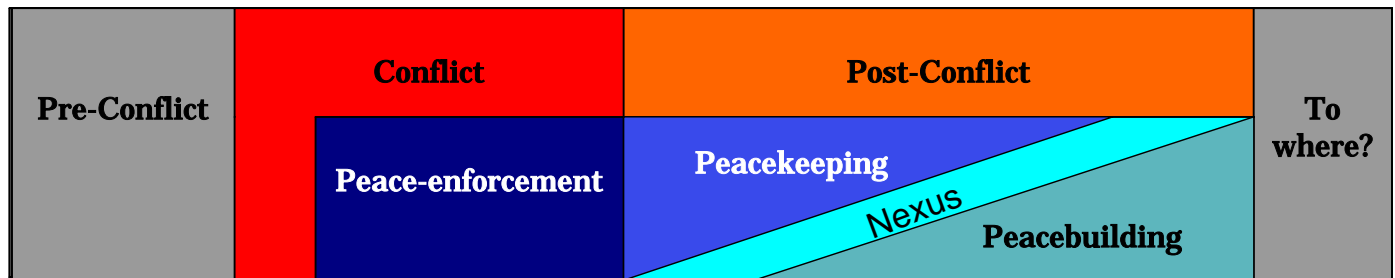
Sierra Leone   Theme: Countries Deserving Loan Aids and their Internal Conflict

•Corruption, Anarchy •One party rule •Diamond deal •War in Liberia	•Coup d'état, RUF (Revolutionary United Front) emerged •Violated Cease-fire & Peace accords •Intervention of ECOMOG British, Private Military Companies	•UNAMSIL starts •Disarmament & Demobilization (DD) starts	•DD completed •General Election	•Special Court •Truth & Reconciliation Commission	•UNAMSIL phase-out

East Timor (Theme: New Born Countries and Their Transition to Development Phase

•Indonesian Rule •Independence movement •UNAMET starts •Referendum	•Voted for Independence •Mass destruction by Pro-Indonesian Militias •INTERFET deployed	•UNTAET starts •PKF deployed	•ET Transitional Admin •General Election	•Independence •RDTL established •UNAMISET starts	•Trust Fund ends •UNAMSET ends

Afghanistan   Theme: Feasibility of Regional Cooperation in Peacebuilding

•Age of Warlords •Soviet invasion •Taliban-Al kaida	•Taliban vs Northern Alliance + US,UK •Bonn Accord & Transitional Administration •UNAMA ISAF starts •Loya Girga	•DD possible •General Election			

East Timor

In post-conflict East Timor, the United Nations ran the government and was criticized by some groups and countries of setting up another GHQ.   This was an unusual situation and one that is not likely to happen again in the near future.

> East Timor
>
>
> UN ran the Government…
> Another GHQ?

The following are maps of East Timor: the left map shows the country in relation to the rest of the Pacific and on the right there is a detailed map of East Timor showing the capital city, Dili.

As of March 2002, the United Nations Transitional Administration in East Timor (UNTAET) consisted of the following elements:

> **UNTAET**
> UN Transitional Administration in ET
>
> - PKF   7,687
> - Milobs   118
> - CIVPOL   1,288
> - Civilian   737
> (as of Mar 2002)

It was a dream that East Timor would be a non-military nation; and many people would agree that such a small country (a population of only 800,000) has no need for an army. It was hoped that the border with Indonesia could be demilitarized at the end of the peacebuilding initiatives. However, people still have suspicions and are still afraid of Indonesia, therefore, an army has been created and is expanding.

It is important to protect the safety of NGO personnel and other humanitarian aid workers. Consider the following table concerning the fatality of humanitarian aid workers during emergency or post-emergency transitional periods (excluding UN peacekeepers).

Fatality of Humanitarian Aid Workers during an emergency or post-emergency transitional period (excl. UN peacekeepers)

Yr	Vehicle or Convoy Ambush	Stationary Attack	Anti-aircraft attack	Aerial Bombing	Landmine	Transport Accident	Total
2001	10	8	1	4	4	12	39
2000	29	12	-	2	5	-	48
1999	15	12	9	1	-	27	64
1998	13	11	14	3	1	8	50
1997	14	12	-	-	-	22	48
Total	81	55	24	10	10	69	249

15 January 2002 Dennis King UNOCHA

- 74% were local staff.
- 59% were worked for or on behalf of NGOs, while the rest were employed or under contract to UN agencies.
- The number of local and/or NGO fatalities is probably higher.

United Nations

The following slide shows UN responsibilities, including Memoranda of Understanding (MoU) to establish a framework for a security relationship between UN organizations and their NGO implementing partners (UNSECOORD 1996), and reports on the safety and security of UN personnel.

What UN does?

- **MoU** to establish a framework for a security relationship between UN organizations and their NGO implementing partners, UNSECOORD 1996
- SG's report to GA "Safety and security of UN personnel" Oct 2000
- SG's report to GA "Safety and security of humanitarian personnel and protection of UN personnel" Sep 2001

The United Nations has a system but there are a number of problematic issues involved. The following are some of the key issues: NGO independence, the low status of local staff, and bills.

Sierra Leone

DDR was a key program in peacebuilding in Sierra Leone, and will be discussed here in detail. Before we get to that, I would like to show you the transcript of a *BBC: Focus on Africa* radio program, which was broadcast sometime after the 9-11 incidents. A woman from Freetown in Sierra Leone phoned in to the show and suggested that US President Bush appoint Osama bin Laden to the Vice-Presidency of the United States, as a solution to the war against terror. When asked why, the woman answered that the US-brokered Sierra Leone peace agreement appointed Foday Sankoh (the enemy of the government who ordered children's limbs to be chopped off, and the massacre of thousands) as the vice-president of Sierra Leone. As a result of this peace deal, DDR took place in Sierra Leone.

The following is a map of the African continent, showing Sierra Leone in Western Africa next to Liberia, Guinea and Cote d'Ivoire.

The pictures below show some key scenes and figures in Sierra Leone's history, including Foday Sankoh, Charles Taylor (former president of Liberia and patron of the RUF), and President Kabbah.

This is Freetown, the capital city of Sierra Leone.

Professor Isezaki's Plan International office in Sierra Leone and a key target for the RUF.

This man was a Commander with the CDF (pro-government militia fighting the RUF).

When we started DDR, Sierra Leone was split into two: one part surrounded Freetown and was controlled by the government, and the other was the border areas, including mining areas controlled by the RUF.

UNAMSIL (UN Mission in Sierra Leone) was the biggest mission organized to date by the United Nations.   The following is the composition of UNAMSIL as of December 2001.

UN Mission in Sierra Leone

- PKF   17,105
- Milobs   261
- CIVPOL   54
- Civlian   291
 (as of Dec   )

Disarmament, Demobilization and Reintegration

<u>D D R</u>

Disarmament, Demobilization & Reintegration

Precondition to Democratic Process

- Disarmament is the collection of guns
- Demobilization is the destruction of military structure
- Reintegration is to reintegrate ex-soldiers into civil society in such a way that they do not pick up guns again.

The slide below gives a brief overview of the basic facts of DDR in Sierra Leone.

DDR in Sierra Leone

<u>Basic Facts</u>
- Sep 1998   1st phase DDR(ECOMOG & UNDP)
                   Interrupted, rebels attack on Freetown
- 7 July 1999   Lome Peace Accord
- Oct 1999   UNAMSIL established
- Beginning 2000   2nd phase DDR (UNAMSIL ECOMOG)
- Apr/May 2000   UN Troops abducted, RUF attacked Freetown
- 10 Nov 2000   Abuja Ceasefire Agreement
- 15 May 2001   DDR Accord

- Final phase of DDR started on 18 May 2001, targeting **28,000 combatants (15,000 RUF, 13,000 CDF)**
- Disarmament & Demobilization completed on 18 Jan 2002 with **48,000+ combatants (22.500 RUF…..)**

The following are various photos of elements of DDR projects in Sierra Leone:

In many cases, projects such as DDR lead to other "moral hazards" in society, because it looks like those who were involved in war crimes are rewarded with money and education, while those who were victims are left in poverty.   These are crucial issues which must be considered in projects such as these.

The criteria for disarmament are as follows:

DDR in Sierra Leone

Disarmament Criteria
- Group enrollment
- Weapon/Combatant ratio
  - Individual weapon (2:3)
  - Group weapon (1:8 - 1:2)
- Serviceability
- Weapon handling

DDR in Sierra Leone

- Reintegration Package
  - Reinsertion Benefit $ 150 upon registration for Reintegration Opportunities
  - Reintegration Opportunity: 4-6 months Formal Education/Vocational Training

An outline of the reintegration package offered to former combatants is shown above

War Don Don

"War is over"

An outline of the controversial Lome Accord is shown below.

Lome Accord 7 July 1999

**PART THREE
ARTICLE IX
PARDON AND AMNESTY**

1. In order to bring lasting peace to Sierra Leone, the Government of Sierra Leone shall take appropriate legal steps to <u>grant Corporal Foday Sankoh absolute and free pardon.</u>
2. After the signing of the present Agreement, the Government of Sierra Leone shall also <u>grant absolute and free pardon and reprieve to all combatants and collaborators in respect of anything done by them in pursuit of their objectives,</u> up to the time of the signing of the present Agreement.

Lome Accord 7 July 1999

**PART TWO
ARTICLE III
TRANSFORMATION OF THE RUF/SL INTO A POLITICAL PARTY**

1. The Government of Sierra Leone shall accord every facility to <u>the RUF/SL to transform itself into a political party</u> and enter the mainstream of the democratic process. To that end:
2. Immediately upon the signing of the present Agreement, the RUF/SL shall commence to organize itself to function as a political movement, with the rights, privileges and duties accorded to all political parties in Sierra Leone. These include the <u>freedom to publish, unhindered access to the media, freedom of association, freedom of expression, freedom of assembly, and the right to mobilize and associate freely</u>.

There are a number of issues that arose from the Sierra Leone experience. These are summarized below:

Issues arising SL experience 1

1. DDR vs Post-war Election
2. Lack of Service Providers for Reintegration
   Opportunities : Safety of NGOs
3. "Success of Disarmament"
   - Total quantity?
   - Intelligence on Weapon Cache?
   - Cross-border movement of weapon?
4. "Post" DDR - Disarmament
   - Combat Weapon / Domestic Weapon
5. Huge deterrence force vs PMC

## Issues arising SL experience 2

1. Peace or Justice?

   - Amnesty at whose cost
   - Post-conflict Pluralism

2. All weapons are Russian or her patented
   (even made in *China*)

   - SC's role
   - Fungibility in SC member states??

The following table shows an outline of the activities, examples and main users of private military and security companies:

TABLE 1: Activities, examples and users of private military and security companies

Activities and services provided	Examples of Companies	Main Users of Services
Combat and Operational Support	Executive Outcomes, Sandline International, Gurkha Security Guards	Governments
Military Advice and Training	DSL, MPRI, Silver Shadow, Levdan, Vinnel, BDM	Governments
Arms Procurement	Executive Outcomes, Sandline International, Levdan	Governments
Intelligence gathering	Control Risk Group, Kroll, Saladin, DynCorp.	Governments, Multi-National Companies
Security and Crime Prevention Services	DSL, Lifeguard, Group 4, Control Risk Group, Gurkha Security Guards, Gray Security, Coin Security	Multi-National Companies, Humanitarian Agencies
Logistical Support	Brown & Root, DynCorp, Pacific Architects and Engineers (PAE)	Peacekeeping organisations, Humanitarian Agencies

Private Military Companies: Options for Regulation
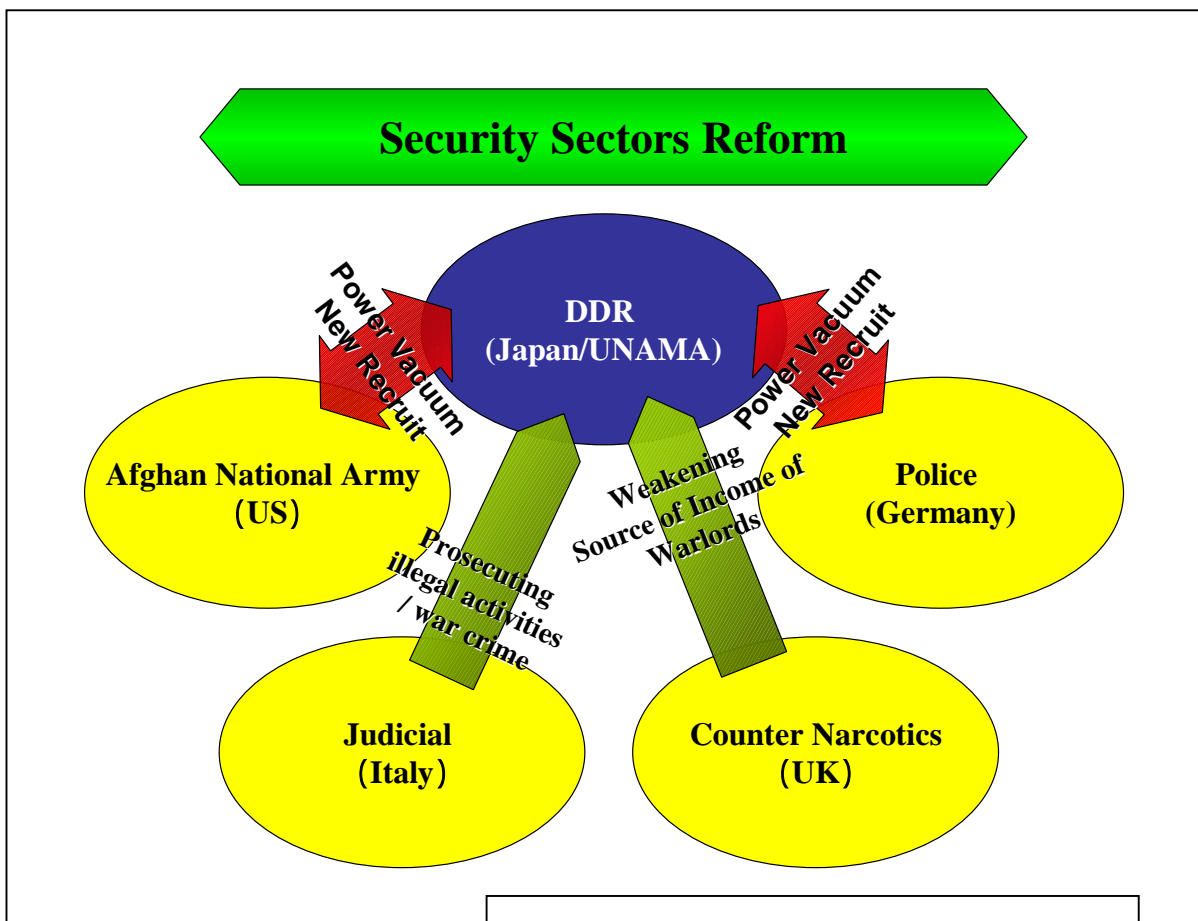Green Paper, the House of Commons, UK

Afghanistan

Afghanistan

Peace with war
UN with "light footprints"
DDR led by Japan??
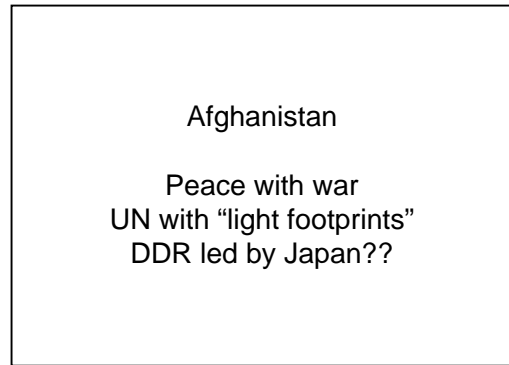
The following diagram gives an overview of which countries are in charge of reforming specific security sectors in Afghanistan.

Security Sectors Reform

DDR
(Japan/UNAMA)

Power Vacuum
New Recruit

Power Vacuum
New Recruit

Weakening
Source of Income of
Warlords

Prosecuting
illegal activities
/ war crime

Afghan National Army
US

Police
(Germany)

Judicial
Italy

Counter Narcotics
UK

Objectives of DDR

• Disarm, demobilize and reintegrate estimated 100,000 Active Security Personnel (AMF)

• Reorganize national military structure by dismantling all military units to form a single Afghan National Army (ANA)

• Pave the way for free and fair election

The overall objectives of the DDR program in Afghanistan are shown at right.
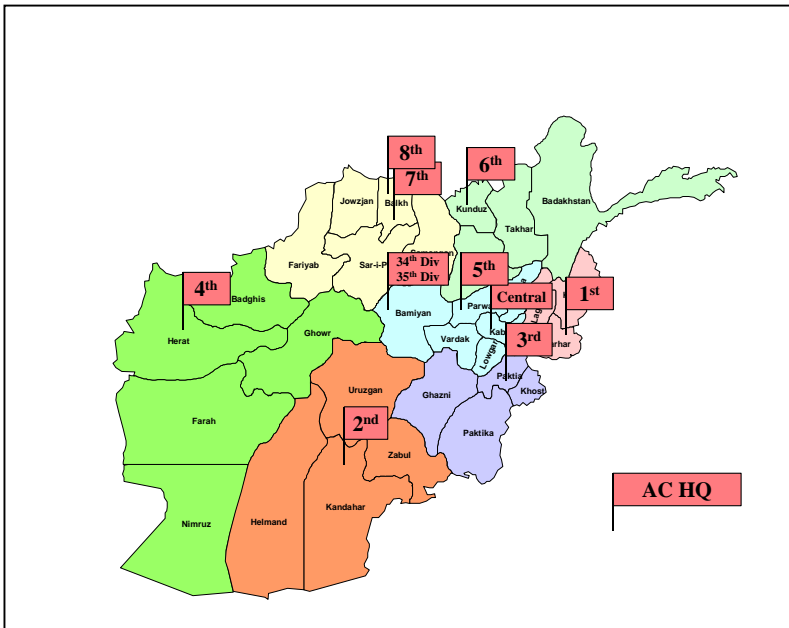
At left is a map showing the current army corps headquarters in Afghanistan. One army corps represents one major warlord in the country.

Within the DDR program, first a survey had to be conducted by the Afghanistan Ministry of Defense in key areas to find out the situation on the ground.
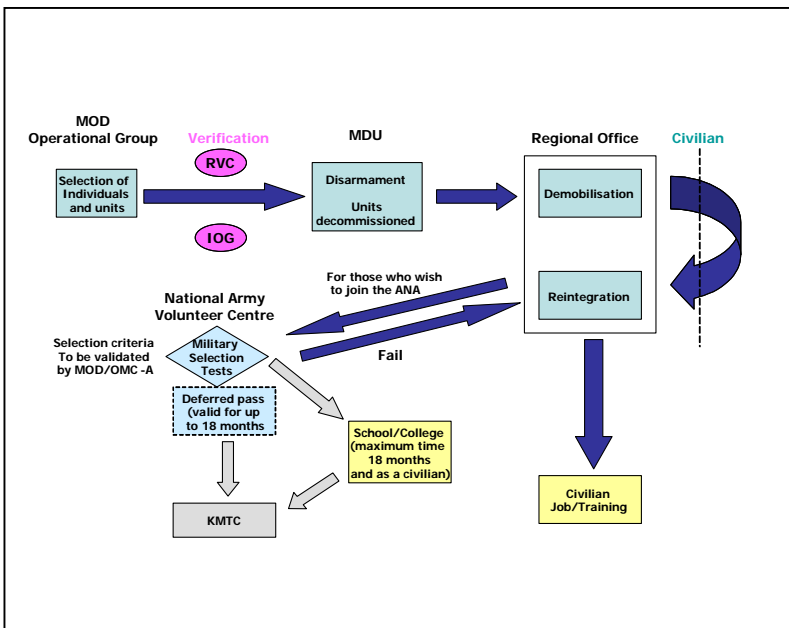
An overview of the process is shown here, from the formation of the Ministry of Defense's Operational Groups.
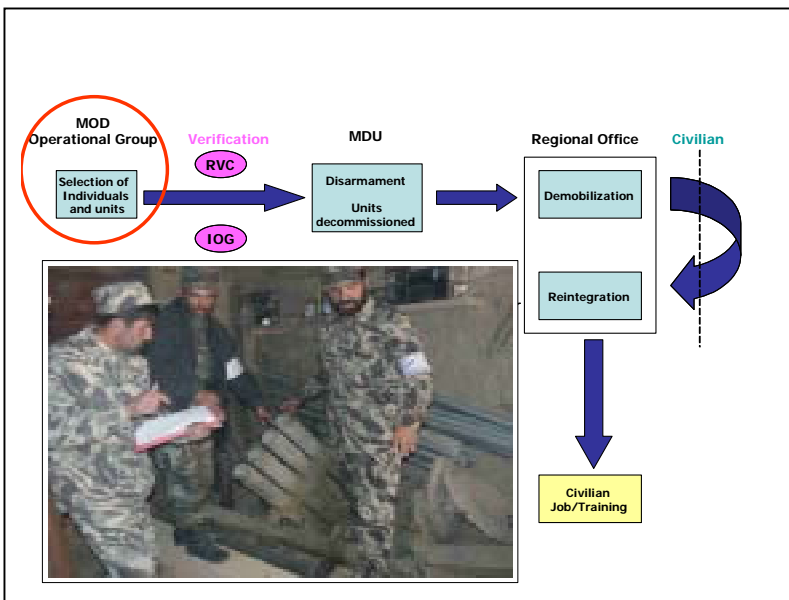
These operational groups conduct the surveys for heavy weapons, make a list of soldiers to be disarmed, and then the disarmament process will start.
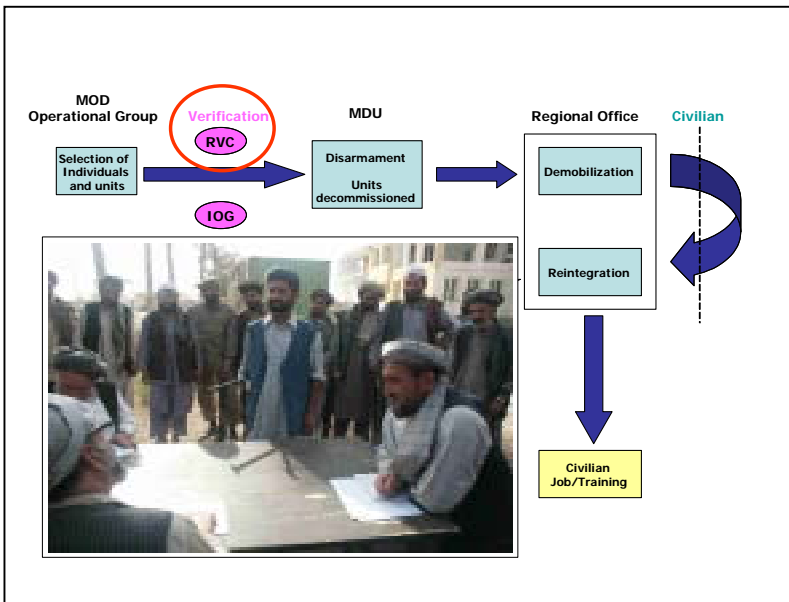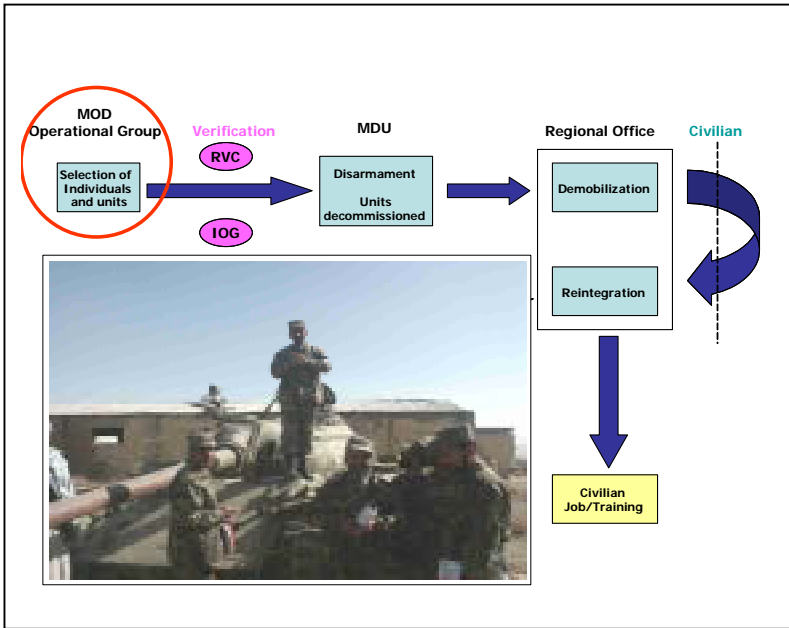
The elders in each community have to conduct detailed verification of those claiming to be combatants. The RVC (Regional Verification Committee) conducts these surveys.

The Mobile Disarmament Unit (MDU) is sent by the Afghan New Beginnings Program (ANBP) to register each case and begin disarmament (decommissioning units).
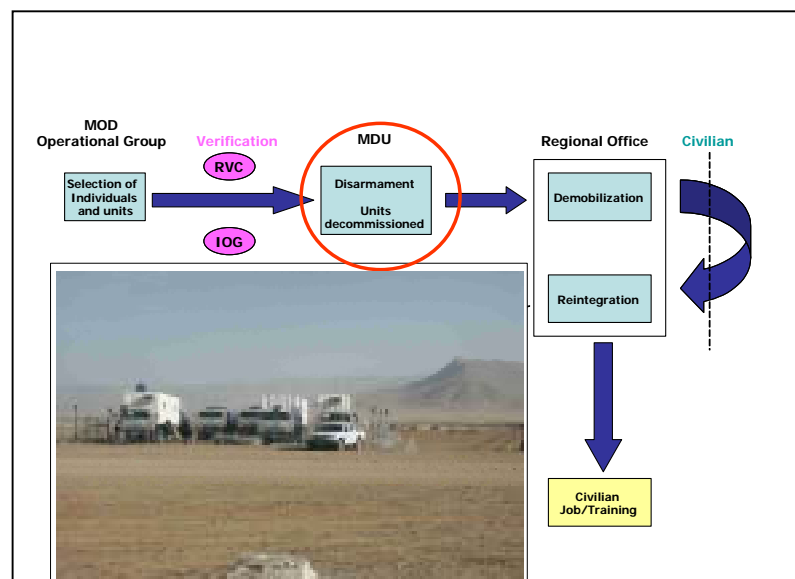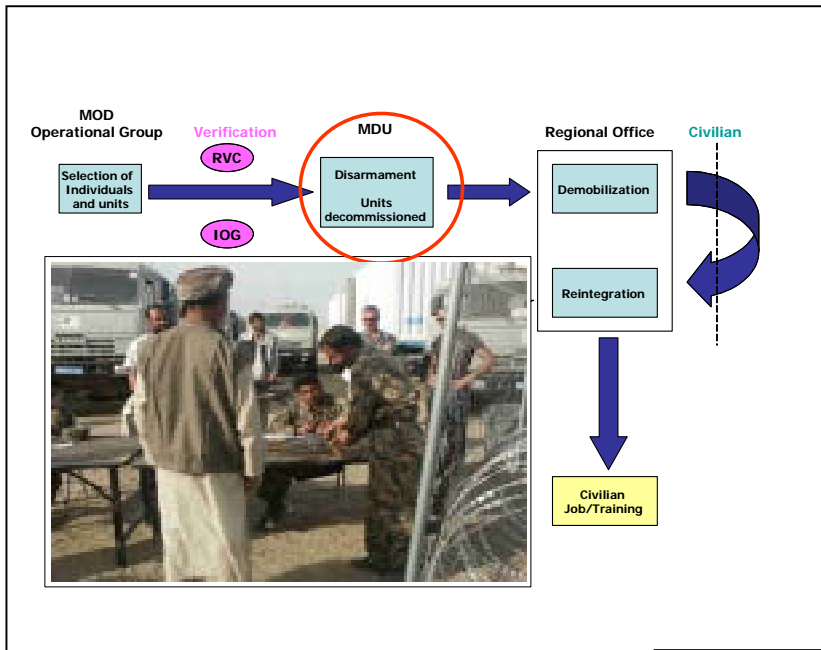
Demobilization and Reintegration are conducted by the Regional Office. Each region will have an office for Reintegration. The office will give orientation to disarmed soldiers and individual consultation on civilian life.
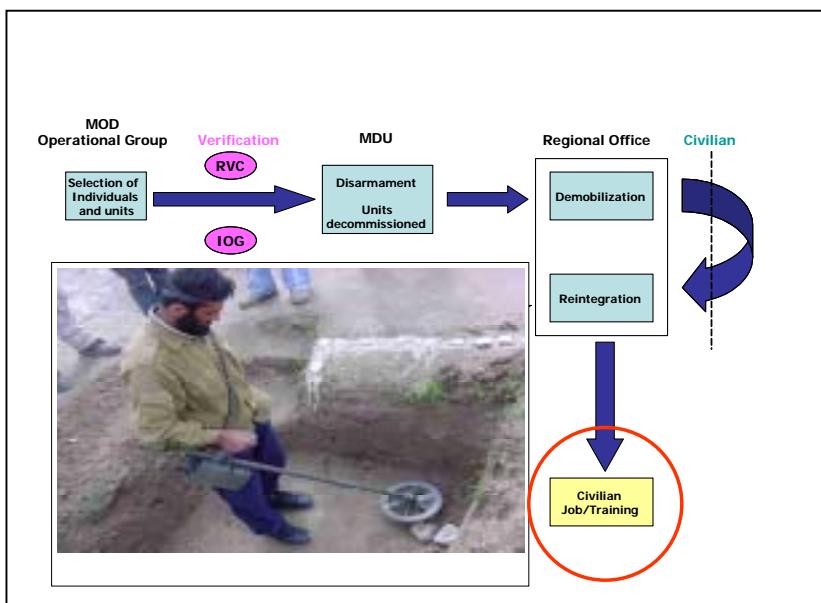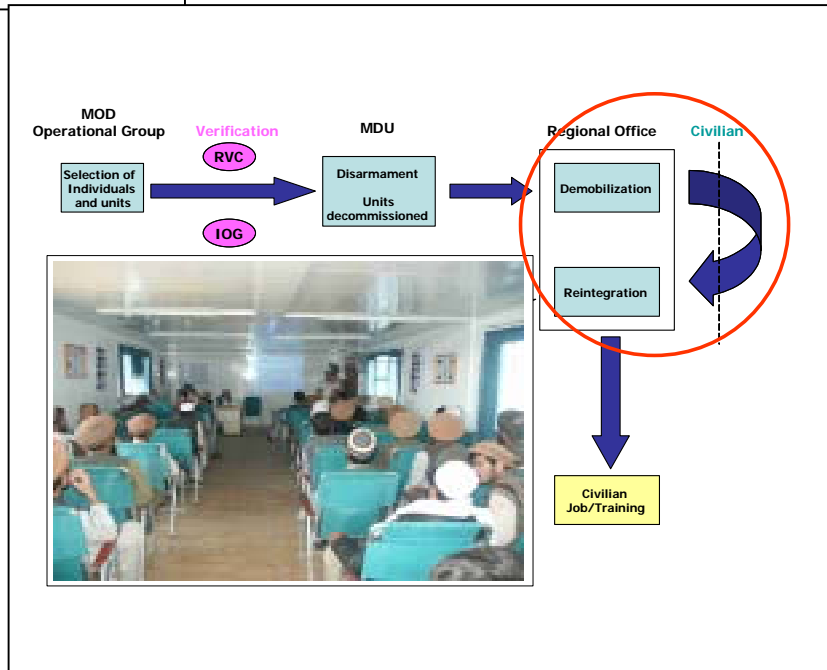
There are several programs, including agriculture, vocational training, construction work for public buildings etc.

MOD Operational Group

Selection of Individuals and units

Verification
RVC
IOG

MDU
Disarmament
Units decommissioned

Regional Office
Demobilization
Reintegration

Civilian

For those who wish to join the ANA

National Army Volunteer Centre

Selection criteria To be validated by MOD/OMC -A

Military Selection Tests

Fail

Deferred pass (valid for up to 18 months)
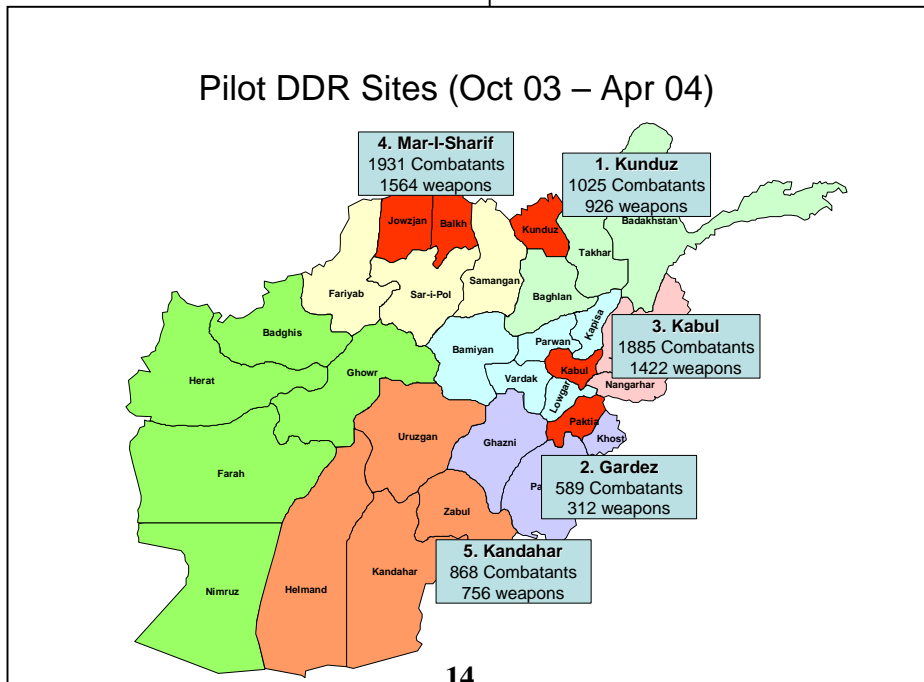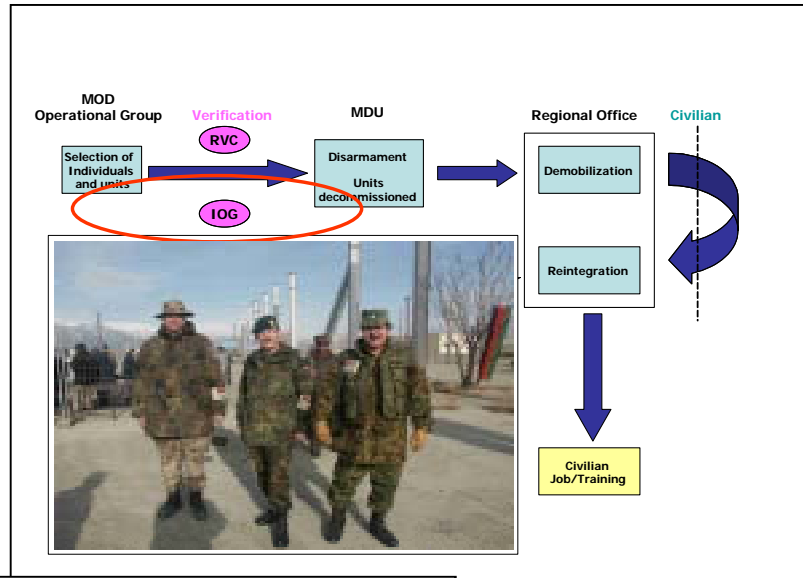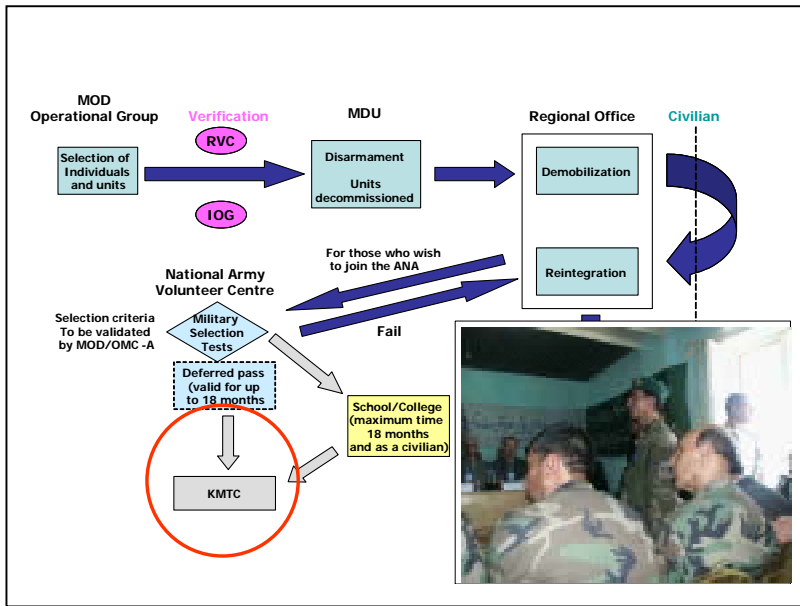
School/College (maximum time 18 months and as a civilian)

KMTC

MOD Operational Group

Selection of Individuals and units

Verification
RVC
IOG

MDU
Disarmament
Units decommissioned

Regional Office
Demobilization
Reintegration

Civilian

Civilian Job/Training

Pilot DDR Sites (Oct 03 – Apr 04)

4. Mar-I-Sharif
1931 Combatants
1564 weapons

1. Kunduz
1025 Combatants
926 weapons

3. Kabul
1885 Combatants
1422 weapons

2. Gardez
589 Combatants
312 weapons

5. Kandahar
868 Combatants
756 weapons

Jowzjan, Balkh, Kunduz, Badakhstan, Takhar, Fariyab, Sar-i-Pol, Samangan, Baghlan, Badghis, Bamiyan, Parwan, Kapisa, Herat, Ghowr, Vardak, Kabul, Nangarhar, Lowgar, Paktia, Khost, Uruzgan, Ghazni, Farah, Zabul, Pa, Nimruz, Helmand, Kandahar

14

Lessons learned from the pilot DDR projects are summarized below.

Lessons Learnt from Pilot
- Is Military Structure dismantled?

Wider CBM

Lessons Learnt from Pilot
- Real target?

Lessons Learnt from Pilot

- Anxious professional & Jihadi commanders

Lessons Learnt from Pilot
- Security Vacuum created by Disarmament

Retain Residual Force

Lessons Learnt from Pilot
- Warlords in collaboration with the Coalition

Retain Afghan Guard Force for war fighting

Lessons Learnt from Pilot
- Still lack of political will

Lessons Learnt from Pilot
- Can the Capital set an example?

Challenge still continues….
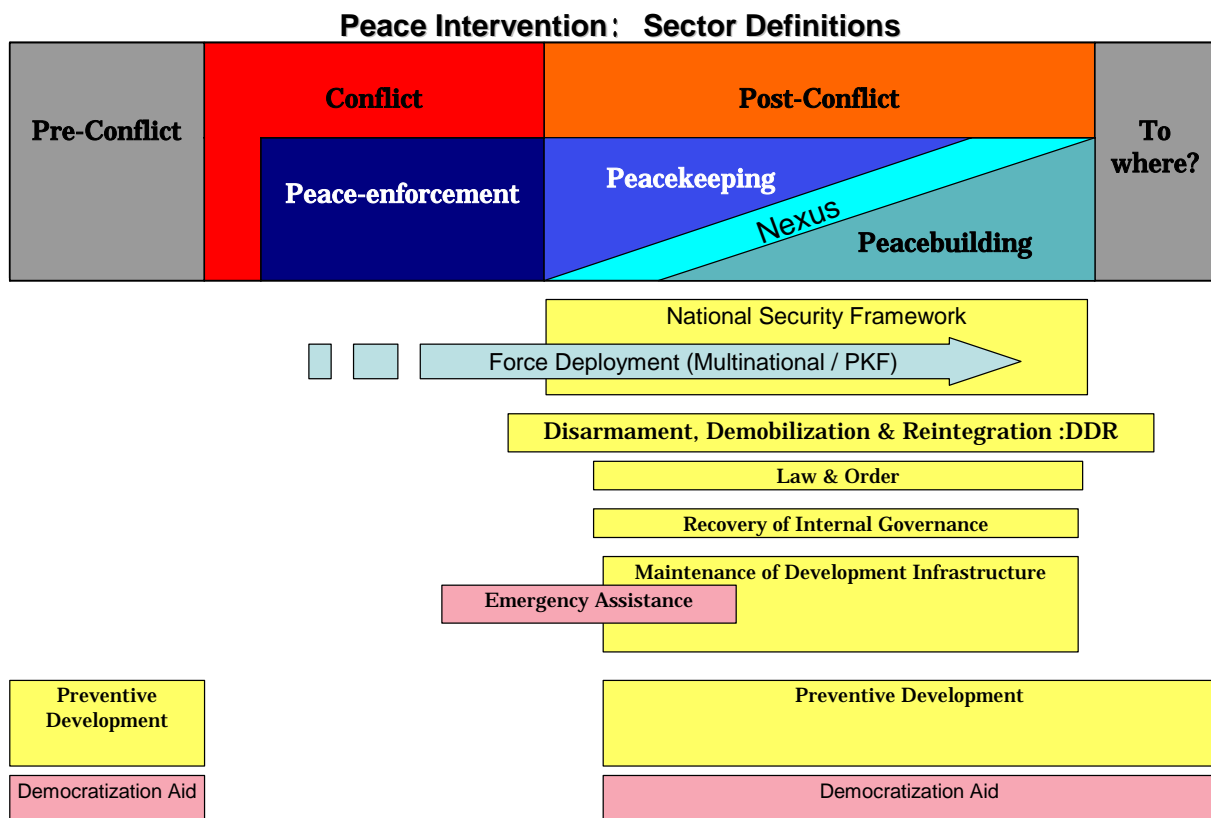
1. Achieved something for Presidential Election?
   - Working under US politics…
   - Unproven "Free & Fair"
   - Low awareness of Civil Society
2. Time Bounds ? Or Benchmark Bounds ?
   - Can the election be postponed?
3. Room for reconciling with Taliban?
   - Why not?

Different elements of peace intervention in stages of conflict are detailed below in turn.

Peace Intervention   Sector Definitions

Pre-Conflict	Conflict	Post-Conflict	To where?
	Peace-enforcement	Peacekeeping / Nexus / Peacebuilding	

National Security Framework

Force Deployment (Multinational / PKF)

Disarmament, Demobilization & Reintegration :DDR

Law & Order

Recovery of Internal Governance

Maintenance of Development Infrastructure

Emergency Assistance

Preventive Development

Preventive Development

Democratization Aid

Democratization Aid

Peace Intervention : National Security Framework

Pre-Conflict	Conflict	Post-Conflict	To where?
	Peace-enforcement	Peacekeeping / Nexus / Peacebuilding	

National Security Framework

Force Deployment (Multinational / PKF)

Disarmament Demobilization

Handing over

National Army Development

National Army Deployment

External Threat Analysis

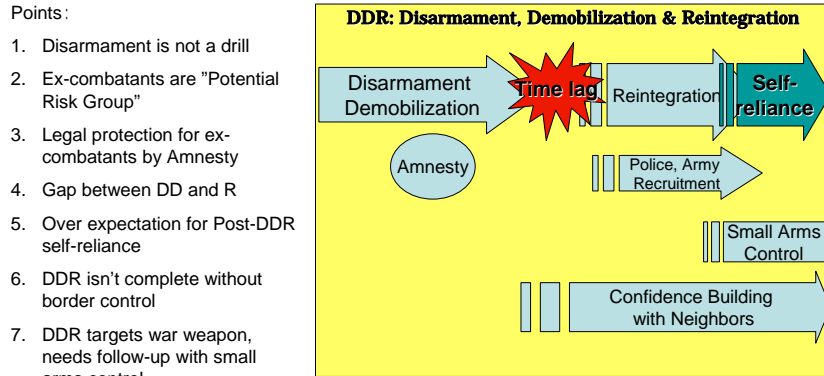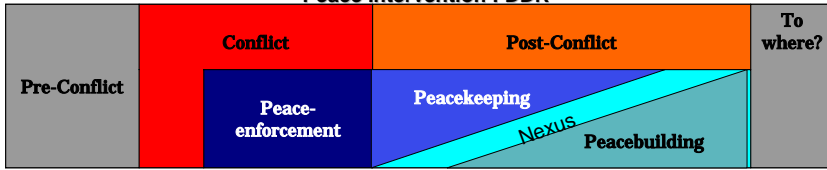Confidence Building with Neighbors
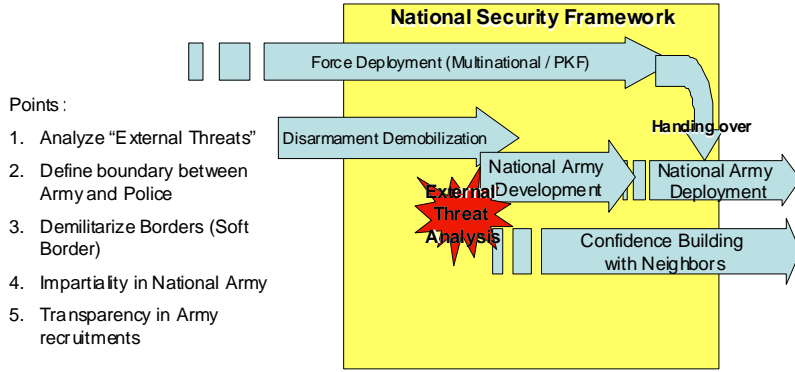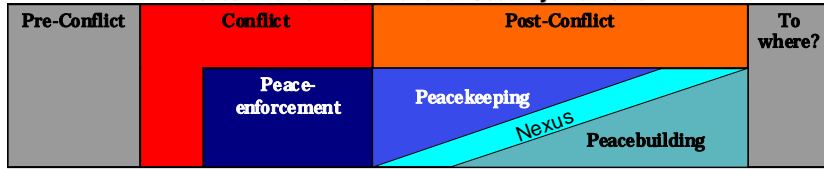
Points

1. Analyze "External Threats"
2. Define boundary between Army and Police
3. Demilitarize Borders (Soft Border)
4. Impartiality in National Army
5. Transparency in Army recruitments

Peace Intervention : Law & Order

Pre-Conflict	Conflict	Post-Conflict	To where?
	Peace-enforcement	Peacekeeping / Nexus / Peacebuilding	

Law & Order

Human Rights Watch

Police Development

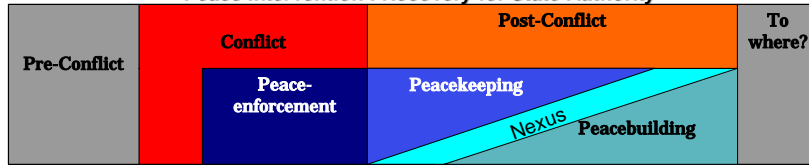Time lag — Judicial Infrastructure

Time lag — Reconciliation
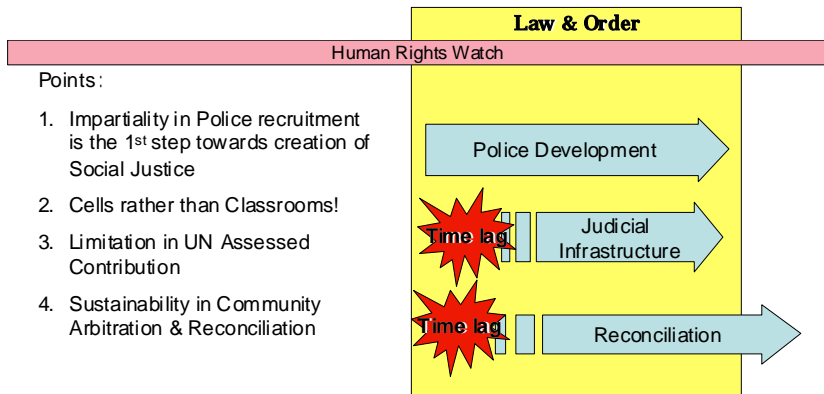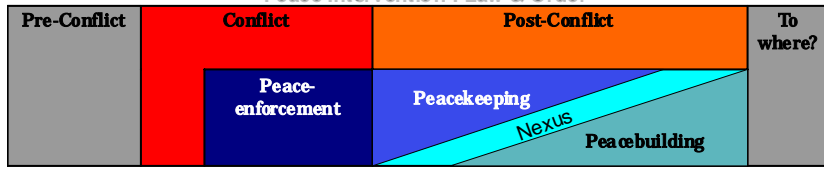
Points

1. Impartiality in Police recruitment is the 1st step towards creation of Social Justice
2. Cells rather than Classrooms!
3. Limitation in UN Assessed Contribution
4. Sustainability in Community Arbitration & Reconciliation

Peace Intervention : DDR

Pre-Conflict	Conflict	Post-Conflict	To where?
	Peace-enforcement	Peacekeeping / Nexus / Peacebuilding	

DDR: Disarmament, Demobilization & Reintegration

Disarmament Demobilization

Time lag — Reintegration — Self-reliance

Amnesty

Police, Army Recruitment
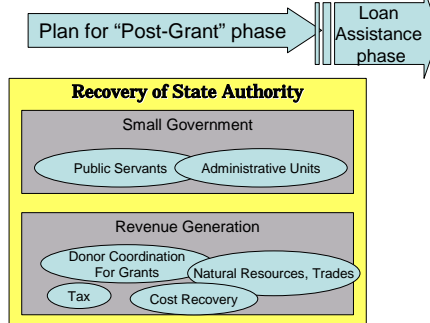
Small Arms Control

Confidence Building with Neighbors

Points

1. Disarmament is not a drill
2. Ex-combatants are "Potential Risk Group"
3. Legal protection for ex-combatants by Amnesty
4. Gap between DD and R
5. Over expectation for Post-DDR self-reliance
6. DDR isn't complete without border control
7. DDR targets war weapon, needs follow-up with small arms control
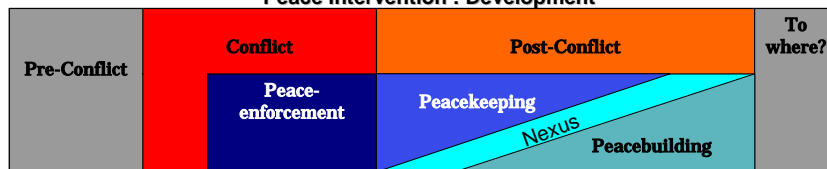
Peace Intervention : Recovery for State Authority

Pre-Conflict	Conflict	Post-Conflict	To where?
	Peace-enforcement	Peacekeeping / Nexus / Peacebuilding	

Points

1. Recovery of State Authority starts from Day1 in post-conflict

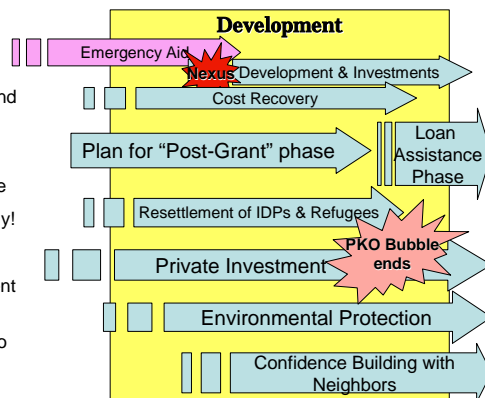2. How to divide a nation?

3. Make National Personnel Authority ASAP!

Plan for "Post-Grant" phase → Loan Assistance phase

Recovery of State Authority

Small Government
- Public Servants
- Administrative Units

Revenue Generation
- Donor Coordination For Grants
- Natural Resources, Trades
- Tax
- Cost Recovery

Peace Intervention : Development

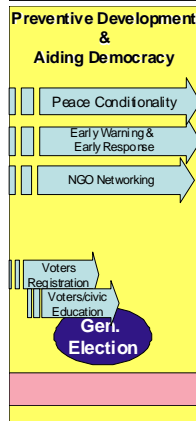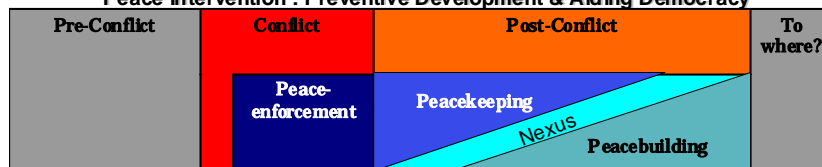| Pre-Conflict	Conflict	Post-Conflict	To where?
	Peace-enforcement	Peacekeeping / Nexus / Peacebuilding	

Points

1. Cost Recovery is the 1st step towards creation of Tax-payers mind

2. Land tenure reform ASAP! : bottleneck for private investments

3. Recover "Trust" with Micro-Finance

4. Don't discourage Informal Economy!

5. Deal with "PKO Bubble"!

6. Recovery at the cost of Environment

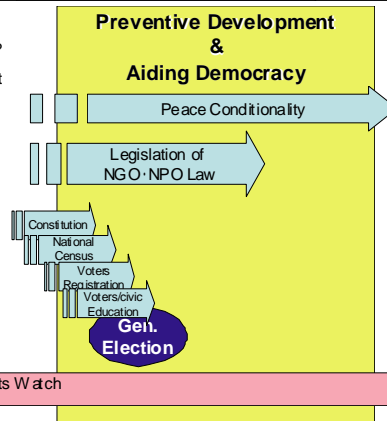7. Regional cooperation: Economic Recovery and Regional Security go together

Development

Emergency Aid

Nexus Development & Investments

Cost Recovery

Plan for "Post-Grant" phase → Loan Assistance Phase

Resettlement of IDPs & Refugees

Private Investment — PKO Bubble ends

Environmental Protection

Confidence Building with Neighbors

Peace Intervention : Preventive Development & Aiding Democracy

Pre-Conflict	Conflict	Post-Conflict	To where?
	Peace-enforcement	Peacekeeping / Nexus / Peacebuilding	

Preventive Development & Aiding Democracy
- Peace Conditionality
- Early Warning & Early Response
- NGO Networking
- Voters Registration
- Voters/civic Education
- Gen. Election

Points

1. Can ODA trigger Conflict?

2. Political Pluralism, to what extent?

3. Peace Conditionality vs Peace Dividend

Preventive Development & Aiding Democracy
- Peace Conditionality
- Legislation of NGO NPO Law
- Constitution
- National Census
- Voters Registration
- Voters/civic Education
- Gen. Election

Human Rights Watch

CONCLUSION

What do you do when you are conducting peace intervention and your own government is part of the conflict? This makes you part of the conflict and it makes it difficult to be neutral in the eyes of the local community. How do you make people believe in your neutrality? If you are being financed by the government, are you really working for a Non Governmental Organization (NGO)? These are very complex and important questions, particularly when working in countries like Afghanistan.

when your biggest partner or your own government is the part of the conflict…….

How to appeal your neutrality?
Are you really Non-Government?

How do we define post-war pluralism?

How to define Post-war Pluralism?

After all, whom are you make peace with?

It is important, as civil society, to have a strong awareness and clear definition of political pluralism.

To what extent do we include the enemy in the peace process? We have to think of the whole picture; after all, whom are we making peace with?

Participants' Comments

Good focus on case studies and details. Contemporary issues were laid out in depth.

Very informative on practical / field knowledge. Appreciate his willingness to share.

As I work in post-conflict countries, security issues will become more relevant

Summary Session

Ms. Eva-Torill Jacobsen
Head of Save the Children Norway Emergency Standby Team
Wednesday 17th November 2004

INTRODUCTORY COMMENTS

Theme of the Final Session: The Role of Japanese NGOs in Peacebuilding Assistance

The overall goal for this session must be that *Japanese NGOs shall play a role in complex emergencies, ongoing conflict, and post-conflict situations in a way that contributes to building peace (in the relevant context)*

MAIN SESSION

Participants chose one theme from the following three options, which they would like to discuss in detail:

1. What can we (Japanese NGOs) do in practical terms to improve our strategic work in peacebuilding assistance?
   - Where we want to go and how to achieve our goals
   - Can involve fieldwork and/or funding

2. What can we do in practical terms to improve the peacebuilding components in our operational work?
   - How to build peacebuilding components in the field

3. What can we (Japanese NGOs) do in practical terms to improve the way we perform in the field, both on organizational level and on staff/personal level?
   - Improving performance on organizational and personal levels
   - Including codes of conduct etc.

Participants were split into six groups according to the topics they chose, two groups discussing each topic.   In groups, participants:

- Discussed the themes selected and defined a minimum of three practical steps to create a strategic action plan of how to improve their strategic work; improve their operational work, or improve the way they perform personally and organizationally in the field.
- Wrote up their action plans, displayed them, and then walked around and discussed them with each other.

Sample of Results

What can we (Japanese NGOs) do in practical terms to improve our strategic work in peacebuilding assistance?   **Objectives:** positively influence the Japanese policy environment; identify niches; achieve clear results and effectiveness.   **Activities:** enhanced networking; conduct advocacy and research; increase monitoring and evaluation; start a Working Group on structural issues (including Japanese NGOs and Codes of Conduct); engage with the media and decision makers; address root causes of conflict.

What can we do in practical terms to improve the peacebuilding components in our operational work?

Short Comments by Participants

The participants were asked to write short comments concerning the workshop, further suggestions, and ideas for future workshops, to share with the rest of the participants. A sample of these follows:

It was a great mixture of people of various backgrounds and experience which led to community-building and encouragement to	My abilities are much improved through this workshop. This workshop will change my field activities dramatically.

continue working in and on conflict.	
I learned conceptual and practical aspects of peacebuilding assistance; it was an eye-opening workshop and I enjoyed it very much.	There was so much information about NGOs' peacebuilding and humanitarian assistance in emergency situations; a precious experience.
I would now like to know some features/traits particular to the Japanese in peacebuilding.	There was good networking with many experienced people.
We need to build more bilateral bridges between NGOs for policy-level arguments and practical operations.	I am motivated to study more and be a worker in the peacebuilding field; these people have amazing skills and knowledge.

Concluding Comments by Facilitators

Ms. Bjørg Mide

"It has been a privilege to be here.   While I was listening, I was thinking, 'What have we been discussing these two days?'   Everything we have been talking about concerns people – individuals like you and me, with basic needs for shelter, food, water, health, security, an authority that takes care of and respects human rights, development, hope and someone to care about them.

If I were to give you a key point, it would be to ask you not to go anywhere without local partners to work with – *participation* is key.   All of those people with needs are resourceful and capable – they may lack the key means to shape their futures, but they have the resources as human beings. To understand and analyze the context is very important – either we add fuel to an already-burning fire with our assistance, or we assist in a way that does no harm, and we promote peace.

Remember that humanitarian assistance and long-term measures should go hand-in-hand with security measures: good luck all of you."

Ms. Eva-Torill Jacobsen

"Thank you and good luck to all of you."

Mr. Le Phan Ba Thanh

"I just want to thank you tonight, rather than continuing to scare you with security issues. Thanks to JCCP and the Japanese Ministry of Foreign Affairs, as well as to the participants; it has been a great learning experience for me to hear your ideas and experiences.   Be safe out there in whatever you do.   It is good that you go out and help people, but remember to be safe so that you can continue to go out and contribute."

Mr. Charles Costello

"I always enjoy programs like this because I expect to learn some new things as well as, hopefully,

being able to teach a few things.   One of the things I have learned here at this workshop is that even though you heard my theme about the importance of democracy assistance and having long-term strategic approaches to maximize your impact, I have heard that you are constrained by a lack of available resources and support that allow you to operate in a long-term fashion.   For me, what I hope I can do is to encourage the international community and governments interested in democracy assistance in engaging in partnerships with Japanese organizations engaged in peacebuilding to make sure that you have more available sources of long-term funding for your strategic, long-term programming.

Meeting with groups like this is very inspiring because I can see a whole new group of energetic, dynamic, technically-knowledgeable people willing to work in this field and take the work forward, taking up the challenges in today's word.   It has been very satisfying – thank you."

Professor Kenji Isezaki
"Take your experience and training and use it overseas to gain more experience and learn, for example, with the UN Volunteers.   This is a very good system for making change."

Final Comment on Behalf of the Workshop Participants (Mr. Keita Ando, FASID)

"Thank you to the Ministry of Foreign Affairs for hosting this workshop, and to JCCP for working so hard to make the two days a success.   And to the very skilled facilitators, who have come from so far – thank you for all of your help and patience and for sharing your experiences with us - we have learned a lot from you.   Thank you."

Closing Remarks: Professor Kuniaki Asomura, Executive Director, JCCP

"I have observed the two-day workshop and have been very impressed with each of the workshops, which I found stimulating and inspiring.   I believe that this may be attributed to the fact that all of the facilitators have worked in the field, and their presentations were substantiated by their experiences.   On the other hand, I confess that at first, I was a bit concerned that such an intensive two-day course, conducted entirely in English with mainly Japanese participants, could go smoothly.   To my great delight, however, the process of the workshop has proven that my apprehension was totally groundless.   The Japanese participants showed their increasingly active responses, under the excellent guidance and leadership of the facilitators.   The participants' active involvement showed that they are well-endowed with high-motivation, as well as a high-level of English – which is essential as a means of communication in today's world.   I am sure that this workshop will have a lasting positive effect on capacity building for each of the participants who intends to work in one way or another for the cause of peacebuilding.

Let me express my heartfelt thanks to the Japanese Ministry of Foreign Affairs for their initiative in sponsoring this workshop; to the facilitators for their work in respectably making their unique and valuable contribution; and well as to the staff of the JCCP secretariat for their work in making the workshop a reality."

Participants' Comments

"It was very informative in terms of practical and field knowledge. I appreciate his willingness to share."

"This helped to raise my awareness of security for NGOs.   As I work in post-conflict countries, security issues will become more relevant."

"There was a lot of good focus on case studies and details.   Contemporary issues were laid out in depth."

Participants' List

Participants' List

No.	Name	Current Organization
1	Mr. Kazuhiko Aiba	The University of Tokushima
2	Mr. Keita Ando	Foundation for Advanced Studies on International
3	Mr. Christian Dennys	Japan International Volunteer Center (JVC)
4	Mr. Hidehiko Furumoto	Japan International Cooperation Agency (JICA)
5	Ms. Risa Kai	Graduate School of Arts and Science, the University of Tokyo
6	Ms. Michiyo Kato	Association for Aid and Relief, Japan (AAR)
7	Mr. Mitsuhiro Kato	Japan Red Cross Society
8	Mr. Kenji Kawakatsu	IC Net Co., Ltd.
9	Mr. Ryuji Kawasaki	Japan International Cooperation System (JICS)
10	Ms. Rui Kondo	Inoue Public Relations Institute
11	Ms. Naoko Migita	Japan Defense Agency
12	Mr. Daihei Mochizuki	Japan Center for Conflict Prevention (JCCP), Sri Lanka Office
13	Mr. Nobuyuki Mori	Japan Platform and Matsushita Electric Industrial
14	Mr. Yasuhito Murakami	International Christian University
15	Mr. Daisuke Nagata	Waseda University
16	Ms. Chika Narukawa	Hitotsubashi University, Graduate School of Social Sciences

No.	Name	Current Organization
17	Ms. Yuka Ogata	Okinawa Peace Assistance Center (OPAC)
18	Ms. Yukie Osa	Japan Plat Form, The Graduate School of Arts and Science, the University of Tokyo
19	Mr. Ryo Onoyama	The International Movement Against All Forms of Discrimination and Racism (IMADR)
20	Ms. Crystal Procyshen	Rotary World Peace Scholar, International Christian University
21	Mr. Hiroyuki Sato	Values and Visions Limited Partnership
22	Ms. Maiko Shimizu	InterBand
23	Ms. Yumiko Shinya	JHP Japan Team of Young Human Power
24	Ms. Mana Takasugi	International Development Center of Japan (IDCJ)
25	Mr. Eiji Wakamatsu	Japan International Cooperation Agency (JICA)
26	Mr. Takashi Wakamura	Japan International Cooperation System(JICS)
27	Ms. Catherine Wilkinson	Oxfam Japan
28	Ms. Yumi Yasuda	VSO (Veteran Service Overseas) Co., Ltd.
29	Ms. Kyoko Yoshida	International Development Center of Japan (IDCJ)
30	Ms. Hinako Yoshida	Japan Center for Conflict Prevention (JCCP)

(The participants are arranged in alphabetical order according to surnames.)

Postscript

Postscript

This two-day Peacebuilding Workshop touched the surface of a number of key issues currently relevant in the field of peacebuilding. These included discussions of actors and their roles in peacebuilding, with a focus on international NGOs; the Norwegian model and rational thereof; rights-based and needs-based perspectives in development and emergency assistance; the importance of codes of conduct; approaches to effective and sustainable democracy assistance; organizational and personal security issues; and an overview of NGO-Security Institution Cooperation on the ground in peacebuilding.

Case studies discussed over the two days included East Timor, Sierra Leone, Afghanistan, Iraq, Mozambique and Sudan, which gave participants in-depth views of operating in conflict and post-conflict countries.

The final session of the workshop saw the participants actively engaged in discussions and the creation of action plans for how Japanese NGOs can play effective roles in complex emergencies, ongoing conflict and post-conflict situations so as to contribute to building sustainable peace. Participants devised ways to improve their strategic work in peacebuilding assistance, enhance the peacebuilding components in their operational work, as well as ways to improve their performance on an organizational and personal level in the field.

It is hoped that each of the sessions conducted and topics covered therein provided participants with a new understanding peacebuilding, and form the base for Japanese NGOs activities to be further strengthened in the peacebuilding sector.

The Japan Center for Conflict Prevention