Networks for Conflict Prevention and Conflict Resolution

Susan Allen Nan, Ph.D.
Maneshka Eliatamby
Vandy Kanyako

Institute for Conflict Analysis and Resolution
George Mason University

Research Report submitted to
USAID
August 31, 2007

Contents

Executive Summary

This research focuses on NGO networks aimed at conflict prevention and resolution. The conclusions offer practical guidelines for individuals, NGOs, NGO networks, and funders developing partnerships to improve their peacebuilding efforts at the local, national and international levels. The research considers both the internal and external dynamics that influence the formation, mission, vision and goals, context, structure, norms, evolution and efficacy of networks for conflict prevention and resolution.

The conclusions present a view of conflict prevention and resolution networks as living organisms exemplifying the vitality of people working together towards shared goals. When people come together in the form of a network, the autonomy of each individual is respected, a diversity of approaches meet, common concerns are the primary focus, and dynamic relationships develop. There is a beautiful magic in the resonance of people working together in this way. Networks bring together the strengths of clarity and flexibility by working transparently and inclusively. Networks respond to the natural interconnectedness within the work of conflict prevention and conflict resolution.

Methodology

The research utilized a blend of interviews and secondary analysis of network documents to complete ten case studies of conflict prevention and resolution networks:

- *Alliance for Peacebuilding*
- *Caucasus Forum*
- *European Peace Liaison's Office* (EPLO)
- *Global Partnership for the Prevention of Armed Conflict* (GPPAC)
- *Iraqi Peacebuilders Network*
- *REDEPAZEducation for Peace Globalnet*
- *SIPAZ (International Service for Peace*
- *Transcend Peace and Development Network*
- *West African Network for Peacebuilding* (WANEP)
- *Women for Peace*

Prior to comparatively analyzing these cases, the research invited external input into shaping key questions for the comparative analysis. At a highly interactive symposium organized at the Institute for Conflict Analysis and Resolution (ICAR) we brought together academics, students, practitioners and a representative of each of four successful networks to present and discuss comprehensively their effective approaches to network formation, structure, and goals. Through focused presentations of these cases, a lively discussion ensued which identified more nuanced understandings of the most promising approaches to network formation, structure, and goals. **Rather than looking to these cases for recipe-like instructions, we looked to them for fundamental principles of effectively working through conflict prevention and resolution networks.** While detailed specific concrete steps may not be portable to other contexts, the basic principles

(such as working transparently, developing relationships, etc.) may have general relevance in conflict areas worldwide.

Key Findings

The research results provide guidance for the conflict prevention and resolution networks and the development community on **ways of strengthening such networks.** The primary finding is that conflict prevention and resolution networks are dynamic. These networks exemplify dynamic tensions. Network evolution moves cyclically from seeking clarity and consensus on network goals, structure, work, and activities, to supporting flexibility to respond inclusively to diversity and to consider changes in the network environment. In other words, *successful networks are clear and flexible, and they continuously reclarify, and allow renewed flexibility, and they do so cyclically as a response to change*. At the same time, *successful networks incorporate diversity, seek consensus, and then incorporate more diversity and seek renewed consensus cyclically.* Evolution of networks may include *the phasing out or disbanding of a network* that is no longer needed. Finally, *networks thrive on both close trusting relationships amongst members, and on clear autonomy of members*.

Nine more detailed conclusions draw on these key themes within the context of the hypotheses that initially shaped the research. In addition, the research surfaced challenges and dilemmas and practical guidelines. All of these conclusions are summarized below.

Formation
Conclusion 1: In successful conflict prevention and resolution networks, responses to perceived needs drive network formation, ensuring that the networks focus more on visions, missions, and goals related to the perceived need than on externally imposed activities. Successful networks face minimal constraints imposed by funders.

Conclusion 2: In successful conflict prevention and resolution networks, norms of inclusivity and transparency are balanced with efficiency and focus, inviting all relevant potential members to join, and shaping open network member interactions on core network decisions.

Structure
Conclusion 3: In successful conflict prevention and resolution networks, in-person meetings and their accompanying trust-building and relationship-building are core to network interactions, and can be efficiently augmented by virtual, snowball, cluster, and representative meetings.

Conclusion 4: In successful conflict prevention and resolution networks, norms of autonomy and confidentiality shape network interactions.

Conclusion 5: Whether or not the network structure is formal, successful conflict prevention and resolution networks adjust flexibly to changes in conflict dynamics,

funding, member interests, global trends, short and long term needs, and ecological catastrophes.

Conclusion 6: In successful conflict prevention and resolution networks, initial and ongoing core funding supports initial and ongoing network development.

Goals
Conclusion 7: In successful conflict prevention and resolution networks, coordination is sought to support goals shared by sub-groups or the whole of a network, and norms of confidentiality and allowance for multiple "channels" of conflict resolution are respected.

Conclusion 8: In successful conflict prevention and resolution networks, knowledge sharing avoids teaching one right way, and multiple approaches to conflict prevention and resolution are respected.

Conclusion 9: In successful conflict prevention and resolution networks, specific policy advocacy undertaken by the network falls generally within broad areas of consensus of the membership, thus respecting the autonomy and variety of approaches of the members.

Challenges and Dilemmas

Challenges and dilemmas common to conflict prevention and resolution networks emerged in the course of the case studies and symposium discussion. As illustrated in the listing below, these challenges and dilemmas reflect the dynamic tensions within networks.

Formation and Evolution
- How to balance funder's interests with network member interests in shaping network vision, mission, and goals.
- How to grow the number of members while maintaining trusting effective relationships.
- How to document and evaluate the impact of conflict prevention and resolution networks.

Structure and Norms
- How to support members' balancing their home organization's work and their network participation.
- How to make network participation opportunities universally accessible to all members, regardless of differences in location, resources, leadership, etc.
- How to embrace deep differences within a network and find strengths in the network's access to such diversity.
- How to form appropriate partnerships between more horizontal networks of NGOs and more hierarchical military and governmental groups, bridging between different network cultures and values.
- How to support the highly personal nature of network relationships and headquarters coordination and also prepare for inevitable eventual staff turnover.

Goals
- How to appropriately dissolve a network which has outlived its usefulness or shift goals or downsize as needed or excuse no-longer appropriate members.
- How to balance and distinguish between the interests and identities of individual members and the full network's interests and identity.

Practical Guidelines

Consider the following guidelines as guiding questions for network formation, evolution, structure, norms, and goals.

Formation and Evolution
- Clarify network vision, mission, and goals focused on real needs, developed collaboratively with diverse interested potential members.
- Build in an evolution process to allow the network to develop.
- Funders should support provide an initial investment in the formation of a network and moderate long-term support, allowing for evolution of the network by providing maximum flexibility in the usage of funds.

Structure and Norms
- Retain member-driven momentum through the norms and structure of the network.
- Strive for inclusivity and transparency, building trust through in-person meetings and creative use of technology and virtual, snowball, cluster, and representative meetings.
- Develop autonomy and confidentiality norms to welcome diverse members and protect the security and reputation of the network and network members.
- Consider a range of potential exclusionary, inclusionary, and hybrid norms within the areas of inclusivity, transparency, autonomy, confidentiality, decision-making processes, interconnectivity both within and outside of the network, flexibility, and evolution.
- Funders should support in-person meetings as well as technological means of communication and general overhead to coordinate such communications.

Goals
- Clarify network vision, mission, and goals. Consider goals in the areas of coordination, knowledge sharing, and advocacy.
- Funders should expect that coordination, knowledge sharing, and advocacy will develop organically as members cluster around new shared goals during network evolution.

Acknowledgements

Introduction

This research reports on successful approaches to establishing and developing networks aimed specifically at supporting conflict prevention and resolution. Informed by the extensive research on networks in development generally, and documenting the more recently proliferating phenomenon of networks aimed specifically at supporting conflict prevention and resolution, the research examines ten comparative case studies to identify what does and does not support success of this specific type of network. The research conclusions offer guidance on how to best support networks for conflict prevention and resolution.

The introduction briefly defines networks, provides a rationale for this research, highlights other research of relevance to networks for conflict prevention and resolution, and explains the research design.

Defining Networks

A network is a more or less structured grouping of individuals or organizations which communicate, coordinate, cooperate, and/or collaborate towards shared goals.[1] NGO networks are informal or formal groupings of NGOs or their representatives. In conflict resolution, networks have been highlighted as relationships through which coordination of complex peace processes occurs. Participants may share information, share analyses, plan together, share resources, and work in collaboration.[2] These groupings form through the intentional efforts of multiple NGO representatives to build relationships for coordination. Through these relationships, NGO representatives seek to coordinate. They may share information, share analyses, plan together, share resources, and work in collaboration.[3] The goals of these joint activities vary widely. The goals may be to directly address violent conflict, to prevent violent conflict, to advocate for particular conflict resolution processes, to build better conflict resolution practice through knowledge sharing, to jointly seek funding for NGO-based conflict prevention or conflict resolution work, etc.

Conflict prevention and resolution NGOs join together in networks in search of the same network rewards that attract NGOs in general to networks. The rewards sought in joining networks include:
- Increased access to information, expertise and financial resources
- Increased efficiency
- Multiplier effect (increases the reach and impact to member organizations)
- Solidarity and support
- Increased visibility of issues, best practices, and underrepresented groups
- Increased credibility (especially for developing NGOs)

---

[1] Susan Allen Nan, & Andrea Strimling, *Track I - Track Ii Cooperation* (Beyond Intractability.org, 2004 [cited June 27 2007]); available from http://www.beyondintractability.org/essay/track_1_2_cooperation/.
[2] Susan Allen Nan, *Intervention Coordination* (Beyondintractability.org, 2003 [cited 2006]); available from http://www.beyondintractability.org/action/essay.jsp?id=28773&nid=1260.
[3] Ibid.([cited).

- Risk mitigation
- Reduced isolation[4]

Research Rationale

The focus here is specifically on networks aimed at conflict prevention and resolution because these networks stand out as a specific type of network with unique constraints and contexts. Conflict prevention and resolution networks operate in conflict or post-conflict areas, where civil society roles are often not secure. In these "fragile environments" networks require "resources, training, and knowledge sharing that will enable them to first function effectively administratively and organizationally, and then to effect change in their communities.[5] Social capital is essential to a well-functioning network, is damaged by conflict, and can be rebuilt by conflict prevention and resolution networks. Networks developing in areas of conflict must somehow build social capital, but previous literature offers little practical guidance for networks in conflict contexts.

Examining the unique needs of such networks is important because conflict prevention and resolution networks hold great promise in contributing to sustainable development in contexts of conflict or post-conflict transition. Peace processes involve multiple intervenors working at the grassroots, mid-level, and political levels of conflict prevention and resolution. Within each of these levels, various organizations work with different sectors, including refugees or internally displaced persons (IDPs), women, youth, etc. Coordination, knowledge sharing, and joint policy advocacy between these various actors, many of which are local NGOs, can strengthen the overall peace process and thus contribute to sustainable development.

Related Research

This research responds to a growing recognition of the need for systematic research in the area of conflict resolution networks. The need for multiple approaches to complement each other within complex peace processes has long been established. Robert Ricigliano argued for the connection of these various parts of peace processes through "networks of effective action."[6] Development efforts in conflict or post-conflict areas include efforts to strengthen local conflict prevention and conflict resolution capacities. In a growing number of cases, organizations aimed at conflict prevention and resolution have created networks to further their shared goals. However, no systematic research has yet offered the development community clear guidance in how best to support such networks. Referring to environments of conflict and post-conflict transitions, Claudia Liebler and Marisa Ferri call for "targeted research" in the area of "networks in fragile

---

[4] Madline Church, Mark Bitel, Kathleen Armstrong, Priyanthi Fernando, Helen Gould, Sally Joss, Manisha Marwaha-Diedrich, Ana Laura de la Torre, Claudy Vouhe, "Participation, Relationships and Dynamic Change: New Thinking on Evaluating the Work of International Networks," (London: University College London, 2002).

[5] Claudia Liebler, and Marissa Ferri, "Ngo Networks: Building Capacity in a Changing World," (Washington, DC: United Stated Agency for International Development, 2004), p. 33.

[6] Robert Ricigliano, "Networks of Effective Action: Implementing a Holistic Approach to Peacebuilding," (Milwaukee, Wisconsin: University of Wisconsin at Milwaukee, 2003).

environments."[7] More recently, Verkoren (2006) begins to address this gap by examining the networking functions of GPPAC.[8] Felicio examines the role of regional networks through a study of WANEP.[9]

At the time of the research design in 2005, the findings of network literature aimed more generally at networks in development[10] and the unique aspects of conflict prevention and resolution work informed the research hypotheses. Initially, Nan's action-research involvement in the formation and development of two Caucasus[11] area networks aimed at conflict prevention and resolution highlighted peculiarities of networks focused on these goals.[12] For example, conflict prevention and conflict resolution work requires careful adherence to confidentiality agreements. Thus, coordination and knowledge sharing may be limited. In-person trust building and relationship-building can help network members talk with each other enough to coordinate and share analyses, and build social capital, without jeopardizing their work or the lives of the people with whom they work.

Research Design

The research is focused on the central question: What is effective for conflict prevention and resolution networks?

The hypothesis and sub-hypotheses of this targeted research are focused on areas where the scant literature on conflict prevention and resolution networks lacks clarity. For example, while this study hypothesizes that generally informal and flexible networks will succeed in conflict contexts, Ivanov found that this was not the case with early warning

---

[7] Liebler, "Ngo Networks: Building Capacity in a Changing World," p. 31.

[8] Willemijn Verkoren, "Networking for Peace: Opportunities for the Global Partnership for Prevention of Armed Conflict," (The Netherlands: European Centre for Conflict Prevention / International Secretariat of the Global Partnership for the Prevention of Armed Conflict, 2006).

[9] Tania Felicio, "Conflict Prevention and Peace-Building in the Regional Context," (Bruges, Belgium: United Nations University, 2006).

[10] Literature consulted on networks in development generally includes:

Adam Abelson, "NGO Networks: Strength in Numbers?" USAID supported study, July 2003.

Madeline Church, Mark Bitel, Kathleen Armstrong, *et al.* "Participation, Relationships and Dynamic Change: New Thinking on Evaluating the Work of International Networks." Working Paper No. 121, Development Planning Unit, University College London. 2002.

Claudia Liebler and Marissa Ferri. "NGO Networks: Building Capacity in a Changing World." USAID supported study, 2004.

Martha Nunez and Ricardo Wilson-Grau. "Towards a Conceptual Framework for Evaluating International Social Change Networks." April 2003. Accessed on-line February 12, 2005 at:

http://www.mande.co.uk/docs/Towards%20a%20Conceptual%20Framework%20for%20Evaluating%20Networks.pdf

[11] Susan Allen Nan, "Effective Networking for Conflict Transformation," (London: International Alert, 1999), Susan Allen Nan worked with the formation and development of the Caucasus Forum. This paper contains an analysis of this case.

[12] Paula Garb, and Susan Allen Nan, "Negotiating in a Coordination Network of Citizen Peacebuilding Initiatives in the Georgian-Abkhaz Peace Process," *International Negotiation*, no. Summer (2006): Susan Allen Nan worked with the formation and development of the Georgian-Abkhaz Coordination Network. This paper contains an analysis of this case. .

conflict prevention NGOs.[13] Furthermore, this study hypothesizes that in-person meetings are essential to effective conflict prevention and resolution networks operating in conflict areas. However, it is also clear that such approaches must be contextually relevant. In-person meetings may not even be possible in some conflict contexts.

This research is based upon the hypothesis that ***networks aimed at supporting conflict prevention and resolution can best be established and supported by techniques that are geared specifically to the context of networking for conflict prevention and resolution.*** These techniques relate to network formation, structure, and goals:

Formation
- *Grassroots responses to needs drives network formation,* ensuring that network members participate to support shared goals more than in response to externally imposed requirements.
- *Norms of inclusivity and transparency are quickly established*, inviting all relevant potential members to join, and shaping open network member interactions.

Structure
- *In-person meetings are core to network interactions*, supporting trust-building and relationship-building, to mitigate against the particular sensitivities of work on conflict prevention and resolution.
- *Norms of autonomy and confidentiality shape network interactions*, allowing members to participate on their own terms, safeguarding confidentiality concerns and maintaining their ability to work independently.
- *Informal flexible structure* allows network to adjust to changing conflict dynamics and related changes in network needs.
- *Core funding* supports ongoing network development.

Goals
- *Coordination is sought only where appropriate to support shared goals,* and norms of confidentiality and allowance for multiple "channels" of conflict resolution are respected.[14]
- *Knowledge sharing avoids teaching one right way*, and multiple approaches to conflict prevention and resolution are respected.
- *Policy advocacy is limited to areas of consensus of the membership,* thus respecting the autonomy and variety of approaches of members.

---

[13] Anton Ivanov, "Advanced Networking: A Conceptual Approach to Ngo-Based Early Response Strategies in Conflict Prevention," (Berlin: Berghoff Center for Constructive Conflict Management, 1997).
[14] Adam Abelson, "Ngo Networks: Strength in Numbers?," (Washington, DC: United Stated Agency for International Development, 2003), The goals of coordination, knowledge sharing, and policy advocacy correspond to the three areas of network impact identified by author.

The research is structured as a focused comparative case study, augmented by focused in-depth analysis of four successful approaches identified during the comparative case study.

Ten cases of conflict prevention and resolution networks are analyzed comparatively. The cases are:

- *Alliance for Peacebuilding*: A formal Washington, DC based network of 40 mostly U.S. based international conflict resolution organizations that is focused on supporting, promoting, and developing international conflict resolution.
- *Caucasus Forum*: An informal network with over 100 individual active civil society leader participants from all regions of the north and south Caucasus. Location of the executive office rotates yearly between the north and south Caucasus.
- *European Peace Liaison's Office* (EPLO):A formal Brussels, Belgium- based network of 20 European-based conflict resolution organizations. The network focuses on influencing the European Union to measures that lead to sustainable peace worldwide.
- *Global Partnership for the Prevention of Armed Conflict* (GPPAC): A worldwide network of thousands of civil society representatives dedicated to preventing armed conflict, coordinated by an international secretariat located at the European Centre for Conflict Prevention in the Netherlands.
- *Iraqi Peacebuilders Network*: An informal network of 16 Iraqis working on peacebuilding in Iraq and coming together (both virtually, and in person) to share knowledge, support each other, build a culture of conflict resolution in Iraq.
- *REDEPAZEducation for Peace Globalnet*: An informal network of 60 organizations and networks and varying numbers of individual participants headquartered in Brazil. The network is designed to provide an open space community conducive to active learning for leaders in the peace education field.
- *SIPAZ (International Service for Peace)*: A formal network of fifty internationally diverse member organizations dedicated to monitoring the conflict in Chiapas, Mexico, and supporting the search for nonviolent and just solutions. SIPAZ maintains in international presence in Chiapas.
- *Transcend Peace and Development Network:* A network of over 400 peacebuilding individuals from around the world, facilitated by a small office in Romania, that uses action, education/training, dissemination, and research to handle conflicts creatively and nonviolently.
- *West African Network for Peacebuilding* (WANEP)*:* A network of 400 civil society organizations and individual civil society leaders drawn from throughout the West African region and coordinated by an Accra-based secretariat to promote cooperative conflict resolution, lasting peace, and development in West Africa.
- *Women for Peace*: A formal South Caucasus network headquarted in Tbilisi, Georgia and joining members of Coalition 1325 (Azerbaijan), Coalition for Peace

(Armenia), and Unity of Women for Peace (Georgia) to encourage women's participation in peace processes regionally.[15]

The case analysis utilizes a multi-method combination of secondary and primary research. Wherever possible, secondary research drew on already existent documentation of the networks. Grant proposals, grant reports, minutes of network meetings, network newsletters, and internal network documents informed our understanding of the cases. This information was supplemented by telephone or in-person interviews with 28 key informants, including network participants, coordinator(s), and external observers of the networks. The research interviews were conducted between May and November 2006. A full summary of the interviews conducted appears in Appendix D.

The project personnel and the Institute for Conflict Analysis and Resolution have collegial working relationships with each of the networks, thus opening access for obtaining documentation and arrangements for effective phone interviews.[16] Summaries of each of these cases appear in Appendix G.

This is a focused comparative case study design in that the case study summaries and comparative analysis are focused specifically on variables relevant to the study hypotheses:
- Formation – the motivations for the creation of the network, and the network's area of focus.
- Vision, Mission, and Goals – the network's goals, from the broadest, most fundamental vision, to the more focused mission, to the very specific goals.
- Context - The environment in which a network operates
- Structure – the shape of network authority flows with variations on formal or informal, top-down or bottom-up, and dispersed and centralized.
- Network Norms - practices, guidelines and social rules that prescribe appropriate behavior of network members.
- Evolution – changes which take place within a network as the network adapts to circumstances.
- Efficacy – network's success in achieving its goals.

The cases are compared in terms of these variables in the following section of this research report.

---

[15] These cases are also considered in Susan Allen Nan's article *The Network Society's Opportunities for Inclusion and Exclusion in Conflict Resolution Negotiations* which is under review by the Journal of International Negotiation.

[16] Dr. Nan is former Chair of the Board of the Alliance for Conflict Prevention and Resolution, now called Alliance for Peacebuilding, and continued to serve on that Board during the period of data collection, but avoided any conflict of interest in utilizing that organization as a case study by recusing herself from any Board decision on the extent of Alliance participation in the research. Mr. Kanyako is a former employee of the Global Partnership for the Prevention of Armed Conflict.

To augment the insights gained from the case studies, four rich and diverse successful networks were selected for in-depth analysis. Key individuals involved with each of these four successful cases were brought to a symposium at the Institute for Conflict Analysis and Resolution at George Mason University for in-depth discussion of the approaches that worked best in achieving their network success. Experts in network strengthening participated in the symposium discussions. Through focused presentations and discussion of these cases, the symposium identified more nuanced understandings of the most promising approaches to network formation, structure, and goals. The symposium agenda appears in Appendix E and the symposium highlights appear in Appendix F. The insights generated at the symposium served to further focus the analysis of the cases and are woven into the conclusion discussions.

<div align="center">**Comparative Analysis of Cases**</div>

The following is a comparative analysis of our research which is divided into eight sections:
- Formation
- Vision, Mission, and Goals
- Context
- Structure
- Network Norms
- Evolution
- Efficacy

<div align="center">**Formation**</div>

During our research we identified primary and secondary motivations for the formation of peacebuilding networks. There are a number of motivating factors for formation commonly shared by multiple, and in one instance even all the networks. Every network that we studied cited the *need* for their particular network as a major factor contributing towards the formation of the network. While *need* is a common factor leading to the creation of networks, the need arises in differing circumstances.

Our analysis distinguishes between *primary* and *secondary motivations.* There were three basic kinds of needs identified by the networks as the primary motivation in their formation:
- To shift the international community towards a culture of *prevention* as opposed to *reaction*
- To address specific urgent problems arising from an ongoing conflict/s
- To work together across organizations, regions, and or fields of expertise to advance peacebuilding

Related secondary motivations include:
- To continue dialogue initiated at international conferences.
- To bring the peacebuilding paradigm to people affected by conflict during periods of armed struggle
- To advance effective collaboration with other actors and agencies, both governmental and non-governmental, in the fields of peace as well as development.
- To increase awareness amongst the many people involved in constructive peace-building activities across the globe of each other's work.
- To share experiences, expertise and knowledge to enhance peacebuilding.
- To draw more attention to and clarify misconceptions about the field of peacebuilding.

- To minimize competition amongst the various organizations working in the field by promoting joint action either globally or in a particular region.
- To explore "mechanisms to harness peacebuilding initiatives and to strengthen interventions[17]".

The circumstances leading to the formation of networks are related to the needs the network seeks to fulfill. Our distinguishes between networks which are *reactive* and formed in response to an immediate need/s, and those that are *proactive* and are formed with a more overarching goal such as to create a culture of peace. Those networks that could be identified as having sprung from the ashes of a particular conflict, or even multiple conflicts would fall into the former category. SIPAZ, which is currently a coalition of more than fifty members, began as a group of five delegations that formed in order to monitor the conflict in Chiapas, Mexico, and is an example of a *reactive* network. Another such network is the Iraqi Peacebuilders Network, which found its roots during the current ongoing conflict in Iraq. Such networks labor to offer nonviolent conflict process during a conflict and to build peace from the ashes of a conflict.

A *proactive* network on the other hand is one that while recognizing the need for coordination between groups involved in peacebuilding activities, is not formed in response to the eruption of one particular conflict. Examples of such networks would be the Transcend International Network for Peace and Development (Transcend), and the European Peace Liaison Office (EPLO). The idea behind the creation of Transcend originated from Dr. Johan Galtung and his wife Fumiko Nishimura who during their peace building activities over the years had become acquainted with other peacebuilders around the world. They realized that while there were many people involved in constructive peace-building activities across the globe, these individuals were not always aware of each other's work. They also recognized that creating the opportunity to share each other's experiences, expertise and knowledge could in fact enhance the possibility of building positive peace. This resulted in the formation of Transcend International as a global peace building network in August 1993.

Network Formation Framework 1 portrays a spectrum of network formation ranging from reactive through mixed to proactive formation. REDEPAZis the only network studied here that indicated an entirely proactive formation motivation. REDEPAZfocuses on education for peace globally.

Both reactive and proactive networks have a number of formation motivations in common. They both arise from a felt need for peacebuilding networks, and networks in both categories are focused on both short and long term peacebuilding goals. Similarly, we have made/found a distinction between globally focused networks, regionally focused networks, and locally focused networks. We discuss this further in the Context chapter.

---

[17] West African Network for Peacebuilding, (wanep.org, [cited June 1 2006]); available from www.wanep.org.

Network Formation Framework 1

Reactive ←————————————————————————————————————→ Proactive

Caucusus Forum,
Caucusus Womens
Forum, WANEP
SIPAZ, Iraqi
Peacebuilders
Network

EPLO,
Transcend
AFP

REDEPAZ(Brazil)
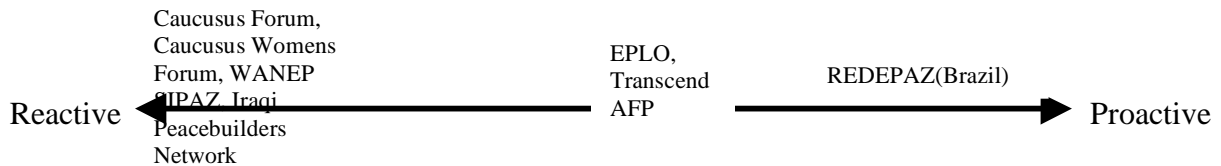
Locally-focused-networks
The Iraqi Peacebuilders Network and SIPAZ in Mexico are examples of networks which
have a more local focus. These networks are generally born in response to one particular
conflict, and the need to create peacebuilding mechanisms for that conflict. Both
networks also fall into the category of *locally based networks* as they are both
headquartered in the conflict zones of Iraq and Chiapas, Mexico. Most often such
networks have a propensity to die a natural death once their presence is no longer needed.
An example of a network that is gradually closing down operations is a peacebuilding
network that existed in East Timor. (a few individuals who were some of the original
facilitators of the network in East Timor were in fact catalysts of the Iraqi Peacebuilders
Network) The gradual death of a network is a likely outcome for those networks involved
in conflict prevention where the conflict has subsided or ended.

Regionally-Focused-Networks & Regionally-Based-Networks
During our research we identified a number of networks which have a regional focus. For
example WANEP which is based in Accra, Ghana focuses on the region of West Africa.
Another such network is the Caucusus Womens Forum. Both these networks were born
from the realization that the region was in need of a peacebuilding network, and also as a
way in which peacebuilders across the region could share ideas and expertise. In both
cases a volatile atmosphere and violent conflicts within the region preceded the formation
of the network. Both networks are based in the regions which they are carrying out their
activities in, and are also made up of membership from within those particular regions,
thereby making them *regionally-based-networks.* While EPLO also falls into this
category, EPLO is distinct from other regionally-based-networks in that its work is
carried out on a global scale.

Global-Focused-Networks & Networks spread across the globe
Judging from the peacebuilding networks that were studied during the course of our work
we found that *globally-focused-networks* often tend to be the largest networks. Such
networks draw on a membership from across the globe, and do not focus their attention
on one particular locality or region. Their goal is to network peacebuilders from across

the globe and assist them in knowledge sharing, as well as assist in peace negotiations and peacebuilding missions. GPPAC and Transcend are examples of networks which have a more global outlook to them, and since they draw on membership from across the globe, regardless of what region they belong to, they also fall into the category of *networks spread across the globe.* However, it should be noted that while these networks have a global focus, most often their central administrative work is carried out in one particular location. In the case of GPPAC, the central nerve center is located in the Netherlands, while most oft Transcend's central administrative work is carried out in Cluj-Napoca, Romania. EPLO is somewhat different from the other global networks in that their membership all comes from within the European Union. However, this particular network does have a global focus, and its members operate within conflict zones in areas such as Africa and Asia.

Network Formation Framework 2

Global Focus

▲

EPLO, GPPAC
Transcend

**Regional Conflict
Focus**

Caucusus Forum, Caucusus
Womens Forum, WANEP

SIPAZ, Iraqi Peacebuilders Network

▼

Local Conflict Focus
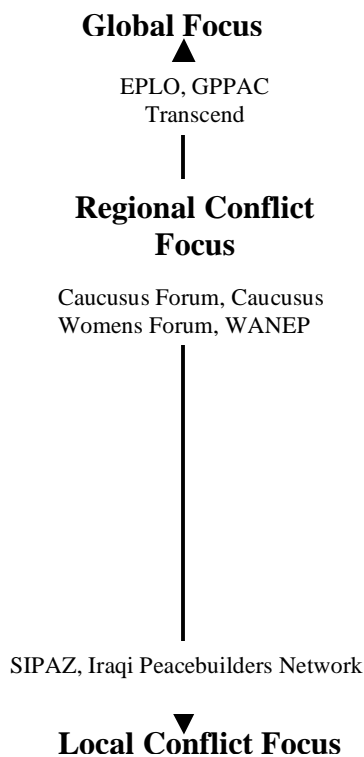
During our research we identified six different focus areas within which peacebuilding networks carry out their work:

1. Locally Focused Networks
2. Locally Based Networks
3. Regionally Focused Networks

4. Regionally Based Network
5. Global Focused Networks
6. Networks spread across the globe

While we have identified the six focuses that are stated above, it should be noted that most often these networks are interconnected, or at least have contacts in each other's networks. The interconnectivity diagram below depicts this nested phenomenon.

Interconnectivity Diagram
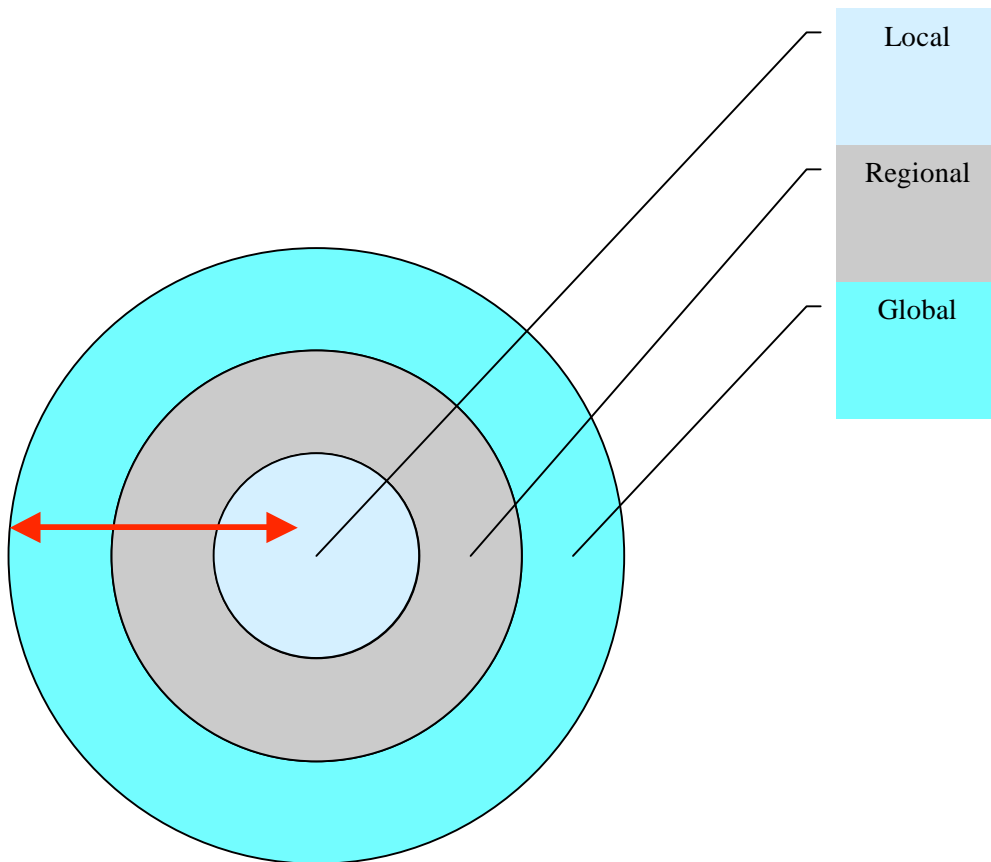
Vision, Mission, and Goals

Often the formation of the network is preceded by a *vision* shared by one or more of the founders of the network. The cases studied during the course of this research indicate that while some visions, missions and goals of networks might be distinct from each other, there are a number which are shared among many of the networks. A sense of optimism is present within almost every peacebuilding network that we studied, and the vision that *it is possible to prevent violent armed conflicts* is a common thread among a great number of these networks. It is visions such as this that shape the mission and goals of all networks.

A second common thread that was found among multiple networks is the goal to network actors such as individuals, civil society, governments, and multilateral organizations who are involved in peaceful conflict resolution and peacebuilding activities. Many networks recognized the need to bring together such actors, through an understanding of the multiple benefits which could be reaped through such networking.

It is possible that while the missions and goals of these networks often evolve over time, the vision upon which the missions and goals are based does not necessarily change. The evolution of missions and goals will be discussed further in the chapter entitled *Evolution.*

Vision:
A vision that seems to be common to each of the networks studied is that it is possible to prevent violent armed conflicts, and to peacefully resolve or manage already existing protracted armed conflicts through networking among actors involved in peacebuilding activities. However it should be noted that this statements is not always explicitly stated in the founding documents, constitution and or statutes of many peacebuilding networks, but is instead an implicit understanding which is at the core of the networks formation, and is often the foundation upon which the mission and goals of the network are based on.

Mission
Our research indicates that while the *vision* discussed above acts as a foundation, there are two *missions* commonly adopted by peacebuilding networks which have become evident in our research. The first mission among many networks is *to bring about a more peaceful world by using action, education/training, dissemination and research to handle conflicts creatively and nonviolently.* The missions of networks is also determined at times by their proactive and reactive nature, as well as their local, regional and global nature. This is carried out by connecting practitioners from across the globe, by providing them with a structure through which they and institutions will regularly exchange experience and information on issues of peacebuilding, conflict transformation, social, religious and political reconciliation. The second mission is *to develop and sustain a network as a tool to enhance the first mission*, and thereby realize the vision.

Goals

While the vision and missions of peacebuilding networks are commonly shared between the networks that we studied during the course of this project, the goals that each network creates in order to realize the vision and missions defer on a case to case basis. Peace education is both a goal and an action adopted by the REDEPAZ network, as well as Transcend. However, this goal is not shared by the other networks which we studied. In analyzing this level of heterogeneity which exists among the goals of peacebuilding networks, we realized that this diversity is partly dependent on the fact that networks have varied views and understandings of the concept of peacebuilding. What one peacebuilding network understands to be 'effective peacebuilding' might be interpreted by another peacebuilding network as leanings towards their idea of peacekeeping. While it is not the goal of this report to detail the various definitions which exist in peacebuilding, it is a point that should be noted since it appears to directly impact the goals and actions of peacebuilding networks. This heterogeneity is evident in the list of goals below stated by the networks which we studied:

- To prevent violent conflicts by all peaceful means.
- To transform the conditions that give rise to violent conflict.
- To forge effective partnerships and networks among civil society organizations, governments and multilateral organizations, among others, to prevent violent conflicts.
- To maximize the contribution of conflict resolution to international peace-building,
- To foster collaboration and learning among conflict resolution actors and allied fields, and
- To increase public understanding of and support for international conflict resolution.
- To create an international presence in the conflict zone.
- To promote and train for a culture of peace
- To sensitize about the causes, consequences and responses to conflicts
- To strengthen the internal "learning dynamics" of the people involved with relevant projects on Education for Peace worldwide,
- To intensify the interaction among related projects, and improve the process of "consensus formation" leading to actions committed to the development of a culture of peace and non-violence.
- To encourage change in current attitudes, rules of law and norms of diplomacy with regard to involving civil society in formal and informal conflict resolution mechanisms and peace-building processes.

Note: Funding can also influence the goals of a network. The EPLO case study highlighted this. One of the main goals of EPLO is to harness funding from the European Union to help support their members and their activities. However, in the case of the Iraqi Peacebuilders Network, the membership, especially the founding members, formulated the plans and strategy for the network, and decided upon the capacity of the network with an explicit commitment to respond to needs rather than available funding. This was especially important to the founding members as local

Iraqis, who felt an understanding of the necessities on the ground and direct obligations to respond to those needs.

Vision Based Missions, Goals, Actions Framework
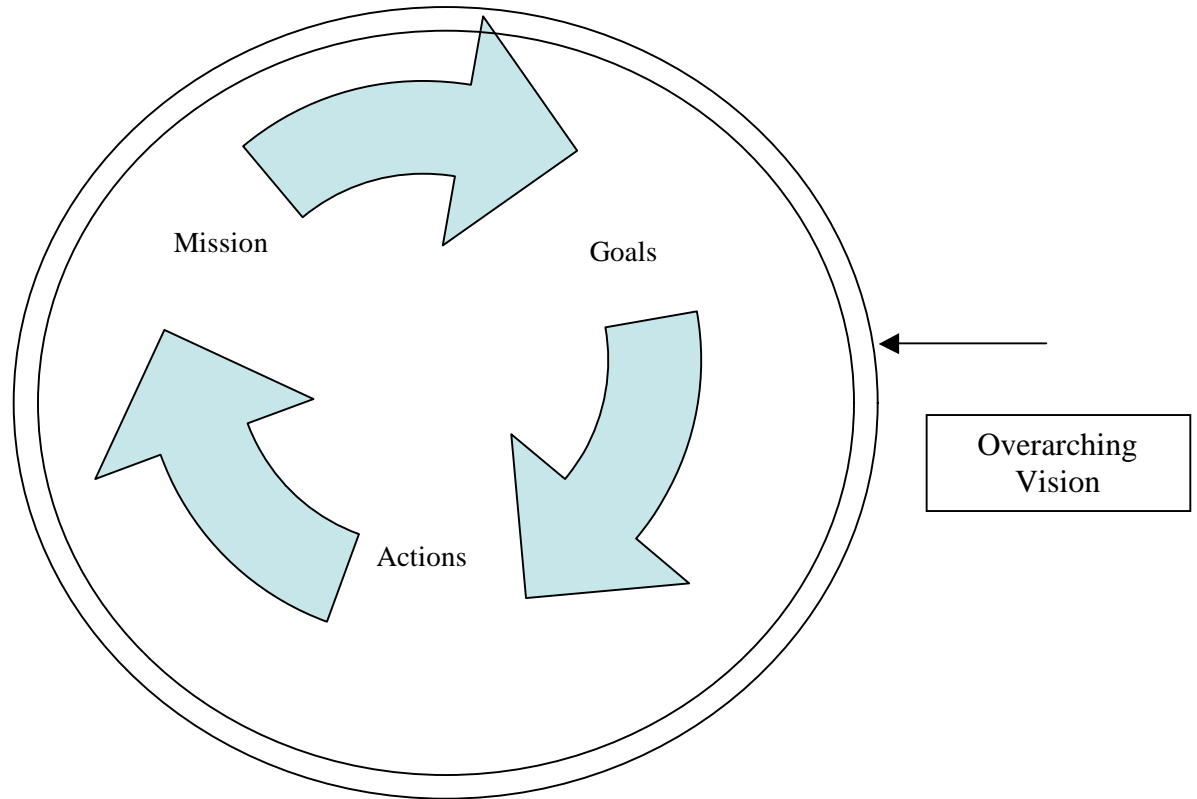
This framework indicates that the *vision* acts as a foundation upon which the mission and goals, and thereby the actions of networks are based. It also depicts the interconnectivity between mission, goals and actions, and portrays how they influence each other in their quest to realize their vision. The mission derives particular goals, and particular goals in turn drive particular actions. As network members evaluate the impact of their actions, and other changes in the conflict environment, the network renews its mission with a focus on new realities. The overarching vision did not change in any of the cases that we studied.

Context & Work Environment

The environment in which a network operates is often dependent upon the circumstances under which the network was formed, which we discussed in a previous chapter entitled 'Formation'. Some networks are based in conflict zones, while others are headquartered in comparatively stable environments. It is important to note that the environment within which the network is headquartered, and within which its membership operates, does in fact affect the networks operations. For instance, the Iraqi Peacebuilders Network which is headquartered in Tikrit is affected by the conflict both in the city of Tikrit, as well as in the areas surrounding it.

Another factor which affects the environment and context within which a network functions are the actions of other regional and global actors. For instance, in Iraq the actions of Great Britain and the United States affect the environment within which the Iraqi Peacebuilders Network operates. Similarly, the 'War on Terror' too has affected the environment within which peacebuilding networks and their members function. Even those networks which don't feel that they have allowed the global war on terror to directly influence their actions might none-the-less be affected by this global concept. For instance, networks and their members may have to make allowances for travel restrictions that have been recently imposed, and this in turn might delay their network activities, and sometimes even impede them.

Similarly, the situation on the ground also affects these networks - while GPPAC planned on holding their annual summit in Nairobi, Kenya one year, the situation on the ground in Kenya was not stable enough to hold a conference, and they were compelled to change the venue of the event.

Funding is also a key factor which influences the context of peacebuilding networks. While some networks might not view funding as one of their main points of focus, this is a factors that does in fact implicitly or explicitly influence the operations of the network. For instance, the funding available invariably influences how far reaching the network's activities might be. A network with limited funding availability might have to restrict their work and functions to one or maybe two locations. However, networks such as EPLO and GPPAC which have regular funding flowing in, and have formal funding structures have the ability of spreading their work across multiple large geographic regions.

As discussed in the section on formation, networks operate in local, regional, or global contexts. Whether networks are based in a local, regional, or local setting is independent of network focus on local, regional, or global conflict.

Structure

Networks structures vary considerably. They can be either formal or informal or, as is most often the case, a combination of the two. Networks with formal structures, such as the Alliance for Peacebuilding, have clearly delineated management and communication channels, with a coordinating secretariat staffed by a combination of paid professionals and unpaid volunteers and interns. While informal networks may also have a secretariat which functions as the overall coordinator of the network's affairs, they sometimes have less clear cut decision making organs, and are often heavily reliant on the services of part time paid staff members, and a constant flow of volunteers.

Both formal and informal networks value creativity and initiative. Formal networks encourage their various organs to constantly liaise with other units of the network in order to ensure that functions do not overlap. Informally-structured networks on the other hand have a higher degree of tolerance for goal and role ambiguity and unpredictable futures. In these types of structures, functions overlap and decision-making authority is easily transferred from one organ to the other.

Formal structure
(functions clearly delineated)

Informal Structure
(functions overlap)

Board

Executive Director

Program Coordinator

Finance Director

Membership Coordinator

Secretary

Office Manager

Executive Director

Executive Board

Program Coordinator

Finance Director

Secretary/ Office Manager
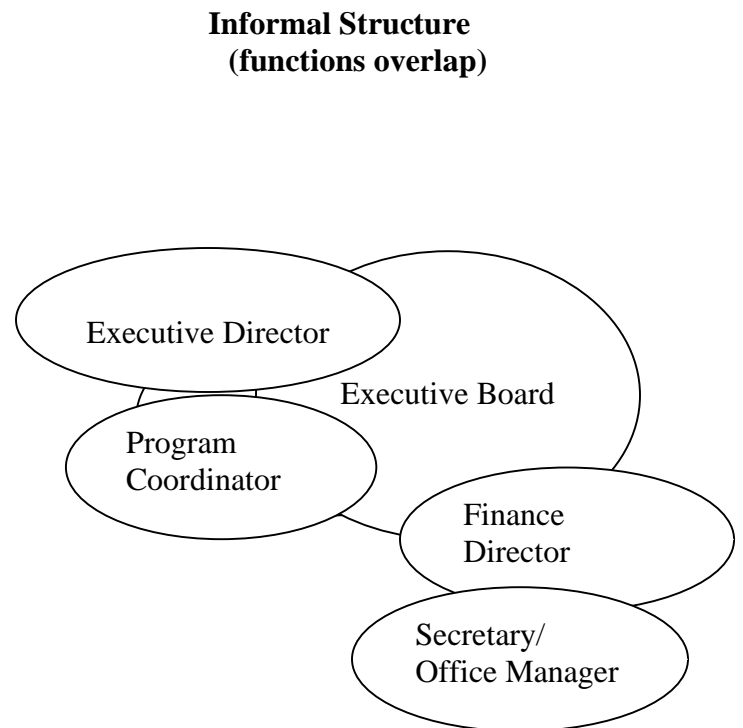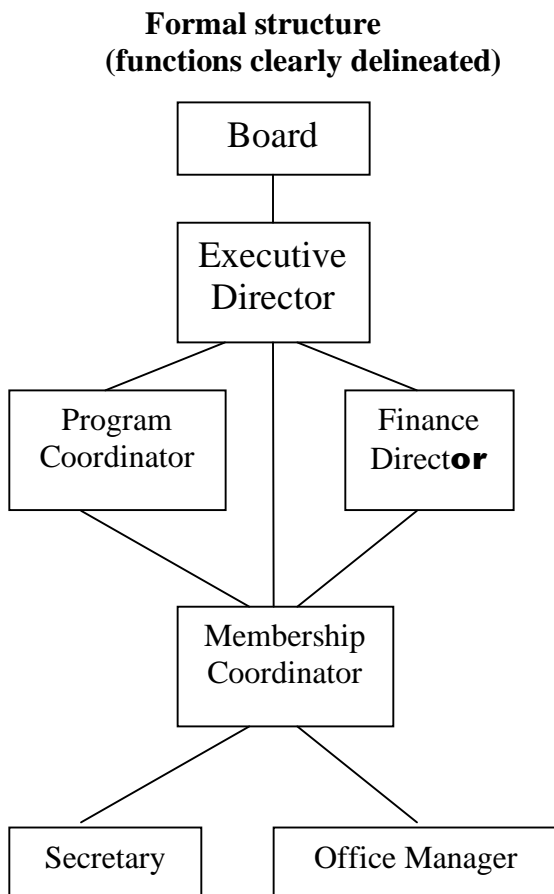
While many networks are either formal or informal, in truth by virtue of their flexibility, almost all NGO networks exhibit traits of both types of structures. This is driven by the fact that while members want to maintain a family character with flexible and informal structures, they are also aware that some degree of professionalism with clear lines of decision-making is essential if the network is to meet its objectives. WANEP has both a formal and informal structure. Such a dual but flexible structure makes it possible to have different organizations governed by their own members and structure and still being able and willing to work together for a common goal. Even networks without a professional staff, Secretariat or Board often have a minimum level of unwritten norms that bind members. Such norms could range from when and how often the membership meets to how long an official or a committee serves in a particular capacity. It is the observance of such rules over time which gives networks its semi-formal features.

Structurally, NGO networks could be either top-down or bottom-up. Top-down structured networks are largely external (donor-driven) and often consists of a clustering of heterogeneous organizations, which the UNDP labeled as mainly northern 'supporters' and southern 'beneficiaries'[18]. Member-driven networks on the other hand are grassroots' oriented and are shaped by the needs and vision of the members. Here the needs of the members determine the relationship with donors and other external partners. Eg., Transcend.
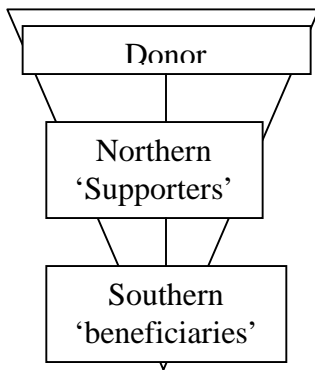
Top-down networks   **Bottom-up networks**
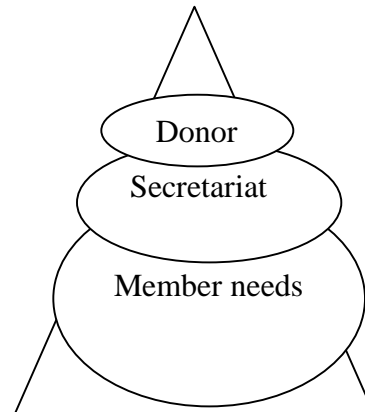
NGO networks are generally characterized by a certain degree of centralized decision-making authority. This centralized organizational structure disseminates its authority via various power blocks. These power blocks are often vested in groups (Boards, Committees, etc.) as opposed to in individuals. Since networks have varying levels of membership, it is not uncommon to find a core of critical agenda-setters at the center, and user-members at the periphery. The core members are often the trendsetters whose knowledge, enthusiasm and commitment are critical to the success of the network. The founding members and key members of the executive board almost always fall into this

---

[18] Liebler, "Ngo Networks: Building Capacity in a Changing World."

category. The general membership which often operate as members-at-large, use the network's information and products,[19] and help confer legitimacy regarding the network's diversity and inclusivity. Successful networks are often those who strike the right balance between maintaining flexible and transparent power blocks, while creating non-hierarchical relations that enable members to move freely between these various power blocks. A central facilitator who connects these various power blocks is crucial in achieving this goal. Periphery member organizations should be able to rise to the status of the trendsetter.

The structure a network adopts is determined by a host of factors including the purpose for which it was established, the people and organizations involved, size of network membership, budget, location and geographical dispersal, and relationship with internal as well as external actors. Also important is time or the length of time a network has been in existence. Because networks evolve over time, they may vary considerably in the level and nature of structure and formality at different stages of their life cycles.[20]

A network that is comprised predominantly of formal organizations, such as the Alliance for Peacebuilding, is more likely to adopt a formal structure as that is what the membership is most familiar with. Such member-driven need is however tapered with reality in which members realize that for the network to function effectively it will require some degree of flexibility. The Alliance for Peacebuilding is fairly formal in structure, with a great degree of flexibility built into it. At the helm is the Board of Directors, fifty percent of whose membership are representatives of member organizations. The remaining fifty percent are Board members at-large. The guiding principle of the group is that a good network should not be overly hierarchical and should not have a command and control mentality. Instead it should be a union of voluntary associations with clear cut goals that members can buy into. Its key function should be to facilitate communication within the network and provides channels of communication where members can use their initiative to meet their individual and collective goals.

Network structures tend to evolve organically, with members creating various entities according to the perceived needs of the network. The structure of EPLO is fairly formal, and this is detailed in the *Internal Statutes* which were adopted by the network's General Assembly (the network's highest decision-making body). While key decisions are often made by the General Assembly and the Steering Committee, the recommendations largely come from the more informal Working Groups. Because the Working Groups are comprised of individuals with knowledge and expertise in the field, a great degree of flexibility has been instituted to allow the various Working Groups to effect changes and make policy decisions on their own. The Caucasus Forum is also neither wholly formal nor wholly informal. At a series of meetings of the Coordinating Council (the network's highest decision-making entity), the structure of the network was almost always a key topic on the agenda. It is not surprising

---

[19] K. V. Eswara Prasad, and Anuradha Prasad, "Understanding and Strengthening Ngo Networks" (paper presented at the Asia Workshop on Next Generation Participatory Monitoring and Evaluation, New Delhi, India, 2005).

[20] Liebler, "Ngo Networks: Building Capacity in a Changing World."

therefore that it was thoughtfully written into both the "Charter of Caucasus Forum" and "Standards of Caucasus Forum". In both documents, the network created the position of an Executive Secretary, elected for one year by the Coordinating Council to oversee the operations of the network. The location of the Executive Secretary's office was to be rotated according to the regions: one year in the South Caucasus (i.e. in Tbilisi, or Yerevan) one year in the North (i.e. in Vladkavkaz).

The larger the network, the more dispersed its authority-making bodies. This is clearly the case with the Global Partnership for the Prevention of Armed Conflict (GPPAC), the largest of the networks in this research. The network has various layers of governance at the national, regional and global levels. At the regional level the main bodies are the *Regional Networks* and the *Regional Secretariats*. Regional Networks are groups of organizations and networks from a specific region committed to the Guiding Principles and Values of GPPAC and dedicated to implementation of the Regional and Global Action Agendas. Regional Steering Groups: These are selected in consultations and/or meetings of regional networks. Each Regional Steering Group should ensure geographic representation from within the region. Membership in the RSG is for a renewable two year term. The Regional Secretariat on the other hand serves as the primary point of contact for the global network in a designated GPPAC region. The Regional Secretariat is chosen through a regional process for a four-year renewable term (without limit, but reviewed every four years).

But even in these types of mega-networks however, with membership dispersed in all corners of the globe, often the most critical and pressing decisions are, perhaps by sheer necessity, made by a select group vested with the wide sweeping powers. The general roles and functions and action priorities of the Global Secretariat are determined by a sixteen-member International Steering Group (ISG). A four-member Executive Committee, appointed on a rotational basis makes the most critical and urgent decisions.

Conclusion
The above examples illustrate how the complex factors highlighted shape the structure of a network. Member-driven needs are certainly one of the most critical ingredients that determine how a network evolves structurally. A network that is not in tune with the aspirations of its members will develop structures that will be unsustainable in the long run. Sometimes the network evolves structures due to reasons beyond its control: lack of funding, unfavorable government policies or the prevailing security situation. A network that wants to adopt a formal structure but cannot get its members to periodic meetings because of safety issues will more likely evolve a greater degree of flexibility. For example, the Iraqi Peacebuilders Network is very flexible largely due to the prevailing unstable security climate in that country. The main advantage in these types of highly flexible networks is that they foster creativity and spontaneity while striving for efficacy.

Norms

Norms are practices, guidelines and social rules that prescribe appropriate behavior in a particular situation. In a network context, such practices could be implicit or explicit. Written or unwritten rules may develop through customary practice or may be deliberately crafted in order to enable like-minded groups of people or organizations to function in a manner that produces desired results. Norms could be either exclusionary (regulates member's behavior with other members) or universalistic (defines member's relations with one another and with non-members)[21]. In addition to defining a relevant behavior, norms also define who is in, or who is out of the group or community.

Exclusionary Norms
(Regulate member behavior with other members)

Universalistic Norms
(Regulate member behavior with one-another and with non-members)
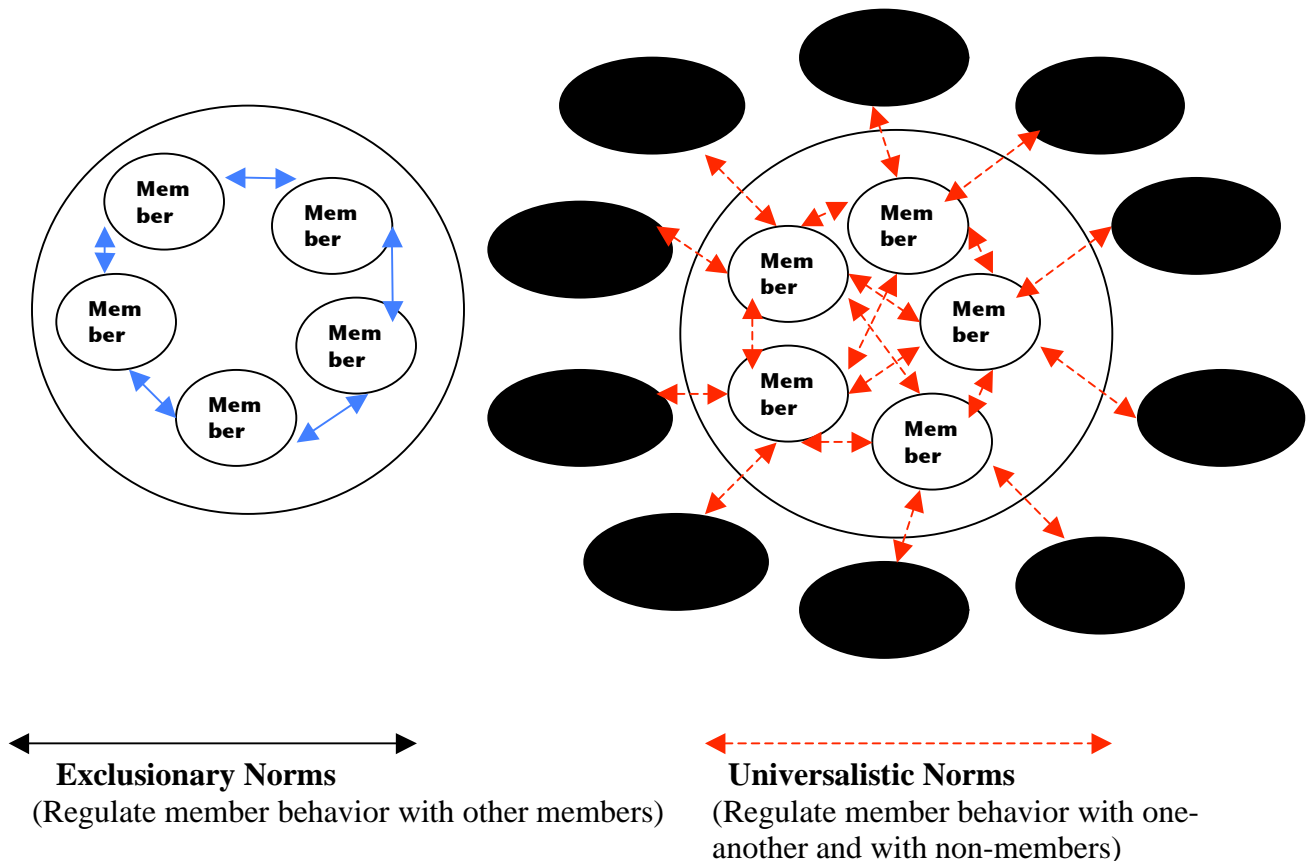
Key functions of norms
Norms serve several key functions in network growth and development:
- Solidify group cohesion and manage conflict within the network
- Protect the network's image and reputation
- Streamline interaction and provide a framework for how network members relate to one another and to outsiders
- Construct reality and provide meaning and guidance

---

[21] Russell Hardin, "From Communal Norms to Networks," (New York: 2004).

Every network adopts at the very least a minimum standard of expected behavior to regulate member's interaction with one another and with non-members. Amongst NGO networks engaged in conflict analysis and resolution, such norms include written or unwritten statements about issues such as how members will manage their time, conduct meetings, ensure transparency and confidentiality, listen, confirm understanding, manage conflict, and make decisions.

Protecting group reputation and image
The observance or non-observance of a group's norms and the way the network responds to breaches as well as absorption of new norms can make or break the network. Not only does non-observance undermine credibility and increase the possibilities of internal conflict, it can also—especially in fragile communities in which individuals and groups are judged by the association they make—endanger the lives of members and non-members alike. When some members of WANEP Cote d'Ivoire chapter took sides in the ongoing civil conflict in that country, the network immediately disbanded the chapter and replaced it with another.

Maintaining group cohesion
In networks with shared goals but deep differences, protecting confidentiality and maintaining transparency are particularly crucial for maintaining group cohesion. For example, in the Caucausus Women's Forum, made up of Armenians, Azeris and Georgians, discussing the pain caused by conflict and the hostile stereotypes and images of each other is forbidden by an unstated rule. Also, disclosing matters that members deem to be confidential or using the network for political purposes to benefit one side at the expense of another are considered contrary to the networks' interests.

Navigating work environment
The environment in which a network operates influences the type of norms that evolve within the network. In conflict prone West Africa, enhancing civil society's capabilities to manage conflict is a key objective of WANEP. It is against this backdrop that WANEP members place high value on the renunciation of violence, especially as other civic groups in the West Africa subregion have promoted violence to effect change. A key condition therefore is that all members have to explicitly renounce violence. To achieve this aim the network advocates for and promotes institutional reforms at the wider level and ensures that its members constantly internalize the goals and mission of the network so as to improve not only their efficiency and delivery capacity but also to protect the image of the network. After the national chapter of WANEP in Cote d' Ivoire was disbanded for becoming partisan in the conflict, the Executive Board instituted a quality control mechanism for all members as well as developed benchmarks to ensure neutrality, consistency and competence. After that incident, the National Boards were strengthened in order to allow them to closely supervise the national organizations and act as a bridge between the member organizations and the Secretariat. All of these changes aimed at maintaining high standards and protecting the reputation of the network have to be balanced with the need to give the national organizations a lot of autonomy to

enable them carry out their jobs creatively.

Keeping various organs operational
In large and unwieldy networks such as GPPAC, norms not only ensure standards and maintain credibility, they also establish how diverse members can work collaboratively to increase both impact and visibility. The evolution of GPPAC's norms is guided by the belief that whatever happens with or to one member impacts, negatively or positively on the credibility of the entire network. It is in this vein that the network has developed various means of collaborative support to manage the multitude of relations within such a mega-network.

Importance of culture
Cultural practices influence the development and evolution of network norms..In the stratified social reality in Iraq, while the network utilizes several features of democratic processes such as continuous dialogue, voting, and seeking the inclusion of unrepresented groups, it is still heavily influenced by the wider cultural practices in which age, gender and ethnicity can be important factors in determining the roles that people perform in the network.

Norms and conflict resolution
Because of people's and organizations different perspectives and experiences, conflicts and disagreements are inevitable within networks. Most often such conflicts can be healthy for the overall growth of the network. Networks that successfully manage such conflicts are those that develop norms that address the fundamental causes of the misunderstanding. For example, in SIPAZ in Mexico a conflict of "distrust" strained relations between those in the field and the Executive Committee. The issue was so emotionally charged for some members that an outside consultant was hired to look into the underlying issues. The eventual resolution of the conflict helped strengthen relations amongst the various units of the network.

Conclusion
Norms are critical to the success of a network as they give meaning to member interactions. They streamline group behavior and practices such as work processes and set benchmarks for group effectiveness and outputs. They provide the framework through which a network analyses current problems and anticipates future ones. Norms are the network culture which members share and which provide a forum and structure within which a network may work effectively. Successful networks tend to be those that establish norms that create and protect an atmosphere of open communication and trust, while harnessing the collective energy, spontaneity and creativity of the group.

Evolution

Our research indicated that peacebuilding networks are dynamic. Networks evolve over time. Some of the changes in networks are more subtle and occur over a long period of time, and others are more sudden and dramatic. Whether subtle or dramatic, change which takes place within networks is usually manifested in four particular areas: the structure, goals, norms, and activities of the network. As the Network Evolution Framework below indicates, changes in network structures, goals, norms, and activities are influenced by changes in the conflict, funding and other resources, member interests, global trends, short and long-term needs, and ecological catastrophes.

Network Evolution Framework

Member
Interests

Global
Trends

Short
Term
Needs | Long
Term
Needs

Funding

Conflict

Ecological
Catastroph
-es

Network characteristics that evolve:
- Goals
  - short term
  - long term
- Work
- Norms
- Structure
  - HQ
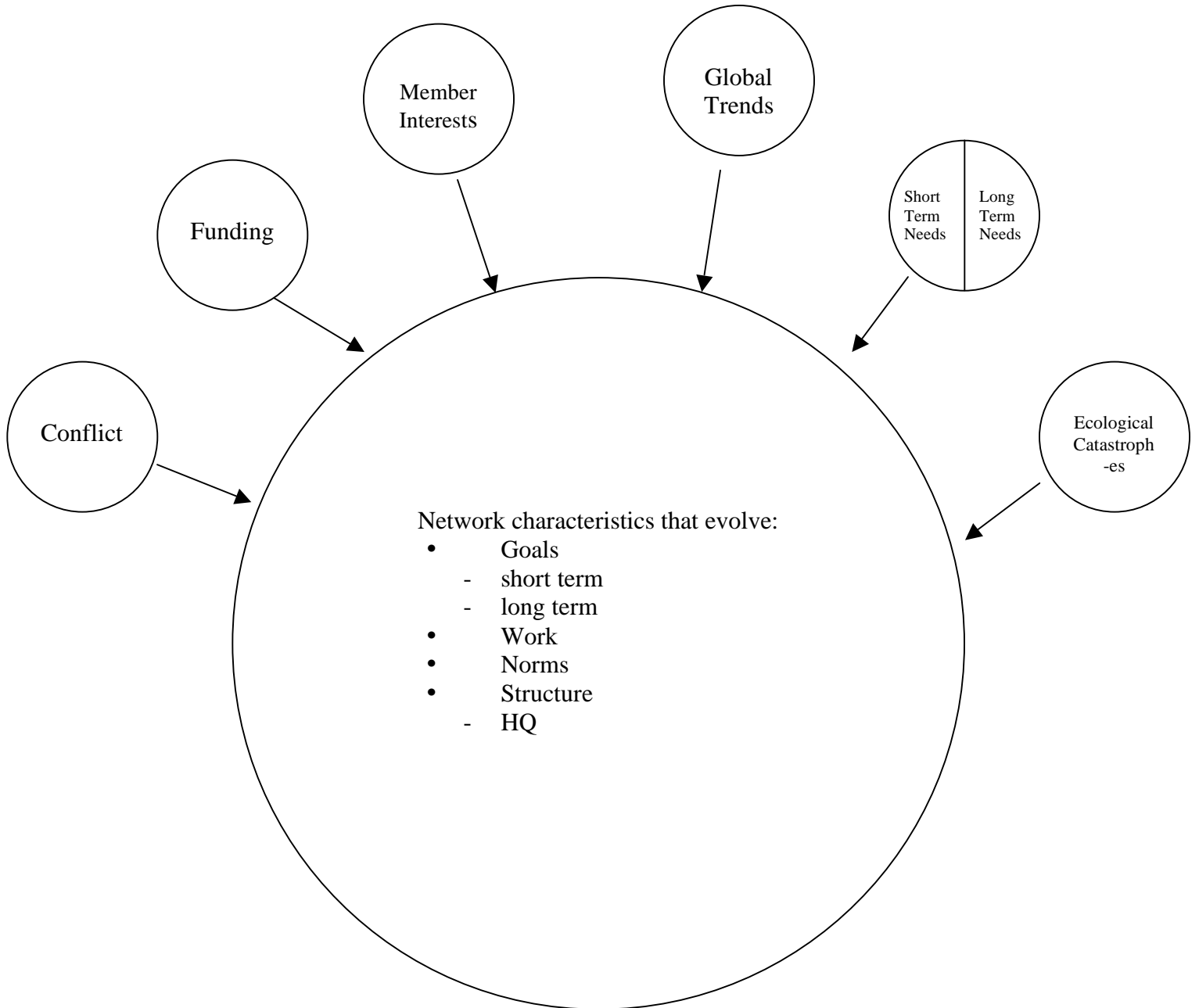
◯ = Factors influencing network evolution

At least at the very beginning, most networks start out as loose informal entities, without strict structures and rigid norms. As the group matures, expands its operations and builds partnerships with other agencies however, it develops norms, usually eventually codified

in the form of by-laws or other governing legislation, to guide its activities and its interactions with others. For example, in the first few years of the formation of EPLO, it lacked a written code of practice. With time, however, members felt a need for more formal structure with clear guidelines. Such a need led to the creation of the EPLO Constitution which was ratified in 2005. The discussion below further details the factors that we found shape network evolution.

Factors influencing network evolution
Each of these interact with one another to create subtle or dramatic changes within both the structures as well as the activities of networks.

Conflict-Driven-Evolution: Often conflict zone-based networks evolve according to the conflict dynamics in their area of operations, including the degree and randomness of the violence or upheaval. For example, the activities of the Iraqi Peacebuilders Network are heavily dependent on the constantly evolving security situation on the ground. Meetings between members of this network are often postponed due to upsurges of violence in the geographic areas in which they work.

Another such network which finds a need to be alert to the situation on the ground is the SIPAZ network which operates out of the conflict zone of Chiapas in Mexico. This became extremely clear to us during the planning stages of the Peacebuilding Network Symposium which was held in August 2006. The attendance of SIPAZ's representative Marina Pages to this event was dependent on the situation on the ground in Chiapas, as well as the political climate which existed during the elections in Mexico at that time.

EPLO also has shifted activities in response to shifts in a conflict. In August 2005, a group of fifteen NGO workers were found massacred in the Eastern seaport town of Trincomalee in Sri Lanka. In response, EPLO facilitated discussion amongst the many members of EPLO who operate/d in Sri Lanka as they began to consider aborting their missions on the island. The network hosted a number of meetings in the following weeks, in efforts to help their membership decide whether or not to pull out of the island. These meetings were a direct response to the shift in the conflict context. The activities of the network shifted to respond to the deaths of the NGO workers. While EPLO is based in Brussels, Belgium, and the conflict did not cause long term changes to be made at the headquarters of the network, the situation in Sri Lanka prompted EPLO and its members active on the island to engage in a new network activity of sharing knowledge and strategic planning within the network as members reconsidered their operations during this volatile period.

Funding-Driven-Evolution: While some networks operate with formal funding structures, there are others whose funding is not formal and rigid. It is not uncommon for networks to adapt their operations and management structure based on the availability (or non-availability) of funding or other resources. While funding is not necessarily the most critical factor that shapes the activities of all networks, it nevertheless plays a very important role in determining the sort and range of activities a group can or cannot undertake. Indirectly, funding of member organizations shapes the human and other

resources member organizations are able to offer the network. However, unpaid interns (frequently part of the EPLO headquarters) and other creative approaches (such as unpaid network coordinators in the case of Redepaz) can allow networks to access human resources without funding.

Network-donor relations also shape network evolution. The perception amongst our interviewees is that often donors fund networks with management structures that they can understand. Whether in the form of a strong Executive Board or trained and qualified personnel operating from a Secretariat, perceived donor demand for accountability may push networks to institute some changes that address donor concerns. There are instances when funding comes with strings attached, thereby influencing the types of programs networks may or may not choose to undertake. However, Transcend is an example of a network which takes pride in its ability to stick to its own principles and not allow donors the chance to dictate what causes within peacebuilding their funding will be put towards. An example of such a case has to do with a particular government which was invited to donate a large percentage of funds towards the peace process in Sri Lanka between 2001 and 2006. The donor nation did not enjoy the privilege of dictating the use of the funds, and Transcend went as far as not allowing the donor nation to take credit for the significant donation.

Member Interests-Driven Evolution: This type of evolution responds to the needs and demands of the general membership. In most networks both the leadership and membership bring with them interests which can change over time, and both members and leaders influence the group's goals and objectives. While such influence might be subtle in most cases, it steers the network in certain directions. For instance, the current leadership of EPLO now has Working Groups, including one on gender that previous administrations did not have. Previously EPLO did not have working groups which focused on various areas of conflict and development.

Membership-driven evolution occurs when the network's members propose or demand a new set of activities from the group. This could be a focus on a specific theme or region, or a restructuring of the management structure to meet new goals. Member interests-driven evolution involves a democratic process of consultations, compromise and membership interactions throughout the network. Such member-driven demands are usually healthy for the refocusing the network activities on aspects of the network missions and goals.

Global Trends Driven Evolution: "The war on terror" is an example of a global trend. Many states and regional organizations who back this strategy of countering terrorism have taken steps to avoid interacting with so called "terrorist organizations or groups", and hence even those networks of NGOs, as well as individual NGOs that work in areas where there is evidence of terrorist activity find the need to be careful about their interactions with such groups. For instance, the European Union's adoption of an anti-terrorism policy may have had an effect on EPLO and some of its member NGO's humanitarian and peacebuilding activities in countries who have been identified as having terrorist actors. An example of this is in the case of EPLO's members who operate

in Sri Lanka, including in the Northern and Eastern Province of which some areas are governed by the Liberation Tigers of Tamil Eelam (LTTE), a group labeled as a terrorist organization by the European Union. The EU banning of this group occurred on May 30th 2006. Prior to this NGO's from European Union nations were allowed to operate in any part of Sri Lanka. However, while these NGO's are still able to operate in government controlled areas, they are not able to carry out work, or at the least have minimized contact with those areas governed by default by the LTTE.

Needs-Driven-Evolution & Global-Ecological-Catastrophes-Driven-Evolution: There is a distinction between short term need based evolution, and long term need based evolution. Short term change/evolution often occurs in immediate response to a catastrophe, and is intrinsically connected to Global Ecological Catastrophe Based Evolution. For example during the immediate aftermath of the tsunami which hit parts of south and east Asia in December 2004, the Nonviolent Peaceforce which is a member of EPLO became activated in tsunami relief work. Members of the team in Sri Lanka were seen "actively consoling the bereaved, transporting the displaced, and now, with newly rented 4-wheel drive vehicles, are identifying and visiting areas which have received little or no attention so as to alert humanitarian relief agencies about immediate needs."[22] This was outside of their original focus of activity, but was change adopted to support the organization's overall mission during the immediate aftermath of a global ecological catastrophe.

Long term needs based evolution often occurs due to a change in the environment in which one or more members of a network are operating. For instance, the main objective of a network active within a conflict zone might be more peacekeeping oriented. Their main goals might be to orchestrate meetings between conflicting parties, and help them reach a truce, and in doing so the network members may focus activities on the two top levels of Lederach's Peacebuilding Triangle.[23] However once a truce is achieved, the goals of the network might evolve, and it might attempt to broaden its scope of activity to peacebuilding work. At this point the network might begin focusing activities on not just the higher level leadership and civil society, but also at the grassroots level. This appears to be so in the case of SIPAZ in Mexico. Their work differs according to the varying climate and situation in the Chiapas region.

Need based evolution also occur to adjust network norms. In the chapter detailing 'Network Norms' we discussed the evolution of the network norms based on a need which arose in the case of WANEP's national chapter's activities in Cote d'Ivoire. WANEP created clear expectations of member conduct in order to avoid such problems in the future.

Network Characteristics That Evolve
The Network Evolution Framework also depicts network characteristics that evolve: goals, work, norms, and structure. Each of these is discussed in turn below.

---

[22] Jan Passion, *Nonviolent Peaceforce Sri Lanka Project Report* (2005 [cited October 11 2006]).
[23] John Paul Lederach, *Building Peace: Sustainable Reconciliation in Divided Societies* (Washington, DC: United States Institute of Peace, 1997).

Goals: The goals of a network can evolve over time, and may be affected or determined by multiple factors. In some cases, while the long term goals of a network might not appear to change drastically, the short term goals of a network might be greatly affected by factors such as conflict, funding, short term needs, and ecological catastrophes. For instance, many networks might find that the recurrence of conflict in a a geographical region on which they focus may cause changes in their network's immediate goals. Such was the case in 2006 when members of a prominent NGO were found slain in the Eastern Province of Sri Lanka. This catastrophe caused some short term changes of strategy to occur within EPLO during the time, and may in fact have a more lasting effect on the long term goals of the network.

Work: When the short and long term goals of peacebuilding networks change and evolve, the work of such networks also find themselves evolving, since the work carried out by these networks is determined by their stated and unstated goals.

Norms: As was mentioned previously, WANEP found the need to evolve their network's norms based on a situation which occurred in Cote d'Ivoire.

*Structure: N*etworks may adapt their operations and management structure, changing the size of the network staff or developing or adjusting partnerships, often based on the availability (or non-availability) of funding or other resources. For instance in the case of the Iraqi Peacebuilders Network, while funding is currently not a major factor influencing the structure of the network, an insurgence of funding could change this dynamic. The network which is rather informally structured strives to maintain this atmosphere, but the need for funding could cause subtle changes in this dynamic, and thereby the structure of the network.

The number of network staff often varies over time. Initially many networks begin with small central administrative offices with one or two people staffing the office. However, as the network's needs grow and the mission and goals evolve, the central administration of the network also expands. Initially there was one person that took care of the central administrative duties of EPLO at their headquarters in Brussels. However as the network's size and mandate evolved, they found it necessary to hire more people in their central office as well. Now, in addition to their full time staff members, EPLO also utilizes the services of college interns, and staff seconded from member organizations for working group activities.

Network structure also shifts when networks develop or adjust partnerships. During the course of their work many networks form partnerships with other networks or organizations. At times this is due to the fact that these other organizations have a particular expertise, and a partnership forged with such a group could be serendipitous for the entire network and the work they are carrying out, and further assist in meeting its goals and objectives. EPLO is currently in a partnership with the International Crisis Group, International Alert and the European Policy Center. This *Conflict Prevention Partnership* aims at improving the European Union's capacity for conflict prevention, management and peace building. The partnership is funded by the EU. It is a cooperative

effort of the above organizations to draw from the specific expertise of each organization. The partnership's goal is to provide EU and policy makers with timely, focused information and analysis and policy recommendations. In doing this work the partnership has published a series of newsletters over the last six months, discussing a series of studies on conflict related issues around the world which are of particular interest to the EU, the Council of the European Union, and the European Parliament. This partnership aims to cover a diverse range of issues, including supporting reintegration of ex-combatants in post-conflict settings. Details of this partnership and the work carried out under the umbrella of this union are available on the EPLO website. (http://www.eplo.org/index.php?id=101

Networks increasingly liaise with each other. For example, the symposium conducted for this research in August 2006 provided an opportunity for several networks to network with each other, and symposium presenters have reported on their continued contact and exchanges with each other, and the exploration of new partnerships.

Conclusion
It is evident from our research that all networks evolve over time. In some we see large amounts of evolution over a short period of time, and in others we see a more steady, but gradual pace of evolution over longer time periods. However, what is clear is that evolution does in fact occur as new membership enters the network and as the network's surrounding context develops.

Efficacy

Network efficacy is measured by indicators of network success in achieving network goals. We can consider network goals as falling within three overarching goal areas of coordination, knowledge sharing, and policy advocacy. Thus, network efficacy can be considered in terms of network accomplishments in the general areas of coordination, knowledge sharing, and policy advocacy.

Coordination and knowledge sharing are two areas of network efficacy that rely primarily on making an impact on network members by shaping their plans and impacting their knowledge. Thus, success in coordination and knowledge sharing is indicated by self-reports of network participants on the degree to which network participation increased their:

- *Coordination with other network participants*. Coordination is defined as any conscious attempt to increase the complementarity of efforts that share overarching goals. Network participants self-reported in network documents and interviews on the extent of their attempts to build synergy with other network members by synchronizing plans, adjusting existent plans, developing new plans jointly, etc.
- *Knowledge sharing with other network participants*. Knowledge sharing includes sharing analysis or information relevant to conflict prevention or resolution, ranging from practical details such as transportation across ceasefire lines to larger theoretical foundations for overall approaches to peace. Knowledge sharing is also indicated by network members' self-report in interviews and by relevant network documents.

The coordination and knowledge sharing goals of networks were shared by virtually all of the cases studied. For example, REDEPAZsought to coordinate a global moment of silence for peace on the UN International Day of Peace in September 2006. REDEPAZalso distributes educational material to be shared amongst members for use in local member peace education work. The Alliance for Peacebuilding schedules member workshops sharing experiences and innovations with each other at each of the annual meetings of the network.

Policy advocacy is an area of network efficacy that should show a direct impact beyond the immediate network members.
- *Policy advocacy through the network*. Policy advocacy is defined as attempts to change policies or actions of local or national governments, local or national civil society, or IGOs. Policy advocacy indicators include written advocacy materials, protest actions, campaigns, and targeted advocacy meetings. Impact of policy advocacy will be measured by changes in policy or action in the direction advocated, as well as by observer attributions of causation to the network advocacy activities.

Because policy advocacy is an area of network efficacy that should show a direct impact beyond the immediate network members, policy advocacy success might be identified through external observer assessments. However, such broad research proved beyond the scope of this study. Further research with careful external assessments of network efficacy, particularly with regard to policy advocacy, but also in the areas of coordination and knowledge sharing, would allow our understanding of network efficacy to grow. The current study relies on network self assessments in these areas. Triangulation of self assessments with external observations would provide more conclusive evidence.

Even based on self-reports, it is clear that the case study networks had some success in the policy advocacy they attempted. Policy advocacy can be broadly defined to include advocating generally for the use of NGO-based conflict resolution approaches. For example, one of the key achievements of WANEP is their demonstration that African civil society institutions have the capacity and analytical tools to make a difference to conflict in their own backyard. SIPAZ successfully focused the international spotlight on the conflict in Chiapaz, Mexico. GPPAC lists among its chief successes its ability to mobilize diverse actors from government, civil society and the United Nations around conflict prevention.

The above-mentioned policy advocacy successes represent the fruits of long-term work. However, networks may have shorter and longer term success in achieving their goals. Network members interviewed highlighted that short-term achievements should not come at the expense of longer term accomplishments. Network interviewees discussed the importance of maintaining network values and norms in order to pave the way for longer term work towards the overall goals of the network. Rather than taking short cuts for efficient decision-making or implementation of activities in a way that might risk fragmenting a network, successful networks keep their long-term goals in mind throughout their work.

Structure Supporting Efficacy
The perennial shortage of funding that plagues most NGO networks in the peacebuilding field ironically plays a part in forcing networks to search for the best and most cost-efficient way to achieve the group's set objectives over the short and long-term. Apart from the hiring of a professional staff or dedicated volunteers, networks also institute other measures such as establishing a strong Executive Board as well as internal and external auditing mechanisms to promote efficiency and accountability. Because most networks value strong partnerships with external agencies such as donors, it is not surprising that the most sought-after professional is often one with administrative skills as well as experience working with various donors and partners. Networks seek to develop structures that will support their goals in coordination, knowledge sharing, and policy advocacy.

Setting Achievable Goals
A key to network success lies in setting realistic goals. By virtue of their flexibility, spontaneity and dynamic response to certain issues, not all NGO networks invest the time and energy required to identify what they want to achieve and how to do so. Efficiently-

run networks set goals that are attainable with clear benchmarks indicating what is to be accomplished and when. A group survives and thrives when it has clearly identifiable goals developed by the participants themselves. Members are more likely to become enthusiastic and get involved with work they consider achievable and rewarding. At the same time, these clear goals must remain flexible to respond to changing circumstances.

Internal and External Influences
Network efficacy is influenced by internal as well as external factors. Internally, how a network is structured, managed, and positioned to meet realistic goals with member support are all critical to its success. Externally, the environment in which a network operates, its relationship with donors, and the trust and confidence of the broader constituency it serves all shape a network's efficacy. Clearly some of these factors straddle the internal/ external dichotomy. For example, while the relationship with funders may be external, how the resources are managed and accounted for afterwards are internal matters that relate to the network's management structure and flow of communication among network members.

Network Dissolution
An interesting issue that surfaced in the course of this research is the question of the future of networks that have met their goals and achieved their objectives. In other words, are all networks meant to be sustained or can a network actually outlive its usefulness? Almost all participants in the research symposium seemed to agree that indeed there are certain networks that should dissolve after their missions were accomplished. While the networks that we studied are each continuing to work on unmet goals, most of those we interviewed seemed to know of a network that had either failed in meeting its objectives or had met its objectives and folded up. Our research indicates that when networks are persistently unable to accomplish their goals or when network tasks have been accomplished a network either adapts itself to meet new challenges or dissolves.

Conclusion
In sum, network efficacy should be considered in terms of each network's specific goals. These goals can be considered within the overall goal areas of coordination, knowledge sharing, and policy advocacy. These goals may be accomplished over the short and/or long term. Networks may reach some of their goals and not others, but still be considered successful in regards to the particular goals they do accomplish. Finally, it should be noted that success in achieving the sorts of goals common to conflict prevention and resolution work (preventing or stopping a war, for example) is usually a shared success. Networks are successful when they contribute to an overall dynamic that accomplishes an impact on violent conflict. Individual networks, like individual people and separate organizations, can not be expected to bring peace single handedly.

Having comparatively analyzed the case studies in terms of the network formation, vision, mission and goals, context, structure, evolution, and efficacy, we now turn to conclusions based on this analysis. The conclusions that follow build from the case studies, particularly as the analysis was focused by the research symposium presentations and discussions.

Conclusions

As NGO networks have gained importance as a development tool globally, insight into the peculiarities of network development in the conflict prevention and resolution field should guide donor support of such networks. Conflict-sensitive development practices should extend to network strengthening in conflict areas and with conflict prevention and resolution networks. The research results provide specific suggested approaches for best supporting these networks. These conclusions are derived from the comparative analysis of the ten cases studies as focused by the research symposium.

The conclusions are presented first through a systematic revisiting of the initial research hypotheses. The results largely support the central hypotheses, but add some important caveats and further focus based on the case studies. Next, the conclusions present themes that emerged from the research and challenges and dilemmas faced by conflict prevention and resolution networks. Finally, based on these conclusions, we offer practical guidelines for conflict prevention and resolution networks and their funders.

The research hypotheses focused on three areas of inquiry: network formation, structure, and goals. Each of these areas is considered below through a methodical examination of all hypotheses and related conclusions focused on network formation, structure, and goals. The conclusions suggest dynamics of successful conflict prevention and resolution networks.

Formation

Hypothesis 1: Grassroots responses to needs drives network formation, ensuring that network members participate to support shared goals more than in response to externally imposed requirements.

The case studies clearly indicate that needs drive the formation of networks. However, only three of the ten networks which we studied indicate formation in response to grassroots driven needs. SIPAZ, the Caucasus Womens Forum, and the Iraqi Peacebuilders Network are all networks which formed in response to urgent local needs, which are often 'short-term-needs.' Due to the urgent nature of the needs guiding the formation of these networks, often donor objectives and goals do not become a part of the network's short term agenda. However, in cases where the network has evolved into a long term endeavor, donor mission and goals do start to enter the agenda of the network.

Other networks form based on need as well. These networks consider the necessity for building peace as an overarching need. They are addressing a more long term need. The formation and agendas of these networks are influenced more by donor preferences, and the membership's long-term visions, although interviewees stressed the networks are more able to respond to need when the donor constraints are kept as minimal as possible. WANEP and Transcend both deal with a large number of conflicts, yet they claim not to allow donors to dictate their agendas.

The case study evidence leads us to modify the hypothesis thus:

Conclusion 1: In successful conflict prevention and resolution networks, responses to perceived needs drive network formation, ensuring that the networks focus more on visions, missions, and goals related to the perceived need than on externally imposed activities. Successful networks face minimal constraints imposed by funders.

Hypothesis 2: Norms of inclusivity and transparency are quickly established, inviting all relevant potential members to join, and shaping open network member interactions.

Our research confirms that NGO networks highly value inclusivity and transparency and take steps to establish these norms during the process of network formation. In most of these cases the secretariat was cited as important to linking up members and establishing norms of inclusivity and in leveling the playing field between more established members and newer and more often under-resourced members. The availability of funding and the prevailing political climate were consistently cited by interviewees as major influences shaping network norms of inclusivity and transparency. Women for Peace was established to bring together representatives of all the principle Caucasian regions. Deliberately, it was decided by the founding members that no reference was to be made to country of origin for memberships as the region consists of numerous so-called "unacknowledged states." Thus, the network unites representatives of Baku, Tbilisi, Tskhinval\i Yerevan, Vladikavkaz, Nalchik, Grozni, Nazran, Krasnodar, Sukhum\i, Stepanakert, Karachai-Cherkesia, as opposed to Armenia or Azerbaijan or Georgia.

Inclusivity and transparency are balanced in effective networks with efficiency and focus. Our research indicates that practical reality sometimes shapes the degree of inclusivity and transparency a network develops. Time (or the lack of time) and the desire to remain focused on founding visions, missions, and goals are critical factors. For NGO networks in conflict management and peacebuilding the ability to make quick decisions is important as events in conflict zones unfold at a rapid pace. SIPAZ cites member inclusiveness in policy planning as the critical factor in ensuring meaningful, active and rewarding participation from its members. This inclusivity does have a drawback in that it leads to a slow and cumbersome decision-making process. A key challenge for network members then is to figure out what issues should simply be decided upon by a small central group and what issues everyone should be involved in. The challenge is even more acute where issues such as language become a factor. This is clearly a challenge for SIPAZ, where meetings have to be conducted in English and Spanish. The language differences within the SIPAZ membership, according to some members, considerably slow down meeting proceedings. To balance inclusivity and focus, the Alliance for Peacebuilding has instituted a process for approving new members according to a set of criteria designed to ensure that the network stays focused on the work of applied conflict resolution organizations that work internationally.

In short, norms of inclusivity and transparency are desired goals that are achieved within successful networks with a balance of considerations of efficiency and focus.

Conclusion 2: In successful conflict prevention and resolution networks, norms of inclusivity and transparency are balanced with efficiency and focus, inviting all relevant potential members to join, and shaping open network member interactions on core network decisions.

Structure

Hypothesis 3: In-person meetings are core to network interactions, supporting trust-building and relationship-building, to mitigate against the particular sensitivities of work on conflict prevention and resolution.

Our research confirmed that in-person group meetings are important for improving network member interactions, but found that in-person meetings are most effective where used in combination with other mechanisms such as 'virtual' and 'snowball' meetings. In-person group meetings help members 'connect the name to the face' and in the process establish the personal relationships that are so vital to a network's success. In that vein almost all of the networks we studied strive to meet at least once a year, or as soon as the opportunity presents itself, to review the year's work and plan for the future. In the case of Women for Peace, the regional coordinators meets at least once a year for "routine coordination". Such meetings are devoted to both strategic planning of the future functioning of the network based on the lessons learned from the last year as well as to general discussions on the evolution of the conflict management field and other relevant general topics such as the development of democracy and regional integration. At the Alliance for Peacebuilding's annual meetings, each member organization is expected to send at least one representative. These meetings lead to the exchange of ideas and provide opportunities for collaboration once members get to know each other on a personal level. These retreats are usually held in remote venues so as to deepen personal connections through informal time.

Face-to-face meetings, though important, present some challenges. In the first place they are expensive and time intensive. The larger the group and the more that members are geographically dispersed, the more expensive in time and money in-persons meetings are. Secondly, especially for networks with membership in conflict zones, obtaining visas and the requisite security clearances from the appropriate local authorities can be a cumbersome and frustrating experience. In February of 2006 a member of the Women for Peace (a Georgian psychologist) was unable to make a trip to North Ossetia, Russia, to provide psychological assistance to a group of traumatized individuals in the framework of the mental health focused project, mainly because the Georgian-Russian relationship was extremely tense at the time and the Russian government refused to issue visas. Finally, in-person meetings may present security risks, either to the members as they travel through insecure territory to the meetings or to the group as a whole while gathered together if the location is not secure.

Perhaps because of these challenges, conflict prevention and resolution networks rely on 'virtual' meetings. These have been made possible by advances in telecommunications, with email being the most popular means of communication flow amongst all the networks we studied. Conference calls are also used by some networks. Virtual networks can link members who are physically distant. Internet-based communication is relatively cheap and can speed up inclusive decision-making. But these virtual meetings, too, have their own pitfalls. Interviewees reported that emails and fax messages can be a source of conflict, because, according to several members, meanings can very easily get lost when communication is reduced to written exchanges.

Other innovations that allow network activities to continue in the absence of full-memership meetings are "snowball" meetings, cluster meetings, and representative meetings. When one member meets with several who then each meet with several others who then in turn also meet with several others, a snowballing phenomenon creates a sense of in-person trust and relationship amongst the members. Snowball meetings tend to happen informally, not as part of the formal work of a network, but they influence the camaraderie of the network. Cluster meetings bring geographically close members together, allowing mini-meetings with lower travel costs than full networks meetings. For example, between the full membership annual retreats, the Alliance for Peacebuilding regularly involves Washington area members in Washington meetings, and Boston area members in Boston meetings. Finally, representative meetings involve a meeting of representatives of the larger membership. In the case of GPPAC, such representatives are drawn from cluster meetings.

Our finding thus was that the trust-building and relationship-building of in-person meetings is important, and that virtual, snowball, cluster, and representative meetings can augment in-person meetings.

Conclusion 3: In successful conflict prevention and resolution networks, in-person meetings and their accompanying trust-building and relationship-building are core to network interactions, and can be efficiently augmented by virtual, snowball, cluster, and representative meetings.

Hypothesis 4: Norms of autonomy and confidentiality shape network interactions, allowing members to participate on their own terms, safeguarding confidentiality concerns and maintaining their ability to work independently.

Our research found evidence that autonomy and confidentiality are major hallmarks of conflict prevention and resolution networks. We also discovered that even though interviewees considered clarity of these norms important for network evolution and development, most often these norms remained implicit in network interactions but lacked explicit clarification. Exceptions were when breaches of trust or attempted constraints on member autonomy prompted the clarification of these norms. In the Caucasus, an earlier experience of an instance of a poorly reported press conference following a different conflict resolution initiative prompted The Caucasus Forum to include explicitly agreed press statements as part of its meeting agendas.

Confidentiality of network discussions is important in particular when the information involved has security implications. This might include the timing of plans to cross a ceasefire line in an insecure area, or it might include the names and contact information of individuals on one side of a conflict who are willing to talk with individuals on the other side of a conflict. In the cases we studied, such information was generally handled by individual members sharing it only with other individual members who had a need to know and with whom there were strong personal relationships of trust. In this sense, the networks within the networks functioned to allow more intensive coordination and knowledge sharing than the larger network as a whole did.

Not only network members, but networks themselves as organizations seek to maintain autonomy and independence. This is seen in the sensitivity several of our case studies described regarding the sources of funding the networks will accept. Networks such as WANEP and Transcend all prefer soliciting funding from private sources because they do not want to be encumbered either by imaginary or real restrictions on the use of governmental funds. Where networks receive funding from non-private sources, such as governments, more established networks seek to negotiate terms that allow their work to continue without political implications because of the funding source. For example, Transcend requested that a funder disclose the details of a major grant only after the project has been successfully carried out.

Conclusion 4: In successful conflict prevention and resolution networks, norms of autonomy and confidentiality shape network interactions.

Hypothesis 5: Informal flexible structures allow networks to adjust to changing conflict dynamics and related changes in network needs.

Evidence from the case studies indicates that the structure of the network does in fact affect the short term evolution of network dynamics. For instance, in the case of EPLO which is ruled by statutes adopted in April 2005, there might not be as much room for short term evolution with regards to the structure of the network. However, it would be wrong to state that such networks are inflexible when faced with changing conflict dynamics. Expanding on the example from EPLO, recent events affecting one of their members in Sri Lanka's most conflict prone areas required flexibility on the part of EPLO and its membership. It was evident that the network's short-term-agenda was transformed by the need of the Nonviolent Peace Force team in Sri Lanka.

Having stated the above, it is clear that change affecting the network in the long run does not take place overnight in the case of formal networks. In many cases, statutes and bylaws govern the way in which networks evolve, thereby maintaining an element of stability within the network, and not always allowing for rapid or drastic changes to occur. Networks such as the Iraqi Peacebuilders Network which do not have a formal structure and are not governed by statutes are likely to engage in both short and long term evolution based on conflict dynamics and needs on the ground without as much constraint.

It is evident that there is room for evolution and change within networks with formal structures as well, and such changes are not limited to networks with informal flexible structures. In addition, it is clear that the changes that affect conflict prevention and resolution networks are not only changes in conflict dynamics. As discussed in the comparative analysis section on evolution, drivers of change also include: funding, member interests, global trends, short and long term needs, and ecological catastrophes.

Conclusion 5: Whether or not the network structure is formal, successful conflict prevention and resolution networks adjust flexibly to changes in conflict dynamics, funding, member interests, global trends, short and long term needs, and ecological catastrophes.

Hypothesis 6: Core funding supports ongoing network development.

Our research confirms that core funding is critical both to starting the network and for ongoing activities, especially in the first few years. While this confirmation may not be surprising to those familiar with network funding, our interviewees perceived that funders generally may not be as aware of the need for core funding in ongoing support as interviewees would hope. The Alliance for Peacebuilding was established with a $1 million grant from the Hewlett Foundation. WANEP was established with a $60,000 grant from the now defunct Winston Foundation. What we found to be consistent among the networks we studied is that a stable source of funding (an initial lump sum, preferably with fewer strings attached), is extremely important not only to get the network operational but also to support core network functions in following years. Not only in the first year, but also during the subsequent early formative years donor support is critical to the network's success. After it was established with an initial UNIFEM grant in 2002, the Women for Peace has had to contend with fundraising problems since 2005. Interviewees see these funding shifts as partly due to the changes in the political environment. The Russian government has cracked down on North Caucasus civil society groups receiving funding from overseas. This has made it difficult to convince donors to fund network projects. As a consequence, the network has been less active than members would have liked.

As networks become more established, they become more adept at leveraging funding from multiple sources such as foundations, governments, private individuals, and even membership dues. In turn, with funding in hand, these networks become even more established. In successful conflict prevention and resolution networks, success brings funding which brings more success.

It should be noted that our case studies presented one outlier on the findings of the importance of core funding. REDEPAZ reported absolutely no core funding. The network members self-fund their participation in the coordination and knowledge-sharing activities of the network. Central coordination is provided on a volunteer basis. This arrangement works for the time being while REDEPAZ has the volunteer services of its core coordinator Dr. Carlos Emediato. But it is not clear how the network will be sustainable in the long-term, assuming Emediato turns his attention elsewhere at some point in his life.

Conclusion 6: In successful conflict prevention and resolution networks, initial and ongoing core funding supports initial and ongoing network development.

Goals

Hypothesis 7: Coordination is sought only where appropriate to support shared goals, and norms of confidentiality and allowance for multiple "channels" of conflict resolution are respected.

Evidence from the case studies contradict our expected findings in this instance. While the autonomy of members, confidentiality and the use of multiple channels of conflict resolution are respected, coordination does not take place *'only'* when members have shared goals and objectives. Often the environment in which the network operates and the foundation, vision and missions upon which the network was formed determine how much coordination is necessary for the network. Where some instances call for a high degree of coordination, others do not. The Iraqi Peacebuilders Network requires a high degree of coordination because of the environment within which its members operate. Coordination is key due to the volatility of the situation on the ground, and since information sharing could at times be 'life saving'. Perhaps in this case the saving of peacebuilder lives is an implicit shared goal of the network, and thus the network does support the hypothesis as first conceived. Even so, clarification of the hypothesis offers further insight into the dynamics of successful conflict prevention and resolution networks.

Transcend on the other hand is an example of a network which does not view coordination of their members as a key part of their network's activities, since being a member of Transcend entails being involved in peacebuilding work, and coordination among members working in separate contexts is not seen as necessary when carrying out their work. However, Transcend does provide a forum through which coordination and knowledge sharing can take place in the case of members requesting such coordination. It should be noted that even in networks comparatively flexible structures such as Transcend, new goals do emerge, and these new, sometimes partially shared goals require coordination.

Coordination may be appropriate only between a sub-group of a larger network, where the sub-group holds a particular goal and works together towards it. The larger network may not all share that goal as a full network activity, but the sub-group finds a context within the network to coordinate nonetheless.

Conclusion 7: In successful conflict prevention and resolution networks, coordination is sought to support goals shared by sub-groups or the whole of a network, and norms of confidentiality and allowance for multiple "channels" of conflict resolution are respected.

Hypothesis 8: Knowledge sharing avoids teaching one right way, and multiple approaches to conflict prevention and resolution are respected.

We found evidence to confirm our hypothesis that networks strive to encourage the sharing of knowledge, analyses, and information from a variety of perspectives between the various members within the network. This is based on the assumption that each network member has a certain area of expertise useful to the entire membership and that best practices can be promoted through the dissemination of knowledge and expertise. For example in WANEP the Nigerian national network recently visited Sierra Leone to provide training to its national network in early warning strategies. This was when it was realized that the Sierra Leone network has done more in peace education and less on early warning. Through the Global Partnership more than 300 inspiring stories of conflict prevention at work were collected all over the world. A selection of these has been published in the book *People Building Peace II: Successful Stories of Civil Society,* in which the program's collection of stories are accompanied by thematic analysis and insight from key experts in the field. The Alliance for Peacebuilding members have access to an email listserv that they use to communicate and share relevant information with one another about trainings, events, or job opportunities. The network's website and twice yearly newsletter also provides additional sources of information. In addition the Alliance for Peacebuilding also maintains a Problem Solving Initiative (PSI) database. The PSI Database consists of about 80 conflict resolution practitioners who specialize in certain regions and skills. Contractors and global consulting firms can contact the Alliance for Peacebuilding if they are in need of a conflict prevention and resolution practitioner with certain specialties.

A common practice amongst network members is to engage in knowledge sharing through committees utilizing the experiences and expertise of the various members. This strategy not only facilitates the execution of certain tasks but it also ensures each member's active participation in key issues concerning the network. Through task forces or committees, more network members have the opportunity to engage actively in substantive network leadership. In the Caucasus Forum one such committee focused on working with the media in conflict areas. The Caucasus Forum considered information sharing in this area to be particularly important because the media in the Caucasus is generally considered to be biased. In 2004 the network organized a conference "Language of Conflict" in Lazarevskoe, Southern Russia, involving NGO representatives from both the North and South Caucasus. The participants shared ideas and knowledge with experts on wide ranging issues such as building peace and trust in divided societies, and the use of language to promote trust.

Conclusion 8: In successful conflict prevention and resolution networks, knowledge sharing avoids teaching one right way, and multiple approaches to conflict prevention and resolution are respected.

Hypothesis 9: Policy advocacy is limited to areas of consensus of the membership, thus respecting the autonomy and variety of approaches of members.

Our research confirms networks often go to great length to represent the full membership's views on policy advocacy. We did not find enough evidence to support the hypothesis that policy advocacy is *entirely* limited to areas of consensus of the membership. Rather, policy advocacy seems to be limited generally to areas of consensus of the membership, but without specific approval from the full membership on each detailed piece of advocacy.

A general member consensus is important in policy advocacy, especially as this pertains to the perception of network members by non-members. Conflict prevention and resolution organizations that join networks are concerned that their individual reputations not be tarnished by activities of the network. In particular, network statements should be clear not to implicate network members as taking sides in a conflict. Such implications, whether or not they represent reality, might create a perception that would prohibit implicated network members from engaging as impartial parties in the particular conflict.

The development of membership consensus on policy matters is a dynamic process. Some networks start out with a policy not to carry out policy advocacy simply because the majority does not consider it to be in the interest of the network. The Alliance for Peacebuilding started out as a network that undertook no advocacy because that is what the members wanted at the time. As the network developed, it more explicitly wove advocacy for the conflict prevention and resolution field into its mission statement and activities.

Conclusion 9: In successful conflict prevention and resolution networks, specific policy advocacy undertaken by the network falls generally within broad areas of consensus of the membership, thus respecting the autonomy and variety of approaches of the members.

To summarize, the hypotheses-based conclusions of the research are:

Formation
Conclusion 1: In successful conflict prevention and resolution networks, responses to perceived needs drive network formation, ensuring that the networks focus more on visions, missions, and goals related to the perceived need than on externally imposed activities. Successful networks face minimal constraints imposed by funders.

Conclusion 2: In successful conflict prevention and resolution networks, norms of inclusivity and transparency are balanced with efficiency and focus, inviting all relevant potential members to join, and shaping open network member interactions on core network decisions.

Structure
Conclusion 3: In successful conflict prevention and resolution networks, in-person meetings and their accompanying trust-building and relationship-building are core to network interactions, and can be efficiently augmented by virtual, snowball, cluster, and representative meetings.

Conclusion 4: In successful conflict prevention and resolution networks, norms of autonomy and confidentiality shape network interactions.

Conclusion 5: Whether or not the network structure is formal, successful conflict prevention and resolution networks adjust flexibly to changes in conflict dynamics, funding, member interests, global trends, short and long term needs, and ecological catastrophes.

Conclusion 6: In successful conflict prevention and resolution networks, initial and ongoing core funding supports initial and ongoing network development.

Goals
Conclusion 7: In successful conflict prevention and resolution networks, coordination is sought to support goals shared by sub-groups or the whole of a network, and norms of confidentiality and allowance for multiple "channels" of conflict resolution are respected.

Conclusion 8: In successful conflict prevention and resolution networks, knowledge sharing avoids teaching one right way, and multiple approaches to conflict prevention and resolution are respected.

Conclusion 9: In successful conflict prevention and resolution networks, specific policy advocacy undertaken by the network falls generally within broad areas of consensus of the membership, thus respecting the autonomy and variety of approaches of the members.

Beyond these specific hypotheses-focused findings of the focused comparative case studies, related key themes, challenges, and dilemmas emerged from the research. The concluding discussion now turns first to key themes, and then to challenges and dilemmas prior to outlining the practical implications of the research.

Key Themes

The primary key theme that emerges from our analysis of the cases is the dynamism of networks. As the analysis has stressed, successful networks evolve over time. This evolution appears to be cyclical. Successful networks balance transparency and inclusivity by simultaneously striving for clarity of goals, processes, norms, etc., and also embracing flexibility and responding to newly arising changes in conflict dynamics, funding, member interests, global trends, short and long term needs, and ecological catastrophes.

The Flexibility Clarity Model below represents the dynamic cycle of networks striving for clarity, allowing flexibility, and then striving for renewed clarity.
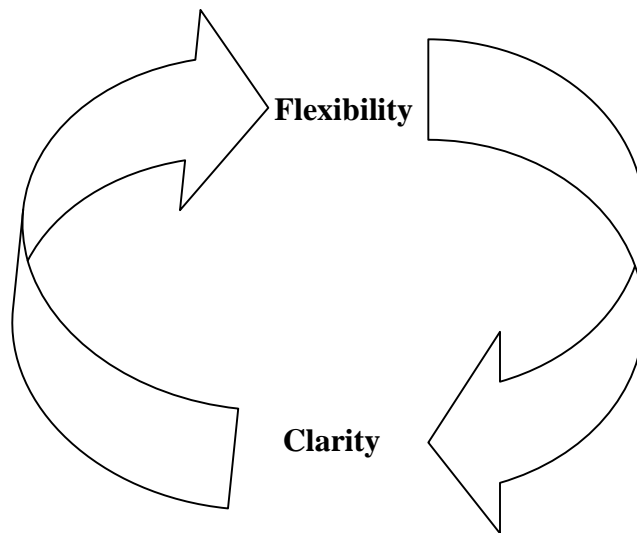
Flexibility Clarity Model

Networks evolve in response to changes in the conflict, funding, member interests, global trends, short and long term needs, and ecological catastrophes. Flexibility and the ability to evolve are especially important in the case of peacebuilding networks, due to the volatility of the environments within which they work and the dynamic nature of conflicts. The inclusion of new membership can also cause change to occur within a

network. An incoming member might have a special niche within the field of peacebuilding which they are experts at, and may want to introduce this expertise to the network. Such introductions serve to strengthen the network in the long run, but this change would not be possible if the network is not flexibly to change. However, when there is such flexibility, the network will also need to spend time reclarifying some of their immediate goals, and including new goals to their already existing work.

While flexibility and clarity form a core of the network dynamic, diversity and shared goals form another aspect of the vitality of networks. Both sets of dynamics are illustrated in the Network Vitality Diagram below. As illustrated in the diagram, the flexibility dynamic in networks allows network evolution and inclusivity of multiple diverse perspectives. The clarity dynamic in networks shapes network decision-making through consensus building and transparency of both the decision-making and the activity implementing processes. Clarity within the network focuses the network vision, mission, and goals as supported by a clear structure operating within implicit and explicit network norms. The shared vision, mission, and goals and commonly accepted structure and norms then can evolve in response to changes within and external to the network. An example of changes external to the network influencing the network's work can be seen in the case of WANEP, which has had to rearrange plans for network meetings from one city to another due to instability in areas surrounding intended meeting sites.

These simultaneous cyclical dynamics are the heart of network vitality. The vital network is flexible as members come together, and then develops clarity as these members engage in consensus building. This leads to shared goals, work, structure, and norms within the network. However, the vital network then evolves, being flexible, and incorporates a diversity of resources, knowledge, activities, contacts, and interests. Members engage again in consensus building to reclarify shared goals, work, structure, and norms for the network. And, the cycle repeats.

Diversity of:
Resources
Knowledge
Activities
Contacts
Interests

**Consensus
Building**

Evolution

Be Flexible

Be Clear

Shared:
Goals
Work
Structure
Norms
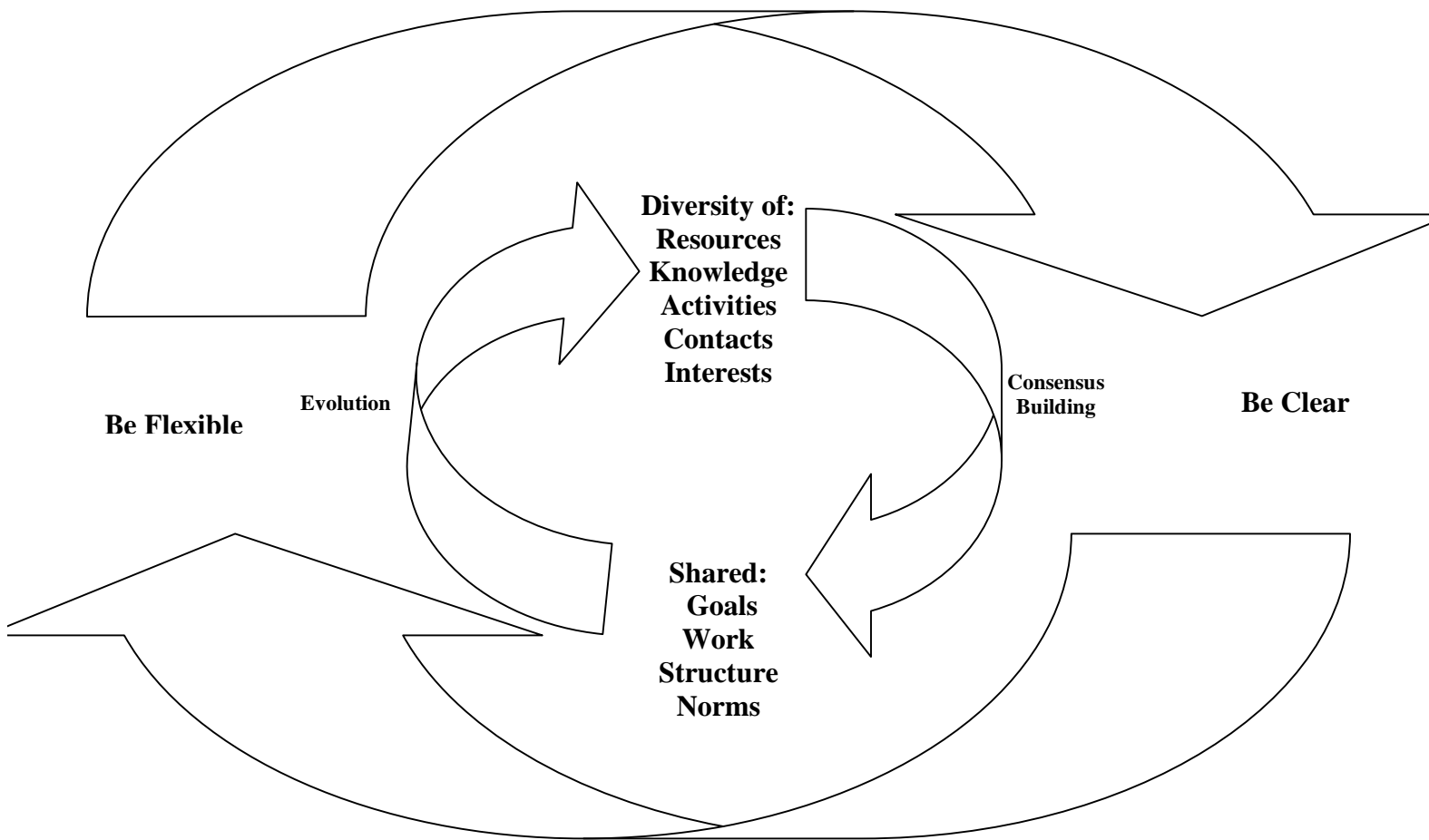
Network Vitality Diagram

Networks also need to balance between ideal value-based norms, such as inclusivity and transparency, and pragmatic considerations of efficiency. Efficiency can be considered in how networks make decisions and implement activities as depicted in the diagram below, Balancing Efficiency and Value-Based Norms. Network diversity appears as an essential element feeding into the network consensus on goals, work, structure, and norms. The broad consensus formed from diversity then gives way to efficient detailed decision-making and efficient implementation. Members and non-members observe the effects of the network activities and other changes through more or less formal action evaluation. These observations of the evolving context and impact of the network lead members to seek renewed clarity and consensus on the broad goals, work, structure, and norms of the network. At the same time, changes in network diversity either through growth, decline, or other shifts in network membership brings new insights to the network decision-making processes. As a renewed broad consensus is reached, the network turns again to efficiency in decision-making and implementation of its activities.

Efficient
Implementation

Efficient Decision
Making

Action
Evaluation
of Evolving
Needs

Network
Diversity

Broad Consensus on
Network's goals,
Work, Structure, and
Norms
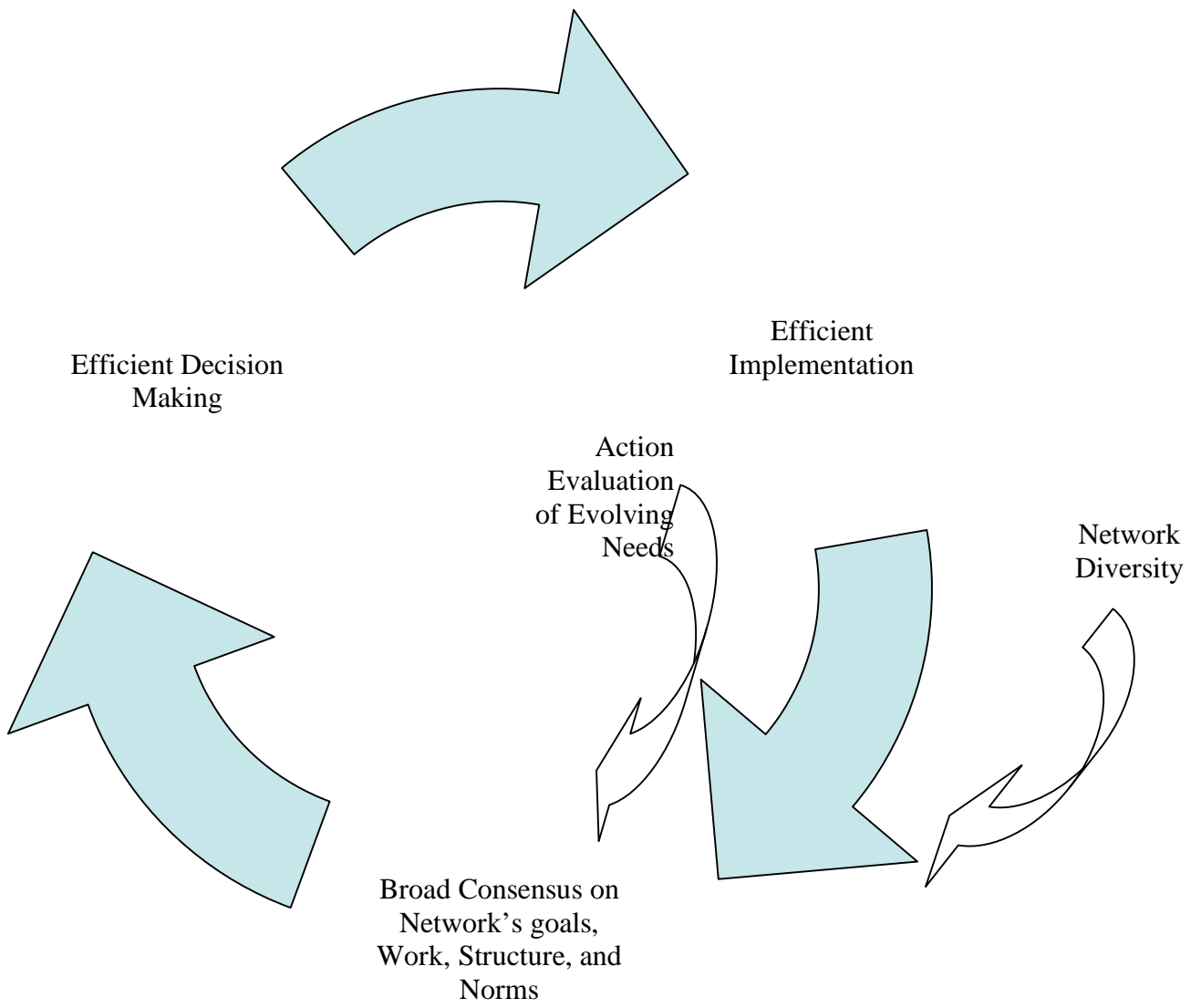
Balancing Efficiency and Value-Based Norms

Challenges and Dilemmas

Challenges and dilemmas common to conflict prevention and resolution networks emerged in the course of the case studies and symposium discussion. As illustrated in the listing below, these challenges and dilemmas reflect the dynamic tensions within networks. Networks are both personal and professional. Networks are both created by members and more than their members. Network growth can strengthen some aspects of a network while weakening other aspects. These challenges and dilemmas can be considered as relating primarily to one of three areas: formation and evolution; structure and norms; and goals. While not every network identified all of the challenges and dilemmas listed below, the listing here captures the key challenges and dilemmas identified in two or more case studies, including case examples discussed at the research symposium:

Formation and Evolution
- How to balance funder's interests with network member interests in shaping network vision, mission, and goals?
- How to be inclusive and allow for increase in membership, while maintaining trusting effective relationships.
- How to document and evaluate the impact of conflict prevention and resolution networks.

Structure and Norms
- How to support members' balancing their home organization's work and their network participation.
- How to make network participation opportunities universally accessible to all members, regardless of differences in location, resources, leadership, etc.
- How to embrace deep differences within a network, and find strengths in the network's access to such diversity.
- How to form appropriate partnerships between more horizontal networks of NGOs and more hierarchical military and governmental groups, bridging the gap between different network cultures and values.
- How to support the highly personal nature of network relationships and headquarters coordination and prepare for inevitable eventual staff turnover.

Goals
- How to appropriately dissolve a network which has outlived its usefulness, shift goals, downsize as needed, or excuse no-longer appropriate members.
- How to balance and distinguish between the interests and identities of individual members and the full network's interests and identity.

The areas identified above are ones that current and newly forming conflict prevention and resolution networks may wish to consider within the process of network norm, structure, and goal creation and recreation.

This applied suggestion emerging from dilemmas and challenges leads us the final section outlining practical guidelines for building and supporting successful conflict prevention and resolution networks.

Practical Guidelines

The ultimate goal of this research is to contribute to improved conflict prevention and resolution by encouraging the further productive evolution of conflict prevention and resolution networks. It is thus appropriate to conclude the report with practical guidelines. However, these guidelines are offered on the basis of ten case studies. We do not intend to suggest that absolutely all conflict prevention and resolution networks worldwide will benefit from the guidance below. Clearly, the guidance should be considered by network members, coordinators, and funders and evaluated for relevance to each particular network's unique circumstances. With that caveat in mind, consider the following guidelines as guiding questions for network formation and evolution. Again, the guidelines fall within the general categories of formation and evolution; structure and norms; and goals.

Formation and Evolution
- Clarify network vision, mission, and goals focused on real needs, developed collaboratively with diverse interested potential members.
- Build in an evolution process to allow the network to develop.
- Funders should support provide an initial investment in the formation of a network and moderate long-term support, allowing for evolution of the network by providing maximum flexibility in the usage of funds.

Structure and Norms
- Retain member-driven momentum through the norms and structure of the network.
- Strive for inclusivity and transparency, building trust through in-person meetings and creative use of technology and virtual, snowball, cluster, and representative meetings.
- Develop autonomy and confidentiality norms to welcome diverse members and protect the security and reputation of the network and network members.
- Consider a range of potential exclusionary, inclusionary, and hybrid norms within the areas of inclusivity, transparency, autonomy, confidentiality, decision-making processes, interconnectivity both within and outside of the network, flexibility, and evolution.
- Funders should support in-person meetings as well as technological means of communication and general overhead to coordinate such communications.

Goals
- Clarify network vision, mission, and goals. Consider goals in the areas of coordination, knowledge sharing, and advocacy.

- Funders should expect that coordination, knowledge sharing, and advocacy will develop organically as members cluster around new shared goals during network evolution.

Closing Dedication

Effective conflict prevention and conflict resolution networks promise to contribute to stability in their regions through their coordination, knowledge sharing, and policy advocacy. There is at least one conflict prevention and resolution network focusing on each of the major conflict zones in the world today. The civil society actors that form these networks are central to building lasting peace. It is our hope that the insights developed through this research will contribute in some small way to the work of conflict prevention and resolution networks. It is to all the individuals engaged in working together with others for conflict prevention and resolution that we dedicate this work.

Appendix A

Works Cited

Abelson, Adam. "Ngo Networks: Strength in Numbers?" Washington, DC: United Stated Agency for International Development, 2003.

Church, Madline, Mark Bitel, Kathleen Armstrong, Priyanthi Fernando, Helen Gould, Sally Joss, Manisha Marwaha-Diedrich, Ana Laura de la Torre, Claudy Vouhe. "Participation, Relationships and Dynamic Change: New Thinking on Evaluating the Work of International Networks." London: University College London, 2002.

Fearnley, Lilah, and Lyn Chiwandamira. "Understanding Armed Conflct and Peacebuilding in Africa." Paper presented at the Fredskorpset Workshop, Pretoria, South Africa, February 2006 2006.

Felicio, Tania. "Conflict Prevention and Peace-Building in the Regional Context." Bruges, Belgium: United Nations University, 2006.

Garb, Paula, and Susan Allen Nan. "Negotiating in a Coordination Network of Citizen Peacebuilding Initiatives in the Georgian-Abkhaz Peace Process." *International Negotiation*, no. Summer (2006).

Hardin, Russell. "From Communal Norms to Networks." New York, 2004.

Ivanov, Anton. "Advanced Networking: A Conceptual Approach to Ngo-Based Early Response Strategies in Conflict Prevention." Berlin: Berghoff Center for Constructive Conflict Management, 1997.

Lederach, John Paul. *Building Peace: Sustainable Reconciliation in Divided Societies*. Washington, DC: United States Institute of Peace, 1997.

Liebler, Claudia, and Marissa Ferri. "Ngo Networks: Building Capacity in a Changing World." Washington, DC: United Stated Agency for International Development, 2004.

Nan, Susan Allen. "Effective Networking for Conflict Transformation." London: International Alert, 1999.

———. *Intervention Coordination* Beyondintractability.org, 2003 2006]. Available from http://www.beyondintractability.org/action/essay.jsp?id=28773&nid=1260.

Nan, Susan Allen, & Andrea Strimling. *Track I - Track Ii Cooperation* Beyond Intractability.org, 2004 [cited June 27 2007]. Available from http://www.beyondintractability.org/essay/track_1_2_cooperation/.

Passion, Jan. *Nonviolent Peaceforce Sri Lanka Project Report*, 2005 [cited October 11 2006].

Prasad, K. V. Eswara, and Anuradha Prasad. "Understanding and Strengthening Ngo Networks." Paper presented at the Asia Workshop on Next Generation Participatory Monitoring and Evaluation, New Delhi, India 2005.

Ricigliano, Robert. "Networks of Effective Action: Implementing a Holistic Approach to Peacebuilding." Milwaukee, Wisconsin: University of Wisconsin at Milwaukee, 2003.

United Nations Security Council Resolution 1325(2000). Session #4213, August 31, 2000.

Verkoren, Willemijn. "Networking for Peace: Opportunities for the Global Partnership for Prevention of Armed Conflict." The Netherlands: European Centre for Conflict Prevention / International Secretariat of the Global Partnership for the Prevention of Armed Conflict, 2006.

West African Network for Peacebuilding. wanep.org, [cited June 1 2006]. Available from www.wanep.org.

Appendix B

Informed Consent Form

INFORMED CONSENT
Strengthening Conflict Prevention and Resolution NGO Netwo ks
A Study Funded in Part by a Grant from the US Agency for International .)evelopment

INFORMED CONSENT FORM

RESEARCH PROCEDURES
This research is being conducted to identify ways to strengthen Conflict Prev ention and Resolution NGO Networks. If you agree to participate, you will be asked to p articipate in an in-person or telephone interview of approximately one hour to discuss you r experience with Conflict Prevention and Resolution NGO Networks.

RISKS
There are no foreseeable risks for participating in this research.

BENEFITS
There are no benefits to you as a participant other than to further research in ꞇonflict Prevention and Resolution NGO Networks.

CONFIDENTIALITY
The data in this study will NOT be confidential. We intend to publish reports both on the internet, and in scholarly journals, which will describe the ways identified fo strengthening Conflict Prevention and Resolution NGO Networks, and the pa st and current functioning of such networks. This may include data that describes y ur particular network in an identifiable way, including directing readers to your website for more information.

PARTICIPATION
Your participation is voluntary, and you may withdraw from the study at any time and for any reason. If you decide not to participate or if you withdraw from the study there is no penalty or loss of benefits to which you are otherwise entitled. There are no c sts to you or any other party.

CONTACT
This research is being conducted by Dr. Susan Allen Nan of the Institute for ꞇonflict Analysis and Resolution at George Mason University. He/she may be reached at +1 (703) 993-3653 for questions or to report a research-related problem. You may con act the George Mason University Office of Research Subject Protections at 703-993 4121 if you have questions or comments regarding your rights as a participant in the resei rch.

This research has been reviewed according to George Mason University proc dures governing your participation in this research.

CONSENT Please make arrangements with us for an interview if you ag ree to participate.

APPROVED
4694
George Mason University

63

Appendix C
Interview Protocol

Name of Organization:
Name of Interviewee:
Title of Interviewee:
Name of Interviewer:
Date:
Time:

Thank you again for agreeing to share your experience and knowledge of your network for our study. I would like to reiterate that the purpose of this interview is to gain insight into what has contributed to the success of your network, and develop a better understanding of how similar networks can become more effective.

Please note that through out the course of this interview the following scale will appear:

A. Mission and Goals of the Network	
1. Coordination is a key part of your network's goals	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Strongly disagree
1a. Examples of coordination in your network	
2. Knowledge sharing is a key part of your network's goals	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Strongly disagree
2a. Examples of knowledge sharing	
3. Public advocacy is a key part of your network's goals	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Strongly disagree
3a. Example of public advocacy	
4. The goals of your network are clear and understood by all members	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Strongly disagree
5. Please describe your network's primary goals	
6. What regions does your network focus on?	

7. During the existence of your network the goals have developed over time or otherwise changed	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Strongly disagree
7a. Examples of how the network goals have changed (if applicable)	
B. Formation	
1. Please list the motivations that drove your network to form.	
2. When was your network formed?	
3. Who formed your network?	
C. Environment	
1. What best describes the physical location of your network?	A. Conflict zone (current, or recent violent conflict) B. Unstable environment (personal security concerns, potential conflict zone) C. Stable environment D. All of the above
2. conflict affects the networks membership	
3. Conflict affects the network structure A. Positively B. Negatively	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Strongly disagree
3a. Examples (may include decision making policy, effectiveness of management, formal relationships within the network)	
4. Conflict affects the networks activities	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Strongly disagree
4a. Examples	
5. Conflict affects the networks efficacy (ability to accomplish its goals)	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Strongly disagree
5a. examples	
D. Network Structure	
1. What best describes your network	A. Formal (clear line of authority and responsibility) B. informal (implicit authority structure and responsibility)
2. Please explain why the network	

is this way.	
3. Your network is relatively flexible and adapts its structure to network (emerging) needs	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Strongly disagree
3a. Examples	
4. Please explain who makes major policy decisions.	
5. What process does your network use to make major policy decisions?	A. Democracy B. Delegation to individual (s) C. Within the secretariat D. Consensus E. Other (please specify)
5a. Examples	
E. Partnerships	
1.Your network actively seeks partnerships with other networks, organizations and individuals	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Strongly disagree
1a. Why is your network seeking or not seeking partnerships	
F. Central Administration	
1. What are the key responsibilities of the secretariat, or central network administration if any?	
2. Is the central administration	A. Paid B. Volunteer C. Both
3. How many paid or unpaid staff does your network have?	
4. What are the key qualities that help your key staff (director, secretariat) fulfill their responsibilities?	
5. What was the total budget of your network for each of the last two years?	
6. Where does your funding come from?	A. Private sector B. Membership dues C. International development agencies D. Individuals E. Governments F. NGOs E. Foundations

	F. Other
6a. Please list the names of your major donors.	
G. Success	
1. Please list the primary accomplishments of your network (are there specific intern documents, publications, or other details available)	
2. This network has been effective on working on its goals.	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Strongly disagree
2a. Please explain your answer	
3. Do you think your opinion on this is broadly shared within your network?	A. Yes B. No
H. Members	
1. How many members are in your network?	
2.Wich best describes your network	A. the membership has substantially expanded since its establishment B. The membership has remain the same since its establishment C. The membership has been reduced since establishment
2a. What factors contributed to your answer?	
3. In terms of your membership, what % are	A. individuals = % B. organizations = %
4. Please explain why	
5. Are your members drawn largely from:	A. One conflict area B. One continent or world region C. Many continents
6. Please list the countries and regions your members come from	
I. Member Interactions	
1. Your network has challenges in balancing inclusion of members in policy planning	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Strongly disagree

1a. Pleas explain your answer	
3. Your network is concerned about inclusiveness in policy planning	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Strongly disagree
2a. Why	
3. In person meetings play a vital role in helping the network meet its goals	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Strongly disagree
3a. Why	
4. Members of your network have a significant amount of autonomy and freedom to express descent.	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Strongly disagree
4a. Examples	
5. Which best describes the networks confidentiality policy	A. formal (if formal policy exist is it possible for a copy) B. informal C. non-existent
5a. Please explain why	
6. Your network works to address power differences between its members	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Strongly disagree
6a. Please explain why	
7. Members in your network have increased access to information by virtue of network membership	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Strongly disagree
7a. How	
8. Members of your network have increased access to expertise	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Strongly disagree
9a. Examples (may include financial advice, professional development, etc…)	
10. Members have increased access to financial resources	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Strongly disagree

10a. Examples	
11. Increased efficiency	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Strongly disagree
11a. How	
12. Membership strengthens the ability of each member to execute their goals (power in numbers)	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Strongly disagree
12a. How	
13. Membership in the network provides increased credibility to its members.	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Strongly disagree
13a. Examples	
14. Membership reduces isolation of its members	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Strongly disagree
14a. How	
15. Are there other benefits regarding membership in your network	
15a. Please explain	
16. Based on your experiences, what do you see as the key best practices for networks of conflict prevention and resolution NGOs?	
17. Based on your experience, what practices would you advise against?	
18. Do you have any additional comments	
19. Based on this interview is there any additional information you would like to send?	

Appendix D

Summary of Interviews Completed

Name	Title/Position	Date & mode of interview
Alliance for Peacebuilding		
Rachel Vas	Programs and Membership Associate	May 26, 2006 + emails exchanges (Face-to-face-interview
Robert Ricigliano	Founding Board Member	June 10, 2006
Evan Hoffman	Research/ Technical Support Coordinator	June 7, 2006 June 11, 2006 (Telephone interviews)
Charles Chic Dambach	President & CEO	July 19, 2006 (Face-to-face interview)
Caucasus Forum		
Gevorg Ter-Gabrielian	Former Caucasus Program Director, International Alert	May 26, 2006
Jana Javakishvili	Clinical psychologist, Georgian National Institute on Addiction Foundation for Development of Human Resources	June 21, 2006
European Peace Liaison Office (EPLO)		
Nicolas Beger	Director, EPLO Headquarters, Belgium	May 30 & June 8, 2006 2 phone interview + e-mail exchange
Damien Helly	Director, Safeworld + Member of EPLO Steering Committee, Belgium	July 27, 2006 1 phone interview +e-mail exchange
David Bloomfield	Director, Berghof Research Center for Constructive Conflict Management, Berlin	June 16, 2006 1 phone call + e-mail exchange
Global Partnership for the Prevention of Armed Conflict (GPPAC)		
Adriana Franco	Regional Coordinator (Africa, Caribbean, Latin America	June 9, 2006 Telephone interview + e-mail exchanges
Renske Heemskerk	Program Officer	Email exchanges
Emmanuel Bombande	West Africa Regional Initiator	May 23, 2006
Iraqi Peace Network		
Zach Metz		August 10, 2006 August 24, 2006 2 Telephone

		Interviews + e-mail exchanges
Tom Hill		September 26, 2006 Telephone Interview
REDEPAZColumbia		
Teresa Bernal	Executive Director	July 16, 2006 July 24, 2006
REDEPAZ– Education for Peace Globalnet		
Carlos Alberto Emediato	Coordinator	May 28, 2006 April 13, 2006 April 21, 2006
Juanita Brown	Co-Founder of world café member of Redepaz	August,11, 2006
SIPAZ		
Jet Nauta	Team member	May 25, 2006
Marina Pages	Team Leader	June 13, 2006 June18, 2006
Luisa Palmer	President of the Board of Director	June 23, 2006
Transcend: A Peace and Development Network		
Tatsushi Arai	Member and Coordinator for North America – Transcend International (USA)	May 25 & June 8, 2006 2 in person interviews + email exchanges
Kai Jacobsen	Co-Director – Transcend International (Romania and Norway)	May 29 & July 11, August 6, 7 & 8, 2006 2 phone interviews, e-mail exchanges & in person conversations
Vinya Ariyaratne	Director of Sarvodaya (Sri Lanka)	June 16 & 20, 2006 2 phone calls + 1 e-mail
Transcaucasian Women's Network		
Rena Safaraliyeva		
West Africa Network for Peacebuilding		
Emmanuel Bombande	Executive Director	May 23, 2006 (Telephone interview)
Victoria Kumbour	Policy & Advocacy Coordinator	May 19, 2006 (Telephone interview)
Women for Peace		
Sevil Asadova	Board member in Coalition 1325 (Azerbaijan)	June 18, 2006

Irina Zhvania	Member, Women for Peace-Georgia	September 15, 2006
Zamirnet		
Danijela Babic	Coordinator	April 20, 2006 (telephone interviews) + email exchanges

Appendix E

Symposium Agenda

Networks for Conflict Prevention and Conflict Resolution
Monday, August 7, 2006, 9:30 am – 4:30 pm
Location: George Mason University, Arlington Campus
3330 N. Washington Blvd., Room 555, Arlington, VA 22201

8:45 am	Arrival, Continental breakfast
9: 30 am	Introductions, Overview of networks research in conflict resolution

- Susan Allen Nan, Assistant Professor, Institute for Conflict Analysis and Resolution, George Mason University

9:45 am   Case study presentations:

- Carlos Alberto Emediato (Sao Paulo, Brazil), Coordinator for Redepaz, Education for Peace Globalnet
- Marina Pagés (Chiapas, Mexico), Team Leader, SIPAZ, International Service for Peace
- Kai Frithjof Brand-Jacobsen (Norway/Romania), Co-Director, Transcend Peace and Development Network for Conflict Transformation by Peaceful Means
- Emmanuel Habuka Bombande (Accra, Ghana), Executive Director, West Africa Network for Peacebuilding

11:15 am	Break
11:30 am	Small group discussions
12:30 pm	Lunch
1:30 pm	Reports from small groups
2:15 pm	Discussion: what works for effective networks in conflict prevention and resolution in terms of network formation, goals, structure, activities, adaptation/evolution, donor support, or other key factors.
3:00 pm	Break
3:15 pm	Concluding synthesis presentations and discussion

- Francisco Diez (Buenos Aires, Argentina), Coordinator, UNDP Regional Support Network

4:30 pm   Conclusion

Appendix F

Symposium Summary

Summary Report of one-day symposium on Strengthening Conflict Prevention and Resolution NGO Networks
Date: August 7, 2006
Place: Institute for Conflict Analysis and Resolution (ICAR) Arlington campus of George Mason University, Virginia.

Introductions

A. Dr. Susan Allen Nan's Welcome remarks:
The research project will compare and contrast as well as critically analyze twelve successful NGO networks hugely diverse from one another not only in terms of staff size and budget but also in terms of geographical location and range and scope of activities. The ultimate aim of the project is to provide further insights into ways that the development and peacebuilding community as well as the general public can establish mutually beneficial partnerships that can not only strengthen and sustain such networks but also contribute to conflict management and peacebuilding efforts at the local, national and international levels. The symposium is the middle phase of the research project and will be followed by the analysis and writing phase. It is meant to generate ideas from a broader spectrum of groups and individuals (students, academics, and practitioners) about the most recent trends in the formation and evolution of NGO in networks in conflict prevention and peacebuilding.

B. Tom Kennedy (Opening remarks)
The symposium and the research is a relevant and timely topic for the development community in particular and the donor community in general. One of the objectives in the research is that donors provide funding for different kinds of projects but not for action research and therefore miss the opportunity to reflect and act accordingly inorder to effect change on the ground. Action research happens periodically but not often. USAID is excited about this project precisely because of its 'action' component which will throw light on what makes networks stronger and sustainable. and therefore look forward to lessons drawn from the research.

C. Why are we interested in network? (participant's responses)
- Growing expertise of NGOs: The expertise of local and international NGO networks across the globe in resolving conflicts has no doubt contributed to the rise in profile of NGO networks. Eg., the genocidal situation in Eastern Europe in the 1990s prodded interest in networks.
- Best way to support networks: Donors are interested in the question: What makes a stronger network? The USAID, for example, is interested in ways to empower networks in transition, in order to make them more sustainable

- Building alliances: In the INGO community, NGO-government/ civil society partnerships in resolving conflicts such as in Guinea Bissau is the alluring factor. While networks can accomplish a great deal on their own, they can accomplish even more when they partner with other official establishments.
- Role of external actors: What are the best ways for outside NGOs to engage elite leaders in addressing potential conflict?
- Technology: How does technology shape networks and vise versa?
- Civil-military relations: The United States' military's Strategic planning policy is keen on unified action. This includes plugging NGOs into an integrated process, from higher up to the ground.
- Empowerment: Networks are a powerful tool for empowering local actors in conflict resolution.

Case study presentations

REDEPAZ, Network for Peace (Coordinator)

This network is at the "Awakening the Global Heart" phase. Its formative years were from 1993-1999. International meetings have been central as a catalyst for forming learning communities and empowering members for continuity. REDEPAZ has been operating with almost no financial support. The funding challenge notwithstanding, the network has produced some learning materials through which knowledge is transmitted to various constituencies. The Network's concern also transcends personal and local, and includes empathy for others in other parts of the world. There is a global sense of belonging. Institutional cooperation can act as a catalyst for change

Strengths and weakness

It draws its strength from the personal commitment of its members; from its openness and focus on specific goals; adoption of a light and dynamic structure; continuous learning and sharing experience; adopting practical applications of projects; developing partnership actions with like-minded groups and individuals; provide opportunities for core group members. Weaknesses include lack of financial and good technological support; need for focalized training for staff and trainers.

SIPAZ

The international Service for Peace (SIPAZ) is a program of international observation that had its beginning in 1995, following the Zapatista uprising in 1994. It was formed to monitor the conflict in Chiapas, México. Today SIPAZ supports search for nonviolent solutions that contribute to the construction of a just peace through building tolerance and dialogue among the actors in Chiapas, as well as increasingly, in other areas in México (Oaxaca and Guerrero). At the same time, SIPAZ serves as a bridge for communication and the sharing of information and experiences among organizations and networks that work toward the building of a just and lasting peace at a local, national, regional and international level.

Strength and Weaknesses
Lack of financial resources. With the conflict having wound down, it is now harder to attract donor attention to Chiapas. Also, there is a large number of actors involved in the network, and the distance and time differences between them pose coordination and logistical challenges. Also because it is a voluntary association, work is not evenly distributed and some members tend to prioritize their agendas ahead of that of the network. The network is however held together by the belief that if networks want to effect change, they have to make sure everybody is still on board ('*Keep up with the slowest)*'.

Transcend
Transcend works to strengthen the capacity of conflict management actors around the world. It works with several groups, and partners to promote non-violence. Non-violent Peaceforce was the last dream of Ghandi. It is now deployed in Sri Lanka and other global hotspots. The Global Alliance for Ministries of Peace (a civil society government alliance) aims to create permanent Ministries of Peace in all countries. The Black Sea Forum in Eastern Europe is another such development. It is a policy of Transcend never to accept funding from parties to a conflict. Where governments provide support they are usually obliged not to speak about such funding until afterwards.

Mediators' Network Foundation
This network started in Argentina in 1998. It is a foundation of professional mediators aiming to build a working peace in Latin America. It does not have funding, and has therefore had to rely heavily on voluntary donations and the contributions of volunteers. It organizes frequent seminars and workshops, which involve both governments and NGOs.

Quote: "I am more intelligent when speaking with you" Thomas Brannan

Reporting-back session
Measuring impact and assessing goals: A continuous assessment of the field will reveal best practices in supporting and sustaining NGO networks. The roles of donors and other external actors are sometimes overlooked, but are nevertheless critical to conflict management and peacebuilding. Not only do they bring in much needed resources, but their experiences in similar engagements elsewhere can make an instant impact. External agents should make at least a year's commitment to not only to help them understand the root causes of the conflict they are engaged with, but also to build the capacity of among local actors. Without such a minimum time commitment, the conflict will easily re-emerge. This is important especially as governments in general tend to allocate large amounts of money towards their defense budgets, and only a minimal portion is allocated towards addressing social issues. In this vein therefore, especially as the field of conflict management is brand new, building capacity at the local level is critical to fostering sustainable peace.

What holds network members together: At the grassroots level, networks need to create a'space' that holds its members together and allows it to flourish. Purpose, values and methodology are the pillars /component parts of such a space. Such space can create multiple possibilities, and allows people/ organizations to develop a common language, while at the same time pursuing their own goals. Face to face encounters also strengthen the network. A network should have the ability to tap into the strength of not only strong, but also weak ties. For creativity to occur however, networks must have strategies to bring diverse perspectives onboard. Strong membership at the core is essential for a network, and more experienced members are often in great demand. This helps to explain why they are often poached by other established groups. How do you establish a system where a new leadership emerges that carries forward the vision? This could be done by establishing a mechanism for transferring the culture of the network from old to new actors. The network should be able to bring together diverse people and approaches that allow innovation and continuity (self healing and reconfiguration). Sustaining networks with new leadership.

Types of networks
Member-driven networks: Such networks tend to be more successful than _top-down networks_. It is a dilemma especially if the initiative or funding is driven by large bureaucratic institutions such as the UNDP. Under such conditions, negotiations involve different layers of actors, and member participation is often not as horizontal as in other networks. Networks often involve people with shared goals, values, and culture, but there are also networks that include people with deep differences. What then makes such networks hold together? Some networks such as GPPAC are network of networks. They feed off of each other. Horizontal networks involves governments and municipalities. Shared values help foster effective strategies.

Some weaknesses of NGO networks
- Networks often entail uneven participation by members. Some members, are more active than others by virtue of their location, financial clout, leadership qualities etc.
- They often lack an exit strategy. Prospective members often know how to join, but don't always know how to opt out. This is somewhat counterproductive, and in some extreme cases, the network includes some members who are there in name only.
- Because networks are spaces where groups pursue their individual interests, some are tempted to pursue these interests even at the expense of the greater good.
- The field of conflict resolution is young, so is the trend in network formation and evolution. This means that some networks are still applying trial and error in their operations.
- Networks take people away from their work. The right balance needs to be struck between being part of the network and the work it demands.
- As networks develop and grow, they sometimes loose contact with the actual peacebuilding practitioners along the way. The same faces tend to pop up everywhere.

- The best and most qualified people are often poached by much larger agencies. Eg. In the Kingdom of Nepal, a number of the best people work for the UN, foreign embassies.

What shapes networks?

Participants identified the following as critical to shaping networks:
- *Environment:* networks shape and are shaped by the environment in which they operate
- *Development in technology*: facilitates network formation and operation, and acts as a learning tool
- *Setting (realistic) goals*: identifying network goals and ways to achieve them can motivate members.
- *Accountability, trust, and confidence of community:* The purpose and activities of a network has to be in tune with local reality. To act as a catalyst for change it has to have clear concise goals that captures people's imaginations and resonates with their everyday lives. The network has to have the willingness and ability to respond to local needs.
- *Funding:* Funding (or the lack thereof) impacts the structure, membership, and activities of a network, and shapes the operations of networks. Sometimes technical and institutional support are more crucial.
- *Dynamic:* A network should be dynamic and innovative enough to enable it develop a toolbox that captures the narratives and complexity of the issues it was set up to address. It has to constantly assess and adapt to the reality on the ground. It should have creative means to support its actions.
- *Ability to influence decision-makers*: networks should clarify their target audience, and should create clear processes for engaging decision-makers.
- *Timing and appropriateness of intervention*: Stages of conflict and timing of intervention, and the appropriateness of the different strategies adopted by the different players.

What works for effective networks?

Plugging into other networks (broadening cooperation)
The conflict resolution community may find it useful to connect with and tap into the resources of other networks. This may serve to expand the perspectives of those in the field of conflict resolution and peacebuilding. Linking up with other networks such as the military, governments, and networks outside of the field of peacebuilding will lead to a cross-fertilization of ideas, and help build social capital.

This tapping into other networks might also involve networking within existing institutions such as the UNDP. However, most large institutions have their own challenges as they involves different layers of power, relationships, positions, and

mandates. Such networking involves creating the understanding, building the commitment, integrating into mandates and policies and building the institutional and structural relevance. To insert horizontal networks into a hierarchical bureaucracy such as the UNDP is a huge dilemma because of the different cultures of the two entities.

Why is the military (US) interested in NGO networks?
Due to their doctrines of impartiality and neutrality, NGOs are hesitant to work with the military. NGOs do not want to be viewed as sources of information for the military. When one talks about conflict drivers, the root causes of conflict, and mapping of a conflict, it is imperative that one find some ways to get the two communities to work together. Often NGOs are on the ground are networked in places that even the military may not have known about. They are usually well informed about situations on the ground, and are therefore in a better position to distill the precursors to conflict. Policy makers sometimes make decisions in a 'vacuum' and are not always informed in their decisions due to a lack of coordination between the top level and the lower levels. However, in efforts to bridge this gap, the military is now using inter-agency conflict assessment tools in attempts to streamline cooperation between the two levels mentioned above, as well as between the military and other actors. This will help the policy makers make more informed decisions. But how exactly does the military plug in to NGOs, especially since the latter most often have fluid hierarchical structures? A permanent and evolving system of mapping conflicts and their developments in order to asses conflicts from every level is necessary.

<div align="center">

Concluding synthesis

</div>

Common language: Conflict prevention and peacebuilding as we know it today is a relatively new field. However despite being a relatively young field, and somewhat lacking a definition, this field has taken giant strides and has made an enormous contribution to mitigating conflict around the world in the short time it has been around. Not only is peacebuilding now a keyword used by governments, civil society, and the general public alike, there has now emerged an NGO peacebuilding community. Developing a common language is a positive development that will help us avoid sometimes useless academic debates.

Developing the right toolboxes: Networks have evolved organically from various contributors such as people and organizations working in the field. A positive trend can be maintained if they do not become too structured and bureaucratic. We need to develop indicators for looking at violence and not just conflict, and build a toolbox for dealing with the various different layers of conflicts, and recognize that some of our toolboxes are outdated and need to be replaced.. For a long time Colombia has had a rich history of conflict management networks, but lacked a directory of the various individuals, groups, and organizations in the field. It became clear that they need to update and/or create an inventory of who is doing what, where they operate, and how they carry out their work. GPPAC has taken the initiative and created such a database in order to further develop this field.

It is also clear that in the past a majority of our responses towards conflict have been geared towards a militaristic approach, and it is clear that this method of resolving conflicts is not working. The concept of 'peacebuilding' has provided us with an alternative to this system, and we now have to overcome certain stereotypes in order to strengthen networks,.

Engaging in collaborative action: As there is strength in numbers, networks have the ability of becoming a louder voice and being heard by engaging in collaborative action. Clarifying the mission and capacity of networks, reconciling issues and dynamics of relations, vis-à-vis other stakeholders such as governments, the military and other NGO's is critical to the future success of networks. Fostering healthy competition and proactive engagement with other stakeholders is a healthy development. Affected communities should have not one, but several voices, and governments can and should be engaged because they are critical to ensuring peace.

Ensuring sustainability: The key question that should be asked in network sustainability is: 'Does the network add value to, or does it detract from the work of the field in general?' The answer is quite clear, and networks should add value to the work that the peacebuilding community is doing. They can learn from one another through the generation and dissemination of new ideas, and these new ideas should include ways to translate talk into action.

Coordination and coherence: Creative-Chaos or C2 which is known in military parlance as *Command and Control* is useful in network evolution. Conceptually and practically one needs coherence in order to enable networks to work with one another, as well as with other external agents. There are transaction costs involved however as formalizing the system can also be a trap. Codes of conduct are essential to help establish coherence. All parties do not always have to have coherence on everything. The type of coherence that evolves depends on how deep the network sets its goals. There is a need to accommodate others as associates. People cannot eat peace or democracy. Conflicts within the network are inevitable and sometime healthy acting as a glue which can hold the network together. It provides purpose for the network and impacts its conflict management process.

Appendix G

Case Study Summaries

Alliance for Peacebuilding

Interviewees:
Rachel Vas, Programs and Membership Associate
Date: May 26, 2006
Place: John Burton Library, ICAR

Robert Ricigliano, Founding Board member
Date: June 10, 2006
Method of interview: Telephone

Evan Hoffman, Research/ Technical Support Coordinator
Date: June 7 & 11, 2006
Method of interview: Telephone

Charles Chic Dambach, President and CEO
Date: July 19, 2006
Method of interview: Face-to-face interview

Interviewer: Vandy Kanyako

(The following synthesis is from interviews with the above personnel, organization's website as well as from supplemental literature received in the course of conducting the research)

Formation

The Alliance for Peacebuilding, formerly the Alliance for International Conflict Prevention and Resolution (AICPR), is a Washington DC-Headquartered non-profit membership organization comprising U.S.-based private and public agencies that provide professional conflict management services around the world. It was formed in 1999 and incorporated in 2003 *'to build sustainable peace and security worldwide'*. The Alliance for Peacebuilding started as an all-volunteer informal group propelled by a desire by members to have a forum where they could meet and discuss about the field of conflict management and peacebuilding in general and about specific projects in particular. As these initial meetings evolved it soon became clear that there was the need for a structure which can take discussions beyond just 'comparing notes'. The Alliance for Peacebuilding was thus created to draw more attention to and clarify misconceptions about the field of peacebuilding; minimize competition amongst the various organizations working in the field by promoting joint action; and advance effective collaboration with other actors and agencies, both governmental and non-governmental, in the fields of peace as well as development.

Vision, Missions, and Goals

Alliance for Peacebuilding's mission over the years has been threefold:
♦ To maximize the contribution of conflict resolution to international peace-building,

♦ To foster collaboration and learning among conflict resolution actors and allied fields, and
♦ To increase public understanding of, and support international conflict resolution.

These core missions, visions and goals have not changed over the years. From its conception to date, members of the Alliance for Peacebuilding seek to resolve societal conflicts through nonviolent means, prevent and resolve civil and inter-state wars, and facilitate post-conflict reconstruction and reconciliation. However over the years they have become aware of the multifaceted nature of conflicts, and realize that in order to achieve their noble goals they need to adopt a more aggressive approach that deliberately sets out to build bridges with other agencies. The Alliance for Peacebuilding, in the words of its President and CEO, Charles "Chic" Dambach, exists "to build the coalition of conflict prevention and resolution organizations and professionals to enhance the application of and the effectiveness of multi-track diplomacy and to produce a safer, less violent world".

Structure
The Alliance for Peacebuilding is fairly formal in structure, and is guided by principles of working flexibly towards shared goals.

At the helm is the Board of Directors, 50% of which is made up of representatives of the membership. The remaining 50% of the Board are Board members at-large. The Board is headed by a Chair. The Board advises and supports the daily operations of the professional staff. Reporting to the Board is the President/ CEO of the Alliance for Peacebuilding, who is also a member of the Board. He is the administrative head of the network and provides direction for the group. Below the President is the headquarters staff.

The guiding principle of the Alliance for Peaacebuilding is that a good network should not be overly hierarchical, and should refrain from adopting a 'command and control' mentality. Instead it should be a union of voluntary associations with clear cut goals that members can buy into. The network's key function should be to facilitate and provide channels of communication, allowing members to use their initiative in order to meet their individual and collective goals.

Secretariat and staff
The Secretariat acts as the clearing house for information (maintains the listserv, website and produces the bi-annual newsletter). It manages the daily affairs of the network, coordinates meetings, fundraising and managing the finances, facilitates trainings and oversees membership drives, as well as collaboration with external partners. Alliance's headquarters is made up of three paid staff members, the President/ CEO, Director of Communications and Finance, and Programs and Membership Associate, and often retain the services of one or two unpaid staff/volunteers. The staff members usually have a background in conflict analysis and peacebuilding, and are driven by their own desire to make a difference in the lives of conflict affected communities worldwide.

Membership

The Alliance for Peacebuilding is made up of US-based non-profit agencies, for-profit organizations, academic centers and government agencies all held together by their desire to promote peacebuilding around the world. They are also open to international affiliates who share their ideals, i.e., non-US based organizations who share a commitment to promote effective, nonviolent responses to conflict, form partnerships with other organizations and allied fields, and reflect on their practice in order to improve conflict management around the world.

The Alliance for Peacebuilding is currently made up of thirty-five members that undertake various peacebuilding projects in multiple countries within Africa, Asia, Latin America, the Middle East, and Europe. Each member organization has specific skills that are often called upon to undertake specific projects on behalf of the network.

Benefits of membership
- Collaborative Action: The Alliance for Peacebuilding links NGOs, government agencies and international organizations in order to foster collective action. Its members work together, and with professionals in allied fields such as social and economic development, emergency relief, and democracy building. Together they can assess the dynamics and the drivers of emerging and ongoing conflicts, and develop strategic and multi-faceted interventions more effectively.

- Promote the Work of Peacebuilding & Peacebuilders: One of the network's key functions is its advocacy work carried out among policymakers, media, and supporters. They are able to garner support for nonviolent conflict management and peacebuilding by advertising successes achieved by their membership, and by presenting the skills and resources its members bring to bear on conflict environments.

- Through the group's 'Find a Peacebuilding Partner' search engine, interested parties can search the member database for an organization with a particular expertise in a particular region. The network's 'Problem Solving Initiative' offers a database of skilled professionals to organizations and agencies that need them. The network recognizes the accomplishments of one of its members each month, and highlights their work on the home page of Alliance for Peacebuilding's website in a section entitled 'Feature Members.' The website also publishes a 'Calendar of Events' which provides information about peacebuilding lectures, conferences, forums, and training opportunities.

- Increase the Effectiveness of the Peacebuilding Field: The Alliance for Peacebuilding maintains several active email listservs as a means of enabling members to share information and ideas, and to communicate trade practices with each other. Like their website's 'Calendar of Events' feature mentioned above, the listserv also serves as a forum where announcements regarding upcoming events, trainings, recently published books and articles. This network often

partners with its members and sponsors forums and workshops on topics such as transparency, accountability, producing results, and effective communications strategies. They have also sponsored the production of 'peace-gaming technologies' that can be used by both members and non-members alike. Every year Alliance for Peacebuilding members are invited to an Annual Meeting to discuss lessons-learned and best practices, and to learn from experts. These meetings have also provided a forum to initiate collaborative projects, and to develop and renew relationships with peers. The network also helps sponsor regular forums on conflict prevention and resolution in Washington, D.C, Boston, and Boulder, Colorado.

- Resource Development: The Alliance for Peacebuilding has earned the respect of outsiders, and membership in this network is often seen as a sign of organizational quality and integration into the entire peacebuilding field. Furthermore, they are able to help fund collaborative projects from time to time.

Norms
Decision-making
The Board of Directors, which includes the President and elected network members, makes major policy decisions. Such decisions are usually taken at the annual meeting which brings together all the members of the network. Issues are also discussed and member input is solicited through committees and taskforces. Examples of such committees are: Membership, Theory and Practice, and Collaboration. Consensus is usually fairly easy to reach due to the relatively small size of the group, as well as the homogeneity of its members. Where an issue is contentious, a decision is reached through a voting process, if email discussions have been inconclusive. The Board of Directors makes recommendations and sends them to the membership to vote on, generally via email. An example of this is the rich discussion which surrounded the network's name change from 'Alliance for International Conflict Prevention and Resolution' to the 'Alliance for Peacebuilding', and its decision to change the title of the head of the network from 'Executive Director' to 'President and Chief Executive Officer.' Such decisions are usually made within parameters set by the Board of Directors who also set policies and directions, and act as a support body to the headquarters staff.

Context
The Alliance for Pecebuilding is located in Washington D.C.

Partnership
The network views collaboration, both within and external to the peacebuilding community as a central part of its work. It has established partnerships with the United States Institute of Peace, the Office for the Coordinator of Reconstruction and Stabilization (S/CRS), Interaction, and the Joint Forces Command. These partner organizations/institutions represent both governmental and non-governmental organizations which have various levels of engagement with the field of peacebuilding.

In this vein, co-sponsoring events with such partners is a key part of their work. For example it has co-sponsored the monthly Conflict Prevention and Resolution Forums at Johns Hopkins University during the past seven years. Co-sponsored along with four of its members, these forums focus on exploring innovative and constructive methods of conflict prevention and resolution in the international arena.

Funding
The Alliance for Peacebuilding was set up with an initial grant of one million dollars provided by the Hewlett Foundation. This funding proved critical to the network's success as it did not come with too many strings attached, and was therefore used to set up the organization and pay for upstart costs. Membership dues also prove to be a source of income for the group. However, since member organizations are usually small and under-funded themselves, their contributions which are often late, form only a small part of the operational costs of the network. Unfortunately the Alliance for Peacebuilding has been plagued by a lack of funding since organizations such as the Hewlett Foundation has cut down funding, and attracting new funders has proved to be a challenge. This has created an atmosphere of frustration and hampered operations on several occasions. They prefer to solicit funding from private sources as it does not want to be encumbered by image or practicality of government foreign policy interests. Hence, when it does receive funding from governments such as the United States, it has to be under strict conditions. Unfortunately individual donors have a preference for funding specific projects as opposed to institutional capacity building, the Alliance for Peacebuilding has taken it upon themselves to educate donors on the skills sets that the field of conflict resolution can bring to ease fragile situations .

Evolution
'Internationalizing' the Alliance for Peacebuilding:
The Alliance for Peacebuilding is now open to expanding membership to include international organizations. This is based on the realization that the field can be served better through extensive global networks that bring varying layers of expertise to bear on conflict resolution. .

Improving communication among members to better meets it goals:
The group aims to be a more efficient networking tool by serving its members through more effective modes of communication such as the website, list serves, newsletters. They have also adopted aggressive and strategic communication policies as a means by which to raise awareness of the field of conflict prevention and resolution.

The geographical spread of the network implies that virtual networking is a necessary and indispensable part of the group's operations. While this is a way to link members, virtual decision-making can be slow and cumbersome, and tacit details and meanings can becomes lost in flurries of e-mail traffic. This can eventually lead to further complications since failure to participate in virtual discussions, and respond in a timely

manner can at times lead to misunderstandings and the emergence of tensions between members.

Diversifying sources of funding:
Alliance for Peacebuilding has launched an aggressive fundraising drive in a bid to address its funding situation. Primarily private donors will be targeted as their funding usually does not have too many strings attached.

Efficacy
Challenges
The network is currently in the midst of a major overhaul which will affect everything from its name and goals, to membership and fundraising strategies. Such major changes are bound to have an impact on several areas of operations as listed below

Clarifying the aims and objectives of the network:
There is a need for a more focused iteration of the network's goals and mission, as each member organization currently seems to have a different definition of exactly what it means be a part of the Alliance for Peacebuilding network. In the beginning members were too insular in their thinking about what the network is and should be.

Expanding membership while maintaining cohesion:
Originally, the Alliance for Peacebuilding's members agreed that the network would stay relatively small in comparison to larger networks such as Interaction. However, with a transition in leadership, the members are more secure with the idea of a growth, and have recently launched a membership drive in a bid to expand the network.

Insecure financial future:
The financial future of the network is not and has never been secure. Membership dues are an important but grossly insufficient source of funding, and many of the organizations in the network are small both in staff and budget. Dues are levied based on an organizations' budget; i.e. the higher the budget, the higher the dues. They are not always prompt with payments of dues, thereby forcing the Secretariat to adopt flexibility with regards to the collection o membership fees. There have been occasions when some member organizations merely cannot afford the dues, or even 'forget' to budget the dues payment for the year. In such cases the Secretariat sets up a payment program through which members are required to pay their annual dues in installments

Need for clarification of communication and transparency between members, board and staff:
 As the Alliance for Peacebuilding evolves and expands to include members from a wide geographical area, there will be a need to set up a mechanism for proper channels of communication. This will be able to minimize and mitigate confusion and tension that may arise.

Achievements and opportunities: Guinea Bissau Project
The Alliance for Peacebuilding is a funder as well as an active implementing partner for the Guinea Bissau project. From June 6 through 13, 2005, a five-member multi-national team from the International Peace and Prosperity Project (IPPP) paid its fourth visit to Guinea-Bissau, a small, impoverished country located on the tip of West Africa. The IPPP is an informal group of international specialists in conflict prevention and peacebuilding who seek to initiate timely and effective actions, in order to avert violence and promote peaceful development in countries that are threatened with instability, but who are likely to be overlooked. In 2004, IPPP selected Guinea-Bissau (GB) from conflict based early warning lists as a country facing possible violence or destabilization in the coming months and years. GB appeared to have a sufficiently accommodating political climate that a modest pilot initiative in pro-active conflict prevention may be able to utilize.

During its initial fact finding mission trip to GB in October, 2004, the IPPP team found that GB was facing serious threats to its stability, and that they were arising sooner rather than later. IPPP along with Guineans and other governmental and non-governmental international actors began to explore some concrete and collaborative steps that could be taken to reduce specific threats to the country's stability, and also help foster sustainable development. During subsequent trips to GB in January and April 2005, the project identified some initiatives which it helped to start up. These included informing key actors in the international community of the security concerns and the need to mobilize resources for Guinea-Bissau.

Another team comprised of the Project Director; Technical Advisor; two military professionals, one from Zimbabwe and the other from the United Kingdom; and IPPP's benefactor was dispatched to GB in June The aims of this visit were to:

- continue focused discussions with civil society on the role and relevance of reconciliation and renewal in GB,
- provide senior military consultation to the armed forces, in concert with other planned and ongoing UN and other internationally-led actions in the sector,
- finalize arrangements for an IPPP evaluation study,
- ascertain some of the results thus far achieved through the actions that IPPP had taken during its previous visits,
- learn more about recent developments affecting the country so as to consider new actions that the IPPP might undertake in the coming months.

Putting GB on the Global Radar Screen
Following the IPPP's first visit to GB last fall, it found there was at least one useful function it could fulfill. Un addition to supporting in-country activities, they could inform a wider audience outside of GB about the country's challenges as well as the progress made by the nation. In November, IPPP contacted key international actors including UN organs, and advocated for a renewed, strengthened mandate of the UN Peacebuilding Support Office in Guinea-Bissau (UNOGBIS). IPPP returned to the country in January to have focused discussions with Chief of Staff of Guinea-Bisau's military, General Tagme on his efforts towards reconciliation within the armed forces. In February it sent a Reconciliation and Renewal concept paper to key stakeholders to assess the utility of the themes for organizing efforts for stabilization. It also issued an "Alert" to help put GB on the map for many more people who may otherwise know very little about the country. This document, "Mission Possible: A

Ripe Opportunity to Avert Violent Conflict And Achieve Sustainable Peace in Guinea-Bissau" reviewed some of the most urgent threats to stability, and outlined a possible GB/donor "strategic compact" for addressing them.

Through the enterprising efforts of the Alliance for International Conflict Prevention and Resolution (AICPR) now known as Alliance for Peacebuilding, IPPP held a one-day roundtable in March at the US National Foreign Affairs Training Center in Washington, D.C. The aim of roundtable once again was to discuss the situation in GB, and begin to gain wider attention and support for the country's efforts to move forward. Two people from GB participated in this event and the GB consul in Washington was actively involved as well. This forum also considered holding a "peacegame" involving participants from GB who would engage a wider circle of US agencies and other organizations in examining the country's obstacles and opportunities.

Caucasus Forum

Interviewees: Gevorg Ter-Gabrielian (former Caucasus Program Director, International Alert)
Date: May 26, 2006
Method of interview: Telephone

Jana Javakishvili (Clinical psychologist, Georgian National Institute on Addiction Foundation for Development of Human Resources)
Date: June 21, 2006
Method of interview: Telephone

Interviewer: Vusal Behbudov

(The following synthesis is from interviews with the above personnel, organization's website as well as from supplemental literature received in the course of conducting the research)

Formation

The Caucasus Forum of NGOs for sustainable peace was set up in 1998 as part of International Alert's Georgian-Abkhaz confidence-building program, and is a network of NGOs from both the North and South Caucasus working towards the goal of building peace. It is one of a handful of networks in which civil society leaders/activists from the whole Caucasus region have come together to form an alliance.

The Caucasus Forum became an independent organization in 2004 which was an important step that demonstrated its members' determination to develop and expand their work. The network has provided a conducive environment for civil society leaders from the Caucasus to develop their thinking and practice around peace-building, both individually and on behalf of their organizations.

Vision, Mission, and Goals

This network was set up with the intention of mobilizing and correctly directing the efforts laid out by civil society activists at influencing the peace processes which is currently taking place in the Caucasus region. As a principal goal, this network aims to encourage the development of regional cooperation in conflict resolution and prevention in the Caucasus region, by creating a pool of specialists and major civil society activists in both the South and Northern Caucasus. Its key goals are:
- Peaceful resolution of Caucasus conflicts
- Learning about each others cultures
- Developing a common civic space

Motivations for formations
Armenian perspective:
- Perceived Western leadership in the form of International Alert

- Western money (grants from EC)
- Local initiative, and the lack of such structures locally at the time
- Desire to change the conflict and destructive path of their society
- Desire to reestablish common civic space
- Understanding that this is the only way out of the realpolitik deadlock

Georgian perspective:
- Join/mobilize the efforts directed at peace-building in the respective communities\regions of the Caucasus
- Promote exchange of information
- Promote endeavors for advocacy and human rights defense in the region

Context

The region in which the Forum's activities take place may be viewed as a conflict zone, or an unstable environment in which a number of latent conflicts may erupt in violence at any expected or unexpected time. A breakdown of its regional coverage and focuses are as follows:

The South Caucasus: Armenia, Azerbaijan, Georgia, Abkhazia, South Ossetia, Nagorny-Karabakh

The North Caucasus: Krasnodar Krai, Adygea, Karachay-Cherkessia, Kabardnio-Balkaria, North Ossetia, Ingushetia, Stavropol Kray, Chechnya, Dagestan and Kalmykia.

Structure

While the Armenian representative of the network considers th Forum to be a formal structure, the Georgian representative disagrees. According to the latter's view, this organization's structure is neither formal nor informal, which she deems as a semi-formal network with a structure, but where charisma and authority (and where the money came from) play a very important role.

The structure of the network was addressed by the network members at a number of meetings of the Coordinating Council who developed the "Charter of Caucasus Forum" and "Standards of Caucasus Forum". According to these respective documents, the network has an Executive Secretary elected for each year by the Coordinating Council. The location of the Executive Secretary's office is rotated according to the regions: it is located in the South Caucasus (Tbilisi or Yerevan) one year, and in the North (Vladkavkaz, etc.) in the next year.

Membership
This network does not have a formal membership, but there is a participation system which works as follows:
- Twenty people are needed in the governing structures and there are about one hundred active participants.
- At least twelve Regional Coordinators representing their respective organizations and one hundred and twenty other members made up of "signers of Elbrus Declaration" (the declaration upon which the Caucasus Forum was founded),

"aksakals of the network" (those who were Regional Coordinators in the past years), and regular members.

Norms
Partnerships
Although partnership has been the core principle of the network in order to develop its efficacy, it has frequently failed to realize the following goals which accomplished the creation of partnership, and thereby this network.
- To exchange information
- To join efforts for promoting peace in the region
- To join efforts to promote democracy in the region

This network's coordinators, including International Alert's leading team (composed of non-Caucasian people) acknowledged that some important players were not recognized as direct participants in the resolution of the conflicts in the region. In Nagorno-Karabakh and Abkhazia the active involvement of all members of the region simply failed, mainly due to passive or disinterested Azerbaijani representation in the activities of this network.

Central Administration
The central administration of the Forum is made up of paid staff, and it is mostly led by the International Alert team whose responsibilities are mainly:
- Coordination and facilitation
- Fundraising for network activities
- Public relations

Evolution
The Caucasus Forum which originally aimed to contribute to peace-building efforts in the Caucasus countries, in effect turned out to lead its attempts at influencing more conflict resolution processes at a political/official level. Besides developing activities on conflict transformation and peace-building/peace-making, this network was also striving to illuminate issues on democratization and human rights in the region.

Although the representatives of this network were individuals and members of organizations from the region, they and their work had an image of being representative of the terms dictated by the donors, International Alert.

A factor which distinguished this network from others was that it acknowledged and involved representatives from previously unrecognized areas such as Nagorno-Karabakh and Abkhazia as separate and eligible members able to contribute to peace processes in the region. This in turn created a disinterestedness or reluctance on the part of both the Georgians and the Azeri. Unfortunately a large number of Azeri civil society members rejected the Caucasus Forum as a neutral and partial initiative by International Alert, and the governments too did not show much sympathy to the role of this network.

Since this network was the initiative of International Alert and was being directed by its staff, the continued existence of this Forum was dependent upon the successful fundraising capacity of International Alert. A day did come when International Alert was no longer able to fund this initiative, and left this network to find independent funding in order to function. Consequently, the network has almost stopped functioning.

<u>Efficacy</u>
A workshop brought together fifty-one young people from seventeen regions of the North and South Caucasus for a week in order to come up with possible models and scenarios for the future of young people in the region. As well as developing participants' skills in thinking creatively around solutions to conflict, the workshop succeeded in breaking down stereotypes and misconceptions about the way in which people from different parts of the region live. It also meant that contacts between the North and South Caucasus were developed at a time when movement and interaction between the two areas was becoming increasingly difficult.
The network has also carried out:
- Training on facilitation techniques for twenty-three civil society members to increase their confidence and skill in organizing their own workshops on conflict resolution. Participants looked at facilitation techniques and methodologies and at the psychology of communication, facilitation, and changing attitudes to conflict.
- A meeting between ex-combatants from Baku, Tbilisi, Yerevan and Tskhinval/i on how to integrate back into mainstream society.
- Monitoring the volatile situation in the Pankissi Gorge – a multi-ethnic region of Georgia that has a substantial Chechen population and has been labeled (mainly by Russia) as a 'hideout' for Chechen fighters.
- A conference that brought together forty-five individuals made up of representatives of civil society, journalists, and scholars working on the role of language in either exacerbating conflict or promoting peace.

European Peace Liaison Office

Interviewee: Dr. Nicolas Beger (Director, EPLO Headquarters, Belgium
Date: May 30 & June 8, 2006
Method of interview: Telephone

Interviewee: Damien Helly (Director, Safeworld & Member of EPLO Steering
Committee, Belgium)
Date: July 27, 2006
Method of interview: Telephone

Interviewer: Maneshka Eliatamby

*(The following synthesis is from interviews with the above personnel, the organization's
website as well as from supplemental literature received in the course of conducting the
research. Dr. David Bloomfield was also consulted during the course of these interviews)*

<u>Formation</u>
The idea to create EPLO was born in 1999-2000 and was originated by the Quaker
Council for European Affairs. They joined forces with International Alert, Safer World
and a number of others, who helped develop the initial idea. All of this came about
mostly from an understanding between these groups of the need to form a joint
peacebuilding venture in Europe – there were other loose networks that had formed
previously that were around, but they wanted something that was stable, democratic and
had a real voice in the European region. However, Internal Statutes were adopted by
EPLO's General Assembly on April 14, 2005.

<u>Mission and Goals</u>
To influence the European Union so as to promote and implement measures that lead to
sustainable peace between states and within states and people, and that transform and
resolve conflicts non-violently. To highlight and influence the EU to recognize the
crucial connection between peacebuilding, the eradication of poverty, and sustainable
development worldwide. Help EU recognize the crucial role played by NGO's in
structured civil dialogue and participatory democracy at EU level, and the need to include
local civil society actors affected by conflicts.

Objective:
Towards European Union:
Influencing the EU so as to promote and implement measures that lead to sustainable
peace between states and within states and people, and that transform and resolve
conflicts non-violently.
Influencing the EU to recognize the crucial connection between peacebuilding, the
eradication of poverty, and sustainable development worldwide.
Help EU recognize the crucial role played by NGO's in structured civil dialogue and
participatory democracy at EU level, and the need to include local civil society actors
affected by conflicts.

Towards EPLO membership:
Advance the interests of its members through common policy situations and advocate for these common positions.
Advance the interests of members by providing opportunities for direct engagement with European policy-makers.
Disseminate information and promote understanding of EU policies of concern to EPLO's membership.
Build solidarity, co-operation and expertise through the exchange of knowledge and experience amongst its members in relations to EU policies and funding.
Build solidarity and working relations with other relevant NGO networks.

Towards the wider public:
Raise awareness about the contributions that should be made by the EU towards peacebuilding, and raise awareness about the need to old the EU accountable to its own political commitments of helping secure peace within and outside its borders.

* Mission statement - members are very involved in the network and peacebuilding work, and EPLO is guided by its members. There are a few who are more silent members on day to day work. However, even those who are less active have an immense amount of trust about the network and its activities.

Context
EPLO's members are all either headquartered in a European Union country, or have an office in one of the EU states. Hence, technically EPLO is in a non-conflict environment. However, many of the organizations that belong to EPLO and who are affiliated with it carry out their work in conflict zones. Eg: Nonviolent Peace Force in Sri Lanka is just one example of this.

Structure
The structure of EPLO is formal, and this is detailed in the *Internal Statutes* which were adopted by EPLO's General Assembly on April 14, 2005. While formal decision making is made by the General Assembly and Steering Committee, the Working Groups are the ones with the expertise and the know-how, and hence they are the ones that make recommendations, and there is a degree of flexibility about allowing the working groups to make changes and policy decisions on their own. Policy decisions are made by working groups. If they then want it to be a proper EPLO paper, then they have to present it to the decision making structure. The actual policies are done by those that know and understand the issues, and who are usually experts on the topics. It is generally the working groups who understand where documents sit and belong. For example, the 'Funding for Peace' working group within the EPLO does a lot of legal and financial work regarding the EU and peacebuilding. The other members don't necessarily find it necessary to be involved with all the minute details of the working groups. However,

EPLO prefers if each working group has representation on the current Steering Committee.

It is usually the General Assembly that decides that certain topics are important areas that needed to be worked on, and they gave the working group the levee to work on this. The General Assembly (GA) used to be where policy happened. Now it's much more concerned with work plans, general advocacy strategy, where they are going with fundraising. Strategic plans and general policy. The General Assembly is the EPLO's major decision-making body. All members are involved in making constitutional decisions, and elections of the Steering Committee are held at the meetings which occur twice a year. The General Assembly decides on both multi-annual plans as well as annual work plans, which are based on proposals received from the secretariat and the Steering Committee. The GA also decides on membership admissions and the principle structure of the working groups.

The Steering Committee (SC) has a role on policy as well if the time frame is very short and board nconsulation is impossible. Sometime the president has say 'yay' or 'nay' to things because there isn't time to go to the GA. Usually Nicolas Beger goes to the chair of the working group for urgent matters. The Steering Committee which consists of between five to seven members, is elected for a two year term. A vote of confidence from memberships gives the SC to make decisions regarding fundraising, staffing, and representation without further consultation with the rest of the members. However, the SC can make decisions regarding policy positions only if and when the time frame makes broad consultation absolutely impossible. In addition, the President can make decisions which are seen as being urgent.

Current Steering Committee:
Steve Utterwulghe (Search for Common Ground) – President
Pauliina Arola (Crisis Management Initiative) – Vice President
Martina Weitsch (Quaker Council for European Affairs) – Treasurer
Damien Helly (Saferworld) – Member
Nick Killick (International Alert) - Member
Matteo Menin (European Network for Civil Peace Services) - Member

Partnerships
EPLO is currently in a partnership with the International Crisis Group, International Alert and the European Policy Center. This *Conflict Prevention Partnership* aims at improving the European Union's capacity for conflict prevention, management and peace building. The partnership is funded by the EU, and while being a cooperative effort undertaken by the above organizations, it draws from the specific expertise of each organization. This partnership will provide EU and policy makers with timely, focused information and analysis and policy recommendations. In doing this work they have published a series of newsletters over the last six months, discussing a series of studies on conflict related issues around the world which are of particular interest to the EU, the Council of the European Union, and the European Parliament. This partnership aims to cover a diverse

range of issues, including supporting reintegration of ex-combatants in post-conflict settings. http://www.eplo.org/index.php?id=101

Central Administration
Dr. Nicolas Beger does most of the public speaking and representational work for EPLO. He used to be the head of the office, but this evolved into directorship. Policy and day-to-day work is essentially carried out by Nicolas Beger and the staff in Brussels. Nicoals Beger has to some extent become the face of EPLO.

Efficacy
Overall, EPLO has evolved from an idea into a peace building network that has realized many of the goals it set out to achieve in the span of but a few years. The overall size of the network has increased as well during this period, taking the current total membership up to twenty.

Members
- Berghof Research Center for Constructive Conflict Management
- Civil Society Conflict Prevention Network - KATU
- Crisis Management Initiative
- European Network for Civil Peace Services
- European Centre for Conflict Prevention
- Field Diplomacy Initiative
- German Platform for Peaceful Conflict Management
- Groupe de Recherches et d'Information sur la Paix et la Sécurité
- International Alert
- International Center for Transitional Justice
- International Security Information Service, Europe
- Nonviolent Peaceforce
- Oxfam International
- Pax Christi International - Life and Peace Institute
- Peace Team Forum
- Quaker Council for European Affairs
- Saferworld
- Search for Common Ground
- Swisspeace
- World Vision

Member Interactions
The General Assembly which is EPLO's decision-making body meets two times a year. While they try to do working group meetings on the phone, sometimes they find it not so easy to work on the phone. (subtle nuances and facial expression can often be missed per telephone, and this isn't exactly an ideal situation. They also do a lot of their communication via e-mail.
EPLO's website provides both members as well as non-members a comprehensive understanding of the services which the network provides. It also provides the public with

a wealth of information on peacebuilding issues and activities, and is updated on a regular basis. This provides a forum for knowledge sharing. The website also has a section specifically for members of EPLO's network – this is evident in their 'member login' section. This too provides a forum for information and knowledge sharing.

Newsletters published by the Conflict Prevention Partnership are another source of information and knowledge sharing, and they are available for viewing by both network members as well as the public on line. http://www.eplo.org/index.php?id=101

Norms

When this network first formed, it did not have a set of formal guidelines or rules. However, as the years passed the network evolved, and guidelines were implemented within the network. These guidelines went on to evolve into EPLO's Statutes which were ratified in 2005. These Statutes are guidelines for the membership of EPLO, and describe the entire decision making structure of the network. The norms spelled out in the Statutes describe the functions of the Steering Committee, General Assembly, Partnerships, Working Groups etc., and can be found at http://www.eplo.org/documents/FinalInternalStatutes.pdf. This document also provides guidelines as to the work that is carried out by the members and the various subcommittees, and their responsibilities. Among other things, this document also provides guidelines as to who can and cannot become a member of EPLO, the procedure through which NGO's and organizations become members of this network, and the membership fee structure.

Evolution

The European Peace Liaison Office appears to be an extremely successful peacebuilding network with clear cut objectives. During the past four years they have evolved from a mere idea, into a network of peacebuilders which has gained the confidence and trust of the European Union, as well as both its membership and non-members alike. They have achieved this by way of the work that they have carried out in attempting to achieve their objectives and goals. Similarly, they have increased in size over the years, and as was mentioned above, have become somewhat more formal in their structure through the implementation of statutes in 2005.

However, their peacebuilding efforts seem to be concentrated on strictly non-European zones such as Africa, Asia etc. They seem almost oblivious to the need for peacebuilding activity within their own communities and continent.

Global Partnership for the Prevention of Armed Conflict

Interviewee: Ms. Adriana Franco, Project Coordinator:Latin America, Carribbean, Africa
Date: 9th June, 2006
Method of interview: Telephone

Interviewee: Renske Heemskerk (Program Officer)
Method of interview: Email exchanges

Interviewee: Emmanuel Bombande (West Africa Regional Initiator)
Date: May 23, 2006
Method of interview: Telephone

Interviewer: Vandy Kanyako

(The following synthesis is from interviews with the above personnel, the organization's website as well as from supplemental literature received in the course of conducting the research)

Formation
The Global Partnership for the Prevention of Armed Conflict (GPPAC) is a partnership of global civil society members united in their support and work for the prevention of armed conflict. The partnership was formed in response to the UN Secretary General's Report on the Prevention of Armed Conflict (June 2001) in which he emphasized not only the need for the international community to realize a shift towards a culture of prevention as opposed to reaction, but also the role of global civil society in achieving this aim. In this vein the Netherlands based European Centre for Conflict Prevention (ECCP) mobilized civil society groups working on conflict prevention issues from around the world to form a global partnership. GPPAC is thus a network of international, regional, national, and local organizations, as well as individuals (researchers, religious leaders, women's groups, etc) held together by their dedication to both the prevention of armed conflict, and to building peace worldwide.

Vision, Mission, and Goals
GPPAC aims to build new international consensus and joint action to prevent violent conflicts and promote peacebuilding based on regional and global action agendas. GPPAC maintains a global multi-stakeholder network of organizations committed to take action in order to prevent the escalation of conflict to destructive levels of violence, at the national, regional, and global levels. This multi-stakeholder network includes civil society organizations, governments, regional organizations, and the United Nations.

GPPAC calls for a pro-active international response to conflict prevention, as opposed to a reacting to conflict. The network seeks a world in which people and governments select nonviolent means of achieving justice, sustainable development, and human security.

over armed conflict as a means of addressing differences.

GPPAC is guided by the following three principles in its efforts to achieve the above vision:
- Preventing violent conflicts is possible and should be pursued to the fullest extent by all peaceful means.
- Commit to transforming the conditions that give rise to violent conflict.
- As civil society actors, believe that preventing violent conflicts requires the forging of effective partnerships and networking among civil society organizations, governments and multilateral organizations, among others.

Structure

Structurally GPPAC could be divided into two main layers of governance: regional and global.

The main bodies at the regional level are:

Regional Networks: Groups of organizations and networks from a specific region who are committed to the 'Guiding Principles and Values' of GPPAC, and are dedicated to implementation of the 'Regional and Global Action Agendas.'

Regional Steering Groups (RSG): These groups are selected during consultation and/or meeting of regional networks. Each regional steering group should ensure geographic representation from within the region, and membership in the RSG is for a renewable two year term.

Regional Secretariat: The regional secretariats serve as the global network's primary points of contact in their respective regions. The regional secretariats are chosen by each region for a four-year renewable term (without limit, but reviewed every four years).

The main bodies at the Global level are:

International Steering Group (ISG): At the global level the 'International Steering Group' is the main organ of governance. This body is weighted in favor of regional representatives selected by regional civil society networks involved in conflict prevention and peacebuilding activities. The ISG consists of a minimum of sixteen people representing active regions of the global network, as well as the executive secretary of the global secretariat. The ISG will appoint an executive committee made up of a chairperson and two or three vice-chairs who provide leadership to the Steering Group and the overall network. The ISG has the authority to make decisions regarding the creation of other leadership roles, as they see fit.

Global Secretariat: The Global Secretariat is a civil society organization appointed by the ISG to proactively provide services to the network. The general roles, functions, actions, and priorities of the Global Secretariat are determined by the ISG.

Membership

The core membership of GPPAC is comprised of regional and international civil society organizations, and other networks involved in conflict prevention and peacebuilding

activities. The network also engages with individual governments, intergovernmental organizations, private sector associations, and other relevant bodies in order to pursue conflict prevention and peacebuilding activities.

GPPAC is made up of the following fifteen regional initiators:

- Eastern and Central Africa (Nairobi Peace Initiative)
- Southern Africa (The African Center for the Constructive Resolution of Disputes)
- West Africa (West Africa Network for Peacebuilding)
- Latin America and the Carribbean (Regional Coordination for economic and Social Research)
- North America (Canadian Peacebuilding Coordination Committee; Interaction)
- South Asia (Regional Centre for Strategic Studies)
- The Pacific (Citizen's Constitutional Forum)
- Southeast Asia (Initiatives for International Dialogue)
- Northeast Asia (Peaceboat)
- Central Asia (Foundation for Tolerance International)
- Middle East and North Africa (Arab Partnership for Conflict Prevention and Human Security)
- Western Commonwealth of Independent States (Nonviolence International)
- The Caucasus (International Center on Conflict and Negotiation)
- The Balkans (Nansen network in the Balkans)
- Northern and Western Europe (European Centre for Conflict Prevention)

The NGO-UN Conflict Prevention Working Group in New York steered the affairs of the organizations at the UN Secretariat.

Secretariat and staff

The International Secretariat of the Global Partnership is held by the European Centre for Conflict Prevention. The ECCP coordinates the regional and international levels of the program, managing the process and safeguarding its coherence with the assistance of the international steering group, of which it is a member. It also coordinates funding applications and facilitates contact between regions. Among its other functions are managing daily affairs, facilitating communications with members, and maintaining the website and listservs. The Secretariat has nine paid staff and several interns and volunteers. It should be noted that the number of staff working at the secretariat is dependent on funding.

Norms

Decision-making

The network strives to make all decisions by way of consensus. During the consensus process, participating members introduce ideas, background information, and/or proposals for discussion. Members are encouraged to either express support for a proposed action/policy, or to articulate concerns or outright objections. These concerns/objections serve as the basis for group problem-solving in which all participants attempt to discover and address underlying needs and interests which have not been met.

At the decision-making stage group members are presented with three main options:

- To *give consent,* when one is willing to support the proposal, and stand in solidarity with the group.
- To *stand aside (abstain)* when one cannot personally support a proposal, but is willing for the rest of the group to move forward and adopt it. If a person stands aside, he/she may ask that his/her objection be recorded in the meeting notes.
- To *block* a proposal when one believes that its adoption would have a negative effect on the groups' morals and ethics, and endanger the safety of the organization and its membership. This amounts to a veto and prevents the proposal from going forward. Blocking should be used rarely, and only when the member exercising it believes that the network's fundamental values are in danger of being violated. A group or person(s) who consistently block ISG initiatives may have fundamental differences of opinion from the network itself and its members. In such a case, constant dissenters and their objections will be reviewed, and recommendations made to the network on how to address the situation. Consensus decisions can only be changed by reaching another consensus.

Voting by simple majority may be introduced in cases where a decision cannot be arrived at in a reasonable amount of time or where an issue requires urgent action and consensus is slow to emerge. However, two-thirds of the membership have to agree on adopting this voting process. Subsequently, it is only on receiving two-thirds of the final vote that the issue can be adopted by the network.

Partnership
GPPAC is open to working with civil society groups, networks, the United Nations system, governments and inter-governmental agencies. (See membership for details)

Funding
The Partnership receives funding from governments, foundations and private individuals as listed below.

Governments:
- Austrian Development Agency
- Autonomous Community of the Basque Country, Spain
- Foreign Affairs Canada
- Development Cooperation Ireland, Department of Foreign Affairs
- Department for International Development, UK (DFID)
- Ministry for Foreign Affairs of Finland
- Ministry of Foreign Affairs, Federal Republic of Germany
- Ministry of Foreign Affairs France - General directorate for international cooperation and development
- Netherlands Ministry of Foreign Affairs
- New Zealand Agency for International Development (NZAID)
- Permanent Mission of the Principality of Liechtenstein to the United Nations
- Royal Danish Ministry of Foreign Affairs
- Royal Ministry of Foreign Affairs Norway

- Swedish International Development Cooperation Agency (SIDA)
- Swedish Ministry of Foreign Affairs
- Swiss Federal Department of Foreign Affairs (EDA)

Foundations and INGOs:
- CORDAID (Catholic Organization for Relief and Development, Netherlands)
- Ford Foundation
- Heinrich Böll Foundation
- International Development Research Centre Canada (IDRC)
- International Fellowship of Reconciliation (IFOR)
- NCDO (National Commission for International Cooperation and Sustainable Development)
- NOVIB (Oxfam Netherlands)
- Peace Team Forum Sweden
- Peter Meyer Swantee
- Taiwan Foundation for Democracy
- UNDP Conflict Prevention Trust Fund
- United Nations Development Programme (UNDP)
- World Vision International

Context
GPPAC'S Secretariat is based in a safe work environment in the Netherlands. However, its membership is spread across the world, including in conflict prone areas. Volatility in such regions does in fact affect the daily operations of the network.

Evolution
The network has established a four-year plan to meet the following objectives:
- *Launch an international awareness raising campaign* to bring inspiring stories of conflict prevention to mass audiences. This will initially focus on the opportunities presented by the UN International Day of Peace (21 September), the day set aside on the calendar each year for a global ceasefire. The campaign will fly under the banner of 'People Building Peace', and utilize regionally adaptable messages and materials. This initiative hopes to give a global face to local issues, especially in the eyes of the media.
- *Develop and coordinate the network's interaction capacities and activities* while making connections across a range of levels, starting from local municipalities and going up to the highest officials of the United Nations. During this process with the international community, GPPAC is looking to spur the development of a coherent plan through which it hopes to meet the challenges of preventing conflict in a more effective manner. Ensuring that mechanisms such as the 'UN Peacebuilding Commission' benefit from civil society expertise will be another essential aspect of their work in this phase.
- *Contribute to professionalizing the field of early warning and early response* - By gathering and applying lessons learned and possible best practices, GPPAC will support the development of a number of early warning centers in various regions.

This is mindful of the fact that civil society organizations are often viewed only as 'early warning systems' which are ideally placed to sense and report on shifts and tremors which might occur in protracted communities. Their inactions, and/or inability to act during such crisis has left a bitter aftertaste which GPPAC hopes to counter by implementing successful 'early warning systems' and 'early response systems' in such regions.

- *Strengthen the global network* - Including rigorous network management and communications structures that increase transparency, and seek better ways to utilize the skills, talents, and values that its wide range of partner organizations bring to the network. Over the next four years, intra-network support, cooperation, and mutual understanding will be improved, paving the way for enhanced effectiveness across the network.
- *Engage in a process of identifying, collecting, and disseminating essential knowledge, and where needed, developing it*. Initiating a pilot project which examines the impacts and value of peace education programs. Creating a more inclusive approach to gathering theoretical models, lessons learned and best practices is needed to raise the professionalism of the entire field.

Efficacy

Setting the civil society conflict prevention agenda

Fifteen regional conferences have been organised, resulting in fifteen 'Regional Action Agendas.' Using these Regional Action Agendas as a foundation, the 'People Building Peace: A Global Agenda for the Prevention of Violent Conflict' was produced and distributed to approximately five thousand contacts across the world. This project has to date been endorsed by more than five hundred organizations.

Higher profile for role of civil society in conflict prevention at domestic level

- GPPAC has been successful at influencing national governments to recognize several regional civil society networks. Several of GPPAC's Regional Secretariats have received invitations from a number of Ministries of Foreign Affairs across these regions to discuss and present their 'Regional Action Agendas' and plans. This is evidence of the impact the Global Partnership has had in raising the profile of and helping create prestige for local and regional NGO's,
- It has successfully advocated for the recognition and input of civil society in the work of the Peacebuilding Commission and its support office.

The network has stimulated the establishment of a global network on conflict resolution in schools, and has in cooperation with Ministries of Education in several countries introduced peace education as a part of the curriculum of learning.

Active engagement with UN and inter-governmental agencies

GPPAC has been engaged in a series of high profiled meetings with the UN and various governments. Mr. van Tongeren (Executive Director, ECCP), and Mr. Gounden (Executive Director, African Centre for Constructive Resolution of Disputes) were invited to address the UN Security Council debate in September 2005 with regards to the role of civil society in conflict prevention and peaceful settlement of disputes. This was only the second time in the history of the UN that NGO's have been invited to participate

in a Security Council debate. Mr Gounden and Mr van Tongeren also participated in a seminar organised by the Security Council Ad Hoc Working Group on Conflict Prevention and Resolution in Africa, in December 2005

Collaboration with governments
Based on the initiative and suggestions from GPPAC, like-minded governments have formed an informal '*Group of Friends for Conflict Prevention'* in attempts to shift from 'reactive peacemaking', to 'preventive peabuilding.' This group was consulted on preparations for the Global Conference held in New York in 2005, as well as for the Global Action Agenda. They produced a non-paper on Conflict Prevention as a submission to the MD + 5 Review Summit in September 2005, which was endorsed by thirty-one governments.

The Global Conference From Reaction to Prevention (2005)
The Global Conference held from July 19–21, 2005 at the UN Headquarters in New York, was entitled *'From Reaction to Prevention: Civil Society Forging Partnerships to Prevent Violent Conflict and Build Peace.'* The United Nations Department of Political Affairs worked in partnership with GPPAC to organize this event, which was the first-ever meeting organised by civil society at the UN Headquarters in New York.

Book publication on civil society and conflict prevention
GPPAC has highlighted more than three hundred inspiring stories of successful conflict prevention collected from across the globe. A selection of these success stories have been published in a special volume of 'People Building Peace II: Successful Stories of Civil Society' in which the programme's collection of stories are accompanied by thematic analysis. The book was officially launched during the Global Conference in July 2005, and all conference participants received a copy of the publication.

Challenges
'Vague' term:
The term 'conflict prevention' is itself somewhat vague and slippery, and is in threat of being perceived as 'impractical idealism' in the face of concrete policymaking. Additionally, we are yet to convincingly demonstrate that conflict prevention and peacebuilding *actually works.* The lack of such evidence makes it difficult to increase legitimacy and support for peacebuilding efforts. Finally, because GPPAC is a relatively young network, it has taken a prolonged period of time to develop strategic priorities and goals towards which communications and awareness raising efforts should aim.

Lack of public support
Conflict prevention still remains an unknown quantity to the media and the public at large. Unlike the publicity received by issues surrounding human rights, HIV/AIDS, the use of torture, environmental degradation and other topics, there has been only limited effort to create a groundswell of public support for conflict prevention work. Yet without the support of the public and strategic partners outside the field of conflict prevention, we are unlikely to create a dynamic movement or successfully design, fund, and implement successful civil society-government conflict prevention mechanisms.

Shortage of funding
This has affected the operations of the partnership in more ways than one. Some projects have had to be scaled down or abandoned due to a lack of funding.
Managing the needs and expectations of a vast network
GPPAC is a 'mega-network' with membership in all corners of the globe. It involves organizations and individuals in different time zones, from diverse cultures, who have multiple perspectives, who are all held together by a common desire to keep conflict prevention under the spotlight. Managing the views and expectations of the membership can be a challenging task.

Interviewee: Zackary Metz (Iraq and New York)
Date: August 10 & 24, 2006
Method of interview: Telephone & e-mail

Interviewees: Tom Hill (Iraq, Pennsylvania and New York)
Date: September 26, 2006
Method of interview: Telephone

Interviewer: Maneshka Eliatamby

(The following synthesis is from interviews with the above personnel)

Formation

Originally the Iraqi Peacebuilders began working with USAID funded NGO'S in Iraq on conflict sensitivity and peace building – Iraqi's working in American funded agencies. They had previously worked with Iraqi universities. They are made up of three groups:

1. Community leaders working with NGO's but weren't necessarily staff.
2. Academics
3. Professionals within the NGO's

Over time Zackary Metz and Tom Hill saw that there were a number of energized people within Iraq, and they wanted to try and connect them. Most of these people are ethnically, regionally and sectorally diverse and Zackary wanted to try and connect them. They needed someone to pay for things like bringing these groups together, and Metz felt that it was necessary to bring them together. They started talking with people in the NGO's and asked them if they would like to take this on as a project. Getting funding together to bring them out and do the training, and secondly making funding available for Iraqi's who are trained to go out and train their own people. Slowly over time this happened.

Prior to formation

Some of the members who were working at Columbia University had carried out a number of peacebuilding trainings, and had been involved in such activity in the North of Iraq around 2000. During the year 2003 they became involved with an American NGO's, and they used some of their Iraqi staff as interpreters. These interpreters took the initiative, and asked to be able to deliver peacebuilding workshops themselves. Through conversations over a period of months, the Iraqi's started talking to people and putting out feelers to figure out how this could be done.

On the part of Zack and Tom, they convinced ACDI-Voca, a US funded NGO to do some work with this group, and support the development of this network. Fortunately the NGO was open to this idea, and what it grew into was a year long program of peacebuilding trainings. They funded Columbia's field visits, and helped design and implement things. The group initially welcomed anyone who had already had some exposure to the field –

since they and USIP had been doing such work in the North of Iraq already, it was easy to find these people. They were trying to include people, and not exclude them. Tom Hill mentioned during the interview that this was the hardest part of the formation of the network.

It is important to note that while this group created their goals over time, no one really set out to create 'a network' in Iraq. They set out to do other things, and then over time, particularly three people at Columbia University in the US began to see that this was looking more and more like a network, and they asked the Iraqi's if they wanted to create a network. They wanted to change the energy from 'us' to 'them' to them to them.

They also did some needs assessment with Jehan's (a local Iraqi woman who is currently working on her Masters in Conflict Analysis and Resolution at the University of Notre Dame) help. Metz and Hill along with the rest of the team went to the field for the first training component in March 2005. It was an intensive five days of training, and there eighteen local people were in attendance. This was their first experience doing intensive training, and designing and implementing. Prior to taking on this project, both Metz ad Hill had met with Dr. Mohamed Abu Nimr at American University, and he had warned them that despite so many people having signed up, many people would drop out before the training. The training wasn't prescriptive. It was more illicitive. They were trying to figure out how peacebuilding would work in the Iraqi culture. All of the eighteen individuals who had initially signed up for the training stayed through the entire five days, and ACDI VOCA helped these people to do field practice afterwards. About half to two thirds of them actually got out and delivered very brief training components to the public. They saw this as value added to the work they were doing. What ever they could do to reduce tensions in the environment, they were willing to do.

The training team came back and did the second training in June 2005. They followed the same pattern, and have them more information and training. After they did this, they again went to their communities and helped educate on the subject of peace building. A few of them were ACDI VOCA staff, and some were not.

Vision, Mission and Goals
Initially the team worked together on articulating their vision, mission and goals. But as they got into the process they realized that each individuals also had his/her own goals, and they decided to look at the network as being a platform for achieving these various goals, while not being confining. Their main goals are:
- To connect Iraqi's who are working on peace and development issues
- To create a hub for people who have a shared interest in particular in conflict resolution training so they can act in a more coordinated way
- To share knowledge
- To pursue more opportunities
- To provide support to each other
- To continue to build a culture of conflict resolution and peace building in Iraq
- Iraqis working in Iraq is one of their main objectives

However while they were coming up with all of these goals, they were always aware of the fact that in the context of Iraq it could be unsafe to be too public, and all of their work viewed safety as a primary objective. The key distinction between this and other peacebuilding networks is that this is a locally driven network of Iraqi's working in Iraq on their own issues, and not foreigners working in the field and dictating terms. They help locals build their own capacity.

Context
Totally dispersed in the North of Iraq and New York. However the security situation constricts their work to a large extent. For instance, in the city of Erbil which is a Kurdish city, if a network member from Kirkuk wants to work with someone in the Kurdish area, there are a lot of difficulties to try to work together due to the current security climate in Iraq.

Structure
While it is difficult to define the structure of this network, both Hill and Metz agree that it falls somewhere in-between formal and informal. The networks structure is basically regional representatives who have said they want to be part of the network. It doesn't bind them to work with only the network. They use the notion of "chaordic organization" – a network structure that allows for both chaos and order at the same time. This made sense to them since they were not interested in coming in and creating an institution in Iraq. They had one coordinator who agreed to be an access point for information, but this person's duties were strictly coordination. He was someone that worked for an NGO, and has access to a little money and technology in the form of IT etc. Hence, it is somewhere between formal and informal.

They did formally decide who would represent them – there was a dialogue process in creating regional representatives. They also talked a lot about network hierarchies etc – they chose the loose structure explained above. The members of the network went through a process of drawing out the structure, and decided that an office and the formal structure was not needed in this particular case.

Network Norms
The Iraqi Peacebuilders Network does not have a set of formal norms. However, the security of their membership is paramount when carrying out any form of peacebuilding activity.

Evolution
Although it is difficult for evolution to occur due to the circumstances within which this network operates, there have been a few changes. For instance, they originally began with eighteen members, and unfortunately lost two members. One of the members migrated overseas due to the deteriorating situation on the ground, and the other was killed.

It should be noted at this point that the formation of this network is in itself a form of evolution. While the members did not set out to create a 'network', it became more and

more clear to them that a network was in fact what this group of peacebuilders had evolved into.

<u>Efficacy</u>

There have been many times when people have said they really want to do trainings, but they don't always feel it is safe enough. There is also the possibility that sometimes when you bring people together on peacebuilding, this could create more conflict than peace, and they have had to be aware of this concern.

Interviewee: Carlos Alberto Emediato (Founder/Chair of Communication Committee Sao Paulo, Brazil)
Date: April 13 & 21, May 28, 2006
Method of interview: Telephone

Interviewee: Juanita Brown (Co-Founder of world café member of REDEPAZ)
Date: August,11, 2006
Method of interview: Telephone

Interviewer: Mark R.K. Wilson

(The following synthesis is from interviews with the above personnel, the organization's website as well as from supplemental literature received in the course of conducting the research)

Formation

It is important to note that REDEPAZ-Education for Peace Globalnet was established in two phases. The first phase took place in 1993 under the guidance of Carlos Alberto Emediato in Sao Paulo, Brazil, and was formally know as REDEPAZ (a combination of the Spanish words for net and peace). REDEPAZalways had international ambitions, but until 2000 its work and membership involved mostly Brazilian and other Latin American Associated Institutions. The second phase occurred in 2000 with support from the United Nations Education for Science and Culture Organization (UNESCO), and the University of Geneva which co-sponsored its first international meeting which had 'The Future of our Children' as its theme. The Education for Peace Globalnet program was a bi-product of the 2000 event, and continues to play a prominent role in the networks activities.

There are more than sixty associated institutions from all parts of the world that work to support the mission of REDEPAZ. Moreover, it should be noted that some of REDEPAZ's associated institutions are networks within themselves. Although the network does have members, its focus is to create an open space for its associated institutions/members to discuss concrete projects and foster an environment where leaders from the field can come together to form an active learning community.

Vision, Mission, and Goals

The Education for Peace Globalnet is an initiative of citizens who assume their responsibilities for the planet, for the preservation of life, and for the development of knowledge.

The goals of REDEPAZ are driven by the idea that "open spaces" can be created for practitioners in conflict resolution and prevention to engage one another in order to address and implement various aspects of the members' activities and projects.

REDEPAZis able to realize its goals by convening annual international meetings with the following objectives:

- Strengthen the internal 'learning dynamics' of the people involved in projects regarding education for peace across the world,
- Intensify the interactions between the various projects, and
- Working on the process of 'consensus formation' leading to actions committed to the development of a culture of peace and non-violence.
- To encourage change in current attitudes, rules of law and norms of diplomacy with regard to involving civil society in formal and informal conflict resolution mechanisms and peace-building processes.

Structure

Membership

REDEPAZmay be unique in that there is no distinction made between its 'Associated Institutions' and its members. Both associated institutions and members are defined as individuals or organizations that share an interest in conflict resolution and want to promote or take action for peace. Initially REDEPAZrequired that all members sign a member declaration prior to participating in the network. However the member declaration is in some ways obsolete since many of the networks most active supporters are associated institutions as opposed to members. In other words, the focus of REDEPAZ- Education for Peace Globalnet has evolved in that membership and its criteria which were clearly defined are not as important as the networks associated institutions which all support the networks mission but have less stringent (defined) criteria. To date, REDEPAZhas thirty-seven listed associated institutions which represent a very diverse group of organizations that range from faith-based institutions such as the Bahá'i Community, to more academic partners like the Institute for Future Studies. For a complete listing of 'Associates Institutions' please visit http://www.redepaz.org/english/indexeng.htm. As a testament to the role of membership, REDEPAZdoes not maintain and updated record of its members.

Central Administration (at the time of this report none of the partners or Institutional members had been interviewed):

REDEPAZ's only office is located in Sao Paulo, Brazil, and employ's one person to manage the administrative and logistical aspects of the network. The majority of work, including the production and dissemination of information is carried out by volunteers. For example, the networks elaborate website http://www.redepaz.org/ and various brochures are all compiled by volunteers. Furthermore, REDEPAZhas no operational budget, and is able to rent office space, pay its utility bills as well as the one employee via its partnership with a local institution. The de facto Executive Director is a volunteer and does not receive any financial compensation for his work. The reason he has been labeled a de facto director is because REDEPAZclaims that it does not have a hierarchal authority or management structure. That said, REDEPAZuses what is known as the 'Communications Committee', to make decisions for the network regarding meeting agendas, future partnerships, logistics, and support for local partners. A key responsibility of the Communication Committee is to empower its members and institutional affiliations, as well as various stakeholders, via in-person meetings, peace toolkits, and

other multi-media resources to ensure that their peace making activities are successful. In the case if thel eight international and regional meetings that REDEPAZhas convened, most if not all the logistical support and coordination was carried out by local (regionally based) Institutional Affiliations.

Efficacy
As previously mentioned, since the second phase of REDEPAZ's existence, it has convened the following eight international conferences:
1. Iguacu, Brazil 2005 Encontro Sul Americano da REDEPAZ. Realizado do 19 a 21 de setembro de 2005. Local: Espaço das Américas,em Foz do Iguaçu.
2. Arlington, VA 2005 Awakening of the Global Heart in conjunction with Institute of Noetic Sciences Annual Conference titled Consciousness and Healing
3. Ghana, West Africa 2004 The Education for Peace Globalnet in partnership with the Apeadu Center for Peace/Ghana and Children of the Earth, Inc. /USA is organizing its Continental Meeting for Africa in Ghana, August 6th. to 10th., 2004.
4. Findhorn, Scotland – U.K. September 2004 Building a Culture of Peace: European Initiatives Co-sponsored by the Findhorn Foundation.
5. Nazareth, Israel May 2003 Under the sponsorship of Jewish-Arab Center for Peace at Givat Haviva
6. Bangkok, Thailand February 2003 Under the sponsorship of the Dhammakaya Foundation (http://www.dhammakaya.or.th), the International Buddhist Society, The Senate of The Kingdom of Thailand
7. Sao Paulo, Brazil October 2002 organized by Associação Palas Athena, Bahá'i Community, Brahma Kumaris Spiritual University, Club of Budapest, Conselho Nacional dos Secretários de Educação, Dhammakaya Foundation, Fundación Ninõs Unidos para el Mundo, Fundación Tercero Milênio, Institute for Future Studies, Institute for Planetary Synthesis, International Institute for Global Education, and the Willis Harman House
8. Geneva, Switzerland September 2000 dedicated to the Future of Our Children and sponsored by UNESCO and the University of Geneva.

Each conference has been organized by the regional or local Insitutional Affiliation of REDEPAZwith support from the Communications Committee. The local Institutional Affiliation, under the guidance of the Communications Committee identifies a relevant program and theme that reflects the conflict resolution and peace educators of that particular region prior to each of these conferences. They have all attracted international attendees since issues addressed often transcend regional and international boarders. Topics from previous gatherings include 'The Future of Our Children,' and 'Awakening the Global Heart'. REDEPAZconferences are viewed as being successful because in addition to providing a networking opportunities for conference attendees, these conferences also reinforce the network of REDEPAZ, allowing its members to increase the efficiency of their peace activities. Furthermore, the Communications Committee is responsible for the production of the 'Global Learning Book,' a publication that is received by all Institutional Affiliations and conference attendees. The Global Learning Book is an elaborate directory which includes a detailed listing and summary of the

various projects that the REDEPAZcommunity is working on throughout the world. Titles of projects from 2002 include "No Frontiers – Communications for Peace" by the Escola Internacional and "The Himalayan Education Program for Young Canadians: A Canadian's NGO's Experiences with Global Citizenship Education."

REDEPAZinternational meetings have been so successful, that the network is working with local partners to establish more local (smaller) gatherings. The Network has just launched a new program, "A Culture of Peace Worldwide Program: AWAKENING THE GLOBAL HEART Peace Local Meetings – 2006-2010" with the objective to increase the number of conflict resolution networks across the globe at the local level.

Lessons Learned/Advice
The success of REDEPAZ(according to the executive director) is attributed to the fluidity of the network's organizational structure and the lack of bureaucracy. Although there are certain individuals, such as the founding member may have historical influence regarding part of the decision making process within the network, REDEPAZmaintains a successful balance in terms of remaining loyal to its mission, and serving the needs of its Institutional Affiliations and members. REDEPAZ-Education for Peace Globalnet is leading example of how a network can exist to provide an opportunity for its members to increase the effectiveness of their work.

SIPAZ - International Service for Peace

Interviewee: Marina Pages, Team Leader (Executive Director) for the last 9 years-
Chiapas, Mexico
Date: June 13 & 18, 2006
Method of interview: Telephone

Interviewee: Jet Nauta (Team member)
Date: May 25, 2006
Method of interview: Telephone

Interviewee: Luisa Palmer (President of the Board of Director)
Date: June 23, 2006
Method of interview: Telephone

Interviewer: Mark R.K. Wilson

(The following synthesis is from interviews with the above personnel, the organization's website as well as from supplemental literature received in the course of conducting the research)

Origin/ formation
SIPAZ is a program of international observation that had its beginning in 1995, following the Zapatista uprising in 1994. It was formed to monitor the conflict in Chiapas, México. Today SIPAZ supports the search for nonviolent solutions that contribute to the construction of a just peace through building tolerance and dialogue among the actors in Chiapas as well as, increasingly, in other areas in México (Oaxaca and Guerrero). At the same time, SIPAZ serves as a bridge for communication and the sharing of information and experiences among organizations and networks that work toward the building of a just and lasting peace at a local, national, regional and international level.

It is clear the SIPAZ has successfully evolved and expanded since its initial formation in a manner that allows is to address the evolving dynamics of the Chiapas conflict. The network which initially began as a group of five delegations has expanded to fifty member coalition.

Vision, Missions, and Goals
Overall the mission of SIPAZ includes:
• Maintains an international presence and accompanies processes that are working towards the construction of a culture of peace in Mexico.
• Provides trustworthy communication that integrates the voices of local actors and mobilizes the local, national and international community in the search for alternative solutions to the causes of violence in Mexico.
• Joins together with organizations, movements and networks in order to share and strengthen the processes that are leading towards building a just peace.

• Maintains contact and dialogue with the many different actors that are present in the conflict

The network's goals include coordination and knowledge sharing. These as well as various other activities are deemed fundamental in that information provided in a timely manner impacts and determines how SIPAZ will help transform the conflict towards "positive peace"[24]. SIPAZ exists to capture and sustain the interest of the local and international community so that conflict in the Chiapas is not ignored. Coordination and knowledge sharing is aimed at the coalition members, members of the Mexican Network of Peace Builders *(Red Mexicana de Constructores de Paz)*, decision and policy makers, and members of the general public. Specific tasks relevant to the coordination and knowledge sharing include a series of internal and external publications, meetings, lobbying, and the sponsorship of various dialogues and forums with the various stakeholders. Knowledge sharing also includes reaching out the international community and peer organizations as SIPAZ did this past January in Venezuela at the "American social reform forum" regarding its peer mediation program.

The informant agreed that part the mission of SIPAZ included public advocacy via its work that addresses some of the issues that are not directly related to the conflict. Such topics include the structural issues that impact the conflict like access to electricity, running water, and poverty which are periodically featured in the quarterly newsletter.

According to the informant, since 1995-the year SIPAZ was established the goals, mission, and values have not changed much, however the objectives and strategy of the organization has been altered to reflect the evolution and dynamics of the conflict. SIPAZ has also expanded its work into Oaxaca and Guerrero.

Context
The administrative and programmatic offices of SIPAZ are located in a conflict zone in the Chiapas state of Mexico. However, the influential Executive Committee (EC) consists of 3 members in the United States, 1 in Ecuador, 1 in Coast Rica, and 1 in Sweden and coalition members located throughout the Unites States and Latin America.

The Chiapas conflict has had an impact on SIPAZ in that it influences the types of activities that the network focuses on. For example, in the previous year many of SIPAZ's activities were aimed to bring polarized groups together via a series of facilitated dialogues. Where as in the current year the organization selected to shift is focus towards election monitoring based on the fact that president ional elections would be taking place.

Both members of the Team and EC indicated that conflict within the organization is the result of "distrust" between those in the field (the team) and those outside of field (the

---

[24] Although it was not explicitly stated, information from the website suggests that the concept is taken from Johan Galtung's definition.

EC). At one point the relationship between the team and the EC was so strained that an out-side consultant[25] was hired to help to reduce the tension within the organization.

During the existence of SIPAZ, the Team has gained more autonomy and been able to make certain decisions regarding specific activities of the organization, and thus has been able to bi-pass the EC for approval regarding decisions that require a rapid turn around. This was done in order to accommodate the emerging and often urgent needs associated with working in an unstable environment. For example, the team would like to be able to identify and take action regarding some of the structural issues that impact the various actors involved in the conflict, such as the Mexican government's decision to increase the cost of electricity within the target community.

Structure
SIPAZ is relatively flexible and is able to adapt its structure to the network's emerging needs. Examples, given include the autonomy enjoyed by team members, and the statement "tension between the team and the EC has reached equilibrium".

Most decisions are made by the team members and the Executive Committee. Members of the Coalition are invited to participate, but most have a voice via the team members or the EC. Moreover not all coalition members want to be involved in the decision making process. Decisions related to the strategic direction and work-plan, are made by consensus (with one exception in the 9 years the informant has been with SIPAZ) amongst the EC and team members.

Membership
SIPAZ consist of three entities. The Team, which is located in Chiapas and includes volunteers and paid staff, the Coalition which consists of at least 50 member organizations, and the Executive Committee. SIPAZ is also an active member of the Chiapas Network for Peace, the Mexican Peace builders Network and the Latin American Peace builders Network.

SIPAZ has grown substantially since it was founded in 1995 from the five delegations that founded the organization, and now includes a coalition of fifty members from Latin America, North America and Europe. The expansion of SIPAZ is credited to the success of its work, its presence in Chiapas, and the efforts of its volunteers.

Norms
SIPAZ has an active relationship with partners and will form partnerships to work on specific activities, including the upcoming elections. Partnerships are valued because they allow for a diverse perspective in terms of conflict intervention and transformation. Partners tend to have expertise in other fields such as economic development and can serve as a point of entry for certain sectors of society. Partnerships also range from very specific and short-term relationships, to very long-term collaboration.

---

[25] It was later discovered that the consultant was a Board member, but was considered to be impartial and was trusted by both the team members and member of the Executive Committee.

Central Administration
The Team Leader (Executive Director) is responsible for the hiring and firing of all personnel who are employed by SIPAZ, which currently include 3 other team members, and the administrative/operational aspect of the organization. The Team Leader also serves as the liaison between the team and the EC, who represent the Coalition members. Both the EC and the team are responsible for designing the strategy of the organization. The Team Leader and team members are responsible for implementing its objectives. SIPAZ uses volunteers who must commit to living and working in the Chiapas for one year.

In addition for the HR and administrative aspects of the position, the team leader is expected to have a deep commitment ("as all team members are") to the Mission of SIPAZ. Other qualities mentioned for key staff include, ability to trust colleagues, patience, and accuracy.

Evolution
In the field of conflict prevention, in-person meetings are essential to establish and foster relationships with the stakeholders of the conflict. SIPAZ recognized the importance of timely communication to keep all parties informed and aware of the various dynamics of the conflict.

In conflict transformation: "not [have] too activists, and must have the ability to look at things in perspective for what will matter on the long term". Doing a lot of "things" may indicate the network is active or doing a lot of good work, however such work does not necessarily lead to conflict transformation. The example of a recent letter to local government regarding human rights abuses where SIPAZ sent a letter asking for investigation, but could not substantiate any of the alleged allegations or claims because it did not have any supporting research. It was also advised that "it is important not to loose the vision and to "try to answer" everything around you, work towards positive peace. In the context that many of the conflicts that she has worked with, and understanding that the Chiapas conflict is not widely know outside the local context, the informant believes that exerting pressure and national and international government and Raising awareness and capturing the long-term attention of the international community is fundamental if networks wants to be successful.

Efficacy
Overall the informant believes that SIPAZ has been successful in creating "open spaces to dialogue –based on the international participation/pressure, making it impossible for governments to ignore the conflict in Chiapas" (the informant stressed the importance of the international community and other organizations to emphasize that SIPAZ did not do it on its own). SIPAZ has created "space for hope in Chiapas and Mexico" by remaining committed to the mission when others (Red Cross, World Vision, and Catholic Relief Services) withdrew from Chiapas. SIPAZ presence in Mexico has lead to a "reduction of violence" despite the international community's neglect to contribute towards peace.

"There are original answers to the conflict that speak to the conflict". The experience can be applied to the international community as a tool to intervene and provide tools for conflict transformation. SIPAZ can be used a model for "building bridges, and entering conflicts via the coalitions."

One of the major challenges that SIPAZ continues to face in an environment with limited resources revolves around finding the balance between educating the international community concerning the subject matter, and providing services to the beneficiaries[26].

Member Interactions
SIPAZ is concerned with membership inclusiveness in regard to policy planning. The broader participation by the team members, coalition members, and the EC will lead to a greater commitment to the work. It is crucial for Coalition members to feel that the work of SIPAZ is meaningful and rewarding so that they are motivated to commit their resources.

Participation of the EC (the voice of the Coalition) in all membership interactions is absolutely necessary, but has also hindered/prevented the team from accomplishing its work. In addition to issues related to trust, there are challenges regarding non-Spanish speaking EC members that cause meetings between The Team and EC to be less efficient.

SIPAZ recognizes that the level of participation amongst the Coalition members varies, and relies on the delegations, and volunteers from the Coalition members to ensure that they remain connected to organizations. The EC is also responsible for mobilizing coalition members when certain actions/resources are needed.

---

[26] The informant who received her masters at Eastern Mennonite University references Lederach's dilemma concept.

Transcend International Network for Peace and Development

Interviewee: Dr. Kai Jacobsen, Co-Director (Co-Director & Executive Secretary)
Date: May 29, July 11, August 6, 7 & 8
Method of interview: Telephone & In-Person-Meetings

Interviewee: Dr. Tatsushi Arai (Member, Transcend USA & Assistant Professor of Conflict Transformation at the School for International Training, Vermont)
Date: May 25 & June 8, 2006
Method of interview: In-Person-Meetings

Interviewee: Dr.Vinya Ariyaratne (Executive Director of Sarvodaya Shramadana Movement, Sri Lanka)
Date: June 16 & 20
Method of interview: Telephone

Interviewer: Maneshka Eliatamby

(The following synthesis is from interviews with the above personnel, organization's website, the peacebuilding network symposium held in Arlington, Virginia in August 2006, as well as from supplemental literature received in the course of conducting the research)

Formation
The idea behind the creation of Transcend International (TI) originated from Dr. Johan Galtung and his wife Fumiko Nishimura who during their peace building activities over the years had become acquainted with other peace-builders around the world. They realized that while there were many people involved in constructive peace-building activities across the globe, these individuals were not always aware of each other's work. They also recognized that creating the opportunity to share each other's experiences, expertise and knowledge could in fact enhance the possibility of building positive peace. This resulted in the formation of Transcend International as a global peace building network in August 1993, under the guidance of Galtung and Nishimura, and also Otto Scharmer and Katrin Kaufer. This initial team was later joined by Dietrich Fischer in 1995.

Vision, Mission and Goals
The Transcend Network for Peace and Development was created to bring together individuals concerned with peace by peaceful means. This organization's mission statement reads – *'To bring about a more peaceful world by using action, education/training, dissemination and research to handle conflicts creatively and nonviolently.'* (www.transcend.org)
Transcend has identified twenty different programs to work on:
1. Peaceful Conflict Transformation
2. Peace Building and Empowerment
3. Peace Pedagogy

4. Peace Journalism
5. Peace Zones
6. Peace Keeping
7. Peaceful Reconciliation
8. Peace and Business
9. Development Subsistence, Equity and Sustainability
10. Peace, Deep Culture, Cultural Violence and Dialogue
11. Nonmilitary Approaches to Security and War Abolition
12. Human Rights, Democratization and Self-Determination
13. Global Governance
14. XIV. Peace, Women and Men
15. Peace and Development Analysis
16. Peace and the Arts
17. Peace Museums
18. Peace Tourism
19. Peace at the Personal Level
20. Peace, Deep Structure and Structural Violence

Peacebuilding the Transcend Way
Transcend is based on four pillars/modes of activity:
- *Action* - is to stimulate or build a peace museum. This is the most important pillar, and is focused on peaceful conflict transformation using extensive dialogues with all parties, one at a time, in order to stimulate their creativity about possible outcomes and processes leading to those outcomes. This is then written up as a "conflict perspective", posted on the Transcend web-site
- *Education/training* - Education/training would have participants who want to know more about peace museums or work in them
- *Dissemination* - inform about existing and future peace museums
- *Research* - explore artifacts to exhibit in a peace museum and the causes and consequences of peace museums

Transcend understands the intricate and extremely important relationship that exists between the fields of peace building and development, and seeks to involve civil society and the business communities in both conflict and non-conflict zones in peacemaking and peacebuilding activities. They appear to highlight the benefits of such partnerships.

Context
Transcend's membership is spread out across the world in both conflict and non-conflict zones. However, most of its administrative work is carried out in Cluj-Napoka, Romania, under the guidance of Kai Jacobsen.

Structure
This network has a very informal structure – since it is made up of individuals who are invited into the network, Transcend does not require anything of its members. However, in order to be invited into its membership, the individual/s must exhibit a dedication and commitment to the field of peacebuilding. Thus far there has only been a single meeting

of its larger membership. This meeting which was held in December 1999, at Taplow Court, UK. Transcend aimed to'establish patterns of direct democracy in an organization guided by its executive committee. (www.transcend.org)

Partnerships
Transcend is a network made up of *individuals* involved in peace building activity around the world. Sometimes these individuals are affiliated with larger organizations which carry out peacebuilding work. Members are invited to become a part of this network of peacebuilders. It appears that their expanded membership has paved the way to forge new partnerships between Transcend and other organizations, governments and militias etc., and it has also created an environment in which these various groups can find out about each other's efforts at building peace.

Central Administration
A large proportion of Transcend's administrative functions are carried out by Dr. Kai Jacobsen and his staff in Romania. He is largely responsible for Transcend Peace University which is a virtual online university which teaches classes on various aspects of conflict analysis and resolution. More details on the classes and syllabi can be found at www.transcend.org (click on Transcend Peace University)

Members
Membership in the Transcend network is by invitation only. It is only those that are actively involved in the fields of peacekeeping, peacemaking, peacebuilding and peace research that are invited to join the network. Anyone that is already a member can recommend a new member to the central administration of Transcend.

Member Interactions
It could be said that face to face interaction between large groups of its membership is somewhat limited, and there has been only one meeting of this kind. As was mentioned previously, this meeting as held in December 1999, at Taplow Court in the United Kingdom. While Transcend would like to have more of this type of interaction, the cost involved with such projects is a deterring factor.

Transcend's website however has a comprehensive listing of its entire membership along with their contact details which enables individual members to keep up with each other. An electronic newsletter detailing Transcend's

Network Norms
Despite there being a central administrative center in Romania, this is merely a central place from which information is sent out. Transcend does not have a formal rule structure, and its expectations are that members carry on their peacebuilding and development work that they were doing prior to being invited to be members of the network.

Evolution

Evolution has taken place on multiple fronts in the case of Transcend. For instance, during the early stages of the network it was made up of a few individuals including Johan Galtung, Fumiko Nishimura, and Carl Gustav Jacobsen. However, the network has now evolved into one with over four hundred members. While the original vision and missions of the network have not changes, the goals and means by which the vision and missions are achieved have evolved over the years. Transcend Peace University is one such addition to their original plan of creating a forum for peace education.

Efficacy

Transcend appears to have been successful in its peace education efforts. However, it is difficult to tell how successful their efforts at peacekeeping and peaceful transformation have been. Transcend did play a role in the signing of the "Presidential Accord of Brasilia," signed on 26 October 1998 between Peru and Ecuador regarding the sharing of the Amazon border territories which was instrumental in bringing to an end a cycle of violence that has lasted for over two decades.
http://www.opanal.org/news/prensa/sinf738i.html

It is clear that Transcend International's goals are to enhance the possibility of peace around the globe by creating a forum enabling a free flow of information on peace education and peace building for those who seek to be a part of the world's peace building community. It is successful in that it has a membership of over two-hundred and fifty individuals, who are themselves part of organizations or networks in this field, and hence Transcend does appear to have a somewhat global reach.

However, it appears to me that a large percentage of their peace education efforts are limited to the bigger cities in both conflict and non-conflict zones, and they have thus far not expanded this segment of their work to areas that could possibly be seen as needing such opportunities slightly more urgently. While Transcend does involve itself through its membership in peace making in volatile areas such as the Middle East and Sri Lanka, and while they are actively engaged in negotiating peace deals, the aspect of 'peace building' seems lacking in the area plagued with the conflict itself. They do not appear to actively engage the populations of the countries in which conflict is occurring quite as much as they engage those of us seeking peace building skills in Europe and the Americas. However, it is important to note that to their credit they do provide a great deal of education on their website which enables those with access to such resources the knowledge they are seeking. While researching the Sarvodaya Organization who's founding members are affiliated with TI, it was evident that TI's peace education efforts are copied by some of its members working in conflict zones. However, I was not able to find out the content of these education programs, or find out their outreach capacities, and at this point am not able to make a conclusive recommendation on these projects.

Taking into consideration the fact that Transcend has been in existence just over a decade, it does seem clear that they are actively trying to ensure that they reach their

goals. Transcend Peace University is one example of the evolution of their work in their quest to achieve their objectives.

Since membership in Transcend is based on the individuals work in the field of conflict analysis and resolution, it appears to me that despite the fact that Transcend does not have a formal structure, the cultivation and sharing of ideas that takes place through the network does in fact tacitly ensure that peacebuilding work is carried out by its membership.

West African Network for Peacebuilding (WANEP)

Interviewee: Emmanuel Bombande (Executive Director)
Date: May 23, 2006
Method of interview: Telephone

Interviewee: Victoria Kumbour (Policy & Advocacy Coordinator)
Date: May 19, 2006
Method of interview: Telephone

Interviewer: Vandy Kanyako

(The following synthesis is from interviews with the above personnel, and from the organization's website)

Formation

The West Africa Network for Peacebuilding (WANEP) was formed in 1988 by civil society representatives from seven west African countries, and is head quartered in Accra, Ghana. WANEP is West Africa's first regional network dedicated solely to civil society empowerment and peacebuilding. This network was formed as a result of violent internal wars that raged across the sub-region during the 1990's, involving Liberia, Sierra Leone, Guinea and Cote d'Ivoire. The regional nature of these conflicts, as well as the devastating impact they had on the civil populace and infrastructure necessitated the creation of a regional grassroots civil society movement dedicated to "exploring mechanisms to harness peacebuilding initiatives and to strengthen interventions[27]".

West Africa has a very vibrant civil society that has historically played and continues to play an active role in conflict prevention and peacebuilding in the sub-region. For example, during the conflict which plagued the west African nation of Sierra Leone in the 1990's, a number of unarmed civil society groups organized protests and sit-down strikes that influential in bringing down the despotic regime of the Armed Forces Revolutionary Council (AFRC) military junta in 1997.[28] This successful nonviolent stance caught the attention of other civil society groups within the subregion. They also recognized the need for a proactive regional network that will play an instrumental role in highlighting the social and political effects caused by endemic state failures that continue to plague west Africa. WANEP was thus created as a people-centred regional conflict resolution mechanism that utilized the skills and talents of local actors to address west African regional conflicts.[29]

---

[27] West African Network for Peacebuilding, ([cited).

[28] Lilah Fearnley, and Lyn Chiwandamira, "Understanding Armed Conflct and Peacebuilding in Africa" (paper presented at the Fredskorpset Workshop, Pretoria, South Africa, February 2006 2006).

[29] West African Network for Peacebuilding, ([cited).

Vision, Mission and Goals

WANEP was formed with the vision of enabling and facilitate the development of mechanisms for cooperation among civil society-based peacebuilding practitioners and organizations in West Africa by adopting the following missions and goals:

- Promote cooperative responses to violent conflicts;
- Provide a structure through which these practitioners and institutions will regularly exchange experience and information on issues of peacebuilding, conflict transformation, social, religious and political reconciliation;
- Promote West Africa's social and cultural values as resources for peacebuilding[30].
- Create a conducive and enabling climate for various civil society peacebuilding efforts to coalesce and translate into lasting peace, and development within the sub region of West Africa. .

WANEP's long term mission is to enhance the capacity of civil society actors as a mean of positively contributing to nonviolent means of conflict management and peacebuilding in West Africa. WANEP advocates institutional reforms at the wider level, and ensure that its members regularly internalize the mission and goals of the network as a means of improving their efficiency. This is especially important in the case of WANEP due to the dynamics of politics in the West African region. The network aims to build capacity among marginalized groups such as women and youth, and encourage them to participate in peacebuilding processes at all levels utilizing nonviolent means.

Structure

WANEP has a combination of both a formal and informal structure. This dual structure provides some flexibility for member organizations to be governed by their own membership and structure, while being mindful of the network's common vision, missions, and goals. The informal nature of the network fosters creativity and spontaneity, while the formal structure cultivates professionalism, effectiveness, and competence.

At the top of this formal structure is the Regional Board of Directors who undertake major decisions, and guide the Executive Director in setting and meeting short and long term goals for the network. Below this Board is the Executive Director who functions as the main administrative head of the network, and is responsible for the daily operations of the network.. He is also the head of the Secretariat which consists of core staff drawn from various member countries. The Secretariat provides a forum through which membership can connect with one another, and is currently in the process of being reorganized to make it smaller without sacrificing efficiency and quality. Below the Secretariat are the national representatives made up of the leadership of WANEP's member organization.

Key functions of the Secretariat
The Accra based Secretariat serves as the nerve center for all of WANEP's operations. It acts as the clearing house for information and knowledge sharing, coordination, training, fundraising, strategic planning, and organizing major meetings. The Secretariat

---

[30] ibid

coordinates the national networks and promotes partnerships with other governmental and non governmental entities. This particular function helps facilitate interaction, and fosters relationships between national member networks and local and international partners. The Secretariat helps build and strengthens the capacity of national networks within the region, and provides them technical assistance in order to become more sustainable. WANEP's Secretariat maintains the networks' website, and promotes the projects of its members. One of the most important functions provided by the secretariat is its hosting and facilitation of the annual meetings for the West Africa Peacebuilders Institute (WAPI). This group which meets during the month of September focuses on drawing out the experiences of local actors in the peacebuilding community.

The Secretariat employs the services of ten fulltime staff members, and two international volunteers. It also recruits the services of local actors as and when their services are needed, if and when funding is available. The network is currently downsizing the number of staff it employs at the Secretariat and is deploying them at the national level. This is an attempt by WANEP to improve communications with national organizations and their partners. WANEP also recruits interns, most of who have thus far come from developed countries. A change of policy has now been effected to make it possible for local West African volunteers to work with WANEP and gain invaluable experience from the network. All intenational interns and volunteers are now charged of a fee of $ 250 in order to help support the activities of local interns from the sub region.

WANEP emphasizes both formal qualifications and community service experience when hiring core staff. Staff are required to have both a working knowledge of and theoritcal knowledge of conflict management and peacebuilding, in addition to work experience with grassroots communities. The need and desire to make a difference in the lives of vulnerable communities is one of WANEP's main missions. The network strives to maintain a regional balance in the composition of its staff within the Secretariat. However, varying socio economic and cultural backgrounds of member organizations sometimes make it difficult to achieve this desired goal. Additionally, staff from Francophone countries have a difficult time adjusting to life in Anglophone Ghana. This is due in part to the language barrier, but also has to do with cultural differences. Furthermore, WANEP has had to deal with its staff being actuvely recrtuited especially by especially international non-governmental organizations.

 Membership
WANEP was originally formed by civil society groups from seven West African countries concerned with endemic violence within the subregion. Ninety-five percent of its members are made up of other organizations, and fourteen of the sixteen countries that make up the Economic Community of West African States (ECOWAS) are active within WANEP.

WANEP currently has four hundred national organizations based in Benin, Burkina Faso, Cote d' Ivoire, Ghana, Liberia, Mali, The Gambia, Guinea, Guinea Bissau, Niger, Nigeria, Senegal, Sierra Leone, Togo. Each national organization is supervised by a national board and is often autonomous from the Secretariat based in Accra. This flexible

arrangement fosters creativity and allows each member organization to maintain its own identity. The network eventually aims to establish national chapters in the remaining West African countries by the end of 2006.

In a bid to ensure high standards, competence, consistency, and uniformity, WANEP has instituted a quality control mechanism for all member organizations by creating benchmarks and three-year strategic plans. The use of nonviolence is one of the underlying principles that binds the network, and to which all members must adhere. This is critical especially as the network evolves and expands to meet the needs of its members, and attempts to address new challenges in the sub-region. Various forms of technical support are provided to members to strengthen their capacity and to foster a sense of community. For example, earlier in 2006 there was a sharing of knowledge between the Liberia and Sierra Leone national chapters each reflecting the need and circumstance of that country's peace process. In the former, emphasis is on free and fair elections as a means of achieving lasting peace; while in the latter, where elections had already taken place and consolidation and sustainability or local operations was key, the priority for the exchange was on fundraising to sustain the operations of the WANEP organizations.

Decision making
All major decisions at WANEP are made by the Regional Executive Board and Chairpersons of each country. The former consists of a Chairman, Vice Chairman and five appointed members. These are usually highly regarded community leaders. Major policy decisions are often made at the Annual General Meeting, which takes place every January in Accra. Each member country sends three representatives, at least one of whom must be female.

Major policy decisions are made through consensus. As a network seeking to foster peace and reconciliation, WANEP is eager to see such a principle reflected in its operations, both in theory and in practice. The Network believes that the only way to undertake a sustainable process is to have an all-inclusive consensus process where members are made to feel part and parcel of the decision-making process. But while consensus building is democratic and fosters trust and respect, it can also be time and resource intensive as well as cumbersome. This can be a big drawback when it involves decision that needs to be taken quickly. When such a scenario arises, the Regional Board and the Secretariat has to step in to take the decisions that can move the network forward.

Context
The Secretariat is located in a relatively safe part of West Africa but the subregion itself is conflict prone. During most of the 1990s Sierra Leone, Liberia, Guinea, Cote d' Ivoire, were all embroiled in protracted civil conflicts. Nigeria is still wracked by militant and inter-ethnic violence while Togo and northern Ghana have also witnessed varying levels of violence over the last few years. This unstable environment is also reflected in the composition and operations of the various civil society groups in the subregion. Some member organizations, rather unavoidably get caught up in the unfortunate developments and become heavily partisan, while others are deliberately targeted by the warring parties,

including governments for refusing to support their cause. For example quite recently the WANEP Secretariat had to step in recently to dissolve the Ivorian national chapter of WANEP when it was realized that some members became partisan and advocated violence. This Secretriat saw this as a reason to remain vigilant because in the words of the Executive Director "when a country experiences war the fault line of both unity and division goes through civil society".

Norms
Partnership

The strength of most civil society networks lies in their mobilizing power and in the subsequent numerical advantage they garner from that membership outreach. WANEP is no exception. The network constantly reaches out to other like-minded local and international organizations, groups and individuals to bolster its capacity as well as to draw attention to particular issues. The network also collaborates closely with foreign governments (through their local embassies), and intergovernmental agencies such as the Economic Community of West African States (ECOWAS).

WANEP is a core member (regional focal point) within the Global Partnership for the Prevention of Armed Conflict (GPPAC), a world-wide mega-network of civil society and non- governmental organizations working on conflict prevention issues. WANEP is also a core member of a new initiative, together with the Nairobi Peace Initiative in Kenya and ACCORD in South Africa, to establish the Forum of Africa Peacebuilding.

Funding

WANEP was established after feasibilities studies funded by the then-Washington-based and now-defunct Winston Foundation for Peacebuilding. The Foundation provided $60,000 as initial funding with the aim of determining whether a need existed for a region-wide peacebuilding network. This was the beginning of a positive working relationship with various funding agencies: private donors, governmental and international development agencies. Coordaid, USAID, DFID, OXFAM America and the Dutch governments are the main sponsors. In 2004/2005 the total budget for the network was $1,400, 000 (One million four hundred thousand United States dollars). A small portion of WANEP's funding also come from membership dues. Member organizations pay a fee of $100 a year.

Evolution
As part of its ongoing membership expansion, WANEP aims to establish national organizations in all of West Africa's 16 ECOWAS-member countries. In a bid to strengthen partnerships with other networks and organizations the network is also re-assigning some of the Secretariat staff to the national associations. It is the hope that such a move will make the national associations more robust.

<u>Efficacy</u>
<u>Achievements and opportunities</u>
Building consensus
Within a short time WANEP has been able to bring about wider outreach that involves more actors responding to issues from the same set of analysis and perspective. While the network cannot take all the credit for building a consensus among various actors, including government, about the importance of civil society actors in conflict prevention and peacebuilding, it can at least take credit for bringing together organizations from various West African countries sharing a common goal: active participation of local actors in peacebuilding in West Africa.

Building local capacity
WANEP has been able to demonstrate that African institutions have the capacity and analytical tools to start and sustain a program and hence to make a difference to conflicts in their own backyard. It is on this singular ground that the network emphasizes nurturing and tapping into the existing local knowledge base.

Institutionalizing peacebuilding
WANEP has helped popularize the concept of peacebuilding and the role of civil society in the process. Some seven years ago, the words were not common in the subregion, but it is now a local parlance and part of the vocabulary and operational repertoire of just about everyone, including governments. In Ghana, for example, the Ministry of Interior now has a peacebuilding department in one of its ministries. WANEP has reached a Memorandum of Understanding with the Economic Community of West African States (ECOWAS) to set up a database on peacebuilding.

<u>Challenges</u>
Language
West Africa is dominated by both francophone and Anglophone countries. This dual language reality is reflected in the organizational membership as well as in the composition of the core staff. The Secretariat is in Anglophone Ghana which, because of differences in culture, poses a challenge for staff from francophone countries. Apart from adjusting to a new setting, including new food and different educational system for their family, French-speaking staff also has to contend with learning a new language. Official documents have to be produced in both languages and meetings have to be conducted in both French and English. This is both time-consuming and costly.

Narrow demands of funders
Most funding agencies prefer to fund specific and narrow projects, and are reluctant to fund overhead costs that promotes institutional development. This makes it difficult for the organization to effectively improve on its delivery capacity as it is forced to make do with a small staff to carry out major projects.

Consensus can be slow and cumbersome
Maintaining internal cohesion through consensus amongst national organizations of varying sizes, languages, cultures, local circumstances, competence and financial

resources, most of them operating in fragile societies, is a nagging challenge. It makes decision-making through consensus slow and time-intensive.

Instability and its attendant consequences:
The internecine strife in the subregion directly and indirectly affects the operations of civil society groups. Some member organizations are directly targeted because of their work or because of their refusal to pledge support to any one adversarial group.

Women for Peace

Interviewees: Sevil Asadova (Azerbaijan)
Date: June 18, 2006
Method of interview: Telephone

Interviewees: Irina Zhvania (Member, Women for Peace-Georgia)
Date: September 15, 2006
Method of interview: Telephone

Interviewer: Vusal Behbudov

(The following synthesis is from interviews with the above personnel, organization's website as well as from supplemental literature received in the course of conducting the research)

Formation

A 'negative peace' situation exists in Azerbaijan, Armenia and Georgia, and women's voices have not been part of the decision-making processes related to the future of their societies. Women have the interest as well as the right and duty to participate in the decisions that affect their lives whether at local, national or international levels. To support women in their efforts to be active participants and contributors in the conflict resolution and peace process, "Women for Conflict Prevention and Peace building in the Southern Caucasus" was started in April 2001 under the auspices of UNIFEM. The overall purpose of the project is to support women's efforts in conflict transformation and peace building by enabling women's visions, strategies, and skills to be reflected in the peace process, as well as in sustainable human development processes.

On September 6, 2002, through support from a UNIFEM's Regional Program entitled "Women for Conflict Prevention and Peace-Building", twenty-four women from different levels of society decided to form a network. It included parliamentarians, state agencies, the NGO community, political parties, and mass media.

This network has chapters in each country of the South Caucasus. Entitled "Coalition 1325" in Azerbaijan, the goal of this network is to promote women's active participation in peace processes through the principles of the United Nations Security Council Resolution 1325(2000)[31] on women, peace, and security. During the same period of time the "Peace Coalition" was formed in Armenia, along with the "Unity of Women for Peace Network" in Georgia. However, this coalition's members clearly understood that peace cannot be achieved by one country, and women from all three countries should consolidate their efforts in peace building processes. The three country groups asked UNIFEM to support them to establish a Regional Coalition. At the end of March 2003 nine women (three from each country) met in Tbilisi, Georgia

---

[31] *United Nations Security Council Resolution 1325(2000)*, Session #4213 (August 31, 2000).

and agreed to establish a regional South Caucasus Coalition, which was named "Women for Peace"

Vision, Mission, and Goals

The project is based on the principles that:
- New social movements are essential to the development of non-violent approaches to social change
- A sustainable process must be owned locally and supported globally
- Women's voices and visions need to be included into the current structures of diplomacy.

Having a regional and inclusive approach, the project has offices located in the UN Houses in Armenia, Azerbaijan and Georgia, and has created national and regional synergy with both bottom-up and a top-down approaches, targeting and supporting both the grassroots and community levels as well as current decision-makers.

Project Objectives:
- To strengthen regional efforts in peace education.
- To increase the capacity of Internally Displaced Persons (IDP) and refugee women to contribute towards and be an active part of the conflict resolution and peace-building process.
- To build a popular culture of peace through public education campaigns targeting young people and the media in particular.
- To foster dialogue and networking between parties in conflict.
- To encourage change in current attitudes, rules of law and norms of diplomacy with regard to involving civil society in formal and informal conflict resolution mechanisms and peace-building processes.

Structure

Membership

At the National level membership is clearly described in the Statutes:
   a. *Membership Criteria:* Member of Coalition-1325 can be any person, who in the last three years has worked towards the realization of the above principles and goals; has work experience in government or civil society which focuses on women, human rights, peace-building/conflict resolution and democratic issues;
   b. *Membership Process*: The applying individual/NGO should fill out an application form, in which they provide the necessary information about themselves. If organization/individual meets the criteria, the Central Board admits the applicant to the election. If fifty percent + 1 of the Central Board agree, the individual/organization is granted membership.
   c. *Expiration of Membership*: If actions of members seem to contravene the Coalition's mandate and principles, a vote will be taken by the Coalition whether or not to suspend membership; Membership is automatically

suspended if member is absent from meetings more than 6 times without
good reason;

   d. *Rights of the members***:** to elect, be elected, propose, speak and participate
on Central Board;

   e. *Duties of the members:* fully observe and uphold the Coalition principles in
their and their organization's activities, participate in Coalition meetings and
activities;

At the regional level all members of Coalition 1325 (Azerbaijan), Coalition for Peace
(Armenia), and "Unity of Women for Peace" (Georgia) are members of the Regional
Coalition Women for Peace.

Central Administration
The Regional South Caucasus Coalition "Women for Peace" has a board which consists
of nine members (three from each country) and meets quarterly in Tbilisi, Georgia. Board
members are rotated every year.

The major responsibilities of the network are:
*At the National level***:**
- To develop activity plan
- To organize active participation coalition members in the projects'
  implementation or advocacy campaigns.
- To share with the other members of the decision of the regional board.

At the regional level the network is responsible for developing an action plan on
regional activities.

Efficacy
Activities & Results for 2001 -2002
- A university curriculum and reader on "Introduction to Conflict and Peace
  Studies" was developed by a core group of academics in Azerbaijan.
  Approximately 10 state and private universities in Azerbaijan piloted the course
  in February 2003.
- Skills training in advocacy and lobbying.
- The project developed a tailor-made training module on "Women for Conflict
  Prevention and Peacebuilding" and implemented a series of training for both
  women and men. Trainees included community members, NGO leaders,
  parliamentarians, political party members and leaders, as well as others
  throughout rural and urban areas of Azerbaijan. These workshops focused on
  building negotiation and mediation skills, and the role of women in conflict
  resolution and peace building. A total of sixty training sessions were conducted in
  Azerbaijan with approximately one thousand two hundred participants. Among
  the trainees were three hundred leaders from IDP and refugee communities in
  Azerbaijan.

- Essay contest for schoolchildren entitled, "If I were an Envoy of Peace..." in which approximately six thousand schoolchildren throughout Azerbaijan participated. The best twenty essays were prepared, printed and distributed among schools, the NGO community, and mass media in a national publication. The Minister of Education personally congratulated the essay contest winners.
- The "Parliamentary Women's Public Union" with the support of UNIFEM, United Nations Children's Education Fund (UNICEF) and the United Nations Fund for Population Activity (UNFPA) conducted the "21st Century - Different Aspects, Global Consequences of Violence Against Women and Children" conference in Baku, which included a special component on the role of women in conflict resolution and peace making. Outcomes of this conference include a declaration with many references to UNSC Resolution #1325, and an appeal to UN Secretary-General Kofi Annan on the inclusion of women in both negotiation and peace processes.
- A coalition entitled, "Coalition for UN Security Council Resolution 1325" was established with the goals to promote women's active participation in the peace processes and to support the principles or the UNSC Resolution 1325.
- Building a popular culture of peace through activities such as the publication of a regional calendar (consisting of artworks collected from the three countries of the Southern Caucasus) recognizing and supporting the role of women in the peace building and conflict resolution process. UNIFEM is the executing agency for the project with national NGOs being implementing partners.

Appendix H
Acronyms

AICPR - Alliance for International Conflict Prevention and Resolution
CORDAID - Catholic Organization for Relief and Development, Netherlands
DFID – Department for International Development (UK)
EC – Executive Committee
ECOWAS - Economic Community of West African States
EDA - Swiss Federal Department of Foreign Affairs
EPLO – European Peace Liaison's Office
EU – European Union
GA - General Assembly
GB - Guinea-Bissau
GMU – George Mason University
ICAR – Institute for Conflict Analysis and Resolution
IDP – Internally Displaced Person
IDRC - International Development Research Centre Canada
IFOR - International Fellowship of Reconciliation
INGO – International Non Governmental Organization
IPPP - International Peace and Prosperity Project
ISG – International Steering Group
NCDO - National Commission for International Cooperation and Sustainable
Development
NGO – Non Governmental Organization
NZAID - New Zealand Agency for International Development
NOVIB - Oxfam Netherlands
PSI - Problem Solving Initiative
REDEPAZ – Education for Peace Globalnet
RSG – Regional Steering Group
SC - Steering Committee
S/CRS - Office for the Coordinator of Reconstruction and Stabilization
SIDA - Swedish International Development Cooperation Agency
SIPAZ – International Service for Peace
TI – Transcend Interational
UN – United Nations
UNDP – United Nations Development Program
UNESCO – United Nations Educational, Scientific and Cultural Organization
UNIFEM – United Nations Development Fund for Women
UNFPA – United Nations Fund for Population Activity
UNSC – United Nations Security Council
USAID – United States Agency for International Development
USIP – United States Institute of Peace
WANEP –West African Network for Peacebuilding

Appendix I
About the Authors

Susan Allen Nan, Ph.D.
Susan Allen Nan is Assistant Professor and Director of Certificate Programs at the Institute for Conflict Analysis and Resolution at George Mason University. She is a scholar-practitioner of conflict resolution. Her main research focus is on intermediary roles and coordination amongst intermediaries. She also works on evaluation of conflict resolution initiatives, and community conflict resolution approaches. She has engaged long-term in conflict resolution in Eurasia, as well as contributing to a variety of conflict resolution initiatives in Eastern Europe, the Caribbean, South America, and Africa.

Dr. Nan joined the ICAR core faculty in 2005 after two years teaching International Peace and Conflict Resolution as Assistant Professor at the School of International Service at American University. This was a return to ICAR. Susan Allen Nan's Ph.D. (2000) and M.S. (1995) degrees are from ICAR. Between graduate school and teaching, she co-founded and directed the Alliance for Conflict Transformation (ACT) and served as Senior Program Associate for the Conflict Resolution Program at the Carter Center in Atlanta, GA.

Dr. Nan's current research centers on coordination in conflict resolution. This networks research report is one example of her coordination research. Her work on coordination has been supported by the US Institute of Peace (Peace Scholar award), and the William and Flora I. Hewlett Foundation, Compton Foundation, and Catalyst Fund (with ACT). Her most recent publication on coordination in conflict prevention and resolution can be found in the journal International Negotiation in 2006.

Susan Allen Nan serves on the Board of Directors of the Alliance for Conflict Transformation and is previous Chair of the Board of the Alliance for Peacebuilding.

Maneshka Eliatamby
PhD Student, ICAR, George Mason University
Graduate Research Assistant
Maneshka Eliatamby is a doctoral student at the Institute for Conflict Analysis and Resolution at George Mason University in Virginia, where she completed work on her master's degree in May 2007. Her interests in the subject of peacebuilding networks stems from having volunteered in Sri Lanka during the peace negotiations which took place between 2001 and 2006. Maneshka's research interests include the role of gender in conflict. Her masters thesis was entitled "From Victim to Violator" and explored the world of females and terrorism, attempting to find out the reasons behind women's involvement in violent armed conflicts.

Vandy Kanyako
PhD Student, ICAR, George Mason University
Graduate Research Assistant

Vandy Kanyako has more than 5 years of experience working with several NGO networks in Africa, Europe and the United States. Between 2004 and 2005 he served as the Conference Coordinator for the Global Partnership for the Prevention of Armed Conflict (GPPAC) conference which brought together approximately 1000 participants representing governments, the UN and civil society at the United Nations Headquarters in July 2005. GPPAC is an international network of more than 100 Non-Governmental Organizations working on conflict prevention and peacebuilding. Previously, he worked with Amnesty International and the Netherlands-based United Network of Young Peacebuilders (UNOY) to promote human rights and youth empowerment through building and strengthening global youth networks.

His current research interests include: Impact of donor policies on growth and evolution of local civil society; United Nations peacekeeping; Political economy of conflict; and Conflict prevention.