

**Includes: speaker's notes from Sue Brown**

**DISCLAIMER:**

*This is a copy of Evelyn Voigt's rough notes from the conference - transcribed into the computer during the 2007 Civilian Peace Service conference at Saint Paul University. EMPHATICALLY: These notes are neither complete, nor accurate. As such, they are definitively NOT for quotation. Please use them only for personal reference and to get a sense of the discussion that took place or the presentation made.*

***Peace as a Profession in the 21<sup>st</sup> Century***

**Conference Dates: April 3 to 5, 2007**

**Third in a Series of Workshops and Consultations**

**Saint Paul University, 223 Main Street, Ottawa, Ontario**

**Sponsored by: CPSC (Civilian Peace Service Canada)**

**(In Cooperation with CICR – Canadian Institute for Conflict Resolution; Conflict Studies Program, Saint Paul University; CIAN – Canadian International Institute of Applied Negotiation; McMaster Centre for Peace Studies; TRANSCEND International Institute)**

**Wednesday, April 4, 2006**

**Panel Discussion III:**

**1:30 – 3:00 pm**

**Moderator: Dr. Vern Neufeld-Redecop**

**Panel Members: Mr. David Farthing, Mr. Joel Bergeron, Ms. Susan Brown, Dr. Adrian DeHoog**

**Recruitment, Assessment and Training – Preliminary Approach**

**Moderator, Dr. Neufeld-Redecop:** This panel is looking at the front end of people embarking on the path of eventually working in area of peace.

The difference between professionals and volunteers... They can do it equally well. Only professionals do it all the time, regardless of circumstances.

(He also referred back to his introductory statement, in which he urged peace organizations/workers to feed each other, rather than compete against each other).

**Panellist One: Joe Bergeron**

Ottawa University Graduate. Now with Youcan , a youth organization organizing to prevent conflict. Its members are ages 12 – 25, an organization for youth by youth, across Canada, working in six modules of conflict resolution... This year, the 10<sup>th</sup> anniversary year, Youcan trained 18,000 youth across Canada, and amongst others in Colombia, Rwanda ...

We recently held a conflict resolution conference. We had 500 youth, in Ottawa, in workshops, training modules, evening entertainment, relationship building. Next year we will meet in Quebec City. We work in schools across Canada: in school board curriculum, e.g. in Toronto ... we get empirical evidence of it working. We did a control exercise at Kipling High School, where we gathered 10-year data on suspension rates, violent crimes, etc and determined that we have had positive results: suspensions are down 90 per cent. Violence dropped dramatically. We also gather soft evidence... Maybe at end of processes, after the actual mediation process, but engaged in that. We are happy the schools took the time...theme of this year's conference: Dealing with Difference... brought everyone to the table, including staff, parents, etc.

Comments on **Training: for Department of Peace**... Youth needs to be involved at all levels. We have learned some hard lessons along the way; done well at documenting them. Motto: I will give up on peace when as much is spent on peace as is spent on war.... Need to include Canadian domestic actions. It is important to start with Canada first. There are lots of things we can do within Canada. E.g. fair trade coffee. Dept of Peace at the federal level can bring about issues like fair trade (to counteract trade practises which bring conflict all over the world).

**Capacity building: ethics and sensibilities of going abroad.** Capacity building is very important. Instead of going into Columbia, we found organizations in Columbia which were already doing the work and strengthened their capacity to do what they do best, e.g. recruitment, training, etc. etc. We are at a pivotal point right now. It is a perfect time for all of us to think about what we think those organizations should do. Conclude with existing orgs. Another thing the Department of Peace can do is to strengthen capacity internationally through its role in international organizations; e.g. the Security Council...all can vote... or vetoed, or outvoted by IMF and World Bank. Training of youth and engaging youth at all levels to be brought to the forefront.

**MODERATOR:** The challenge is how to do this; how to get and keep them involved. 3<sup>rd</sup> party neutral training is still going on in ??, ...kudos to Susan Brown and CIDA for supporting our initiative in ....??

**Second Panellist, Susan Brown:** I have been asked to look at the question of recruitment, assessment and training of peace professionals.

I will come at this question primarily from my development background in CIDA, my work with the OECD/DAC Task Force on Conflict, Peace and Development, and from my enthusiasm for documenting lessons learned and good practice in operational frameworks.

First, let's look at **The Context** in which we consider this issue:

We all know that for thousands of years, the human race has found its way to violent conflict in spite of the fact that there have also been peacemakers for the same amount of time.

Historically, the response to violent conflict has been military, or political and diplomatic.

In recent decades, the advent of official development assistance mobilised responses to violent conflict through humanitarian relief – which is not really about peace at all.

- In 1999, donor funding to humanitarian relief actually exceeded total ODA flows to all productive sectors (forestry mining, fisheries, agriculture, etc.)
- In the 1990s, good governance appeared on the DAC list of development sectors

In 1997, the OECD/DAC placed Peacebuilding and conflict prevention on the development agenda, and there has been recent work on security sector governance and engaging with fragile states; the Monterrey Consensus on working with the “willing and able” countries - leaving the unwilling or unable (and the poorest of the poor) (Zimbabwe) to fend for themselves and turn up on the humanitarian budget

Also in 1997, we saw the launching of a Canadian Peacebuilding Initiative, a joint effort between CIDA and Foreign Affairs, followed by the inauguration of the Human Security Agenda, and the Human Security Network comprising Ministries of Foreign Affairs from many countries:

- Placing the security of human beings at the centre of foreign policy
- Saying “never again” to another Rwanda

Canada was seen as a leader in this field and was reported by Time magazine as “a country punching above its weight”

This noble initiative was followed by the International Commission on Intervention and State Sovereignty that gave birth to the concept of The Responsibility to Protect (and the implied Obligation to Intervene) – coupled with our persistent inability to act to protect human security (Darfur).

We have seen in the last few years the elaboration of a “whole of government” approach referred to as the 3D formula of Diplomacy, Development and Defence that, on paper at least, finally brings the Trade dimension into the equation.

In 1998, I recall sitting in on endless debates at the DAC about the definition of Peacebuilding – and now you can get a Masters degree in Human Security and Peacebuilding.

We have come along way, and in theory, substantial groundwork has been laid for us to be good peace workers. However, current practice of governments still tends to be primarily intuitive rather than scientific, and after the fact rather than preventive. The most effective peace builders I have found are in the NGO community and civil society, though they are motivated more by good intentions and good will than by a skills-based approach to peacebuilding.

## What are the **Requirements for a Peace Professional?**

Just like there are different skills and specialties in the medical profession, there are different skill sets for a peace professional

In the Labour Relations field, one sees specialists in conciliation, mediation and arbitration

One can be certified in Alternative Dispute Resolution (ADR)

In my view, the field for a peace professional is much wider than that. The very best thing a peace professional can do is prevent violent conflict. That means that they need to know:

- How to determine if a developing country is fragile or at risk of state failure
- How to assess the early warning signals of tensions that could lead to violent conflict
- How to assess peace capacities and find the entry points for meaningful engagement
- How to design early strategic responses that address root causes rather than the traditional responses to the manifestations of conflict
- How to assess the impact of their projects on the conflict tensions and peace dynamics of a fragile community
- They should have a blend of both theory and practice with an emphasis on practical skills, lessons learned, and field experience,
- How to mobilise people and institutions to implement the international laws, conventions and protocols already on the books,
- How to create neutral spaces for dialogue in fragile communities so that local actors can set their own priorities.

These are qualifications that go beyond good intentions.

In several international surveys of peacebuilding practitioners, peacebuilding tools for conflict sensitive development clustered into 3 areas:

- Country Risk Assessments – tools to assess the risk of violent conflict – that states are fragile and where should we pay special attention?
- Conflict and Peace Diagnostics – tools to assess the root causes of conflict and capacities for peace
- Peace and Conflict Impact Assessment (PCIA) – tools to address the impact of our projects on the conflict tensions or peace capacities in fragile states

For each of these subjects, there are many good operational frameworks, tools, lessons learned and good practice, and they are all trainable skills - but training programs are not widely available.

In addition to these particular skill sets, once you have determined what early responses are required, there are specialty areas of expertise on Gender and Peacebuilding, Small Arms Reduction (that currently focuses on the demand side and virtually ignores the supply side of the equation), Disarmament, Demobilisation and Reintegration of Former

Combatants (DDR), Conflict Sensitive Business, Media and Peacebuilding, Truth and Reconciliation, Peace Education, to name a few – and there are many good operational tools out there which can be taught.

And finally, you should consider how to ensure that training is not just for training's sake – and follow up on the effectiveness of the capacity building you do. How will you measure whether the peace professional is good? Does certification of what goes in at one end, also cover what comes out at the other end? Would you consider a re-certification process periodically to ensure the ongoing quality of those you launch with certificates?

### What are the **Challenges to Building a Peace Professional?**

Although becoming skilled at building peace is a noble pursuit, and worthy in its own right, from a practical point of view, you need to consider who is the client for a peace professional? Who needs a peace professional? I think there are 2 options. In my simplistic view - and not discounting those of you who don't need an income to survive and will do it all for free – I see one of the clients as being either from government or the NGO community, and possibly the private sector. Since a great deal of funding for the NGO community comes from government, that puts the focus on government as a principal, potential client – the client with the money. The real clients, however, are the communities seeking peace, but do they need a peace professional or even want one? How best can a peace professional serve them?

Given that scenario, I would like to list a few of the challenges I see to developing this concept further. The backdrop includes:

- A Ministry of Foreign Affairs that doesn't appear to place human security at the centre of its foreign policy any more
- A Development Agency that is hampered in making a sustainable contribution because its direction is changed every two years with the appointment of a new Minister, coupled with the politicization of the development agenda
- Uncertainty of funding for the Canadian Peacebuilding Coordinating Committee, and the termination of funding of the Canadian Consortium on Human Security, with the expected disruption or termination of their activities, and our principle networks
- The closure of the Institute for Media Policy and Civil Society (IMPACS) – an organisation previously sponsored by Foreign Affairs and CIDA, and the author of a Handbook for Media and Peacebuilding

### **The Need**

Is there a need for a Peace Professional? – Yes

Are there specific skills required to be a Peace Professional? – Yes

Are there lessons learned and operational frameworks for good practice? – Yes

Are there skills that can be taught? – Yes

Would a certification process be useful? - Yes

Is there a client who will invest in this? – Not likely (leaving it to individuals to invest in themselves – not unlike getting your own university credentials)

Is there a client who will use peace professionals? – Uncertain

I think the difficulty is not whether the skills are trainable – they are; the difficulty is in creating the infrastructure of peace to employ them on a more permanent basis. The way the world is structured currently, we have an immense infrastructure for war. Economies are based on it, and countries survive by it. It is a matter of turning this around and creating at first a parallel economy of peace, and infrastructure for the like, which could, over time, over shadow the focus on war.

Granted there are a lot of people invested in the "realist" paradigm, but I think there is room for the infrastructure for peace, and perhaps a slightly more "idealist" take on the world. That is where the real training for peace needs to take place.

### **Third Panellist, Dr. Adrian DeHoog**

#### **Peace Professionals.. Maximizing their Effectiveness.**

I'm a retired foreign service officer. Have had many jobs in the Department, sometimes a little peace building. In the last years I was at the Canadian foreign service institute, an organization helping those going abroad to do their job better.

#### **Assumptions:**

That we need competencies for peace professionals

That there are competency gaps

That we need to fill the competency gaps

This presentation assumes that there is an entity providing services and therefore has a need for people. Don't worry too much about jargon. We are talking about taking people and helping them to learn from the experience of others, and shortening their learning time from learning on the job.

To this morning's list of competencies, would add for international work: cross cultural effectiveness, foreign languages... Foreign languages are THE most effective cultural bridge.

#### **Competency gaps:**

##### **For new entrants into the profession**

- a) wide range of backgrounds (org should strive for this)
- b) range of experiences... university, worked already,
- c) highly diverse group.

For their training must keep that in mind.

**For engaged professionals – in mid-career**

- a) 10 -15 years of experience
- b) wide range of experience
- c) some common experience

**KEY Considerations:**

**TRAINING FOR NEW ENTRANTS INTO THE PROFESSION:**

- Canadians or international group?
- Dedicated institute or create a new curriculum?
- Link to other training opportunities ... link training to work context....

**Optional:**

Training in blocks of time, or spread out over time? Come out of their job for training etc.

**Basic orientation:**

- To the nature of peace work
- To organizations doing peace work
- To international bodies delivering peace
- To what is expected of the new entrants

**Substantive “primers”**

- international law
- gender and peace building
- multilateralism
- obstacles to peace building
- new concepts of security
- the art to peace building
- local governance
- peace and economics;

These need not be long courses. But maybe two-day primers.

**Competency Development courses**

In communication, facilitation, team work...  
include case studies using the lens of intercultural effectiveness  
conflict analysis, strategic thinking  
negotiation, conciliation, mediation  
operational competencies

**Framework for life long learning**

- mentoring
- outside speakers program
- seminars

study tours

## **TRAINING FOR MID-CAREER PROFESSIONALS**

- Advanced competency development
- Leadership skills
- Knowledge Management
- Continuous learning and sharing experiences
- Team projects
- Promote innovative thinking
- Contribute to solutions for specific problems

### **Administration of Learning and Training**

#### **Keep in mind:**

- Define the learning and training programs in detail
- Set out clearly the expectations of the learner
- Ensure all management levels are on the same page
- Establish open feedback systems
- Balance good pedagogy with substantive expertise
- Consider the potential of e-learning which is borderless
- Make sure perfection does not become an enemy (of what is good)

**MODERATOR:** Adrian built on Susan's presentation by helping to explore the complexity of these challenges.

#### **QUESTION:**

**To M. Susan Brown:** The guide books you referred to... are they available on web?

**Answer, Ms. Susan Brown:** initially lodged on CIDA peace building website. Since transferred to UNDP Geneva... Bureau of Convention...

Susan can put their website on to the CPS website. It is called the Compendium of Operational Tools... a one-stop website.... Susan will make sure it gets to people.

**SUPPLEMENTARY:** Many Canadians are not multilingual... is language a killer in terms of making us candidates....or are there translation services available?

**Answer, Ms. Susan Brown:** In fragile communities, you need to speak in the local languages, Subtleties etc need to be done in the correct language... My challenge is getting some of the material translated: Version one was in English and French, English is now up to version 5. French is still at Version I.

#### **QUESTION:**

**HOW** do you select the recruits? How identify whether the core values exist in the people? Given that we already have strong training institutions available to us...

**ANSWERS:**

**Mr. Joel Bergeron:** We work with aboriginals in North... white-based mining workers... conflict erupted when the mine shut down. We go into the community and train local trainers, they are all locals who do the mediating, not us... We have a grass roots approach. We worry about going into a community with conflict older than all of us and providing capacity to those who have already been working forever. We have few steps for screening: A lot of at-risk youth, with conflict backgrounds, trauma... therefore not exhaustive.

**Ms. Susan Brown:** what gaps need filling? Where is your comparative advantage. Don't duplicate services already out there. Do not need to duplicate recruitment and hire. Need to take care of what goes into the little black box. E.g. Canadem. Care. Other NGO's that already have standing offers with government and others, who are not peace professionals themselves, but need peace professionals... so focus on giving them the key competencies..

**Dr. Adrian DeHoog:** Depends on the entity.... If you are creating new organizations or providing peace professionals; whether people are coming into the organization at entry or experienced level. Process of recruiting: Ross mentioned interesting techniques of finding out core values etc. etc. in new entrants, mid-20s, diverse backgrounds etc.

**MODERATOR:** find people who know the culture, there is a role for the Canadian Diaspora in peace building. We have people speaking hundreds of languages right here in Canada.

**QUESTION:**

We need to develop a parallel economy of peace....as mentioned by Susan ... expand.

**Answer Ms. Susan Brown:** Very few focus on capacities for peace. Most sanctions are to stop the bad guys. Very little is done to promote the good guys. Menu for options. If you only analyse the negatives then your diagnostic will be based on negatives. Not nearly as much vested interest or commercial interest in peace. People living in conflict environment are trading weapons etc etc. therefore they have incentives for prolonging conflict. People wanting peace know that costs less. Need to look for those trading incentives. Don't know the answers. How do you make peace profit?

**QUESTION:**

**TO Ms. Susan Brown because you are knowledgeable:** very concerned about Canada's role as peace building/ keeping/making nation. Attended a session... feel our role in Canada, does it involve Pearson centre, is exceedingly changing...

**Answer: opinionated does not necessarily mean knowledgeable.**

I had a 2-year secondment to Pearson... to help train peace keeping and civilian capacities...put in a tremendous amount of energy, but do not know whether it will survive. We took fair pride that we had not gone to war, but gone as blue helmets.

Know some who are concerned about role.... Canadian forces were ready to offer selves as peace keepers... all peace keeping jobs were taken...there was head scratching in defence and Ministry of Foreign Affairs (MOFA). My preference... peace keepers rather than war makers. At the same time, we cannot just sit on the sidelines....

**QUESTION:**

Interested in hearing Joel ON capacity building... diagnosing for peace... James Ravinsky... former head of doctors without borders ... found that they need to focus on capacity building. For HIV alone , never mind, for malaria, there will never be enough doctors and nurses. So if there is a 12 year-old , Doctors without Borders will recruit the 12 year old. There can be a dynamic when an aspect of caring becomes professionalized, and you cannot use the indigenous. My question: Joel, for training high risk youth -- what are core competencies for capacity building?

**Answer Mr. Joel Bergeron:** I worry about conflict training.... That it will become elitist and too complex, which is why our organization values the grass roots approach. Every culture has its own way of doing conflict resolution. If we can strengthen those we have competency.  
core competency:

Have to have ownership. Worry about a peace professional's motive. The youth are there, and it has to do with their life. I don't think it needs to be a grandiose complex. I was working on a garbage project in India. Making the people understand the effect of garbage on the river. I got the youth involved. They decided to get their youth group 50-piece band to help. Whenever somebody dumped garbage in the river, the band would go to their house and play music outside their house. Being embarrassed like that was very effective. The river stayed clean. The New York garbage collection Q and A I had brought with me went out the window. Keep complexity in mind.

**QUESTION:** thanks to Joel. Lots to learn about not complicating the issue. The people that know best are the locals. Resources for training... the military police and others are usually sufficiently funded. Humanitarian workers.... Where are the funds for professionalizing humanitarian workers.

**Answer – Ms. Susan Brown:** One of the difficulties for the Pearson centre to get funding was that the funders were not willing to invest in civilian training capacity in peace building. Where is the funding coming from for CPCC? Training budgets are usually the first to be attacked when organizational budgets are cut. You can say let us not make it complex. It is as complex as it is. We all have our roles. There is never enough money to go around. The 1997 peace building initiative at CIDA, 10 years later, where is it? The approach is not to say I am a peace professional, hire me. Continue to do your agricultural, etc work and do it in a peace building conflict prevention sort of way. Establish credibility for skills that you bring, then this group will have gone a long way to integrating peace professionals...I suspect that becoming a peace professional ... is you investing yourself in getting your

professional degree, and offer that to the client.... I am a peace- promoting development worker...

**Dr. Adrian DeHoog:** training in western economies is very expensive. Training in developing countries is less expensive. If we are talking about cost, we need to know where we are training, and how costs break down there. The area about training costs that is almost always overlooked, is that it is an investment. By making a number of very conservative assumptions you can show that the investment in training gives a higher return on cost. We could prove that for every dollar spent on foreign language training, the return was at least 2:1. If we changed a few basic assumptions, it went to 4:1. Treat training as an investment.

**Mr. Joel Bergeron:** Like any other organization, we struggle with funding, especially depending on what is “hot”. The most difficult part is proving that what we do is effective. Concentrate on empirical evidence. We could show that we reduced violence by X% Etc. etc. etc. For every dollar on prevention, we would need to spend \$7 for reconstruction... Canadian forces, deployable, are few. Our NGO places 18,000 people.

#### **QUESTIONS:**

We are in a very conservative climate. We need to make an excellent business case, benefiting from environmental business cases... The environmentalists were aided through business cases. Cost of illness to society vs. health etc. etc.

#### **ANSWER:**

##### **Final comments from Panellists:**

**Dr. Adrian DeHoog:** Years ago I was in charge of environment. It was already clear then that we needed to get economists to work on environmental issues and show the benefits. My sense is that one should also recruit some economists to work out what are the quantifiable benefits of peace work, especially if you throw in the cost of arms on the other side.

**Ms. Susan Brown:** OECD/DAC has quantified this. We were quite prepared to sanction... only then does DeBeers come up with finger printing idea. It is worth bringing more rigor to professionalizing peace. Do not try and duplicate ... bring your special energy to enhance the work of others. Bringing more rigor to this practise at the same time as the money for our peace building networks is washing out from under our feet. How to lobby as a group to protect peace building...on foreign policy agenda, and development agenda.

**Mr. Joel Bergeron:** reiterate that we live in a market-led economy. Whether certified , government etc. I think now is definitely the perfect time to be reflective, about professions in peace. I will give up on peace when as much money as is spent on war is spent on peace.

**MODERATOR:** I would like to emphasize again the importance of creativity...  
when what is on paper does not jive with that capacity...