

Evaluation Report
”Work for Peace and Reconciliation in the West Balkans”
of the Centre for Nonviolent Action, Belgrade and Sarajevo

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Hamburg, March 2012

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Acronyms

ADA = Austrian Development Agency

BMZ = Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (Ministry for Development Cooperation, Germany)

CDA = Collaborative of Development Action

CPS = Civil Peace Service

CSO = Civil Society Organisation

CNA = Centar na nenasilnu akciju / Centre for Nonviolent Action

FOR = Fellowship for Reconciliation

NGO = Nongovernmental Organisation

RS = Republika Srpska, the Serbian entity of Bosnia-Herzegovina

ToR = Terms of Reference

ToT = Training of Trainers

1. Executive Summary

The Centre for Nonviolent Action (CNA) is a regional organisation with currently six fully employed trainers and with two offices in Belgrade and Sarajevo. It is active in the countries of the former Yugoslavia since 1997. The evaluation here concentrated on five trainings they conducted between 2010 and 2011 – two basic trainings and three modules of a newly designed advanced training called Peace Indepth. These trainings were attended by 17-20 (adult) participants each, coming mostly from Bosnia-Herzegovina, Serbia, Croatia and Macedonia.

The basic trainings introduce participants to concepts of peace and nonviolent conflict transformation and their practical application in everyday life and work. A particular focus is laid on the conflicts of the 1990s and on offering an opportunity to participants to revisit assumptions and stereotypes formed around the wars of that time. They are a format which has been practiced by CNA for many years, and are highly praised by participants. They have a huge impact on the individual participants in regard of shaking their view on the conflicts of the 1990s, make them to reflect and overcome prejudice against various groups (not only ethnic/national, but also other social minorities) and give many participants the strong motivation to apply what they learned and experienced.

The Indepth trainings were a format tried for the first time by CNA. The overall feed-back on them is also positive and they achieved the results foreseen in the application to the donor. The format of three separate modules which did not have to be attended all clearly met the needs of participants who found it difficult to find enough time off work or studies to attend more than one week-long event. But the topics of the three modules may not have been ideal. On the one hand, being more topic-focussed, they did not meet the expectations of those who sought a continuation of the experience made in the basic trainings in regard of personal development. On the other, the topics were so varied and broad that also those who sought particular skills or knowledge did not fully get what they hoped for.

Four main outcomes of the trainings have been identified in the evaluation which were all achieved to a large degree:

1. Attitudes are changed
2. Knowledge and skills have been acquired
3. Networks are being formed
4. Participants feel empowered to use their skills in
 - a) their private context, and /or
 - b) their professional context, and /or
 - c) as political activists.

As to sustainability and impact on the socio-political situation, these questions are difficult to assess given the limited scope of the evaluation. However, the set-up of the trainings and in particular the follow-up that CNA provides to the participants make it likely that the positive effects will be sustained for many of the participants. Many participants already have started using elements or insights of the training in various contexts, from the private environment to political work as activists or in their jobs, and there are good chances that many of them will continue to do so.

The evaluation includes a list of recommendations which were discussed at a review workshop with CNA staff end of February 2012, and revised afterwards.

The probably most important of these recommendations concern the issue of how to increase participation from Kosovo and Montenegro, to revise the concept of the advanced trainings and to continue and strengthen the follow-up that CNA provides to former participants as an essential element for sustainability of the efforts.

2. Introduction

2.1 The wider context of the West Balkans

The project is called “Work for Peace and Reconciliation in the West Balkans”, but the Centre for Nonviolent Action (CNA) operates only in the countries of the former Yugoslavia with the exception of Slovenia, though “Western Balkans” as a geographic term includes also Albania¹, and though at least one country of the area, Croatia, strongly rejects the notion of being part of the Balkans which is often considered a term with a derogative undertone. In this evaluation here, I will usually speak of “former Yugoslavia” when referring summarily to all the countries CNA operates in.²

The wars in what became ‘former’ Yugoslavia began less than two years after the breakdown of the socialist regimes in Eastern Europe, in a time of international political upheaval and reconfiguration of relationships within the international community.³ They moved from West to East: The armed conflict began in Slovenia in summer 1991 when Yugoslavia tried to prevent Slovenia from secession. It moved from there to Croatia where a ceasefire at the beginning of 1992 and the arrival of UN peacekeepers stopped the open violence but left the country divided in a Croatian and a Serbian-controlled part, until Zagreb in 1995 then reoccupied the Serbian-held parts. The war reached Bosnia-Herzegovina in April 1992. The Dayton agreements that made Bosnia-Herzegovina quasi an international protectorate ended that war in 1995, after already in 1994 civil war between Bosniak⁴ and Croat troops within Bosnia-Herzegovina were ended through mediation by the United States. Three years later, the nonviolent resistance against Serbian control in Kosovo broke down and fighting in Kosovo in 1998 culminated in the attack by NATO on the Federal Republic of Yugoslavia in early 1999 and the subsequent establishment of another quasi-protectorate in Kosovo. Two years later ethnic violence between ethnic Macedonians and the Albanian minority in Macedonia was settled comparatively quickly and without significant bloodshed by mediation of the international Contact Group. With Kosovo’s declaration of independence in 2008 which was recognized by most Western countries but neither by its neighbour Serbia nor by Russia, all republics of Yugoslavia and one of the two autonomous regions within Serbia have independence. However, in spite of the (mostly enforced) migrant movements of the 1990s, most countries still have considerable minorities of larger national / ethnic groups⁵ within their borders among others: Serbs in Croatia, Croats, Hungarians, Bosniaks, Albanians and Montenegrans in Serbia, Albanians in Macedonia, Serbs in Kosovo, plus a number of smaller groups (Roma, Turks, Slovaks etc.) in various countries. Bosnia is split into two to large degree self-governed entities – the Serbian Republic (Republika Srpska - RS) and the Federation of

¹ See <http://www.bmeia.gv.at/aussenministerium/aussenpolitik/europa/westbalkan.html>. The term was agreed by the European Union in 1998 and been used since.

² One remark on the spelling of names: using a German computer which does not have the special slavic letters like ć etc. on its keyboard, I have written all names without these special letters. As to personal names and names of places, I have used the standard English version of them whenever available, so for example “Belgrade” instead of “Beograd”, and “Kosovo” instead of “Kosovo/a”.

³ The following description is a updated summary of Schweitzer (2010).

⁴ I use here always the term „Bosniaks“ instead of the term „Muslims“ to avoid misunderstandings, though „Muslim“ was in Yugoslavia a designation of a national / ethnic group, no matter if members of that group were practicing believers.

⁵ “Ethnic” and “national” are used with a / and are meant to mean the same here, in order to avoid a weighing of “national” versus “only” “ethnic” which can be found sometimes in discussions. To which country someone belongs is indicated with the terms “citizenship” or “country”.

Bosnia and Herzegovina with Bosniaks and Croats as the two majority nations. The Brcko District is governed by a local government supervised by the International Representative.

All the countries of the former Yugoslavia (again with the exception of Slovenia which was the least affected) have yet to overcome the heavy heritage the wars left – national / ethnic tensions are not only still existent though rarely leading to violence nowadays, but there are indicators that stereotypes and prejudice have been handed over to the next generation, a generation which unlike those generations who grew up in Yugoslavia often have no first-hand experience of the other nationalities which they learn to consider to be their ‘enemy’.⁶ The economic consequences of the wars have left most of the area with high numbers of unemployment and much poverty. Young educated people often prefer to seek their future abroad. Political bickering prevented the formation of a new government in Bosnia-Herzegovina for about 14 months (until end of December 2011) and various others ‘governance challenges’ add to the complexity of the situation in those countries.⁷ Clashes at the border between Serbia and Kosovo end of July 2011 around a conflict on taxation of goods have caused much concern about new armed violence between Serbia and Kosovo. Politically and economically, Croatia has probably made most progress – and is closest to be accepted into the European Union. Also the other countries mostly hope for eventual EU membership (though in Serbia this is a contested issue) but neither their political nor their economic state makes it likely for this to materialize in the next years.

2.2 Purpose and scope of the evaluation

The objective of the evaluation as described in the Terms of Reference (see Annex 1) was to “*explore the influence that CNA peace education programs (Basic Trainings in Peacebuilding; Peace Indepth Education) have on training participants (their attitudes and behaviour) and draw light to ways in which the acquired knowledge, skills and sensitivity are used in order to achieve positive social change*”. In addition, the evaluation was to examine “*the relevance of the CNA’s peace education program for the wider social context in the West Balkan region*”, and to “*explore the potential of the CNA’s peace education program for strengthening cross-border cooperation in the West Balkan region as the basic guarantee for a stable and lasting peace in this area*”. A number of particular questions delineated the areas of study. They are based on the DAC criteria for evaluation of development projects (relevance, effectiveness, efficiency, impact and sustainability)⁸.

The evaluation was to look solely at five trainings that took place between 2010 and 2011 which were co-financed by the Austrian Development Agency (ADA).⁹ It is important to emphasise this point because the five trainings have been only a smaller though most recent segment within a much longer history of peace education activities undertaken by CNA for almost 15 years, and are also only part of the activities of CNA to which also belong specific work with war veterans and media work.¹⁰ Another restricting factor which came into play in particular when looking at questions of impact was that the

⁶ See for example Radoja 2011; these observations were also emphasised by several interviewees of the study.

⁷ Compare the weekly articles of the Balkan Investigative Reporting Network (<http://www.birn.eu.com>) or various reports by the International Crisis Group, www.crisisgroup.org.

⁸ See DAC Criteria for Evaluating Development Assistance, http://www.oecd.org/document/22/0,2340,en_2649_34435_2086550_1_1_1_1,00.html [accessed 19.12.2011]

⁹ For those trainings, CNA partnered with the Austrian Fellowship of Reconciliation who was the contract partner for ADA.

¹⁰ See Annual Report 2010.

trainings were comparatively very recent – the last one had taken place barely one month before the arrival of the evaluator in the field.

In the first meeting with the trainers' team from CNA Belgrade which took place at the beginning of the evaluation trip, the trainers expressed as a particular interest an assessment of the Indepth modules, because this format had been used for the first time, and the trainers were not fully satisfied with these three modules.

2.3 Earlier evaluations

This evaluation here is not the first external evaluation of CNA's peacebuilding work. CNA maintains a long-time relationship with a German peace research institute, the Berghof Foundation.¹¹ Members of the Berghof Foundation undertook an early evaluation of CNA's trainings (Fischer 2001), on the program about "Dealing with the Past" (Wils and Zupan 2004; also Wils 2004) and a more recent one on the peace education and the media work of CNA (Schmelzle with Konjikusic 2008).¹² In addition there was an internal evaluation by CNA covering the time between 1997 and 2001 (CNA 2001). Since Serbia was one of the eight countries studied in the context of an overall evaluation of the German Civil Peace Service in 2011, the work of CNA is also mentioned in that evaluation commissioned by the German Ministry for Development (Paffenholz et al 2011) though this evaluation seems not to have fully acknowledged the history and scope of work of CNA.¹³

2.4 Methodology

The evaluation followed the usual steps of literature review, a field visit from the 2nd to the 12th of November 2011, the write-up of a draft report and the presentation of this draft in a review workshop with the trainers of CNA which took place on the 29th of February 2012 in Belgrade. In that workshop the draft recommendations were discussed and a correction regarding the list of participants of the Indepth-modules made. This final version of the report incorporates those changes.

The field visit took me to Belgrade where I met the CNA team based there, then to Zagreb to meet some of the participants from Croatia, to Sarajevo for a meeting with the CNA team in Sarajevo and with some more participants, and then back to Belgrade for another round of interviews and a debriefing with the CNA staff in Belgrade.

In total, interviews with 22 different persons have been conducted, with all CNA trainers who I could meet in Belgrade and Sarajevo (one trainer had left CNA since the training took place), and 16 participants.¹⁴ With CNA I met with the two groups in each city, and in addition had a couple of

¹¹ To use the correct name, earlier this was the *Berghof Center for Constructive Conflict Management*, then they were called *Berghof Conflict Research*. Since 2012, all their branches use the name *Berghof Foundation*. See <http://www.berghof-conflictresearch.org/> [last accessed 22.2.2012]

¹² There also been an internal evaluation of CNA's early work between 1997 and 2001 (Centar na nenasilnu akciju 2001), and another important internal document is a paper on the experiences of the training work written by the founder of CNA (Vukosavljevic 2007).

¹³ So did their focus on Serbia prevent them from acknowledging the regional, cross-border approach of CNA and the full range of activities. According to CNA, the evaluators only interviewed the CPS expert but neither other CNA team members nor partners or beneficiaries.

¹⁴ Most interviews were 1:1 interviews, once I saw two persons at the same time and in Zagreb three.

individual additional interviews with individual trainers. 16 interviews were conducted in English, 6 with help of different interpreters. 17 interviews were in person, 5 by Skype. All interviews I taped and typed up afterwards.

The 16 participants were chosen on basis of participants list received by CNA. That list included not only name, gender, age and country of the participants but also information on their profession and a recommendation if it would be interesting for me to interview them. I made the choice whom to interview based on that list, seeking some balance in regard of provenience, gender, age, profession and also making sure that a few of those who CNA had not recommended for interviews were included. The interview dates were then arranged by CNA; only two or three times people I had wished to talk to had to be replaced by alternatives.¹⁵

The interviews were qualitative and semi-structured. In preparation, I had made a list of what information I hoped to get from the interviewees, and conglomerated those lists then in a shorter interview form, with a couple of additional questions for those who also attended an Indepth training (see annex 2). It however then depended on the conversation to what degree this form was followed.

Besides the interviews, the second important source for this evaluation are the documentations of all five trainings (in Serbian / Croatian / Bosnian) which have been prepared and published by CNA. They are in Croatian / Bosnian / Serbian language. I translated them with the help of the Google translator (<http://translate.google.de/>) and then compared the translations with the originals.¹⁶

For assessment of the efficiency of the training programs, I was given access to the file with the financial reports of the trainings and the auditor's report while being in the CNA office in Belgrade. The report covered the two basic trainings and the first two modules of the Peace Indepth trainings.

The project as it was described to ADA included one element, an exchange workshop on 'dealing with the past', which was excluded from this evaluation by FOR and CNA. This has been a problem insofar as the description of objectives as well as the list of indicators defined by CNA to show if they achieved these objectives did not in all cases match the activities in the five trainings (see section 4.3) which were evaluated here.

2.5 Structure of the report

This report begins with a short description of CNA and the context in which they operate, and of the

¹⁵ The participants interviewed ranged between 22 and 49 years of age; 10 women and 6 men. 4 had attended the basic training in Ohrid, 9 the one in Tivat, 5 the first module of the Indepth training, 3 the second and 6 the third. Country-wise, 6 came from Bosnia-Herzegovina, 3 from Croatia, 4 from Serbia and 3 from Macedonia. Ethnicity-wise, there were 3 Bosniaks, 5 Croats, 4 Serbs, 1 Slavic Macedonian and 2 Albanian Macedonians, and one person of mixed origin. Professions included were: 2 teachers, 3 journalists, 3 NGO / activists, 2 war veterans, 1 social worker, 1 psychologist, 1 civil servant and 3 students. These figures are not an ideal reflection of the distribution of all participants - see below 3.3 – but include all important categories, with the exception of the single Kosovar who had attended one of the trainings.

¹⁶ With all reservations about automatic translations, I believe this method to be acceptable when used for a language the reader has solid basic knowledge of, and is able to recognize faulty translations and complete incomplete phrases. It is absolutely not to be trusted if one has no knowledge at all of the language translated. Otherwise one may find oneself stranded in sudden zoology („Logisticians did not get a rat” instead of them “not feeling the war”) or be helpless in the case of not completely translated sentences like “satisfied with my contribution to *zaednickta* work” (contribution to team work).

five trainings evaluated. It follows an assessment of the outcomes of the trainings, and of the relevance and impact of the training program. The last chapter summarizes some conclusions and recommendations. The report is completed with a list of literature and sources and annexes of the Terms of Reference, the generic questionnaire and a short biography of the evaluator.

3. Project Description

3.1 On the Centre for Nonviolent Action (CNA)

The Centre for Nonviolent Action (Centar za nenasilnu akciju, short CNA) has been founded in 1997 by a young Yugoslav of Serb origin who had sought refuge in Germany in the 1990s for being a war resister.¹⁷ He came to know about nonviolence training while in exile, and worked with a German training institution, the “Kurve Wustrow”.¹⁸ After the war in Bosnia-Herzegovina had ended, Kurve Wustrow supported him to go to Sarajevo and try to develop a nonviolence training and networking program there. After a short-lasting attempt of cooperation with a NGO in Sarajevo, he decided to set up an organisation of his own. The first trainings were organised in cooperation with another German organisation on the ground (Schüler helfen Leben) and the office of the OSCE Democratisation Branch. Later, when the German Civil Peace Service (CPS) was created, Kurve Wustrow used the CPS as a tool for continuing to subsidize the training work by employing the founder as what the CPS calls “peace experts”.¹⁹ After the regime change in Serbia CNA opened an office in Belgrade in 2001 that was started with two staff who have been in Sarajevo previously. CNA is registered in Bosnia-Herzegovina and in Serbia as a branch of the Kurve Wustrow, but is in fact an independent, regional organisation run by a team of currently ten people.²⁰ From time to time, an expat financed through the German peace service or other grant schemes joins them for one or two years²¹; these expats then work as part of the team and under the guidance of CNA.

CNA understands itself as a peace organisation with the mission “*to work on the building of lasting peace in the region of the former Yugoslavia through the promotion of the cultures of nonviolence and dialogue, and through the trust building among individuals and groups, as well as constructive dealing with the past as one of the key elements of the peacebuilding*”.²² Having started out as a ‘pure’ training organisation²³, they today have three main foci: peace education, publishing and video production. Peace education includes various programs; besides the trainings under evaluation here there is e.g. also a program with war veterans from different countries of the former Yugoslavia and events under the title of ‘dealing with the past’. To quote once more from their website:

Dealing with the past in the region of former Yugoslavia has been the focus of our interests and we advocate for the definition of this process as a multi-layered and complex process that includes also: the work to deconstruct the ‘enemy images’, to build trust among people in the region of the former Yugoslavia and to establish a culture of remembrance; advocacy for promotion and development of public policies aimed at dealing with the past; the re-examination and deconstruction of nationalism, militarism and patriarchy as the ideological pillars of violence in every society. With the programs of

¹⁷ This description of the history is based on the interviews with the CNA trainers, CNA’s website (http://www.nenasilje.org/cna/aboutus_e.html; last accessed 29.12.2011), and Vukosavljevic 2007.

¹⁸ Bildungs- und Begegnungsstätte für gewaltfreie Aktion e.V., <http://www.kurvewustrow.org/>

¹⁹ In German, “Friedensfachkräfte”. The CPS evaluation of 2011 speaks of “CPS experts” (Paffenholz 2011).

²⁰ This is recognized by Kurve Wustrow judging from the fact that they list CNA as one of their partners, not as a project of theirs. <http://www.kurvewustrow.org/100-0-partnerorganisationen.html> [accessed 28.12.2011] Equally, CNA speaks of Kurve as a “sister organisation”.

²¹ As is the founder of CNA who due to having a German passport is eligible to the same funding scheme.

²² http://www.nenasilje.org/cna/aboutus_e.html [accessed 28.12.2011]

²³ See Fischer 2001

peace education and activities in the field of documentary production and publishing we strive to create new and strengthen the current resources for peace work in the region of the former Yugoslavia. Our desire is to create and to support the capacities focused on value-based approach to peace building, led by commitment to human rights protection and freedoms of all individuals and the values of dialogue, co-operation, social justice and solidarity among the individuals and groups.

In spite of the term “action” in their name, CNA is not or very little directly involved in protest actions, human rights advocacy or other types of activities that they train participants for. The only kind of involvement that there is seems to stem from requests from within the CNA network for support of an action that for example former training participants plan. Such activities may then be supported by advice or also small financial subsidies if CNA can identify a budget line in one of its grants. There has been so far no such supported activity resulting from any of the five trainings evaluated here, but participants and trainers mentioned such activities resulting from earlier war-veterans’ trainings.

The direct beneficiaries of the CNA training work, the participants, are of course also the first and foremost stakeholders of CNA’s activities. Other stakeholders are the funders of the different activities (ADA, BMZ) and Kurve Wustrow and *Berghof Conflict Research* with whom CNA has long-standing relationships. With Kurve Wustrow they cooperate mainly but not only in the context of the German Civil Peace Service; Berghof supports them in form of a longer-term action research program which included in the past several evaluations. Others international partners are or have been *FOR* Austria, *Responding to Conflict* in the UK, and *Umbruch* in Germany.

3.2 Activities evaluated

In accordance with the ToR (see Annex 1), the evaluation has focussed solely on five trainings given by CNA between October 2010 and October 2011: two Basic Trainings and three connected Advanced Modules called “Peace Indepth”. It is necessary to emphasise that these were only one segment of all the activities of CNA – neither CNA’s work with media, with veterans nor its publications have been subject of the evaluation,²⁴ nor have been earlier trainings²⁵, or the International Exchange Seminar on Dealing With the Past which is subsidized by the same grant from the Austrian Foreign Ministry (ADA).²⁶

The overall objectives of the project are to contribute to reconciliation based on building of sustainable peace, to the deconstruction of enemy images and to the creation of open and neighbourly relations between the people of Western Balkans countries.²⁷

The Basic Trainings are a format that CNA has been using since its inception in 1997, though of course length, methodology and contents were further developed over the years. The first trainings focussed on dialogue and national identity alone, and avoided to speak of “reconciliation” which was not an acceptable term at that time. Also the topic of “dealing with the past” became more dominant only in recent years. The two trainings evaluated here were the 34th and 35th in the history of the

²⁴ See CNA's Annual Report 2010

²⁵ There have been a number of evaluations on CNA’s work which cover these activities.

²⁶ The Exchange Seminar was excluded by FOR and CNA for practical reasons (timing).

²⁷ According to the application to ADA.

organisation.²⁸

For “advanced” students, several different formats have been tried by CNA. Earlier, there were mostly “trainings for trainers”, but they were discontinued because graduates from those courses did not find sufficient opportunity to practice what they had learned. Then CNA devised “Advanced Trainings in Peacebuilding” which consisted of two phases, one ten-day and one five-day training with the same group of trainees.²⁹ In 2011 CNA experimented for the first with a three module format of “Peace Indepth” trainings which could be attended separately. Almost two thirds of the participants (20 out of 35) attended only one module, about one third (13) went to two modules and only two participants turned out to actually come to all three modules (though more originally had registered for all three).

CNA does not charge a fee for the trainings and reimburses participants for travel costs, but does not pay a per diem for the attendance.

The trainings were advertised regionally and open for participants from all countries of the former Yugoslavia with the exception of Slovenia. They are held in “Serbian / Bosnian / Croatian”, what is (more for reasons of political correctness) what nowadays the language(s) spoken in Serbia, Montenegro, Bosnia-Herzegovina and Croatia are called though the difference between them is small and people tend to understand each other without any problem. More of a challenge is the language for Macedonians which was always considered to be a language of its own, and of course for those who speak Albanian since that is not a Slavic language.

Basic Trainings

The first of the two Basic Trainings included in the evaluation took place from the 8. - 10. October 2010 in Ohrid (Macedonia). It assembled 18 participants out of more than 100 applications³⁰, with 9 men and 9 women in the age between 24 and 61, almost half from Bosnia-Herzegovina and the others from Serbia, Croatia and Macedonia. They came from a wide range of professional backgrounds with a certain predominance of students – an observation equally true for all courses.³¹ Due to sickness, there have been only three trainers giving that course, two from CNA Sarajevo and a trainer from another training initiative, the Miramida Centre in Groznanj/Skopje, two women and one man. They were aided by a logistics’ assistant hired for the training.

The second training took place in Tivat (Montenegro) between the 11. - 21. March 2011. There have been 20 participants, with 11 women and 9 men in the age between 22 and 56 from Bosnia-Herzegovina, Serbia, Croatia, Macedonia and one participant from Kosovo/a. More than 90 people had applied.³² The trainers’ team consisted of two trainers from CNA Belgrade and one from CNA Sarajevo, plus again the same trainer from Miramida, two men and two women.

The main objectives of the basic trainings are an “*introduction to basic concepts of peace and nonviolent conflict and their practical application in everyday life and work, as well as to provide an opportunity to look differently at conflict situations*”.³³ The trainings seek to:

²⁸ Information by CNA trainers; the documentation Ohrid (p. 4) mistakenly speaks of the 33rd and 34th training.

²⁹ See CNA’s website, http://www.nenasilje.org/trening/tr2advanced_e.html [accessed 4.1.2012]

³⁰ Documentation Ohrid, p. 4

³¹ See Annex 3.

³² Documentation Tivat, p. 5

³³ See Documentations Ohrid and Tivat, p. 5 resp. 4, translation CS

- *Work on the awareness of concepts and issues: violence (direct and structural), gender roles in society, power, leadership, diversity, identity and national identity, dealing with the past, civil society, human rights, and so on*
- *Development of skills: team work, nonviolent communication, understanding and conflict analysis, creative conflict transformation, dealing with fear and stress, dealing with the power and diversity, and so on.*
- *Empowerment of the individual/s to be active participants in their societies.*³⁴

These three objectives will be looked at below under 4.2 under the headings of ‘change of attitude’, ‘development of skills’ and ‘empowerment to participation and activism’.

Indepth Training

The three advanced modules had the common heading “Step Forward in Peacebuilding – Values and Practices”. They were open for people who had already attended a basic training or a similar program earlier, and who were interested in working for peace and reconciliation, wishing to “*deepen their knowledge, and ... [were] especially motivated to apply what was learned in their work and life*”.³⁵ According to CNA, 74 applications had been received, out of which for each training 18³⁶ persons were chosen on the basis of their potential for activism and / or multiplication, while at the same time CNA sought to secure balance in regard to gender, provenience and to include people who represented social minorities in their contexts. The ultimate objective that CNA pursued with these three trainings was to motivate participants to become activists.

The title of the first module in Blagaj (Bosnia-Herzegovina) (17. - 23. June 2011) was: “Do we need reconciliation? Opportunities, Obstacles and Challenges”. There have been 18 participants, with 9 women and 9 men in the age between 25 and 53 from Bosnia-Herzegovina, Serbia, Kosovo, Croatia and Macedonia. The trainers’ team consisted of two women trainers from CNA Belgrade and two men from CNA Sarajevo.

Main topics besides an introductory and an evaluatory session included:³⁷

- Denial
- Memorialisation
- Reconciliation
- Narratives

A guest speaker from the University of Sarajevo, Prof. Dr. Ugo Vlaisavljevic, gave a presentation on “Reconciliation as the most pressing need and the greatest danger”.

The title of the second module in Zrenjanin (Serbia, 29. July - 4. August 2011) was: “What can we do, how and why? Analysis of peacebuilding practices”. The 18 participants, 11 women and 7 men in the age between 25 and 53, came from Bosnia-Herzegovina, Serbia, Croatia and Macedonia. The all-

³⁴ a.a.O.

³⁵ Documentation Andrevjle, p. 4, translation CS

³⁶ Due to last-minute cancellations, in the end only 17 participated in each training, according to the participants’ list provided by CNA.

³⁷ Documentation Blagaj

female trainers' team included two trainers from CNA Belgrade and Sarajevo each.

Main topics besides an introductory and an evaluatory session included:³⁸

- Me in peace-building
- Nonviolence and direct action
- Messages in activism
- Research
- Peacebuilding and social change

As guest trainer CNA had invited Boro Kitanoski from Peace Action Macedonia who gave a workshop on nonviolent direct action.

The third module in Andrevlje (Serbia, 07. - 12. October 2011) finally had the title "Walking Unbeaten Paths – Challenges in the Work to Build Peace". There were because of last-minute cancellations only 17 participants, 7 women and 10 men in the age between 22 and 57 from Bosnia-Herzegovina Serbia and Croatia. This time there were three female and one male trainer, three from CNA Belgrade and one from CNA Sarajevo.

Main topics, again besides an introductory and an evaluatory session, included:

- Practices and Approaches
- Ethics of Peace and 'Degredation of Peace'³⁹
- Dealing with the past - Experiences of RECOM⁴⁰
- Experiences of Working with War Veterans
- Experiences of LGBT Activism in Serbia⁴¹
- Exchange of Experience / Capacity
- A Look into the Future

The training had four guest speakers: Vesna Terselic and Eugen Jakovic from Documenta Zagreb gave a presentation on the Experience of RECOM, Adnan Hasanbegovic from CNA Sarajevo spoke about the work with war veterans and gay activist Predrag Azdejkovic, founder of the Gay and Lesbian Information Centre and the internet portal Gay Echo (Serbia), reported about his activities and challenges encountered.

Two of the three objectives listed for the basic trainings are also central for the Indepth trainings:

³⁸ Documentation Zrenjanin.

³⁹ „Degradation of peace“ is a term invented by CNA to describe processes that do not contribute to peace or threaten peace.

⁴⁰ „The Coalition for RECOM is a non-political regional gathering of civil society organizations. It consists of a network of non-governmental organizations, associations, and individuals who represent and promote the Initiative for RECOM towards the establishment of a Regional Commission Tasked with Establishing the Facts about All Victims of War Crimes and Other Serious Human Rights Violations Committed on the Territory of the Former Yugoslavia in the period from 1991-2001 (RECOM).“ Source: <http://zarekom.org/The-Coalition-for-RECOM.en.html> [accessed 22.12.2011]

⁴¹ LGBT stands for „Lesbian, Gay, Bisexual, and Transgender“, and is an acronym created in the 1990s in the English-speaking world which seems to have become a common term in the Western Balkans as well.

‘Development of skills’ and ‘empowerment to participation and activism’.

Participants

CNA published the announcement of its trainings through email (they have a mailing list of about 1,000 addresses), internet (website) and facebook and invited written applications. These then were evaluated in regard to seriousness of the interest. Generally, about half of the applications are considered ‘serious’, the other half seem according to CNA been motivated more by touristic or other private motivations. (For example, when trainings take place at the coast, a much higher number of applications are received.) Preference in all trainings is given to people who are judged to be interested in implementing what they learn either in their jobs, as activists or in other functions. In addition, CNA seeks to find a balance of participants by region / state of origin, by gender and by age, with 21 being the lowest age accepted.⁴² In order to facilitate later activities and cooperation of participants, CNA tries to invite people from micro-regions, especially if these are cross-border, so that they can easily keep in touch.

Unless by chance the choice of people interviewed distorted the overall picture, it seems that most participants who attended the basic trainings came not through the public announcement but because someone from their context, either friends, colleagues or supervisors had recommended them to go there. Only one of 16 interviewees said that s/he had learned about the training through the internet.

In all trainings, but in particular the Indepth modules, CNA had to struggle with a number of cancellations which did make keeping a balance difficult, and also led to available spaces left empty when people cancelled the last moment.⁴³ This issue will be taken up in the section on recommendations.

A number of participants took part in more than one of the trainings. Therefore, the total number of people who directly benefitted from the five trainings is 57, a number only slightly below the objective that CNA had set itself for the total program financed by ADA⁴⁴.

The average age in the basic trainings was 33 years, for the Advanced Modules slightly higher (36,7 years), with an almost exact overall balance in regard to gender (28 women : 28 men), and a pretty good balance in each individual training (see above).

As to profession and activities, a number of people were designated in the participants list provided by CNA with more than one characteristic, e.g. “teacher / activist” or “student / activist”. Therefore, the total number in the following list is higher than the total number of participants:

NGO / activist: 18	Psychologist: 3
Student: 13	University professor: 3
Journalist: 10	Social worker: 2
Teacher: 9	Pure activist / NGO: 2
Civil servant: 6	Trade unionist: 1
War veteran: 4	Other: 3

⁴² Documentation Ohrid, p.5, interviews with CNA trainers

⁴³ See the evaluations of the trainers’ team in all Documentations.

⁴⁴ See Funding Application of CNA to ADA. In fact, the target number may be exceeded if counting also the participants of the Exchange Seminar which was part of the grant by ADA but not subject to this evaluation.

Country- and ethnicity-wise⁴⁵, the picture is as follows:

Ethnicity Country	Serb	Croat	Bosniak	Albanian	Ethnic Macedonian	Mixed	Total
Bosnia- Hercegovina	5	1	11			2	19
Serbia	15						15
Croatia	1	10					11
Macedonia				4	6		10
Kosovo	1			1			2
Montenegro							0
Total	22	11	11	5	6	2	57

This table shows that there was a pretty good mix of national / ethnic groups, including ethnic minorities in the respective countries, but with two exceptions: the lack of participants from Montenegro and Kosovo which will be further discussed below.

Trainers

The trainings were given each by of three (Ohrid) respectively four trainers. Again with the exception of Ohrid were there was no trainer from Serbia, each training had trainers from both CNA offices, and with the exception of the second and third Advanced Module (Zrenjanin) the trainers were balanced gender- and nationality-wise. In the two Basic Trainings, a member of another trainers' initiative, Miramida Centre (Croatia) was in addition included in the training team.

All trainers are experienced in their field; most of them have been trainers for more than ten years. The founder of the organization attended a Training of trainers at the mentioned Kurve Wustrow, and a three-month pilot training course of the Civil Peace Service in Germany. The others have all become trainers through CNA's earlier training of trainers program.

Training Methodology

The training method of CNA in the basic trainings, and to a certain extent also in the advanced modules, is very participatory. Presentations if given are short and few (the third advanced module was an exception in this regard with three units figuring guest speakers), exercises serve to introduce or reflect topics at the emotional and rational level, and games serve the purposes of group-building and relaxation. In the basic trainings, CNA prepares in detail usually only the first three days, and then in daily (nightly) planning sessions develops the next days based on the dynamics of the training so far. So while the goals and overall agenda topics are decided in advance, each basic training varies

⁴⁵ There are several participants who may take issue with how they were categorized because they may prefer to identify as „Yugoslavs“ or simply not identify themselves at all in terms of nationality and ethnicity. However, given that all of the countries participants came from are multi-ethnic countries, I considered it important to assess if there was a balance in the trainings in regard to the different national / ethnic groups, since CNA pursues the objective to include people from all different identities of the former Yugoslavia.

from the other in regard to methodology and also in regard to where most emphasis is laid and how much time is spent on each topic. For some issues, the training team waits to see if someone from the group of trainees brings them up, and only if that does not happen, they impose it from their side.

Methods used belong to the standard repertoire of trainings in nonviolence as they have been developed since the 1970s⁴⁶, and include small-group work, barometers, brain-storming, visualisation with flipcharts and wall papers, watching of films, statue theatre scenes, and daily evaluations. The guiding idea of the basic trainings as explained by CNA is to create a safe space where participants can cope with tensions and fears in a constructive manner.⁴⁷

When talking about identities, the trainers usually do not focus on national / ethnic identities alone, but find ways to make participants aware that everyone has multiple identities. In the Ohrid training for example, the subject of prejudice was introduced by brainstorming on a larger number of very different identities atheists, priests, French, veterans, Americans, politicians, HIV positive people, feminists, fundamentalists, believers, peasants, Slovenians, police men. Only then in a second round they started talking about the nationalities present in the room (Croats, Macedonians, Albanians, Bosniaks, Serbs), asking them to come together in small groups and collect what they thought of themselves as a national group, and what they believed others think of them. After that and an evaluation of the outcomes, the participants were asked again to think about different identities that they have (for example national, gender, role in family, sexual orientation, etc.).⁴⁸ In Tivat, this methodology was slightly varied, but the basic character remained identical.

Another important aspect of CNA's methodology is that the trainers take part in exercises and discussions which are emotionally challenging, thereby demonstrating that they are facing the same issues and are not some outside observers.

The Indepth trainings were somewhat different in methodology, though still very participatory if compared to traditional seminar or workshop formats, including starting the week with talking about the expectations of participants and ending it with an evaluation. However, these trainings focused on content rather than on the group and the processes within the group.⁴⁹ This meant more time for presentations (including guest speakers and texts) and discussions about topics and themes rather than focussing on experiences of the participants alone. The third module of the Indepth Training had an unusual high number of external speakers compared to the other trainings, and at least some of the trainers in hindsight were not happy with that, feeling that they gave up the control over the group. However, methods like barometers, fishbowl discussions, small group work, warming-up games, films were equally used.

For the Indepth trainings, participants also received written material in advance to prepare themselves. In the first module, it was expected that those materials had been read before; in the other two they were then treated more as optional background materials, because it had turned out that people had not managed to read all the papers.

Documentations

CNA produces detailed documentations of each training in the form of A4-booklets with around 40 to

⁴⁶ On the history of trainings in nonviolence, see Schmitz 2010 and Painke 2011.

⁴⁷ Documentation Ohrid, p. 5

⁴⁸ Documentation Ohrid, pp 28-33

⁴⁹ Documentation Blagaj, p.59

100 pages which are made available to the participants of the trainings and to other people interested in developing trainings.⁵⁰ They include the training agenda and concept, give a detailed day-by-day account of the program including the methodology and the input by the participants, document the written evaluation the participants wrote down afterwards, and an assessment the trainers made on the training. Several also include additional appendices on methods – Methods of nonviolent communication (Ohrid and Tivat), Definition of violence after Johan Galtung (Ohrid and Tivat), Dynamics of conflict after Diana Francis (Ohrid), Questioning (change of perspectives) after Diana Francis (Ohrid), a re-telling of the fairy tale Little Red Riding Hood from the point of view of the wolf (Ohrid), peacebuilding (Ohrid and Tivat). There was no such material in the documentation of the first and third Indepth module (Blagaj and Andrevlje). The second (Zrenjanin) included materials on how to write appeals and petitions, and give talks and presentations, all material prepared by CNA trainers themselves.

Since the training documentations are a lot of work, CNA asked me to inquire in the interviews if these documentations were considered useful and actually used by the participants. The result was that everyone said that they read and used the documentations. Practically all did so to refresh the memory and to bring back what they experienced, and in addition a number (9 of 16 interviewed) uses them in various additional ways:

- Gave to others to read (at least 3 people)
- Use as material for academic pursuits (3 people mentioned that)
- adapt parts to work with children, youth (youth camps) or adults (e.g. one statement on stereotypes, ask children what they think) (6 people)

In addition to this use by participants, I believe that they are also excellent material for internal monitoring and evaluation by CNA because they allow to reconstruct in detail how each training was conducted.

Follow-up by CNA after the trainings

CNA's approach of regional peace-building includes that CNA seeks to stay in contact with the participants of their trainings in various ways. One way is to continue the education by inviting participants to other trainings – for example for war veterans the basic trainings are a follow-up of the combatant-specific events they attended earlier. For all attendees of basic trainings there is the follow-up option in form of advanced modules (see above).

Another type of follow-up consists of including former participants in activities of CNA – for example for publications, film-making, book or film promotions or other activities.⁵¹ This has usually in the past found good resonance with participants, but there have been no such activities in the time-frame after the trainings evaluated here, so that this aspect of follow-up could not be researched. When asked, former participants interviewed replied that they would appreciate such invitations and suggestions for working with CNA on projects, some explicitly expressed their regret that there was no such opportunity (yet).

A third type of follow-up is support of activities that concern dealing with the past, peacebuilding or

⁵⁰ Older documentations are also listed in the website though not for download, but that list seems not to have been updated since 2007 (<http://www.nenasilje.org/publikacije/dokumentacije.html>, accessed 2.1.2012).

⁵¹ For a few former training participants there was even the chance to eventually become part of the CNA training team.

reconciliation that former participants of trainings initiate (see above 3.2 and below 4.2). According to CNA, they usually agree when being asked for cooperation in such activities if these are in line with the objectives and values of CNA, and also indicate in the trainings that they are open for such requests.⁵² Such requests for support may mean advice or a small financial subsidy if a grant that CNA has allows it.⁵³ One case for example was that former participants intended to form an association and asked CNA for help in developing by-laws, and CNA sent them the statutes of the Sarajevo Peace Academy of which they are a founding member.

⁵² Recently there was only one case when CNA because of doubts regarding the activity planned declined to lend its support. That proposal had been an outcome of a veteran's training, however, not of any of the trainings evaluated here.

⁵³ Subsidies may be up to around 1.000 Euros.

4. Assessment of the CNA Peace Education Programs

4.1 Meeting Expectations of Participants⁵⁴

To assess the question what the expectations of the participants were, and to what degree they have been met, there have been two sources: One are the written documentations of the various trainings which include detailed lists of expectations gathered at the beginning of each training, and oral as well as written expectations collected at the end respectively afterwards by CNA. The second were the interviews I conducted with participants.

The basic trainings

For the two basic trainings, there were a small number of very common expectations and motivations listed at the beginning of the training. The three most frequent were variations of:

- To meet new people, make new friends (some added “across borders”)
- To experience or to learn ‘something new’
- To get new ideas or information on peacebuilding, methods of conflict prevention, co-existence (or comparable terms, in at least three cases also referring to the personal situation of the participant as living in mixed communities)

Several times was also mentioned:

- To learn about problems in other regions
- To get new ideas for own work, exchange of experiences

Particular topics (like nonviolent communication, dealing with the past, guidelines to conduct trainings by themselves), and the expectation to ‘change myself’ or to ‘deal with my prejudices’ were mentioned only rarely.

The picture gained from the interviews conducted in the context of this evaluation is basically in line with what participants had listed. There were a few individuals who mentioned other additional motives for coming to the training that had not been laid open or at least did not find its way into the written documentation, like ‘find out what other people think about my national / ethnic group’, or ‘show others, in particular young people, that former enemies can be friends, and that they must not repeat the same mistakes we made’.

Leaving aside these and a few other individual issues, the overall picture, to summarize, is clearly that most people did go to the basic trainings because someone recommended them to do so but that they did not have very clear expectations on what to expect. Those who had attended earlier trainings by other organisations (as a few of them had) based their expectations on that earlier experience, and are mostly among those who listed learning about particular topics as their expectation. Many expressed that they were not prepared for what really then happened during the training, and that the depth of the experience came as a surprise to them.

As to the evaluations, there was no real difference between what participants expressed right after the training and what they brought up now in the interviews. Most often named were variations of the following themes:

⁵⁴ TOR question:

What are the expectations of the participants of these programs and to what extent have they been met?

- It was a great experience to be and work together with people with a background very different from one's own
- Awareness that there is interest in peace and 'similar people' in other places – "peace is possible" a few simply said
- Learning to deal with the past, with peace-building, with national identities and prejudice was very important

Individual people mentioned some agenda items or methods they did not like so much, but these remained mostly individual criticisms without any common thread to be perceived. The only agenda item that was listed a few times as something not liked so much was dealing with the issue of gender. The written evaluations did not give any detail, but perhaps there was an indication as to the reason in the interviews: Interviewees who are activists in the field of gender felt it was too superficial, and people who belonged themselves to a minority in regard to sexual orientation disliked being singled out as members of such a minority, or warned that others who may still be struggling with their sexual identity may find such exposure hard to deal with.

To summarize, overall the (rather vague) expectations participants had were fully met. Several explicitly said that the training was different from what they had expected, but different in a very positive way. Several of those interviewed used expressions like 'a cathartic moment', 'it changed my life' or 'deepest experience I have ever had'.⁵⁵ Even those who had some criticism (like on the gender part) said that the positive elements by far outweighed the negative ones.

This overwhelming success of the basic training however became paradoxically a stumbling block when looking at the expectations and outcomes of the Indepth trainings, because many people hoped for a repetition of the same cathartic character.

Indepth modules

As described above, the Indepth modules were intended as advanced training for people who wished to work practically on peacebuilding-related topics. This is reflected in the list of expectations expressed by participants of the three modules (there was basically no difference between the three modules in this regard; therefore the three are dealt with here together). On the top of the list were

- Learn about how to achieve social change, how to work on peacebuilding, new methods (with a bit more emphasis in the replies in regard to methods in the third module compared to the first two)
- Meet new and old friends (same as in the basic trainings this was a strong motive)
- Continue what was started with the earlier training(s)
- Again, like in the basic trainings, the vague 'learn something new', 'new perspectives'.

These points were reflected in the interviews, also in regard to a distinct uncertainty about what to expect in the training in regard to contents. Interesting to note was that many interviewees could not remember the exact title of the module(s) that they attended, nor give – unless they had looked it up prior to the interview – a full and clear picture of what the program had been. Based on the interviews, it seems that many participants attended the Indepth modules hoping for a similar emotional experience as the basic training had been for them. Several interviewees also clearly said that they would attend whatever training CNA would offer, because it always gave them something and they

⁵⁵ Similar quotes can be found in the earlier evaluations undertaken on CNA trainings.

always learned something new. When asked why a particular advanced training was chosen, only few participants referred to the topic of a particular module as a reason to go or not to go there, though, as described above, the majority only attended one module. Mostly, the decision was based on much more pragmatic reasons like the timing of the training.

The question how much the expectations participants had for the Indepth modules were met needs to be answered in a more differentiated manner than for the basic trainings, though the overall balance in the feed-back is again a very positive one:

- The expectations were met overall in regard to the various topics that the trainings touched upon. When asked which topics people liked, each of the topics were mentioned by several people though there was no outstanding topic that was listed by everyone as the one most important.
- In regard to the first module, there was some dissatisfaction with the program – several people said that they felt the topics were too confused, blurred, not dealt with in enough depth, or simply too wide to be handled to their satisfaction.
- The second and third modules found more general praise though for both there were also a number of things that individuals said they did not like so much.
- Interesting when comparing it to the assessment by the trainers who felt that having three guest speakers in a week in the third module was too much, most participants were happy with them, and also in the interviews referred explicitly to them, often even by name.
- Expectations were not fully met in regard to the more personal ones people had in regard of repeating an emotional experience like they had in the basic training. It is in this context important to emphasise that this also had not been the intention of CNA. In the contrary, CNA tried to emphasise the difference between the basic trainings and the advanced modules, being aware that this difference was not fully clear to participants.
- General praise like in the basic training found the performance of the training teams.
- There were a few indications that there were some tensions between participants though this came out clearer in the written evaluations than in the interviews. Some participants felt that some people dominated the discussion or not listened well enough, or were not motivated enough.
- One aspect that came out in the interviews was that though the trainers were seen as being sensitized and well aware of group processes in general, that there were a few situations when individuals had problems to handle their emotions (traumatic memories which were triggered by a discussion), and missed time and space to deal with them.

4.2 Outcomes: Changes on level of opinion and action⁵⁶

In this section, I am looking at the immediate outcomes of the trainings in regard to their primary beneficiaries, the training participants. In the next section the outcomes described here will be

⁵⁶ Includes TOR questions:

What are the outcomes of peacebuilding programmes of CNA?

What are the limitations in this process?

What sort of change have the trainings initiated on the levels of opinion and action?

compared to the expected results defined by CNA and FOR. There are basically four outcomes that can be discerned:

1. Attitudes are changed
2. Knowledge and skills have been acquired
3. Networks are being formed
4. Participants feel empowered to use their skills in
 - a) their private context, and /or
 - b) their professional context, and /or
 - c) as political activists.

Attitudes are changed

The interviews had as a very clear result that especially the basic trainings influenced basically all participants. To summarize typical statements that were made in the interviews:

- Helped to widen my view, changed my attitudes (in regard to gays, feminists, national / ethnic group)
- Changed me profoundly
- Theoretically I knew it (refers to national prejudice), but meeting people was different. Realized I carried a lot of baggage
- Am able to exchange with people of different opinion, do not expect them to agree with me always; stopped judging people so quickly
- Made me more conscious of what happens around me, more aware of structural violence, and more willing and able to react (e.g. to mediate in conflict in one case)

Knowledge and Skill Development

For both the basic and advanced trainings the participants interviewed unanimously stated that they learned new things in the training, and many referred in one or the other way to how they are using what they learned (see below) which is a strong indicator for acquiring new knowledge and skills.

Network formed

The vast majority of people interviewed (15 out of 16) said that they are in regular contact with many participants through Facebook, Skype or e-mail. Several either planned visits or already met with another participant again (6 people). Only one person stated that s/he was not really in contact with participants anymore.

CNA trainers confirmed this picture – at one of the basic trainings a Facebook group was created and the trainers invited to join this group. According to them, about 15 of the 20 participants of that training are active in the Facebook group – some daily, some only occasionally.

This informal network is also an important tool for CNA. They use it to promote events they organize or to invite people to lend support to certain activities (for example, as I could observe myself, arrange a group meeting with myself, the evaluator coming to town).

Empowerment for participation and activism

In the interviews it became clear that there are three ways participants are using what they learned in

the trainings. There was only one person out of the 16 interviewed who said that the training did not have much influence on him/her because s/he knew about all the issues before.

Several participants referred to situations in their personal environment in which they applied skills acquired at the training, in particular in facilitating of conflict.

Some participants are using skills and methods learned in the trainings – and mostly with the support of the training documentation – in their professional work. This is in particular true for the teachers among those trained, and others who work with children and youth in other capacities (e.g. leading international work camps). Also one student intended to use the participatory methodology experienced in the training for the design of a model school lecture he had to prepare at university.

Another group that found very direct venues to apply what was learned were the journalists among the participants. They all started to take up issues discussed in the training in writing or reporting, and to consciously avoid the strengthening of enemy images.

One of CNA's objectives is to empower people to become activists. Activism shall be defined here as an activity in the public sphere with the aim to change the thinking and/or acting of other people. It does not require a social movement or a civil society organisation (CSO) or NGO, though such an organisation may be created if there is a sufficient number of activists and supporters.⁵⁷ Many participants in the trainings were classified by CNA (on the basis of their self-assessment, I presume) prior to the trainings as activists – in total 18 of the 57. However, the interviews indicated that the actual number may be higher, especially when including issues that are not directly related to peacebuilding (like LGBT activism, struggles around housing, ecological or feminist issues), because more than half of those interviewed (10 of 16) referred to such activism in one or the other way though the decision whom to interview did not favour this category of activists.⁵⁸

Eight participants among those interviewed spoke about new activities they started to undertake because of the trainings, or at least that the trainings led them to concretize vague ideas about actions which they had before. The context of such activities varies – three joined existing NGOs or undertook new activities as volunteer members of such an organisation. In at least three cases two or three participants came together to initiate an action, and there are two cases where an individual participant took resp. is going to take the initiative more or less alone by him/herself, though in one case probably seeking the support of a local CSO.

To give some examples of activities that were quoted in the interviews:

- Marking places where atrocities during the war of the 1990s took place in a Bosnian town (planned by one participant)
- Webpage with alternative news started (peace journalism) (two or three journalists from the training; started)
- Facilitate dialogue with violent youth in a town in Bosnia-Herzegovina (took place – individual initiative by one participant)
- Bringing two neighbouring national communities who live separately together in a festival offering traditional food from the region (Bosnia-Herzegovina, planned by participant in

⁵⁷ Dieter Rucht defines social movements as “systems of action of mobilized networks of groups and organizations that are of a certain duration and based on collective identity, and seek to promote, prevent or undo social change with the means of protest” (Rucht 2007:15, translation CS).

⁵⁸ Only six of the 16 were categorized as being activists by CNA.

cooperation with her local group)

- Collect money for two sick children from both sides of ethnic divide in the same community (took place, organized by participant in cooperation with her local group)
- Two participants together with a couple of friends plan to form a group and perhaps to work with religious women in churches in Serbia
- Two participants have planned to undertake a mapping of antifascist sites in Belgrade and Zagreb)
- An individual protests with director of kindergarden against a homophobic graffiti (“kill gays”) at the wall of the kindergarden in Serbia
- Another individual facilitates successfully in a feud between two families (took place)
- One participant reported about the successful facilitation of a work place conflict between colleagues
- One participant posted messages with quotes from the training taken from the training documentation in public transport
- Six people among those interviewed adapted parts of the documentation of the training to work with children, youth (youth camps) or adults (e.g. one statement on stereotypes, ask children what they think)

A special category are the activities undertaken by the war veterans who participated in the trainings because these are outcomes of a wider and longer process which started with veteran-specific trainings they all underwent earlier. Their activities are impressive. For example there is a veterans’ group founded which includes members of all three national / ethnic groups who had been at war in the 1990s in Croatia and Bosnia-Herzegovina. And one association has created a monument to all victims of war in one community in Bosnia – also something only rarely found in the Bosnian context up to today.

In addition to these activities I learned indirectly of some more without having been able to speak to the people involved myself:

- According to one interviewee, there are two or three participants planning to give trainings of their own on the coast,
- And CNA referred to a workshop in a Bosnian town in the RS organised together by two participants from Serbia and Bosnia.
- According to CNA⁵⁹, two persons from Serbia and Croatia collaborate through the exchange of present experiences and plausible models to exert pressure on their respective governments,
- And also according to CNA, there are lecturers and activists working with children planning to organize mutual cross-border students’ visits between Serbia and Bosnia-Herzegovina.

⁵⁹ See the Interim Report to ADA

4.3 Achieving the objectives (effectiveness) ⁶⁰

According to the FOR /CNA application to ADA, the overall objective of the project is to contribute to

- *reconciliation based on building of sustainable peace*
- *deconstruction of enemy images*
- *Creation of open and neighbourly relations between the people of Western Balkans countries.*

A total of 60 participants “from NGOs, media, political parties, educational institutions and war veteran’s associations” are to come out of the trainings with “increased peacebuilding and reconciliation capacities”. This project goal has been broken down in the application to ADA into five concrete results. It needs to be remembered that these expected results include an international exchange seminar on dealing with the past which was not made part of this evaluation. It is very likely that results that could not be identified here as results of the basic and Indepth trainings will be results of the exchange seminar. In the following I quote each result and the indicators suggested by CNA as listed in the application to ADA, and then compare these to the findings of the evaluation described above under 4.1 and 4.2.

Result 1: *A total of 60 peacebuilding actors from the region gained knowledge on different issues related to the peacebuilding and reconciliation in Western Balkans (Bosnia and Herzegovina, Croatia, Serbia, Kosovo, Macedonia and Montenegro)”*

Indicator: *After finishing the trainings approximately 85 % of the participants got to know basic skills for conflict transformation and peace work and can operate with these skills.*

There have been 57 participants in the trainings, and based on the interviews and the written materials it can be assumed that almost all of them⁶¹ concluded the trainings successfully in the sense that they learned basic skills and in one or the other way apply them.

As to the regional approach of CNA, including participants from all countries of the former Yugoslavia (but Slovenia), it can be stated that generally there has been a good mix, but with a few shortcomings in particular in regard to national / ethnic provenience. One – which was also emphasised by the trainers themselves- was the comparatively small number of participants from Macedonia, the almost complete lack of participants from Kosovo and the absence of anyone from Montenegro. For Macedonia and Kosovo, the explanation is easier than for Montenegro.

For Macedonia, one factor probably is language – Macedonians would have to be able to speak Serbian / Bosnian / Croatian in order to attend the trainings, and though the languages are related this may have been a barrier. For Kosovars, in addition to the even much more serious language barrier, Kosovars faced travel restrictions in the past year – the borders to Bosnia-Hercegovina and Serbia are closed to them since the declaration of independence. But although CNA was willing to adapt the locations of the trainings in case there had been registrations from Kosovo, there was only one Kosovo

⁶⁰ Includes TOR questions:

Are the project objectives reached in respect to the indicators specified in the project logframe?

To what extent were the originally defined objectives of the development intervention realistic?

What factors were crucial for the achievement or failure to achieve the project objectives so far (indication of strengths and weaknesses, e.g. the monitoring and evaluation system)?

⁶¹ In their interim report to ADA, CNA estimated 90%.

Albanian in a basic training and a Serb in one of the advanced modules.⁶²

For both countries there are in addition aspects that relate to the set-up and contents of the trainings that may make them less attractive for participants from these countries. Macedonians may feel that the main focus of the trainings is the wars of the 1990s in which their country was not directly involved other than hosting huge numbers of refugees. An indication for that was found expression in the interviews with those Macedonians who attended the trainings. Some of them said that they wondered to what degree Macedonian topics would play a role in the training, or mentioned that often in discussions in the region they feel side-lined as a minor actor. (They all also said that these fears did not realize in the CNA trainings.) I have not been able to interview the single Kosovar participant in training, so here the assessment is based only on what the CNA team explained, and general knowledge about dynamics in the region. The internal debates in Kosovo, including civil society, are at another stage than in the other countries of the former Yugoslavia. In Kosovo the independence from Serbia and the on-going tensions with Serbia as well as with the Serbian minority in Kosovo are rather dominating factors, so that CNA said that it was a certain challenge to find many people interested in exchange with people from other countries of the former Yugoslavia, and using Serbian language in such an event. However, it needs to be pointed out that there are or have been some international dialogue programs by other NGOs, and some networks which include people from different countries, so that it cannot be said generally that it would be impossible to have such meetings.⁶³

None of these explanations hold true for Montenegro – there is neither a language barrier nor was Montenegro less involved in the wars of the 1990s than Serbia was since both countries were one for most of the 1990s. CNA explains the lack of participants from that country by a lack of interest in cross-border activities both by those Montenegrans who favoured independence and those of a mostly a Serb-nationalistic orientation. Also Montenegro is a very small country with only 600.000 inhabitants.⁶⁴

Ethnically, there has been an overall mix of most national / ethnic groups of the former Yugoslavia. CNA does not design its trainings in the way that the number of participants from each country must reflect their respective percentage in the country in question, nor see an exact absolute balance in terms of numbers of participants. What was important for them and for the participants interviewed was that there was a “mix” and a chance to meet people from the “other side(s)”. This in itself may be considered as a positive sign in spite of the national / ethnic tensions these issues were not taken (by those participating in the training) to the extreme of requesting absolute equal representation.

There are also some people who live as a member of an ethnic minority in the region of their residence (e.g. an ethnic Macedonian in Tetovo or a couple of Bosniaks or Croats in the Serb Republic of Bosnia-Herzegovina). In most of the trainings, there were also people who in other regard than nationality / ethnicity define themselves or are defined by others as special identities, in particular sexual minorities (lesbians / gays), from both sides of the divide religious – non-religious, war veterans and those who avoided military service in the 1990s, refugees/ IDPs and those who stayed during the war, town and countryside. This has not been possible to put figures to, but people from such groups were among the sample of those I interviewed.

⁶² According to the trainers, the training sites were only fixed after knowing who the participants were.

⁶³ See Schweitzer 2010. One example is the Nansen Dialogue Network (<http://www.nansen-dialogue.net/>).

⁶⁴ Source: comment by CNA to first draft of the evaluation.

Result 2: *The awareness and protection of human rights has improved. The participants are more aware of structural violence (prejudice, gender inequality, discrimination, political manipulation, human-rights abuse) as main obstacles on the path of peace and reconciliation.*

Indicator: *After finishing the trainings approximately 85 % of the participants are more aware of protection of human rights and agree to correct the deficiencies in the society and make a commitment to work on peacebuilding and reconciliation in the society.*

Their commitment to this kind of work after the training can be quantitatively and qualitatively measured by activities they initiate on their own or participate in; by the number and the frequency of public reactions on human rights violations; and by the number and quality of texts, articles, and blogs they publish on those topics.

The interviews clearly showed that participants came out of the trainings being more aware of issues of structural violence, both in the political sphere as in their private contexts. One interviewee gave as an example for raised awareness a small incident she just had experienced: favourite treatment she received by a doctor who when he recognized her saw her immediately although she was not first on the waiting list. The activities described above also indicate that the vast majority of participants are making use of what they learned in the trainings in one way or the other.

The only reservation as to this result as it was formulated by CNA: I have found neither in the training documentations nor in the interviews any particular reference to human rights as a concept. There were many topics well covered that are contents of human rights, like (structural) violence, war crimes, discrimination, prejudice etc. , but human rights themselves as a concept found very rarely mention in the trainings. There were no sessions introducing participants to the concept of human rights, and only very rarely the documentations show that someone used that term at all.⁶⁵

Result 3: *Partnership building and cross border communication in the target region is enhanced and cross-regional network capacity for cooperation exists.*

Indicator: *Participation of former trainees in concrete cross-border cooperation and/or future peace actions. The involvement of former participants in the peacebuilding process can be measured through: number of activities they participate in after the training; scope and volume estimation of the activities they are involved in, which is an on-going process in the region supported by many organisations and groups; number and range of trans-border initiatives; involvement of former participants in the activities which CNA continually organises (promotions of publications and films; support to documentary film productions; educational activities, etc.); number and purposefulness of independent initiatives in local communities.*

This result definitely has been achieved. As described under 4.2, many training participants have not only stayed in contact since the training, but there has been a number of activities initiated or are planned which are cross-border in the region.

Several interviewees expressed their wish and readiness to be involved in activities of CNA – that this has not yet materialized is in all likelihood due to the short time-frame between trainings and the evaluation, and that CNA did have few such activities in recent months.

Result 4: *Improved critical comprehension and reflection on current practices and models of peace*

⁶⁵ A word count in the documentations showed that the maximal number of references to „human rights“ was five references in one training.

building and reconciliation in the Western Balkans countries.

Indicators: Practicing new and improved approaches to the regional peacebuilding and reconciliation; increased number of peace activities which affirm the inclusive approach and working with the “hard-to-reach” groups.

This result can be measured by the determination of numbers of initiatives which include the above mentioned groups in their activities, as well as by the quantity and quality of initiatives which include cross-border cooperation in their goals.

To give a final assessment of the question to what degree this result has been achieved the evaluation took place probably too early after the trainings. Many activities are still in the planning stage, and it is difficult to say to what degree they would be “new and improved approaches”. Among those planned, there are a few which may have that quality in future. The work with the war veterans clearly has this quality (as also earlier evaluations of CNA’s work showed, see Wils & Zupan 2004), because war veterans are one of these hard-to-reach groups. Very promising because not usual are the plan to mark places where atrocities happened during the war of the 1990s in a certain town in Bosnia-Herzegovina, and the plan by two other participants to work with religious women in Serbia, another group of people who are influential but not easy to find access to.

Result 5: Increased international exchange and local activists strongly encouraged and enabled to constructively use the other countries’/regions’ experiences.

Indicator: Increased visibility; intensified public dialogues; increased scope and volume of international exchange initiatives. ...

- *High number of applications received for each activity*
- *Local media coverage of the event (print, web, TV and radio media), including CNA and partners representatives, visible through press clipping and recordings*
- *Training and seminar participants’ evaluations on the trainings (oral and written)*
- *Trainer team evaluations on the trainings (organization, content, participants’ involvement, etc.)*
- *Received feed backs on the content of the activities through our regular communication with people across the region*
- *Increased visit to the CNA official web site for 20-50%*
- *The number and quality of activities carried out by participants after the training/s*
- *The number and frequency of public events (round tables, conferences, TV shows, public forums etc.) dealing with issues of peace, reconciliation, inter-ethnic dialogue*

This intended result and its indicators actually contain three dimensions:

- cross-border activities
- international dimension
- visibility of events.

The cross-border activities have already been discussed under result 4.

The other two aspects of result 5 refer primarily to the Exchange Seminar and therefore cannot be evaluated here. The trainings evaluated here did not have an international dimension beyond the countries of the former Yugoslavia, nor did CNA seek or receive media attention for them. While in some cases local media reported about the trainings when they took place in a community they

covered, journalists were not invited to the trainings, nor were there press conferences or the like to inform media. In Tivat a request by journalists from a local media station was denied by CNA, while in Zrenjanin a radio interview was given. The interest of the media in that case was explained by the escalation of the situation at the border to Kosovo, and the contact made through a participant at the training.

The activities that participants have undertaken since the trainings also have not found much media resonance, again with the exception of some of the veterans' work. It has not been possible to fully research this aspect, but based on the interviews public visibility seems to have been rather the exception than the rule.

Summary

To conclude, the objectives set for the trainings have been reached to a high degree. They were set mostly in a realistic manner. The only two points which could not be confirmed in the evaluation is a) the public visibility of the activities themselves (neither the trainings nor the actions undertaken by the participants so far), and b) that the expected result that the “*awareness and protection of human rights has improved*”. Human rights as a legal concept based in international law, methodologies of human rights reporting or the like have not been topics of the trainings.

Looking at the criteria for effectiveness as defined by the Reflecting on Peace Practice project which was carried out by the US organisation Collaborative of Development Action (CDA), the organisation founded by Mary B. Anderson which also introduced the concept of Do-no-harm, the CNA trainings contribute to improvement in inter-group relations, which is the fifth of their criteria, because they lead to changes in group attitudes and public behaviours.⁶⁶

4.4 Adequacy of the training methodology⁶⁷

Trainings in the sense CNA is using this term is a special pedagogical method, different from seminars, workshops or lectures. There is probably no definition accepted by everyone, but a review of literature and of training handbooks as they are produced in various languages make it clear what the essentials of trainings are: they are interactive and participatory – instead of a teacher delivering skills and knowledge and the participants absorbing them, the participants are expected to play an active role in shaping what happens during the trainings, and to experiment with alternative ways of action in various situations (see Painke 2011). Typical elements are exercises / games (often adapted children's' games), small group work, and generally a de-emphasisation of written materials to study and long presentations though they may also play a role in favour of working through a topic by verbal exchanges.

Trainings are a very adequate methodology especially when dealing with sensitive issues, with conflicts and generally with issues which may awake emotions, because they give space to the participants to respond and to deal with these issues. That alone makes trainings a very adequate methodology in the realm of peacebuilding and dealing with the past.

⁶⁶ CDAINC (2009) Reflecting on Peace Practice Participant Training Manual. <http://www.cdainc.com/rpp/> [accessed 30.12.11]; p. 29

⁶⁷ Includes TOR question: To what extent is the methodology used adequate to the context of the cultural, social, and political situation in the West Balkan region?

The responses by the participants to the basic trainings were extremely positive (see 4.1), and it can only be recommended that CNA continues this kind of training as they developed it over the past 15 years.

The Indepth modules however are a somewhat different matter. To start with, the trainers themselves were not fully satisfied with them. Though the intended results have been achieved, CNA in the interviews expressed doubts if this was a format to be continued.⁶⁸ For the disappointment of the trainers three reasons were given:⁶⁹

- The modules were designed for well-experienced activists, but not enough participants of that sort could be found. Therefore, the Indepth trainings became more of an introduction than a space to exchange experiences – mostly it were only the trainers who had that experience.
- One trainer was not content with having three different external resource persons in one module because they felt that they gave up the control over what happened in the group process-wise.
- They wished for a more interactive methodology of external resource persons.

Based on the interviews and the written evaluations documented, which show that also the participants had some criticism though generally gave a positive feed-back to the Indepth trainings, I would like to add:

- The expectations of the participants were too varied and too vague, as described above in 4.1. Three of the four most often named expectations very comparable to the expectations in the basic trainings (meet new and old friends; continue what was started with the earlier training(s) and the vague ‘learn something new’).
- Participants came perhaps from too many very different backgrounds. While having that mix is a good instrument in the basic trainings, it may have become a problem in the advanced modules. To give one example to illustrate: Someone who is working as a journalist and seeking to apply forms of alternative peace journalism will probably have very different needs than someone who is looking for methods to use when working with youth, and both differ from someone who is planning a street action or someone intending to raise the issue of war crimes. While these all are ways contributing to peace building, on a more practical level these may be too many different approaches to satisfy all needs.

Two other issues though neither of them a very major one came up in the feed-back of the participants during the interviews.

One concerns both basic and advanced trainings, and refer to the policy of CNA to seek to have a wide mix of participants in regard of different identities. While in general this wide mix was very much appreciated, there have been a few voices of people who belonged to a social minority⁷⁰ that they felt somewhat uncomfortable because the other participants met someone of their identity for the first time. There was not an issue that their presence was not appreciated, the issue was a feeling of being ‘on display’. ‘Wow, now I have met my first X’, someone quoted to illustrate the kind of reaction they had problems with. This feed-back illustrates the sensitive character of dealing with all aspects of

⁶⁸ To remind what was said in 3.2: Earlier formats for ‘advanced’ had been first training of trainers, and then a two-phase peacebuilding training. 2011 for the first time a module format was tried.

⁶⁹ Source: Interviews and written documentations of the trainings.

⁷⁰ By that term I mean for example sexual or political orientation, profession etc, in contrast to national / ethnic minority.

identities, not only national / ethnic ones. However, the response of the CNA training team to this finding of the evaluation was that feelings of discomfort and being challenged is one of the core purposes of the trainings, because change only occurs through confronting and dealing with such challenges.

Another concern came up a couple of times in regard to the Indepth trainings. As described, these trainings were not understood by CNA as a continuation of the basic trainings, but were events which were much more focussed around specific topics. However, peace and conflict and dealing with the past being the main issues, memories of past bad or even traumatic experiences were being evoked with several participants, and at least a couple of them said that they missed space to deal with these emotions.

4.5 Efficiency of the programs⁷¹

The questions around efficiency have three main aspects: staffing of the activities, the work load and costs.

To begin with the first: The trainings are each conducted by four trainers. One of them always takes notes for the documentation, two facilitate and one is responsible for contents input in each session. The training in Ohrid where because of sickness the team consisted of only three persons was considered by all trainers to have been exhausting for everyone involved, and the trainers also felt that the contents suffered from the lack of a fourth voice. Given the length of the trainings and the intensity of the work (after the end of each day the training team needs to sit together to evaluate the day and prepare the next one), my position is that while four trainers may seem many when compared to other seminar-style events, it is the number of people who are needed to conduct such trainings.

One element that may be considered by CNA is if it is the best use of resources and skills if the trainers are also the people who have to do all the registration, report writing, financial reporting and typing up of protocols, or if they would not be better served by having admin staff taking care of such functions so that they could focus more on the contents side of the trainings. The trainers were not able to give exact estimates but it became clear that work-wise the week or two weeks of the actual training was only about 20 to 30% of all the work that CNA has to do for each training. In 2011 CNA hired one admin assistant, and they also had admin assistants for logistical tasks during the trainings themselves, but still there seems to be space for somewhat more division of labour within the team.

I have found no indication that the fact that CNA operates from two separate offices, and with a separate legal identity in Serbia and in Bosnia-Herzegovina, has led to a loss of efficiency. The two offices understand each other as one team, and communicate regularly through Skype and email in addition to personal meetings.

As to the costs, I would like to refer to the auditor's report and just state generally that the grant has been used sparingly and economically. The costs for the two basic trainings did not differ much; neither do the two of the first two Indepth modules.⁷² The hotel rates paid are very moderate, as are the

⁷¹ Includes TOR questions:

Are the objectives achieved in a cost-efficient manner by the development intervention?
Assessment of the capacities for smooth project management.

⁷² Ohrid: 22,792.85; Tivat: 24,283.63; Module 1: 15,117.86; Module 2. 13,796.05. I did not see figures for the third module since that had just ended when I visited Belgrade.

training honoraria. In the cases when a car was used, there were always several passengers.⁷³

4.6 Sustainability⁷⁴

The questions on sustainability in the TOR refer not to the sustainability of trainings as a tool but of the sustainability of the effects (outcomes) they have. Nevertheless, I would like to begin with some reflections on the sustainability of the work of CNA.

Sustainability of trainings

It is very clear from the history of CNA (as documented in the earlier evaluations of CNA as by CNA's annual reports that can be found on their website) that there is a continued interest in the trainings that CNA has to offer. The number of applications to their various training programs remain high, the need for peacebuilding and dealing with the past remains high or is even on the increase given that there is now a new young generation to whom the stereotypes and the conflicts of the 1990s was passed on to, and it is also clear that there are vast opportunities to tap new micro-regions (and with Kosovo and Montenegro two whole countries) where CNA has had little activities recently. The limiting factor for enlargement of training programs may be more the capacity of the CNA team.

The main threat may be that the international funding currently still available for the Western Balkans may be reduced or end one day, since CNA (sharing in this regard the situation of basically all NGOs in the region) is totally dependent on international funding sources. While in Western Europe and North America trainings are events which may be financed to a large degree by participants' fees, this option is not really open currently for the countries of the former Yugoslavia, for two reasons: One is that people do simply not have the money to pay a fee that would fully cover the costs of a training. (Such a fee would have to be around 800 for one week and 1200 for two weeks based on the costs of the trainings – both sums are several times of what most people earn in a month in these countries.⁷⁵) The second is that since trainings of this type were introduced in the early 1990s (see Schweitzer 2010); they were always financed from abroad so that people got used to have access to such events for free, and an expectation to pay for them would probably meet with little understanding and few if any registrations.

Sustainability of the training outcomes

The question of the sustainability of the outcomes of the trainings can be translated to the following questions (see 4.2): How likely is it

⁷³ CNA's policy is to generally avoid car travel. However, if only 1 person travels only 50% is paid of usual sum (0.25€/km), 2 passengers is a minimum for 100% refund. Exceptions are only made for invalids or when travel is unavailable with public transport. (Source: comment by CNA to evaluation draft.)

⁷⁴ TOR questions: What risks and potentials are visible regarding the sustainable effectiveness of trainings and how likely is their occurrence?;
What is the potential of the informal network of activists from the whole region?

⁷⁵ In Bosnia-Herzegovina, the annual average income is estimated to have been 3.180 Euro in 2010. Source: http://www.auswaertiges-amt.de/DE/Aussenpolitik/Laender/Laenderinfos/01-Nodes_Uebersichtsseiten/BosnienUndHerzegovina_node.html. The other countries do not differ much from that amount with the exception of Croatia whose GDP was 10.367 Euro in 2010 (<http://www.auswaertiges-amt.de/DE/Aussenpolitik/Laender/Laenderinfos/01-Laender/Kroatien.html>).

1. That attitudes which were changed remain changed, or how likely it is that participants fall back to earlier ways of thinking when having re-immersed in their daily context which is probably characterised by people who have little understanding of their newly acquired different ways to see things?
2. That knowledge and skills that have been acquired are not forgotten and lost again?
3. That networks that were formed remain stable and continue to function after a longer period?
4. That participants continue to use their skills in
 - a) their private context, and /or
 - b) their professional context, and /or
 - c) as political activists?

Given the short time-frame between the trainings under evaluation here and the evaluation, it is not possible to make direct solid statements proving the sustainability of the effects of the trainings evaluated – the time lapsed is simply too short to do so. Therefore, to assess these questions, more indirect methods have to be chosen: One is to look at earlier, comparable training events CNA organised, and see what they left behind. Another is to see what pedagogy and sociology have to say regarding learning and regarding conditions for activism, and to try to apply these findings to the CNA trainings.

The earlier trainings – both the basic trainings that have been carried out by CNA throughout its existence and other training events like the veterans’ meetings - have been evaluated several times by the Berghof Foundation. The evaluators in each case found that there were follow-up activities which were organised by former trainees (Fischer 2001, Schmelzle & Konjikusic (2008), though also their studies did not cover a very long period.⁷⁶

Another indication is that in the Indepth Trainings there were a number of people who had attended earlier basic trainings than those under evaluation here: 19 persons. This at least indicates that the interest in issues of peacebuilding remained alive over some period of time. This is a good indicator to demonstrate that interest remained alive for a longer time span.

Trainings are generally speaking a good tool to ensure that both skills and insights are not forgotten, because they involve the whole personality including the trainees’ memories, emotions etc. Probably all schools of pedagogy agree that what people experience has much better chances to be maintained than what is just absorbed intellectually.⁷⁷ Also, the interviews showed that most trainees apply skills and /or insights gained through the training in one way or the other, in their private context, in their jobs or as activists. And there were many examples that they not only tried but mostly did so successfully. Success generally is a strong factor to re-enforce changed behaviour. This gives reason for hope that this kind of change of behaviour will be maintained over a longer period.

More difficult to assess is the aspect of political activism. Networks and activism are both something which have to be seen as closely tied to the presence or absence of social movements or at least sub-cultures which allow the individuals to become and remain politically active in an environment which does not support such political activities.

There are currently no larger social movements (perhaps with the exception of some student

⁷⁶ In the case of Fischer 2001, the period of four years (1997-2000); in the case of Schmelzle & Konjikusic (2008) five years (2004 to 2008).

⁷⁷ Reinhold et al 1999, 351 pp.

movements in Croatia, Serbia and Montenegro) in the countries of the former Yugoslavia – the uprising in Serbia in 2000 is the last mass movement so far. The general atmosphere in all countries is more one of resignation and little political activism of any kind. It does certainly not encourage political actions in regard to peacebuilding, nonviolence or reconciliation. Therefore, any longer-term sustainability will require that those who went through the trainings find personal contexts in which they can act – otherwise they will remain isolated and probably not be able to make the transfer from the training context to their daily life. The informal network that is created through the trainings is therefore very essential, because it allows people at least at long distance to remain in contact.

Of equal importance however I see that people find like-minded people in their immediate environment – again, be it the private, professional or voluntary context. Some participants for example joined a peacebuilding NGO, but it seems that this option is available only rarely and if people happen to live in one of the major cities where such NGOs are active. Some are trying to form new groups, but these all were only in the planning stage, and there is also no documentation of earlier groups being formed out of CNA trainings.

There are no really convincing theoretical models about the development of social movements that make it possible to plan such movements.⁷⁸ In spite of all studies of individual movements, it is not possible to really predict them – as the events in North Africa have shown. But what movements need are networks and nodes of organisers. The informal network established by CNA may be such a node and has potential in case a movement develops.

One issue that should be raised in this context is the relationship of CNA to other civil society organisations in their countries. For the training work, CNA does not have regular partners in the countries they cooperate with other than Miramida, a training organisation based in Croatia that like CNA pursues a regional approach.⁷⁹ CNA expresses a lot of reservations against the majority of NGOs active in the countries of the former Yugoslavia, seeing them as completely dependent not only on foreign funding (that is a factor that CNA shares with them) but on policies and objectives developed abroad. They criticise (with good reason) the “projectism” that became so common after the wars⁸⁰. In the interview, one trainer said: ‘We try to avoid these NGOs, but focus on victim associations, activist small groups. We don’t want to have dialogue with those who have offices on High Street’. And in one of the documentations they wrote: “*We are also very pleased that we decided to reduce the number of people from NGOs in the group, since the original and most encouraging impulse to build peace for some time does not come with this "address"*”.⁸¹

However, CNA named when asked a number of organisations in the various countries who they consider as valuable contacts or partners.⁸² My question here is if the negative attitude, as justified as it may be given the dependencies and the immense influence from abroad in those countries does not carry the risk to become a liability. Namely in the moment where such organisations may have real influence on developments in society, as some of them undoubtedly have, especially those which are close to governing parties or to funders that are considered very important by governments. Would it

⁷⁸ See Kern 2008.

⁷⁹ <http://miramida.org/> [accessed 2.1.2012; website under construction]

⁸⁰ See also the writings by Paul Stubbs, e.g. Stubbs 2000

⁸¹ Documentation Ohrid, p. 71, translation CS

⁸² Among them are (list is certainly incomplete): *Pale Pet* Kosovo, *Youth Action* Macedonia, *Miramida* Croatia, *Trauma Center* Novi Sad, *Peace Academy* Sarajevo, *Center for Peace Studies* Zagreb, *First Children Embassy* Skopje, *Sesam* Zenica, *Youth Centre* Gornji Vakuf, *MCC* Sarajevo.

not be of use in the interest of peacebuilding to seek to influence these actors?

Last not least there is the application in the professional context. As described above (3.2), the main professions that the CNA trainings evaluated targeted are journalists, teachers and civil servants; in addition there were psychologists, (informal) social workers⁸³, university professors and a large number of students of various subjects. A number of those described that they are trying to transfer either leanings or methods from the training to the field they are working in. In particular this was true for journalists and for those who work with children and youth. CNA trainers explained that they sometimes get requests from former participants for support in this transfer, e.g. help with identifying additional methods or the like, and that they then make other handbooks or the like available. CNA also tends to involve journalists

in their own work with media.

4.7. Relevance for the Wider Context⁸⁴

What has been described in section 4 of this evaluation are the impact on the individual participants and outcomes in regard to the willingness to put the new insights gained into action.

CNA's overall goal is to contribute to peacebuilding in the region (see 3.1). Peacebuilding in general is a very wide term⁸⁵; CNA lays its focus on "*the promotion of the cultures of nonviolence and dialogue, and through the trust building among individuals and groups, as well as constructive dealing with the past*" (see above 3.1). Therefore, finally the question needs to be raised what chance the actions (in all contexts) of the participants have to eventually contribute to social change of the desired kind in society. This is what could be called the impact of the trainings on the socio-political situation, in contrast to the impact on the individual trainees.

A recent study by a team led by Thania Paffenholz (Paffenholz 2010) which looked at the role of local civil society in peacebuilding and peacemaking emphasises the importance of bridging social divides between adversary groups but not to forget that there are other cleavages on lines like gender.⁸⁶ Both criteria the CNA clearly fulfils.

Trainings are one of the most common tools in peacebuilding, but only recently this method found attention in comparative studies on peacebuilding. Most commonly quoted today are the findings of the Reflecting on Peace Practice project by CDA (see also 4.3). They wrote:

Evidence shows that trainings often have a range of positive impacts on participants but that these

⁸³ By informal social workers I mean people who are doing work that would be considered social work (e.g. with youth or elderly people), but who are not have a formal degree / education in the field or are paid as social workers.

⁸⁴ Includes TOR questions:

What needs are addressed through peace education programme?

Explore the potential of the CNA's peace education program for strengthening cross-border cooperation in the West Balkan region as the basic guarantee for a stable and lasting peace in this area

⁸⁵ See Schweitzer 2010 for a discussion of the different uses and understandings of the term „peacebuilding“ which sometimes nowadays is used as a generic term describing all activities related to dealing with conflict, while other authors distinguish peacebuilding from peacemaking and peacekeeping.

⁸⁶ Thania Paffenholz (2010) ,What Civil Society Can Contribute to Peacebuilding', in: Paffenholz (ed) 2010: 381-404, here especially pp 393

remain largely at the Individual/Personal level, affecting people's attitudes, ideas, skills, and perspectives on conflict. Participants most often report having been personally "transformed," and cite specific concepts and new approaches that they found useful for follow-up. However, the follow-up is usually at the personal level, with family, friends, and colleagues.

Many people involved in training also maintain that training can provide the "spark" that, in retrospect, proves critical to the success of a given program or process. Prominent activists from several countries, when asked about the most useful contribution from the outside to their protracted conflicts, pointed to training conducted by international NGOs many years earlier. They claim these were critical in giving them new ideas, new interactive methodologies for working with people, and fresh energy to undertake efforts.

The strength of these personal impacts cannot be ignored, given how much people cite them, and how important they feel they are. "(Anderson & Olson 2003:77)

As to the general way how activities can bring about change, the same study by CNA introduced the concept of reaching more people versus reaching key people, and states regarding trainings. CNA follows the three recommendations by Mary Anderson's team⁸⁷ and does

- 1. Focus on content that is locally-grounded and practical.*
- 2. Select participants who have a way to use training to address conflict at the Socio/Political level.*
- 3. Follow-up after training when participants return to their communities. (Anderson & Olson 2003:79)*

The number of indirect beneficiaries of CNA's programs is difficult to assess. Depending on how people are using what they learned, it may vary between 10 or 20 when a trainee affects only his /her private context and several hundred if a school teacher applies new methodologies or teaches new contents. Journalists of course have the potential to even reach thousands.

In the interviews CNA trainers emphasised that they seek to include in their trainings people who would meet the criteria of "key people" as defined by Anderson and Olson, and an earlier evaluation testifies that they are "occasionally" reaching key people through their programs, "when these include, for example, politicians" (Schmelzle & Konjikusic 2008: 31).

My own assessment based on the five trainings under evaluation here is that I find it difficult to identify more than a very small number of such key people. The war veterans, at least those who have leading positions in established war veteran associations, as at least two of them have, certainly meet the criterion to be "key" in even more than one sense: they are important entry points and they have leverage beyond themselves and, thus, are key in terms of affecting people on a broader scale.⁸⁸ In the interviews however CNA trainers also mentioned school directors or civil servants as such key people. But are 'key people' identical to what otherwise is called 'multipliers', people who pass on what they learned to others? I believe that these two concepts overlap but are not identical. I would argue that a multiplier still may be at the level of reaching 'more people', only accelerating this process.⁸⁹ Many participants of the evaluated trainings do pass on learnings to others (e.g. in youth work), and are such

⁸⁷ Probably on advice by the Berghof action researchers / evaluators, see Schmelzle & Konjikusic 2008.

⁸⁸ The third criteria for „key“ people is not applicable in the context here. It is being key „because they are in some sense necessary to a peace agreement“ (p. 49)

⁸⁹ Training of trainers would be a classical method of training such multipliers.

multipliers.⁹⁰ But even a school director would not by herself or himself have influence on more than the one school s/he directs, nor would a civil servant in a local community have influence on more than his / her community s/he works in. Therefore I would rate them as falling into the category of “more people”, unless, theoretically speaking; one of them for example is promoted to a position where s/he can influence the state-level institutions responsible for school curricula.

To conclude, the CNA trainings evaluated here are of relevance for the wider context because they help to form cross-border networks, initiate reflection and change of attitudes in regard to national and other stereotypes, and empower participants to act using these new skills and insights. As described in this section and the section on sustainability, it will depend on on-going support and follow-up activities to what degree the changes are made sustainable, and to what degree participants may eventually play a role in bringing about social change in their countries. There is definitely potential that participants – though mostly not ‘key people’ in the language of CDA - may become nodes in a wider network of people which may become of relevance whenever public debates involving larger number of people or social movements may develop. In this sense, the dichotomy between “more” and “key” may be broken. Of course the grassroots’ training approach by CNA would never be capable of training so many people that a number that would have any statistical value would have undergone one of their trainings. But the small numbers trained and those who as indirect beneficiaries are influenced by the trainees may become those who because of their skills and experience could play an influential role if the right opportunity presented itself. But this would require other, additional factors which are not under their control, like a political development that makes larger number of people become active. In the meanwhile, the most promising application of what was learned in the trainings I see where people find venues to do so within their profession – for example as teachers or social workers – or as members of larger influential organisations like the various war veteran associations.

⁹⁰ On the concept of the trainings by CNA targeting multipliers, see Vukosavljevic 2007.

5. Conclusions and Recommendations

5.1 Conclusions

The trainings that have been evaluated here have to be seen in the context of the on-going programmatic work of CNA. The basic trainings which are a format which is practiced for many years are highly praised by participants and have a huge impact on the individual participants in regard of shaking their view on the conflicts of the 1990s, make them to reflect and overcome prejudice against various groups (not only ethnic/national, but also other social minorities) and give many participants the strong motivation to apply what they learned and experienced.

As to the regional approach of CNA, including participants from all countries of the former Yugoslavia (but Slovenia), it can be stated that generally there has been a good mix, but with a few shortcomings in particular in regard to national / ethnic provenience. One was the comparatively small number of participants from Macedonia, the almost complete lack of participants from Kosovo and the absence of anyone from Montenegro.

The assessment of the basic trainings in regard to their impact on the individual participants is almost identical to that reported by Fischer in her evaluation in 2001. Progress seems to have been made in regard to networking and cross-border cooperation – while Fischer describes this as a problem, today, perhaps also due to the changed political circumstances and the new opportunities offered by the internet, this seems to play more of a role in follow-up activities by participants.

The Indepth trainings were a format tried for the first time by CNA. The feed-back on them is overall also positive and they achieved the results foreseen. The format of three separate modules which did not have to be attended all clearly met the needs of participants who find it difficult to find enough time off work or studies to attend more than one week-long event. But the topics of the three modules may not have been ideal, and not fully matching the needs of the participants (or CNA did not find the ‘right’ participants). On the one hand, being more topic-focussed, they did not meet the expectations of those who sought a continuation of the experience made in the basic trainings in regard of personal development. On the other, the topics were so varied and broad that also those who sought particular skills or knowledge did not fully get what they hoped for.

From the various cross-section themes that are usual in development cooperation, conflict and gender are the two most relevant for the trainings, since they were made explicit contents of the trainings, in the way the training was conducted, and also reflected in the composition of both participants’ groups and trainers.⁹¹

Four outcomes of the trainings were described which were all achieved to a large degree:

1. Attitudes are changed
2. Knowledge and skills have been acquired
3. Networks are being formed

⁹¹ The other two usual cross-section themes, poverty and environment, are difficult to apply. The trainings since they fully subsidize the participation allow it people with little or no income to participate but other than that have no direct or indirect effect on poverty. And the factor of environment may only play a role when looking at venue and transportation. I don’t have any particular observations regarding the first; as to transportation CNA does not encourage using flights for travel in the region (neither for participants nor for themselves), and allows travel in individual vehicles only if necessary, both environmental-friendly policies.

4. Participants feel empowered to use their skills in
- a) their private context, and /or
 - b) their professional context, and /or
 - c) as political activists.

The sustainability of these outcomes depends to a large degree on the follow-up and the network formed through the trainings.

5.2 Recommendations

Most of these recommendations are about things which may be considered for change. The number of points raised below should however not distort the basic main finding of the evaluation, which is that CNA should

- Maintain its basic trainings in the current format and its current methodologies
- Maintain or make offers for advanced education for those who underwent a basic training
- Maintain support for former participants if they become active.

Participants

To further broaden the range regarding the provenience of participants, in particular given the lack of participants from Kosovo and Montenegro, but also to include more people from Macedonia, and ethnic minorities from Serbia (Sandzak for example) the following suggestions are made:

- 1) Organise sufficient trainings at venues accessible to all; respectively
- 2) In case the venue is decided after closure of the application process, make clear in the advertising for the training that the venue will be fixed in a place accessible to all those who registered.
- 3) Consider to provide full-time language help for participants not fully fluent in Serbian / Bosnian / Croatian (e.g. a translator sitting with those needing support rather than only participants helping each other out as it is currently done). CNA has in the past already considered the use of translators but rejected it out of the concern that the presence of a translator and of people not being able to directly communicate with each other may harm the dynamics of the training which is a valid concern.⁹² However, given that the youth in the new countries are not taught “Serbocroatian” as their parents were, in five or ten years the situation may easily arise that trainings in Serbian / Bosnian /Croatian would have to be limited demographically to the countries where those languages are being spoken.
- 4) Address the language issue in the advertising and say that people who are not fully fluent in the language(s) of the training would receive support.
- 5) Strengthen outreach into those areas by developing contact and cooperation with NGOs or institutions in these countries.⁹³

⁹² And, in addition, since much work is done in small groups, one interpreter may not be enough which then brings up the question of costs.

⁹³ For youth organisations in Kosovo, good address lists can be found at Mijacic 2009 and Bejko 2010.

- 6) Consider to hold a training event in English which would not be a full basic training but something along these lines with the particular focus on inviting people whose native language is not Serbian / Bosnian /Croatian.
- 7) Try to reach out to other “hard-to-reach” groups than veterans – for example victims’ associations, parties etc.⁹⁴

Organisation of trainings

To prevent last-minute cancellations which were a certain problem for most trainings, it is suggested

- 8) to consider asking participants for a token fee which is affordable (e.g. the equivalent of what someone would spend on food for herself/himself in the course of three days or a week) which needs to be deposited before the training and which would be forfeit if the participant did not show up without a reason which would be defined in advance as an acceptable reason for cancellation.⁹⁵

To deal with the work load the trainers face, and the not ideal relation between the time used for the training itself, and for admin work around the trainings (including writing the documentation), it is suggested

- 9) to consider some differentiation in the job descriptions of the CNA team rather than rotating all tasks on an annual basis, without losing the character of CNA as a team of equals – being a team with equal rights does not require that everyone does exactly the same, or has his / her expertise in the same fields.

To make more materials available to trainees without overburdening those who do not wish to read and study so much, it is suggested

- 10) to consider to create password protected space on the website where documents etc. can be downloaded from (later also for example photos from the training or whatever) but which are accessible only to the participants of the one particular training.

Training methodology and topics

There are no recommendations for changes regarding the training methodology as such – the mixture of methods applied seems to work very well.

The documentations are very much praised and a number of participants use them to find methods to apply in other contexts, for example working with children and youth. I would like to suggest to

- 11) include more pedagogical material in the documentations (as it was partly done in a few of the documentations), or
- 12) Alternatively put such material on the website for download.

While the objectives of advanced trainings – whatever their character is in detail – are not so much on-going self-exploration and dealing with prejudice etc. of the participants themselves, it is important to realize that many participants in such trainings carry the burden of many bad memories or even traumas. Therefore, it is important that the trainers of such advanced modules

⁹⁴ This is a recommendation that was already made in earlier evaluations.

⁹⁵ Very restrictive are rules of travel insurances. Another possibility is to ask Kurve Wustrow or other training institutions what policy they have.

- 13) Are always conscious of potential traumatization of participants, and are sensitive to situations where people may need some extra space to deal with issues arising from this. This recommendations refers to the Indepth modules, not to the basic modules where there is ample space for dealing with such issues.

There was some criticism of how the topic of gender was presented in the basic trainings (time, depth). Therefore, it is suggested for the next basic trainings

- 14) to revisit these units perhaps with the support of someone very familiar with gender issues in trainings and to see if there are changes feasible.

The description of results of the trainings one point (result 2) referred to human rights. But while many issues of human rights are topics of the trainings, the concept of human rights as such did not really play a role. Therefore, it may be better to

- 15) either avoid using human rights language in applications and announcements, or
- 16) include human rights (the legal concept, human rights monitoring) as a topic, introducing the concept.

Revisiting the Peace Indepth modules

There are different ways in which to reshape the trainings for 'advanced' students. First, it is recommended

- 17) To maintain the format of modules because they meet the interest of those who have problems to free themselves for longer periods of time.
- 18) Have a training program be spread over a longer period of time than one year (for example two or even three years), since there were a number of people who were due to other obligations (job, study) not able to attend more than one or two modules in the year but would have liked to go to all.

As to solve the certain dissatisfaction with the modules as carried out in 2011, there are various options and elements that may be helpful:

- 19) Formulate very clear and detailed agendas when advertising for a training (especially advanced trainings), so that people have perhaps a better idea on what to expect from a specific module.
- 20) Limit them more to one topic alone, which then could be explored in more depth (e.g. dealing with the past, gender, work with youth, techniques for activism, etc.)
- 21) Revisit the question if the focus on activism is what meets fully the needs, or if there should not be additional foci besides activism as a tool to promote peace and reconciliation. I am thinking here in particular on using concepts in professional contexts like peace journalism, conflict resolution techniques in schools, youth work, etc. However, it would have to be assessed if there are not already other organisations in the area offering such specialized trainings.
- 22) Consider to conduct more target-groups specific advanced trainings, e.g. for those working with children and youth, those involved in community and social work, volunteer activists and CSO members, etc.
- 23) In addition, it may also be worth to continue to offer from time to time a Training of trainers, in order to support those participants who would like to work in this field or have through their

profession possibilities of application in the pedagogical field.⁹⁶

Follow-up with participants

The evaluation has shown clearly that the follow-up after the trainings is very essential to achieve the broad objectives of the trainings, because it is this follow-up which may lead to impact on the socio-political level. CNA is already doing a lot in this regard; the suggestions here are just additional thoughts for consideration:

- 24) Support participants in finding like-minded people and groups after the training, even if this means going beyond CNA's personal network of contacts or organisations CNA tends to work with. This may require approaching organisations that CNA is doubtful about, the "NGOs on High Street".
- 25) Do not underestimate CNA's role as a node in the network. Many people refer to CNA as mentors and being very important. And while it is understood that CNA's main objective is that participants network bilaterally without CNA's involvement, CNA should not shun away from playing a facilitating role.

Wider issues

- 26) Peacebuilding, nonviolence and reconciliation require good networks and peace constituencies⁹⁷. CNA's approach is to build them on a regional, cross-border basis. Without wishing to belittle the importance of this approach, I would like to suggest one caution: Peace constituencies can be formed within one country and a regional approach may not be the answer to everything. While the cross-border approach is certainly essential for overcoming national stereotypes and for dealing with the past, there may be also many issues regarding promotion of peace which are better started in the context of a single country. I am thinking here for example of everything that addresses particular laws or political actions of one country (minority rights legislation, school book and curricula-reforms).
- 27) The format of the basic trainings is a "success story" in the field of nonviolence training in the context of the former Yugoslavia. It may be interesting to test the same approach on comparable contexts – for example in the South Caucasus, in what was Czechoslovakia or certain countries in the Southern hemisphere.⁹⁸
- 28) The question of impact was not possible to research adequately in the framework of an evaluation like this one which covers only a short time span. If there were resources to be found, it may be very interesting – also as a case study for other organisations worldwide – to study the long-term effects of a continued training program over for example ten years.

⁹⁶ Several participants interviewed expressed interest in a ToT.

⁹⁷ For the concept of peace constituencies, see Ropers 2002.

⁹⁸ This would not necessarily have to be done by trainers of CNA themselves – I could also imagine a model where CNA trains some trainers (e.g. in cooperation with Kurve Wustrow) who then work in another area. There is already some contact to the Caucasus region which perhaps could be used for that purpose.

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Annexes

1. Terms of Reference for the External Evaluation of CNA Training Work

Background

Center for Nonviolent Action (Sarajevo-Belgrade) is a regional peace organization which has since 1997 gathered expertise in particular in peace education. By organizing a significant number of various peace education programs (basic, advanced, and trainers' trainings), CNA has created an informal network of peace activists, journalists, politicians, and ex-combatants of at least a few hundred people from the entire West Balkan region. Since 2002 CNA has engaged strongly in peacebuilding promotion, initially through work with ex-combatants and since 2004 increasingly using other methods such as video production and publication of books which present an additional field of peacebuilding promotion within the work on the issue of "Dealing with the Past" and reconciliation.

Aims of the evaluation

The evaluation ought to explore the influence that CNA peace education programs (Basic Trainings in Peacebuilding; Peace Indepth Education) have on training participants (their attitudes and behaviour) and draw light to ways in which the acquired knowledge, skills and sensitivity are used in order to achieve positive social change. With regard to this, answers to questions on the adequacy of the set-up training concepts and methodology used are expected.

Another vital focus of the evaluation ought to be the examination of the relevance of the CNA's peace education program for the wider social context in the West Balkan region. The evaluation ought to explore the potential of the CNA's peace education program for strengthening cross-border cooperation in the West Balkan region as the basic guarantee for a stable and lasting peace in this area.

Evaluation findings shall serve the purpose of providing a base for self-reflection in regard to strategy and action-fields of CNA and outline specific strengths and weaknesses. Application of gained insights should support CNA in designing future development of peacebuilding and reconciliation work in a more efficient way.

Aspects of the Evaluation

Main questions related to:

Relevance of CNA's peace education program in a wider social context:

What are the outcomes of peacebuilding programmes of CNA?

What are the limitations in this process?

What is the potential of the informal network of activists from the whole region?

What needs are addressed through peace education programme?

Effectiveness:

Are the project objectives reached in respect to the indicators specified in the project logframe?

To what extent were the originally defined objectives of the development intervention realistic?

What factors were crucial for the achievement or failure to achieve the project objectives so far (indication of strengths and weaknesses, e.g. the monitoring and evaluation system)?

Efficiency:

Are the objectives achieved in a cost-efficient manner by the development intervention?

Assessment of the capacities for smooth project management

Impact:

What are the expectations of the participants of these programs and to what extent have they been met?

What sort of change have the trainings initiated on the levels of opinion and action?

To what extent is the methodology used adequate to the context of the cultural, social, and political situation in the West Balkan region?

Sustainability:

What risks and potentials are visible regarding the sustainable effectiveness of trainings and how likely is their occurrence?

Procedure and methods & Evaluation outputs

Partners from Austria and the West Balkans will choose an evaluator jointly, on the basis of three received offers. A preparatory meeting with the evaluator will be held in Belgrade during which the evaluator will present a detailed plan of the evaluation process.

During the field visit to the West Balkans, interviews will be conducted with relevant individuals: CNA staff, former participants of CNA trainings, CNA partners across the region.

Based on interviews and insights gained from reporting and documentation materials, findings will be drawn from and presented in a joint report.

During an additional feedback workshop with CNA, the main evaluator will present evaluation results and discuss potential adjustments of work strategy based on these findings.

Schedule

The evaluation shall take place in 2011. It will entail 7 days of travel and interviews in Serbia, Bosnia-Herzegovina and Croatia (interview with participants and partners from other parts of the region shall be organized by phone); and an additional 5 days for report writing and 2 days for a feedback workshop with CNA staff.

Logistics

CNA will provide the evaluator with all information and documentation needed in the preparation and exploration phase of the evaluation.

A translator will be organized by CNA if requested. Working space will be provided by CNA. CNA will assist the evaluator in other logistical aspects.

2. Questionnaire used

As explained in 2.3 on methodology, the interviews were semi-structured. The basic list of questions which were explored in the interviews included the following questions:

- 1. Could you tell me something about yourself, and what you are doing?**
 - Da li biste mogli reći nešto malo o sebi- ko ste, čime se bavite?⁹⁹
- 2. Which trainings did you participate in?**
 - Na kojim treninzima/treningu ste učestvovali?
- 3. If you look back to the time before the training – what were your motivations to attend it? What did you expect?**
 - Ako se osvrnete na period pre Treninga- šta Vas je motivisalo da ga pohađate? Šta ste očekivali?
- 4. Did you know other participants before the training?**
 - Da li ste znali ostale učesnike pre treninga?
- 5. Are you in contact with them since the training? How? How often? For what purpose?**
 - Da li ste u kontaktu sa njima od treninga? Na koji način održavate kontakt, koliko često? Sa kojom svrhom?
- 6. Could you formulate the main learnings from the training? Where your expectations met?**
 - Da li biste mogli objasniti šta ste naučili na Treningu? Da li su ispunjena Vaša očekivanja?
- 7. Has your attitude towards and behaviour in conflicts you are facing in your work or private sphere (family, neighbourhood) changed?**
 - Da li su se Vaši stavovi i ponašanje u odnosu na sukobe sa kojima se suočavate na poslu i u privatnom životu (porodica, okruženje- susedstvo) promenili?
- 8. Has your attitude or view of the conflicts of the 1990s changed in any way because of the training? How?**
 - Da li se Vaš stav ili viđenje sukoba iz 90-ih promenio na bilo koji način zbog učešća na Treningu? Ako jeste, na koji način?
- 9. Are you actively working on peacebuilding and reconciliation or human rights? Could you describe your activity (activities) in a few sentences?**
 - Da li aktivno radite na izgradnji mira i pomirenja, ili ste aktivni u oblasti zaštite ljudskih prava? Možete li opisati svoj angažman (aktivnosti) u par rečenica?
- 10. Did you already conduct such activities before the training?**
 - Da li ste i pre Treninga sprovodili te aktivnosti?
- 11. Since the training, have you initiated any new projects / work on human rights or on peacebuilding and reconciliation, or participated in such?**
 - Da li ste nakon Treninga započeli ili ste učestvovali u nekim novim projektima/radu u oblasti ljudskih prava ili na izgradnji mira i pomirenja ?

⁹⁹ Translation by Tatjana Medic.

3. The Evaluator

Christine Schweitzer, *1959 in Hamburg, has spent most of her professional life as coordinator in nonviolence and peace movements. Currently she is a researcher at the *Institute for Peace Work and Nonviolent Conflict Transformation* (www.ifgk.de) which she co-founded. In the 1990s she was very much involved in support of anti-war groups in the former Yugoslavia, among other things as the co-founder of the volunteer project *Balkan Peace Team*. Christine holds a Masters in Social Anthropology from the University of Cologne and a PhD from the University of Coventry for a thesis on *Strategies of Intervention in Protracted Violent Conflicts by Civil Society Actors. The Example of Interventions in the Violent Conflicts in the Area of Former Yugoslavia, 1990 – 200*. She has published on conflict transformation, nonviolence, civilian-based defence and the Balkans.

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http://www.ifgk.de/oben/vorstellung_all.htm (in German language)