

## viewpoint

# Conflict and post-conflict – what role for civil society?



*An aerial view of Nicosia, Cyprus.*

The world has been captivated by recent events in the Middle East and North Africa (MENA) region. First in Tunisia, then in Egypt, then in Bahrain, Libya, Syria, Yemen and elsewhere, people have taken to the streets to demand a stake in their country's future.

Just as the movements that have challenged their governments seem to have been largely indigenous, so the nature of the systems and governments should be left to local people to decide. Outsiders should not seek to impose their own solutions.

But while attention will inevitably focus on the state and political leadership, it is vital not to forget the role that civil society can play in whatever new systems emerge in the MENA region.

Civil society in the Middle East and North Africa varies, but is generally regarded as not particularly strong, when compared to other parts of the world. The reasons for this are partly historic, but are also due to authoritarian governments (often backed by external

powers), which have seen a strong civil society as a potential focus for opposition and 'instability'. But it would be a mistake to assume that the starting point is zero. Civil society has deep roots in the region and has proved surprisingly resilient in the face of often difficult circumstances.

If the energies manifested through street protests can be harnessed and the existing base of civil society developed, then there is undoubtedly great potential role for civil society to play in promoting social development and bridging divides in the MENA region.

While every situation is unique, it is interesting to reflect upon the role of civil society in other conflict and post-conflict situations around the world. This issue of ONTRAC looks at the question from various angles and may offer some useful lessons.

### Learning from other experiences

Most commonly, the 'Arab Spring' is being compared to the events of 1989 when revolution swept through the Soviet Bloc and 1991 when the Soviet

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### In this issue:

Against the backdrop of popular protests across the Middle East and North Africa region during the Spring of 2011, this issue looks at the role that civil society can play in promoting social development and bridging divides.

Rod MacLeod's viewpoint sets the scene, and provides some specific pointers for civil society in the MENA region. The remaining articles in this issue then consider the experiences of civil societies in other conflict and post-conflict situations, and the lessons that can be drawn from these. Charles Buxton addresses the current questioning in Kyrgyzstan of civil society as a force working against conflict.

The case of Somaliland is discussed by Michael Walls and Steve Kibble. They highlight the important role played by civil society since the declaration of independence, and focus on the examples of successful, indigenous state-building that have occurred. Norman Gillespie looks at the longstanding divisions in Cyprus, highlighting some of the initial findings of INTRAC research on how civil society can build trust and promote reconciliation across the island. Thomas Donnelly tackles the question of the role of aid in conflict situations, arguing that it is not just a question of how aid is used, but also where it is used.

Union itself collapsed. Democratisation and the growth of civil society were hailed by many as inevitably leading to a brighter future in countries like **Kyrgyzstan**. But as **Charlie Buxton** notes, a linear upwards progression has not always been sustained and, after two 'revolutions' in the past five years, many now question the role of civil society as a force working against conflict. He argues for more intensive efforts to recognise and support indigenous civil society with a broad vision, to enable it to reach into the provinces and work across ethnic divides.

While there has been less physical conflict recently, **Cyprus** presents a longer standing example of unresolved division. **Norman Gillespie** highlights some interesting initial findings from INTRAC's current research into how civil society can build trust and promote reconciliation. While political negotiations may be deadlocked, civil society provides contacts and opportunities for interaction between Greek and Turkish Cypriots, promoting greater understanding of 'the other'. In due course, this can lead to confidence building and an appreciation of inter-dependence, which transcends entrenched party ideological positions. At the same time, civil society faces many challenges in the wider environment of a divided Cyprus, which need to be overcome.

**Michael Walls** and **Steve Kibble** talk about the case of **Somaliland** as an example of successful, indigenous state-building, highlighting the important role played by civil society since the declaration of independence in 1991. Although much remains to be done by both government and civil society, the growth of local groups and their links with international actors provide a foundation for the future.

The role of **aid** to increase 'security' needs careful consideration and dialogue with civil society, argues **Thomas Donnelly**. It is not just a question of *where* aid is used but also *how* it is used. Substantial new resources will affect the political and economic dynamics within a society and could potentially destabilise. Civil society must engage with the debate about 'security and justice' to ensure that aid is administered in a 'conflict sensitive' fashion and promotes locally-owned, accountable security.

### Creating more space for civil society

Returning to the MENA region, there is now an opportunity to carve out a greater space for civil society, which takes account of what has happened elsewhere:

- As new constitutions are developed (or existing constitutions are revised), the rights of civil society to exist, function and contribute could be enshrined and be legally enforceable through an independent judiciary.
- Ministries or departments could be instituted or strengthened, with a specific mandate to support the development of a healthy civil society.
- Mechanisms could be developed to ensure greater involvement of civil society in decision making processes. Consultative groups on specific issues can be formed, and must aim to allow voices of the poor and marginalised to be heard when policies are being formulated, at both local and national levels.
- More intangibly, a political culture could be encouraged in which governments understand and recognise that civil society voices, while perhaps critical and irritating to them at times, in the long run strengthen governance and stability, rather than undermining it.

### Strengthening civil society to meet the challenges

At the same time, civil society in the Middle East and North Africa needs to raise its game to take advantage of a potentially more favourable environment. Specifically, it should aim to:

- Listen to and transmit the voices of their constituencies.
- Deliver work of a high quality to professional standards, which meets the real needs of intended beneficiaries.
- Move beyond charitable works to include more sustainable development and policy influencing work, based on solid evidence.
- Strengthen internal governance and accountability.

Local and external supporters of civil society also need to play their role (e.g.

with resources, facilitating linkages within and outside the region, supporting capacity development) to help civil society in the region to achieve this.

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## More from INTRAC on civil society

One of INTRAC's key aims is to work to clarify, improve and defend the role of civil society in development. We do this across the full range of our activities.

### Resources

Our resources database ([www.intrac.org/resources.php](http://www.intrac.org/resources.php)) contains over 130 papers on issues around civil society, freely available to download. We also have eight books on civil society available to buy, priced from only £6.

### Research

Alongside our current research in Cyprus (see Norman Gillespie's article on page 4), we have also recently undertaken research into the work of civil society in fragile states. More information and downloadable resources can be found at [www.intrac.org/pages/en/working-in-fragile-states.html](http://www.intrac.org/pages/en/working-in-fragile-states.html)

### Programmes

As well as our long-running civil society programme in Central Asia (visit [www.intrac.org/pages/en/central-asia.html](http://www.intrac.org/pages/en/central-asia.html) for detailed information, and resources in both English and Russian) we ran a successful similar programme in Cyprus, working alongside bi-communal partners. Resources and information about this programme can be found at [www.intrac.org/pages/en/cyprus.html](http://www.intrac.org/pages/en/cyprus.html)

### Events

Previous INTRAC conferences and events have looked at various issues around civil society capacity building and strengthening. Visit [www.intrac.org/pages/en/past-events.html](http://www.intrac.org/pages/en/past-events.html) for more information, and to download the conference reports.

## Civil society and conflict: experience from Kyrgyzstan

The traditional view of civil society as a force working against conflict in society is under attack from a number of quarters in the former Soviet Union. From one side, governments point to the feature of coloured revolutions creeping across the region; and from another side radical activists point out that the slogans around 'pro-poor policies' or 'empowerment' mean little if questions of power are not tackled. And power means a struggle in which conflict is not ruled out if either the rules of the game are not fair or the processes transparent.

In 2010, the five-million strong population of Kyrgyzstan experienced their second revolution in five years. Well-known NGOs were among those who argued for the need to build political parties, who created a broad-based social movement headed by the opposition 'people's parliament', and in key instances helped to coordinate mass actions (for example the protests against energy company privatisation and increases in central heating tariffs). These events on the boundary between civil and political action 'lit the fuse' for the revolution, followed by the heavy handed actions of the government shooting dead over 80 citizens on the country's main square in April, and then by political, criminal and inter-ethnic violence in the South in which a further 400 people lost their lives.

In a situation where civil society as well as other sections of the community is split, confused, and demoralised by violence and the loss of momentum for social development, how can international agencies help to rebuild capacity? The example of Kyrgyzstan shows a few ways:

1. Listen to the voices of local organisations working within a broad civil society vision and framework. As early as April 2010, a national civic forum took place, making a number of demands on the provisional government as regards legality and the observance of well-established civic values and principles. Organisations able to work in broad alliances make good partners.
2. Give civil society organisations a leading role in post-conflict and humanitarian assistance efforts. In southern Kyrgyzstan, local NGOs were the first into action, but they often had a much lesser role in international aid programmes. Only gradually were they brought into decision-making and planning. But without the support of local CSOs, the international effort has much less chance of working effectively with government, which is vital in the long run.
3. Return to a measure of sector-wide civil society support. At a meeting in November 2010 to consider capacity building priorities in the South, local leaders noted that cuts in funding plus the weakness of government support had reduced the number of registered and active NGOs in the two provinces most affected by violence to one-fifth of what it was five years ago. On the positive side, the violence had brought a new generation into volunteer activity and these (often young) people need to be trained and encouraged to remain active.
4. Work with local experts and NGOs qualified and experienced in sensitive areas like working across the secular-religious divide, encouraging tolerance, developing citizen's diplomacy, and working through traditional leaders who can play a key role in heading off violence. Also deserving of support are associations representing minority national groups.

INTRAC's work in Kyrgyzstan points to another factor in conflict prevention and resolution – the wide gap between capacity and progress made at national level, on the one hand, and in the provinces (mainly rural areas) on the other. As well as this, there is an even wider gap – seen across the whole region – between the adoption of laws, rights and international conventions of all kinds, and the implementation of these in practice.

The events of April–October 2010 produced some big results at the 'high' level – the new provisional government quickly won a referendum installing a

new constitution (enshrining a parliamentary form of government entirely new in Central Asia), creating a public TV channel, while human rights activists (often acting in the face of government harassment) bravely defended the Uzbek community from further physical or legal attacks. However, at local level we can see far fewer results, and in terms of people's day-to-day well-being, just deeper economic hardship.

What can development projects do? In areas directly affected by violence and conflict, such as Osh and Jalalabad in southern Kyrgyzstan, the proposals made by civil society leaders need to be taken up urgently. They include training on conflict resolution and diversity, needs and situation analysis, mediation and negotiation skills, support to existing and new networks and NGO-government dialogue. One of the biggest challenges for a country which prided itself on friendly relations between ethnic groups has been how to face up to ethnic conflict. Kyrgyzstan's precariously balanced coalition government will find it difficult to make difficult decisions regarding the power and resources available to different ethnic groups; civil society will have to help them open up these issues.

Many areas in Kyrgyzstan were not hit by ethnic violence, and here the challenge of finding ways to promote diversity and understanding is also quite difficult. INTRAC's work on youth leadership in northern Kyrgyzstan during 2010 showed us that, nonetheless, it is vital to weave these themes into capacity building programmes in a long-term (not abrupt and artificial) way. We observed that young people who had already taken part in dialogue on gender and social issues, found talking about nationalism and conflict much easier when this became necessary. And the chance to talk about difficult problems, with good facilitation and new points of view available, was an important experience that we hope can help to reduce conflict in the future.

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# The role of civil society in building trust and reconciliation in Cyprus

There has been much debate about the role of civil society in helping to address the divisions between the two main communities on the divided island of Cyprus. As the current UN-brokered talks between the island's political leaders enter their third year, with little sign of progress, attention has focussed on the fundamental issue of a lack of trust between the Greek Cypriot and Turkish Cypriot communities. While there have been numerous attempts by civil society organisations (CSOs) to broker trust and help promote reconciliation, there has been little systematic analysis of how these attempts have made a difference and, more importantly, how this process may be strengthened in future. This is the crux of INTRAC's current research project in Cyprus.

**'You don't have to concentrate directly on peace issues all the time, working together on (other, common) issues can be a big part in reconciliation.'**

**Turkish Cypriot NGO support organisation representative**

## Contributing to building trust

Civil society has been contributing to trust and reconciliation in Cyprus in many ways. Central to this process has been the **development and maintenance of contacts and opportunities for interaction** between the two communities. This helps to improve each community's knowledge and understanding of the 'other' community through first-hand experience, rather than having to rely on 'official' views or prejudicial learning – including the teaching of history at schools and the misrepresentation of the 'other' community in a largely politicised local media. In this sense, civil society organisations provide an alternative perspective on issues of *self* and *other* aiming to counter misperceptions, stereotyping, and negative attitudes. As one NGO representative noted:

'If you have patience and persistence you can work with

people regardless of their ethnicity, language etc. You can find ways to communicate as long as there is respect, you develop trust and you work towards a common objective.'

At a **strategic level**, interaction between Greek Cypriot and Turkish Cypriot CSOs has led to the development of alliances and partnerships, both between local organisations and with international partners. At an **operational level**, it involves sharing resources, organising and taking part in bi-communal activities and presenting opportunities for the general public to take part as well. It also enables members of each community to experience tangible benefits, be it through the delivery of training, the provision of various forms of social support, or the improvement of the physical environment. In this sense, interaction between members of the two communities builds confidence as well as an appreciation of inter-dependence.

Some CSOs also contribute to **developing the capacity of other organisations and projects** within their 'own' community. This strengthening of civil society can only lead to more active participation by members of the community **in different forms of civic engagement** – including possibly taking a wider interest in pragmatic approaches to what is often referred to as the 'Cyprus problem'. In this sense civil society is playing a crucial role in providing the conditions for re-integration in the event of a political agreement while also contributing to the process of making an agreement more likely.

## Specific achievements of CSOs

'Through bringing people together in a room where they are opponents but also partners with the aim of discussing an issue in depth... does not mean that (they) will solve the Cyprus problem, but it will lead to a better understanding of what the problems are, whose fault it is, a historical understanding, what the

gaps are... and devise proposals for relevant action.'

*Greek Cypriot  
NGO representative*

Perhaps the greatest achievement of CSOs with regard to promoting trust and reconciliation is that they have presented a model for how this can be pursued independently of party politics, enabling Cypriots to engage in this in **ways that transcend party political ideological positions**. Although progress on promoting trust has been slow, it would certainly have been much slower had it not been for CSO work. One representative of a major donor agency has stated that 'the biggest success of CSOs is that they have established a basic level of trust that allows at least a basic level of interaction and relations (to develop)'. Others have pointed to some concrete examples of success such as the activity and presence of a number of organisations in, and the revitalisation of, the UN Buffer Zone. In relation to more effective engagement with public agencies, some have referred to how the involvement of professional bodies and NGOs in CSO activity, including bi-communal initiatives and related research, has lent 'a more credible voice' to much of the activity.

**'If you have patience and persistence you can work with people regardless of their ethnicity, language etc. You can find ways to communicate as long as there is respect, you develop trust and you work towards a common objective.'**

**Greek Cypriot representative of cultural heritage NGO**

Trust has also been enhanced through improved media coverage (mainly at the behest of CSOs) and the participation of CSOs in international, and other, networks. CSOs have also been prominent in promoting dialogue both within and between the two communities as well as presenting opportunities for civic engagement in mono-communal settings. This enables individuals to become involved in civil society activities



*A street in Nicosia, Cyprus, which is divided by the Green Line*

in a non-threatening setting, and thereby increases the potential for future cooperation on common issues. At the same time, there is evidence pointing to a greater involvement in bi-communal activities of others rather than those frequently referred to as 'the usual suspects' in this context in Cyprus.

Evidence also suggests, however, that much more needs to be done and that civil society in Cyprus, relative to other comparable European states, is underdeveloped. This underdevelopment is more evident in Turkish Cypriot civil society in the north. Yet, the fact that we have a better understanding of the nature of this unequal development, and its implications for addressing the divisions within Cyprus, is another achievement of civil society.

### Challenges

Despite all the efforts of civil society organisations it must be stated that these are taking place in a difficult legislative, political and social context where these factors, together with a number of cultural disincentives – including language, physical segregation, and a lack of civic engagement – combine to discourage the development of civil society, let alone its involvement in peace building. These are challenges that need to be faced if there is to be a satisfactory outcome to the Cyprus problem. The current phase of INTRAC's research is looking at how these challenges can best be met in order to maximise the contribution of civil society in addressing the divisions in Cyprus.

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With Vasiliki Georgiou and Sevinc Insay,

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## Somaliland – civil society, democracy and development

"Civil Society Organisations have emerged as an important social, economic and political force in Somaliland. CSOs are active in service provision, are contributing to peace and reconciliation; promotion of human rights; civic education and awareness; and entrenchment of attributes of good governance such as accountability and transparency. CSOs have also taken on some of the traditional functions of the state, such as dispute resolution, advancing the rule of law and cause of justice."

*Dr Adan Abokor, Progressio Country Representative in Somaliland*

Somaliland in the northern tip of the Horn of Africa is bounded by Djibouti, Ethiopia, 'Puntland State' of Somalia, and Yemen across the Red Sea. Its 2.5 million people are ethnically Somali and religiously Sunni Muslim. Historically they were largely nomadic pastoralists. Customary political affiliation is based on kinship, with culture, individual and collective rights, and livelihoods mediated through clan. Decision making was through consensus amongst adult males, with all activity, including conflict, subject to widely recognised norms of behaviour. The social structure remains heavily patriarchal despite the presence of highly educated women, many of whom have spent time in the diaspora, involved in politics, civil society and business.

**A new NGO act gave legal protection and a number of new ministers have civil society backgrounds**

The Republic of Somaliland unilaterally declared independence from Somalia in 1991, following a brutal civil war which caused the collapse of the Siyaad Barre regime. While the southern areas of Somalia descended into endemic conflict despite internationally-brokered 'top-down' peace conferences, Somaliland embarked on a home-grown process of 'bottom-up' reconciliation and state-

building. This took place with little foreign prescription or intervention. The country remains internationally unrecognised, but has held elections for the head of state (twice), the lower house of parliament and local councils.

### Successful indigenous state-building

Against this background, Somaliland offers an example of successful, indigenous state-building. Indeed, many see lessons for Somalia and the Horn of Africa in that experience. The country is vaunted as the first indigenous, modern African government to achieve stability through a hybrid regime employing traditional social systems within a democratising framework. However, this fails to factor in the complex contestation between past and present diasporas, political Islamists, women's groups, international and domestic civil society and an often vocal populace. The system has been shaped by cooperation and conflict between 'nightwatchmen' and 'securocrats' (military elites with a close influence on political power), and between liberal and traditional patriarchal forms.

Somaliland is not a developmental state, but has provided significant stability and security for its citizens. The state remains weak and poorly-funded, with an economy marked by widespread poverty, little domestic production and unstable remittance-based consumption. Public finance management suffers from a lack of transparency, with little parliamentary oversight.

Much of the process of democratisation has been driven by a public desire to avoid a return to conflict accompanied by an urge to win international recognition, although yoking the two has proved problematic. In 1999 the then President Egal pronounced that recognition would only come through democratisation of state structures. Representative democracy was consequently seen as instrumental. At times this has resulted in an unhelpful focus on the formalistic elements of nation-state democracy, with too little attention consequently being given to the establishment of a durable and

constructive relationship between state and civil society. Parliament has struggled to exercise effective oversight of executive power and a 'securocratic' mentality has sometimes predominated. The previous president, in particular, variously ignored or subverted civil society, notably attempting to seize control of the human rights network, SHURONET, amongst other actions.

**As the relationship between local groups and international organisations has developed, local groups have become increasingly vocal.**

### Relationship between local groups and international organisations

International donors have largely concentrated on capacity building activities, including support for networks (umbrellas) such as NAGAAD, the women's umbrella, and SONYO for youth. As the relationship between local groups and international organisations has developed, the former have become increasingly vocal, assuming roles in budgetary oversight, calling for equal gender rights, attacking the practice of female genital mutilation, exposing and responding to human rights abuses, calling for freeing up of the airwaves, seeking an end to extra-legal security committees and for an independent judiciary, and undertaking civic and electoral education. Women's groups pushed a strong line on political representation with proposals for the introduction of a 30% quota of seats reserved for women in parliament.

The diaspora role is to some extent contradictory. Remittances and diasporic networks have been successful in providing productive investment, fundraising for projects such as tertiary education and finance for political parties. On the other hand, this bypasses inter- and intra-governmental channels, thus undermining them and weakening already poor accountability of the state to its citizens.

There were hopes that the government formed after presidential elections in June 2010 would effect a change from the

securocratic and non-transparent practices of former President Rayaale, moving towards a more interventionist and pro-poor model.

Progress in these respects has been patchy. On the first day of the new regime, the government delivered on a pledge to abolish the unpopular security committees. The judiciary, however, remains ineffective, corrupt, and subject to executive pressure. The new government also continues to show grave suspicion of independent journalists, evidenced by the arrest of journalists and editors.

Activists welcomed the increase in female cabinet ministers from 5% to 20%. However, women's groups are seeking more tangible progress, including movement on the 30% quota. A new NGO Act gave legal protection and a number of new ministers have civil society backgrounds.

In addition, forums have been promised for domestic civil society to engage with government and to monitor performance, including input into the budgetary process. An expanded programme of free education has been promised and the salaries of teachers and other civil servants have been doubled, with increased levels of tax collection providing the necessary funding.

However, much remains to be done by both government and civil society. The state remains extremely poorly resourced, but the government, whose electoral success was built on a support base of women, youth, diaspora and civil society, has an opportunity to build on this breadth of knowledge of local and international practice.

### Michael Walls and Steve Kibble

Joint coordinators of the 26 June 2010 Somaliland presidential international election observation.

## New book

### Civil Society in Action

#### Civil Society in Action

Global case studies in a practice-based framework

John Beauclerk, Brian Pratt and Ruth Judge



INTRAC

Price: £12.95

Available from: [www.intrac.org/resources.php](http://www.intrac.org/resources.php)

**What does 'civil society' really mean? What is civil society's role? How can civil society best be supported?**

INTRAC's latest book uses case studies from around the world which show a clear framework for understanding the nature and role of civil society, prove that civil society is alive and kicking, and makes recommendations for more effective civil society strengthening.

Vibrant examples of action by indigenous groups, advocacy journalism, and transnational southern campaigning alliances are all explored, illustrating a framework for understanding civil society – based on the functions it fulfils.

The book makes strong recommendations to help us build towards diverse and sustainable civil society, and encourages us to once again let civil society shape our development agendas.

This book is intended for NGOs, think tanks, multilateral and bilateral donors; all those engaged in supporting civil society, or running wider programmes where it is important to take civil society into account.

## Reclaiming security to meet poor people's needs

Poor people want to feel safe, just like anyone else. Whether in the midst of endemic violence, such as in Afghanistan or Somalia, or in more stable countries (where the police and judicial services may still be inadequate, unfair, or abusive) security and access to justice should be development goals in their own right.

Although we often recognise this through our experience on the ground, as a sector, we in the development community have yet to fully engage with our potential to help address poor people's genuine security and justice needs.

### Whose security?

Security is a small word with big implications. There is sometimes an assumption that security refers primarily to states or regimes. However, various alternative approaches (perhaps most famously 'human security') take the security of individuals and communities as starting points.

Focusing on the security of individuals and communities has widened the idea of security beyond physical safety and 'freedom from fear' to also encompass other important aspects needed to 'secure' human wellbeing – such as political empowerment or 'freedom from want' (having access to health and education, for instance).

However, 'state' and 'human' security are not mutually exclusive. The human security of vulnerable individuals and communities relies, at least in part, on a functioning and responsive state, which itself needs security. What we need is an 'inclusive' approach to security that recognises the needs of both states and communities and, for us in the development community, the real challenge is in ensuring that the needs of poor people are met throughout.

### Reclaiming security for development

Communities must be given the opportunity to define their own vision of security. In some places it may mean ending violent attacks and rape. But in others it could mean livestock being safe from theft, the monsoon not washing away crops, or not being unfairly exploited in commercial transactions.

Development actors can help in a number of ways – supporting communities to identify their security concerns and develop appropriate solutions, holding security and justice services to account, and engaging in dialogue with national governments and international donors about how to meet the security needs of both people and the state.

But this kind of 'developmental' approach to security and justice is far from assured, and the subject is a live one for governments in both developing and donor countries. Far from seeing security as an imposition into the development agenda, we in the development community must claim our central role in promoting poor people's security and access to justice.

We need a sophisticated and 'joined up' conversation about aid, development and security – and how we can translate this into effective, equally coherent programming. Based on our own experience working to promote security and access to justice in a range of 'conflict-affected and fragile' countries, Saferworld believes the following points might provide a useful starting point for such a discussion.

1. Poor people are entitled to security and access to justice just as they are to health, education and other basic services.
2. 'Security' and 'justice' are indivisible: we can't have one without the other.
3. An inclusive approach to security is based on the needs of people and the state ...
4. ... but people should always be at the heart of security and justice: reforms must be locally-owned and involve the meaningful participation of those they affect, be informed by a good understanding of realities on the ground, and always promote accountability and transparency.
5. Context is key: what 'security and justice institutions' look like in some societies may be very different in others.

6. Helping to meet poor people's security and justice needs will need coherent development, defence and diplomatic policy from international actors – but this shouldn't mean subsuming development policy into other objectives.

### The role of civil society

Because we haven't yet taken principles of 'security and justice' as seriously as we might, work on these issues has largely gone on without civil society and the development community. When we have developed a strong and coherent vision of how best to meet poor people's security and justice needs, we need to advocate for national governments and international donors to take such an approach. And even where policy on promoting security and justice is good, the right implementation partners will be critical if it is to mean anything in practice.

Partly because civil society has so far had only limited engagement in this area, the majority of development money currently directed towards security and justice work is spent through private sector consortia. Such consortia are often good at delivering the 'supply' side of security and justice reforms (such as providing police training or building courthouses). However, civil society has a range of skills and expertise – particularly around crucial areas such as community engagement, participatory approaches and civil society capacity-building – that will be crucial for empowering poor and vulnerable populations to effectively demand the services they really want and hold their governments to account for delivering them.

Ultimately, if civil society is absent from the debate on 'security and justice', policy development and programming will not stop, but the voice of some of the world's poorest and most vulnerable people does risk being absent.

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## INTRAC training

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### Impact Assessment

1-3 June 2011 and 5-7 September 2011 Location: Oxford  
Course fee: £550 non-residential/£700 residential

NGOs and civil society organisations are under growing pressure to assess the impact of their development efforts. They need to be able to justify their spending, learn to become more effective and, not least, to be accountable to their stakeholders. This three-day course explores some of the different approaches to impact assessment that can be used by NGOs; the value of planning for impact; and how to build impact assessment into existing structures and systems. It also offers an opportunity to experiment with a number of tools and methods, and with how to use findings for organisational learning.

### Advanced Monitoring and Evaluation

4-8 July 2011 Location: Oxford  
Course fee: £999 non-residential/£1250 residential

This popular course explores M&E in greater depth. It builds on each individual's understanding and skills of how to develop sustainable and cost effective monitoring and evaluation processes and practices within their own projects, programmes and organisations. It is also relevant for those trying to improve and enhance current M&E processes, or supporting partners to develop and implement effective M&E. The focus is on ensuring M&E contributes towards improving organisational learning and accountability.

### Advocacy and Policy Influencing

6-10 June 2011 Location: Oxford  
Course fee: £999 non-residential/£1250 residential

This course gives participants a thorough understanding of how to influence the policy making process in their own context to achieve policy change. You will learn skills to help you plan and deliver effective advocacy strategies; enhance your ability to lobby decision makers; and gain confidence in the ways in which you relate to different audiences. You will also have a more thorough understanding of power dynamics.

### Project Cycle Management

12-16 September 2011 Location: Oxford  
Course fee: £999 non-residential/£1250 residential

This new course has been designed to equip project managers with the necessary understanding and skills to manage all five stages of the project management cycle – defining, planning, organising, managing and finishing projects. It builds up a clear body of theory, understanding and skills for each stage, so that by the end of the course participants have a clear competence across all stages of the cycle.

### Organisational Development

20-24 June 2011 Location: Oxford  
Course fee: £999 non-residential/£1250 residential

The issue of how to develop the capacity of their organisations is high on the agenda for many managers and senior practitioners in civil society organisations. This course is designed for those with some experience of organisational capacity building who wish to use organisational development as a planned learning process aimed at improving organisational performance and self-awareness. The course will provide a range of tools and models for understanding organisations as well as designing and facilitating processes of organisational growth and development.

### Advanced Advocacy and Policy Influencing

21-23 September 2011 Location: Oxford  
Course fee: £550 non-residential/£700 residential

This course gives participants a thorough understanding of theories of change and how to influence processes in their own context to achieve social, political and policy change. You will build on existing skills to help you plan and deliver effective advocacy strategies and build capacity and confidence in the ways in which you relate to different audiences. You will also have a more thorough understanding of power dynamics and the operating space for civil society.

To receive a printed copy of our open training brochure or to enquire about tailor-made training, contact us at [training@intrac.org](mailto:training@intrac.org) or call **01865 263040**.

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