



Standards for the Civil Peace Service

Common Basis for the Development of Projects
as Defined by the Civil Peace Service Group

Action Committee Service for Peace (AGDF)
Association for Development Cooperation (AGEH)
Christian Services International (CFI)
German Development Service (DED)
Church Development Service (EED)
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1. Introduction

The Civil Peace Service (CPS) has proven a successful new instrument for civil-society based peacebuilding within the framework of German development cooperation. The core task of the CPS is the placement of peace experts. Practical experience with CPS projects has now been gained over a period of five years. In an external evaluation of the development phase of the Service, the CPS has been called a successful policy initiative based on governmental and nongovernmental cooperation.

The vision of the players united in the CPS is a "positive peace" that is closely linked to the concept of "justice." Positive peace does not only imply the absence of physical violence but also the creation and strengthening of participatory and inclusive structures which allow the long-term prevention of the eruption of physical violence.

The goal of the CPS is to influence, by nonviolent means, the form and dynamics of a given conflict in such a way that violence is prevented, ended, or at least reduced ("working on conflict"). This applies to all three phases of a conflict: prior to the eruption of violence, during the violence, and after its end (post-conflict activities). This is where the CPS differs from general conflict-sensitive development cooperation, with the latter making an important contribution towards eliminating the structural causes of violent conflict ("working in conflict").

The CPS always works with local partners in its projects in order to identify opportunities for fostering peace which exist in civil society and to strengthen local forces for nonviolent conflict settlement. It also seeks to bring influence to bear on violent actors. With a view to ensuring that projects are sustainable, the employment and support of local peace experts is another important component of CPS projects, alongside the placement of expatriate personnel. This is why staff cost generally accounts for the largest portion of the project cost.

CPS projects alone cannot prevent or end armed conflict. It is only in combination with coherent contributions made by other policy fields, for instance foreign, economic, financial and security policy, at the national and international levels and in close cooperation with other players in the conflict regions in question that the prevention of violence can become a reality. The advantage of CPS as an instrument is

that civil society players are able to complement governmental initiatives but can work independently of the government at a variety of social levels.

One of the strengths of the CPS is the diversity of approaches it pursues. That diversity is the prerequisite for appropriate responses to differing contexts in (potential) conflict regions and for strengthening local potential for peace. Yet there is a need for further developing CPS as an instrument and sharpening its profile in terms of substance. Only in this way will it be possible to further increase the impact of CPS projects and to ensure that resources are used more efficiently. A clear CPS profile is also a prerequisite for achieving well-planned interaction with other instruments of development cooperation, human rights work and peace work on the ground.

The goal of this document is to reach agreement among the organizations united in the CPS Group on shared criteria for the CPS and to sharpen the profile of the CPS. The criteria have been agreed with the Federal Ministry for Economic Cooperation and Development. In future, they will serve as a basis for the CPS projects that are planned and designed together with partner organizations on the ground.

2. In what type of conflicts does the CPS conduct projects?

CPS projects are planned and implemented as interventions in contexts of long-lasting violent conflict between social groups within a country or region, or as a contribution towards preventing such conflict. The CPS generally becomes active in all three phases of a conflict with preventive efforts, conflict transformation or post-conflict activities. In practice, it is often impossible to clearly distinguish between one phase and the next. Post-conflict activities always include a preventive component. This is why CPS activities must always be able to identify the (potentially armed) conflict and the various parties to the conflict.

Generally, the conflicts in which the CPS can become active are characterized by a polarized, weakened civil society, a climate of fear and mistrust, and a high share of traumatized people. The CPS works both in highly asymmetric power conflicts (for instance between a government and an insurgent group) and in more symmetric conflicts between different population groups. In conflicts that are perceived as religious, European experts are easily regarded as part of the "Christian side." This is a field where peace experts and the CPS agencies must conduct themselves in a particularly sensitive way and must be conscious of their own role.

3. Goals of the CPS

The overarching goal of the CPS is to reduce or prevent violence, foster understanding and contribute towards sustainable, just peace in cooperation with local partners.

Project goals include fostering nonviolent ways of handling conflict and conflict potential, strengthening existing openings for reconciliation and for securing peace, and contributing towards the restoration of a functioning civil society. The goals are spelled out in more practical terms in the fields of action for the CPS.

4. Fields of action for the CPS

The following fields of action have turned out to be relevant in conflict situations to date:

- Develop structures for cooperation and dialogue across the lines of the conflict (including the strengthening of traditional arbitration bodies)
- Create contact points and safe spaces for support for, and encounters between, the parties to the conflict
- Strengthen information and communication channels related to the topic of "Causes and effects of violent conflict" (including peace journalism, networking, monitoring of conflict development)
- Reintegrate and rehabilitate groups particularly affected by violence (including psychosocial support/trauma counseling)
- Provide advice and training on the instruments and strategies of civil conflict management and with regard to institution-building
- Peace education (including education to reduce enemy images)
- Strengthen rule of law on local level (monitoring of the human rights situation, protection against human rights violations, local institution-building)

These and other fields for action must be derived directly from the goals and desired results of the CPS and must by all means be confirmed by the analysis of the potential for peace and conflict undertaken before the start of the project (cf. chapter 8).

5. By what results does the CPS wish to be judged?

What is evaluated in order to assess results is the individual **CPS project**. A CPS project consists mainly of the placement of one or several peace experts. An external expert has qualifications, knowledge and resources to offer which are not available on the ground, or not to the same degree, and the expert uses his or her status as an outsider (credibility, legitimacy, impartiality, protection) and offers his or her personality (working style, creativity, solidarity) as an asset to the intercultural cooperation with the local partner organization.

In addition to the peace expert, a CPS project can consist of local experts and further activities pursued by the local partner organization with the participation of the peace expert. The duration of the project correlates with the assignment of the expert. In order to ensure the sustainability of CPS projects, it is possible – for the duration of an appropriate transition phase – to rely on short-term advisors or to support local experts even after the assignment of the peace expert has ended.

The CPS expects CPS projects to produce **direct results**

- through the work of the peace experts, in terms of enhancing the potential of the **partner organization** to reduce violence;
- through the joint work of the peace experts and local partner organizations, in terms of effects on the **partner organizations'** direct **target groups**.

The CPS expects CPS projects to produce **indirect results** in a given country in terms of an impact on a social conflict that is (potentially) violent. The CPS seeks to

achieve a "structure-building" impact at the sociopolitical level, thus ensuring sustainability.

This is why CPS projects are planned in such a way as to achieve as many of the following results in relation to the partner organization, the target groups, and the conflict as possible:

- The local partner organization(s)/cooperation partners have been strengthened in terms of their institutional capacity, qualifications, networking, scope for action, political significance, and their motivation with a view to engaging in constructive conflict management.
- Partner organizations assume a visible role in the search for nonviolent solutions.
- Ideas that arise from the involvement of the peace expert are continued independently.
- Target groups have become more willing to cooperate with others.
- Communication structures have been built between parties to the conflict or hostile groups in the project region, and divisions have been overcome to some extent.
- People have been made aware of prejudice between population groups in the project region, and prejudice has been reduced.
- Local players have nonviolent resistance methods at their disposal and/or are better equipped to resist provocations taunting them into using violence.
- The debate on addressing past injustices has been launched and people's willingness to embark on reconciliation processes has increased.
- Existing local mechanisms for peaceful conflict settlement have been strengthened.
- The population's actual and perceived security has been enhanced.
- Change at the sociopolitical level has been triggered (e.g., school curricula have been changed, a law has been passed, a national network has been formed, etc.).

Indicators must be defined for monitoring these results. Such indicators depend on the local context and should be discussed and agreed with the partner organization.

6. Profile required of local partners

Within the framework of the CPS, the organizations united in the CPS work together with local partners. The relationship with the partner organization and the way in which the peace expert is integrated into a given partner organization differ depending on the CPS organization in question.

The following requirements govern the selection of suitable partners:

- The partner must offer a distinct **potential for peace**, evident both from the organization's type of work and from its relations with target groups and the legitimacy it enjoys among target groups.
- If a partner is involved in strengthening disadvantaged groups, the goal must be to increase their political participation and to foster the nonviolent representation of their interests.

- If a partner works together with armed groups, it must only do so with the goal of nonviolent conflict management.
- The partner seeks to gain the acceptance of the various parties to the conflict.
- Internally, a partner organization should be characterized by a high degree of transparency in terms of its goals and its internal decision-making processes and division of responsibilities.

The prerequisite for cooperation within the framework of the CPS is that the partner support the general goals of the CPS and accept the CPS criteria. The latter should be part of the dialogue with the partner from the very beginning of the planning phase. If the partner and the CPS organization disagree, they must not enter into cooperation.

Particularly sensitive forms of cooperation are needed in situations in which potential partners are players in the conflict themselves, or in which no viable civil society structures have emerged as yet. With a view to achieving sustainability, it is indispensable that local experts be included on a comprehensive scale and that a supportive autonomous institution be developed.

7. Core skills of peace experts

Peace experts must be selected based on the specific requirements of a given conflict situation and on the concrete needs of the partner organization. Generally speaking, the selection criteria for a peace expert relate to three areas: conditions which always have to be met if a person wants to do work under the CPS; social and personal skills needed for all projects; and specific skills/qualifications that have to be weighted in accordance with the project or program in question. The German CPS organization assesses the degree to which project-specific skills can be taught, or strengthened, as part of the expert's preparation for his or her assignment.

a) General criteria

- has completed relevant training or education program
- has several years of professional working experience
- has gained relevant experience working abroad, or comparable intercultural experience
- is actively engaged in civil society
- has gained experience in the fields of peace work, development work or similar community work (e.g., peace education, human rights work, civil society building, and similar areas)
- is oriented to, and identifies with, the goals and fundamental ideas of the CPS

b) Social and personal skills

- empathy
- flexibility and situation-oriented behavior
- ability to work independently in an organized and disciplined way
- high level of teamwork ability
- preventive health care (emotional and physical health: healthy degree of distance and closeness, frustration, stress management)

- general intercultural skills
- experience with handling extremely stressful situations
- ability to respond appropriately to threatening situations
- ability to reflect his/her own role (including in gender terms)

c) The following areas of skill requirements can be laid down for the project/ program-specific level:

- linguistic competency in the language of the host country
- linguistic competency in the relevant language of international communication
- regional experience in the target region
- **general expertise** (e.g., models and theories related to conflict, conflict development, and conflict intervention instruments; culture-specific conflict models; knowledge about women's gender-specific role in peace processes)
- professional expertise in line with the project assignment
- **pedagogical competency** (teaching, working with groups, animation and moderation, facilitating and negotiation techniques)
- **fundamental skills** (e.g., project planning, management and evaluation instruments; financial management; familiarity with the structures and procedures of donor organizations; electronic communication and information media; media and public relations; lobbying)

8. Methods and instruments of the CPS

One important instrument of the CPS is the joint analysis of the potential for peace and conflict. The analysis is to be carried out together with the local partner, for instance as part of a preliminary study or of the joint project planning activities. The analysis must clearly define the conflict, the main actors, their interests, and the potential for peace as well as the scope for action of the partners themselves.

The tasks involved in a given activity are defined in such a way that the specific added value of an external CPS peace expert is clearly visible. The peace expert, the local partner and the German CPS organization engage in conflict-related monitoring. The monitoring efforts require that the development of the conflict be reviewed on a regular basis. In addition, project-based instruments are used in order to monitor unintentional negative impacts of the partners' own activities and in order to take targeted action to strengthen positive impacts (e.g., Local Capacities for Peace/Do No Harm approach). Larger projects also rely on instruments that review the focal areas of the project as part of an analysis of the potential for conflict and peace (e.g., PCIA).

The peace experts are faced with special stress and risks as part of their project work. Such stress and risks are not limited to CPS work, but they are more frequent there. This means that the CPS organizations have a special responsibility to provide preventive, accompanying and, if need be, curative counseling and training services. Every CPS organization has developed its own procedures and instruments to live up to that responsibility, for instance modules for stress management and for dealing with violence and stress that are introduced as part of experts' preparation and training, as accompanying instruments at regional specialized seminars, and in the debriefing phase after experts' return. Further examples include an offer to provide

regular supervision by local personnel or the appointment of contact persons with psychological training, and the development of security policies and crisis plans.

In its fields of action, the CPS relies on a variety of project-specific instruments for civil conflict management. Experts learn about most of the specific instruments during their preparation/training phase. But peace experts should also be able to make use of further training programs on the ground, and they should share expertise with each other. The CPS organizations have made a commitment to intensify the documentation of successful CPS instruments and the exchange of experience related to them.

9. Networking and cooperation

Networking and cooperation constitute both ends and means of civil conflict management. They are relevant for all fields of CPS activity. Also, there is a close link between development cooperation and civil conflict management. Development inevitably means changing the status quo and thus, changing the constellation of political and economic interests. Even though work on conflict often relates to the changing of attitudes, mentalities, or to addressing traumatic experiences, conflicts are linked with material interests in one way or another. It is not possible for local target groups to have a true feeling of lasting peace in their everyday lives unless peace is accompanied by a tangible improvement in their material situation. So conflict management requires, not least, the integration (the taking into account) of economic development activities. Moreover, conflictive issues are typically so complex that they can be viewed and addressed from a wide variety of perspectives. For instance, social, political, economic, religious or ethnic aspects in various combinations can be placed at the center of attention. All these perspectives allow for manifold (and in some cases, necessary) networking and cooperation opportunities between the CPS and other development organizations.

Networking as an exchange of experience and information which does not necessarily have to be geared towards a consensus can take place between players at a variety of levels. There are different types of networking: networking between local partner organizations; networking between German CPS organizations within a given region; networking among peace experts; and networking between peace experts and their partner organizations and other players of German and international development cooperation. Just like the other aspects of CPS work, networking must be guided by the fundamental principle of partner orientation.

The CPS makes a special contribution towards **networking between local partner organizations**. For instance, it facilitates the exchange of expertise based on the CPS network and/or the approach of a Civil Peace Service through regional partner meetings on the ground, or through international partner meetings in Germany (South-South exchange). Contacts established by the peace expert can help to build working relations between partner organizations or to foster partners' exchange with other international specialized organizations.

Thanks to the CPS Group, there is already a well-developed level of **networking among German CPS organizations** active in a given region. It has been standard practice to extend mutual invitations to specialized meetings, to exchange views on country-specific and regional issues, to work together in the Working Group on

Development and Peace (FriEnt), to cooperate on matters of training and preparation, to develop joint public relations activities, and to organize joint conferences. The participating organizations regularly consider how the development of country or regional strategies and the division of labor can help improve their work.

The CPS Group is currently enhancing the **mutual networking among peace experts** based on suitable media, in order to increase support in the form of expertise, facilitate the exchange of expertise among colleagues, and improve the opportunities for forging networks with partner organizations.

Networking between peace experts and their partner organizations on the one hand and other players of German and international development cooperation on the other extends the scope of the CPS's impact while simultaneously broadening the peace experts' perspective beyond the grassroots level. Networking and cooperation are helpful in a variety of project phases. As early as in the planning stage, the analysis of the potential for peace and conflict takes note of the activities of other international players and formulates the specific added value which the assigned personnel will offer with a view to existing efforts (comparative advantage). This can help prevent overlapping and identify neglected aspects and possible forms of cooperation. During the implementation phase, cooperative activities of particular interest to the CPS include, in particular, project activities that link partners' projects at the local and regional levels to projects at the national level. Conceivable joint activities include workshops organized by partners; the exchange of training material; the joint design of public relations activities to advocate nonviolent conflict resolution; and the use of information from local partners for lobbying and advocacy activities at the national level.

In projects that are explicitly defined as cooperative projects with other development organizations, peace experts can serve as "conflict advisors" and provide an outsider's view of the conflict and offer their knowledge of conflict-related instruments. In that way, they support development cooperation players on the ground in making the planning and implementation of projects more sensitive to conflict.

In their relations with local partner organizations, an asset which peace experts can offer is their knowledge of donor organizations' structures, procedures and logic. A broad perspective, fostered by contacts with other organizations, helps peace experts to identify and utilize the systemic links underlying the conflict.

Wherever possible, the CPS encourages coordination meetings between peace experts and representatives of other nongovernmental organizations and of official German implementing agencies, or makes use of existing fora at the German mission ("jour fixe"). These meetings should not only be used in order to exchange information and discuss the security situation, but also, increasingly, in order to jointly monitor the conflict situation (new developments with regard to the potential for peace and conflict). This constitutes an important step towards more coherent responses from local and international players.