CHAPTER SIX
THE SELECTED INGOs AND ADVISORY ACTIVITIES

Advisory activities primarily comprising advocacy and capacity building, undertaken by INGOs are central to their role and involvement in post-conflict peacebuilding situations. For, as noted earlier, INGOs while engaging in post-conflict situations essentially aim to influence international policy on conflict transformation, peacebuilding, post-conflict development and related matters by advising policy makers. In addition these actors also try to develop the skills and knowledge of the local communities so as to enable and equip them to efficiently deal with the problems and challenges related to post-conflict recovery, reconstruction and development, by offering advice, assistance and training. Moreover, even while undertaking diverse programmes and projects for the purpose of post-conflict reconstruction and development, INGOs are simultaneously performing advisory activities. For example, as noted in the preceding chapters, even while undertaking emergency relief aid operations and/or security sector activities, International Alert, Conciliation Resources and World Vision, are at some level trying to advice and influence policy makers and/or train and offer advice to local people.

This chapter by means of examining the involvement of the three selected INGOs in the two main advisory activities namely advocacy and capacity-building activities, will aim at examining the diverse range of approaches, strategies, and methods used by INGOs in this field, along with the projects and programmes implemented, results achieved and challenges encountered in the process. While the first part of the chapter will examine the involvement of the three INGOs in performing advisory activities, the following part will compare and contrast the same, to suggest a potential framework for viable engagement of INGOs in post-conflict peacebuilding related advisory activities.

1 The wide range of activities undertaken by INGOs under the purview of advisory activities in post-conflict peacebuilding situations including policy analysis, research, recommendations, technical and strategic support, facilitation, mediation, support to civil society and community organisations etc, have been categorised into two main activity groups: advocacy and capacity-building for the purpose of this research. This categorisation will provide for a balanced analysis and comparison of the involvement of the three identified INGOs in advisory activities. While advocacy for the purpose of this research has been defined as the process aiming to influence international and public-policy and resource allocation decisions within political, economic, and social systems and institutions; capacity building is defined process which builds and reinforces individual, local and community knowledge and skills and helps develop national structures and institutions to promote peace and development on a sustainable basis.
INTERNATIONAL ALERT AND ADVISORY ACTIVITIES

Advisory activities form an important part of the mandate of International Alert, as they are essential for the fulfillment of the mission goals of the INGO. In fact all the three identified goals of the INGO i.e. “working directly with people affected by violent conflict in support of their efforts to improve their prospect for peace”, “shaping international policy and practice that affect peacebuilding”, and “strengthening the expertise, impact and public profile of the peacebuilding sector” are directly linked to advisory activities (http://www.international-alert.org/about/files/Introducing_ALERT.pdf accessed 15 June 2009). As a result, International Alert since its inception in 1984 has actively been involved in advisory activities, both through its thematic as well as regional programmes. In fact such has been its participation and contribution in the field of advocacy and capacity building activities, that the INGO has been able to create a niche for itself in this sector and is now recognised as a leading advocacy INGO (Wallenfang and Williams 2006: 5).

As International Alert does not have separate thematic programmes dedicated to advocacy and capacity building activities, these activities are performed under the INGO’s integrated thematic programme- Peacebuilding Issues Programme (PIP), along with in all its regional programmes. Interestingly both these sets of activities undertaken by the INGO are often linked to each other and contribute to each others success. While on the one hand the positive outcome of the capacity building activities of International Alert lead to the enhancement of its advocacy initiatives, on the other hand its capacity building projects often benefit from the effects of INGOs advocacy efforts. This fact can be explained by the relationship between the goals of International Alert and the activities and approaches the INGO adopts to fulfill the same. For as noted in chapter three, the five main methods or approaches adopted by International Alert i.e. accompaniment, dialogue, capacity building, analysis and public education, are not only interlinked to the activities and three mission goals of the INGO but also often overlap with each other.² For example, the INGO undertakes capacity building as well as research and analysis both as activities to achieve goals and also adopts them as approaches to achieve success.

² Refer to Table 3.2 illustrating the relation between the missions and strategies of International Alert on pg 148.
It is the result of this linkage that International Alert undertakes advocacy and capacity building activities in an integrated manner. The following sections will examine how the INGO performs these activities by means of its thematic programmes.

Advocacy and Capacity Building Activities undertaken by International Alert
Actively involved in advocacy and capacity building activities since its origin, International Alert established an integrated programme - the Peacebuilding Issues Programme (PIP) for undertaking these activities only in 2005. The PIP which seeks to place peacebuilding at the centre of international efforts to address conflict has been developed to fulfill all the three missions of International Alert. However more specifically, it aims at achieving three principal goals namely influencing policy at the international level, strengthening local peacebuilding capacity by providing specialist support and identifying and addressing barriers to the implementation of policy (http://www.charitycommission.gov.uk/registeredcharities/ScannedAccounts/Ends53/000 0327553_ac_20081231_e_c.pdf accessed 15 April 2010). The PIP is based on the concept of strategic peacebuilding which recognises that lasting peace is dependent on equitable social and economic development, accountable and transparent government, physical security of citizens, impartial justice and genuine reconciliation. As a result the PIP comprises of five main components, namely aid effectiveness, climate change, gender, business and economy, and security. Advocacy and capacity building activities in the context of post conflict peacebuilding are undertaken in four of the five above-mentioned components - namely aid effectiveness, gender, business and economy, and security.

Aid Effectiveness
Under the aid effectiveness component of the PIP, International Alert undertakes advocacy activities to influence the method and manner by which international actors

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3 Prior to 2005, advocacy and capacity building activities were conducted under the Global Issues Programme which comprised of four components. These were Business and Conflict, Development and Peacebuilding, Gender and Peacebuilding, and Security and Peacebuilding. In addition, advocacy and capacity building activities were also undertaken in the regional programmes of International Alert.
decide on aid policy and delivery. In order to do so, the INGO draws lessons from practice in fragile and conflict-affected countries and works to ensure that the voices of those living there are heard by policy-makers at the regional and international levels (http://www.international-alert.org/aid_effectiveness/index.php?t=3 accessed 15 April 2010). Further based on research and analysis of how aid and development related policy and programmes can be improved in specific regions as well as in thematic areas, the INGO targets its advocacy at several influential international institutions including the European Union (EU), World Bank (WB) and the British government.

In its advocacy activities targeted at the EU, International Alert provides expert advice to the relevant EU and member state officials on policy, training, tools development and events, facilitates dialogue between EU representatives and civil society groups from Europe and conflict-affected countries, between Presidencies and across the EU institutions and member states (http://www.international-alert.org/aid_effectiveness/index.php?t=1 accessed 15 April 2010). Further by means of policy analysis and recommendations through the production of joint position papers and briefings, the INGO aims to influence the decision making process of the EU. Other advocacy initiatives undertaken by the INGO include organisation of seminars, launches and media events, and consultation and research on critical conflict issues, policies and practices related to development and humanitarian aid.

Similarly, while advocating change in the aid policies of the WB, International Alert bases it inputs on research and analysis of the Bank’s engagement and policies in fragile and conflict-affected countries and the ground level impact of the same. The INGO then makes formal proposals and recommendations to the Bank with the aim of assisting it in designing and implementing its country programmes. For example, in 2008 International Alert published a comprehensive report, “The World Bank in Fragile and Conflict-affected Countries: ‘How’ not ‘How much’”, on the ways to improve the WB’s

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4 The aid effectiveness programme is also referred to as the development and peacebuilding programme and development assistance and humanitarian aid programme by International Alert.
contribution to peacebuilding. This report also provided recommendations for a change in the Bank’s overall approach to fragile and conflict-affected countries and used the findings to discuss the problems and potential solutions with the Bank staff as well as civil servants and parliamentarians in UK and the USA (International Alert 2009a: 4). The ultimate goal of all International Alert’s advocacy efforts in relation to the WB is to help improve the Bank’s ability to reduce state and societal fragility and prevent violent conflict through effective aid policies.

In its aid related advocacy work with the British Government, International Alert interacts and engages with several departments across the UK government including the Department of International Development (DFID) and the Foreign and Commonwealth Office (FCO). The primary aim is to focus on the UK Government’s policies, funding streams and institutional set-up that determine how effectively it can contribute to peacebuilding (http://international-alert.org/aid_effectiveness/index.php?t=4 accessed 15 April 2010). The INGO also provides inputs for the British government’s aid related policies on the basis of research and analysis undertaken at the ground level and subsequently offers its comments and reviews on policies adopted by the government. For example, before the DFID launched its fourth White Paper recently, entailing potential reform of the way British aid is designed and delivered since 1997, International Alert’s Secretary General, Dan Smith, met with the Secretary of State for International Development to give advice on the options for changing the way the British Government approached overseas development aid for conflict-affected and fragile states (http://www.international-alert.org/aid_effectiveness/index.php?t=3 accessed 15 April 2010). However, as only some of the submissions of International Alert were incorporated in the White Paper, the Secretary General then provided an analysis and comments on the paper. 

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5 This report can be accessed at http://www.international-alert.org/pdf/WBank_in_fragile_and_conflict-affected_c.pdf.
6 The suggestions provided by the Secretary General and the subsequent comments and analysis can be accessed at http://www.international-alert.org/aid_effectiveness/Alert%20Submission%20to%20DFID%20White%20Paper%20March%202009.pdf.
On the basis of all the advocacy efforts examined above, it can be said that International Alert has continuously strived to advocate for the adoption of effective aid policies in order to ensure that the people living in conflict-affected countries benefit from it. In fact International Alert has been at the forefront of developing a coherent approach to ‘conflict sensitivity’ and promoting it among the international community responsible for implementing aid programmes (International Alert 2006: 4).

Interestingly while seeking to influence powerful international actors and institutions to adopt effective aid policies, International Alert also performs advocacy activities at the ground level. One such advocacy effort is the development and publication of a resource pack of operational guidelines for conflict sensitive approaches to humanitarian assistance, development and peacebuilding. Published in 2004, this resource pack titled “Conflict-Sensitive Approaches to Development, Humanitarian Assistance and Peacebuilding” provides practical guidelines and tools to help development, humanitarian and peacebuilding organisations working in conflict zones to place conflict-sensitivity at the centre of their situation analysis, programme design and monitoring processes. It includes chapters on contextualising the three fields, conflict analysis, applying conflict sensitivity to the project/programme cycle, partnerships between donors and governments and institutional capacity building. International Alert by means of this resource book has made an important contribution to the growing debate on using international aid as an instrument to building peace.

Gender

Under the gender component of the PIP, International Alert’s advocacy work emphasises the importance of promoting gender sensitive policies and practices in all aspects of

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7 The pack is the product of a two-year process by a consortium of partner organisations from the North and South (Africa Peace Forum, Center for Conflict Resolution, Consortium of Humanitarian Agencies, Forum on Early Warning and Early Response, International Alert and Saferworld) which included extensive consultations with governments, international NGOs, donors and civil society groups in Kenya, Uganda and Sri Lanka in order to map current practice, discuss the structure and content of the pack and to receive feedback on draft chapters. This process meant that Southern agencies were involved not as mere recipients of conflict-sensitive knowledge, but as shapers of the conflict sensitivity agenda. The Consortium has a website with detailed information on the Resource Pack: www.conflictsensitivity.org. The resource pack can be accessed at http://www.conflictsensitivity.org/node/8.
peace processes from conflict transformation to post-conflict peacebuilding. Initiated in 1999, by means of a campaign titled, “Women Building Peace: From the Village Council to the Negotiating Table” International Alert’s advocacy activities and initiatives over the years have aimed at influencing key policymakers at various levels including the UN, the EU, the UK and conflict-affected countries. Examples of such activities include monitoring peacebuilding policy and practice from a gender perspective, conducting issue-based and context-specific policy research on varied themes such as economic insecurity, gender-based violence and transitional justice, and the role these issues play in women’s ability to participate in peacebuilding, facilitating and accompanying women from conflict-affected regions to present key peacebuilding issues and needs to international policy makers and practitioners (http://www.international-alert.org/gender/index.php accessed 17 April 2010).

However the major portion of International Alert’s advocacy efforts have focused on the adoption and implementation of the UN Security Council Resolution (SCR) 1325 on Women, Peace and Security. As examined earlier, International Alert along with its partners in civil society, governments and international organisations played an important role in advocating for the adoption of the SCR 1325. The resolution which is considered to be a watershed agreement to explicitly recognise and strengthen women’s contribution to peacebuilding, is viewed as an entry point for working on issues related to gender and peacebuilding by International Alert (Wallenfang and Williams 2006:28).

Thus over the years, International Alert has worked to advocate for its coherent implementation by the UN system, member states and other international actors. The

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8 The Women Building Peace: From the Village Council to the Negotiating Table Campaign, was launched in May 1999 by International Alert with the support of several INGOs, NGOs and civil society organisation. The primary objectives of this campaign were to influence the policies of international bodies—especially the UN Security Council and the EU; to ensure that women’s perspectives are integrated into peace and security issues; and to develop a coalition of women’s organisations working collaboratively to advance the issues highlighted by the campaign. Seeking to influence and affect the implementation of international standards on peace, security and development to ensure that gender perspectives are integrated and women’s needs are addressed; this Campaign successfully lobbied for the adoption of the UN Security Council Resolution 1325 in 2000. For more information on the Women Building Peace Campaign refer to http://www.peoplebuildingpeace.org/thestories/print.php?id=134&typ=theme.
INGO is involved in bridging the disconnect between the realities women are facing on the ground and those of policymakers from the UN Security Council to the European Commission and the Peacebuilding Commission, as well as individual governments and has initiated several projects and programmes in this regard (http://www.international-alert.org/gender/index.php?t=3 accessed 17 April 2010). For example, following the adoption of the SCR 1325 in 2000, International Alert held a series of policy-to-practice workshops with women’s organisations in conflict zones to help them advocate for their protection from human rights violations, and to promote their participation in processes towards peace, security and development. The workshops were also used to identify gaps in policy and develop recommendations for feedback to decision-makers at national, regional and international levels.9

More recently, in 2007 the INGO launched a three-year global project called “Supporting Women’s Peacebuilding Priorities: Implementing UN SCR 1325”. This project aims to assist civil society organisations in identifying shared priorities related to the UN SCR 1325 on Women, Peace and Security, to enhance their capacity to influence stakeholders at all levels and to develop a more coherent approach for the implementation of SCR 1325 amongst policy-makers (http://www.international-alert.org/gender/index.php?t=1 accessed 17 April 2010).

In addition to its advocacy activities related to the UN SCR 1325, International Alert is also actively involved in influencing the EU to adopt gender sensitive approaches to peacebuilding. The most important activity undertaken by the INGO in this field is leading the Initiative for Peacebuilding programme to inform and influence the EU’s policies on gender in conflict situations.10 By adopting several informal and formal

9 It was the result of these workshops and meetings with women peacebuilders around the world, that International Alert in collaboration with The Initiative for Inclusive Security, an independent US-based think-tank, published “Inclusive Security, Sustainable Peace: A Toolkit for Advocacy and Action”, a resource book for peace activists, advocates and practitioners in conflict-affected and post-conflict countries, and for policy makers and staff of major multilateral institutions, donor countries and international NGOs. This toolkit can be accessed at http://www.international-alert.org/gender/index.php.

10 The Initiative for Peacebuilding (IFP) is a consortium led by International Alert and funded by the European Commission. IFP draws together the complementary geographic and thematic expertise of 10 civil society organisations (and their networks) with offices across the EU and in conflict-affected countries. Its aim is to develop and harness international knowledge and expertise in the field of conflict prevention and peacebuilding to ensure that all stakeholders, including EU institutions, can access strong
advocacy approaches, International Alert has helped the EU to develop a new comprehensive approach on the role of women and girls in conflict and peacebuilding (International Alert 2009a: 12).

It is important to note that most of International Alert’s advocacy work is conducted with the help of its partner organisations and through the networks with other civil society actors and INGOs. For example, at the UN, International Alert works through the NGO Working Group on Women, Peace and Security which promotes a gender perspective and respect for human rights in all peace and security, conflict prevention and management and peacebuilding initiatives of the United Nations11. Similarly within the EU, the INGO works in collaboration with the Gender, Peace and Security working group of the European Peacebuilding Liaison Office (EPLO).

Business

Under the business component of the PIP, International Alert undertakes several advisory activities to promote and catalyse the peacebuilding practice, principles and policies of transnational corporations and local businesses, active in conflict prone and/or post-conflict societies (International Alert 2004: 14). Engaging and collaborating with local civil society organisations and researchers, business communities and governments, the INGO works to address the links between economic interventions and conflict and peace through research, awareness raising, capacity building, and advocacy. More specifically, the capacity building activities undertaken by International Alert in this field include developing and delivering tailored trainings for civil society, governmental and multilateral agencies and companies, encouraging and supporting local entrepreneurs in conflict zones to help them play a part in building peace and supporting the INGO’s field programmes in their efforts to incorporate the economic dimensions of peacebuilding into independent analysis in order to facilitate better informed and more evidence-based policy decisions. For more information of the Initiative for Peacebuilding refer to http://www.initiativeforpeacebuilding.eu/about_us.php.

11 The NGO Working Group on Women, Peace and Security advocates for the equal and full participation of women in all efforts to create and maintain international peace and security. Formed in 2000 to call for a Security Council resolution on Women, Peace and Security, the NGO Working Group now focuses on implementation of SCR 1325 and all other Security Council resolutions that address this issue. For more information on this Working Group refer to http://www.womenpeacesecurity.org/about/.
their work (http://www.international-alert.org/peace_and_economy/index.php?t=3 accessed 20 April 2010). These capacity building activities are undertaken at the local, national and regional and international level and essentially aim at promoting conflict sensitivity in the overall approach of the private sector and building the capacities of local businesses present in conflict and post conflict societies to contribute to the peacebuilding process.

Similarly, while undertaking advocacy activities related to business and the private sector, International Alert aims to strengthen the economic dimensions of peacebuilding while advocating for the adoption of conflict-sensitive peacebuilding approaches to economic recovery by international policy makers. The advocacy activities undertaken by the INGO include collecting and disseminating good practice and lessons learned from peacebuilding initiatives and their economic dimensions around the world, making policy recommendations to governments, multilateral organisations and companies intervening in conflict-affected communities and monitoring the implementation of local and international policies and guidelines that address the economic dimensions of conflict and peacebuilding (http://www.international-alert.org/peace_and_economy/index.php?t=3 accessed 20 April 2010).

In addition to these activities, the INGO on the basis of its experience of working in conflict and post-conflict societies and the research projects it undertakes, also contributes to shaping international policy by formulating policy recommendations and developing practical guidelines for governments and companies. For example in 2005, International Alert published a toolkit titled, "Conflict-Sensitive Business Practice: Guidance for Extractive Industries", incorporating a set of tools for companies investing or seeking to invest in countries affected or threatened by conflict, aiming at helping them to better understand their impact, minimise conflict risk and actively contribute to peace.  

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12 The culmination of a major research project that began in 2002, the toolkit was developed with the help and involvement of industry professionals fills an important gap in company practice. It has been well-received by the corporate sector, government and civil society actors alike, with invitations for follow-up
Security

Within the security component of the PIP, International Alert's advisory activities aim to influence security and justice related policy development and implementation, at the national, regional and international levels. For, the INGO believes that the effective provision of security and justice is one of the main requirements for sustainable peace and thus works with governments, policy makers, donors and policy implementing institutions and helps them connect with the experiences and concerns of those who are the intended beneficiaries of security enhancing programmes (http://www.international-alert.org/security/index.php accessed 20 April 2010).

As noted in the previous chapter, within the broad realm of the security sector International Alert focuses its efforts on three main areas- disarmament, demobilisation and reintegration (DDR), security sector reform (SSR) and small arms and light weapons (SALWs). While working in all these three security areas, the INGO undertakes a combination of advocacy and capacity building activities while working to fulfill its respective goals.

While working in the field of DDR, International Alert uses its research based knowledge and expertise to inform and influence the DDR discourse and policy development at the regional and global levels. In addition the INGO also advocates for the enhancement of the design and implementation of DDR programmes at the country level by means of action orientated research and advocacy activities with its partner organisations (http://www.international-alert.org/security/index.php?t=2 accessed 20 April 2010). Furthermore in order to develop and enhance the knowledge, skills and capacities of DDR field practitioners and implementers, International Alert also organises training courses.

work from many companies. This toolkit can be accessed at http://www.international-alert.org/pdf/conflict_sensitive_business_practice_section_1.pdf.
13 International Alert defines DDR as a process that "contributes to security and stability in a post-conflict recovery context by removing weapons from the hands of combatants, taking the combatants out of military structures and helping them to integrate socially and economically into society by finding civilian livelihoods". For more information about International Alert's involvement in this field, see chapter five, pgs 240-41.
Similarly while working in the field of SSR, where the INGO aims to make the security and justice sector a positive force for reducing conflict and building a stable environment in post-conflict situations, International Alert undertakes capacity building activities to enhance the capability of the civil society to become more involved in SSR. Examples of the INGO’s advocacy and capacity building efforts in this field include training local partners to undertake research in order to provide accurate data on security issues and subsequently ensuring that this knowledge informs decision making at the national and international level.

In its efforts to effectively address the issue of SALWs, International Alert has most actively been involved in advisory activities. In fact, the INGO has undertaken a diverse range of advocacy and capacity building activities in this field, which have been recognised globally and have contributed in making International Alert one of the pioneers in the field of SALWs. International Alert’s advisory activities in the field of SALWs have aimed at contributing to a better-informed debate on the small arms issue, influencing international policy development on the issue and monitoring and implementing SALWs controls. For this purpose the INGO developed two main projects namely the “Biting the Bullet” and the “Monitoring and Implementation of Small Arms Controls” (MISAC) projects, which as observed in the previous chapter aim to promote understanding of key issues around the implementation of SALW controls and stimulate debate on critical issues relating to SALWs. These advocacy efforts had a significant impact on policy making by many of the governments contributing to the 2001 Programme of Action on the Control of Light Weapons and Small Arms. The INGO also works with governments, international community and NGOs to improve understanding of international and regional small arms controls and also assists these groups to work together towards more effective ways of putting them into practice.

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14 International Alert believes that in order to make SSR successful, it is vital that civil society and local community participates in the process of SSR and thus undertakes capacity building activities aiming at civil society groups. For more information on International Alert’s engagement in the field of SSR, see Chapter five pg 242.
In addition to the above mentioned security areas where International Alert undertakes advocacy and capacity-building activities, the INGO also undertakes security related advocacy aiming at international institutions. For example, the INGO has been working to influence European Union’s security and peace related policies since 1993.

**Regional Presence and Activities**

International Alert actively undertakes advisory activities in five of the major regional programmes where the INGO is presently involved- namely West Africa, Great Lakes region, Latin America, Asia and Caucasus and Central Asia.\(^{15}\) However, the type and intensity of advisory activities in each of the five regional and corresponding country programmes differs considerably. For example, International Alert undertakes a series of advocacy and capacity building activities in several countries in West Africa, while its advisory activities in Latin America are restricted to Colombia. Moreover the INGO adopts different approaches and strategies in each of its country programmes, depending upon the regional dynamics and conflict situations. However in spite these differences, one common feature in all International Alert’s regional and country based programmes is the training programme conducted by the INGO. Essentially a part of the capacity building activities undertaken by the INGO, International Alert provides training to individuals as well as peacebuilding organisations in the various country programmes the INGO engages in. Before examining advocacy and capacity-building activities undertaken by International Alert in its individual regional and country programmes, the following section will examine the training programmes conducted by the INGO.

*Training Programmes*

Training programmes undertaken by International Alert are conducted by the INGO’s Training and Learning Team. Comprising of experienced training professionals from diverse backgrounds such as peacebuilding, mediation, development and humanitarian response, this team works to enhance the capabilities and skills of civil society organisations and International Alert’s partner organisations in regions where the INGO

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\(^{15}\) The sixth major regional programme undertaken by International Alert is in the Middle East. However this programme has not fully evolved as it was initiated only in 2009 and thus information on the advisory activities undertaken by the INGO in the region is not available.
undertakes operations. The team organises a wide range of trainings, including training of trainers, communication training, mediation training or other complementary activities for improving the effectiveness of peacebuilding activities. In addition, the Training and Learning Team also works with key policy makers and practitioners in government, UN missions and agencies, donor organisations and development and humanitarian agencies to support them in conflict sensitising their policies and interventions (http://www.international-alert.org/training/index.php accessed 30 April 2010). Thus, the Training and Learning Team is responsible for not only capacity building activities but also undertakes advocacy tasks.

International Alert by means of its Training and Learning Team organises three types of training and capacity building activities. These are namely Bespoke training, projects and training courses. Under its bespoke training course, International Alert using its expertise and experience in peacebuilding practice and policy, works closely with each client to design training programmes suitable to the specific needs taking into account the realities in which the client agency is operating. International Alert in the bespoke training courses combines elements of knowledge sharing and skills building with the opportunity to reflect and think strategically about the programming and approaches of the agency in question (http://www.international-alert.org/training/index.php?t=3 accessed 30 April 2010). Examples of bespoke trainings include courses on conflict analysis for the UN Mission in Timor Leste, Gender dimensions of peacebuilding designed for the European Commission in Brussels and Conflict sensitivity designed for the Belgian Technical Corporation in Burundi.

International Alert also organises several academic and professional courses on conflict sensitivity and peacebuilding issues. Facilitated at International Alert’s headquarters in London, these courses aim at increasing knowledge and awareness about peacebuilding issues and offer specialised skills as well as practical training on a wide range of issues

16 Bespoke is a British English term used in a variety of applications to mean an item custom-made to the buyer’s specification. Thus International Alert uses the term bespoke training to indicate the customised and tailored approach the INGO adopts to design client specific training courses.
associated with conflict and peacebuilding. Some of the training courses offered by the INGO include programmes on core skills for working in conflict, conflict transformation, conflict sensitive practice in the midst of emergency, integrating gender consideration into peacebuilding and conflict responses, election observation and reintegration of ex-combatants.

The third category of training activities undertaken by International Alert, include projects and consultancy services in conflict analysis and conflict sensitivity. As the INGO has experience in conducting and supporting conflict analyses and providing advice on conflict sensitivity issues in diverse settings including humanitarian emergencies, post-conflict stabilisation and reconstruction and development interventions in conflict zones, it has developed, piloted and implemented different tools and guidance for analysis, planning and operations in conflict contexts (http://www.international-alert.org/training/index.php accessed 30 April 2010). Published in the form of resource books and tool kits, the projects under which the above mentioned tools and guidelines are developed are often funded by governments and international organisations. Examples of such projects include the Conflict-Sensitive Business Practice: Guidance for Extractive Industries and Conflict Sensitivity Approaches to Development, Humanitarian Assistance and Peacebuilding: A Resource Pack.

In addition to the three kinds of training programmes that International Alert organises in order to enhance the capacity of the peacebuilding sector, the INGO also participates in a range of training networks. By doing so, the INGO not only contributes to enriching the network it joins but also benefits from the expertise of other members of the network. For example, in 2002 International Alert joined the European Group on Training (EGT), a forum for sharing expertise and best practices between training institutions in 22 EU

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17 International Alert also works closely with a number of leading British Universities to integrate practical training on how to work in conflict contexts into the academic curriculum of war studies, peace studies and development degree courses. For example in association with the King’s College London, International Alert has incorporated a course on “Core Skills for Working in Conflict” in the master’s programme in War Studies.

18 For more information on the courses refer to http://www.international-alert.org/training/index.php?t=3.

International Alert conducts one or a combination of the above mentioned training activities in all its regional programmes, depending upon the need and conflict dynamics of the region. The following sections will examine all the advocacy and capacity building activities the INGO has initiated in its different regional and country programmes.

West Africa
Actively involved in the West Africa since 1993, International Alert undertakes a range of advisory activities in the region, both in its regional as well as country programmes. Designed to address issues at local, national, sub regional and regional levels, International Alert’s advisory initiatives in West Africa primarily aim at strengthening the capacities of communities, civil-society and governments in the region. As a result, the INGO is involved in conducting research, engaging in advocacy and building capacity and works with a wide range of local, regional and international actors.

In its regional programme in West Africa, International Alert adopts a combination of local, national and regional approaches in its advisory activities and ultimately seeks to transform the culture of violence into one informed by the norms of human rights, good governance and civic duty (International Alert 2003: 6). Presently engaged in two main programmes namely implementation of the UN SCR 1325 in the Mano River Union area and promoting human security in Mano River Union countries, the INGO undertakes a range of capacity building and advocacy activities to fulfill their respective goals.

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20 The European Group on Training (EGT) endeavours to advance the civilian component of the European Union’s ability to mitigate crisis management by developing training courses, material, fostering the cooperation with OSCE, UN and international NGOs. The EGT currently comprises European training institutions and NGO training providers, as well as relevant ministries engaged in the recruitment and training of civilian crisis management personnel. For more information on the EGT refer to http://www.aspr.ac.at/egt/about/index.php.
In its efforts to implement the UN SCR 1325 in the Mano River Union area, International Alert since 2007 has undertaken several capacity building and advocacy initiatives. More specifically the INGO works to strengthen the capacity of civil society to promote women’s political, economic and social participation in peacebuilding, heighten the effectiveness of policy dialogues around SCR 1325 implementation and develop coherent and strategic approaches among policy makers (http://www.international-alert.org/west_africa/index.php accessed 30 April 2010). As a result, International Alert has provided assistance and support to women’s grassroots peacebuilding initiatives in Guinea, Liberia and Sierra Leone and advocated for a gendered peacebuilding focus at national, regional and international levels. It is in fact the result of International Alert’s advisory activities that women’s groups in West Africa have become more aware of their rights and are engaging with and influencing governmental and intergovernmental policies (http://www.international-alert.org/west_africa/index.php accessed 30 April 2010).

Similarly in its efforts to promote human security in the West African region, International Alert undertakes several advocacy and capacity building initiatives. With the aim to empower citizens to combat actual and perceived threats to human security, International Alert by means of its projects, works to build the capacities of communities and civil society organisations to better lobby and suggest inclusive participation in justice and security services. The INGO also works with the governments of Guinea, Sierra Leone and Liberia, with the Mano River Union secretariat, the Economic Community of West African States (ECOWAS), the African Union and the UN, contributing to more strategic and effective advocacy for policies and practices for the region.

In addition to this broad regional programme in West Africa, International Alert also has active programmes in two countries in Liberia and Guinea, wherein the INGO undertakes a range of advocacy and capacity building activities. 21 International Alert initiated its

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21 International Alert also has an active country programme in Sao Tome and Principe, where the INGO works to strengthen the capacity of local actors and institutions and aims to influence national and
country programme in Liberia in 1993 and although the INGO undertakes a range of projects and activities in this country, its advocacy and capacity building activities are restricted to the field of media and communications. This is because the INGO believes that poor communication has been primarily responsible for instigating violent conflicts and that effective media and communication promote tolerance, reconciliation and prevent violence. Thus the INGO in collaboration with local partners has been working to improve communication, facilitate access to information, increase quality of reporting and provide training and support to journalists and traditional communicators at community levels with the aim of strengthening the capacity of media practitioners to improve the quality, verity and conflict sensitivity of information disseminated and enhancing their roles as vehicles for transparency, democracy and non violent change (http://www.international-alert.org/liberia/index.php?t=1 accessed 30 April 2010).

In its effort to build the capacities of the local media organisations, International Alert initiated the Liberia Media Project in 2003. This project seeks to connect marginalised and alienated groups of people with mainstream society in order to help them articulate their views, needs and rights through the media. The underlying logic behind this project relates to the belief that by combining traditional and contemporary communication mechanisms, the media is able to represent local people who thereby feel more connected to society and more likely to resolve differences peacefully rather than resorting to violence (http://www.international-alert.org/liberia/index.php?t=1 accessed 30 April 2010).

international actors and policies for the region. However the INGOs initiatives in the region are not in the context of post conflict peacebuilding and are undertaken as a measure to prevent potential violence from occurring. For São Tomé and Príncipe have been attracting interest from global oil companies and Western governments, and oil exploration has raised people’s expectations of the immediate riches to be received from oil revenues. However given the political environment in the country, there is need to develop a democratic culture and well functioning structures to shape and implement policies in order to ensure the efficient management of oil revenues as poor management of oil revenues could pose real threats to the stability of this relatively peaceful nation. International Alert has been working to fulfill the self-expressed dearth of capacity, skills or confidence amongst critical sections of the Sao Tome and Principe society, in what the INGO called preventative peacebuilding (http://international-alert.org/sao_tome_and_principe/index.php accessed 29 November 2009).
Presently restricted to eight remote counties of Liberia, International Alert by means of the media project, works to improve access to impartial and balanced information for the local communities. The INGO also provides training to community radio journalists, engages with leaders and communities to enhance communication and produces radio programmes. For example, in 2004 International Alert organised a workshop in Zwedru, Grand Geddah, in the east of Liberia, in which 40 community radio journalists, regional correspondents of Monrovia-based media organisations, traditional communicators, popular dramatists, government public relations officers and teachers were provided training on media-related issues such as the role and responsibilities of the media in post-conflict reporting, media law and professional ethics, election reporting, and the code of conduct of the Press Union of Liberia (International Alert 2005a : 7). Furthermore, the INGO in partnership with the Justice and Peace Commission of the Liberian Catholic Church, the Centre for Justice and Peace and the Press Union of Liberia, established eight community radio stations, enabling information to be broadcast across the country and into Côte d'Ivoire, Guinea and Sierra Leone.

In Guinea, International Alert undertakes limited advisory activities, as the INGO’s engagement in the region is relatively recent. In fact, it was only in 2007 that the INGO began its programme for supporting the emerging democratic processes in the country and then subsequently began undertaking capacity building and advocacy activities. With the active support of two partner organisations, namely the partners International Crisis Group and Search for Common Ground, International Alert works to enhance the capacities and skills of local organisations, increase dialogue and accord among business, political, religious and civil society leaders on previously divisive issues and improve the understanding of rural and urban communities on issues related to citizenship, elections, gender relations and governance etc. More specifically the INGO is involved in four activities in the country. These include efforts and initiatives to make information and analysis on critical political and social issues practically accessible to Guineans active in politics and civil society; create opportunities for sustained dialogue and enhanced communication among Guinean leaders and potential leaders; enhance the ability of state and private radio stations to make space for new voices and new issues in their
programming; inform regional and international actors of the opportunities for action in support of peaceful change.

**Great Lakes Region of Africa**

International Alert has one of its most intensive advisory programmes in the Great Lakes region of Africa. Active in the region since 1995, the INGO focuses its work and activities both in specific countries as well as the region as a whole.\(^{22}\) International Alert currently has four active country programme in the Great Lakes region- Burundi, Democratic Republic of Congo, Uganda and Rwanda. Within these four programmes, the INGO is most actively involved in advocacy and capacity building activities in the Congo, while its engagement in similar activities in Rwanda and Burundi is rather limited.

International Alert's largest programme in the Great Lakes region is in the Democratic Republic of Congo, where the INGO undertakes a range of advisory activities in addition to its other projects and programmes. Initiated in 2002, International Alert by means of its advisory activities in this programme aims to contribute to greater social and political cohesion by promoting social inclusion, facilitating dialogue, strengthening peacebuilding and supporting good governance (http://www.international-alert.org/drc/index.php accessed 5 May 2010). More specifically, the INGO's capacity building efforts in the Congo aim to build and reinforce the capacities, visibility and credibility of its partners and other civil society organisations. Thus International Alert provides technical and institutional support to its partners and also helps build local capacities in the country by organising workshops and training programmes. Examples of advocacy activities undertaken by International Alert in the country include efforts to support and enhance dialogue processes among civil society actors, political leaders, civil servants and community activists at local, provincial and national levels in order promote

\(^{22}\)This is primarily because of the interconnected nature of the conflicts in the region. Further as instability in one country of the region has proved to have a negative impact on its neighbours, by means of a consolidated regional programme along with specific country programmes, International Alert aims to effectively address the causes of conflict and make a positive contribution to the peacebuilding process.
interaction across divergent groups and broaden understanding and shared perspectives within Congolese society (http://www.international-alert.org/drc/index.php?t=1 accessed 5 May 2010). In addition, the INGO also works in collaboration with its partner organisations to advance women’s interests in the DRC and strengthen women’s participation in decision-making at all levels by influencing legislation, promoting women’s rights. Another advocacy initiative undertaken by International Alert is conducting and commissioning research and supporting analysis on social issues from a conflict-sensitive perspective, with the aim of influencing local and national institutions of power and donor aid.

While most of the advocacy efforts undertaken by the INGO in the Congo aim to influence local and regional communities and institutions, International Alert through such efforts also aims to influence international policy making institutions. For example, International Alert in 2006 based on its advocacy efforts in the Congo, published a report titled “Peacebuilding in The Great Lakes: Challenges and Opportunities for the EU in the DRC” which provided policy recommendations for the EU after exploring the options available for supporting security, governance and economic recovery in post-transition DRC. 23

In Uganda, International Alert’s advocacy activities are linked to the Peace and Economy component of the PIP. As observed earlier under this component of the PIP, the INGO aims to establish and address links between economic interventions and conflict and peace through research, advocacy and capacity building activities. Thus International Alert, in 2005-06 conducted background research that explored the links between economy and conflict in Uganda and the role that the private sector has played in response to conflict across the country, for a shift in policy and decision-making among government officials, international organisations, development agencies and the private sector, to align the economy with peace. In order to effectively influence the above mentioned actors and institutions, International Alert undertakes a range of capacity

23 This report can be accessed http://www.international-alert.org/pdf/Pb_GreatLakes_EU_ENGLISH_web.pdf.
building and advocacy activities in the country including promoting awareness and understanding of the links between economy and conflict / economy and peace among key stakeholders in Uganda, supporting engagement of Ugandan businesspeople in pursuing a peacebuilding goal at both national and local levels by offering training and skill building workshops and building the capacity of stakeholders to enable them to discuss objectively contentious issues during the recovery and reintegration period (http://www.international-alert.org/uganda/index.php accessed 5 May 2010).

International Alert has also developed a briefing paper series known as the “Investing in Peace” briefing paper series, as a major advocacy tool in Uganda. Targeting policymakers in government, development partners, civil society organisations and the private sector, this series aims to explore the interplay between economic development and conflict in Uganda. Its purpose is to promote a political-economy reading of Ugandan conflicts, and the essential economic dimensions of peacebuilding.24

International Alert’s advisory activities in the remaining two country programmes in the Great Lakes Region, i.e. Burundi and Rwanda are limited to building the capacities of partner organisations by offering technical assistance and support.

While continuing work in its country programmes, International Alert initiated its regional level work in 2005. Aiming to contribute to reducing mistrust between neighbouring countries and promoting inclusion, tolerance and mutual respect amongst different identity groups in the region, the INGO performed activities related to capacity-building, networking and support for research, advocacy and lobbying. The INGO also worked towards stimulating and supporting intra-regional networks of analysts, parliamentarians, church groups and women (http://www.international-alert.org/great_lakes/index.php accessed 5 May 2010).

Asia

In the Asian region, International Alert undertakes advocacy and capacity-building activities in all three of its country programmes i.e. Philippines, Sri Lanka and Nepal. In fact the INGO performs a range of these activities including providing support to the organisations and institutions involved in formal peace negotiations, capacity building for those involved in non-formal peace initiatives through training in negotiation and other peacebuilding methods, and research, analysis and advocacy on conflict related issues with local partners; as a part of the larger programme to fulfill the central missions of the organisation.\(^{25}\)

In the Philippines, the INGO’s advisory activities have aimed to assist in the creation of conditions conducive to the pursuit of sustainable peace and promote capacities for good governance. The capacity-building activities undertaken by International Alert include supporting the peace process in the country, engaging with the security sector and civil society organisations in developing oversight capacity and organising trainings and workshops for capacity building for peace leadership.\(^{26}\) In addition, International Alert also undertakes advocacy activities to strengthen the work of peace advocates in the country so as to broaden the existing peace constituency. By engaging with and supporting the local peace advocates and organisations, the INGO contributes in amplifying the existing effects of the advocacy activities in the country. Specific initiatives include organising conferences and colloquiums on diverse issues related to peace advocacy and people’s participation in peacemaking.\(^{27}\) For example, through the

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\(^{25}\) As noted in chapter three, International Alert’s Asia programme was initiated as part of the INGOs efforts to fulfill the central missions of the INGO namely, “to work directly with people affected by violent conflict in support of their efforts to improve their prospects for peace, to shape international policy and practice that affect peacebuilding and “to strengthen the expertise, impact and public profile of the peacebuilding sector”.

\(^{26}\) For a detailed examination of all activities undertaken by International Alert in the Philippines refer to http://www.international-alert.org/philippines/index.php.

\(^{27}\) Interestingly International Alert initiated its work in the Philippines with an international conference on armed conflicts in 1988. This conference which brought together a wide cross-section of participants including academics, religious and youth leaders, members from the military forces and government officials, provided a forum for the exchange of views and contributed to a wider understanding of the conflict situation in the Philippines. International Alert published a report on the conference titled “Waging Peace in the Philippines” and subsequently the Conference came to be known as Waging Peace Conference. Since then the Waging Peace Conference has evolved into an annual event bringing together peace advocates from different conflict regions in the country and this series of conferences is now known
Waging Peace process, International Alert has contributed to the formation of a network of peace advocates involving religious leaders, business leaders and the youth. In 2007, the INGO organised the Business Leaders Building Peace conference and sustained support for youth peace advocates assembled in the Generation Peace network. International Alert also worked with women peacemakers from different organisations and advocated their inclusion in peacemaking constituencies.28

In Sri Lanka, International Alert undertakes a series of innovative advocacy and capacity building activities with the aim of effectively addressing the socio-economic drivers of conflicts besetting the country (http://www.international-alert.org/sri_lanka/index.php?t=2 accessed 7 May 2010). As the INGO’s advocacy activities are targeted on the role of business in peacebuilding and integrating community level social and economic development needs into national policy making, the organisation supports a series of action-research studies examining development processes and policies in the regions from the perspective of conflict causality. For example International Alert in partnership with the Social Policy Analysis and Research Centre (SPARC) of the University of Colombo, conducted research and advocacy on the potential of local economic opportunities (LEO) for peacebuilding in Sri Lanka, with a special focus on supporting the formulation of conflict sensitive youth employment programs and policies (http://www.international-alert.org/sri_lanka/index.php?t=2 accessed 7 May 2010).

The second major target group for the INGOs advocacy efforts in Sri Lanka is the youth.29 By means of its advocacy activities, International Alert undertakes research and analysis of the socio-economic issues related to youth and advocates for the integration of

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28 It is to be noted, that International Alert employs components of its advocacy initiatives developed via the thematic peacebuilding Issues programme, in its regional and country specific programmes. For example advocacy for the inclusion of women in the peacebuilding process has been developed under the gender component of the PIP.

29 International Alert places the youth as the focal point of its advocacy efforts because the INGO believes that by improving knowledge of patterns of youth exclusion and, the strengthening of structural approaches to youth integration-through-employment, can serve as an important component of addressing root conflict causes and supporting conflict transformation. For more information on International Alert’s engagement with the youth in Sri Lanka refer to http://www.international-alert.org/sri_lanka/index.php?t=2.
youth concerns into the development process. The INGO also emphasises on the importance of youth participation in the political and the policy process. In order to do so, International Alert supports various dissemination strategies through dialogue workshops, publications and electronic media strategies. For example, together with Young Asia Television (YATV), the Youth Employment Network (YEN) of the Ministry of Youth Affairs and the International Labour Organisation (ILO), the INGO facilitated a comprehensive television talk show on crucial issues affecting youth integration in Sri Lanka.

While undertaking the above-mentioned advocacy programmes and projects, International Alert is also actively involved in capacity building activities in Sri Lanka. These activities aim at supporting and enhancing the role of the private sector as well as civil society organisations in peacebuilding. Based on the belief that by developing and enhancing local business leaderships, economic, social and political stability in the region can be improved, the INGO undertakes projects and organises training programmes to strengthen the skills of the business community interested and engaged in peacebuilding activities. In addition, the international training unit of International Alert is also involved in a joint project with its local partners in Sri Lanka to strengthen the skills and capacities of professionals in the peacebuilding sector. Activities include providing professional expertise, technical and organisational support and advisory services required for addressing conflict related issues to local civil society organisations and strengthening institutional and professional capacities of civil society organisations and the community at large in resolving conflicts and achieving reconciliation at community level.

In Nepal, International Alert performs a series of advisory activities to enable local, national and international actors to build conditions for sustainable peace. Aiming to build understanding and awareness around key conditions for peace, strengthening the capacity and outreach of key peace actors and alliances to support, and engage in peacebuilding processes and enhancing the responsiveness of national and international policy and programming to conditions for peace, the INGO adopts a combination of capacity building and advocacy activities.
The capacity building efforts of International Alert in Nepal include activities for strengthening local capacities for peace within Nepali civil society, including NGOs and the private sector; supporting the development of peacebuilding expertise within local and national government structures; and enhancing the technical and strategic peacebuilding capacity of regional and international actors in Nepal (http://www.international-alert.org/nepal/index.php?t=3 accessed 6 May 2010). The INGO provides training to local and national government ministry officials in conflict and gender-sensitive approaches to development, security and justice sector reform and also works towards strengthening coordination between INGO peacebuilding actors to collectively support peace processes based on local and national needs. In addition, International Alert also works to enhance the capacities of the media in Nepal. By offering training programmes and workshops International Alert helps in raising the awareness of media to conflict-sensitive approaches to monitoring and reporting on peace and conflict issues, including community security and development interventions in support of peace.

While it is evident that the thrust of advisory activities in Nepal is on capacity building efforts, International Alert also undertakes limited advocacy efforts by providing advice to international donors on conflict-sensitive policy and practice in Nepal.

**Latin America**

In Latin America, International Alert’s involvement in advisory activities is limited its advocacy efforts for the participation of the private sector in peacebuilding activities and capacity building to enhance the capability and skills of the private sector to do so. In its efforts to achieve success in the above-mentioned activities, the INGO undertakes a diverse range of activities including conducting research on issues related to local business engagement in conflict and peace processes, introducing members of the private sector to Conflict Sensitive Business Practice (CSBP) and Voluntary Principles on Human Rights and Security and coordinating multi-stakeholder roundtable meetings on issues of economy and conflict between the private sector and other elements of civil society (http://www.international-alert.org/latin_america/index.php accessed 10 May
In addition to these activities, International Alert has also supported Colombian peace advocates in their efforts to support peace processes in the past, by means of generating comparative learning from other conflict contexts.30

Caucasus and Central Asia

In the Caucasus, International Alert undertakes advisory activities in the context of the two major conflicts in the region namely the Georgian-Abkhaz conflict and the conflict between Armenians and Azerbaijanis over Nagorny Karabakh. In fact, the INGO is involved in three major projects in the region, which relate to the Georgian and Abkhaz civil society dialogue, the Nagory Karabakh conflict resolution process and the relation between the economy and conflict in the South Caucasus. In each of these three projects, International Alert performs a series of advocacy and capacity building activities including supporting research, analysis and advocacy on conflict related issues by local actors, strengthening capacities for governments to address new threats and challenges by modelling consultative policy development processes on potentially conflict generating issue, building trust and re-establishing relationships between communities or groups who have been in conflict by bringing them together, promoting dialogue and mutual tolerance and building skills to participate in solving problems (http://www.international-alert.org/caucasus_and_central_asia/index.php accessed 12 May 2010).

More specifically, in the project relating to the Georgian and Abkhaz civil society dialogue, International Alert engages in capacity building exercises wherein the INGO works to create structures that can contribute to building peace, influence governments, and prevent further conflict by building confidence between people on either side of the conflict divide. The INGO also works with Georgian and Abkhaz civil society on internal and joint initiatives, and facilitates cross-conflict dialogue meeting between them and supports joint and coordinated publications and thematic discussions.

30 Having conducted intensive research on the private sector's role in the region's conflicts and peacebuilding potential in Colombia, International Alert in the future aims to support similar initiatives in the wider Andean region (http://www.international-alert.org/latin_america/index.php accessed 13 February 2010).
Likewise, in the project relating to the Nagory Karabakh conflict resolution process, International Alert works with the Armenians and the Azerbaijanis to increase the likelihood of a negotiated settlement by strengthening the capacity of civil society organisations from Armenia, Azerbaijan and Nagorny Karabakh. Additional capacity building activities include enhancing the role of communities in resolving the conflict, building the confidence of peace-oriented civil society organisations to play a strong role within their own societies and participate in dialogue with politicians; and organizing seminars, trainings and workshops to equip civil society partners and local communities to participate in the dialogue and work on the peace process.

International Alert is also a part of the Consortium Initiative, wherein the organisation helps to build sustainable platforms for peacebuilding. By creating opportunities for civil society leaders and groups and communities mostly affected by the conflict to participate in cross-conflict dialogue, conflict transformation initiatives and policy dialogue, the INGO has been active in institutionalising mechanisms to enable people with widely diverse opinions to debate on the peaceful resolution of the Nagorny Karabakh conflict, both cross-conflict and within their societies, filling a gap that prevented serious dialogue to take place in the past (http://www.c-r.org/our-work/caucasus/caucasus-what-nagorny-karabakh.php accessed 12 May 2010).

In the project relating to the connection between the economy and conflict in the South Caucasus, International Alert has been working to engage the private sector including local business and trans-national corporations in Armenia, Azerbaijan, Georgia and Turkey, as well as Abkhazia, South Ossetia and Nagorny Karabakh, in regional economic initiatives that contribute to conflict reduction in the South Caucasus. Essentially performing advocacy activities in this project, the INGO aims to influence and assist national and international decision-makers in devising strategies to address the negative impact of corruption on conflict resolution and to reduce the impact of conflict on anti-

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31 For information on the Consortium Initiative, see chapter five, pg 265, n 24.

In Central Asia, International Alert has initiated several advisory activities which have contributed to the enhancement of the INGOs programmes in the region. For example, the INGO undertook a strategic peacebuilding assessment of the region in 2006, on the basis of which International Alert suggested the adoption of policy and programme strategies that could address conflict-related risks and develop long-term and effective peacebuilding initiatives in the region. The INGO also provided specific recommendations and practical advice to local governments and decision-makers, international donors and multilateral agencies; and local and international NGOs on how to develop such policy.

Currently International Alert’s engagement in advisory activities in the Central Asian region is limited to capacity building activities in Tajikistan. Working with the Tajik government, civil society experts and participants form both sides of the Tajik dialogue process, International Alert aims to promote a model participatory policy development process in the region (http://www.international-alert.org/central_asia/index.php?t=1 accessed 14 May 2010). Thus the INGO organises training programmes and works to enhance the capacities of local communities, organisations and government official’s to respond to challenges facing the country.

Thus, it is seen that International Alert undertakes a series of advocacy and capacity building activities under its regional programmes, the PIP and with the help of its Training and Learning team. This approach of combining field and thematic policy programmes while on the one hand provides the INGO with additional strengths and

32 As observed in chapter three, International Alert engagement in Central Asia began in 2006 and is currently limited to promoting the capacity of Tajik society to use their peacebuilding experience to address new threats and challenges in the region.

33 These recommendations were published in a report titled, "Central Asia: A Strategic Framework for Peacebuilding". This report can be accessed at http://www.international-alert.org/pdf/Central_Asia_strategic_pb.pdf.
opportunities to undertake its advocacy and capacity building activities, on the other hand proves to be an impediment in attempts to analyse individual attributes of these activities. It is to be noted that detailed information on the relationship between the field and thematic advisory activities undertaken by the INGO is not provided International Alert. However as increased interaction between the two programmes could prove beneficial for the overall functioning of International Alert, the INGO should aim to strengthen the interaction between the thematic and field components of its advisory activities.

**Budget for Advisory Activities**

An analysis of the budget allocation for advocacy and capacity building activities is not possible as International Alert does not provide any data for the financial resources it allots or the expenditure it incurs for such activities. Furthermore, given the fact that advisory activities are undertaken by the INGO, both under its thematic as well as regional programmes, any accurate analysis of the total budget allocations for advisory activities is not possible.

**Assessing Advisory Activities**

The success of International Alert in advisory activities is not quantifiable given the nature and kind of advocacy and capacity-building activities performed by the INGO. However taking the outcome and impact of advisory activities undertaken by the INGO as indicators of success, it can be noted that International Alert has been able to achieve considerable success in this field. This success can be attributed to several factors including the approaches and methods adopted by International Alert, the organisational set-up of the INGO and the role of the partner organisations of the INGO. More specifically three main strategies and factors that have made a positive contribution to the success of International Alert in advisory activities can be identified as the approach of integrating field programmes with thematic policy programme; the expertise, recognition and credibility of the INGO and the strategy of engaging and working with partner organisations at different levels including local, regional and international.
The approach of integrating field programmes with thematic policy programme is primarily responsible for the success of International Alert in the field of advisory activities. For, this approach enables the INGO to utilise the knowledge, experience and strengths gained in one programme to initiate and optimise its performance in other areas. For example, International Alert can add new regions to its existing peacebuilding activities by taking its thematic expertise as a starting point; likewise, it can develop additional thematic strengths by using field experience as the foundation (http://www.international-alert.org/pdf/strategic_perspective_2005.pdf accessed 17 May 2010). As a result of this approach, International Alert has been able to add new areas to its existing regional programmes and has also been able to apply the experience gained through its thematic policy.

Linked to this approach is another factor responsible for the success of International Alert, i.e. the credibility, expertise and recognition of the INGO. For, the INGO due to its involvement in several thematic and regional programmes has achieved recognition for its efforts in advocacy and capacity building which in turn has contributed to the credibility and recognition of the INGO in the international community. As a result, International Alert’s power to influence and impact international audiences has increased which in turn has contributed to making its international and regional advocacy efforts successful.

The final factor responsible for the success of International Alert in the field of advisory activities is the strategy of forming partnership with diverse organisations at different levels including IGOs, INGOs, NNGOs, the media, academic institutions and civil and community based organisations. Although the importance of partnerships for International Alert has been discussed in the earlier chapters, these partnerships attain additional significance in the context of advocacy and capacity building activities. This is because the scale and scope of advocacy and capacity building activities makes it imperative for the International Alert to function within networks and with the help of partner organisations, in order to have maximum impact. Thus by forming partnerships at the international, regional and local levels, International Alert has been able to not only
enhance the capacities of its partner organisations but has also benefited from the partnerships.

In sum, it is the combination of all the above mentioned factors along with the organisational set-up including dedicated services of skilled staff members of the INGO that have contributed to its success in advocacy and capacity building activities. However, at the same time the INGO also continuously faces several challenges while undertaking these activities. These have been examined in the next section.

**Challenges Faced and Road Ahead**

The main challenges encountered by International Alert in performing advocacy and capacity building activities are related to the problem of inadequate funding. For inadequate funding not only poses a challenge for the INGO to initiate and undertake new projects and programme in existing and new regions of operation but also challenges the continuity of existing programmes. In addition, inadequate funding poses a challenge to the training initiatives undertaken by International Alert and also puts limitations on the capacities of the staff and thus disrupts the overall functioning of the organisation.

Realising the importance of adequate funding especially in the field of advocacy and capacity building, International Alert has been continuously working to enhance its financial resources. Efforts include strong financial management and budget discipline, strengthening institutional fundraising capacity, and developing a more active outreach programme (International Alert 2005b). However, if International Alert was to allocate a specific budget for advisory activities, the INGO could be able to perform its advocacy and capacity building activities in a more systematic and efficient manner.

International Alert in order to enhance its advocacy and capacity building potential plans to initiate changes in its functioning. These include steps to strengthen interactions between its field and thematic work, ensure that the field programmes have full awareness of one another’s work, so they can benefit from one another’s experience and seek opportunities for participating in debates on the conceptual and policy issues of
peacebuilding (International Alert 2005b). If implemented, these measures have the potential to further enhance the capability and capacity of International Alert in the field of advisory activities.

CONCILIATION RESOURCES AND ADVISORY ACTIVITIES
Advisory activities constitute a major portion of the work undertaken by Conciliation Resources. For in order to “support people working at local, national and international levels to develop effective solutions to social, economic and political problems related to violent conflicts, provide opportunities for inclusive dialogue and improved relationships within communities and across conflict divides at all social and political levels, influence governments and other decision makers to employ conflict transformation policies that promote alternatives to violence, improve peacemaking practice and policies by promoting learning from peace processes around the world, and challenge stereotypes and increase public awareness of human rights, conflict and peace issues in divided societies” it is imperative for Conciliation Resources to undertake a range of advisory activities at various levels, forums and regions.34 Thus advisory activities encompassing several issues, programmes and activities are undertaken by the INGO both thematically as well as through its regional programmes. The INGO by means of its advocacy and capacity building activities primarily advocates for the adoption of effective strategies to support peace processes and helps build the capacities of local people and communities to promote peace initiatives and ultimately achieve sustainable peace. However, of the two activities, Conciliation Resources is more actively involved in advocacy activities and has in fact created a niche for itself in this sector.

Advocacy Activities Undertaken by Conciliation Resources
Actively involved in advocacy activities since its establishment in 1994, Conciliation Resources carried out advocacy activities under two separate programmes for the first twelve years of its existence. These were the Practice to Policy programme and the Accord Programme. However such was the scope and significance of the advocacy carried out by Conciliation Resources that in 2006, the two individual programmes were

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34 These are the five identified goals which Conciliation Resources strives to achieve.
merged into one unified programme - the Policy, Communications and Comparative Learning programme. This step was taken to integrate the existing work in these areas and increase the organisation’s capacity for policy development and advocacy (Conciliation Resources 2006: 7). The unified programme now comprises of three main components namely,

1) Accord Project and Publication programme
2) Practice to Policy programme
3) Comparative Learning programme.

_Accord Project and Publication programme_

Under the Accord project and publications component, Conciliation Resources works collaboratively to support those engaged directly in reducing the number of lives affected by armed conflict and transforming situations of violence into opportunities for sustainable human development (Conciliation Resources 2002:99). The programme primarily seeks to promote learning from the past and comparable peace processes, by documenting specific conflicts and peace processes as well as looking comparatively at cross-cutting issues in peacemaking experiences worldwide.

Each Accord project undertaken by Conciliation Resources comprises of four stages. In the first stage, the INGO documents peace processes and initiatives and the sources and dynamics of armed conflicts in its publication “Accord: An International Review of Peace Initiatives”, which provides information and analysis on specific countries and themes. Conciliation Resources then works in partnership with local organisations to produce, translate and distribute each Accord publication and share the emerging lessons to support local efforts to promote peace and justice. In the third stage, the INGO works to promote learning and increase understanding of peace processes and agreements by informing those directly involved in or affected by armed conflict. Finally Conciliation Resources tries to inform and influence policymakers by presenting policy briefings to them. These briefings are the summarised versions of the key findings of each Accord issue, highlighting the main issues which the organisation feels should guide peacebuilding policy.
Launched in 1995, with the aim to offer accurate descriptions and cogent analysis of specific peace initiatives and issues, the underlying logic behind the Accord initiative was the belief that well documented peacemaking experiences offer crucial insights to peacemakers around the world.\(^{35}\) Coupled with this was the belief that information on how challenges have been dealt elsewhere can prevent costly mistakes from being repeated and stimulate more effective and fresh approaches to resolving armed conflict (http://c-r.org/our-work/accord/index.php accessed 26 May 2010). Thus Conciliation Resources in its Accord series focused on the experiences and reflections of people with direct and/or expert knowledge of peace processes and analysed issues from a practitioner’s viewpoint. The INGO also invited contributions from people with diverse political views and expectations to help capture the complexity and contested nature of peace processes (http://www.c-r.org/our-work/accord/comparative-learning/index.php accessed 26 May 2010). Thus, Accord was an attempt to document peace processes in order to provide an accessible inventory of the worldwide peacemaking experience.

Having achieved this purpose, Accord now serves as a historical record of attempts to resolve and transform conflict and the many complexities and contradictions these processes entailed (Conciliation Resources 2004: 14). With a total of 21 issues which have been published till 2010, the Accord series is considered to be a leading resource on peace processes and has achieved worldwide recognition (See Table 6.1). The publication offers cautionary tales about the practical challenges of peacemaking, gives examples of innovation and successful practice and aims to inspire new thinking about the possibilities of dialogue and negotiation (http://c-r.org/resources/accord.php accessed 26 May 2010).

\(^{35}\) The Accord series was inspired in 1995 by a team of negotiators involved in a peace process who were keen to discuss experiences from other conflict situations with Conciliation Resources. Such documentation or analysis was extremely limited but the negotiators recognised that practice from elsewhere would help them develop a workable negotiation strategy. For more information on the origin of the Accord series refer to http://c-r.org/resources/accord.php.
Table 6.1
List of Accord Publications

<table>
<thead>
<tr>
<th>ISSUE NO.</th>
<th>TITLE</th>
<th>YEAR OF PUBLICATION</th>
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<tbody>
<tr>
<td>5.</td>
<td>Safeguarding Peace: Cambodia’s Constitutional Challenge</td>
<td>1998</td>
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<tr>
<td>11.</td>
<td>Protracted Conflict, Elusive Peace: Initiatives to End the Violence in Northern Uganda</td>
<td>2002</td>
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<td>14.</td>
<td>Alternatives to War: Colombia’s Peace Processes</td>
<td>2004</td>
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<tr>
<td>17.</td>
<td>The limits of Leadership: Elites and Societies in the Nagorny Karabakh Peace Process</td>
<td>2005</td>
</tr>
<tr>
<td>18.</td>
<td>Peace by Piece: Addressing Sudan’s Conflicts</td>
<td>2006</td>
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<td>21.</td>
<td>Whose Peace is it Anyway? Connecting Somali and International Peacemaking</td>
<td>2010</td>
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Source: Compiled from http://www.c-r.org/our-work/accord/index.php

As mentioned earlier, each Accord publication forms the centrepiece of a project on a particular theme or conflict. Depending on the topic of the particular edition, an Accord issue contains a detailed and narrative analysis of the selected issue/theme, full texts and summaries of pertinent peace agreements, profiles of the main people and organisations involved and a chronology of the conflict and peace process, maps, a glossary of important terms and guidance for further reading. Accord’s global readership has grown steadily and now includes high-level political decision makers, academics, peace practitioners, civil society groups, policymakers, armed groups and international institutions such as the UN and the European Commission (http://c-r.org/resources/accord.php accessed 26 May 2010). In addition Accord publications are
distributed around the world to an audience of primary parties to conflict, intermediaries, civil society groups, policymakers and the media. Conciliation Resources also shares the lessons from each project through an online version of each Accord issue and events to discuss themes relating to peace processes.

**Practice to Policy programme**

Under the Practice to Policy programme, Conciliation Resources tries to develop connections between its practical experiences in the field of peacebuilding with the global conflict policies, in order to inform and influence policy makers. Specifically designed to undertake advocacy activities, this programme aims at offering creative, experience-based policy proposals to international policymakers and supporting the organisation's work by connecting specific experiences to broader peacebuilding principles. (http://www.c-r.org/our-work/practice-policy/index.php accessed 26 May 2010). The underlying logic for this programme is Conciliation Resources' belief that its practical experiences of peacebuilding around the world offer important lessons for policymakers and by identifying these lessons, the organisation can make recommendations for more effective international policymaking on armed conflict. The INGO undertakes several projects and uses a range of tools under its Practice to Policy programme including briefing papers, seminars, conferences and formal and informal discussions. Furthermore in order to promote learning from its experiences and help improve peacemaking practice, Conciliation Resources is playing an active role in UK-based and international learning networks and platforms. These include the Committee for Conflict Transformation and Support (CCTS), the UK Network on Conflict, Development and Peace (CODEP), the European Platform for Conflict Prevention and Transformation (ECCP), the Reflecting on Peace Practice Project (RPP), the UK Peace and Security Liaison Group and US-based Alliance for Peacebuilding, Mediation Support Network, the Global Partnership for the Prevention of Armed Conflict and the BOND policy working group (http://www.c-r.org/our-work/influencing-policy/index.php accessed 26 May 2010).
In addition, Conciliation Resources also tries to influence governments and governmental organisations to increase and improve support for peace processes and advocates adoption of conflict transformation policies that promote alternatives to violence. Recognising the impact of international policy on people affected by violent conflict, the INGO provides analysis, critique and creative proposals to officials on regional and thematic issues (Conciliation Resources 2008: 16). Examples of recommendations and submissions by the INGO include the submission to DFID White Paper public consultation on the theme of Fragile and conflict-affected countries and international institutional reform, submission to the UN Peacebuilding Commission: Comments on the first draft of the 'Sierra Leone Compact' for the 'Sierra Leone Framework for Cooperation', submission to the UK Parliament's International Development Committee inquiry on the prospects for sustainable peace in Uganda and the submission to the UK Parliament's International Development Committee inquiry on conflict and development.36

While the INGO through its various advocacy projects is involved with several governments and officials, of particular significance is its interaction with and influence on the British government. In fact Conciliation Resources has continuously been working towards and advocating for increased support from the British government for “policies of inclusion and engagement in peacebuilding processes” (Conciliation Resources 2007: 6). Efforts include briefings, submissions, trainings, papers, seminars and advice to parliamentarians and civil servants in the Cabinet Office, Department for International Development, Foreign & Commonwealth Office and the Stabilisation Unit of the British Government. It was the result of effective lobbying and advocacy by Conciliation Resources that the British Government in 2008 increased its focus on conflict as a key priority for foreign, security and development policy. More importantly some of the recommendations suggested by the INGO were incorporated into the new approach to conflict adopted by Britain.37 The organisation now aims to continue advocating ways

36 Soft copies of these submissions are available on http://www.c-r.org/our-work/influencing-policy/submissions.php.
37 The policy recommendations made by Conciliation Resources on how the United Kingdom can increase and improve support for peace processes were presented in a working paper titled, “Bridging the gap:
that the UK can be more strategic in supporting effective peacemaking (Conciliation Resources 2009a: 12).

Conciliation Resources also undertakes advocacy activities to influence international policy makers within IGOs such as the UN and the North Atlantic Treaty Organisation (NATO). For example in 2007, the INGO organised analysis meetings for the Special Representative of the UN Secretary-General for Georgia and the EU Special Representative for the South Caucasus and made presentations at international forums, including the NATO and Council of Europe Parliamentary Assemblies. Conciliation Resources also worked to influence the policies of the UN Peacebuilding Commission. Likewise in 2008, the INGO worked with the UN Department of Political Affairs, the EU and the Commonwealth Secretariat on issues and policies related to peace processes.

**Comparative Learning Programme**

The third programme which contributes to the advocacy activities of Conciliation Resources is the Comparative Learning programme. Based on the central belief that sharing information on peace processes is essential for effective peacemaking, Conciliation Resources under the comparative learning project produces and publishes materials to inform and influence peacemaking policy (http://www.c-r.org/our-work/accord/comparative-learning/index.php accessed 28 May 2010). Initiated in 2005, this programme is currently restricted to Colombia and the Philippines, where the INGO tries to create opportunities for peacemakers to take part in interactive learning about peace processes in other countries. Workshops on diverse issues such as engaging armed groups, third-party involvement in peace processes and frameworks for conflict resolution are organised by Conciliation Resources with the help of its partner organisations under this programme. Discussions, debates and presentations are held in these workshops wherein the INGO and its partner organisations share their experiences on peace processes, reflect on how facilitating comparative learning can work, learn from their responses to further develop themes and policy recommendations rooted in practical

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In addition to these three main programmes, Conciliation Resources also undertakes advocacy activities by means of its recently introduced Governance programme. Based on the belief that bad governance is often both a root cause of conflict and a major obstacle to building lasting peace, Conciliation Resources through this programme is working to help women, men and youth in conflict-affected communities voice their needs and engage effectively with politicians and policymakers in decision-making on issues that impact their everyday lives (http://www.c-r.org/our-work/governance/index.php accessed 28 May 2010). This programme has four major goals namely, improve government accountability and responsiveness to deal with the unmet needs and contested issues that cause conflict, increase ordinary people’s ability to voice concerns, monitor government actions and improve their access to information about existing policies, create better understanding of the challenges and strategies for peacebuilding and governance and improve analysis and inspire fresh ideas through international joint analysis workshops and comparative learning between partners (http://c-r.org/our-work/influencing-policy/governance-accountability.php. accessed 28 May 2010).

Interestingly this programme has been introduced only for a period of five years and will be active till 2013. Conciliation Resources partner organisations in Sierra Leone, Guinea, Liberia, Uganda, Georgia-Abkhazia and Fiji have been made partners in this programme and the INGO plans to bring the various partners together to “draw out new thinking on the cross-cutting issues, challenges and methods for promoting effective governance in conflict situations (http://www.c-r.org/our-work/governance/index.php accessed 28 May). Subsequently Conciliation Resources aims to use the findings for providing practical suggestions for practitioners and policymakers.

38 The Governance programme was launched in 2008 and is funded by the UK Department for International Development’s Governance and Transparency Fund. For more information on the programme refer to http://www.c-r.org/our-work/governance/index.php.
In spite of having a large thematic programme dedicated to advocacy activities, Conciliation Resources undertakes additional advocacy projects and activities in its regional programmes as well. In fact in addition to its Policy, Communication and Comparative Learning programme, Conciliation Resources performs advocacy activities in its regional programmes in West Africa, East and Central Africa, Caucasus and Fiji. These activities will be examined below in some detail.

**Capacity Building Activities undertaken by Conciliation Resources**

The goal of supporting people working at local, national and international levels to develop effective solutions to social, economic and political problems related to violent conflict, is the driving force behind the capacity building initiatives undertaken Conciliation Resources. Aiming to build capacities amongst state and non-state actors in post-conflict societies – including women, youth and minority and indigenous groups – the INGO views capacity building as an investment in better governance as well as conflict response and states that such activities should be a priority in all countries experiencing fragility (http://www.c-r.org/our-work/influencing-policy/ConciliationResources/submissionWhitePaper2009_FINAL_2April_web.pdf accessed 30 May 2010).

Given the importance of post-conflict capacity-building activities to Conciliation Resources, the INGO undertakes two main activities in this field. These are

1) training initiatives including public education and skill enhancing workshops

2) support services to partner organisations involved in capacity building efforts.

**Training Initiatives**

By undertaking training programmes, Conciliation Resources tries to reach out to groups most vulnerable to violence and strengthen their skills to tackle conflicts peacefully and transform conflict into opportunities for development. Thus the INGO organises workshops, learning seminars and skill enhancing programmes on diverse issues such as combating the culture of violence, developing skills for non-violent communication, conflict resolution methods, inter-cultural respect, gender, sexuality and inter-ethnic
relations and leadership skills development. In addition, public education and training programmes including conflict resolution training and production of educational materials contributing to the local and international development and dissemination of conflict transformation practice and theory is also undertaken by Conciliation Resources as a capacity building exercise. The INGO has in fact developed a range of materials for educational use in workshops and other educational forums. These include a source book for people working in areas affected by conflict and violence titled, "Working with conflict: skills and strategies for action and a Discussion pack on the Georgian-Abkhaz conflict which is used as a tool for conflict analysis with groups of young people."39

Partner Support
Conciliation Resources also supports the efforts and initiatives of its partner organisations involved in capacity building efforts. The INGO offers technical, financial and advisory support including practical help with strategic planning, organisational development, fundraising and financial management, to its partner organisations. In addition, the INGO assists them in developing innovative and sustainable solutions to short and long term problems related to armed conflict, collaborative design and implementation of conflict transformation strategies, research and organisational support for specific third-party mediation efforts (http://www.c-r.org/about/approach.php accessed 4 June 2010).

However as these capacity building efforts are primarily conducted within individual geographic programmes depending upon the specific needs of the region involved, they will be discussed in the following section, which examines the advisory activities including advocacy and capacity building, undertaken by the INGO in the various regions of the world.

Regional Presence and Activities
Conciliation Resources performs advisory activities in all four of its regional programmes i.e. West Africa, East and Central Africa, the Caucasus and Fiji.40 While

39 For more information on the educational and training materials prepared by Conciliation Resources refer to http://www.c-r.org/resources/educational-materials/index.php.
40 Conciliation Resources was also actively involved in advisory activities in its Balkans programme (2001) which aimed to support civic groups in Albania, Kosovo, Macedonia, Montenegro and Serbia in their
the INGO undertakes large-scale advisory activities in the Caucasus and West Africa, it only performs limited capacity building activities in Fiji and strikes a balance between advocacy and capacity building activities in Uganda and Sudan.

West Africa

In West Africa, Conciliation Resources primarily works to influence and support governmental and civil society efforts to enhance security and peace. As a result, the INGO undertakes a diverse range of advisory activities including training programmes and workshops to build conflict resolution skills of local communities and initiatives to strengthen re-emerging governance and judicial structures. The underlying logic behind these initiatives is the organisation’s belief that to build effective peace, communities must be involved in the process along with government and civil society. Thus the INGO works to strengthen civil society in the region and increase understanding and information between ordinary people and those involved in local governance (http://www.c-r.org/our-work/west-africa/index.php accessed 5 June 2010).

More specifically, Conciliation Resources undertakes four main advisory related activities in the region. These are strengthening the existing local justice, security and governance structures, rebuilding the lives of young women and men after war, supporting initiatives to build and strengthen civil society and helping partner organisations including local peacebuilding organisations in their efforts at reconciliation and reconstruction. The majority of these activities are undertaken in the Mano River Union area consisting of Sierra Leone, Liberia and Guinea, and are carried out with the help of local partners.

In its efforts to strengthen the local justice, security and governance structures, Conciliation Resources performs capacity building activities with the aim to build efforts to encourage community-level dialogue and understanding between ethnic groups, and strengthen local NGO capacities. In this year long programme, the INGO undertook a range of capacity building exercises including organising and facilitating workshops to provide opportunities for dialogue along with the collaborative design and execution of small-scale projects aimed at improving regional and local ethnic relations. For more information on the Balkans programme refer to Conciliation Resources (2004:7).

It is interesting to note, that the activities undertaken as a part of advisory activities by Conciliation Resources also formed a part of the security sector activities performed by the INGO, as discussed in the previous chapter. This fact reinforces the observation made earlier in this chapter that even while performing diverse functions such as security sector activities and/or emergency relief related operations, INGOs at some level are performing advisory activities.
understanding between communities and the re-emerging judiciary, government and security structures. The main initiative in this field is the Strengthening Citizens’ Security project which was initiated in 2007. As examined in the previous chapter, this project was an effort to make the security sector more accessible and accountable to ordinary people. However, the idea behind this initiative was to improve communication and relationships between urban and rural community activists and representatives, and with security sector personnel (http://www.c-r.org/our-work/west-africa/west-africa-security.php accessed 4 June 2010). As a result, in the initial stage of the project, Conciliation Resources worked with its partners to reduce tensions on the eve of the 2007 elections in Sierra Leone and increase debate and discussion on the security elements of the elections. The INGO also organised workshops which brought together stakeholders in peacebuilding around Bo, including the National Electoral Commission, the formal security sector, local administrations, police, young people and various civil society representatives and through dialogue sessions helped community groups get involved in decisions affecting their security (http://www.c-r.org/our-work/west-africa/west-africa-security.php accessed 4 June 2010). In addition, the INGO hosted a sub-regional conference- “Crossing Boundaries- sub-Regional Conference on Civil Society and Security Sector Cooperation” in Freetown in 2008 to share experiences and lessons learned with the other Mano River Union countries of Liberia and Guinea. Participants of this conference identified the key challenges in sub-regional security policies and called for increased cooperation between the security sector and civil society. Some of the issues discussed were later raised by the Office of National Security representative at the Mano River Union High-level Summit in Monrovia, Liberia in May.42

The second main advisory activity performed by Conciliation Resources in West Africa relates to building the capacities of the local communities by rebuilding, re-integrating and constructively engaging the youth into the mainstream society. Largely project based, these activities aim to make the views of the youth better understood by policy

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makers through dialogue sessions involving these young men and women, community elders, politicians and the councils and to enable them to find non-violent ways to address conflicts and challenges. While three of the main youth projects developed by Conciliation Resources namely Youth in Progress project, the Youth-to-Youth Campaign for Violence Free Election and the project to form the Youth Coordinating Committee have been discussed in detail in the previous chapter, it is important to note that these projects not only form an important component of the security sector activities undertaken by the INGO, but are also indicative of the advocacy and capacity building roles of Conciliation Resources.

While working with the youth, Conciliation Resources places a special emphasis on the role of women and undertakes specific initiatives to enhance their leadership skills. Thus training events covering diverse issues and activities have been regularly organised since 2001 to equip women with leadership skills necessary to promote women’s concerns for effective participation in their respective communities (Conciliation Resources 2003: 7). Furthermore recognising the impact of war on women along with the crucial role they can play in rebuilding peaceful societies, the INGO developed three projects involving women and traditional and religious leaders in inclusive dialogue sessions (Conciliation Resources 2005: 17). Conciliation Resources also organised a sub-regional conference on ‘Women in Security: Challenges and Opportunities’ in Freetown in 2007. This conference was designed specifically to create space for Government security sectors, civil society organisations and community representatives from Sierra Leone, Guinea and Liberia to analyse the barriers that exclude women from the security policy formulation and implementation process and to map away forward for effective involvement of civil society and particularly women in security issues.43

The importance given to women while rebuilding the lives of youth, is in turn is linked to gender equality advocacy efforts undertaken by the INGO. In fact Conciliation Resources supports gender equality as a means to achieving lasting peace through the strengthening of women’s group participation in peace processes, supporting them to

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43 This conference was a component of the Strengthening Citizen’s Security project. For more information on the conference refer to http://www.c-r.org/our-work/west-africa/documents/Peace_security_update_women_in_security.pdf.
develop organisational conflict advocacy strategies and contribute to decision-making processes in their communities. The INGO has also undertaken specific projects to promote gender equality and has also been organising workshops and training programmes to promote the issue. For example in 2004, the INGO held workshops in Bo, Pujehun and Freetown, under its ‘Gender Justice’ project with UNIFEM to strengthen the gender focus of ongoing legal, judicial and policy reform (Conciliation Resources 2005: 17).

Conciliation Resources forms partnerships with governments, IGOs and local NGOs to promote the cause of gender equality. For example, the INGO in association with the UNDP and Sierra Leone’s Ministry of Youth and Sports piloted income-generating activities across the country for young women affected by violence during the war and has supported visits by the Mano River Women’s Peace Network (MARWOPNET) to build solidarity and conflict advocacy strategies among women from Guinea, Liberia and Sierra Leone (http://www.c-r.org/our-work/west-africa/west-africa-communities.php#border accessed 11 June 2010).

Thus it is seen that in addition to the above mentioned activities, Conciliation Resources also supports its partner organisations in the region in their respective efforts in advocacy and capacity building activities as a part of its advisory activities. The INGO not only offers its assistance to partner organisations in organising community reconciliation meetings and supports their peace monitoring and conflict mediation activities in southern Sierra Leone, but also provides training and technical support to its partners. Although Conciliation Resources has supported several partner organisations, two of the most significant and prominent organisations supported by the INGO are the Bo Peace and Reconciliation Movement (BPRM) and the Sulima Fishing Community Development Project (SFCDP).44 As examined in the previous chapter, Conciliation Resources has helped these two organisations to support traditional authorities and communities to explore and develop approaches to conflict resolution, help people gain skills and react to conflict as peacebuilders and mediate conflicts

44 For information on the BPRM and the SFCDP see chapter five, pg 258, n 17.

Conciliation Resources also works with and supports the media in the region.\textsuperscript{45} Realising the importance of the media in conflict transformation and more so in the transitional period from fragile peace to consolidated democracy, the INGO provides capacity building skills for media practitioners and institutions in the region. These include training workshops on unbiased reporting, election coverage and peacebuilding. One of the main projects initiated by the INGO in this field was the media ethics project in 2004, which was launched with the support of the Centre for Media Technology and the Sierra Leone Association of Journalists. Aimed at rebuilding media skills and ethical practice, this project involved providing sixty journalists with conflict transformation training and resulted in curbing negative reporting and providing unprecedented countrywide news coverage during local government elections in Sierra Leone in May 2004 (Conciliation Resources 2005:16).

In addition to the media, Conciliation Resources also works to support local and regional initiatives to build peace and aims to strengthen civil society in the region and increase understanding and information between ordinary people and those involved in local governance (http://www.c-r.org/our-work/west-africa/index.php accessed 12 June 2010). An important accomplishment in this field is the cross-border peacebuilding project in the Mano River Union, wherein Conciliation Resources has been working on issues of sub-regional stability and security around the Mano River countries of Sierra Leone, Liberia and Guinea. The INGO has formed partnerships with local organisations in these

\textsuperscript{45} Conciliation Resources, in 1998 launched a “Media and Conflict in Africa” programme in order to support media organisations and journalists in the frontlines of conflict in Sierra Leone, Liberia, Ghana, Gambia, Nigeria and Uganda. The INGO was of the opinion that the media played an important role in situations of conflict in the region and journalist had the ability to make a positive impact on the conflict by promoting tolerance, democratic values and reconciliation by means of sensitive and unbiased reporting. Thus Conciliation Resources aimed to develop the ability to provide more balanced and constructive conflict coverage of journalists in the African continent by providing specialised training on democratic governance, human and civic rights, media ethics, gender, and professional skills. However after a review of the Media and Conflict in Africa programme in 2002-03, Conciliation Resources decided to discontinue the programme as the INGO realised that its conflict transformation work with the media would be better situated within its country or area-specific programmes. Thus support and training to media partners is now undertaken in individual country programmes.
countries and works to strengthen relationships and learning between organisations, build their ability to monitor conflict trends and define their role in improving accountability in local governance (http://www.c-r.org/our-work/west-africa/west-africa-what.php accessed 12 June 2010). Between 2001 and 2002 the project facilitated discussions between Conciliation Resources and regional and international NGO partners, leading to a consultation process within the three countries to deepen collective understanding of conflict in the region and explore how best to support and contribute to local and regional processes and capacities for peace (Conciliation Resources 2003: 5). The partner organisations included International Alert, COFEG, ABC Development (Guinea), Inter-Religious Council of Liberia (IRCL), Liberian Women Initiative (LWI), Campaign for Good Governance, and Network Movement for Justice and Development, Sierra Leone. After an 18-month consultation period between Conciliation Resources, International Alert and the regional partners, a MRU Peace Forum was established. This 18-person Forum aims to strengthen civil society networks dealing with peacebuilding and human security issues and represents different organisations from the three countries (http://www.c-r.org/our-work/west-africa/west-africa-communities.php#border accessed 12 June 2010). The Forum worked on building sub-regional peace through media, youth and women-focused training workshops and formally liaised with the intergovernmental Mano River Union Secretariat in Freetown, helped coordinate Forum members, conduct research and arrange meetings between governments and the Forum delegation. This forum is considered to be one of the main advisory initiatives of Conciliation Resources, which contributes in strengthening cross-border initiatives between civil society groups.

**East and Central Africa**

In eastern and central Africa, Conciliation Resources is most active in Uganda and Sudan.\(^\text{46}\) The INGO’s work in the region is guided by its belief that the local people

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\(^{46}\) Conciliation Resources was also involved in advisory activities in Angola from 2001 to 2003. The INGOs initiation in this region was the result of a specific request by country’s largest NGO, Action for Rural Development and the Environment (ADRA) for Conciliation Resources’ support for a civic and human rights education programme (Programa de Educação Cívica – PEC). As a result the INGO actively supported various local organisations and networks working on ‘civic education’ and peacebuilding in Angola. Conciliation Resources also provided technical support to the Peacebuilding Project (Projecto de Construção de Paz – PCP) initiated by Angola’s leading church organisations and NGOs which aimed to strengthen institutional capacities of key partners working on peacebuilding and support national and
should have the ability, strengths and opportunities to influence the conflict positively
and build peace and that the international interventions in the region should be informed
by local agendas for peace and security (http://www.c-r.org/our-work/uganda/uganda-
what.php accessed 15 June 2010). As a result, Conciliation Resources works to improve
communication and understanding among communities divided by violence, works
across borders to build relationships, supports its partner organisations in their
peacebuilding efforts and undertakes advocacy efforts by trying to influence governments
and international agencies to respond to local people’s demands for peaceful action.

In Uganda, Conciliation Resources is committed to supporting conflict transformation,
peacebuilding and reconciliation initiatives and undertakes several capacity building and
advocacy activities in the region. These include supporting partner organisations in their
peacebuilding and capacity building activities, undertaking research projects to influence
policy making and supporting media advocacy efforts. Support for civil society
peacebuilders and partner organisations is central to the capacity building activities
undertaken by Conciliation Resources in Uganda. The main partnership that the INGO
has established in the region is with the Kacoke Madit (KM), an organisation founded by
Acholi diaspora communities in response to escalating armed conflict in their homeland.
Established in 1996, this organisation is dedicated to assisting and implementing
initiatives to end the conflict by peaceful means and thus undertakes training
programmes, research and media related activities.47 Conciliation Resources provides
administrative help and oversight, ongoing strategic advice and occasional training to the
KM often acts like a channel for the KM Secretariat's donor funds while supporting its
outreach and policy work (http://www.c-r.org/our-work/uganda/uganda-partners.php
accessed 17 June 2010). Other important partner organisations include the Acholi

grassroots activities through training, small project grants and advocacy. The INGO also helped to produce
a training manual on peacebuilding and community action for Angolans. Other support included the
training and monitoring of PCP’s team of trainers and facilitators. Conciliation Resources’ collaboration
with ADRA-PEC concluded in December 2003. For more information on Conciliation Resources
47 For more information on the history and activities of Kacoke Madit refer to http://www.km-net.org.uk/.
Religious Leaders' Peace Initiative (ARLPI), the Justice and Peace Commission, Gulu Archdiocese (JPC) and the Justice and Peace Council, Ganal (JPC).\textsuperscript{48}

In addition to working with local organisations Conciliation Resources also works with international partners as a part of it advocacy efforts in the region. For example, the INGO cooperated with Quaker Peace and Social Witness (QPSW) to undertake research on the factors that prompt commanders to return to their communities in the region in 2005. This research gave new insights into their decision-making patterns and how civil society can influence these and was published in 2006. The resulting report "Coming Home: analysis of the push and pull factors affecting LRA commanders returning to civilian life in Northern Uganda", contributed in developing a lobbying and advocacy strategy for the region.\textsuperscript{49}

Interestingly while supporting its various partner organisations, Conciliation Resources by means of extensive consultation processes has been able to improve its own understanding of the conflict dynamics, and thus has been able to develop a more coherent approach for key interventions at local, regional and international levels (Conciliation Resources 2004:13).

In its advocacy efforts in the region, Conciliation Resources has engaged in constructive dialogue with donor governments, NGOs and policymakers. For example, in 2003, against the backdrop of increasing international interest in ending northern Uganda's conflict, Conciliation Resources held meetings with donor governments, NGOs and policymakers in Washington DC, London, Kampala and Nairobi (Conciliation Resources 2004: 15). As a result the organisation was involved in processes of shared analysis and policy development of the region. Conciliation Resources also helped form the Northern Uganda Advocacy Partnership for Peace (NUAPP), a coalition of six London-based NGOs including Christian Aid, the Church Mission Society, Quaker Peace and Social

\textsuperscript{48} For more information on the Conciliation Resources partner organisations in Uganda refer to http://www.c-r.org/our-work/uganda/uganda-partners.php.

\textsuperscript{49} This report can be viewed at http://www.c-r.org/our-work/uganda/documents/ConciliationResources_Coming_Home_May06.pdf.
Witness, Tearfund and World Vision (UK) partners in northern Uganda. Formed in 2005, the NUAPP aims to enable more effective advocacy, primarily in the UK, to affect a positive peace in Northern Uganda, informed by civil society organisations and networks in Uganda (http://www.publications.parliament.uk/pa/cm200506/cmselect/cmintdev/923/923we24.htm accessed 15 June 2010).

Another important advisory activity by Conciliation Resources in Uganda is providing support to the media sector including building the capacities of media organisations as effective participants in the peace process. As the Ugandan media is relatively younger than its counterparts in the rest of Africa, Conciliation Resources since the mid 1990s has been working to train and provide necessary resources to journalist and media organisations in the country. Efforts include election coverage workshops, advocacy workshops and support to the Uganda Media Women’s Association (UMWA). Workshops for effective election coverage were organised in 2001 by the INGO in collaboration with three Ugandan organisations Human Rights Focus (HURIFO), Northern Uganda Media Club (NUMEC) and the UMWA (Conciliation Resources 2003: 8). Focusing on two central themes, election reporting and peacebuilding, these workshops were designed to equip Ugandan journalists with the knowledge and skills to cover their national elections responsibly and effectively and were attended by 120 journalists. A review workshop examining the impact of the election coverage workshops was held after one year, wherein forty participants provided feedback on the usefulness of the earlier workshop. This workshop also included presentations and discussions on the Ugandan media’s overall influence on the election and associated violence.

51 These workshops were held in Masindi, Jinja and Mbarara in Uganda and explored questions on the role of journalists in reporting elections including how they could provide fair and balanced coverage; how to give ordinary people and marginalised groups a voice in the electoral process, and ensure the accountability of politicians in elections and in office; how to challenge the political rhetoric of leaders; and how to help voters understand complex political issues.
52 For more information on these workshops refer to http://www.c-r.org/about/documents/biannrep2001-02.pdf.
Advocacy workshops on the war in northern Uganda were also organised in 2003 aiming to consolidate relationships between journalists and community groups and identify strategic issues to help promote a peace process. It was the result of these twin workshops that journalists from all over Uganda gained information about the war and sufferings of fellow Ugandans residing in North Uganda.

In addition to providing basic training and skill enhancing support to media organisations and journalists in Uganda, Conciliation Resources has also worked to improve women’s roles in peacebuilding by strengthening the skills and capacities of women journalists in peace advocacy, mediation and other conflict transformation activities. The INGO has provided technical, strategic and advisory support to the UMWA as a result of which the organisation successfully undertook pilot projects in schools and marketplaces, using interviews and drama to share experiences on conflict issues with students and traders, challenging them to think differently about handling conflict (Conciliation Resources 2004: 12).

Interestingly most of the capacity building work in the media sector undertaken by Conciliation Resources in Uganda was a part of the Media and Conflict in Africa Programme. Since its discontinuation in 2004, Conciliation Resources’ activities in the media sector have largely included providing assistance to its media based partner organisations and holding training programmes. More recently its efforts in the media sector have been restricted to Uganda Sudan border area wherein the INGO facilitates exchange programmes between the media organisations and journalists from both the sides of the border.

Conciliation Resources’ full time engagement in Sudan began in 2006 in response to requests for support from civil society groups in Sudan. As a result the INGO has been able to engage with community and political representatives, radio station staff and local people and establish positive relationships and form practical partnerships (Conciliation Resources 2007:12). However, most of the INGOs advisory activities in Sudan are centred on improving and strengthening cross-border exchange work to help communities
achieve peace and includes workshops and training programmes. For example, in 2006 itself, Conciliation Resources convened a workshop in Juba in cooperation with traditional and religious leaders from Sudan and Uganda and the Forum for Peace in South Sudan. Bringing together seven ethnic groups, traditional and religious leaders, women and young people from LRA affected areas of Uganda and Sudan, Conciliation Resources was able to facilitate the exchange of views and opinions and contribute to the building of mutual understanding between the residents of the two countries. Likewise in 2007, the INGO organised cross-border visits between community representatives from Southern Sudan and northern Uganda. Conciliation Resources also worked with grassroots, religious and traditional leaders, government officials and its peacebuilding partners Ker Kwaro Acholi, Justice and Peace Council (JPC GANAL) and Totto Chan in Juba, and brought communities together across the Uganda-Sudan border for discussions, workshops and exchange visits (Conciliation Resources 2008: 8). In continuation of the workshops held in 2006 and 2007, Conciliation Resources in 2008 supported traditional leaders to hold the first in a series of problem-solving workshops dealing with violence and other common challenges faced by border communities in southern Sudan and Uganda (Conciliation Resources 2008:10).

Fiji

Active in Fiji since 1995, Conciliation Resources’ advisory activities in the region are routed through its support to its principal partner organisation- the Citizens’ Constitutional Forum (CCF). Having established a partnership for over 13 years, the INGO has helped the CCF in its strategic development and planning, organisational development and oversight, financial management, communication with donor partners and has also provided secretariat support for CCF staff visiting Europe (http://www.c-c-r.org/our-work/fiji/fiji-what.php accessed 20 June 2010). Further by means of providing technical, strategic and financial support to CCF in its capacity building and advocacy

53 The Citizens’ Constitutional Forum as examined earlier is a non-government organisation that works to prevent violent conflict and advocates and educates for good governance, human rights and multiculturalism in the Republic of Fiji. For more information on the CCF refer to http://www.ccf.org.fj/.
activities, Conciliation Resources has indirectly undertaken a range of advisory activities in region.

In addition to supporting the CCF in its activities, Conciliation Resources has played a significant role in sensitising the international governmental and non-governmental community on conflict prevention and peacebuilding issues. The INGO has also made periodic representations about Fiji’s crisis to the EU, Commonwealth Secretariat, the United Nations and its Committee on Elimination of Racial Discrimination (CERD), various governments and NGOs (Conciliation Resources 2001: 19). Conciliation Resources now plays a vital role in supporting CCF’s project development and delivery, and liaising with donors in Europe.

Caucasus

Conciliation Resources is most actively involved in advisory activities in the Caucasian region. Focusing on two major conflicts in the area namely the Georgian-Abkhaz conflict and the conflict between Armenians and Azerbaijanis over Nagorny Karabakh, the INGO undertakes a range of advisory activities including support to partner organisations, training programmes, advocacy at international forums and media related advocacy.

In the Georgian-Abkhaz conflict, Conciliation Resources works with different levels of Georgian and Abkhaz society including NGO activists, youth, politicians, journalists, displaced communities and government officials. The INGO also works with local and international partners and seeks to re-weave relationships destroyed by war by promoting opportunities for increased understanding, analysis, dialogue and public participation within and between the conflicting communities (Conciliation Resources 2003: 11). A broad overview of the advisory activities performed by the INGO in this region would include capacity building activities such as developing civil society capacities, encouraging activism and enabling marginalised groups to find a political voice, creating opportunities for dialogue within communities and across the conflict divide and supporting partner organisations; and advocacy activities including influencing
peacemaking strategies through briefings and consultations and by exposing Georgians and Abkhaz to other peace processes and challenging stereotypes and shifting public opinion about the conflict through the media.

Actively involved in civil society capacity building in Abkhazia, Conciliation Resources supports several community initiatives including civil society organisations, local NGOs and its partner organisations in the region. The INGO also works with several Abkhaz NGOs that aim simultaneously to engage the public and influence decision-makers, and encourage more transparent and accountable governance (Conciliation Resources 2003:8). The main organisation which is supported by Conciliation Resources is the locally-based Center for Humanitarian Programmes (CHP). The CHP primarily works to promote democratic development and political pluralism and has coordinates activities aimed at empowering individuals and groups and supporting NGO and civic development.\(^{54}\) The organisation organises joint Georgian-Abkhazian projects on capacity-building in conflict management and by promotes confidence building between civil societies in the Caucasus with the aim of preventing conflict from becoming violent (http://www.peacebuildingportal.org/index.asp?pgid=9&org=45 accessed 20 June 2010). With the support provided by Conciliation Resources, the CHP publishes the journal Grazhdanskoë Obschestvo (Civil Society), runs civic education training for teachers, coordinates an annual summer university on international relations and works on local government reform (http://www.c-r.org/our-work/caucasus/abkhazia-partners.php accessed 20 June 2010). Other major organisations involved in capacity building and advocacy activities and supported by Conciliation Resources include the Civic Initiative and People of the Future Foundation, the Sukhum House and the Invà-Sodeistvie Association.\(^{55}\) Conciliation Resources also aims to improve its partners’ capacity to impact on the conflict dynamics and prepare their own communities for peace continued. As a result the INGO has helped partners strengthen their strategic planning, fundraising and financial management and developed with them in-depth analysis of political developments in their region (Conciliation Resources 2007: 10).

\(^{54}\) For more information on the Center for Humanitarian Programmes refer to http://www.c-r.org/our-work/caucasus/abkhazia-partners.php.

\(^{55}\) For more information on these organisations refer to http://www.c-r.org/our-work/caucasus/abkhazia-partners.php.
Interestingly while working with its partner organisations in the Georgian-Abkhaz conflict region, Conciliation Resources has consistently resourced and empowered partners to engage publicly with critical issues in the conflict and peace process. Further more by advocating analysis, transparency and the importance of engaging with the needs and fears of opponents, the INGO has provided opportunities for dialogue within communities and across the conflict divide (Conciliation Resources 2004: 8). Although several informal dialogue exchange activities are promoted by the INGO including series of separate workshops on conflict resolution strategies with key stakeholders in both communities, the most important initiative is undertaken by Conciliation Resources is the organisation of dialogue meetings between Georgian and Abkhaz high-level officials, politicians and civic actors. Aiming at offering a forum for joint analysis and the exploration of ideas without committing participants to those ideas, these have come to be addressed as the Schlaining process.\footnote{Named after the Austrian town where the first meeting was held, the Schlaining Process workshops offer participants from across the conflict divide the opportunity to meet in an informal and strictly confidential capacity to analyse and exchange information about the peace process. Over the past decade 20 such workshops have involved more than 100 people. These have included presidential representatives, government ministers, members of parliament, representatives of non-governmental organisations and the media. The Schlaining Process was a joint project with the Berghof Research Center for Constructive Conflict Management (Germany) until the end of 2005 but has continued under Conciliation Resources' auspices. For more information on the Schlaining Process refer to http://www.c-r.org/our-work/caucasus/schlaining.php.} Held regularly since 2000, the Schlaining process can in fact be viewed as one of the key achievements of Conciliation Resources as it has been to provide a sustained forum for informal dialogue between officials from the conflicting parties and continues to encourage more informed and strategic thinking in the region (Conciliation Resources 2005: 10).

Conciliation Resources also undertakes advocacy activities to promote peace in the Georgian-Abkhaz region and tries to influence international policy makers and forums involved in peacemaking strategies. For example in 2007 Conciliation Resources organised analysis meetings for the Special Representative of the UN Secretary-General for Georgia and the EU Special Representative for the South Caucasus. The INGO also made presentations at international forums, including the NATO and Council of Europe Parliamentary Assemblies (Conciliation Resources 2008: 16). With over 10 years'
experience supporting local peacebuilding initiatives in the Georgian-Abkhaz conflict, the INGO is now well placed to influence policymakers’ responses to the crisis. For example after the out-break of war in the region in 2008, Conciliation Resources gave its recommendations during the negotiations process in Geneva and shared analysis with the United Nations Special Representative of the Secretary General for Georgia, the Organisation for Security and Cooperation in Europe, the European Union, the UK and other governments, and the international media. The INGO’s advocacy work now continues to engage key local and international actors to ensure that appropriate lessons are learned from the 2008 war (Conciliation Resources 2009: 11).

Another advisory activity undertaken by Conciliation Resources is media advocacy, by means of which the INGO works with the media and other NGOs to raise public awareness of the peace process and influence attitudes and practices to nurture a non-violent and democratic future (Conciliation Resources 2003: 11). The activities undertaken by Conciliation Resources have included media development initiatives such as training programmes in Abkhazia, and support to Postfactum - a radio production NGO that has grown out of the energy of several committed IDP journalists in Georgia. In fact the INGO has supported the production of several programmes, films and television series and print media projects, which have played an important role in stimulating debate and influencing policy development. Examples include Ten TV discussion programmes on key aspects of the conflict and peace process which were produced by Studio Re and aired on Georgian TV, a magazine on civil society published in Abkhazia and distributed in both communities, and a monthly newspaper, Panorama, edited in Tbilisi, Sukhum/i and London with the support of the Institute for War and Peace Reporting. Conciliation Resources also helped install radio transmitters in Sukhum/i and Tbilisi, enabling rebroadcasting of BBC World Service Russian language programmes and access to impartial information (http://www.c-r.org/our-work/caucasus/caucasus-partners.php accessed 22 June 2010). The INGO has also

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57 These recommendations included more inclusive approaches to the Georgian-Abkhaz and Georgian-South Ossetian peace processes, attention to addressing human rights violations and dealing with the past, and more sensitivity and accountability in how donor money is spent in conflict situations. For more information refer to Annual Review 2008: Conciliation Resources.
enabled journalists to travel and work across the conflict divide, despite political and logistical difficulties.

In the conflict between Azerbaijan and Armenia over Nagorny Karabakh, Conciliation Resources has been actively participating in advisory activities since 2003. The INGO undertakes media and public awareness work and aims to challenge stereotypes and improve the quality and diversity of media coverage about the conflict and peace process. In addition Conciliation Resources also supports creative and strategic thinking among policymakers directly engaged in the Karabakh peace process and lobbies for greater participation by civil society (http://www.c-r.org/our-work/caucasus/caucasus-what-nagorny-karabakh.php accessed 22 June 2010).

Conciliation Resources initiated its activities in the region by becoming a part of the Consortium Initiative- which as observed earlier is a coalition of international non-governmental organisations working to improve the prospects for a resolution of the conflict between Armenians and Azerbaijanis over Nagorny Karabakh. Conciliation Resources is responsible for media and public awareness within the Consortium. As a result, the INGO used the media to promote dialogue and understanding across the Nagorny Karabakh conflict divide by establishing forums for debate, analysis and exchange between Armenians and Azeris. Some of the initiatives undertaken include the Radio Diaries project, wherein a South Caucasus-wide network of local journalists and radio stations produced and broadcasted stories about ordinary people’s daily lives, an award-winning Russian language web forum with BBC Russian.com, allowing Armenians and Azerbaijanis to air their views, a monthly radio series for Azeri communities displaced by the conflict, produced with Internews Azerbaijan and the BBC World Service, and aired on the BBC Azerbaijan service and local radio, an exchange of articles by Azerbaijani and Armenian journalists about the conflict and peace process, published in each country’s press and in a collected volume in 2008 and support to the

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58 Consortium Initiative undertakes three main activities- Civil Society Dialogue, Media and Public Awareness and Political Dialogue. Each of these activities has an individual programme dedicated to fulfilling identified goals and each programme is led by one of the three INGO members. Thus while Conciliation Resources leads the Media and Public awareness programme, International Alert is responsible for Civil Society Dialogue and LINKS works in the field of political dialogue.

As a result of Conciliation Resources’ efforts, information and in-depth analysis about the conflict and peace process has been made widely available across the region, by radio, in film, in print and online and local journalists have had the opportunity to work together across the conflict divide, improving not only their professional skills but also their overall understanding of the conflict and of each other (http://www.panarmenian.net/news/eng/?nid=41716 accessed 22 June 2010).

The INGO in now involved in two major advocacy projects in the region namely the Dialogue through Film project and the Minsk Process project. Launched in 2006, Dialogue through Film is an initiative to build bridges across the conflict divide, by giving the youth in Azerbaijan and Nagorny Karabakh a chance to talk directly to each other by helping them make short films about their lives. Thus the project involves training in film-making for Azeri and Karabakhi Armenian youth and producing a series of films on different aspects related to their societies. Produced with the help of Internews Armenia, Internews Azerbaijan and the Stepanakert Press Club, the films made as a result of this project are screened locally as well as at international forums. For example, in 2008 films produced under the Dialogue through Films were screened at regional media conference in France, in community centres in Armenia and Nagorny Karabakh, and on two regional satellite television channels (http://www.c-r.org/our-work/caucasus/dialogue_through_film.php accessed 22 June 2010).

Conciliation Resources also supports the Minsk process and actively participates in a project that advocates for greater civil society participation in the peace process and aims to develop mechanisms for a more inclusive process.59

59 The OSCE Minsk Group was created in 1992 by the Conference on Security and Cooperation in Europe (CSCE, now Organisation for Security and Co-operation in Europe (OSCE)) to encourage a peaceful, negotiated resolution to the Nagorny Karabakh conflict. The main objectives of the Minsk Process are as follows: Providing an appropriate framework for conflict resolution in the way of assuring the negotiation process supported by the Minsk Group; Obtaining conclusion by the Parties of an agreement on
In addition to the advocacy projects, Conciliation Resources provides a platform that enables the exchange of views between Armenian and Azeri civil society experts on creative visions for a peaceful settlement. Furthermore the INGO on the basis of this exchange provides inputs into strategic thinking among key Armenian and Azeri decision makers in the Karabakh peace process. In fact Conciliation Resources has launched a project called Karabakh 2014 for this purpose. The Karabakh 2014 project is funded by the UK Conflict Prevention Pool through the Consortium Initiative and tries to stimulate discussion about where the conflict is heading and where the best hopes for a peaceful resolution lie.

**Budget for Advisory Activities**

The fact that Conciliation Resources undertakes a range of advisory activities both through its thematic programmes as well as its’ regional initiatives, makes any analysis of the budget allocated or expenditure incurred for advisory activities a difficult task. Moreover, as activity and/or project wise expenditure for advisory activities is not disclosed by Conciliation Resources and the thematic programme under which the INGO undertakes such activities i.e. Policy Communications and Comparative Learning, comprises of other activities as well, accurate data for advisory activities exclusively cannot be obtained. In addition, given the fact that Conciliation Resources undertakes several activities and projects in each of the regional programmes it is engaged in, deducing expenditure for a particular activity from the region wise expenditure is not possible. As a result of all these factors, it is not possible to accurately gauge the expenditure incurred by Conciliation Resources on advisory activities.

**Assessing Advisory Activities**

Any assessment of the success of Conciliation Resources’ role in advisory activities should primarily be based on the impact of its activities as success in this field can only

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60 Conciliation Resources commissioned papers from three Armenian and three Azerbaijani analysts, asking them to depict scenarios for how the conflict might look in 2014. They presented these at a seminar at the International Institute for Strategic Studies (IISS) in London on July 10, 2009, with former US Karabakh negotiator Carey Cavanaugh leading a discussion in the final session.
be measured by the outcome of the undertaken advisory activities. Although there are several indicators of the success that the INGO has achieved in the field of advisory activities, the more significant ones include the popularity and international recognition granted to the Accord publications, the influence of the organisation's advocacy strategies on governments and international governmental organisations, particularly the British government, the EU and the Peacebuilding Commission, inclusion of the INGO in peacebuilding networks, the positive feedback by partner organisations and the success of innovative projects such as the Schlaining process, Dialogue through Films and various youth related projects. In fact, these successes are reflective of the expertise the INGO has gained in advisory activities in the context of post-conflict peacebuilding and can in turn be credited to the range of strategies and approaches adopted by Conciliation Resources in this field.

An examination of the diverse strategies adopted by the INGO shows that four main strategies are responsible for the success of Conciliation Resources in advisory activities. These are multi-level and international engagement, comparative learning, prominence to partnerships and flexibility in approach.

The strategy of multi-level and international engagement forms the basis for the success of the advisory activities of Conciliation Resources. For, post-conflict advocacy and capacity-building activities involve initiatives and work across a range of issues and in a range of social, economic and political spheres as a result of which it is essential to involve local people, local NGOs and civil society organisations, local government and officials along with regional and international policy-making forums. By adopting a multi-level and international engagement approach, Conciliation Resources has been able to efficiently undertake advisory activities. Further by working at different levels, Conciliation Resources is able to provide opportunities for meaningful interaction and dialogue processes and thus contribute in helping those in conflict reach and sustain settlements (Conciliation Resources 2009a: 6). This in turn contributes to the credibility and reputation of the organisation in the field of post-conflict peacebuilding. It is the
result of this credibility coupled with the expertise of the INGO in advocacy functions, which helps the organisation to achieve success in its efforts to influence governments.

The strategy of comparative learning wherein Conciliation Resources uses comparative information on peace processes as a resource for effective peacemaking is unique to the organisation. The underlying belief for this strategy is that sharing information on peace processes is essential for effective peacemaking, because shared experiences can shed light on common pitfalls or spark new ideas and approaches for even seemingly intractable conflicts (Conciliation Resources 2009a: 14). For even though every conflict and peace process is different, opportunities to reflect on comparative experiences can promote peace on the basis of the evidence and experience of how difficulties and challenges have been dealt with elsewhere. Thus it is by means of this strategy that the INGO aims at improving peacemaking practice and policies by promoting learning from peace processes around the world. Furthermore comparative learning forms the basis for the Accord project and other interactive learning programmes and projects and is also responsible for the success of the Accord publications. The strategy of comparative learning also enables Conciliation Resources to gain experience and expertise in the field of peacemaking and peacebuilding and provides it with credibility to perform its advisory activities.

While adopting all the above-mentioned strategies, Conciliation Resources continues to give prominence to partnerships and actively supports its partner organisations in their respective efforts. For, as observed in the previous chapters, the strategy of forming partnerships with local, regional and international organisations is central to all the activities undertaken by the INGO. However in the case of advisory activities, the role of partnerships becomes more significant as Conciliation Resources not only helps its partners but also gain benefits from its various partnerships. Thus while Conciliation Resources provides technical, advisory and financial assistance to its partner organisations in their respective capacity building efforts, it is with the help of its partner organisations that the INGO is able to perform its advocacy functions in the manner it does. For example the Accord project including the Accord publication would not be
possible without the inputs and support of Conciliation Resources’ local partner organisations.

In addition to the above-mentioned strategies, the flexibility adopted in the overall approach in this sector is also responsible for success of Conciliation Resources in advisory activities. This flexibility enables the INGO to undertake new projects and programmes, work with diverse actors including governments and non-state actors and form partnerships with diverse organisations. For example, the decision to merge the Accord Programme with the Practice to Policy programme, to create a new Policy, Communications and Comparative Learning programme is reflective of the flexibility the organisation exercises. Further the fact the INGO achieved success in its advocacy activities via the new programme, which brought together competencies in communications and policy work with the comparative learning skills in the Accord programme, is suggestive of the positive contribution that a flexible approach can make in the growth and success of an organisation. In other words, the success of the new Policy, Communication and Comparative Learning programme can be attributed to the flexibility of Conciliation Resources. It is in fact due to its inherent flexibility that the INGO is able to undertake an entire range of advocacy and capacity-building activities which in turn contributes in the INGO attaining success in its advisory activities.

It is the efficient application of all the above mentioned strategies coupled with the skills and dedication of the Conciliation Resources staff that the INGO has been able to achieve success in performing advisory activities. However at the same time the INGO has also continuously encountered difficulties while undertaking these activities and have faced challenges in attaining desired outcomes of their initiatives. The next section will examine these difficulties and challenges.

**Challenges Faced and Road Ahead**

The challenges and difficulties that Conciliation Resources faces in optimising its performance in advisory activities and attaining desired results can be categorised into two groups- namely organisational and circumstantial. While the organisational
challenges relate to the size and nature of Conciliation Resources, the circumstantial challenges are related to the environment in which the INGO undertakes advisory activities.

Being a relatively young and mid-sized organisation imposes limitations on the ambitions of Conciliation Resources. For, in spite of having the vision to undertake innovative projects and programmes which would contribute to prevent violence, promote justice and transform conflict into opportunities for development, Conciliation Resources is unable to do so because of limited financial, personnel and organisational support. More specifically the organisational factors which inhibit the role of the INGO in advisory activities are inadequate financial resources and lack of trained personnel to perform such activities. Lack of adequate funds to continue and improve existing projects and programmes and undertake new projects is one of the main challenges Conciliation Resources faces while undertaking advisory activities. In fact inadequate funding was one of the main factors behind the discontinuation of the Balkan Programme in 2001 and the Angola programme in 2003.\(^\text{61}\) In addition, lack in the number of adequately technically trained and skilled staff makes the task of conducting advocacy and capacity building activities difficult. For, in order to enhance the capacities of people living in conflict inflicted and post-conflict areas and offer technical and advisory support to partner organisations, there is a need for specialised, skilled and experienced staff.

Coupled with these organisational challenges are the challenges posed by the nature and characteristics of the conflict region in which the INGO undertakes advisory activities along with the nature of the relationship between those party to a given conflict. Characterised by insecurity, mutual mistrust and hostility, the nature of the environment and mutual relations prove to be an impediment for successful implementation of advisory activities.

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\(^{61}\) The Balkans programme was discontinued when Conciliation Resources failed to secure funding from the Westminster Foundation for Democracy for a new phase of the Balkans project in 2002. Likewise the Angola programme came to an end in December 2003 due to Conciliation Resources inability to provide adequate financial and technical support.
Realising the seriousness of these challenges and difficulties, Conciliation Resources has taken steps to effectively address them. For example, in an attempt to increase the amount of financial resources, the INGO has tried to diversify its funding partners while simultaneously improving its financial management skills (Conciliation Resources 2009b). Likewise the INGO has also taken steps to improve its standards of personnel management and aims to strengthen its leadership and decision making processes in order to optimally utilise its personnel resources.

Having obtained recognition for its efforts in advisory and especially advocacy activities and being aware of its shortcoming and challenges in this field, Conciliation Resources in the coming years aims to further consolidate its role and involvement in advisory activities. As a result, the INGO now seeks to expand its Accord programme, develop new strategies to influence national and international policy makers, improve its existing regional programmes and enlarge its geographical reach by initiating new programmes and extend good practice and opportunities for learning from its comparative peacebuilding experience. Simultaneously, Conciliation Resources also aims to strengthen its organisational competence by expanding its personnel and financial capacities. If Conciliation Resources is able to fulfill these twin tasks, the INGO would prove successful in creating a niche for itself in advisory activities.

WORLD VISION AND ADVISORY ACTIVITIES
Advisory and especially advocacy activities constitute the third pillar of World Vision’s work and thus the INGO undertakes a wide range of activities, projects and programmes while performing advocacy and capacity building work. However as World Vision is a relief, development and advocacy organisation dedicated to working with children, families and communities to overcome poverty and injustice, most of its advisory activities relate to informing, advising and influencing decision makers on policies and practices that cause inequality and suffering. More specifically, the INGOs advisory

62 These goals have been elaborated in the Strategic Plan 2009-2011 adopted by Conciliation Resources.
63 As noted in Chapter Three, World Vision aims to transform communities, respond to disasters and seeks global change. Consequently the three pillars of its work are community development, disaster relief and advocacy.
activities relate to addressing the structural and systemic causes of poverty by challenging policies, systems, practices and attitudes that perpetuate inequality and deny justice and human rights for poor and marginalised people (World Vision International 2007: 19). While undertaking advisory activities within this broad realm of action, World Vision focuses on specific issues and programme areas such as child rights, economic justice, HIV-AIDS, disability, peace and conflict and education. As post-conflict peacebuilding forms a part of the peace and conflict programme, this chapter will examine advocacy and capacity building activities undertaken by peace and conflict programme.\(^{64}\)

Having witnessed the devastating effects of violent conflicts across the world and being committed to helping affected people rebuild their lives and communities, World Vision undertakes a range of advisory activities in post-conflict societies. These activities which form a part of the Peace and Conflict programme of the INGO include research work, lobbying, development education, public campaigning, education and skill sharing and raising the profile of important issues and encouraging debate through the media (http://www.worldvision.org.uk/server.php?show=nav.28 accessed 15 July 2010). This combination of advocacy and capacity building activities essentially aim at influencing governments and international decision-makers to help secure support for peace processes and peaceful resolution to violent conflicts, development of post conflict societies and enhancement of the capabilities of local people and especially children to be a positive force for peace in their own communities. In order to fulfill these goals, the INGO adopts two complementary approaches i.e. policy influence and citizen empowerment.

By means of the policy influence approach, the INGO focuses on forming partnerships with other national, regional and international institutions and agencies to lobby for policies, systems and practices that promote transformation of conflict, peace, justice, security, equality and human rights. Subsequently World Vision either in partnership with other organisations or by itself, participates or works to influence decision makers at

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\(^{64}\) Advocacy and capacity-building activities undertaken in the field of child rights, justice and other areas can be reviewed at http://wvi.org/wvi/wviweb.nsf/section/768CC337EFC5C83D8825737F007DB7A2?opendocument.
various international forums. On the other hand, while adopting the citizen empowerment approach, World Vision acts as a catalyst or capacity builder to enable local people and civil society to participate in their respective peace processes. Furthermore the INGO also works to empower local communities to influence and make their own governments and institutions accountable (World Vision International 2007: 20). It is through a combination of both these approaches that World Vision undertakes and performs a series of advocacy and capacity building activities. The next section will examine these activities.

Three main inter-linked convictions seem to guide World Vision’s engagement in post-conflict situations. These are namely, development brings peace, forgiveness heals societies and justice and peace belong together (http://justice-and-peace.org/PolicyAdvocacy/paHome2.5.nsf/664763f46925ca0a88256e220065f1eae0/7a50f156ff9e11b388256e29007badb2!OpenDocument accessed 15 July 2010). Based on these beliefs, the INGO undertakes a series of advocacy and capacity-building activities at the international, regional and local grassroots levels. However it is important to note that given the size, structure and functioning mechanism of World Vision, the policies and broad programmes relating to advocacy and capacity-building are decided at the global level, while the actual development and implementation of specific projects and activities is carried out by the regional and/or national offices of the INGO.65

Advocacy Activities Undertaken by World Vision

World Vision by means of its advocacy activities aims to influence international decision makers and governments to help secure support for peace processes and develop policies and mechanisms for preventing the recurrence of conflict. In order to do so, the INGO

65 As noted in Chapter Three, World Vision is a global partnership based on a federal model wherein the organisation functions as a partnership of independent national offices, overseen by their own boards or advisory councils. Each national office is bound together in interdependence through a common mission statement and shared core values and abides by common policies and standards developed by the World Vision International (WVI). The WVI was established as the international coordinating body in 1977 and provides global coordination for the partnership, and ensures that global standards and policies are pursued. Thus while policies are developed and agreed upon at the global level, their implementation techniques and related activities are decided upon by the national offices. For more information on the structure and functioning of World Vision see http://wvi.org/wvi/wviiweb.nsf/maindocs/39F905AE21E265C1882573750075074B?opendocument.
engages with institutions, governments and civil society bodies at the international, regional, national as well as grassroots level.

At the international and regional levels, World Vision undertakes peace advocacy in its engagements with governments and international organisations including the UN and the EU and urges them to utilise their diplomatic influence and financial resources to support peace processes in conflict prone and post-conflict societies. The INGO is also involved in lobbying governments and inter-governmental bodies to establish and strengthen mechanisms for sustaining peace. For example, World Vision was actively involved in campaigning for the establishment of the UN Peacebuilding Commission and is presently lobbying for the strengthening of its mandate, capabilities and resources.

While undertaking advocacy initiatives at the international and regional levels, World Vision often works in partnership with like-minded organisations. In fact, the INGO is a member of several networks supporting peacebuilding and conflict prevention activities. For example, World Vision actively participates in the Global Partnership for the Prevention of Armed Conflict (GPPAC) and the EPLO.66 By working in partnership with other INGOs and through peacebuilding networks, World Vision enhances its influence and credibility to advocate in favour of peace processes.

In addition to seeking support for peace processes, World Vision by means of its advocacy efforts also aims to influence policy on related issues such as disarmament, arms control and other security related matters. As noted in Chapter Five, World Vision is actively involved in promoting disarmament and is a member of several networks and organisations advocating disarmament. These include the International Action Network on Small Arms (IANSA), the Humanitarian Coalition on Small Arms and the International Campaign to Ban Landmines (ICBL). World Vision’s advocacy in this field

66 The Global Partnership for the Prevention of Armed Conflict (GPPAC) is a global civil society-led network which seeks to build an international consensus on peacebuilding and the prevention of violent conflict. It was established in 2003 and works to strengthen civil society networks for peace and security by linking local, national, regional, and global levels of action and establishing effective engagement with governments, the UN system and regional organisations. For more information on the GPPAC see http://www.gppac.net/page.php?id=1.
is based on the logic that in order to prevent conflict and its recurrence, there is a need to control the small arms and light weapons as they are easily available and hence widely used. Thus World Vision is involved in national and international advocacy efforts to control and contain arms production, arms trade and arms proliferation.

Another area which is a focal point for World Vision’s advocacy efforts is that of protecting children. Being a child-focused INGO, World Vision allocates special attention to the welfare of children and its post-conflict advocacy efforts primarily aim at the prevention, demobilisation, and reintegration of child soldiers. The INGO seeks to inform and influence governments and non-state actors to demobilise children, re-integrate them into their society and to provide them with psycho-social care (http://www.worldvision.org.za/index.php?option=com_content&view=article&id=102&Itemid=116 accessed 18 July 2010). Furthermore World Vision by its advocacy initiatives strives to address not only the immediate needs of child soldiers but also the long-term needs of all children affected by war. The INGO lobbies governments and international organisations to protect children’s rights in conflict and post-conflict situations. World Vision also seeks to improve foreign policy and aid strategies in favour of addressing the needs of children (http://www.worldvision.ca/About-Us/News-Centre/Advocacy/Pages/Peace-and-Conflict.aspx accessed 18 July 2010).

In addition to influencing decision and policy makers and institutions at the international and regional levels, World Vision is also involved in advocacy activities at the country as well as grassroots levels. The INGO’s advocacy efforts at this level aim at changing attitudes and policies of governments and local leadership, informing and influencing civil society initiatives for peace, and promoting an environment for sustainable peace. Given these basic aims of grassroots and national level advocacy activities, individual country projects and programmes are developed and implemented by national offices of World Vision, depending upon the dynamics and requirements of the specific country. These projects will be examined in the section discussing country and regional programmes.
World Vision is also involved in undertaking extensive research and policy analysis on diverse issues related to conflict and post conflict situations including child rights, development, capacity building, justice, security and education, as part of its advocacy work. The INGO publishes the same as part of its advocacy publications, with the aim of influencing international, national and local decision makers and informing and educating civil society organisations, media and local communities. Advocacy publications published by World Vision include briefing papers, submissions and consultation responses, research reports and discussion papers. While briefing papers aim to provide a comprehensive overview of an issue and contain recommendations for action by policy makers, research reports present research findings and offer in depth discussion of an issue and discussion papers contain a selection of articles aimed at promoting debate around an issue. World Vision also publishes a journal of human development titled, “Global Future” which aims to promote debate on important development issues.67

Capacity-building Activities Undertaken by World Vision

World Vision by means of its capacity-building activities aims to replace the structure of violence with a culture of peace and thereby enhance the prospects for sustainable peace and long-term development. In order to do so, World Vision undertakes capacity building activities, both within the organisation itself as well as in the regions and countries where it is engaged.

In its effort to enhance its own capabilities, knowledge and skills in post-conflict situations, World Vision organises extensive training programmes for its staff members involved in conflict prone and post-conflict situations. These training programmes aim at making staff members sensitive to the conflict situation and underlying objective is to learn how to minimise factors which lead to conflict and to maximise factors which foster peaceful solutions (http://www.worldvision.ca/About-Us/News-Centre/global-emergencies/Pages/Peacebuilding.aspx accessed 22 July 2010). In addition, World Vision utilises the Local Capacities for Peace (LCP)/ Do No Harm (DNH) frameworks in

67 For a complete list of World Vision’s advocacy publications see http://wvi.org/wvi/wwwweb.nsf/maindocs/358CF9BE3E10DFA0882573DC00028926?opendocument#advocacy.
its programmes operating in conflict and post-conflict situations. The LCP/DNH frameworks, as noted in Chapter Three, analyse and address the root causes of conflict, examine ways in which humanitarian assistance may exacerbate or mitigate conflict and assists NGOs to achieve the goal of doing no harm while providing relief and development assistance and support to local peace initiatives. Adopting these frameworks, World Vision accesses conflict and post conflict situations by a five-step process and according trains its staff members. The INGO initially tries to understand the context of conflict, including key parties, their interests and positions, and the root causes and history of conflict. After doing so, it analyses the sources of tensions and local capacities for peace among identity groups and then describes the aid programme including the mandate, headquarters, and donors values/guidelines. In the fourth stage, World Vision analyses the programme’s impact on dividers/tensions and connectors/local capacities for peace - the actual and potential effects of a programme’s design, its activities, resource inputs or personnel on increasing or decreasing dividers, supporting or undermining local capacities for peace. Finally, the INGO develops options for programme design/redesign and implementation - meeting programme objectives, while reducing dividers/tensions and enhancing connectors/local capacities for peace (http://www.worldvision.org.uk/server.php?show=ConWebDoc.699 accessed 22 July 2010). Interestingly after having adopted the LCP/DNH frameworks in its own programmes, World Vision also offers training on these frameworks to other NGOs as a part of its capacity building efforts.

World Vision has also developed a set of tools for analysing the potential impact of its programmes on the communities in which it works. Known as the Making Sense of Turbulent Contexts (MSTC), World Vision uses this tool to enhance its capacity in preventing the escalation and/or recurrence of conflict and violence in conflict prone and post conflict societies. By using this tool, the INGO examines the dynamics of a given situation and analyses the nature of parties involved in a conflict situation along with their relationships and historical trends, as well as the relevant political and economic factors, in order to build scenarios for how the situation might progress and change (http://www.worldvision.org.uk/server.php?show=nav.90 accessed 22 July 2010). Based
on the results of the MSTC tool, World Vision develops programmes suitable for the conflict situation and accordingly trains its staff members.

After having ensured that its staff members are adequately trained and equipped to engage in conflict and post-conflict situations, World Vision undertakes a series of activities to build and enhance the local capacities and capabilities of the communities where the INGO operates. These include reconstructing and creating civil society structures, strengthening traditional conflict resolution mechanisms, providing forums for dialogue and reconciliation, and organising peace education and vocational training programmes. World Vision undertakes a combination of these activities depending upon the specific needs of the conflict situation. As mentioned earlier, individual projects and activities are developed and implemented through the country offices of the region. The next section will examine the advocacy and capacity building activities and projects undertaken by World Vision in its regional programmes.

Regional Presence and Activities
Post-conflict advocacy and capacity-building projects and activities are undertaken in four of the six regions in which World Vision operates. These are Africa, Asia, Latin America and Middle East, Eastern Europe and Central Asia. 68

Africa
In the African region, World Vision is actively involved in post-conflict advocacy and capacity building activities in seven countries. 69 These are Sierra Leone, Angola, the Democratic Republic of Congo, Uganda, Sudan (North and South), Burundi and Rwanda. By means of its advocacy activities, which include research, lobbying, public campaigning and other actions to influence decision-makers, raise public awareness, mobilise social action and change unjust policies and laws, the INGO seeks to ensure that governments prioritise the protection of children from conflict and support the

68 In the North American and Canadian regions and the Oceania, World Vision does not undertake on field post-conflict advocacy and capacity-building activities.

69 World Vision is active in 24 countries in the African region where the INGO undertakes a series of relief, development and advocacy activities. For more information on the country programmes see http://www.wvafrica.org/.
rehabilitation and reintegration of former child soldiers back into communities. Further as a child-focused humanitarian organisation, World Vision undertakes capacity building programmes to ensure that the interests of children are protected and there is a meaningful level of child participation in peace processes (http://www.wvafrica.org/index.php?option=com_content&view=article&id=163&Itemid=79 accessed 28 July 2010). In addition, World Vision also conducts training and capacity building programmes to ensure that local communities develop the skills to participate in peace and development processes.

In Sierra Leone, World Vision undertakes a range of capacity building activities and works to enhance the economic strength and power of local people. The INGO has in fact established longer-term community-based capacity building development projects and assists more than 250,000 people to develop their skills and knowledge to become economically independent (http://www.wvafrica.org/index.php?option=com_content&view=article&id=148&Itemid=165 accessed 28 July 2010). In addition, World Vision also works to promote the cause of children and has established a chain of “Kids Clubs” in the country. Under this project, young girls and boys are trained to enable them to voice their concerns and problems at suitable forums.

In Angola, World Vision in partnership with the government, private sector and partner NGOs undertakes activities to rebuild the infrastructure and institutions in the country. The INGO specifically undertakes projects for education and professional training for the youth and organises capacity building workshops and programmes to enable the local people to rebuild their lives after three decades of civil conflict.

In the Democratic Republic of Congo, World Vision’s advocacy activities aim at building sustainable peace and promoting the disarmament, demobilisation and reintegration of soldiers (especially child soldiers). In addition, the INGO also undertakes capacity building activities to develop the infrastructure and improve health and education facilities. World Vision also supports local civil society organisations in their efforts to
build local capacities. One of the main capacity building projects undertaken by World Vision is a UNICEF-funded psycho-social and child protection project, under which the INGO helps 50,000 children to recover from the trauma of war and provides them with education and training to become independent and self reliant (http://www.wvafrica.org/index.php?option=com_content&view=article&id=136&Itemid=153 accessed 30 July 2010).

World Vision’s capacity building activities in Uganda aim at making the local people and civil society organisations self-reliant. Examples of such activities include training farmers in improved techniques like organic farming, row cropping and soil and water conservation, improving community access to basic healthcare services, training and supporting local health workers, supporting increased community access to education, vocational training and adult literacy classes, through the building and rehabilitation of classrooms, and the provision of school materials, uniforms and school fees. In addition to these activities, the INGO is actively involved in advocacy to prevent the enticement and abduction of children by armed groups and the reintegration of former child soldiers into mainstream society. An innovative project initiated by World Vision to re integrate former child soldiers into mainstream society is the establishment of “Children of War Centers”. As noted in Chapter Five, these centres are places established to receive and counsel former child soldiers and provide them with food, medical treatment, psychosocial counselling and vocational training. Essentially a capacity building and enhancing project, these centres were initiated in Uganda and have subsequently been established in south Sudan, Sierra Leone, Liberia, Angola and the Congo.

In Sudan, World Vision has offices in both North and South Sudan and is actively involved in a host of advocacy and capacity building activities. In North Sudan, the INGO undertakes capacity-building programmes in Darfur, Blue Nile, and Khartoum states with the aim of contributing to the peace and reconciliation process in the country. World Vision works with its partner and community-based organisations, to improve the lives of people and children displaced by conflict by providing educational and vocational support to enhance the local capacities for economic independence and
con ducts training programmes to contribute to local peace initiatives. Similarly, in South Sudan, World Vision undertakes capacity building projects to support recovery and development activities. Actively involved in Warrap, Upper Nile, Western Equatoria, Central Equatoria, Jonglei and Northern Bahr El Gazal states in Southern Sudan, the INGO also works to strengthen communities' coping mechanisms, support the reintegration efforts for IDPs and contribute to local peace initiatives (http://www.wvafrica.org/index.php?option=com_content&view=article&id=152&Itemid=169 accessed 30 July 2010).

In Burundi, World Vision in collaboration with other local and international organisations organises drama, music and films programmes to advocate for peace in the region. The INGO is also actively involved in advocacy activities to stop violence against women and girls. The INGO uses the media to create awareness to denounce all cases of violence, sexual abuse and injustice against girls and women and influence the way society values girls and women (http://www.wvafrica.org/index.php?option=com_content&view=article&id=135&Itemid=151 accessed 2 August 2010). The INGO also helps to build the capacities of women enable them to become socially and economically productive. Other capacity building projects include encouraging school enrolment and helping children stay in school by providing school meals and books, and vocational and skill based training to help families increase their income.

World Vision has one of its largest advocacy and capacity building programmes in Rwanda, where the INGO works to advocate for and encourage community-based healing, peace building, forgiveness and reconciliation (http://www.wvafrica.org/index.php?option=com_content&view=article&id=146&Itemid=163 accessed 2 August 2010). Furthermore, World Vision engages with children and youth in advocating for reconciliation and peace by means of specific projects. For example, by means of projects such as the Promotion of Reconciliation among Youths Project and the Children as Peace builders Project in Rwanda, World Vision provides Rwandan children and youth with a platform for self-expression and opportunities for
engaging their community elders and officials in dialogues to promote and advance agendas for peace and reconciliation. The INGO also organises constructive activities such as youth camps where the youth are provided with conflict-resolution training and mobilised to undertake community outreach activities. World Vision also supports its partner organisations in the region to help communities reduce vulnerabilities, build local capacities to find long-term solutions to conflict and injustice by providing training focused on capacity-building and sustainability.

Latin America

In the Latin American region, World Vision is most actively involved in post-conflict advocacy and capacity-building activities in Colombia. Essentially working to promote the well-being of communities with an emphasis on building a culture of peace as an alternative to conflict and violence, the INGO undertakes projects and programmes in education, income generation, leadership development, and education for peace. A combination of advocacy and capacity building efforts, these projects are intended to bring changes that engage and empower poor communities in their own development (http://www.visionmundial.org/paises.php?pais=5&id_idioma=2 accessed 2 August 2010). Thus, the INGO organises and supports different community clubs and groups in which children and youth learn, interact and give expression to their creative abilities in music, dance, theatre and fine arts.

One of the main advocacy and capacity building projects initiated by World Vision in Colombia is the Children’s Peacebuilders Movement. Established to enable Colombian children and youth to participate in building and sustaining a culture of peace in their country, this programme approximately involves 12,000 children from different ethnic and religious backgrounds throughout the country who have come together for one common goal - “to be active agents in the construction of peace” (http://www.visionmundial.org/paises.php?pais=5&id_idioma=2 accessed 2 August 2010). By means of this programme, children learn about peace and human rights from

70 As noted in Chapter Three, World Vision is currently active in 14 countries of Latin America and the Caribbean.
other children through workshops on arts, ecology, moral values, and personal and social formation. Armed with new knowledge, each child returns to his/her respective community and works with a group of at least five children to teach concepts of peace. These child-peacebuilders are also trained to participate in advocacy activities and often participate in international conferences and seek to influence policy makers (http://www.worldvision.org/content.nsf/about/press-development-peacech accessed 2 August 2010). Thus, World Vision in Colombia has helped children and the youth to play a leading role in fostering peace and reconciliation.71

Asia

In the Asian continent, World Vision undertakes advocacy and capacity building activities to initiate a change in the attitudes of local communities and government officials on conflict and to promote a sustainable peaceful environment for children and adults caught up in conflicts and political unrest (http://wvasiapacific.org/peacebuilding/our-response.html accessed 4 August 2010). Some of the activities undertaken by the INGO in this region include training programmes on conflict management techniques for government officials and authorities, capacity building projects aimed at fostering a culture of peace among children and young people in conflict prone areas and advocacy at the international level to promote peace processes and sustainable peace in the region.

Although World Vision currently undertakes post-conflict advocacy and capacity building programmes mainly in two countries in Asia i.e. Sri Lanka and East Timor, the INGO is also involved in a regional level project under which children and the youth are provided with education, materials and support to encourage them to lead the way to peace. Aptly named the Empowering Children as Peacebuilders (ECaP) project, World Vision by means of this project brings children of different backgrounds together to discuss their community’s conflict challenges and learn the skills and theories of peacebuilding that can help them to take part in solving them. The ECaP presently operates in Cambodia, India, Indonesia, the Philippines and Sri Lanka where peace

71 For more information on other activities and projects of World Vision in Colombia see http://www.worldvision.org.co/eContent/home.asp.
initiatives and peace advocacy are imbibed by the children and youth who support the establishment of civil society structures and work to strengthen these structures.\textsuperscript{72}

One of World Vision's most intensive advocacy and capacity building programmes in the Asia-Pacific region is in Sri Lanka, where the INGO is involved in several projects and activities. World Vision in this country undertakes advocacy activities at the policy level using persuasion, dialogue and reason to advocate for changes that will positively impact people's quality of life and address the root causes of poverty and conflict (http://srilanka.wvasiapacific.org/our-work/what-we-do/149-advocacy accessed 4 August 2010). Interestingly, World Vision's advocacy interventions are usually through coalitions and networks with partner organisations and civil society groups. However, as the INGO plays a key role in these interventions, it has been able to establish itself as a leading and respected voice for advocacy within the country with wide credibility amongst other key stakeholders (http://srilanka.wvasiapacific.org/our-work/what-we-do/149-advocacy accessed 4 August 2010). For example, World Vision is a part of the Global and Asia Pacific Regional Peace-Network for technical support on Conflict Sensitivity and a member of the Conflict Sensitive Consortium.

In addition to its advocacy efforts, World Vision also undertakes several capacity building projects for children and the youth, and programmes for training partner and civil society organisations in conflict sensitivity and resolution. For example, in addition to the ECaP mentioned above, World Vision undertakes a Conflict Mitigation and Management programme under which children, youth, village leaders and community based organisations are trained to enhance local capacities to analyse and forecast conflicts within the communities and resolve them in a non-violent and peaceful manner (http://srilanka.wvasiapacific.org/images/publications/pdf/Peace-Factsheet-8Sep09.pdf accessed 4 August 2010). World Vision also organises a Peacebuilding course in Sri Lanka which is targeted at children, youth, partner organisations and CBOs, and aims to establish an atmosphere where advocacy on peace is conceptualised and effectively communicated by children and the youth.

\textsuperscript{72} For more information on the Empowering Children as Peacebuilders (ECaP) project see http://wvasiapacific.org/downloads/factsheets/APROpeaceAug09.pdf.
In Timor Leste, World Vision’s advocacy and capacity building efforts aim at assisting the creation of a stable, secure and peaceful society. The underlying belief behind these activities is that communities have a natural capacity to live in peace if given the opportunity and the INGO works to provide such opportunities (http://timorleste.wvasiapacific.org/media/Peacebuilding.pdf accessed 4 August 2010). Thus the INGO aims to provide the local people with skills and training to solve problems without violence, promote and maintain community safety through training on conflict prevention with community members and legal authorities and provide opportunities for communities to organise peace related events within their own communities. The INGO undertakes specific projects and programmes for training the youth and civil society organisations. For example, World Vision has established youth centers in the country, where the INGO provides skills and support for young people including vocational training, peace and character building. Child-soldiers and young ex-combatants are also assisted through skills development for their re-integration with families and the community. World Vision also establishes “Peace Clubs” in Timor Leste. Comprising of children and youth, these clubs are contributing to the peace process and a safer and more stable country by advocating for peace in all levels of society (http://timorleste.wvasiapacific.org/index.php?option=com_content&view=article&id=51&Itemid=98 accessed 4 August 2010). An innovative project initiated by World Vision in this region is the Hamutuk Ita Ida Deit (HIID), wherein the INGO aims to help develop a network of young people with the capacity to become a united and credible voice advocating for peace at all levels of society. The INGO believes that once the youth are able to understand positive conflict resolution and the importance of peace building and unite together they will be better equipped to act as vehicles of peace, providing positive examples of peace building and helping mobilise their communities to promote peace and reduce violence (http://timorleste.wvasiapacific.org/media/Peacebuilding.pdf accessed 4 August 2010).

*Middle East, Eastern Europe and Central Asia*

World Vision in the Middle East, Eastern Europe and the Central Asian region works in collaboration with its partner organisations, civil society groups, youth and religious and ethnic groups to enhance peace processes and contribute to the building of sustainable
peace. While the INGOs advocacy efforts include lobbying governments and international decision makers to secure peaceful resolutions to conflicts and to take steps to prevent conflict and violence, its capacity building activities aim at enhancing local capacities specially amongst the youth, to contribute to the attainment of sustainable peace by providing training and forums for dialogue and facilitation (http://meero.worldvision.org/worldVision_MEER.php accessed 8 August 2010). In all its advocacy and capacity building programmes in this vast region of operation, World Vision has initiated specialised programmes and projects to help the victims of war especially children and encourage initiatives that promote peace. The INGO undertakes diverse activities to build an environment for emergence of peace through meeting immediate needs, encourage maximum participation from the local people and civil society organisations and encourage peace building through reconciliation and enhancement of civil society (http://meero.worldvision.org/worldVision_MEER.php accessed 8 August 2010). For example in Kosovo, World Vision undertakes large-scale and diverse capacity building activities aiming at economic development and achievement of sustainable peace. The INGO supports community stabilisation, peace and development by implementing various community projects aiming to heal trauma, build tolerance and enhance participatory education and community services. In its effort to build a peaceful and tolerant multiethnic community in Kosovo, World Vision also founded the first multi-ethnic Community Council for Peace and Tolerance (CPT) in Mitrovica, which comprising of members of civil society from each ethnic group, including religious leaders, earned recognition from the United Nations, the Organisation for Security and Cooperation in Europe and the communities it serves (http://meero.worldvision.org/about.php accessed 8 August 2010).

World Vision also initiated two projects in the country namely Enhancing Peace through Economic Development project and the Kids for Peace project. By means of the former project, the INGO aimed at addressing the issue of reconciliation between ethnic groups in the country. By bringing people from divided ethnic communities together to promote trust through economic cooperation and basic interaction, this project addresses wider community concerns such as security through social intervention activities. By means of the Kids for Peace project, World Vision aims at building the capacity of children by
focusing on teaching responsible living and peace education. These Kids for Peace clubs operate in 14 villages across rural Kosovo and approximately 360 children participate in activities which focus on bridging ethnic divisions through a range of activities such as basic peace education, awareness raising and peace camps.

Thus, it is seen that World Vision undertakes a series of advocacy and capacity-building exercises at all levels- international, regional, national as well as grassroots. The next section will examine the financial resources the INGO allocates and spends on these activities.

**Budget for Advisory Activities**

The details about financial resources allocated or expenditure incurred for the purpose of post-conflict advocacy and capacity building activities by World Vision are not available. A possible explanation for this is the fact the INGO does not have a specific programme for post-conflict advocacy and capacity building activities. Furthermore, given that these activities are undertaken by the INGO at international, regional and national levels simultaneously and at times in conjunction with other programmes (such as relief, rehabilitation and security) it is not possible to accurately compile the data for total expenditure incurred specifically for the purpose of post-conflict advocacy and capacity-building.

### Table 6.2

<table>
<thead>
<tr>
<th>YEAR/EXPENDITURE</th>
<th>% of TOTAL EXPENDITURE</th>
<th>EXPENDITURE AMOUNT (in millions of US dollars)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>1.6</td>
<td>34.0</td>
</tr>
<tr>
<td>2007</td>
<td>1.7</td>
<td>38.1</td>
</tr>
<tr>
<td>2008</td>
<td>1.3</td>
<td>34.0</td>
</tr>
<tr>
<td>2009</td>
<td>1.2</td>
<td>31.4</td>
</tr>
</tbody>
</table>

Source: Complied from World Vision International's Annual Reviews 2006-2009
In spite these limitations, World Vision does provide details about the total expenditure incurred for the purpose of advocacy and community education (See Table 6.2). However, this data cannot be used as an indicator of the total expenditure incurred on advocacy or capacity building education programmes as most of the advocacy and capacity building programmes and projects are implemented under regional programmes and the data for the same is not disclosed.

Assessment in Advisory Activities

Having participated in post-conflict advocacy and capacity building activities for over 50 years, World Vision has been able to make some impact and create a niche for itself in this field. The fact that the efforts of the INGO have been recognised and appreciated by governments, international institutions and other INGOs is indicative of the success that World Vision has achieved. More importantly, the actual improvement in the ground situation in post-conflict societies in Africa, Asia and Latin America after the involvement of World Vision in those areas also proves the potential and success of the INGO in post-conflict advisory activities.

World Vision has been able to achieve this success as a result of implementing the above-examined policies, projects and programmes that the INGO has developed and adopted while engaging in conflict prone and post-conflict societies. However, an analysis of all the strategies and approaches that World Vision has applied over the years shows that four main strategies are specifically responsible for success of World Vision in advocacy and capacity building activities.

In the first place, the strategy of multiple engagement at various levels i.e. international, regional, national and grassroots while undertaking advocacy and capacity building activities has helped World Vision to increase its scope and impact in the field and subsequently resulted in the INGO’s success. Secondly, the strategy of forming partnerships with international, national and local NGOs and CBOs while undertaking advocacy and capacity building activities has also contributed to World Vision’s success in this field. For by establishing partnerships, World Vision not only helps its partners by
means of its capacity building efforts but also benefits from the collective knowledge and strength of its partners. Further, by forming partnerships with CBOs in the areas where it undertakes operations, World Vision is able to gain an insight to the conflict situation which enables the INGO to develop and implement suitable projects. For example, World Vision is able to conduct the MSTC exercise and incorporate the LCP/DNH frameworks into its programmes in a more efficient and suitable manner based on inputs provided by local organisations.

The third strategy that is responsible for World Vision’s success is that of adopting a focused approach in all its advocacy and capacity building activities. Although World Vision has diversified its mandate from a child focused relief, development and advocacy organisation, the INGO continues to maintain its central focus on the welfare of children. For example in most of its capacity-building projects in post-conflict societies in Africa and Asia, World Vision focuses on enhancing the capacities of children and the youth. This strategy of focusing on a particular target audience has contributed to the success of the INGO, as it has provided the INGO with a specified and attainable goal.

In addition to these strategies, the strategy of continuously aiming to improve and enhance its internal capacities and strengths has also led to the success of World Vision. By training its staff members in conflict sensitivity and developing tools for evaluating and enhancing its engagement in conflict areas, World Vision has been able to optimise its potential in the field of advocacy and capacity building.

Another factor which has contributed to the success of World Vision in this field is the structure and functioning mechanism of the INGO. As noted earlier, World Vision works in partnership with its regional and national offices, which are primarily responsible for developing and implementing advocacy and capacity building projects based on the guidelines and broad programme outlines provided by the headquarters. The fact that projects are developed by regional and national offices bearing in mind the requirements of ground situation and are implemented with the help of local people, has helped in making the efforts of the INGO successful.
However, in spite the successes that World Vision has encountered, the INGO constantly faces several challenges while conducting advocacy and capacity building activities. The next section will examine the challenges faced by the INGO.

Challenges Faced and Road Ahead

In addition to the perennial problems of inadequate funding, uncertainty and insecurity in areas of operation and lack of adequate staff which is characteristic of INGOs active in the field of post-conflict peacebuilding, World Vision faces a unique challenge while undertaking post-conflict advocacy and capacity building activities. This is the challenge of maintaining the high standard of internal training skills and capacity enhancing measures adopted by the INGO at low costs. As observed earlier, World Vision has developed training programmes and evaluation mechanisms for its staff members and programmes, which have contributed to the success of the INGO. However, as these activities are quite expensive to undertake, the INGO needs to find ways to make these activities sustainable. Elaborating on this problem, Matthew Scott, senior advisor to peacebuilding and reconciliation programme, World Vision, states that the major challenge faced by the INGO is “to build the capacity of staff across the world in technical peacebuilding tools and creating a community of practice across all World Vision offices that facilitates capacity building and technical excellence at low cost to the organisation” (Scott 2009).

Having achieved success in most of its advocacy and capacity-building projects, World Vision now plans to expand its activities in this field while maintaining its child-centred focus. While detailed projects plans are not available for public view, World Vision plans to develop a replicable model programme for empowering children as peacebuilders for enhancing its involvement in advocacy capacity building activities related to children in conflict situations.
COMPARING THE SELECTED INGOs IN ADVISORY ACTIVITIES

The above examination and analysis of the involvement of the selected INGOs in post-conflict peacebuilding related advisory activities shows that all three INGOs are actively involved in both advocacy and capacity-building activities. Interestingly there is little variation in the degree of significance to advisory activities (See Fig 6.1).

Fig. 6.1
Relative Significance of Advisory Activities to the Three INGOs

![Graph showing relative significance of advisory activities to the three INGOs]

It is also observed that several similarities as well as differences in the overall engagement of the three INGOs in advisory activities exist. Table 6.3 compares and contrasts the features of the involvement of International Alert, Conciliation Resources and World Vision in advisory activities.
<table>
<thead>
<tr>
<th>CHARACTERISTIC/ORGANISATION</th>
<th>INTERNATIONAL ALERT</th>
<th>CONCILIATION RESOURCES</th>
<th>WORLD VISION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type of involvement</td>
<td>Direct</td>
<td>Direct</td>
<td>Direct</td>
</tr>
<tr>
<td>Original mandate</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Current mandate</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Activities undertaken</td>
<td>Advocacy and Capacity Building</td>
<td>Advocacy and Capacity Building</td>
<td>Advocacy and Capacity Building</td>
</tr>
<tr>
<td>Advocacy Activities</td>
<td>Advocacy on aid effectiveness, gender, security, business and economy, research and analysis, series of publications, lobbying</td>
<td>Accord project and publication, Briefings, seminars and conferences, Recommendations and submissions,</td>
<td>Research, Lobbying, Development education, Campaigning, Encouraging debate, Child focused peace advocacy</td>
</tr>
<tr>
<td>Capacity Building</td>
<td>Training programmes for government officials, CSOs, partner organisations, multilateral agencies and MNCs, Bespoke training, Project and Consultancy services, Courses on conflict sensitivity and peacebuilding issues</td>
<td>Trainings programmes, Publication education and skill enhancing workshops, Support services to partner organisations, Trainings for Media, Projects to enhance local capacities</td>
<td>Extensive training for staff members to enhance internal capacities, Training to partner organisations on LCP/DNH frameworks, Individual projects depending upon local needs, Regional projects – Kids Clubs, Children’s peacebuilders movement and Empowering Children as Peacebuilders (ECaP)</td>
</tr>
<tr>
<td>Regional Presence</td>
<td>West Africa, Great Lakes region, Asia, Caucasus and Central Asia and Latin America</td>
<td>West Africa, Caucasus, East and Central Africa, Latin America and Fiji</td>
<td>Africa, Asia, Latin America and Central Asia</td>
</tr>
<tr>
<td>Budget Partnerships</td>
<td>Achievements</td>
<td>Reasons for Success</td>
<td>Challenges</td>
</tr>
<tr>
<td>--------------------</td>
<td>--------------</td>
<td>---------------------</td>
<td>------------</td>
</tr>
<tr>
<td>NNGOs, INGOs, IGOs, CSOs, Media</td>
<td>Influencing UN to adopt UNSCR1325, Training programmes</td>
<td>Strategy of integrating field programmes with thematic policy programme, Expertise, recognition and credibility of International Alert, Strategy of engaging and working with partner organisations at local, regional and international levels.</td>
<td>Organisational challenges of inadequate funding and financial resources</td>
</tr>
<tr>
<td>Not-disclosed</td>
<td>Not-disclosed Local organisations, NNGOs and INGOs, Academia, Media Accord Publication, Schlaining Process and Dialogue through Film projects, Influence on British government and EU.</td>
<td>Multi-level and international engagement, Strategy of comparative learning, Prominence to partnerships, Flexibility in approach</td>
<td>Organisational challenges including lack of funding, limited personnel and organisational support, Nature and characteristics of conflict and post-conflict societies</td>
</tr>
<tr>
<td>Not available NNGOs, INGOs, IGOs, internal partnerships within the organisation, host states ECAP,</td>
<td></td>
<td>Strategy of multiple engagement at various levels i.e. international, regional, national and grassroots, Forming partnerships with a range of organisations at different levels, Focused approach in all activities, Self improvement strategies and programmes</td>
<td>Funding Constraints, Inadequately trained and skilled staff, Insecurity posed by nature of post-conflict societies, Maintaining high standard of internal training skills and capacity enhancing measures adopted by the INGO at low costs</td>
</tr>
<tr>
<td>Future Plans</td>
<td>Continue on-going projects, Enhance its financial resources Initiate internal reform to enhance advocacy and capacity building efforts.</td>
<td>Continue and expand its present projects and consolidate its role in the field,</td>
<td>Expand current projects while maintaining child focused approach.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Expand Accord project, Strengthen organisational competence</td>
<td></td>
</tr>
</tbody>
</table>
As is evident from the table above, all three INGOs are actively and directly involved in both advocacy and capacity-building activities. However, these activities were part of the original mandate of only two of these three organisations, i.e. International Alert and Conciliation Resources, while World Vision did not originally have the mandate to undertake post-conflict peacebuilding advisory activities. Nonetheless, all three INGOs presently have the mandate and actively undertake advisory activities.

The advocacy activities performed by the three INGOs can be compared and contrasted using three different measures. These are tools, issues and targets of advocacy activities. While the tools for the purpose of advocacy used by all three INGOs are relatively similar and they primarily involve research and analysis, publications and lobbying, the issue areas the organisations target are quite diverse. For example, while International Alert focuses its advocacy efforts on issues relating to aid effectiveness, gender, security and business, the focus of all World Vision's advocacy is on the protection and welfare of children. The targets of all the advocacy efforts of the three INGOs primarily include host states, governments, IGOs and donors. However, some differentiation of target audiences is present in the case of International Alert, as the INGO's advocacy targets include industries, businesses and MNCs.

Similarly, the capacity-building efforts of the three INGOs can be compared and contrasted on two counts. These are tools used and the target audiences. The INGOs utilise similar but not identical tools for the purpose of their post-conflict capacity building efforts and target different audiences. Thus, it is seen that trainings, skill enhancing and education workshops and projects are common to all these organisations. International Alert in addition undertakes consultancy and project services and organises academic courses on conflict sensitivity and peacebuilding issues. However, there are considerable differences in the targeted audiences of the capacity building initiatives of the three INGOs. While International Alert targets its capacity building efforts at partner organisations, CSOs, government and host state officials, local people and MNCs, Conciliation Resources aims to build the local capacities of the people in the regions where it is active, along with the skills and capabilities of its partner organisations and the media industry as a whole; World Vision n the other hand aims to build its capacity of its
own staff members involved in post-conflict situations along with partner organisations and children affected by conflict. It is important to note that while International Alert has been recognised for its expertise in providing capacity building training programmes, World Vision has gained recognition for developing capacity building tools for internal staff.

Thus, it is seen that in spite of there being basic similarities in all three INGOs involvement in advocacy and capacity building initiatives, considerable differences in their approach and targeted audiences exist. These differences can be attributed to the varying mandates and objectives of the respective INGOs.

A moderate amount of similarity is observed in the regional presence and involvement of the three INGOs with regards to their advisory activities. It is seen that all the organisations are active in West Africa, East Africa (Great Lakes Region), Latin America and Central Asia and the Caucasus. In addition, International Alert and World Vision undertake advisory activities in Asia as well, while Conciliation Resources is also active in Fiji. Given this comparison, no particular or clear pattern of regional participation of INGOs is evident and the given similarities and variations can be explained in the context of size, organisational set-up and objectives of the INGOs.

Interestingly in spite of some variation in the nature of advocacy and capacity-building activities of the three INGOs, one feature common to all the three organisations is the strategy of forming partnerships while undertaking advisory activities. It may be noted that these INGOs usually form partnerships with local organisations, CSOs, NNGOs, INGOs and IGOs and sometimes partnerships with the academia and media are also established. In fact this strategy is also one of the main and common factors responsible for the success of the INGOs in the field of post-conflict peacebuilding related advisory activities. The second common factor between the INGOs responsible for their success in this field is the strategy of multi-level engagement. Other factors attributing to the success of INGOs in this sector include strategies of integrating field programmes with thematic policy programmes and comparative learning, flexibility in approach and importance to self-improvement activities and programmes.
Another interesting point to note is that while there are only two common factors amongst all the factors responsible for the success of the three INGOs, the challenges faced by all the three INGOs are very similar. Lack of adequate, funding limited skilled staff and insecure environment in post-conflict societies are the common challenges faced by these INGOs.

While illustrating the similarities and differences between the involvement of International Alert, Conciliation Resources and World Vision in advisory activities, five important features and aspects of INGO participation in the field of post-conflict peacebuilding related advisory activities are worth noting here. In the first place it appears that an original mandate for participation in advisory activities is not a requisite for INGO involvement in the field of advisory activities. Secondly while being involved in this field, INGOs engage with other institutions and organisations at diverse levels including local, national, regional and international and often form meaningful partnerships with diverse actors including INGOs, NNGOs, CSOs, IGOs, academia and the media. These strategies contribute to the long-term success of INGOs while undertaking advisory activities. The fourth defining feature of INGO participation in advisory activities is the adoption of the policy overall flexibility towards the nature and type of programmes and projects undertaken, while maintaining a focused approach on the target of advisory activities. Finally INGOs while performing advisory activities simultaneously work to enhance their own organisational foundations and mechanisms so as to ensure success in its initiatives and overcome organisational challenges.

These five features of INGO participation in advisory activities, based on the analysis of the three INGOs are suggestive of ensuring success of such organisations in this field and can be used to construct a framework for the effective engagement of INGOs in this sector. However, for a comprehensive framework for the gainful engagement of INGOs in the peacebuilding sector as a whole, the above findings have to be compiled with the findings of INGOs participation in the field of emergency relief and the security sector. The next chapter will seek to construct such a comprehensive framework.