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New trends in peace-building

Another form of social innovation

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1. INTRODUCTION

The aim of this report is to identify the new working methods and trends emerging in the field of peace-building. As this report is addressed to the ICIP, the focus of the conclusions is at the operational level and with a view to some of the practices described being integrated into its general action plan.

2. NEW REALITIES AND SOCIAL INNOVATION

A series of new emerging realities that affect the way in which peace-building is dealt with at the international level are set out below. Specific examples of each trend are given to provide a better understanding of what is happening in this field, which can be defined as social innovation.

For the purposes of this report, social innovation is the range of new practices, products and services that provide an innovative response to emerging social demands. The quest for peace and respect for human rights are social demands that are now part of not just the developed world. It is a necessary condition for an entire community to be able to fully develop its available potential. Fortunately, the fact that social and economic development needs to be complemented with progress in peace-building and respect for human rights is no longer called into question.

A series of specific examples of this type of social innovation in different parts of the world is given below.

2.1. PARTICIPATION OF NGOS IN PEACE NEGOTIATIONS

Whenever reference is made to dialogue to resolve armed conflicts and bring about peace, the emphasis is on bringing the warring parties

or opposing forces together in order to try and reach a peace agreement that brings hostilities to an end and enables differences to be resolved through means that are more respectful of human rights and human dignity. While this has been the dominant paradigm in recent years, a new tendency is the increasing involvement of NGOs in negotiation processes.

Civil society often plays an important role in terms of creating the conditions that make the start of a peace process possible although it has usually not been present at important times in a solution.

To a large extent, NGOs are excluded from the work of defining agreements on the future of society in spite of the fact that they are an important part of it. Fortunately, this situation is slowly changing and they are increasingly being taken into account at transcendental moments in processes involving dialogue and conflict transformation. This trend towards NGO participation in peace mediation processes is closely related to two facts:

- 1) The nature of conflicts has changed radically over the past twenty years. There is now a large number of internal conflicts within States, together with those of an ethnic nature.
- 2) Civil society as a whole is affected in conflicts of this type and there are more victims among civilians than among combatants.

In this regard, it is worth noting that, in addition to civil society suffering the main impact of these conflicts, it is the same civil society that is the main stakeholder in the contents of peace mediation processes. The ultimate beneficiary of the outcomes of any peace process is the general population as it involves putting in place contents that affect the reconstruction and future of society itself.

Of particular importance is the fact that peace negotiations also involve the adoption of measures to set in motion or enhance democratic processes based on non-exclusion and equality. It is therefore crucial for peace processes to be essentially democratic, i.e. that they involve the largest number of actors, not just the warring parties, but also civil society.

As can be seen from the abundant research and bibliography on the subject, society has to feel involved in any peace agreement for it to

become consolidated. This is only possible if society is involved in the entire process of defining a peace process. If it is merely the political elite and the opposing forces that participate, with society kept to one side, the basis of any agreements will be unstable and will not guarantee their coexistence in the future.

It is generally accepted that peace processes need to generate a context which safeguards the participation of all the social and political sectors involved in a conflict. For this reason, and to ensure that the process is accepted as being legitimate in society, conflict resolution should not be placed under the exclusive responsibility of armed actors or those who use violence and human rights abuses to find a solution. A framework for resolution based solely on such actors does not contribute to a lasting atmosphere of peace, as there is a great temptation to resort once again to violence to modify the contents of agreements that have already been reached.

In this respect, great care needs to be taken regarding the involvement of entities external to the conflict. The aim of any such involvement should be to reinforce the civilian actors and in particular civil society as opposed to the armed actors.

2.2. THE ADVANTAGES OF NGOS PARTICIPATING IN PEACE PROCESSES

It was mentioned before that NGOs have played an important role to date in the work to develop the necessary conditions for setting in motion peace processes. Their work is demonstrated in their activities to promote the sustained transformation of conflicts and encourage understanding between opposing parties. They also play an important role in fostering reconciliation in post-armed conflict scenarios. This has been one of their main roles in societies experiencing armed conflicts, along with alleviating the human consequences resulting from the actual conflicts themselves.

1) NGOs and civil society have developed important skills in this field.

Experience shows that these same abilities can have a positive impact during negotiation processes.

- 2) NGOs develop a network of contacts with the parties concerned (stakeholders). They have been working for years in the area of confidence-building and can thus act as a link between all of the parties concerned.
- 3) NGOs also have direct and extensive knowledge of the realities of the conflict and know how to identify the needs of the civilian population.
- 4) NGOs can help to enhance the legitimacy of negotiation processes, especially in states that are lacking sufficient democratic legitimacy. Direct participation by NGOs enables civil society to find a way/s for it to feel and actually be represented in practice.

2.3. THE CHALLENGES INVOLVED WHEN NGOS PARTICIPATE IN PEACE PROCESSES

The first problem is that of pluralism. Civil society in a societies where there is armed conflict is not a homogeneous concept. Generally speaking, it may well be marked by the divisions and conflicts of interest that exist between the opposing parties. In addition, incorporating them all is a challenge because they may potentially be numerous.

The second problem is the difficulties in organisation and funding that arise with NGOs. A further challenge is resistance by the opposing parties to the participation of civil society organisations as this may prejudice their prominence in the negotiation process.

2.4. A SPECIFIC EXAMPLE. EFFORTS BY WOMEN IN THE MANO RIVER REGION

The Mano River Women's Peace Network (MARWOPNET) is a combination of the forces of all the diverse networks operating in the region to ensure successful implementation of their platform for peace. MARWOPNET has been particularly concerned about the threats to peace and stability in the countries of the region (Guinea, Liberia and Sierra Leone). MARWOPNET helped the leaders of the three governments in the negotiations in 2001 and served as a signa-

tory to the Liberian peace accords in 2003. Throughout these efforts, the network has continually endeavoured to ensure that the voices of women are heard.

The Mano River Union was established in 1973 to resolve economic problems and taxation issues between Liberia, Guinea and Sierra Leone. The control of the diamond mines in Sierra Leone has led to numerous conflicts between the three states and caused serious economic and, above all, human problems. In the nineties, the three countries were engulfed by internal conflicts and in 2000 Liberia attacked Guinea, which created a wave of displaced people. That same year, the organisation was set up by women's regional organisations to solve the problem of the refugees and put an end to their suffering, and they thereby made the decision to become active players in resolving the conflict.

In this context, delegates from the organisation began meeting with non-state actors involved in the conflict and the respective governments, whose relations were affected by the lack of communication and mistrust. These all accepted to meet with community leaders and they were again brought together around a negotiating table. Despite having provided the conditions for this to be possible, however, the delegates from the organisation were finally excluded from the formal negotiations.

2.5. THE SUPPORT OF INTERNATIONAL NGOS

The example of the women's peace network shows the tendency for local civil society to participate in dialogue and negotiation processes. Nevertheless, this development also implies a challenge for the work of international NGOs in societies experiencing armed conflict. These NGOs can also play a role of direct participation in peace processes provided that they comply with the following conditions:

- 1) The NGO must be familiar with the country, the challenges that it faces and have confidence in the different parties involved in the conflict.
- 2) It must have a collaborative relationship with local organisations in civil society. Their main work will be to precisely encourage the in-

volvement and participation of these local organisations in the peace process.

- 3) The NGO must have the requisite skills and tools in order to participate in conflict resolution processes.
- 4) Its activities must be coordinated with other NGOs operating in the area to avoid the dispersion of efforts.

2.6.- THE WORK OF THE CENTRE FOR HUMANITARIAN DIALOGUE IN MINDANAO

The Henry Dunnant Centre for Humanitarian Dialogue (the HD Centre) is an independent mediation organisation based in Geneva, Switzerland, dedicated to improving the global response to armed conflict. It operates in situations around the world, including the Basque Country, and is an interesting example of an international organisation that gets directly involved in peace conversations.

It is currently involved in the peace process in Mindanao. Following a return to hostilities in 2005, the HD Centre hosted informal conversations between the parties, which led to a series of initial agreements.

The HD Centre has also been working to create opportunities for dialogue between local leaders and on preventing armed confrontation between the parties involved. In the peace negotiations, the Group provided advice to the dialogue facilitators.

Following an attempt at an agreement that finally failed and led to renewed armed conflict, the Centre worked on resuming the talks and engaged substantively with the Malaysian facilitator and promoted meetings to achieve international support. All of this was carried out with the participation of civil society that has created a framework for horizontal dialogue to help improve relations between the different communities, generate a better understanding of some of the problems between the groups and contribute information on these various issues to the peace process.

3. CITIZEN PARTICIPATION AS A PEACE-BUILDING TOOL

Fortunately, it would appear that nobody now questions the importance of incorporating citizen participation as the focus for any peace-building initiative. There is broad agreement between institutions, political forces, economic entities and social agencies on the importance of promoting social participation as a factor for the increase in involvement in democracy and its enhancement and to regain the connection and participation of all citizens in the designing and implementation of public policies.

Social participation is understood to be a right of all citizens and this must be active and take place in a context of freedom and safety in order for the relationship between citizens and the state to improve. The role of social participation is to re-engage citizenry in decision-making and the defining of different aspects of political and social life. It is also an instrument that allows for a greater awareness of equal opportunities for all citizens, which is fundamental in any democratic state.

A problem that arises with processes of citizen participation is when it is not recognised as a right or when it cannot be freely or safely exercised. This occurs frequently in non-democratic states where there is a lack of respect for fundamental human rights. It is therefore very complicated to develop processes involving citizen participation when the state itself does not guarantee fundamental rights.

There are also difficulties with processes of citizen participation in places that are experiencing armed conflict, as the actual presence of violence hinders the development and culmination of the appropriate socio-political circumstances.

Nevertheless, the experiences of citizen participation in areas of armed and violent conflict offer the possibility of exploring new channels for dialogue and co-existence that originate within society itself. They offer scope for creating tools for peaceful resistance against the perpetrators of violence and can even assist the development of protection mechanisms for the people against expressions of violence.

The primary objective of these experiences of citizen participation is to involve society in overcoming the causes that have led to armed conflict, in democratic enhancement and even in the development of a social and economic environment where sustainable development and the renunciation of violence as a means of conflict resolution are possible.

In addition to this central objective of citizen participation in conflict zones, other purposes include:

- 1) The support of basic human rights and the freedom of all people in society.
- 2) The establishment of areas for peaceful and democratic co-existence.
- 3) Support for local organisations that work towards a peaceful and democratic transformation of the conflict.
- 4) The setting up of local institutions that contribute to the development of a framework of safety and security.
- 5) Impetus to economic and social development and improvements to the living conditions of the inhabitants.

3.1. THE DIMENSIONS OF CITIZEN PARTICIPATION IN CONFLICT ZONES

The first dimension seeks to: create humanitarian spaces or territorial areas for peaceful co-existence; promote a culture of respect for human rights and alternative methods of conflict resolution; strengthen mechanisms to protect the civilian population from the effects of the conflict; provide impetus to processes of socio-educational change; restore the constitutive values of family and social integration, with particular attention being paid to the most vulnerable groups (women and children). Peace education activities are also envisaged.

The second dimension focuses on strengthening local grass-roots organisations and social networks as elements of the social fabric for participation in the management and control of the public domain, and in citizens' initiatives for peace.

The third dimension aims at sustainable social and economic development. The objective is to improve the basic social infrastructure to support productive projects so that cost-effective, end-to-end produc-

tion systems can provide alternative sources of income and employment. There is also an emphasis on the recovery and conservation of natural resources, using a peace-based approach at all times.

Citizen participation in areas of armed conflict ultimately stimulates community interest in the content and implementation of prospective agreements. The setting in motion of peace and dialogue initiatives in society contributes to the affected community internalising the process and shields it in the times of crisis that are bound to reappear. In this way they will discover how new opportunities emerge to reach agreement, work on and improve understanding and introduce specific initiatives that guarantee the security and fundamental rights of those who are most vulnerable in the community.

3.2.- THE PARENTS CIRCLE-FAMILIES FORUM

The Parents Circle-Families Forum is a very atypical case of an organisation that operates in the field of peace-building in that it brings together Palestinian and Israeli families who have lost immediate family members and whose proposed joint mission is reconciliation in the midst of the ongoing conflict. The membership is approximately half Israeli and half Palestinian and they have all lost immediate family members due to the conflict.

The purpose of the organisation consists mainly of preventing further bereavement to families. Its work involves influencing public opinion, policy makers and relevant officials with the call for all parties to work for peace by giving up the dynamics of confrontation.

The organisation mainly promotes education for peace and reconciliation. Its objective is to bring about a shift in people's perception through initiatives for understanding and attempts to change destructive attitudes to the conflict.

The organisation promotes the cessation of hostilities and seeks to prevent the usage of bereavement from becoming a new source of confrontation and enmity between the two peoples. An important part of its work involves upholding mutual support between the members of the organisation.

Among its various activities, particular mention is made of its educational programme. Over 40,000 students receive a visit every year from two members of the Forum, one Israeli and one Palestinian, who share their vision of peace and reconciliation. Initiatives to act as a wake-up call for public opinion have also been launched, such as the idea of putting coffins covered with the flags of Israel and Palestine in the entrance-way to the UNO.

The Forum also worked with the Government of Switzerland in 2010 to promote dialogue between politicians from both sides. Social projects include initiatives like the Hello Shalom/Salaam Project, a toll free telephone line between Israelis and Palestinians, which promotes understanding of the realities of each community. The organisation calculates that more than one million calls have been made. As a result of the success of the initiative, the organisation has upgraded this project to include online social media via the Internet.

3.3.-THE IMPORTANCE OF WORKING ON PLACES OF ENCOUNTER

As has been shown in other areas of the world, the best way to bring about a new climate of understanding and cooperation at the local level is in initiatives that are of a pluralistic and inclusive nature.

The effect of “think global, act local” is a reality. By improving the situation at the local community level, where direct action is possible, and adding that experience to many other similar ones occurring in other places, a global convergence of effort can be achieved that positively affects co-existence, even in flash points around the globe.

The tendency of armed and political actors is to settle into and adapt to the situation without offering solutions for transformation. Local citizen participation can act as a stimulus that stirs up this inertia and seeks new solutions by acting as an illustrative example of the fact that a coexistence-based solution is possible. In this case, the role of the people is that of an actor that takes the initiative in putting across the need for a solution to seemingly entrenched problems.

When dealing with a participative process in such contexts, account needs to be taken of:

- 1) The methodology that is most appropriate to the objectives that have been set, the moment in time and the people involved,
- 2) The need for constant evaluation of whatever methodology is chosen. As the process develops, the methodology may well need to be adapted accordingly.

3.4. THE CHALLENGE OF EVALUATING THE POSITIVE ASPECTS

Once initiatives led by NGOs in the field of conflict resolution with the emphasis on citizen participation have been launched, a major challenge is to assess whether these activities have a positive effect on society as a whole, aside from those who participate directly in them. If the effects are just limited to the participants and go no further, they run the risk of being token activities or even elitist. It is therefore important for NGOs to plan and have a strategy to ensure that the positive effects spread to sectors that are separated from each other and that maintain more rigid and intransigent positions, and that they have a real influence on the perceptions and attitudes of society as a whole to the conflict.

There is a temptation to think that community leaders maintain a position that voices feelings at the community level and that there is a grassroots ability to change the strategy and actions of their leaders. This is not always the case, however. Community leaders are often an elite forged by cultural, social and/or economic differences. This is why it is of vital importance to involve the population as a whole in peace processes. If the citizens do not feel that a peace agreement is theirs and that it belongs to them, the handling of the negotiations or agreements may run up against the obstacle of being rejected by society.

The great challenge of methodologies for citizen participation in conflict areas lies in developing activities in order to work with specific individuals, while at the same time ensuring that the benefit and impact are achieved in the community as a whole. In this regard, all initiatives to provide the population with tools so they can form part of

the decision-making process must include a strategy whereby they don't remain just in the circle of those who directly participate but that they can reach other sectors and/or society as a whole. In short, it needs to be shown that small-scale actions do actually contribute to structural social change.

NGOs have generally focused on educating, training and facilitating social leaders so they can embark on conflict resolution at either the political, community and/or opinion leader level. Work at the citizen level in general however is less developed. There are times when it is developed but without any strategy to ensure that the benefits extend beyond a small group of people and reach a larger part of the population. These positive effects and the transfer of knowledge do not occur automatically and they need to be specifically worked on.

The problem in developing this strategy lies in the following:

1) It is difficult to evaluate the impact that the activities may have on people who have not participated directly in the initiatives. For example, it is very difficult to determine whether promoting values like understanding, empathy, dialogue or active listening has any effect in the conflict.

One proposal for assessing this consists of determining whether the participants have led the way in transmitting the values worked on in the initiative promoted by an organisation, such as providing information at the family or social level or in the workplace, or to try and change or influence their fellow citizens' point of view through discussion, handing out information, writing a blog or campaigning for mobilisation.

Organisation of an activity or initiative by the participants may be an objective way of assessing this type of experience of citizen participation, aside from whether they bring about a change in the attitudes of society or not, which, as has been mentioned, is difficult to measure.

2) These types of activities do not automatically have an effect on the general development of the conflict. Most NGOs engaged in these activities act as if this was the case and think that good intentions on their own are enough to bring about an improvement. This is why a strategy is necessary in order to reach beyond this.

NGOs need to pay considerable attention to preparing ways in which the participants can apply their experience and learning in support of structural changes that transform the conflict. To sum up this idea, the participants need to become active players who take part in establishing a critical mass that gives impetus to the transformation and solution of the conflict on the basis of respect and understanding.

3.5. THE NATIONAL PEACE COUNCIL OF SRI LANKA

Established in 1995, the National Peace Council of Sri Lanka was the culmination of a process that began with a campaign against election violence in 1994 by an inter-religious group of organisations and individuals. Strategic interventions by the group led to the organisation of a National Peace Conference, the aim of which was a peaceful and permanent resolution to the protracted conflict in the country.

Since it was set up, the organisation has worked with the vision of peace, freedom, human rights and democratic principles becoming a reality and of bringing about respect between the different communities in Sri Lanka through advocacy on violence and mediation, dialogue, consensus and the adoption of commitments.

In a concerted effort to strengthen public support for a negotiated political settlement, the NPC has supported activities of advocacy for peace, research, training, mobilisation and inter-community dialogue, which are aimed at mobilising the people towards peace and conflict transformation.

Its purpose of bolstering civil society developed out of the crisis in the peace process and the inadequate representation and role of civil society groups in negotiations.

The organisation attaches particular importance to values education for peace. Courses, workshops and seminars are run to explain and raise awareness about the diversity of ethnic groups that exist in the country, their histories, interests and aspirations, and how this diversity and problems with its acceptance is the origin of the conflict. These sessions in peace education are aimed at the political elite as well as at the local community level.

The organisation's most interesting contribution is that, in addition to carrying out training, it encourages the passing on of the experience to other ethnic groups. The NPC has created a network of committed activists throughout Sri Lanka and it promotes inter-cultural exchange among the ethnic groups as an aid to understanding that it is possible for people with different interests to live together.

The main problem facing the organisation is the Sri Lankan government's negative stance to the NPC's work and the resulting marginalisation of its role, thereby impeding its contribution to the broader peace process, which has become particularly focused on keeping the peace process alive.

4.- MORE TRANSPARENCY IN PEACE-BUILDING

Another of the main challenges facing organisations is the transparency crisis. Several cases of bad management in development cooperation have spilled over into the field of peace-building and seriously damaged the credibility of the organisations, and increased transparency has now become indispensable.

This is more pronounced in the case of organisations working to promote peace and human rights in conflict zones. The success of their work calls for the trust of both those involved in the conflict and of the general population. Any suspicion of vested interests, misuse of funds or governmental control does damage to this credibility and seriously limits the work being undertaken.

When dealing with this issue, one thing that the majority of organisations working for peace have in common is that they are willing to be transparent, and claim so publicly, whereas very few of them are actually prepared to face the risks or take the measures that are required of transparency.

Transparency is of particular importance. In the absence of any evidence-based information it is impossible to evaluate an organisation's

activities. This is of particular importance in organisations based in the developed world that work at the international level, especially in developing countries. In these cases it is very complicated to obtain good information on the organisation's activities, and the little that there is generally comes from the organisation itself. Even though its accounts and assessments of the activities undertaken are released and publicised, donors have very few data to go on to establish whether their money is well invested or not.

In addition, the distance between donor and recipient notably increases the costs of information and transparency. In another section of this paper an analysis is made of the potential of social media as a tool for narrowing this gap, and to reduce the cost and increase the flow of information.

Another problem is that certain actions are long-term based and/or give results that are not clearly evident. In such cases, any ongoing assessment will be difficult to make and will depend to a great degree on the vision of those who are actually promoting projects.

4.1. CHALLENGES IN FINANCIAL TRANSPARENCY

- Diversification and proportionality. The guarantee of an organisation's independence depends to a great degree on the diversification of its sources of funding, both public and private, in order to avoid the risk that its ability to express its opinion or act freely is undermined.

As regards proportionality, in a similar way to the previous point, the sources of funding, from corporate sources, public sources to individual donors, need to be proportional and rational. It is particularly important that the first two do not exceed the total amount of the third (individuals), as funding from many individual people or donors ensures that an organisation is to a great extent independent.

- External and internal transparency. External audits of an NGO's economic and financial situation and fund management in the different projects ensure adequate monitoring of its funding. In order

to really contribute to transparency, audits need to be presented and made available to all members of the organisation.

One further step is to publish audits and to give all interested parties access to them, including the media. This not only increases transparency, but also helps potential donors when making a decision.

On the other hand, neither is intensive government regulation and control of NGO activities the best of solutions. An NGO's activities may well be highly critical of the government or the government might be in direct confrontation with the organisation. In such cases, the Government can use regulation to constrain NGO activities and their very independence, i.e. the more government regulation there is, the higher the risk of an organisation's potentialities being impaired, which would include its independence, the possibility of it serving as an alternative channel for the people's demands, and the freedom of opinion.

Organisations that receive funding, however, have an added incentive to be more transparent financially speaking, inasmuch as they are accountable for how funding from public sources is spent. Another mechanism used by governments to fund organisations is exemption from the payment of taxes, which necessarily involves government auditing of the accounts and therefore greater control over and evaluation of the management of funds.

4.2.- A PRACTICAL EXAMPLE. THE SPANISH FUND-RAISING ASSOCIATION'S CODE OF CONDUCT

The *Asociación Española de Fundraising* (Spanish Fund-raising Association, AEFundraising) defines its main purpose as “promoting the development of philanthropy and fund-raising, and the dissemination of good practices in marketing and communication, applied to the management and raising of funds for humanitarian causes”.

The association is based on the idea that fund-raising is not a concept that refers exclusively to fund-raising, but also to building relationships and promoting values. In this regard, AEFundraising has produced a code of conduct according to which its members adopt a series of commitments. These are as follows:

- 1) To raise funds in ways that are honest, respectful, transparent and with integrity, with the mission of the cause and group put before any personal interests.
- 2) A commitment to information transparency, with all work materials and documents properly reflecting the organisation's mission and/or project that funds are being requested for. There is also the commitment to respect the wishes of donors and to not change the allocation of their contributions without their knowledge and consent.
- 3) To reject donations, of either private or corporate origin, when these clash with either the institution's purpose and values or the fund-raising cause.
- 4) To be accountable to donors and to satisfactorily show how raised funds are managed.
- 5) To respect the legal regulations, including personal data confidentiality.

4.3.- CHALLENGES OF TRANSPARENCY REGARDING THE BENEFICIARIES

This is an issue that is rarely taken into account in evaluating an organisation's activities. A key element in evaluation is knowing whether the organisation has asked its community of participation about its needs prior to the launch of a project and that the evaluation is also based on the opinion of the community once it has been completed. Furthermore, the participation of the beneficiaries must also have a permanent place in the design of initiatives.

Organisations also have the challenging task of ensuring that the dignity of the beneficiaries is respected. One example is the use of pictures or videos of the beneficiaries. In addition, organisations must give them the opportunity to tell their own story.

The participation of the beneficiaries is not just limited to these matters. They must also play a role at the time when the activities are being evaluated. This transparency can be beneficial to the organisations themselves in that feedback from the beneficiaries following a specific action contributes to the design of subsequent campaigns,

with account being taken of any errors as well as potential that has been fulfilled.

4.4. CHALLENGES OF INFORMATION TRANSPARENCY

The work of peace and human rights organisations focuses in particular on disseminating awareness and the analysis of conflict situations. One challenge regarding information transparency is to guarantee the credibility and impartiality of information and to avoid any bias or conflict of interests.

The problem is that very few organisations deal with the issue of the transparency of sources of information and of the methodology used to obtain it. Messages are sent out in NGO campaigns that seek to reinforce the points of view that are being upheld, but these are rarely accompanied by detailed reports or analyses that justify their messages.

This issue is of far-reaching significance. Organisations may be compelled to give information to mobilise support for a certain cause or campaign, but at the risk of this not happening in an objective or unbiased way. If the data or figures turn out to be unreliable, this may well impair the effectiveness of the campaign. On the other hand, the effort to achieve transparency by providing reliable data in support of a cause or initiative is a good practice that enhances both the transparency and credibility of an organisation as it enables any person or entity to reach their own conclusions from the data.

Organisations must clearly state their mission and purpose. The setting in motion of initiatives and campaigns however follows on from strategic decisions to achieve this mission and its objectives. The way in which organisations often decide their strategy, priorities and initiatives is often non-transparent to the beneficiaries and stakeholders.

With regard to transparency, there are two factors that are fundamental:

1) Who makes the decisions and who carries them out?

Clearly stating who the people are on an organisation's board, together with each one's biography and position, helps beneficiaries

and stakeholders to assess how objective, impartial and capable these people are. This is also true in the case of people in charge of setting up initiatives, such as technical staff under contract and volunteers who are responsible for carrying them out.

2) What is the decision-making process?

Volunteers, the beneficiaries and stakeholders in the organisation's activities must have a clear understanding of what the strategic plan, the objectives and the initiatives are. Moreover, they need to be able to find out how, where and when these have been decided. This allows them to give their opinion on these decisions and also to be able to objectively assess whether the anticipated objectives have been achieved.

4.5. THE PALESTINIAN NGOS' CODE OF CONDUCT

The Palestinian NGOs' code of conduct provides some very interesting recommendations regarding transparency in three areas: participation, transparency and accountability.

TRANSPARENCY IN RELATION TO THE BENEFICIARIES

NGOs that subscribe to the Code abide by the principle of participation and undertake to regularly consult with the beneficiaries regarding their activities, along with the government (Palestinian Authority) and other organisations.

With regard to the beneficiaries, organisations consider it is important for them to become involved in the design, monitoring and evaluation of projects. They also undertake to encourage communication between NGOs, beneficiaries and other concerned parties, for the purpose of providing correct figures and data on projects that are undertaken.

They also commit to ensuring that the general assembly, beneficiaries, donors and the government (PA) have access to all activities, procedures and decisions, as well as to all information.

This issue is of particular importance inasmuch as the signatory organisations are committed to providing reports on the usage of resour-

es and the way in which decisions have been made. They are ultimately accountable to their general assembly, the beneficiaries and donors.

INFORMATION TRANSPARENCY

With regard to information transparency, NGOs also commit to the following measures to make all relevant information available:

- 1) To share the NGOs' principles, mission, objectives and values.
- 2) To discuss the administrative and organisational structure and job descriptions.
- 3) To disclose all associations, coalitions and contractual commitments at home and abroad.
- 4) To regulate employment and procurement procedures like any private company or institution.
- 5) To report on all future activities that the organisation is preparing.

FINANCIAL TRANSPARENCY

Organisations that have agreed to the code of conduct undertake:

- 1) To publish financial reports in an understandable and accessible form.
- 2) To publish annual administrative financial reports and all audit results, with the exception of classified information.
- 3) To have an accredited accounting system.
- 4) To use the organisation's funds according to earmarked and announced standards.

5. THE SOCIAL MEDIA REVOLUTION

According to Wikipedia, the term Social Media refers to “the use of web-based and mobile technologies to turn communication into an interactive dialogue social media”.

The variety of social media has grown to an impressive degree in recent years. The most well known are YouTube (video), Facebook

(social networking), Twitter, (short, text-based posts), Flickr (image and video hosting) and Wordpress (blogs), to give but a few examples.

The social media have three specific features that enable them to be used by NGOs: ease of use, their low cost compared to other conventional channels of communication, and the speed at which messages and content can be sent.

Nevertheless, while the penetration rate in NGOs is high compared to the private sector, the fact remains that only part of the benefits that social media can contribute to the work of NGOs has been exploited and particularly so in the case of those working in the sphere of peace and human rights.

The social media are not just a fad. They are an established yet evolving channel that should form part of communications in general and strategies to create community in organisations.

The social media are now an everyday tool for a large number of people who connect up around the world via the Internet. People of all ages and from all sectors of society participate, converse and share through social media, and the number will only increase in the coming years.

There are three main areas in which the use of the social media represents a new tendency for NGOs: transparency, micro-actions and crowd-sourcing applied to human rights. Given its importance, there is a separate chapter on crowd-sourcing in this paper.

5.1. FINANCIAL TRANSPARENCY

A lot has been said about the use of the Internet as a way of increasing the transparency of NGOs. If one looks at the change in the transparency of information since the early days of the Internet, one comes to the conclusion that transparency is something that is inevitable given the increasing amount of information that being shared.

This development has also burst on the scene for governments and public institutions, with constantly increasing demands for data held by the administration to be made public and accessible, provided there is no breach of personal data. This requirement will sooner or

later reach NGOs in relation to four aspects that bear a close relationship to the challenges described in the previous chapter of this paper.

Mention was made in the previous chapter of the need to diversify the sources of funding, with special importance being given to individual donations. The problem with getting contributions from a large number of people lies in the organisation being able to answer the following question: what are they going to do with my money?

This question is easy to answer via the Internet. Easy and fast access to the information gives everyone the possibility of receiving an answer. One general criterion to be applied in this aspect is to make it very clear where the money will go in any request for financial support.

The same is true for the relationship with the beneficiaries of actions, especially when they are far away from the organisation's points of coordination. Social media enable regular contact to be maintained with them and constant feedback received on the development and implementation of initiatives, enabling errors to be corrected and best use made of the opportunities that arise.

The use of video, blogs and other means also enables the beneficiaries to directly contact those collaborating with the organisation to tell them their story, i.e. how their lives have improved as a result of the initiative having been set in motion.

Information is able to flow constantly through social media. Information on awareness campaigns and demands can include figures, reports and analyses that support and justify the cause. Such dissemination enables those who are possibly interested in supporting it to have sufficient information in order to decide on their position and become involved in the initiative, thereby fostering critical and active support. Each organisation must also give solid grounds for its campaigns: a few slogans or ideas are not enough in the social media, and the content needs to be developed and well pitched.

The social media can also open up decision-making to beneficiaries, stakeholders and other concerned parties, volunteers, collaborators and donors. Correct use of these new ways of communicating, listening and participating is an opportunity to delve into the democratic workings of NGOs.

5.2.- KIVA

Kiva came about as a result of the analysis made by its founders of the success of microfinance and the benefits that accrue in the communities where this system of funding is used. The Kiva website enables anyone to loan money to help start businesses in developing countries where there is a shortage of economic resources.

The distinguishing feature of Kiva lies in the fact that people who are interested in collaborating, instead of donating an amount of money to a large organisation responsible for fund management, loan money directly to local entrepreneurs who want to start a business or project.

Furthermore, the person lending the money can directly select the project that they would like to fund and also monitor its development. When the person receiving the micro-credit repays the loan, which is always interest-free, the lender can either re-lend it, donate it or withdraw their money. Kiva thereby connects up small businesses in developing countries with the lending capacity of people who are interested in collaborating.

The businesses that receive the money are often very small. Before a project is approved, it is supervised by Kiva's team of experts and collaborators (field partners) who vet each loan to ensure the project is viable and that the person or business is capable of repaying the loan, and then administer and disburse it. The amount of necessary finance to start up projects is also very small

Kiva is a combination of transparency, micro-activism, crowd-sourcing and the connecting up of people. People who get involved obtain a very clear idea of the specific project that they make a loan to, and its repayment serves to confirm that their money has been used to develop the business. Participation involves neither very much time nor large amounts of money. It harnesses collective intelligence in that it is the participants themselves who choose the project that they want to contribute to, and only those that are seen as being necessary or important receive finance. Kiva connects directly with the people, and brokerage by the organisation is only to ensure minimum standards and that borrowers and their projects represent a good lending risk

5.3.- MICRO-ACTIONS

The traditional model for participation in NGO activities is in a state of crisis. It is very complicated to maintain a growing, active and permanent base of collaborators and volunteers. Without their participation, an entity's activity is limited to the work of its managerial and technical staff. The main problem lies in the fact that participation schemes are excessively rigid and based on just two options: volunteer work for very specific job posts and donors.

The challenge for organisations lies in their ability to offer selective and attractive ways to participate in their activities. Such actions extend the range of potential collaborators and generate an ever-larger user base of people who are potentially interested in the activities. It thereby creates a critical social mass that may not always respond to participation schemes, but which constitutes the organisation's true potential.

Social media are the perfect tool for opening out participative processes. An emerging trend, although already applied in the past by different organisations, is micro-actions. Micro-actions are ways of collaborating that require neither very much time nor a very large economic contribution, and they are actions that are easy to complete. They do not involve any connection with the organisation although they help to identify people who are interested in the organisation's objectives. Although they are small-scale, when added together with the actions of thousands or millions of other people, they are capable of creating a groundswell of support amongst the people in favour of a desired cause or objective. They are also ubiquitous because they can be undertaken through the use of many tools and channels. Moreover, they are scalable in the sense that they can be disseminated to the social networks of people who are willing to get involved.

The more people that commit to a cause, the more opportunities there are for them to stay involved beyond the initial step. Organisations therefore need to have more ways ready for people to participate so they can respond to this willingness that may well be a person's first step towards a profound commitment to its activities.

5.4.- AVAAZ

Avaaz is a global movement founded in 2007 with the aim of promoting the political participation of society and influencing international decision-making through the establishment of a global public opinion. Avaaz actually means “voice” in various different languages. Since it was set up, Avaaz has carried out more than fifty-five (55) million actions¹ and has more than ten (10) million members.

The strategy used by Avaaz consists of setting up a rapid response to urgent problems by mobilising a large number of members who are willing to donate a small amount of money or sign petitions. The issues dealt with are very flexible and varied and are connected to peace, human rights and promoting democracy.

The main thing that stands out about Avaaz relative to other organisations that also use petition signing, like Amnesty International, is that it is an online movement organised exclusively over the Internet. In addition to its website, the organisation is very active in producing content and conversations on Facebook, Twitter and YouTube. This way of working enables Avaaz to activate a large number of people at very low cost, meaning that it can organise large online mobilisations with a very lightweight operational structure.

At the same time, the reduced costs of its structure enable it to maintain a fund-raising strategy that focuses on very specific objectives and causes instead of the general maintenance of the organisation. With the help of the Internet, they can raise large amounts of money quickly and very efficiently. This enhances the organisation’s appeal and helps people who are interested in participating, but who have little time and money, to make small yet frequent contributions.

It is also important to point out that speed of communication via the Internet helps the organisation to be able to rapidly change its focus on issues that are important within the public debate, and to capitalise on the interest that is raised in relation to specific events.

¹ The Avaaz website (<http://www.avaaz.org/en/about.php>.) was consulted on 8 November 2011.

The tool's weakness is connected to its strength. At the same time that it is easy to collaborate it is also easy to stop doing so, and its user base is very large although it is not very closely identified with Avaaz. At all events, the presence of Avaaz in Internet-based social networking multiplies the possibility of horizontal communication between its collaborators in a way that is free and unconditioned by the organisation's management and opens up opportunities to create a sense of community and belonging. The collaborators that make up its base thereby become producers of content as to mere consumers of the messages sent out by the organisation, and they help to influence its agenda.

5.5. CERTAIN LIMITS AND CHALLENGES TO BE FACED

The social media are not just a fad, they are a reality that is here to stay and one that will evolve in the coming years. For the time, being, however, they are not without certain limitations.

The first limitation is intimately connected with the fact that not everyone in the world has access to the Internet or the technology that makes it possible. One example is Africa, where only 28% of the population has online access.

The second limitation refers to the use of the Internet as an instrument for advocacy and protest in regimes where basic human rights are not guaranteed can become an element of repression. Such states have demonstrated their capacity to adapt their techniques of repression to the Internet and the social media, casting doubt on their capacity to create opportunities for civil society to become empowered.

The social media have undoubtedly reinvented social activism and made it much easier for sectors that had great difficulties to make themselves heard to collaborate, coordinate and express themselves. This does not alter the fact that it has been the strong links between people interested, concerned and willing to introduce initiatives for change that are the foundation of social activism. On the other hand, actions through the use of social media tend to develop between people with weak relationships. It is precisely on this point where the challenge lies for organisations.

There is no dichotomy between the social media and the more traditional forms of work, mobilisation and participation by civil society. They are all necessary tools in today's world and need to be seen as being complementary inasmuch as each one contributes to an organisation achieving its objectives.

This is the great challenge facing organisations. The Internet and the social media are changing the ways people can participate and act, and their capacity to complement more traditional activities with those offered by new technologies will depend to a great degree on the ability of these new media to continue to consolidate the efforts of large numbers of people around a common objective.

A great deal of flexibility will be necessary in order for this objective to be achieved, along with a strategy. Flexibility is an underlying requirement for action in such a changing environment like the Internet, where the tools change form unceasingly and the public moves from one social network to the next in very short periods of time. Whatever is new in the social media also goes out of date very quickly. What works in the field of communication and participation gets replaced at an increasing rate, which means that organisations need to be able to readily adapt and change.

The prerequisite for adaptation without getting lost is to have a strategy, clear and specific objectives, and a code of action in the social media. A constant feature of NGOs is for them to use the tools offered by the social media without first thinking about a strategy. Design, implementation, evaluation and modification are all necessary steps as in any other field of work, action and mobilisation.

6. CROWD-SOURCING AND HUMAN RIGHTS ACTIVISM

To quote Wikipedia, the term “crowd-sourcing”, a portmanteau of “crowd” and “outsourcing”, is the act of sourcing any type of task to an undefined large group of people or community (crowd). It has evolved

with the Internet, which enables users with no technical knowledge of online projects to collaborate. The importance of crowd-sourcing lies in the possibility of a large undefined and not necessarily specialised group of participants doing the work of a small group of experienced professionals. There are different forms of crowd-sourcing, though the fundamental one is value co-creation through mass participation. The public or group involved can consist of either users and/or collaborators. Crowd-sourcing is used not just to accumulate knowledge, but also to share the work load and to focus attention on a particular issue or aim and thereby contribute to an improvement being found for the subject or topic of interest.

The fact is that, even before the term was coined, there were many experiences in which a similar philosophy was applied to promote joint non-profit making projects. Most associations have been based on “the accumulation of small contributions” to compensate the cost of hiring staff and advertising agencies for many years. With the Internet, crowd-sourcing has now become a vital tool for social action.

6.1. THE CHALLENGES OF CROWD-SOURCING

The first issue as regards crowd-sourcing is to choose the appropriate model. Although it is aimed at everybody (the public), it is necessary to identify what the objective is and to focus it a certain way. As a general rule, there are four main natural areas or spheres of action for crowd-sourcing, each one with a specific objective.

- Crowd wisdom. This is based on the premise that the collective opinion of a group is more intelligent than the individual. A group of people has more knowledge and understanding to solve a problem than just one person. Applied to the work of human rights organisations, in practice this can mean two things: 1) the beneficiaries of the organisation’s actions may have a better idea of what they need than the organisation itself, and 2) volunteers, collaborators and donors may have knowledge and abilities that enhance the work of the organisation’s technical staff.
- Crowd creation. Groups can be much more creative than just one

individual. One needs to only think of brain-storming. A crowd of people can have new and ground-breaking ideas that better express the aims of the organisation.

- Crowd voting. A large group can make decisions that are more democratic and better informed than a small group of people. Applied to organisations, strategic decisions can often be made or shared with collaborators and in a way that is more appropriate than just with the management teams. This is of particular relevance when there is a large number of options to choose between.
- Crowd funding. As mentioned above, a large amount of funds can be gathered from many small donations without having to depend on large contributions from just a few donors, which helps organisations to maintain their independence. Crowd funding can also be used to decide how funds will be used.

Once the aim and model have been chosen, the next challenge is to define the public that crowd-sourcing is aimed at. Society as a whole is very broad and it is not possible to effectively reach everybody at the same time. Generally speaking, the basic premise is that the best answers come from a group that is sufficiently diverse so that the objective can be tackled from different points of view.

One of the most important elements is to offer appropriate incentives to the people who could participate in the initiative. It is not a question of giving a monetary reward, but of identifying new elements that are of interest to the participating community. Organisations start with the advantage that they have a community that is sufficiently committed that they can encourage participation and offer something else at the same time, like the possibility to enjoy oneself or learn, which helps to set in motion a more intense, enjoyable and numerous system of relationships.

Wherever possible, participation will also be more viable if an individual's small contribution can be added to form part of a whole. This is closely connected with micro-actions. For this reason, even though the work or a task is divided up into small parts, the participants need to have a clear idea of the objective or purpose they are contributing to.

6.2. CROWD-SOURCING IN SITUATIONS OF CRISIS AND HUMAN RIGHTS ABUSE

One of the fields in which the use of crowd-sourcing is most successful is in situations of crisis and human rights abuses. In these cases, there is the combined use of the Internet and mobile phones. The universality of mobile phones enables anyone to transmit the direct nature of very recent information in crisis situations and for the data to be collected and received by a web-based application and provide a clear idea of what is occurring in a particular place in near real-time.

The problem that arises with this type of crowd-sourcing is data validation. As is mentioned in a previous section of this paper, data reliability is an essential element for justifying a campaign or analysing a situation. On the one hand, data that has been received often comes from anonymous sources, especially in situations of human rights abuses, as it is the only way of guaranteeing the informant's safety. On the other, the data can easily be manipulated by interest groups.

One solution to this problem lies in the use of non-specific and indefinite sources. The first of these comes from the participation community itself, which has the capacity to gather a lot of information. The second source of data is that provided by a recognised group of people with the ability to provide quality information.

The combination of these two sources of information 1) provides more data on what is occurring, and 2) offers the possibility of being able to compare both sets of information so that reports that have been received can be checked. If information received from "official" sources is considered to be true, any report from a non-official source that coincides with this will acquire greater credibility. It also helps to identify new sources of reliable information.

6.3.- USHAHIDI

Ushahidi, which means "testimony" or "witness" in Swahili, is a web service that was designed to show a map with the places where reports

of violence had occurred in 2008 in the aftermath of Kenya's disputed presidential election. Eyewitness reports of violence were sent in by e-mail and text-message and then placed on the map, together with peace-making efforts being made in the country.

The process was very simple. Anybody who witnessed an act of violence or efforts to constrain one could, in the capacity of a citizen journalist, send the information for it to be included on the Ushahidi map. With contributions from over 45,000 users, it was possible to extensively map what was occurring in the country.

On the basis of this experience, the promoters of the initiative put their minds to adapting it so that it could be used in other places. They set up a group of casual volunteers, made up of people familiar with web and Internet tools who were committed to the cause of human rights, so that it could be used more extensively. It was through this experience of crowd-sourcing that they were able to launch their application.

The main achievement of this platform is that any individual or entity can use the tool to gather information and visualise it on a map, enabling attention to be drawn to crisis situations and other events.

The tool represents a clear example of crowd-sourcing applied to the work of conflict transformation, as it enables a large quantity of information to be gathered on events that are taking place. In this way, a more precise overview of the situation is obtained through the contributions made by a large number of people.

Another successful aspect of the platform has been to use the mobile phone as a data-gathering tool. This is particularly important in places where access to the Internet is very limited, which occurs in many places in Africa. The use of mobile phones is much more universal, plus it is a tool that can be used in almost any circumstance and at almost any time.

At the same time, Ushahidi's universality and ease of use represents one of its main weaknesses. Organised groups and people who represent specific interest groups can manipulate the data that appears on the map. The team behind the platform is aware of the importance of data validation and this is why it underlines the importance of con-

trusting the information that is received from people in general, together with the work of experts.

This is precisely what Ushahidi has done in its initiative to gather information on the earthquake in Haiti. The organisation's team adapted the platform so it could be used on the ground for audio, photo and text information to be sent via the website or by mobile phone. In this case, the organisation worked with a source verification system to compare differences between the information received and that provided by associations and entities working on the ground.

7. CONCLUSIONS AND RECOMMENDATIONS

A series of conclusions and recommendations regarding the routine activities of the ICIP as well as other organisations and institutions working in the field of peace-building and conflict transformation are set out below.

7.1. TRAINING IN NGOS

One of the report's main findings is the need to improve training in conflict resolution for professionals working with humanitarian organisations in conflict zones. They are becoming increasingly and more directly involved in peace-building processes and their contribution can be greatly enhanced through the acquisition of new tools and additional skills.

7.2. PARTICIPATIVE DEMOCRACY

Methodologies in conflict resolution and peace-building have always been based on the same principles that uphold participative democracy. The growth in the importance of this discipline on all levels (local administration, internal communication in business and industry, in-

stitutional decisions regarding large infrastructure, etc.) provides an opportunity to improve the more customary methodologies and open up new elements of bridge-building between the two disciplines.

At this point in time, there are important lessons for peace-building to be learnt from the new experiences taking place in the field of participative democracy. Moreover, participative processes can in turn continue to benefit from successes in contexts of extreme difficulty.

7.3. TRAINING IN TRANSPARENCY AND TRANSPARENCY AUDITING

The demand for greater transparency in the running of non-governmental organisations has a profound effect on all peace-building initiatives. It is normally considered to be a bureaucratic issue of little relevance, although it affects the credibility of the entire sector. For this reason, it is necessary to understand practices in innovative transparency connected with the running and communication of social initiatives that can be subsequently rendered in the language of peace-building.

In this field, the role of ICIP can be investigative (capturing good practices), it can train professionals in the field and it could even act as an auditor. There is currently no-one that certifies the transparency policy of entities that promote peace-building and human rights.

It is patently a sensitive issue although, at the same time, it is also necessary and one that offers immense potential for the future.

7.4. SOCIAL MEDIA AND CONFLICT RESOLUTION

As is mentioned in the report, online social media are not a passing fad. They are here to stay and they offer possibilities for improvement in investigation, as well as implementation and evaluation. There has so far been some interesting experiences in the field in relation to this although truly innovative applications have yet to be studied in depth, and it would be very interesting to promote the first international seminar on new innovative applications of the social media to peace-building and respect for human rights.

7.5. MICRO-ACTIONS

Micro-actions have come to form part of the repertoire of any social organisation's routine activities. In some cases, they have been positively adapted to peace-building although there is still a long way to go. The ICIP could open up an avenue of investigation and dissemination in this field by documenting the more successful experiences and also proposing specific actions aimed at enhancing the impact of these in interventions on the ground. Another obvious field of application is the socialisation and funding of emergency projects.

7.6. CROWD-SOURCING AND PEACE-BUILDING

The sourcing of the tasks of design and work to an undefined group of people, or crowd-sourcing, links up with the participative processes mentioned above, although it goes much further than this. It could become a new way of really networking and making best use of new trends to reinforce the traditional objectives of this discipline. It enables collaboration between different entities to become more intense, but above all it incorporates the actors involved in conflict zones into the actual design of peace-building interventions.

For decades, the normal thing has been for the sectors in conflict and the societies in which they develop to merely participate in first world solutions. There is often talk of the need to draw upon contributions from the widest number of people and groups possible, but it is only isolated occasions that this is put into practice and maximised to its full potential.

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ICIP WORKING PAPERS SUBMISSION GUIDELINES:

International Catalan Institute for Peace (ICIP)

- The principle purpose of the ICIP is to promote a culture of peace in Catalonia as well as throughout the world, to endorse peaceful solutions and conflict resolutions and to endow Catalonia with an active role as an agent of peace and peace research. The ICIP, seeking consistency between ends and means, is governed by the principles of promoting peace, democracy, justice, equality and equity in relationships between individuals, peoples, cultures, nations and states. It holds the aim of working for human security, disarmament, the prevention and peaceful resolution of conflicts and social tensions, and strengthening the roots of peace and coexistence, peace building and advocacy of human rights.

Objectives of the Publication

- The ICIP wants to create an open forum on topics related to peace, conflict and security. It aims to open up debate and discussion on both theoretical and contemporary issues associated with the pursuit and maintenance of peace in our world. It strives to connect an eclectic group of voices including career academics, PhD students, NGO representatives, institutional representatives, and field workers and field writers to celebrate ground-breaking and constructive approaches to peace and conflict resolution.

Scope of the Publication (List of Themes)

- The ICIP is interested in works related to peace, conflict and security research. It aims to provide an innovative and pluralist insight on topics of methodology of peace research, the history and development of peace research, peace education,

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Audience:

- The ICP aims to provide accessible, valuable and well-researched material for all those interested in the promotion of peace. Our audience includes fellow academics and researchers, student of peace and security, field workers, institutional and governmental representatives as well as the general public.

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- Peer reviewed. Submissions should be sent directly to the series editor (recerca.icip@gencat.cat), who will check whether the paper meets the formal and general criteria for a working paper and will commission a review.
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Abstract

- All papers must include English language abstracts (150 words max.)

Keywords

- A list of four to six keywords is also required.

Language and Style

- Authors may submit in Catalan, Spanish or English. The submission must be clearly written and easy to follow with headings demarcating the beginning of each section. Submission must be in Arial 11, double spaced and pages must be numbered.

- Papers should not be longer than 15,000 words (incl. footnotes and references). Longer papers may be returned with a request to shorten them. Papers that require more extensive presentation of data may add these in an appendix that will count separately. Appendices should, however, present data in a reader-friendly and condensed format.
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Footnotes

- Footnotes may be used to provide the reader with substantive information related to the topic of the paper. Footnotes will be part of the word count.

References

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