

Programming Framework for International Alert

Design, Monitoring and Evaluation

January 2010

About International Alert

International Alert is an independent peacebuilding organisation that has worked for over 20 years to lay the foundations for lasting peace and security in communities affected by violent conflict. Our multifaceted approach focuses both in and across various regions; aiming to shape policies and practices that affect peacebuilding; and helping build skills and capacity through training.

Our field work is based in Africa, South Asia, the South Caucasus, Latin America, Lebanon and the Philippines. Our thematic projects work at local, regional and international levels, focusing on cross-cutting issues critical to building sustainable peace. These include business and economy, gender, governance, aid, security and justice. We are one of the world's leading peacebuilding NGOs with more than 120 staff based in London and our 11 field offices.

For more information, please visit www.international-alert.org

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Introduction

The following framework document offers the Alert peace practitioner some guidance in the complex and difficult task of building peace. It also offers those we work with and are accountable to greater clarity about what we do and why we do it. Most importantly, it is designed to enable peacebuilders to be better able to identify and measure the impact of their actions, so that they can be more effective in what they do.

Alert recognises that many organisations are involved in the process of peacebuilding and there are other interpretations of peacebuilding. What follows is intended to act as a practical programming guide for Alert staff. It is designed to assist Alert's peacebuilders in the task of designing interventions in ways that will enable the desired social change to be identified clearly and, therefore, for impact to be assessed.

It is important that programmes and interventions designed by Alert staff are coherent with this framework, but it needs to be used with the wisdom and creativity that comes from other experiences, and has not been designed to be a rigid document. In other words, while providing a coherence function for the organisation, the framework is a guide rather than a rigid off-the-shelf template.

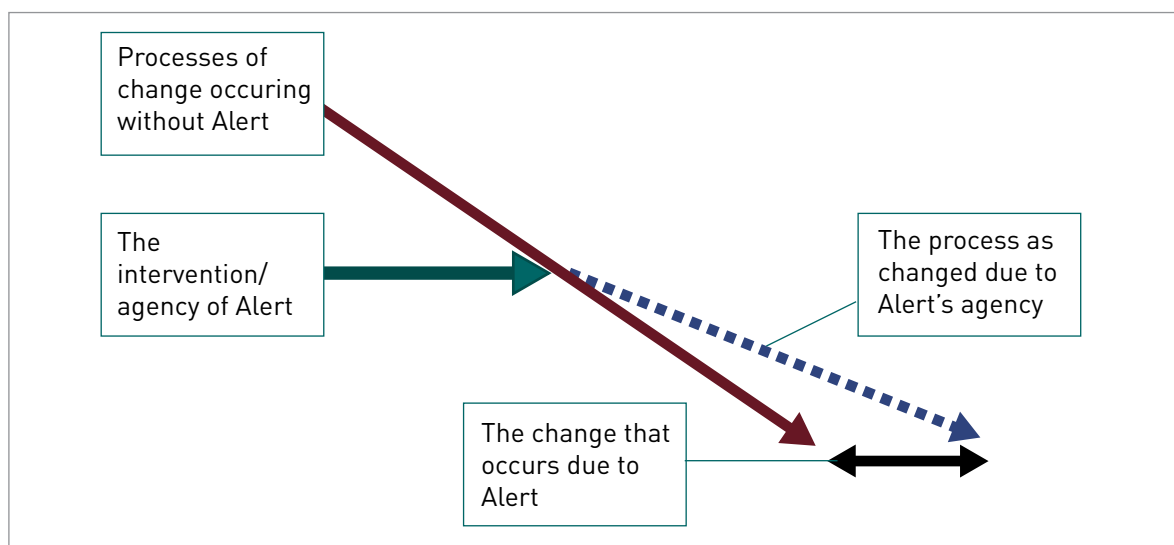
The first section explains in more detail why we need a peacebuilding framework. The second section deals with the analytical framework, covering the meaning of peace and conflict, the peace factors that are required to sustain peaceful societies, and the kind of analysis that is needed to inform peacebuilding interventions. The actual implementation of peacebuilding activities is the subject of the third section, which covers methodology. Section four explains what gender means to us as peacebuilders. And section five sets out an assessment framework that gives guidance as to how we can actually measure the impact of our work, through the identification of indicators, the use of different methods of measuring, and the articulation of a theory of change which connects our actions with the realisation of the peace factors.

Section One: Why we need a Programming Framework

1. To measure change and impact

International Alert's business is peacebuilding, and peacebuilding involves social change. Yet we have, up to now, had no systematic way of assessing our impact, and this is also true more generally in the peacebuilding sector. The incidences and severity of civil wars appear to be decreasing, but it is speculative to suggest that peacebuilding interventions are the cause. We need to get better at assessing the impact that we undoubtedly have. Part of the difficulty in making this assessment is the distance between the initial intervention and the consequent change or impact. Much can happen in between, for better or for worse. This framework will help us to better identify the change we hope to bring about by our intervention. Only with this clarity can we hope to monitor and measure the success of our actions. Figure 1 shows in a simplified way that Alert's best hope of achieving a positive contribution to peace is by identifying the dynamic changes taking place without our intervention, and figuring out how we can influence these to make the situation better than it would otherwise have been. The measure of our work can thus be made at two levels: monitoring whether or not the processes have indeed been "deflected" as we hoped; and evaluating whether or not the deflection has resulted in the positive change we expected.

Figure 1: Identifying expected change



2. To clarify our mandate

Alert is a non-governmental organisation committed to peacebuilding. Our Memorandum of Association states our organisational objective is to ‘relieve poverty, suffering and distress’.¹ Alert designs and implements peacebuilding interventions in order to fulfil the three components of its mission:

- To work with people in conflict-affected and -threatened areas to make a positive difference for peace;
- To improve the substance and implementation of international policies relevant to peacebuilding; and
- To strengthen the peacebuilding sector.

We value our partnerships and our belief that solutions to violent conflict can only be found with the involvement of those directly affected by it. But this does not relieve us of the responsibility of being clear about what we do, why we do it and the impact we have. Indeed, Alert has its own “outsider” identity which is separate from that of its partners. This framework helps clarify our identity, thereby strengthening our partnerships.

As a non-membership organisation, Alert has no mandate from paying, public supporters to intervene in the places it does work. Alert’s mandate comes from a transparent commitment to its goals, values and methods, and through this, from the relationships it develops with those it seeks to assist. This peacebuilding framework is one way in which Alert can express these goals, values and methods, to those it is aiming to assist, to those it receives funding from, and to those with an interest in creating the conditions for peace in regions affected by violent conflict. In this way, we are putting on the table something which these groups can hold us accountable for. We are being clear about what we are, what we believe in and what we do.

¹ The Memorandum of Association of Standing International Forum on Ethnic Conflict, Genocide & Human Rights – International Alert (1985) sets out the organisation’s mission as follows: ‘The objects of the Association are firstly to relieve poverty, suffering and distress; secondly, to advance the education of the public by the promotion of research into the causes and effects of conflict...and research into the maintenance of human rights and development of economic well being in the context of such conflict and to disseminate the useful results of such research and, thirdly, to promote all means of resolution and conciliation of such conflict and reparation in relation to the same so as to assist the resolution of such conflict such charitable objects to be carried on anywhere in the world’.

3. To explain the kinds of contexts in which we work

As a peacebuilding organisation, Alert is concerned with finding answers to why particular societies are characterised by violent conflict rather than by peaceful conflicts. This framework helps us clarify how we determine where we work. Alert is drawn to societies expressing violence, but we work on peace. Although violence is a determinant of where Alert works, the eradication of violence is not in itself the primary goal of our engagement. Our vision is to help create the conditions necessary for societies to resolve differences without resorting to violence. The prevalence of violence and/or potential violence is an indicator of the extent to which these conditions exist or not. The space for peacebuilding is narrower in those places experiencing all-out civil war, and broader in those places where settlement has been reached or where violence is anticipated but not yet apparent.

4. To be explicit about the core characteristics that underpin our programming

In pursuing its mission, Alert believes in adhering to certain core values and principles, which are detailed in a number of documents, particularly in the Code of Conduct and the Five-Year Strategic Perspective, and are presented in Table 1.

Table 1: Alert's Guiding Principles

| Code of Conduct – Guiding Principles | Strategic Perspective – Requirements for Peacebuilding |
|---|---|
| 1. Primacy of People in Transforming Conflicts | 1. Tailored |
| 2. Humanitarian Concern | 2. Holistic |
| 3. Human Rights and Humanitarian Law & Principles | 3. Inclusive |
| 4. Respect for Gender and Cultural Diversity | 4. Participatory |
| 5. Impartiality | 5. Respectful |
| 6. Independence | 6. Sustained |
| 7. Accountability | 7. Knowledge-based |
| 8. Confidentiality | |
| 9. Partnership | |
| 10. Institutional Learning | |

This framework document does not seek to reinterpret the values and principles in these guiding documents, which cover the full breadth of Alert's activities. What it does do is draw on these documents to highlight five key principles that are central to Alert's process of programming. These are:

- *Active curiosity*: Successful programming involves the coming together of different people, organisations and ideas. Facilitating and managing this requires an openness and willingness to listen to and explore the ideas of others, whilst contributing new thinking of its own.
- *Confidence with humility*: Alert is a peacebuilding organisation with its own ideas and believes it can and has a mandate to change things. This confidence must be balanced with humility.

If not, then arrogance will undermine the respect and trust that Alert needs to do its work. Part of this humility is living up to Alert's responsibility to question its own approach, and demonstrate how it has changed things for the better (i.e. how it has had an impact).

- *Local ownership*: Alert believes that peace must be built by those that are members of the society affected by violent conflict. However, ensuring local ownership of interventions is not straightforward. In the conflict contexts where we operate, there exist complex relationships between different individuals and organisations. Indeed, an intervention can itself exacerbate differences and rivalries between groups if not handled with extreme care.
- *Impartiality*: Whilst we are explicit about our peacebuilding goals, we are impartial in that we do not take sides in our pursuit of these goals. We endeavour to be inclusive in our programming, seeking access to all relevant parties to the conflict. In our work we frequently come into contact with parties suspected of, and responsible for, grievous human rights abuses. Indeed, such contact may be a requirement of successful peacebuilding work. However, it in no way implies agreement with, or support for, the views or objectives of those parties. Our engagement is aimed at seeking specific peacebuilding outcomes and this involves us coming to decisions about what actions we can best take to achieve our peacebuilding goals.
- *Cultural sensitivity*: In our posture and our work we endeavour to be sensitive to cultural differences. However, this does not undermine our fundamental belief that behaviours which do not respect human rights are plain wrong, and undermine peace. We therefore try to balance a respect for different values with a willingness to criticise and work to change some behaviours, even though they may be culturally acceptable.

International Alert considers itself a part of the human rights community without being a human rights organisation per se. Historically, many non-governmental organisations working in the area of human rights have focused on documenting and denouncing human rights violations, and campaigning against parties associated with such abuses. Alert's approach is to take a broader approach, incorporating human rights to build peace with justice. Respect for human rights and justice is part of peacebuilding. Violent conflict is, after all, a denial of human rights. Given that human rights abuses are often a precursor to, and are always a consequence of, violent conflict, Alert's work is to contribute to the protection of individual and collective human rights by working with others to build peaceful societies in which human rights are valued, respected and enforced.

Section Two: The Analytical Framework

5. What is peace, and what is peacebuilding?

Conflicts are not necessarily inherently bad. Conflicts are an inevitable part of living in society, and a result of the differences and tensions between people and between groups. A certain degree of conflict is essential for progress because progress requires change, and change generates conflict. For Alert, it is large-scale violent conflict, rather than conflict itself that we see as a problem. Though we recognise that there are times when fighting is justified, this is a last resort best avoided. The challenge is to channel conflicts in peaceful ways to constructive ends, and manage differences without violence.

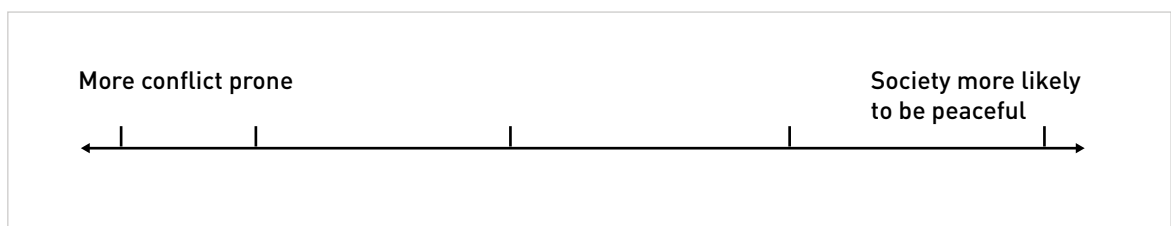
Peace is when people are anticipating and managing conflicts without violence, and are engaging in inclusive social change processes that improve the quality of life. They are doing so without compromising the possibility of continuing to do so in the future, or the possibility of others to do so. This is the idea of inter-dependent, positive peace.

Peace is recognisable not just by evidence that people are resolving conflicts and differences peacefully, but also by the presence of a number of “peace factors” which allow people to do so. These peace factors are identified in Section 6, “The web of factors that gain and sustain peace”.

This idea of peace can be applied at multiple levels: global, regional, national, provincial, local, etc. In doing so, we recognise that the prospects for peace at each level depend partly on the degree of peace at other levels, and in other places and groups.

Peace can be more or less present, on a continuum. So for example we can talk of a society, a country, a region or even the entire world as being largely peaceful, or significantly prone to violence. What is important is not just where it appears on the continuum at a given moment, but whether it is moving towards the left or right extreme (Figure 2):

Figure 2: Peace Continuum



In considering peace in a “society”, one must also consider the influence and impact it has on others: e.g. if some people are living in peace at the expense of other people living in violence, this would justify placing it at a point more towards the left of this continuum.

Peace is not a fixed state: there is always the likelihood that people will find ways to turn conflict into violence, however peaceful things may seem for a given group, time and place. Nor are the factors which enable peace entirely naturally self-sustaining. Thus peace has to be purposefully gained and constantly maintained, through vigilance and effort. Given the pressures on society to adapt to different circumstances and changes, there must be strong ability, will and structure to manage conflict peacefully. Peaceful societies demonstrate a resilience to adapt, to change, to promote relationships that are mutually affirmative, and value cooperation.

Because of this emphasis on “positive peace” – the peaceful management of differences and conflict, rather than the absence of war – our analytical framework focuses on the presence or absence of generic conditions that allow or disable peace, rather than on the causes of a particular conflict. Of course, the way in which these factors combine to reflect a conflict/peace dynamic will vary from context to context.

For Alert, peacebuilding is the set of processes whose purpose is to gain and maintain peace. This means activities and interventions that are designed to influence events, processes and actors to create new outcomes, so that peaceful conditions are gained and/or maintained. This is a larger goal than simply preventing or stopping violence, or resolving conflicts.

“Peacebuilding” covers a broad set of interventions being implemented by any party with the capacity to influence the prospects for peace. What sets aside peacebuilding interventions from other interventions – development, humanitarian, diplomatic, economic, etc. – is quite simply that they are implemented with the purpose of building lasting peace, and are based on as complete an understanding as possible of the factors that contribute to or prevent peace. If the intervening party is prevented – by reason of capacity or for external reasons – from developing a relatively complete understanding, it would be irresponsible to engage in peacebuilding. But because no individual or institution can develop a complete understanding, networking and partnerships

are essential to peacebuilding. Outsiders and insiders to a conflict context have complementary advantages in understanding the context, and in devising and implementing appropriate peacebuilding approaches. Peacebuilding is a dynamic process of engagement and relationship building between different people or groups.

Alert's peacebuilding programmes are designed to achieve identifiable changes at the level of the peace factors discussed in the next section.

Because the presence or absence of peace is determined by the character of society or societies involved, we must recognise that there is a normative – perhaps even a social engineering – element to peacebuilding work: if our analysis and values tell us that peace requires society to adopt different values, systems, power structures, relationships, behaviours, we should not shy away from this. However, we recognise that it is not up to – or even possible for – Alert alone to change societies. Such changes are brought about by affecting the structures, behaviours and attitudes of those in society, and are achieved by influencing those with the power, the mandate and the capacity to do so in a given situation or issue. This requires identifying those within society that want to achieve these kinds of changes, and working in support of their efforts.

6. The web of factors that gain and sustain peace

If peace is when people, groups, societies, countries, regions, etc. manage their conflicts without violence, then what are the conditions – or “peace factors” – that contribute to and enable peace, and by which progress towards peace can be recognised?

These peace factors are listed below, and their relationship to the definition of peace is shown in Table 2 (at the end of Section Three). They are integral parts of an interconnected web, in which the presence or absence of each has an influence on the presence or absence of the others. They should not therefore be considered in isolation from one another. Even though it may be legitimate – for reasons of niche, prioritisation, funding or capacity – for Alert to focus its programming efforts on one peace factor in a given context, our analysis and M&E must recognise and take into account the interconnectedness between factors. Successful programming on a particular factor will almost certainly have an impact on the other factors.

The peace factors in the following sections draw on the idea of human security. They are written in terms of “people”, but this word can be replaced by communities, peoples, institutions, nations, regions, etc. That is, each factor can be considered at any level and all levels: e.g. local, national, regional or global. Thus for example “voice” or “effective laws” as expressed below can be assessed and analysed in terms of impact on and participation of individuals, ethnic groups, nations or even entire regions. When considering the strength and weakness of the different peace factors in analysis, it is important to look beyond the initial context and consider ways in which broader and higher-level influences and dynamics impact on them.

In considering these peace factors, perceptions are as important and as factual as objectively verifiable data. For example, while it may be possible to point to reliable statistics proving that government investment in a particular part of a country is as high as elsewhere, this fact should be considered alongside the fact that people in that part of the country perceive themselves to be neglected and under-served, and thus excluded.

Peacebuilding is inherently value-based. Thus, the following peace factors can be read as a statement of the outcomes which Alert values.

Out of the five peace factors which follow, the first is described in most detail, conveying the weight Alert gives to the impact of power relations on the conditions for peace.

6.1. Power: How leadership is provided, how people inter-relate, and how they belong

Voice and participation: People have influence over the choice of those who provide them with leadership, and over the directions and comportment of such leaders. They also need to be able to voice their impressions of whether or not the system of governance itself is working well, or if it needs adjusting from time to time. The right to be heard is balanced by the responsibility to contribute. Voice is not enough, and people should also ideally contribute to the public good in other ways, such as materially through taxes or labour, in order to feel membership of the group and to be able to hold the leadership to account in a form of social contract. Indeed, the way should also be open to those who wish to participate more proactively in politics to do so.

Inclusion: While people in any society will have differing amounts and types of power, a peaceful society is one which does not exclude sections of its population from power on account of their membership of a particular sub-section: sex, ethnicity, etc. Societies have a tendency to be dominated by particular powerful groups: their power may come from numbers or from historical control over the economy. This may lead to stability in the short term, but over time it entrenches injustice and the perception of injustice and resentment among those that are excluded from the political process. It is not necessarily a given that “the excluded” will rise up and cause violence. Indeed, the nature of their exclusion may well be that it has become accepted by the excluded themselves, i.e. their expectations have been shaped and lowered by what is known as “invisible power”. But fundamentally, a society that structurally excludes some of its members is a society that is failing to resolve conflicts, and is thus prone to violence. This is particularly problematic when identifiable subsets within society are excluded. A typical and particularly important example of this is the exclusion of women and young adults on account of their sex and/or age.

Power differentials: Power is exercised in many different ways, but the power of political decision-making (i.e. decision-making about the use of resources, at any level including the household) is one of the most crucial for our purposes. A society in which all members – men and women, rich and poor, from all regions and ethnicities – have the opportunity and the capacity to participate in decision-making is more resilient to violence than one in which decisions tend to be in the hands of a particular category. Moreover, participation in formal political arenas is determined by – and in turn influences – the social attitudes and values that are current in society at large. The participation of women, for example, depends on positive attitudes towards women in general, as well as mechanisms designed to facilitate their access to formal politics. At the same time, it is important to recognise that discriminatory power relations can exist between different categories of men (for example, between older and younger men) and between different categories of women (for example, between elite women and women in menial occupations), as well as between women and men. All these power differentials, if not recognised and addressed, can contribute to a society’s capacity or incapacity to manage conflict.

Social capital: The relationships between people are built on mutual social capital which is constantly being drawn upon and reinvested. This is the “give and take” which allows for trust, compromise and reconciliation required for conflicts to be managed, and investment in such “horizontal relationships” are most effective as peace factors when they extend beyond local boundaries to include members of “other” groups.

Leadership and legitimacy: Those with power exercise it responsibly, considering the impact of their decisions and actions on those affected, and with a view to the future consequences. Leaders in a peaceful society exercise “power with ...”, rather than “power over...”. Those with power to make decisions or provide services – at whatever level – are viewed as holding that power legitimately and exercising it fairly, by all those affected. They exercise the power in a way which maintains or increases their legitimacy, in line with a “contract” based on shared values. This legitimacy may be transferred to others more able to respect the terms of the contract, if those affected decide to do so.

Values and incentives: Society values good governance and functional relationships among and between people; and incentivises behaviours in line with these values through rewards and sanctions. A peaceful culture of power is critical: one which encourages people to modify the power held by their leaders, and which allows leaders to be held accountable for their actions. The ability to achieve compromise between competing demands and interests within society is a key feature of peace. Human rights are intrinsically valued by society and its culture and institutions of power are shaped by and reflect this.

Issues of power are not abstract, but are felt and considered by people in terms of the policies and services they are (or are not) provided by those who lead the society or group to which they belong. These services are related to the headings which follow: livelihoods and wealth; safety; justice; and well-being, all of which are subject to issues of quality and opportunity which are defined largely in terms of power relations.

6.2. Income and assets: How people make their living and manage their assets

Availability of economic opportunity: Enough economic opportunities are available on a sustainable basis to satisfy the needs of all people, so that they are nourished, are able to invest capital in whatever form is appropriate (taxes, savings, social capital, etc.) and maximise their sense of economic contribution. People have the ability to reduce their livelihood vulnerability and help provide services their society needs. In developing opportunities for economic activity, consideration is given to the impact on the environment. There is a willingness to ensure economic activity is sustained within the carrying capacity of the physical environment upon which it depends. Diversity of economic opportunities is important not only in encouraging competition and innovation, but also in ensuring sufficient interdependence, both within and between different communities.

Equality of economic opportunity: There is a tendency towards inclusion, so that barriers to economic opportunity are not strongly aligned with fault lines in society such as gender, ethnicity, class, region, age. This reduces the likelihood of resentment due to a perception of exclusion; and more mundanely, it provides work and engagement for people who might otherwise be in a position to destabilise. Functional inequality and competition are, however, important as a motivating factor for innovation and social mobility, and society accepts the possibility of self-improvement by individuals or households.

6.3. Fairness, equality and effectiveness of the law and legal process: How justice is applied and received

Effective laws: Laws are designed with the purpose – among others – to reduce the ability or need of all individuals and groups to use violence or provoke violence by others, and to protect human rights. In doing so, value is given to traditional concepts of law, justice and rights.

Effective mechanisms for justice: Formal and informal mechanisms exist to enforce the laws fairly, applying them as equally as possible to all, and minimising the possibility of impunity. These mechanisms focus on prevention, protection and punishment, and enable justice not only to be done, but to be seen to be done.

6.4. Safety: How people are able to keep safe from harm

Personal security: All people are able to live their lives in security, without undue fear of physical or psychological threat. Although the physical prevention of violence is not enough by itself to build peace, it is an essential component in peacebuilding. A society in which violence against others is commonly used to resolve personal or local conflicts is a society that legitimises violence and is more likely to resort to violence as a solution to political or other conflicts.

Agents of security: Police and security forces, and others with the power and responsibility to provide security services, have the trust of the societies they are recruited to protect, and the skills and capacity to protect, in line with the values of society which themselves reflect the principles of human rights and humanitarian law.

6.5. Well-being: How people's mental and physical well-being is maintained and their aspirations are considered

Equality of access: Shelter, nutrition, education, health and clean water are accessible to all. In economically advanced societies with a higher measure of what constitutes “basic well-being”, this measure is applied to all equally.

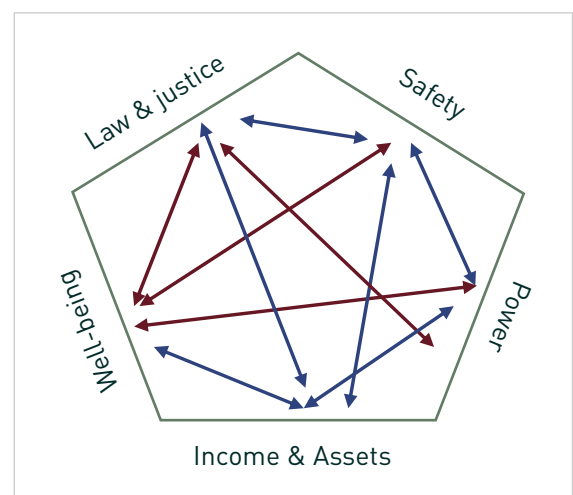
Quality of services: People are able to access services of decent standards which, though inevitably variable, are provided to a sufficient minimum level of quality to allow them to live in dignity. This basic minimum level is established as a comparative level, i.e. if standards increase generally, the basic minimum standard also increases. The way in which education is provided should reinforce the values and the other peace factors, so that children grow up with the vision, the desire and the capability to live peacefully.

Psycho-social well-being: Well-being is not measured in terms of services alone: it is fundamentally about the quality of people's lives, seen individually and as a group. This includes psycho-social issues such as people's status (e.g. under-class, refugee, displaced...), location and environment (slums, proximity to polluting industry...) their access to leisure opportunities, their structural vulnerability (HIV...), which have a significant psychosocial impact. For example, a stratum of bored young people without a sense of hope has a negative influence on the possibilities of peace. In particular, peaceful societies will enable individuals and groups to feel respected and to experience their contribution to social change being valued.

As mentioned above, these peace factors are all influenced by one another, as illustrated by the diagram below.

This diagram merely shows the generic interconnectedness between the different peace-enabling or peace-hindering factors, and therefore the need to consider the influence of and on all sides of the pentagon even when focusing particularly on one specific peace factor. In any given context, these connections will play out differently, and one or more of the factors may be of priority importance, either in terms of its potential to promote peaceful or violent approaches to conflict, or its amenability to change.

Figure 3: Peace factors and their interconnectedness

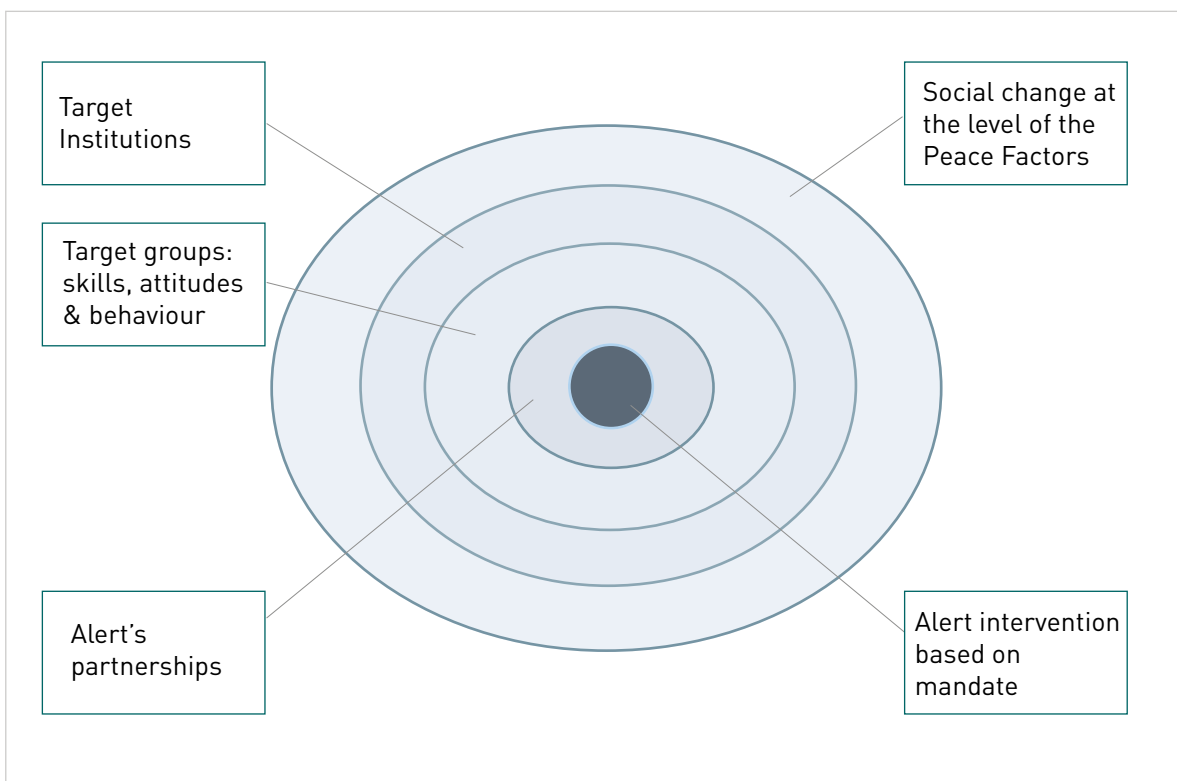


7. Using the programming framework for analysis

One of the main purposes of this PF is to provide a framework within which Alert’s programming analysis can be done. There are many valuable ways of conducting analysis. The choice of method and approach depends on a number of factors such as the mindset and experience of the people conducting the analysis, the specific purpose (e.g. strategy, project design, project review, etc.), and resources available. Therefore we do not set out here to present a “right” way of doing analysis – but rather some guiding, underlying principles.

First, it is worth reiterating that the basic idea underlying this PF is that Alert’s actions are usually going to be aimed, in the first instance, at obtaining changes in the attitudes, behaviours and conditions which enable or hinder the peace factors – i.e. in the second column of the framework in Table 2. The following diagram (Figure 4) helps to illustrate this, by showing Alert’s intervention as a stone being dropped into water and creating a series of waves, each pushing outwards until – at a considerable remove – they have an impact on the peace factors. For example, our interventions will influence the attitudes and behaviours of individuals, who will in turn influence institutions that create the conditions for peace. Impacts may be big or small, and may be positive or negative – perhaps both – and whatever we do will have unforeseen consequences. This framework helps us to be accountable for the size, quality and impact of the “stones” we drop into the conflict contexts where we work.

Figure 4: The Peacebuilding Ripple



The critical task in programming analysis is therefore:

- To describe the context or issue being analysed in terms of the presence or absence, strength or weakness, and fragility or robustness of the different peace factors;
- To identify the processes and dynamics operating in and on the context, and their likely impact – positive and negative – on the peace factors;²
- To identify which peace factors are most critical to building peace in the context, and also which ones are amenable to change;

² It is important to consider the context as broadly as possible here, so as to capture “external” factors.

- To identify the structures, attitudes and behaviours of institutions and/or individuals that are enabling or hindering the peace factors; and those which have the capacity to influence the dynamics – and thus improve the presence, strength, and robustness of the peace factors concerned;
- To identify the interventions that Alert might implement or support, in order to enable that such influence is exerted – this will be based on an assessment of our capacity and comparative/competitive advantage, including our partnerships and potential for collaboration with others, and on an understanding of the possible synergy and overlap with the peacebuilding actions of others; and
- To envisage the impact – including the possible negative impact – of such interventions.

The purpose of the analysis is to determine what actions Alert can take – if any – to improve the prospects for peace, with respect to a specific conflict context or a specific issue or theme which is relevant to peace and conflict – often one of the peace factors.

Analysis is not a one-off event, but is rather a continuous and iterative process, so that we are continually updating our information and assessment of the context and the programming possibilities.

The analysis will be done differently according to the programming decision concerned: i.e. organisational strategy, programme strategy, country strategy, or a specific project proposal. When resources allow, the ideal is to conduct a holistic context analysis in terms of all the peace factors, even if the situation is one in which we are likely – for funding or capacity reasons – already committed to working on a particular sector or theme. Given the interconnectedness of the various peace factors, this analysis will provide a baseline against which to judge later changes in context, including changes attributable to Alert’s work, i.e. impact.

Realistically however, in some cases, the initial analysis may be more superficial, and will lead us to a focus on specific aspects of the context or theme, which will be assessed and analysed in more depth. Even so, the whole context should be described and some opinion formed about each of the peace factors.

Because of the importance of monitoring, accountability and evaluation, this analysis will give rise to specific programming ideas containing a specific and clear hypothesis of change, which will be expressed in terms of one or a combination of the peace factors.

Section Three: Alert’s Methodology

8. Introduction

A methodology is more than simply a collection of methods. It is the entire body of practices, procedures, and rules used by those who work in a discipline or engage in an inquiry. Alert’s peacebuilding methodology is based on the way in which we understand peace and peacebuilding, and thus incorporates much of what has been described in previous sections of this document. Taken as a whole, it guides us in designing and implementing interventions that strengthen the peace factors sustainably, and thus builds the capacity within society to manage conflict without violence. Our methodology enables us to:

- Have a tangible and felt impact on societal change in the spheres of power, income and assets, well-being, law and justice, and safety;
- Remain faithful to Alert’s principles and standards of practice (as articulated in the code of conduct for example); and

- Demonstrate sensitivity appropriate for the actions of an “outside agency”, whose roots lie largely outside the specific contexts in which it works.

Figure 5 below illustrates how the different characteristics and methods that comprise Alert’s methodology pull together as a gear mechanism. Alert’s engagement at different “levels” aims to address the key peace factors described in Section 2, whether local, national, or international. In reality, there will be more than the three levels of engagement highlighted here for illustrative purposes.

The primacy of these peace factors is illustrated by their presence at the centre of each “cog” in the gear. However, movement is not possible without adopting appropriate methods through which Alert interacts with others. These methods – advocacy, accompaniment, dialogue, training and research constitute the teeth of the cogs.

Learning and exchange of experience from different levels of engagement and also from different conflict contexts strengthen the overall process and is channeled to and from different peacebuilding interventions. Together with learning and exchange, the core characteristics of collaboration, inquiry and analysis, independence and leverage ensure Alert’s interventions are robust and sustainable.

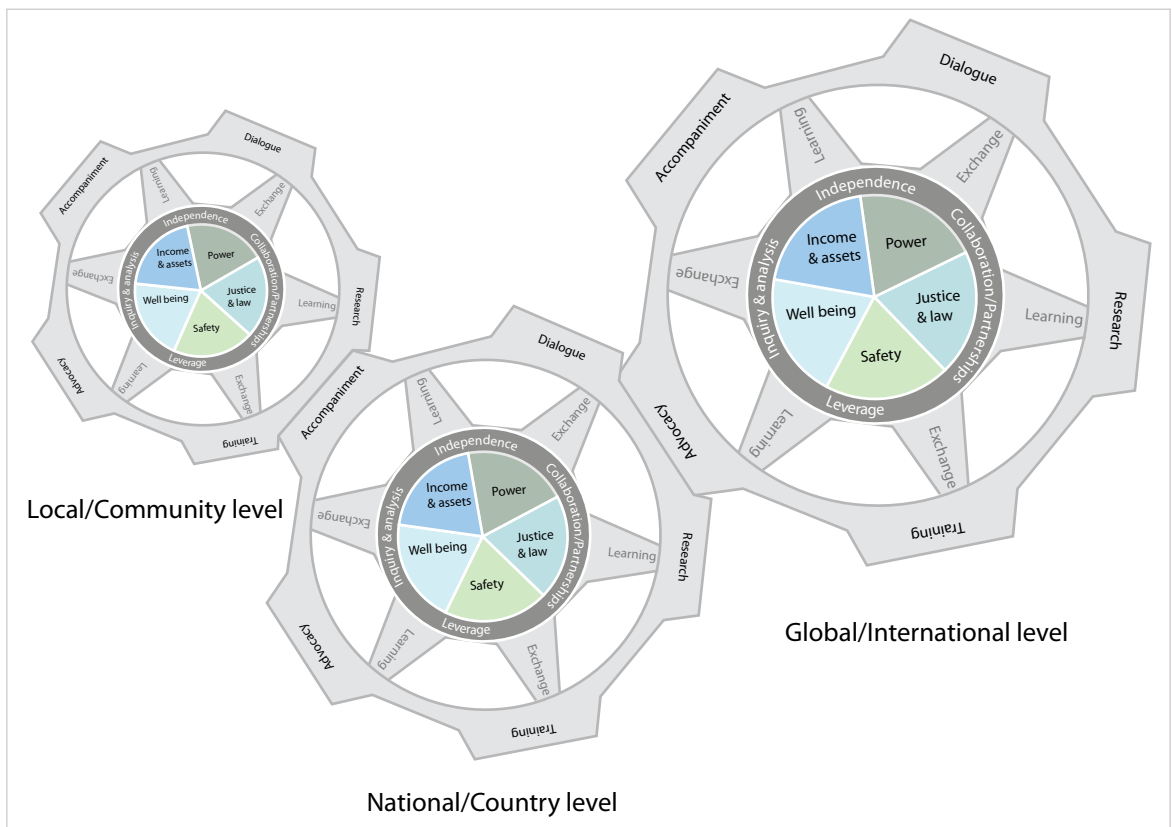
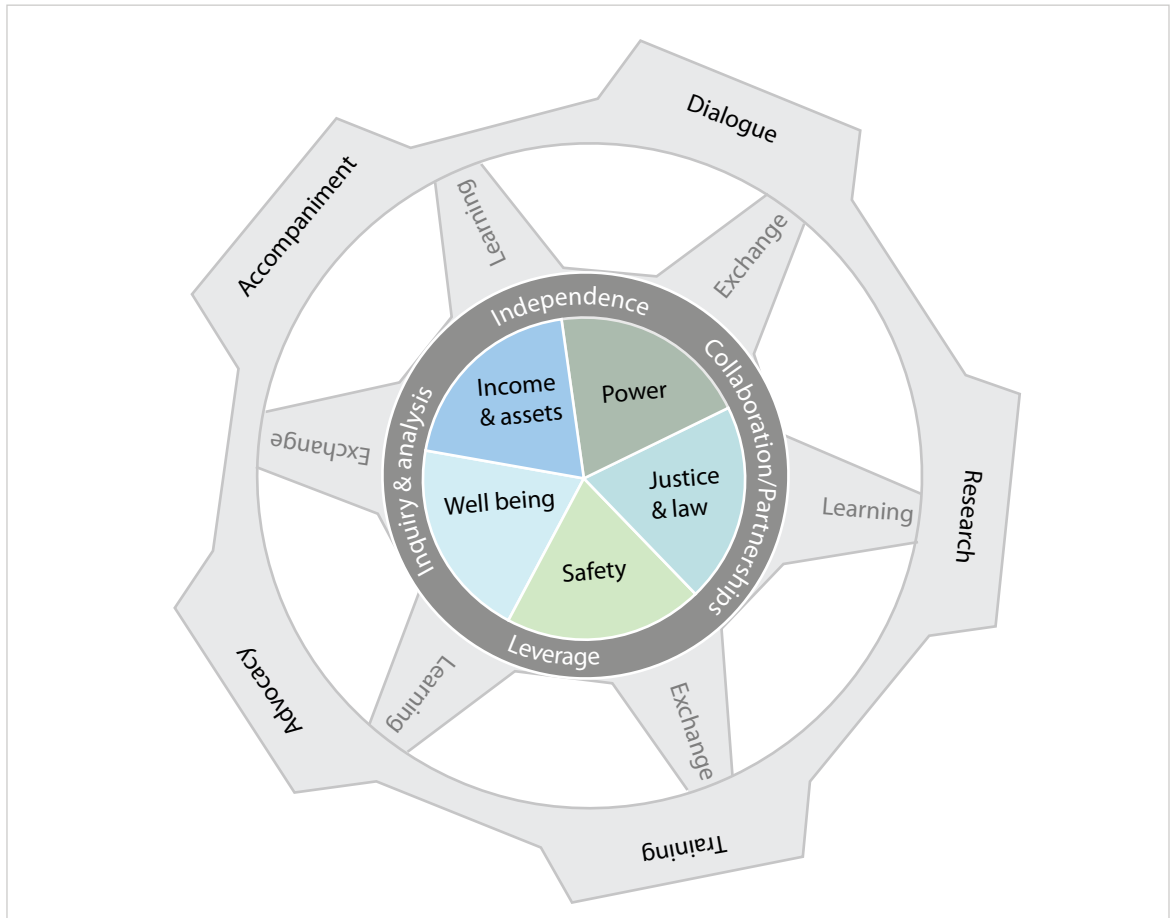
It is the combination of engagement at different levels that enables Alert to have meaningful traction on the key problems it is addressing. Each level has an influence on the others and is an integral part of the overall gear mechanism which generates movement and change.

Alert brings its influence to bear on different cogs at different times and locations. The choice of level(s) and method(s) is dependent on the change goal in question – the problem being addressed. Whatever the engagement, all levels will be affected in some way or another. Intervention at all levels will have maximum impact

The gear represents the totality of Alert’s methodology, movement being towards a world in which people, groups, societies, countries, regions, etc. have greater capacities to manage their conflicts without violence.

One “cog” in this mechanism is enlarged to show how the different peace factors, characteristics and methods combine. While the peace factors are described in Section 2, the core characteristics and methods are explained in the following pages.

Figure 5: Alert’s “Gear” Methodology



9. Core Characteristics

In order to successfully build peace as we have defined it, our interventions invariably reflect the following core characteristics.

9.1. Collaboration and partnerships

Peacebuilding requires that we collaborate with others, for three main reasons. First, because the scale of the endeavour requires us to work within networks and partnerships in order to have an impact at any significant scope and scale. Second, because the multi-dimensionality of the issues we aim to address most often requires a multi-dimensional approach that is beyond the reach of a single entity. Third, because the solutions to societal problems must by their very nature be applied from within society, which means we often rely on people and organisations in the conflict-affected societies where we work, to define and achieve the appropriate changes.

Collaborative relationships take many forms, tailored according to the opportunities available and the needs determined by the specific changes we aim to promote. We develop deep and continual analysis with a range of collaborators operating at different levels. A core element of our work in peacebuilding contexts is the formation of long-term partnerships with local people and organisations, in which we work very closely together in support of a shared vision and goals. These relationships are facilitated and sustained through the capacities of our field offices and/or by staff making regular visits, with the aim of sustaining the relationships over a number of years. At other times, we collaborate with local and international entities in a looser relationship, which may be of a shorter duration, and is often tied to specific projects or programme goals. Our relationships are not confined only to local entities: we also collaborate with individuals and organisations operating internationally, to catalyse change processes.

9.2. Independence

Whilst we collaborate with those best placed to bring about societal change, we realise that the political dynamics within conflict contexts are fluid and often fast moving. For example, leaders with political influence can often lose it quickly, although the deeper, systemic exclusion and marginalisation of groups and individuals is more constant. Alert strives to maintain an independent profile which communicates clearly our peacebuilding goals whilst avoiding taking sides with any particular party to the conflict, or allying ourselves entirely with a particular partner. While much of our work in peacebuilding contexts consists of supporting local civil society actors, we recognise that we ourselves are civil society actors in our own right. Furthermore, we are funded by some government agencies and as such carry “baggage” that we need to both recognise and manage. This requires a deep knowledge of the politics within civil society organisations as well as political parties and agencies and results in a number of collaborative relationships covering a spectrum of interests within a particular conflict context. By striving to establish and sustain an independent profile, we seek to maintain our individuality and the legitimacy of our own ideas. This helps clarify the added value of Alert to the work of others and enables us to sustain and grow our peacebuilding.

9.3. Leverage

In keeping with the image of the stone being thrown into a pond, and the distance from our intervention to the ultimate impact on peace (Figures 1 and 4), we work with those who have access to decision-making processes within different institutions. These “agents of change” operate at community, national, and/or global levels, as illustrated in Figure 5. The different cogs are connected, and we work to make these connections operate in ways that strengthen the prospects for peace. We do this because the resources available for peacebuilding are both limited and difficult to secure. We are a small NGO with big ambitions for change, so we must find ways of leveraging change through others. Connecting individuals and institutions on different levels enables Alert to leverage societal change at a scale greater than if we only worked at one level. For example, the work of those determining the global policies of the World Bank in Washington will influence the

degree and quality of space for discussion about how aid can support peacebuilding at the national level in, say, Nepal. National-level discussion, in turn, influences how development assistance is delivered to vulnerable and conflict-affected communities at the local/community level. Change is leveraged by connecting policies and practices on different levels, at a scale appropriate to the problem being addressed.

9.4. Inquiry, analysis, and clarity of purpose

The Programming Framework identifies five peace factors that provide a backcloth for the analysis of conflict contexts in order to better understand the issues that block peace and the societal change that needs to occur to build peace. We work to open up and reframe issues relating to these peace factors (e.g. reframing the idea of “security” from one associated with winning control of the means of force and coercion to one of “human security” whereby the safety of one group is dependent on that of others), to change attitudes and behaviours that sustain violent conflict. This reframing of issues is usually conducted in a participative way, with a hypothesis generated and then tested through engagement with a wider constituency. In bringing people together from different perspectives, new ideas are forged. These provide the basis for establishing clear change goals, against which we monitor and evaluate our programmes.

9.5. Learning and exchange

There is no magic formula for successful peacebuilding. The nature of the work means that progress is often gradual and takes place over time. One step forward can sometimes be followed by what seems like two steps back. The ability to deal with uncertainty is a necessary quality for the peacebuilder. In these circumstances, it is important to learn from experience and facilitate the exchange of this learning amongst the peacebuilding community. Alert puts a premium on, and actively plans for the generation of knowledge, and the exchange of learning and experience among those engaged in peacebuilding at different levels, and with others who can have an impact on the prospects for peace. In this way, our methodology strengthens the peacebuilding sector.

10. Methods

Alert staff employ a number of specific methods in implementing our methodology, at all levels. Broadly, the same methods are used by others in different fields of societal change work such as “development”. What is different about Alert’s use of these methods is our purpose, i.e. we deploy them in order to bring about positive peace.

10.1. Dialogue

Dialogue brings together and enables communications between people or groups who would not normally come together or would not normally communicate effectively on important conflict issues. This includes a broad spectrum of work, including the negotiation of specific resolutions between parties in conflict through to the creation of safe spaces for discussions. These safe spaces can be exploited by those taking part to reduce tensions and mutual misconceptions, and generate a shared vision for change and practical ways to progress towards the peace factors. Dialogue is not just about formal meetings, but is an extended process that develops relationships between diverse groups around common issues, builds confidence and fosters local ownership. Thus, the work done between formal meetings is at least as important as what happens at the meetings themselves. Alert works to ensure that there is sufficient analysis and research to provide the substance and stimulus for effective and extended dialogue processes that can lead to mutually beneficial relationships, problem-solving and practical action. Dialogue encapsulates facilitation, shuttle diplomacy and mediation.

At times, Alert staff play a central role, planning and facilitating dialogue. More often, we play a backstage role, guiding and supporting partners that are doing the actual facilitations.

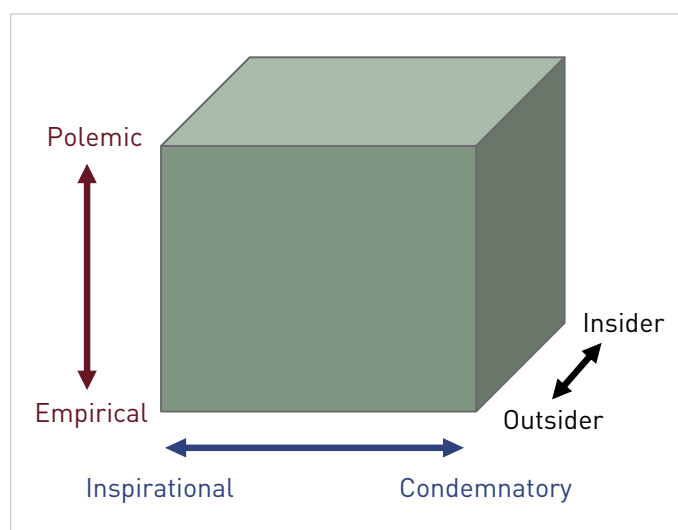
10.2. Research

Research provides evidence to assist the reframing of issues. It also provides data and analysis for lobbying and for leveraging policy change. When done with others, or by others within an accompaniment relationship, research can lead to a fundamental change in the way people perceive and approach the issues concerned; and it is often thus part of an advocacy strategy. While analysis is part of a constant process of critical enquiry, embodied in the characteristics of Alert's methodology (see above), research is a more specific activity that usually results in the production of specific written outputs. These research outputs strengthen the credibility of advocacy and dialogue processes by providing an informed, evidence-based stimulus for the reframing of issues and the rethinking of policies, mindsets and opinions.

10.3. Advocacy

Advocacy is most simply defined as the attempt to change the behaviour of institutions. Although this often focuses on formal changes to written policies, the “policy” of an institution is in fact best understood as the practical way it acts and engages with others, rather than the way it says that it acts and engages. Alert works to influence the ways in which institutions (local, national, and global) act by adopting, in most cases, an “insider-inspirational” approach that aims to engage the target institution in a process of critical enquiry with regard to its relationship with violent conflict (Figure 6). An alternative “condemnatory-outsider” approach may also be adopted, depending on the change goals we seek, the nature of the target institutions concerned, and our relationship to them. However, this approach is less common and often incompatible with the sensitive, long-term nature of our work. Our partners may adopt a different advocacy approach to our own, reflecting their own contexts, goals, identities and relationships.

Figure 6: Advocacy approaches



10.4. Training

Training and learning play a key role in building the capacity of individuals, organisations and institutions to work in and on conflict. It enables us to influence the approaches and develop the skills of international and local practitioners, to build understanding, to advocate for change and to reflect on current practice. Whether we are working at a local level or international level, with individuals, with organisations or with governments, we root our training in our direct experience of peacebuilding and the successes and challenges this involves. We are always context-specific, tailoring our approach to the context and to the needs and nature of those that are learning. We employ experiential methods to create a space in which individuals can reflect on their own practice and learn new approaches and techniques for working more effectively. To this end, training and learning is as much about enabling a cultural or institutional shift towards more positive peace practice as it is about developing hard skills. Pairing this form of advocacy with the sharing of techniques and tools opens up both conceptual and concrete ways with which to instigate change.

10.5. Accompaniment

The need to ensure ownership of sustained change processes over time requires Alert staff to spend much of their time building and maintaining relationships. This involves working with individuals and partner organisations, as well as our advocacy targets (be it politicians, companies

or institutions), as a critical friend, advisor, monitor and informal capacity-builder. We aim to be available when needed, bringing in experience from other contexts, while allowing partners space. Accompaniment is a subtle approach, which takes a great deal of patience, tact, political astuteness, diplomacy and ability to communicate frankly. It is not always easy to see from outside. An essential element of accompaniment is to have a shared vision and/or strategy. We collaborate with partners using in-depth analysis to design programmes that can strengthen the peace factors. Accompaniment works within different forms of partnership and incorporates coalition-building, networking and informal relationship-building. It can also include accompanying the implementation of practical initiatives aimed at building peace, for example, joint business ventures pursued by parties on different sides of a conflict divide.

Table 2: Analytical Framework for Peacebuilding

| Methodology of Alert | Alert's actions | Peace factors | Peace |
|--|---|--|---|
| <p>Core Characteristics: Collaboration/partnerships Independence Leverage Enquiry, analysis and clarity of purpose Learning and exchange</p> <p>Methods: Dialogue Research Advocacy Training Accompaniment</p> | <p>Attitudes, behaviours and conditions and other factors which enable or hinder the peace factors</p> <p>This is where the objectives and impact indicators of Alert's work will tend to lie, often expressed in terms of targeted groups, institutions, or people conducting themselves differently; linked to a clear hypothesis showing the impact of their different comportment on the peace factors.</p> | <p>Power Voice & participation Inclusion & Power differentials Social capital Leadership & legitimacy Values & incentives</p> <p>Income and Assets Economic opportunity Economic equality</p> <p>Fair & effective laws Effective laws Effective legal mechanisms</p> <p>Safety Personal security Security providers</p> <p>Well-being Equality of access to the means of well-being Quality of the services which promote well-being Psycho-social well-being</p> | <p>Peace is when people are anticipating and managing conflicts without violence, and are engaging in inclusive social change processes that improve the quality of life.</p> <p>They are doing so without compromising the possibility of continuing to do so in the future, or compromising the possibility of others to do so.</p> <p>This is the idea of inter-dependent, positive peace.</p> |
| | | | |

Section Four: Gender and Peacebuilding

The purpose of this document is to build a basis for a common understanding across International Alert on the links between gender and peacebuilding. This is part of a longer-term process of integrating gender analysis into our programming, policy work and practice.

11. Why gender?

Gender is one of the factors that influence, positively and negatively, the ability of societies to manage conflict without resorting to violence. Since gender analysis can help us understand complex relationships, power relations and roles in society, it is a powerful tool for analysing conflict and building peace.

Gender refers to the socially constructed roles and expectations that are attributed to men, women, girls and boys on the basis of their sex. By the term “gender relations” we mean a combination of roles, identities, institutions and ideologies, which have enabled societies to allocate the different functions of production and reproduction to different sexes and to uphold a specific social order.

12. Key considerations

The following considerations constitute a basic conceptual framework on the basis of which we can start integrating gender analysis into our programming:

- Gender is just one, albeit important, aspect of people’s identity and cannot sufficiently capture social reality unless it is seen as connected to a multitude of identities and power relations, such as class, ethnicity, race, age, dis/ability.
- Gender relations are created by societies and differ from one context to another. They are dynamic and change over time. Indeed, the interplay between gender relations and conflict dynamics is complex and highly context-specific.
- Men and women’s vulnerability to violent conflict and their capacity to respond are partly determined by gender relations.
- There is a relationship between gender relations and continuing cycles of violence. Norms that promote narrow, uncompromising, and violent identities for boys and men are an important underlying cause of high-levels of violence at all levels of society. Individuals who have the courage to break prevailing gender norms and stand up against violence risk losing fundamental rights and endanger their own safety. These dynamics have implications both for conflict analysis and for designing peacebuilding strategies: if gender relations have been a factor in perpetuating violence, they can also be transformed into a strategy for rebuilding more peaceful social relations.
- At the same time, violent conflict is a driver for changes in gender relations. In many cases, women have taken on a broader range of economic and societal roles in times of conflict. Conflict can also give rise to more rigid gender stereotypes that men and women are expected to fulfil. Alert should aim to make use of positive changes in gender relations during conflict to promote more peaceful and inclusive societies.

13. Understanding Alert's Programming Framework from a gender perspective

Alert's Programming Framework sets out five peace factors that determine the ability of societies to resolve conflict without resorting to violence, namely power; income and assets; laws and legal process; safety; and well-being. Gender relations have an impact on each of these factors and therefore on the prospects for peace. In drawing out the linkages between gender relations and peace, it is useful to consider the correlation between a person's sex and their ability to access, enjoy and influence each of these peace factors.

13.1 Power

Gender relations are relations of power. The way in which power is distributed can affect the way people feel about leadership, participation and decision-making. Gender relations help shape men's and women's access to political decision-making and the ability to enjoy representative leadership. Men's traditional role in the public sphere has, in most societies, given them greater access to decision-making both at formal and informal levels. The majority of women do not necessarily have their interests represented, even when individual women are able to participate politically.

Gender analysis of power is not only about understanding access to decision-making and representative leadership, however. Understanding the relationship between gender, power and peace requires a nuanced understanding of the less tangible and visible forms of power. Norms, stereotypes, perceptions and rumours – which can all be considered manifestations of power – make gender roles and relations seem very natural and discourage us from questioning our place in family and society. Although unequal power relations may have become accepted by many of those who are excluded, a society which structurally excludes some of its members is a society that is failing to exploit its potential.

13.2 Income and assets

Unequal access to and control over income and assets can be both a factor and consequence of gender relations. Women's access to productive resources is not necessarily matched by control over them, and an individual's economic choices are significantly conditioned by his or her gender role. Access to and control over income and assets can be changed by conflict. For example, economic hardship can mean that women are forced to undertake new productive roles ("men's jobs"), whereas for men it may mean a loss of income and loss of status as head of household.

13.3 Fairness, equality and effectiveness of the law and legal process

Laws provide the formal framework for rights, and gender analysis should include an analysis of formal in/equality of rights enshrined in legislation as well as the extent to which these laws are enforced in practice. Discriminatory laws, inadequate implementation of laws that in principle guarantee equality and inequitable informal norms are at the basis of women's inability to adequately respond to difficulties that arise from armed conflict. Women, for example, do not always have the right to inherit or own property, with a negative impact on women's access to income and assets and often devastating consequences for widows.

13.4 Safety

Whether men and women feel safe is influenced by gender relations. Women's confinement to the role of mothers can narrow down their choices and make them more vulnerable to violence in the home, but also gives them special status as mothers of soldiers. Men, on the other hand, may have a dominant position in society, but through their socialisation into violent behaviour (and protection of women and children) they are put in constant danger of physical violence in the public sphere. As gender norms are accepted by a broad section of society, gender-based vulnerability becomes effectively normalised and grievances about gender-based violence may not be considered legitimate.

13.5 Well-being

People can derive a sense of wellbeing and self-confidence from their gender identity, especially if they are in a position to fulfil their socially ascribed roles or derive a certain degree of status from this identity. At the same time, drastic changes in people's ability to fulfil traditional gender roles because of conflict can considerably decrease the psycho-social wellbeing of men and women.

Section Five: Assessment Framework for Measuring Impact

14. Introduction

The previous section presented an analytical framework. The purpose of this section of the Programming Framework is to provide guidance on how to measure the impact of Alert's peacebuilding work. We need to know this because we are accountable for our actions. We are accountable to our partners, donors and those we seek to assist. We therefore need to know when our actions work and when they don't. We need to know when we are making a real difference by what we do, and also when our actions are having unintended consequences that may be increasing the likelihood of violence. By assessing impact, we learn and strive to be more effective.

The section is intended for use by programme teams in developing project designs, preparing detailed M&E plans during project start-up, and in monitoring and evaluation during project implementation.

14.1 Type of change: The five peace factors

This framework centres on the five peace factors:

Power

Income and assets

Laws and justice

Safety

Well-being

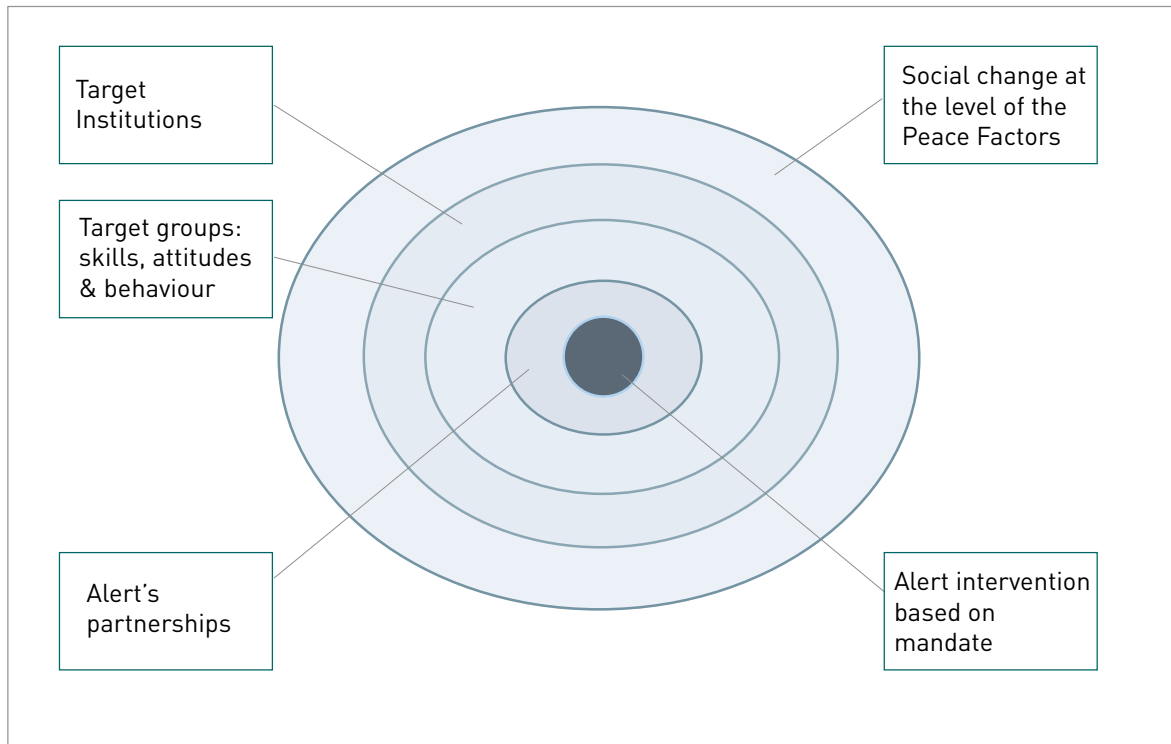
The assessment guidelines that follow provide principles and practical examples of how to measure the impact our actions have on the five peace factors in specific contexts.

In setting about this task, we have explored the nature of Alert's "theory of change". We aim to create change. How we think change comes about is therefore central to what we do. Alert's peacebuilding ripple (Figure 4 and on the next page) explains impact through the metaphor of dropping a stone into a pond. The assessment framework that follows builds on this idea by exploring the connection between the theory of change implicit in this metaphor, and the five peace factors that constitute the building blocks of Alert's vision of peace.

14.2 Targets for change: Relationships and institutional structures

Alert's theory of change can be looked at in relation to the ripple diagram. Our aim is to make improvements in one or more of the five peace factors. We do that by identifying individuals and or groups that can influence the peace factors, and working to change *their* attitudes and behaviour accordingly. When this is effective, it results in two kinds of changes. The first is **relational** – the right kinds of relationships must be established to enable peace. The second is **structural** – effective and principled institutions must be in place to sustain peace.

Work in both relational and structural dimensions of change is needed to build and sustain peace. The two conceptual dimensions are interdependent, since building social institutions and structuring society are human endeavours that requires functioning, trusting relationships between different



individuals and groups. If relationships can be established in such a way as to enable institutions to function in line with the peace factors, then we will find evidence of attitudes and behaviours within societies that point to a capacity to deal with difference without recourse to violence.

14.3 Levels of change: Local, national and international impact

In addition, Alert works to bring about change by engaging at different geographical levels, namely **local**, **national** and **international** – described in the methodology section of this Framework and illustrated through the gear metaphor (see page 14). Interventions and impacts will be evident locally, nationally and internationally if peacebuilding is effective. The assessment framework accommodates impacts at all three levels.

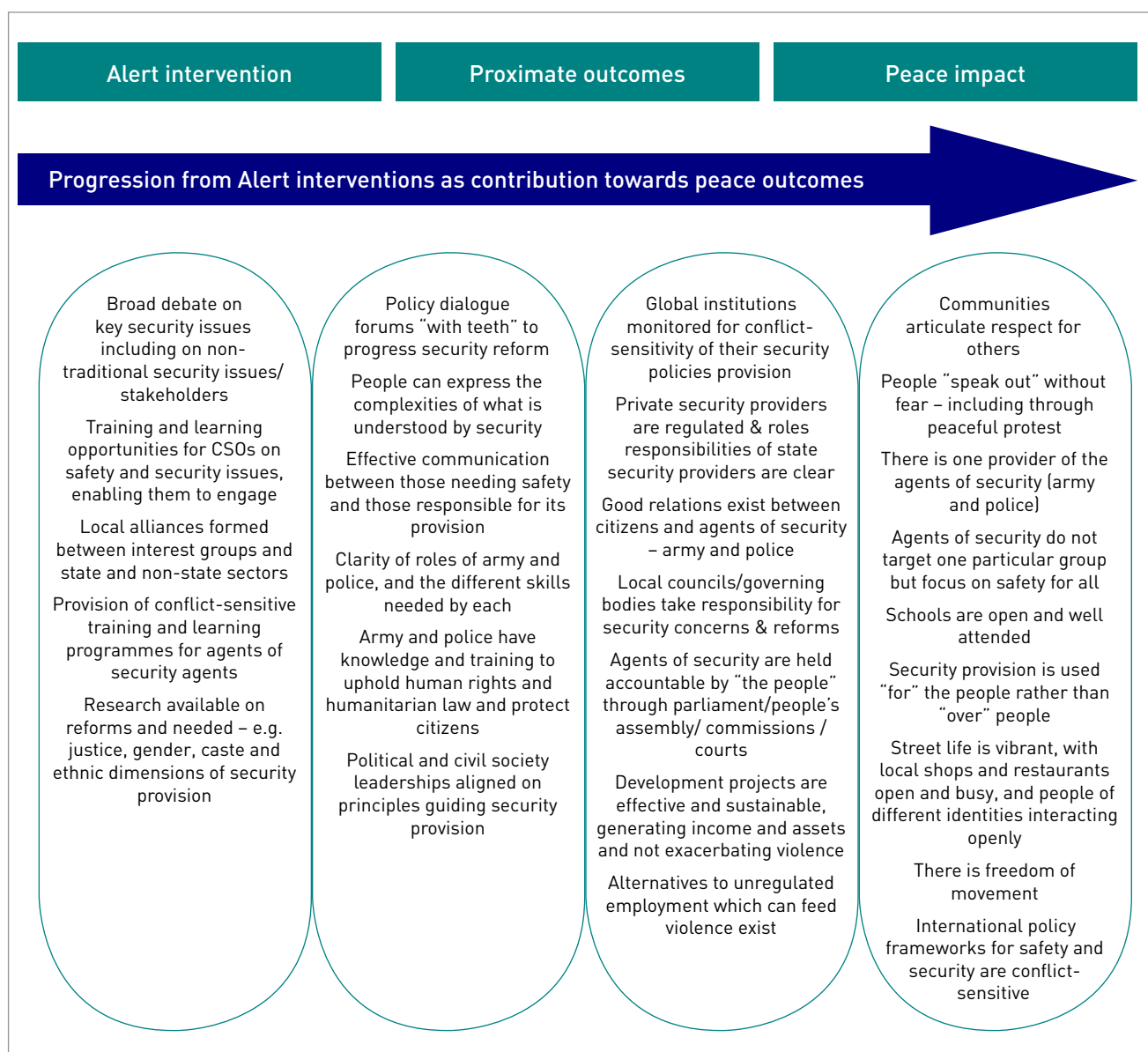
15. Identifying linkages and causal factors

It is not easy to measure the impact of Alert's specific contribution to peace using higher goals as the benchmarks, since many other factors and influences are at play at the level of the peace factors, and they are distant from what we actually do. What is required is a set of more proximate indicators, still linked to the higher-level goals by an explicit hypothesis of change, but closer to the interventions that Alert initiates. It is against these that Alert's contribution can be more accurately assessed. The closer the indicator is to Alert's intervention, the more confident the connection between the two.

Peacebuilding is a broad endeavour and it is always context-specific. Therefore it is beyond the bounds of this assessment framework to provide an exhaustive list of indicators for every eventuality. What we have done instead is provide a causal diagram showing the *kinds* of outcomes that are likely to be aimed for in Alert programming under each of the five peace factors.³ These diagrams are perhaps inevitably most focused on local outcomes for local peace, but they are intended to serve as a framework for all potential Alert work, including the high level – even global – advocacy, whose purpose is ultimately to enable local peace. An abbreviated example is present here for the Safety Peace Factor (Figure 7). Detailed diagrams for each of the five peace factors are provided at the end of this document in conjunction with case studies.

³ Obviously these outcomes can't be exhaustive, and any given project will have a tailored set of objectives, purpose and goal. But this assessment framework aims to show the broad set of possible outcomes which Alert programmes seem likely to aim for, and these can be adapted to suit specific circumstances.

Figure 7: Example Causal Diagram



We have shown each peace factor as interconnected interventions, outcomes and impacts, in a network diagram. In each case, we have shown the network in a spread from left to right, with outcomes on the right at the highest level, representing the kinds of changes that would indicate sustainable change at the level of the peace factor, and outcomes on the left closer to Alert’s intervention and therefore likely to be easiest to measure. The left-hand side of each chart roughly corresponds to the objectives/outputs level of project logframes; the purpose level is in the centre of the chart, and the goal level on the right.

In all this, we need to bear in mind that peacebuilding is real life, and real life, as we all know, is complex, messy and unpredictable. Although one can always draw a clear line between an Alert intervention, a proximate outcome, and higher-level impact at the level of the peace factors, causal relationships are not really that simple. All the right relationships do not necessarily have to be neatly in place before an institution can change. Nor do the ripples of the metaphorical pond fan out neatly and equally in all directions. This is why, in the following diagrams, we have chosen to group the outcomes within a set of loose groups, each of which progressively connects with the next, rather than using lines to illustrate more specific causal connections between different goals.

So, for example, in a Safety-related intervention, as per the above example, Alert's methods of dialogue, research and training are used to broaden debate on security issues, train agents of security, and deepen research. The immediate outcomes of these actions are shown in the Safety diagram by the increased level of awareness of peacebuilding amongst the army and police, together with identifiable forums for dialogue and higher levels of communication and alignment between those responsible for security provision and those affected by it. As we move towards the right-hand side of the chart, the lines can be traced further from these proximate outcomes to the development of relations at a societal level, between agents of security and citizens, as expressed through the comportment of institutions (government bodies, police, etc.) and the behaviour of citizens in response to this comportment (confidence to move freely and speak out, etc.).

16. Key considerations in developing and implementing Monitoring and Evaluation plans

Before getting into the measurement methods, some critical points to bear in mind when designing and implementing projects whose results and consequences will be measured are as follows:

- Estimating the impact of a project is much easier if the project is designed with a clear and unambiguous *a priori* statement of what we think will change, and how it can be measured. Without this hypothesis, it will take a considerable amount of time and other resources to define these elements during the course of the project, with the most likely result that M&E will be sidelined and no measure of the impact will be made.
- M&E aspects of projects that we implement closely with partners must be co-owned and fully understood by them, and they should play an important role in monitoring, analysis, evaluation and in the programming and management decisions that are informed by M&E results.
- M&E must be built into the project proposal and project plans and budget, or it will be marginalised in implementation.
- Indicators must above all be measurable, or capable of being estimated in a fairly robust way. Sometimes this means choosing indicators that appear banal, but it is better for them to be banal-but-measurable, than sophisticated-but-unmeasurable.
- The very same creativity we bring to other aspects of our work must be applied to the question of measurement. We don't want to allow the need for measurability to drive our choice of goals, outputs, etc. So this means we must look for creative and innovative ways to measure change.
- There is no need to bust a gut seeking one perfect and unique indicator of change; a set of mutually reinforcing indicators from different sources, *taken together*, will do the job.
- We should always aim if possible to measure or estimate the indicators at different stages during the project. The collection and analysis of data is a useful part of our peacebuilding work, especially when it can be done in collaboration with others and when it allows us to shed new light on the peacebuilding challenges we are helping people to confront and overcome.
- As with all aspects of our work, we must pay special attention to the conflict-sensitivity of M&E, in two respects. First, it is the asking of questions and the collection of data which allows us to monitor the conflict-sensitivity of our projects. Second, we must take care to avoid exacerbating conflicts through insensitive collection of M&E data. This means acknowledging the risk of asking questions on sensitive topics.

- There is a myth that peacebuilding work is somehow harder to measure than development. The truth is, it is challenging to measure change in any social sector, because of problems such as attribution, control, accuracy, precision, resources and timeframe. Nevertheless, it has been and can be done, and we simply have to keep trying and in doing so continually improve. “Good enough” measurement or estimation is better than putting it off until we are perfect at it.
- We must avoid getting hung up on issues of attribution. When you take the ambitious scope of Alert’s projects and the multiplicity of other factors in the contexts where we work, it can seem virtually impossible to declare with much certainty that ‘this happened mainly because of what Alert did’. Never mind: provided we can with confidence identify the *hypothesis* linking our actions with the apparent results, and provided we are prepared to demonstrate these results transparently, and thus allow others to comment on attribution, that is often enough.
- Wherever possible, it is good practice from an ethical and an accuracy perspective to use participatory methods of evaluation, i.e. to involve the people whose knowledge, attitudes, behaviours, etc., we wish to influence, in the process of evaluating change.
- Normally, the measurement should be disaggregated among different sub-sections of the target group: e.g., by gender, age, etc.
- In measuring change, and whilst being committed to the task of assessing impact, we need to keep in mind the unpredictable and uncertain nature of much of our work.

17. Practical guidelines for measuring outcome and impact across the five peace factors

The challenge of assessing impact is in being able to measure an impact and get a sense of what has changed over the course of a particular time period. The elements of the safety diagram in Figure 7 are expressed in terms of outcomes and impacts, each of which needs to be accompanied by a set of measurable indicators and associated measurement methods if they are to be used to assess project progress.

It is beyond the scope of this document, however, to provide a comprehensive list of indicators for each and every outcome and impact on the diagrams. Instead, we have provided below some examples of how particular outcomes can be measured by specific indicators, accompanied by methods of measuring change to assess the extent to which desired outcomes and impacts have been achieved. In this way, we aim to shine a light on how to practically estimate and measure change.

We have used a logframe format to illustrate what we mean in three examples at the end of this section, and also in the sections on measurement of each of the five peace factors which follow. A logframe brings together the two mutually dependent components of M&E: the hypothesis of change, as represented by a hierarchy of goal, purpose, outputs and activities; and a way to estimate or measure the change, as represented by indicators.

Plenty of materials are available defining the different elements of logframes – e.g., Search for Common Ground’s DM&E resources, available at http://www.sfcg.org/programmes/ilt/dme_home.html, or the manual produced by CIDT for Alert’s training in logframing in 2008. The objective of this section is not to repeat this information, but to provide some overall guidelines on how it applies to Alert’s work, and to suggest ways of measurement that are appropriate to Alert’s work. Nevertheless, we do provide some basic definitions in the box on the next page.

Some basic definitions

DME is laced with jargon that is inevitably inconsistent throughout the development and peacebuilding sectors. We offer here simple definitions of some of the basic terms as a guide – but note that different donors use these terms in slightly different ways.

Outcome – In this document, we have used “outcome” as a catch-all term to include goal, purpose, objective and results, i.e. the intended aims of Alert’s actions, at whatever level.

Goal – This is the highest expression of project impact, and refers to the high-level changes towards which our project is intended to contribute, but will not be achieved by our project alone.

Purpose – At the level below the goal, the purpose describes the changes which our project is intended to bring about.

Objective/Output – At the level below the purpose, the objectives (there is usually more than one) describe the proximate and easily measurable results of a project component or discrete set of activities. Taken together, the objectives if met will lead to the purpose being achieved.

Indicator – This is the measure which, when taken with other indicators, allows us to estimate the degree to which we have achieved the goal, purpose or objective.

Means of verification – This the method used to measure or estimate the value of each indicator.

Assumption – This describes the factors outside Alert’s control that need to be in place for our project to succeed.

Risks – These are the dangers which our project may cause for others, and which therefore need to be mitigated by explicit project actions.

Impact – This is the consequences of the project, whether intended or not, on people’s lives, institutions and other aspects of the context.

Monitoring – This is the act of capturing information on an ongoing basis, to be used to understand project progress and changes in the project context.

Evaluation – This is the act of measuring or estimating the extent to which the project is successfully achieving impact.

17.1 How to measure change

As detailed above, the focus for change is on institutions and relationships between groups. In a programme context, this translates into measuring changes across the following areas:

- Knowledge, understanding and awareness on the part of a defined set of people, or more broadly within society. This may be knowledge and awareness of a particular piece or set of information, or something bigger, such as an ideology or an approach.
- Attitudes, either of a defined set of people, or more broadly within society.
- The way a defined set of people, or society more broadly, behaves.
- The laws, policies, codes, etc., which define standards.
- The way institutions behave.

On the face of it, therefore, it should be simple to measure change: by observing, asking, listening, reading and analysing. There are logistical and technical difficulties because of scale and sometimes because of the sensitivity of our work, but these can be overcome by taking an appropriate sample.

17.2 Sampling size

The scale of sampling will usually be determined by the resources available, and a small sample is usually better than none. However the sample size and the method of measurement are of course linked: e.g., if individual questionnaires are used, then a decent sample size is essential if the data are to be meaningfully analysed; whereas cheaper methods such as focus group discussions will be more appropriate if access and scale are constrained.

17.3 How to identify and incorporate relevant/accessible data sources in the Means of Verification (MOV)

When preparing an M&E framework, it can be helpful to work with programme staff/stakeholders to record available data sources before starting to formulate indicators. This process is also useful in considering which baseline data will be readily available to the project team in the inception phase. The table below sets out an example of the kinds of data sources we might use in relation to programme activity on safety/justice, together with an estimate of the level of accuracy the data would provide, and the regularity of data collection.

| Existing External Sources for Data Collection | Availability | Accuracy |
|--|--------------|-------------------|
| District police statistics on crime rates | Monthly | Accurate |
| District govt. meetings on Security and Safety | Biannually | Fairly accurate |
| Local Women's refuge case log | Monthly | Accurate |
| National crime statistics | Annual | Not very accurate |

17.4 How to plan for accuracy and gather precise data

It is worth considering the difference between accuracy and precision. Accuracy is about formulating clear questions and using tools and methods most likely to give correct and reliable results, whereas precision concerns the exactness of data. So, for example, if we are trying to find out from women in rural Congo if they can give us examples of their increased political participation, their answers will be more *accurate* if we ask them what they have done in the past four weeks, than if we ask them for examples from the past six months, simply because human memory is unreliable. The level of *precision* in this case would be higher if we asked them questions about exactly what they did, and on which day. In evaluating our work, a higher level of accuracy tends to be more important and achievable than high levels of precision.

17.5 Examples of methods for measuring or estimating change in baseline, midline and endline strategies of a project

There are numerous ways to estimate the level of a particular indicator.

| Item | Useful for measuring | Comments |
|-----------------------------|---|---|
| Formal questionnaire survey | Knowledge, attitudes and behaviour | Expensive and complex; enumerators need training and supervision. Needs adequate sample |
| Focus group discussions | Knowledge, attitudes and behaviour | Cheaper, more interactive and more participative than questionnaires |
| Key informant interviews | Knowledge, attitudes and behaviour | These can also be done in groups |
| Document review | Changes in institutional policy and behaviour | |
| Media monitoring | Any | Has to be done on a continuous basis to provide valid trend data |

| | | |
|------------------------------|-----|--|
| Internal staff brainstorming | Any | Useful when no firm external data can be obtained for logistical or other reasons; can be a useful shortcut when establishing the baseline data in a short-term or under-funded project. Premised on the idea that staff have considerable knowledge that is often not recorded formally. This is a very valuable evaluation method that is often overlooked in the search for external or objective perspectives. |
|------------------------------|-----|--|

17.6 Examples of application of indicators

To illustrate how to apply indicators, let us take a few indicators and consider how they can be measured.

Example 1: In this example, we are measuring changes in the practice of institutions and focusing primarily on justice in regard to peace factors.

Objective: To increase the number of sexual violations investigated by the police in District X and the number of perpetrators tried and punished through the court.

| Indicators | Means of Verification | Comments |
|--|--|--|
| Police reports increased in number of investigations and increased detail in investigation process (qualitative example b/c more subjective) | Interviews with police and justice staff Police reports on investigations | |
| Number of arrests for sexual assault in the preceding 6 months | Police records | |
| % of court hearings in the last 6 months | Court records Media reports | Assumes court records are accessible. If not, media reports can provide back-up but are less reliable and more resource-intensive to collect. |
| % of court cases found guilty | Court records Media reports | |
| % of guilty convictions proceeding to sentence | Local government sources: papers and interviews | In this case, the information is sensitive and may be difficult to find; nor will the project have the resources to gather data on this itself. Therefore, the official info will be supplemented/ triangulated. |

Example 2: In this example, we are trying to establish a change in attitude and behaviour on a very sensitive topic.

Objective: People from each of the two ethnic communities in XX Province demonstrate respect for the other group's identity and rights.

| Indicator | Means of verification | Comments |
|--|---|---|
| % of men and women from each ethnic group agreeing that members of the other ethnic group have a right to live and work alongside them | Focus group discussions in separate groups of men and women from each ethnic group Interviews with key informants Local media sources | This is a very sensitive issue, and over the course of a four-year project, the changes may well be subtle. Therefore it lends itself to a combination of qualitative approaches. In establishing the change at the end of the project, it will probably be useful to ask not only about the degree of tolerance today, but also whether or not people have become more or less tolerant over the project life. |
| Examples of men and women from different groups demonstrating tolerance towards men and women from other groups | Focus group discussions in separate groups of men and women from each ethnic group Interviews with key informants Local media sources | Again, this is qualitative. It is impossible to determine with any precision whether or not there has been an absolute improvement in practical demonstrations of tolerance. So the focus is on seeking anecdotal examples of tolerant behaviour, and attempting to draw out from FGDs and key informants, etc., whether or not they have perceived a trend of improvement. |
| Examples of male and female leaders of both ethnic groups taking active steps towards reconciliation and tolerance | Focus group discussions in separate groups of men and women from each ethnic group Interviews with local chiefs and civil society leaders Interviews with key informants Local media sources | Because the focus of this indicator is on the actions of a smaller number of people, it should be possible to develop a fairly robust narrative by asking specific questions of a wide sample of sources. |

Example 3: In this case, we are seeking a change in institutional policy and behaviour at the level of the UN, but by stimulating advocacy by others.

Objective: To generate coherent coalitions of non-governmental organisations that support and promote an improved capacity for recovery and peacebuilding in the UN.

| Indicator | Means of verification | Comments |
|---|---|--|
| Targeted civil society actors have examples of increased advocacy engagement for peacebuilding with the UN | Six-monthly project reports Telephone interviews with key informants from NGOs and UN staff in three countries Advocacy materials/records of meetings | This is a large-scale project, so simple and cheap methods are needed: such as telephone interviews to verify the internal data gathered and reported on by project staff every six months |
| Examples of international NGOs working together to coordinate advocacy on recovery and peacebuilding approaches by the UN | Six-monthly project reports Records of joint planning sessions Telephone interviews with key informants from NGOs and UN staff in three countries | |
| Messages on recovery and peacebuilding agreed by international NGOs are referenced by senior staff of UN and sister agencies and by UN Member State representatives | Six-monthly project reports UN public documents Telephone interviews with key informants from NGOs and UN staff in three countries | In this case, the project staff will continually be alert for and collect examples from public sources such as UN websites and documents |
| Member State representatives and UN staff call on target international NGOs to present ideas to others | Six-monthly project reports | |

18. Summing Up

In developing our programmes and projects, therefore, it's important to identify realistic (feasible and affordable) indicators which, taken together, provide a reasonable picture of whether or not the objectives, purpose and goal of the project are being achieved.

In so doing, this assessment framework can help us persuade donors, partners and colleagues of the validity of the connections between Alert's interventions, proximate outcomes and peace factors. We must keep in mind that the connections which explain what we do are often complex and that 'all complex systems... become structurally unstable whenever efficiency is overemphasised

at the expense of diversity and interconnectivity'.⁴ In an environment that stresses efficiency, we should not sacrifice Alert's approach to peacebuilding which puts a premium on the diversity and interconnectivity of its work. In other words, while we must do better at hypothesising and then measuring causal links to peace due to our work, we must not end up only choosing work that can easily be demonstrated. Where outcomes are harder to demonstrate, it is especially helpful to consult with partners to identify measures of change that are meaningful to those affected by the process.

For example, if you have a proposed project for work with local councils and civil society organisations to promote greater citizenship engagement, ask both local council, civil society representatives and local constituents what this improvement would look like to each of them and how each of them would measure that it had occurred. Your final set of indicators could be triangulated with three different ways of measuring the change from the perspective of each group, with representatives from each group acting as key informants/data sources.

Taken as a whole, the assessment framework traces the impact of what Alert does, from the methods it employs



to proximate goals of relational and institutional change, expressed at local, national and international levels



to higher peacebuilding impacts at the level of the peace factors.

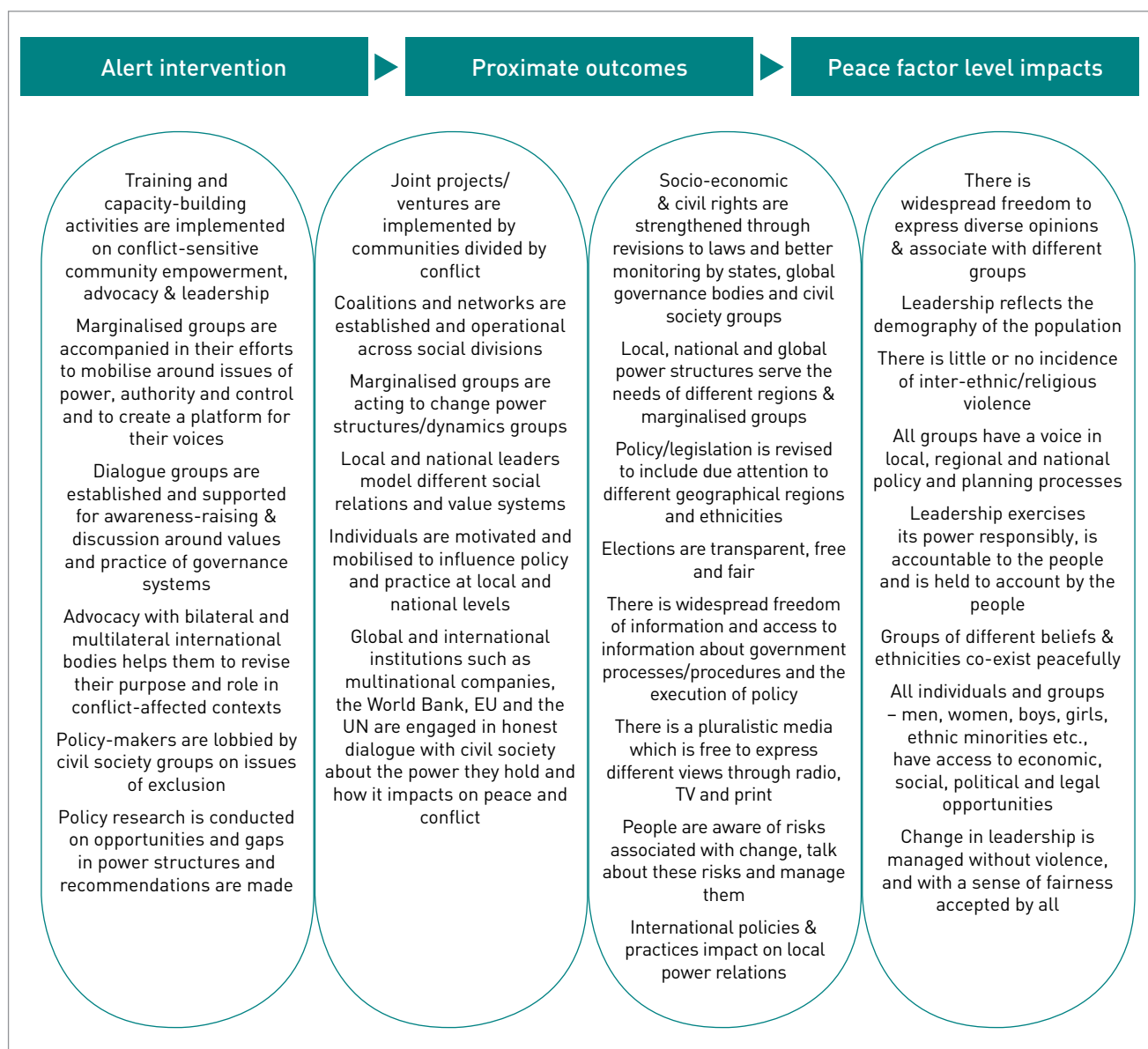
We need to develop specific indicators and employ methods of measurement to assess and demonstrate change as a result of our interventions. As discussed in the section above on causal factors and linkages, connections can be traced, but not necessarily neatly or easily. Telling stories gives colour to the realities of peacebuilding and we have therefore included some fictionalised examples, drawing on Alert's experience, under each of the diagrams which follow, to add depth to the process of thinking about assessing impact and change.

Each one of the five peace factors is now taken in turn. First, a diagram, based on the sample model introduced above, sets out the goals marking the steps towards achievement of that particular peace factor. This is followed by a narrative giving an example of how Alert has contributed to change processes. Finally, a logframe illustrates how progress towards different goals can be measured by identifying specific indicators of success, together with means of verification and assumptions.

⁴ B. Ulanowicz (Mar 2009).in 'Quantifying sustainability: Resilience, efficiency and the return of information theory' in R.E Ulanowicz,.S.J. Goerner, B. Lietaer, R. Gomez, *Ecological Complexity*, 6 (1), p.27-36.

Peace Factor Diagrams, with narrative and example logframes

I. POWER



Narrative: POWER

21-year-old Nuwan comes from Hunata in the south of Sri Lanka – one of the most underdeveloped regions of the island. He was raised by his mother after his father was killed in the political violence in the south in the late 1980s. For Nuwan and his mother, being without a father or a husband carries a social stigma that marginalises the family, reducing their social standing and capital and their “voice” within their community. This social marginalisation was compounded by the economic hardship of losing the main wage-earner in the household. With few opportunities open to them, many young people like Nuwan are drawn to violence, sustaining the protracted conflict.

Alert has been working closely with the Hunata Youth Business Trust (HYBT) to develop opportunities for young people who are marginalised economically and socially, recognising the link between youth unemployment and conflict in Sri Lanka. Alert’s approach has not just been about reducing economic inequality, but has also focused on using business as a means to increase the “voice” of young people in their communities and nationally empowering young people to influence social change. A key aspect of this has been to give those in the regions of Sri Lanka a

voice in a country where power is concentrated in a central, Colombo-based government. With his mother's help, Nuwan started a small business manufacturing coir products in Hunata and, seeing the potential opportunities for expansion, he approached the HYBT for financial assistance to expand his business. HYBT not only provided a loan at a very nominal interest rate, but also provided him with necessary training and assigned him a mentor who provided advice and guidance to develop his business. Nuwan was introduced to suppliers who were willing to grant him longer credit periods. Through his mentors' contacts, he was able to expand his market and the training provided by the HYBT enabled Nuwan to increase the quality of his products, thereby enabling him to venture into the export market. Currently, Nuwan is the sole agent for preparing and supplying coir refuse to the entire Southern Province.

As a result of Alert's engagement with the HYBT, mentoring emphasised conflict-sensitive business practice, encouraging business leaders to help create the conditions for equitable economic opportunity and sustainable peace. Nuwan employs members of his community that are themselves marginalised and excluded from economic opportunity; for example, several of his staff are widows or ex-soldiers with disabilities. Furthermore, as a member of the Hunata Chamber of Commerce, Nuwan has used his position to encourage the chamber to reach out to other young entrepreneurs in marginalised areas. A key ally in this endeavour has been the Business for Peace Alliance (BPA), an alliance of Chambers of Commerce throughout Sri Lanka with a peace message and support from Alert.

Being a member of a business chamber has also given Nuwan opportunities to promote change in his community that were not previously open to him. He recently lobbied for an electricity supply for his factory and the surrounding residential area. To achieve this, he linked up community members with business leaders and together they successfully lobbied the Government. Their achievements demonstrated a way in which, through coming together, they were able to express the needs of their community and influence government structures to address these needs.

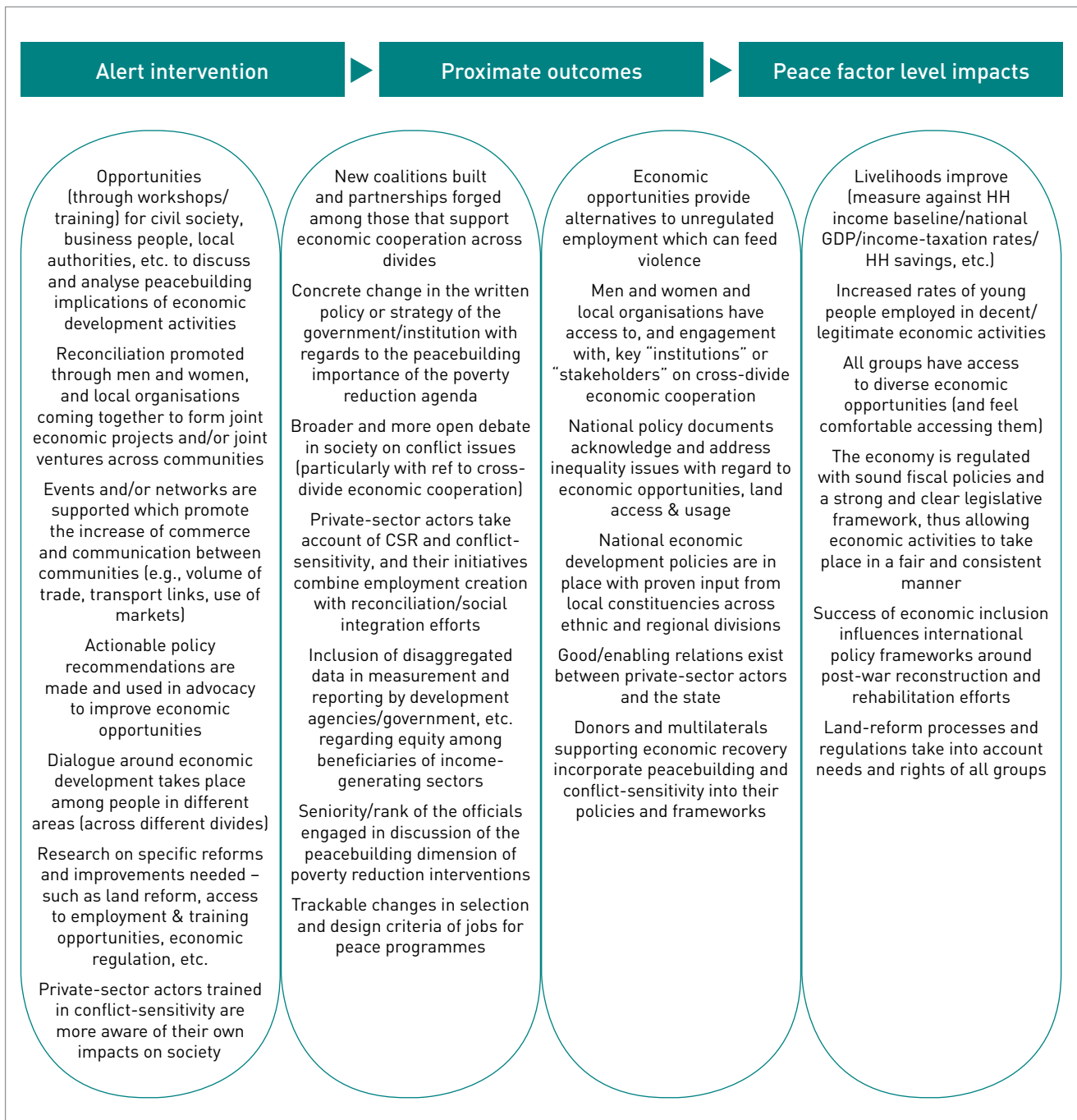
Nuwan has been instrumental in bringing together the local business community to talk about the crucial need for resources and devolution of political power to the provincial level, at fora facilitated by the BPA which has helped submit their proposals to the Ministry of Constitutional Affairs. Nuwan is currently researching the possibility of supplying to the Eastern and Northern Provinces of the country. He plans to link the young entrepreneurs in the north and the south through exchange programmes. He hopes to similarly bring people together to address shared regional business interests.

Logframe example: POWER

| Narrative | Indicators | MoV | Assumptions |
|---|---|---|--|
| <p>Goal: Young people from disadvantaged groups in Sri Lanka have increased opportunity to access economic, social and political opportunities</p> | <ul style="list-style-type: none"> Increased income amongst marginalised groups/families "Voices" from the region influencing national policy Levels of violence reduced | <ul style="list-style-type: none"> External evaluations Alert reports Social surveys | <p>Situation in the country remains relatively stable with no return to large-scale violence</p> <p>Un/under-employment of young people is a significant contributor to the conflict</p> |

| | | | |
|---|---|--|---|
| <p>Purpose: To support practical local initiatives and national policy reforms for the increased economic and social engagement of young people</p> | <ul style="list-style-type: none"> • Successful mobilisation of community and businesses around shared advocacy issues • Increased self-employment rates • Increased representation of young people in local decision-making roles • Policy reforms introduced by national government | <ul style="list-style-type: none"> • Evaluation reports • Social surveys • Project records • Local village/district committee records • Policy document/advocacy records • Policy documents/records of meetings with national government | <p>Communities will mobilise around shared issues</p> <p>Government is responsive to advocacy efforts</p> |
| <p>Objectives:</p> <ol style="list-style-type: none"> 1. To increase the numbers of young people in employment through starting their own business 2. To engage the business community in issues affecting the disadvantaged 3. To promote the role of business-led community initiatives to influence national policy and practice | <ul style="list-style-type: none"> • No. of young people from disadvantaged groups successfully going through the HYBT mentoring programme • Records of successful businesses started and led by young people • Business/community groups organising activities around shared issues • Evidence of proactive business community-led initiatives to address socio-economic & political issues • Business community representatives have increased advocacy engagement with national government on inclusive policy and planning | <ul style="list-style-type: none"> • Reports • Membership lists of HYBT • Meetings • Alert reports • Surveys • Meetings, correspondence • Membership, government documents • Reports | |
| <p>Activities:</p> <ol style="list-style-type: none"> 1. To increase the numbers of young people in employment by helping them start their own business. <ol style="list-style-type: none"> 1.1 Technical assistance to HYBT to identify disadvantaged youth 1.2 Capacity-building and training for youth entrepreneurs 1.3 Mentor training 2. To create platforms for discussion of issues affecting disadvantaged communities. <ol style="list-style-type: none"> 2.1 Training on conflict-sensitivity to business community and chamber staff 2.2 Awareness-raising for local business community on regional issues 2.3 Corporate Social Responsibility (CSR) 2.4 Research into business attitudes to conflict, political devolution and social issues 3. To promote the role of business-led community initiatives to influence national policy and practice. <ol style="list-style-type: none"> 3.1 Facilitating meetings between business and government officials 3.2 Facilitating exchanges between business communities in the north and south 3.3 Start-up facility for new small businesses | | | |

II. INCOME and ASSETS



Narrative: INCOME and ASSETS

In the aftermath of the devastating genocide of 1994 in **Rwanda**, the government has been faced with the daunting task of rebuilding both a country and a badly fractured society. There has been great progress in reconstruction and recovery. However, just below the surface, communities across the country are still deeply divided and fragmented. In order to mitigate conflict and promote reconciliation, more progress needs to be made in bringing people and communities divided by conflict together.

From an economic perspective, the continued impoverishment of many survivors, ex-combatants and ex-prisoners is evident. Many survivors have been unable to build new families, and their

isolation is an important factor in their inability to re-establish a viable livelihood. Ex-combatants, many of whom are former child or young soldiers and have spent more than a decade in the military, are frequently ill-equipped to deal with reintegration into the civilian economy. Ex-prisoners frequently face the particular challenge of having lost the most productive years of their lives in prison, and also of being stigmatised for their role in the genocide – even where Gacaca courts (village courts) have exonerated them from having played such a role.

Chantal was a child in 1994 and lost her father and brothers in the violence. She settled with her mother as IDPs in a community just outside of the capital, Kigali. For years, Chantal's mother suffered from nightmares and depression and Chantal often missed school in order to care for her. Because of their relocation, the family do not have much access to land and are only able to grow a small amount of vegetables in the patch outside their house. As Chantal has no qualifications, she has found it difficult to find any regular paid work. This difficulty has been compounded by the government's decision to release many of the prisoners early; and Chantal's community has had to cope with the returning ex-prisoners, and many of their neighbours have been traumatised by seeing those responsible for the death of their own relatives once again living nearby.

Despite these difficulties, Chantal is an active member of her community and does as much as she can to help her neighbours. She participates in the monthly community service and in 2007, Chantal was identified by local leaders as someone who could become a community facilitator. She received training from an NGO that works jointly with ex-combatants, ex-prisoners and survivors in facilitation techniques. This was offered alongside psycho-social counseling to help her to come to terms with her own situation and to begin to re-assess her understanding of the positions of ex-prisoners and ex-combatants.

Chantal has since become indispensable in her community as a mediator. With the support of the NGO, she works together with facilitators who are ex-prisoners and ex-combatants. **The facilitators act as role models for ways of collaborating across divisions of the past.** Together they lead dialogue sessions with other members of their community and provide a safe space where people can discuss what would otherwise be taboo topics.

The dialogue groups became a space in which participants **discussed the causes and repercussions of the conflict.** The issue of economic inequality and resulting lack of opportunity was a key concern. Their discussions were taken by the individuals involved back to friends and families who were part of other communities. Local radio stations provided airtime for members of the public to air their concerns on community radio. Similar dialogue groups started to spring up in other areas of Rwanda, promoting a **wider debate** on the economic causes and fall out of the conflict.

Those involved in the dialogue groups forged a **partnership that transcended the divides** between their groups to explore **economic opportunities and how these could be harnessed to support peacebuilding efforts.**

The partnership groups received **entrepreneurial training and support alongside a microcredit loan** from an NGO and training in conducting conflict-sensitive business. The increase in entrepreneurial opportunities provides **alternatives to unregulated employment that are accessible to previously marginalised groups.** Many involved are now able to acquire key assets, such as bicycles and livestock, and have used the financing to expand their capacity to generate further income. An **increase in the standard of living** has been recognised, through improved diet, better clothing, and ability to pay school fees.

Not only is the project supporting better livelihoods but it is also **contributing to reconciliation.** New businesspeople are demonstrating their role as community leaders, proactively modeling and pioneering ways in which the community can foster reconciliation and promote peacebuilding. Chantal notes an improvement in the groups' interactions with each other and others go further

to say that it has helped them to overcome their fear of the other target groups. Numerous examples of **solidarity** in terms of repayments and management of projects can be found, including the loaning of bicycles, helping to pay for a member who could not make a repayment, and working (harvesting beans) on the project of a member attending to a sick relative in hospital.

Logframe example: INCOME and ASSETS

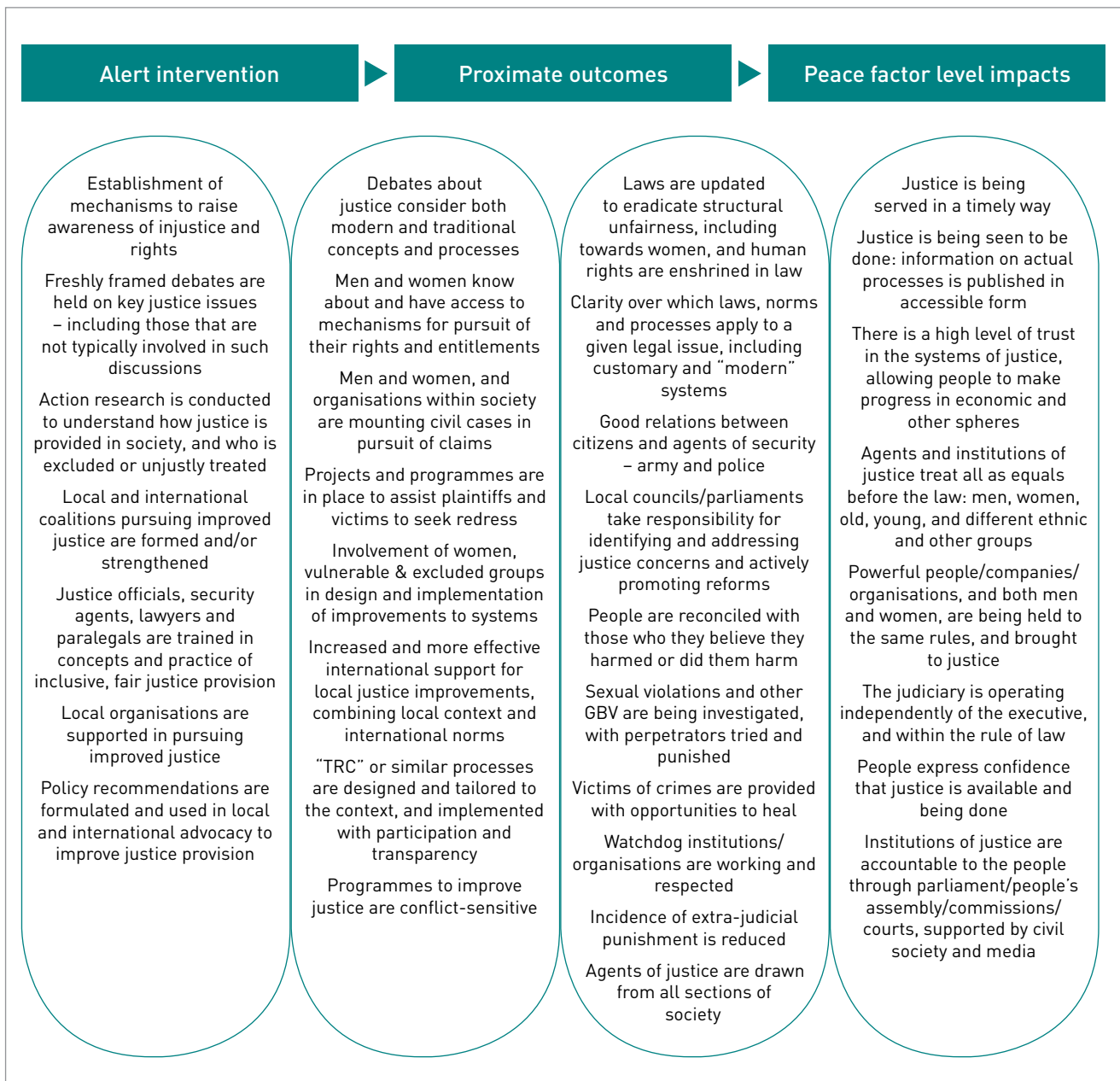
| Narrative | Indicators | MoV | Assumptions | Risks |
|--|---|--|---|--|
| <p>Goal: To promote poverty reduction and inclusive development in communities in Kigali Province</p> | <ul style="list-style-type: none"> • Increase in income for ex-combatants, ex-prisoners and survivors • Levels of violence within and between communities reduced | <ul style="list-style-type: none"> • External evaluation • Government reports • Partner reports • UNDP Human Development and/or World Bank Poverty statistics • Household income baseline reports | No return to civil war or large-scale violence | More equitable distribution of wealth disrupts power relations, leading to an adverse reaction from those that wish to maintain the status quo |
| <p>Purpose: To increase opportunities for disadvantaged groups to form coalitions through economic cooperation</p> | <ul style="list-style-type: none"> • Increase in the % of economic initiatives that include ex-combatants, ex-prisoners and survivors • Increased interaction and engagement between previously divided members of communities | <ul style="list-style-type: none"> • Project records on new activities • External evaluation | Members from diverse communities coming together around economic opportunities | As above |
| <p>Objectives 1. To increase the numbers of survivors, ex-combatants and ex-prisoners in employment through starting their own business</p> | <ul style="list-style-type: none"> • No. of people successfully completing entrepreneurial training scheme • No of people starting SMEs and operating successfully for 12 months • No. of people applying for micro-credit loads • No. of jobs created for the community through new economic initiatives | <ul style="list-style-type: none"> • End-of-project external evaluation analysis • Quarterly project review records • Micro-finance loan records • Case studies of different enterprises | <p>Individuals will want to engage in self-employment</p> <p>Dialogue around the conflict will support reconciliation efforts</p> | National economic difficulties makes it difficult for small businesses to survive |

| | | | | |
|--|---|--|---|---|
| <p>2. To increase understanding and cooperation between survivors, ex-combatants and ex-prisoners</p> <p>3. To strengthen conflict-sensitivity and inclusivity of small and medium enterprises to support peacebuilding efforts in their communities</p> | <ul style="list-style-type: none"> • No. of SMEs with staff/managers from the different groups • No. of active business/community dialogue groups promoting understanding around shared issues • Decrease in the incidents of conflicts between groups • SMEs regarded as models of cooperation across social divides • SMEs anticipating and managing risks to themselves and their communities | <ul style="list-style-type: none"> • Records of discussion • Community focus groups • Training curricula • Business plans demonstrating CSR activities • Staffing policies • Case studies of community initiatives led by SMEs | <p>Business leaders will be accepted as playing a role in the community</p> | <p>Discussion of the conflict leads to greater fissures in the community rather than opportunities for reconciliation</p> |
|--|---|--|---|---|

Activities:

1. To increase the numbers of survivors, ex-combatants and ex-prisoners in employment by helping them to start their own business.
 - 1.1 Technical assistance to NGOs to identify disadvantaged youth
 - 1.2 Capacity-building & training for potential business leaders
 - 1.3 Mentor training to new entrepreneurs
 - 1.4 Advice to and accompaniment of new entrepreneurs
2. To increase understanding and cooperation between survivors, ex-combatants and ex-prisoners.
 - 2.1 Training in facilitation techniques including communication and conflict-resolution skills and understanding of conflict causes and drivers
 - 2.2 Creating platforms for dialogue amongst community members
 - 2.3 Regular community radio broadcasts
 - 2.4 Advocacy advice and accompaniment
3. To strengthen conflict-sensitivity and inclusivity of small and medium enterprises to support peacebuilding efforts in their communities.
 - 3.1 Capacity-building & training for local business community in conflict-sensitivity
 - 3.2 Regular advice and accompaniment on ensuring conflict-sensitivity
 - 3.3 Support and advice to peacebuilding efforts driven by SMEs

III. LAWS AND JUSTICE



Narrative 1: JUSTICE

In Liberia, it is widely recognised that “gender-based violence” was a terrible problem during the ten years of war, and remains a problem still. Very large numbers of women and girls were raped during the war. Those in government, NGOs and the UN understand that this was partly an act of war – with young soldiers and militia members encouraged by their leaders to violate women from other tribes – and partly the uncontrolled behaviour of men liberated by the prevailing state of anarchy and acting on their basic instincts. The war has ended, but stability has not yet been fully restored; security and justice services are thin on the ground; the government has many priorities and limited resources and capacity.

Alert works with local partners to encourage a debate about this issue, both locally in two areas of the country, and at national level. We ensure that this debate includes a wide cross section of society, including those whose voices are often left out. As a result, the way this problem is generally

understood has begun to change: people feel enabled to admit that in fact, sexual violation and other forms of gender-based violence are actually endemic in Liberia, irrespective of the civil war; hard though it is to admit this, social norms and rules actually permit sexual violence, and impunity is normal. Out of this discussion comes a growing realisation that changing this aspect of Liberian culture is a significant element in building peace. This important additional element of the problem analysis is shared by Alert and partners with people in Liberia who have influence, and who take it on board: e.g. the ministries of Gender, Internal Affairs, and Justice; Chiefs; the UN; NGOs; and donors. This dovetails well with Alert's international programme of research and advocacy which is beginning to convince the UN and several donors to adopt new approaches to justice in their aid programmes – notably to broaden their focus from training security providers, writing new laws and building courts, etc.

Consequently, Alert and one of our partners are invited to join the core group of institutions that are leading the sectoral strategy and policy thinking in Liberia on GBV. We argue successfully for the inclusion of several key stakeholders that had been left out, including young men and women's representatives, the police, and the chamber of commerce. This group comes up with recommendations which are adopted in parliament and the executive, for changes in the legal code, designed to clarify the definition of sexual crimes and simplify the investigation and judicial procedures. Previously, the law was tilted in favour of the perpetrator; these changes redress the balance. The changes are adopted into law, and Alert assists the Ministry of Justice to design a training programme for lawyers, judges, paralegals and the police.

Meanwhile, we form a partnership with the local Federation of Women Lawyers, for which we raise funds, and together we launch a programme which combines education for young women and community leaders (male and female) on rights and processes of redress; along with legal support for and trauma counselling for victims of sexual violence. This has led not only to a significant number of women being more able to live a healthy and active life, but also to several high profile convictions, including one of a local senator which is widely reported. This creates a new understanding within the locality that men *do* get punished for rape, and people – local women's groups, even one or two paramount chiefs – start to put pressure on the courts and the police to pay more attention to rape cases.

In a further phase of the programme, Alert and partner organisations encourage debate about inheritance rights: the law was long ago changed to reflect women's rights, but is not being respected. Using media and direct access to MPs and local chiefs, we promote a movement to implement the changed law correctly.

This work makes a significant contribution, alongside the work of many others, in shifting Liberia slightly further towards a fair society operating under the rule of law. Over 20 years, there is a small but perceptible shift in public opinion: more people recognise elements of predictability, efficiency, effectiveness and justice in the legal system.

Narrative 2: JUSTICE

In Sri Lanka, the latest phase of the long-running civil war has ended with a comprehensive military victory by the government forces over the LTTE rebels. This is seen by most people not just as a victory of government over rebels, but also of Sinhalese over Tamils. During the civil war, atrocities have been carried out in large numbers. Many of these are seen in ethnic terms (Tamils harmed Sinhalese; Sinhalese harmed Tamils...) but there have also been other human rights abuses committed. And there is a grey area in which it is not easy to tell the difference between legitimate military action and human rights abuse.

Alert already has links to groups of business people – chambers of commerce – from both communities, and we use these links to find out – gently and very carefully, starting with people

we know and trust, and who know and trust us – the degree to which there is a window of opportunity to engage in reconciliation. People’s feelings are mixed across the spectrum: from ‘those people have no place in my society, they are evil’ through to ‘of course I forgive them’.

We discover that there is a small, very tentative movement of civil society organisations in the capital Colombo that are arguing for a reconciliation process to be established, to heal the scars of war and create a genuine basis for national co-existence. We join this movement, and we link it to our chambers of commerce in the provinces, thus bringing new voices – business, people from the provinces, and members of both communities – to the discussion.

Some members in the government are set against a reconciliation process, but others are undecided. We support our Sri Lankan collaborators to advocate with this latter group, and ultimately the government agrees it is worth investigating the idea, at least. Alert is part of a consortium which undertakes a survey in different parts of the country as to what people think of the idea, and if they like it, what kind of reconciliation process they envisage.

The results of the survey show great support for the idea, and this leads to the establishment of a Truth and Reconciliation Commission. There is considerable debate about what form this should take, and most of the discussion centres around quite narrow questions such as ‘which period will it investigate?’ Alert agrees to fund and organise a visit by parliamentarians and civil servants to Liberia, South Africa and Burundi, and arranges for them to meet not only the “official” sources of knowledge there, but also ordinary citizens with an opinion about the how reconciliation has worked for them. This helps persuade them to push for a broadening of the commission’s mandate: to look at reconciliation in society over a ten-year period, and going beyond basic Truth and Reconciliation hearings to consider ways in which Sri Lankans can become reconciled in other ways – through schools, through sport, through culture, etc.

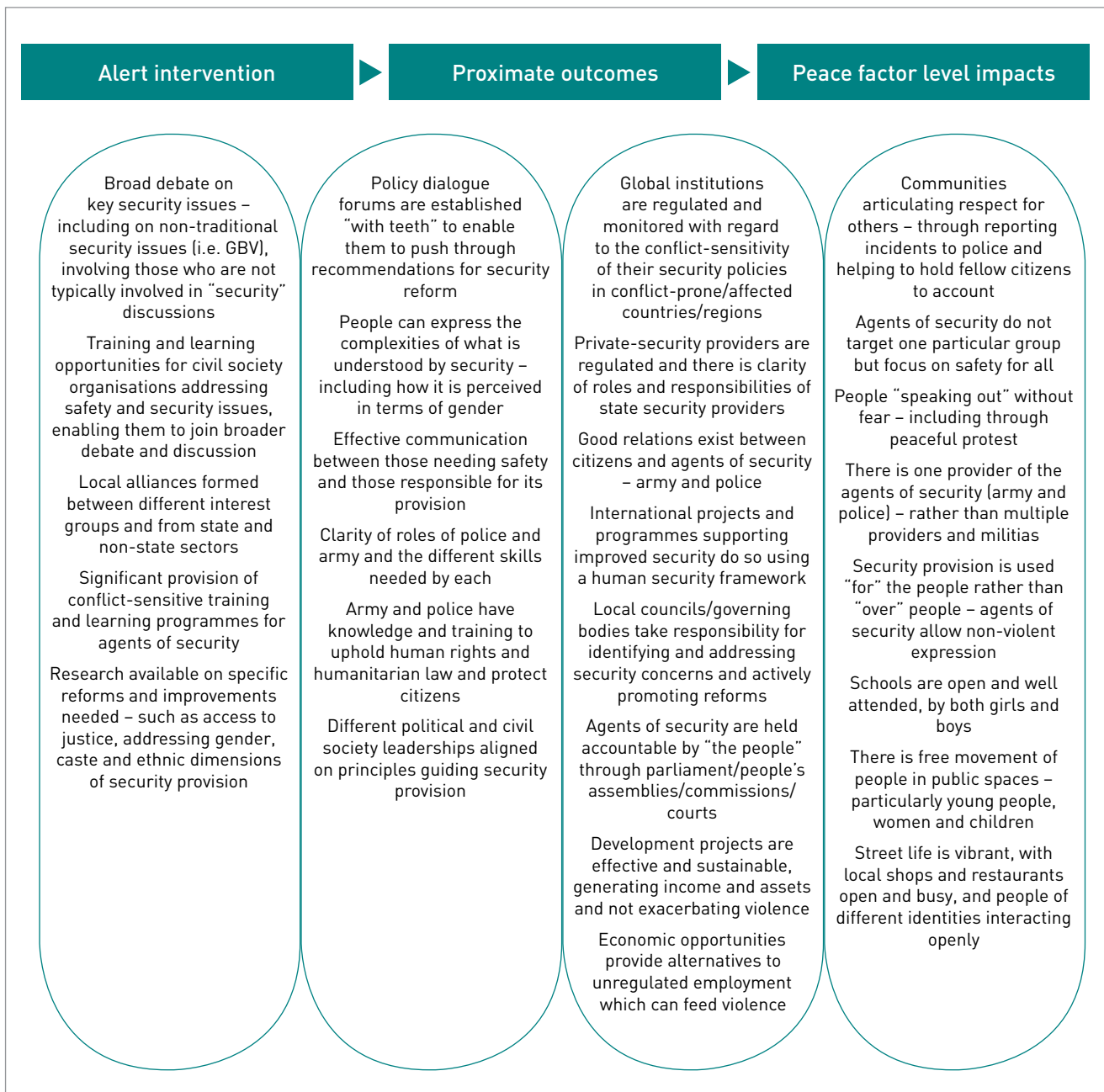
Logframe example: JUSTICE

| Narrative | Indicators | MoV | Assumptions |
|---|--|--|--|
| <p>Goal: Peaceful resolution of land disputes in Babylon</p> | <ul style="list-style-type: none"> • Number of violent disputes related to land ownership • Number of land disputes being resolved peacefully through the courts or other recognised mechanisms | <ul style="list-style-type: none"> • Public records • Media • Public records • Media | <p>Civil war does not break out again in Babylon</p> <p>The courts and other parts of the system enforce the new laws, backed up by police</p> |
| <p>Purpose: Clarity over which laws, norms and processes apply to land ownership, including customary and “modern” systems</p> | <ul style="list-style-type: none"> • New rules are promulgated • Politicians, civil servants from relevant depts. and local chiefs are aware of the new rules • The rights of women and marginalised groups are considered and supported in the revised system and laws | <ul style="list-style-type: none"> • Government papers • Questionnaire survey & focus groups • Government papers • Questionnaire survey & focus groups | <p>Peaceful elections are held</p> <p>There is sufficient buy-in among politicians and senior civil servants in support of the change</p> |

| | | | |
|--|---|--|--|
| <p>Objectives:</p> <ol style="list-style-type: none"> 1. To strengthen the evidence base (through action research) on the links between land ownership disputes and conflict 2. To increase dialogue and awareness among project providers on the causal links between land disputes and violent conflict 3. Foster the emergence of a movement in civil society on the issue of peaceful land dispute resolution | <ul style="list-style-type: none"> • Analysis clearly delineates the impacts of contradictory laws and current dispute resolution mechanisms • Research reports published • Media coverage references the issues raised in Alert's research • NGOs working on land issues reference the issues raised in Alert's research • New policy ideas drafted and aired in parliament and media | <ul style="list-style-type: none"> • Alert reports • Alert reports • Media • NGO reports • Reports, media, government documents | |
| <p>Activities:⁵</p> <ol style="list-style-type: none"> 1. Action research <ol style="list-style-type: none"> 1.1 Implement and validate field research in three areas of Babylon (<i>you should be able to elaborate somewhat on the research methodology</i>) 1.2 Publish and disseminate the results of the research (<i>elaborate method of dissemination, e.g. roundtable, etc.</i>) 2. Promote debate <ol style="list-style-type: none"> 2.1 Organise dialogues between key stakeholders (<i>elaborate which ones</i>) on the links between unclear laws and systems, and violence over land, in three areas and nationally 2.2 Use radio, newspapers and TV to publicise and promote debate (<i>elaborate how</i>) 3. Implement advocacy <ol style="list-style-type: none"> 3.1 Develop recommendations for constructive and politically feasible changes to the system for land dispute resolution 3.2 Conduct and promote advocacy designed to clarify and where necessary change the rules and the system | | | |

⁵ For each of these activities it will be necessary to elaborate HOW you intend to conduct research, organise dialogues and promote advocacy, for example.

IV. SAFETY



Narrative 1: SAFETY

In Mindanao in the Southern Philippines, local communities have long suffered a lack of safety not only as a result of clashes between armed forces and rebel groups fighting for a Muslim homeland in what is a predominantly Christian country, but also from the violent consequences of inter-clan rivalry for economic and political power which has intensified alongside armed conflict.

Through some initial analysis, Alert noticed that this connection between armed, rebellion-related violence and inter-clan related violence was not fully understood, and, as a general rule, was not taken into consideration by local peacebuilding initiatives. In particular, the business community, a major actor in the local political economy, was not a focus of attention for peacebuilding NGOs, and the traditional role of women in resolving inter-clan conflict had been eroded.

As one local woman, Musheera, points out, *‘We have been talking about peace in this municipality for more than ten years, engaging in countless rituals to promote solidarity and peace, but it only takes a single day of cruelty and violence to bring back all the fear, anger, and suspicion that we thought we had left behind’.*

Alert, through a process of careful, participatory analysis and research, produced a document which put forward a fresh analysis of the roots of violence and which aimed to engage a Mindanao multi-stakeholder group (MMG) of local leaders to design an initiative to improve local community safety.

The consequent dialogue amongst this group led to the development of an advocacy campaign targeting local and national politicians in the run-up to presidential and parliamentary elections. The local leaders want to get local safety issues on the agenda of political parties and presidential candidates – to highlight the lack of safety at the community level and put forward practical ideas to improve the situation.

At the heart of the MMG’s “roadmap” for improved safety is the control of local sources of coercion. They want local government to take on and be supported in controlling local police and security forces. With rebel groups and local clans controlling different coercive groups, the struggle for political and economic control remains violent and destabilising for the majority of local people in Mindanao.

Alert has supported the MMG in developing their roadmap, and also in building alliances with the private sector, which has both a business need for local stability and also links with different rebel and clan groups that can be used to achieve the MMG’s objectives. As the elections draw closer, there is increasing interest in the agenda of the MMG and in the need to push local community safety in Mindanao further forward on political platforms.

In a further phase of the programme, Alert works with the MMG and the private sector to develop economic opportunities for local community groups, particularly women who suffer the brunt of displacement and exclusion. This work with the private sector leads to changes in local property laws, strengthening economic security for families seeking to develop small-scale farming and trading businesses.

This work makes a significant contribution, alongside the work of many others, in shifting Mindanao society slightly further towards one in which all people are able to live their lives in security, without undue fear of physical or psychological threat. More people recognise the importance of the means of coercion being in the hands of a strong and principled local government and politicians are more willing to push for this, as expressed not only in their election manifestos, but also in their actions with regard to law reform.

Narrative 2: SAFETY

Following the peace settlement in Nepal in 2006, many security issues remained unaddressed. Functioning state institutions had been absent for many years in rural Nepal and the challenge post-settlement was to reconnect citizens with these institutions, such as the police. In particular, security forces have not differentiated the needs of different groups along lines of age, gender, caste as well as ethnicity/regional background. This has created disillusion with the police, growing frustration, and persistent violence, particularly amongst young people. Overall, avenues for different groups to put forward their security concerns to policy-makers remain limited and people continue to feel unsafe.

Through a series of consultations at the district level with groups of young people, Alert collected more in-depth information and insights into the security needs of this constituency within

rural Nepal, needs that are quite different to those of adults. By analysing this information and convening meetings in Kathmandu with key government and donor stakeholders as well as with young people, the Alert initiative brought greater attention to these specific security needs at the national level. This in turn led to greater attention within the donor community to the specific security needs of young people.

As a result of Alert's intervention, citizens in parts of rural Nepal are now beginning to become reconnected with state security institutions. At the same time, through training programmes for police, which integrate knowledge gained with regard to specific security needs with conflict-sensitivity awareness, state security bodies have become more effective, and are being supported in this regard by changed priorities on the part of the UN and donors.

Specific indicators of this increased effectiveness include an increase in the number of reports to police, demonstrating increased confidence in the ability of the police to address security issues (evidence of this was obtained through access to police records); the results of an attitudinal survey conducted by Alert's partners which proved this increased confidence on the part of young people, and also showed improved levels of conflict-awareness amongst the police; and improved security policy at the national level which is now less one-dimensional, taking into account the security needs of different constituencies (evidence of this was obtained through interviews with government ministers and through a review of security policy documents).

Logframe example: SAFETY

| Narrative | Indicators | MoV | Assumptions / Risks |
|---|--|--|--|
| <p>Goal: To improve economic opportunities for ex-combatants in Nepal</p> | <ul style="list-style-type: none"> Increased employment rates of ex-combatants | <ul style="list-style-type: none"> Government reports on local employment figures UNDP reports, etc. | <p>No return to violent conflict</p> |
| <p>Purpose: To strengthen knowledge and practice of the socio-economic reintegration of ex-combatants in Nepal</p> | <ul style="list-style-type: none"> Participating agencies demonstrating increased capacity to support ex-combatants through policy and procedural reforms | <ul style="list-style-type: none"> Review of policies and programmes, and interviews with representatives of relevant agencies External evaluation | <p>Private-sector actors and businesses prove willing to offer genuine employment opportunities</p> <p>Policy and programming advice developed by the project is taken up by relevant target audiences</p> |

| | | | |
|---|--|--|---|
| <p>Objectives:</p> <ol style="list-style-type: none"> 1. To increase local capacity/ knowledge for analysing impact of economic reintegration programmes 2. To broaden the range of stakeholders actively engaged in economic reintegration planning at both the local and national levels 3. To promote actionable policy recommendations to improve economic reintegration packages to key actors in Nepal and globally | <ul style="list-style-type: none"> • Research findings published and disseminated which reflect local concerns • Strengthened local expertise in participatory research methods on security and economic recovery issues • Increased levels of participation by businesses in DDR processes and employment programmes for ex-combatants • Increased awareness by local partners and local businesses of the key constraints and opportunities for different groups of ex-combatants in accessing sustainable employment or livelihood opportunities • Increased size and range of networks and partnerships to address economic peacebuilding priorities, such as socio-economic reintegration of ex-combatants • New policies drafted and aired in parliament and media, and possibly adopted • Donors in Europe and USA amend programming strategies based on recommendations | <ul style="list-style-type: none"> • Dissemination list and Alert reports feedback from local government and community representatives • Documented research methodologies • Business and employers' umbrella organisations' planning documentation and annual reports • Local partners' strategy and planning documents; project design evidencing a greater understanding • Regular interaction between partners – exchange of emails, meetings, evidence of projects developed jointly • Government reports and media reports • Donor strategies | <p>Risk: that the research, discussions and subsequent advocacy may unintentionally create new tensions in the very fragile peace that currently prevails</p> <p>Knowledge gained will result in changed practices</p> <p>The needs and wishes of local communities are also taken into account</p> <p>Advocacy will result in action</p> |
| <p>Activities:</p> <ol style="list-style-type: none"> 1. <i>Research:</i> <ol style="list-style-type: none"> 1.1 In-country research – capacity-building of local researchers and assessments on the state of economic reintegration and the role of the private sector 1.2 Critical analysis, using local researchers, of the impact of economic reintegration programmes on ex-combatants and the communities into which they are integrated | | | |



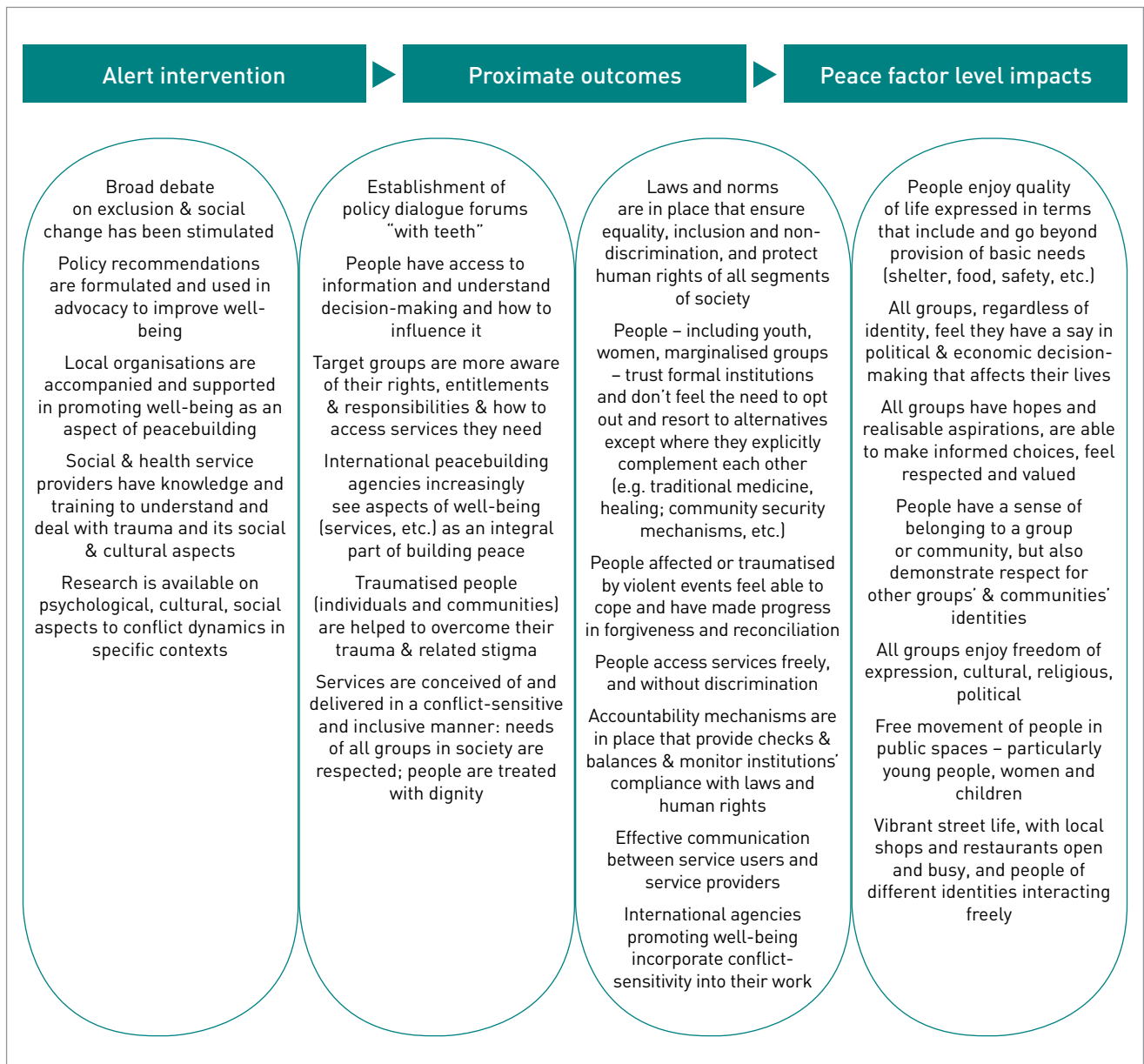
2. *Facilitated discussions:*

- 2.1 Capacity-building for local partners/stakeholders to enable them to run facilitated discussions with key private-sector actors and others at the local level
- 2.2 Follow-up support to networks and partnerships which emerge from the facilitated discussions
- 2.3 Facilitated discussions at the local and national level around economic reintegration issues in order to improve programming and engage a wider range of actors (incl. the private sector) in the process

3. *Targeted Advocacy:*

- 3.1 Synthesis of key recommendations and policy targets, from outcomes of facilitated discussions
- 3.2 Production of briefing papers incorporating key recommendations for identified target groups – government, private sector, international community
- 3.3 Design of media strategy
- 3.4 Roll-out of advocacy strategy

V. WELL-BEING



Narrative 1: WELL-BEING

The people of Basozi District continue to suffer disproportionately from the non-resolution of the Champain-Vernon conflict. Situated on the Champain side of the Quaggi river, the area is populated by an estimated 50–60,000 ethnic Vernons, who fled to Champain during the fighting but subsequently returned, despite the absence of jobs, security and functioning rule of law. Some 3000 people originating from Basozi are still registered as living in “collective centres” in Western Champain, though many of these often migrate to and from Basozi – incurring an unofficial “border tax” each time – to visit relatives, graves and engage in seasonal work. Likewise, many of the Basozi returnees also cross the Quaggi river between Vernon and Western Champain both to access health care and education for their children, or as a livelihood strategy, engaging in subsistence trade.

Most Basozi residents are Champain passport holders, hence Champain citizens, and their legal status according to Vernon de-facto legislation has been regulated through temporary measures. In theory they can apply for a Vernon passport, but they are required to renounce Champain citizenship, which many are reluctant to do. The Basozi population is in a legal and political limbo and find themselves under pressure to demonstrate loyalty to both sides. The issue of passports, free movement across the border and language of education are key factors hindering this population’s socio-economic well-being.

In addition to these structural issues, Basozi’s people face a multitude of daily problems which conspire to keep them in poverty. Problems range from non-payment of pensions, abuse by or inaction of law-enforcement bodies, non-implementation of court decisions in their favour, corruption at all levels, to uncertain property rights. These are mainly the result of weak institutions and contradictory laws, but also the fact that there is still a lot of suspicion as well as negative attitudes towards the Basozi population within Vernon society, for their close cultural and family links with Champain.

Alert has been working with partners in a number of ways to address both the socio-economic situation of Basozi residents and, where possible, the negative attitudes towards them. First, Alert has been supporting a “Public Advice Centre” in Basozi that provides access to information for Basozi residents about their rights, how to navigate Vernon bureaucracy and how to resolve their day-to-day problems. The information gathered by the Advice Centre is then used by Vernon partners to advocate for improved functioning of the administrative and judicial structures and other policy changes that would improve well-being, not just for the Basozi population, but for the general population of Vernon also. Second, Alert supports research and discussion within Vernon society that brings Basozi-related issues to the fore. Third, Alert also supports economic initiatives that strengthen linkages between Basozi and the rest of Vernon, to provide more opportunities for the different communities to mix and build relationships.

These and other initiatives and political and economic developments have recently led to a perceptible shift in attitudes towards Basozi residents and specific legislative initiatives that take their situation into consideration. However, tensions remain high and politicised issues of citizenship and especially the question of their right to vote around election time still feeds into negative perceptions.

Narrative 2: WELL-BEING

Northern Uganda has been affected by civil war for 20 years, and is now entering a period of calm, with the possibility of building a lasting peace. The vast majority of the Acholi population of the area has been living in displaced persons’ camps for over a decade; young people have grown up with a sense of being failed by all those in authority, and have little sense of their

cultural and economic (agro-pastoral) traditions; prostitution and drunkenness are rife; education services are poor – especially now that people are returning from the camps to their own villages, where infrastructure barely exists any more. There is a massive “recovery” programme being planned by central and local government, donors, and NGOs.

Alert gets together with a local partner organisation NALEWA, a women’s collective based in Kampala but with affiliates in the northern districts, whose mission is to promote reconciliation within Uganda. Together we conduct a series of dialogues in Northern Uganda, as well as in the capital Kampala. These bring together a diverse cross-section of society and are framed around the issue of “conflict-sensitive recovery”. Among them, these debates produce a long set of recommendations, of which Alert and ALEWA decide to focus on:

- Ensuring that education services are provided in a conflict-sensitive way: specifically to a) promote reconciliation between different clans, and between those who are seen as having perpetrated atrocities during the war and those who see themselves as victims, and b) promote a sense of national identity so that children growing up are offered a sense of being Ugandan, as well as Acholi.
- Promoting inclusion in service delivery.
- Providing opportunities for young Acholi to engage in sport, as a way break out of and go beyond their depressing experiences of the war.

The programme includes a research stage, designed to find out more about these issues, and to get people’s ideas about how they can be taken forward. As a result, we are able to conduct a programme of empirically-supported advocacy which asks for a review of the primary education curriculum, to include elements of Acholi culture, elements of the culture of other ethnic groups in Uganda, and to explain the formation and utility of the Ugandan nation in a way that emphasises “unity in diversity”. This is accepted as a basic policy idea and work is undertaken by the Ministry of Education (MoE) to put it into practice. We also work with the MoE to persuade the Ministry of Finance and specific donors to include financial support for supplementary sporting facilities for the region’s primary schools, as well as a programme of sporting events for out-of-school children. This is developed further by a group of local business leaders who sponsor an annual soccer and netball tour to different parts of Uganda by young northerners, and who host sporting visits to Acholi from other parts of Uganda. One of the key donors is DFID, and Alert uses its contacts and builds on earlier advocacy with DFID-London to push for supporting the programming directions that are emerging from this dialogue process.

Alert conducts a training-of-trainers programme in conflict-sensitivity for teachers, local government officials, and selected local NGO staff, and obtains funding from a donor for a five-year programme of conflict-sensitivity monitoring of the Northern Uganda recovery – in which Alert and ALEWA conduct monitoring exercises with the participation of various stakeholders every four months, to identify examples of conflict-insensitivity in service provision, and bring these to the attention of appropriate parties with suggestions for improvement. Once a year, we jointly convene a three-way workshop for interested parties, to review progress in terms of improved well-being as a peacebuilding issue. As the programme evolves, we record strong progress in planned outcomes such as non-discriminatory service provision. Through two particularly interested print and radio journalists, we manage to get a national debate going about the concept of conflict-sensitive recovery, and are particularly pleased when the President uses the phrase in a speech about the coming of peace to the North.

Logframe example: WELL-BEING

| Narrative | Indicators | MoV | Assumptions/ Risks |
|---|---|--|---|
| <p>Goal: All groups in Trivera, regardless of identity, participate in political & economic decision-making that affects their lives without resorting to violence</p> | <ul style="list-style-type: none"> • Levels of violence reduced | <ul style="list-style-type: none"> • Public records • Media • Social surveys | <p>War/social unrest does not break out again</p> <p>The economic situation remains stable or improves</p> |
| <p>Purpose: To increase opportunities for social & economic inclusion of 5,000 young men in Trivera</p> | <ul style="list-style-type: none"> • % of young men reporting increased self-esteem and aspiration • % of young men who perceive they have increased say in decision-making compared with five years earlier • % of young men in suitable employment (as defined during the action research phase) | <ul style="list-style-type: none"> • Questionnaire survey & focus groups | <p>The post-war political situation is relaxed enough to allow sufficient buy-in among politicians and senior civil servants in support of the change</p> |
| <p>Objectives:</p> <ol style="list-style-type: none"> 1. To identify causes of and propose ways to address young male delinquency and enrolment in violent groups 2. To counter stereotypes and myths in the popular psyche of “violent young men” 3. To promote actionable policy recommendations to counter exclusion of young men from socio-economic life | <ul style="list-style-type: none"> • Research report incorporates analysis across all stakeholder groups and links practical strategies to key findings • Dialogue participants express change in attitudes • Media articles and pronouncements of influential individuals reflect shift in attitude • Young men notice difference in attitude towards them • New policies drafted and aired in parliament and media, possibly adopted | <ul style="list-style-type: none"> • Record of Feedback from community stakeholders on key recommendations • Questionnaire survey & focus groups • Media • Questionnaire survey & focus groups • Reports, media, government documents | <p>Risk: that the research, debates and subsequent advocacy may unintentionally create new tensions in the very fragile peace that currently prevails</p> |

Activities:

NB – Alert’s role is to accompany and support local partners to do it.

1. To identify causes of and propose ways to address young male delinquency and enrolment in violent groups
 - 1.1 Conduct action research into factors (cultural, economic, educational, political, etc.), hindering young men playing an active, constructive role in society
 - 1.2 Publish and actively disseminate and promote the results of the research
2. To counter stereotypes and myths in the popular psyche of “violent young men”
 - 2.1 Organise dialogues with young men and elders, and including mothers, girlfriends and wives, and/or with those in position of authority, locally and nationally, raising awareness of the issues faced by young men and countering stereotypes
 - 2.2 Use radio, newspapers and TV to publicise and promote debate
 - 2.3 Monitor the reactions to these activities to ensure that they do not unwittingly promote new tensions
3. To promote actionable policy recommendations to counter exclusion of young men from socio-economic life
 - 3.1 Develop specific actionable policy recommendations on one/two issues arising from the research and debates (e.g. establish working groups with key stakeholders who will be responsible for adoption of and implementation of policies)
 - 3.2 Conduct advocacy (e.g. popularisation of the policy recommendations amongst key stakeholder groups, including within the executive & legislative) to promote adoption of policy recommendations
 - 3.3 Ensure key educational institutions are aware of research and where possible incorporate findings into curricula, in particular of trainings for civil servants and public-sector workers where appropriate
 - 3.4 Design & deliver specific trainings for young men to address some of the gaps highlighted in the research as preventing them from being socially or economically active
 - 3.5 Monitor the reactions to our recommendations to ensure that they do not unwittingly promote new tensions.

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