

GUIDELINE 2

This is one of a series of Guidelines produced by the Consortium to serve as a resource to Local Authority led PEACE III Partnerships

(v) IMPLEMENTING EFFECTIVE AND EFFICIENT CROSS BORDER PEACE AND RECONCILIATION PROJECT(S)

There are a number of necessary components to ensure effective and efficient implementation:

- Regular face to face contact;
- Ongoing evaluation & monitoring;
- Mechanisms for communication – oral and written;
- Opportunities for teambuilding;
- Share successes;
- Provide support and space to resolve issues/conflicts;
- Take opportunities for participating in networking events and activities;
- Provide opportunities for shared learning;
- Provide opportunities to build new skills and competencies including, among others, Listening and Communication skills, Joint Project Planning & Management Training and Peace Building and Reconciliation Skills.

2. CONCLUSION

Cross border peace building work in a post conflict situation is challenging due to the complexities of working in partnership and within a different jurisdiction. There are numerous sensitivities, fears, perceptions and anxieties to overcome. Developing relationships, providing leadership, negotiation and consensus will involve a certain amount of risk taking. Most importantly, to achieve a lasting impact and added value the work will require time (this is a long term process), dedicated support and resources.

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Community Relations Council



1. INTRODUCTION

Cross border work is not easy and normally takes a staged approach as well as being influenced by environmental issues at specific moments in time. It sometimes starts with initial contact and getting to know each other, moving on to learning from each other and coordination of actions; to a more advanced stage of planning and implementation of actions together.

- 1.1. These guidelines are in accordance with the aims and objectives of the PEACE III Programme which are available on www.seupb.eu
- 1.2. Partnership refers to the 'Peace and Reconciliation Partnerships' established for the purpose of administering PEACE III, Theme 1.1 funding and led by local authorities. Projects refer to actions outlined within their Peace and Reconciliation Plans. Partner refers to another Partnership.
- 1.3. These guidelines are based on Pobal's Framework for Cross Border Peace and Reconciliation work. The framework is designed to assist organisations and bodies at all levels to:
 - 1.3.1. Further understand the complex nature, levels and processes involved in undertaking cross border peace and reconciliation work;
 - 1.3.2. Identify and assess what level/stage their cross border peace and reconciliation work is currently at and to map out a potential progression route;
 - 1.3.3. Understand and articulate the reconciliation benefits in undertaking cross border work, providing practical examples which will help maximize the impact of their activity in terms of achieving peace and reconciliation outcomes.
- 1.4. This guideline (2) provides advice on best practice in cross border work. Guideline (1) recommends the process for undertaking and measuring cross border activity. A third guideline (3) presents some practical scenarios for funding cross border work.

The following five steps are recommended in developing effective cross-border projects:

(i) DEFINE THE MOTIVATION & OBJECTIVES

It is important to clearly define the motivation for undertaking cross border work. There should be some compatibility with the partner organisation, in structure, size or ethos. The motivation may be to:

- Gain a better understanding of different cultural values;
- Gain understanding and share learning in terms of policy issues on both sides of the border;
- Identify the potential to add value to current work;
- Identify opportunities to make best use of limited resources.

Questions at this step could include: Is there a common need? What is the mutual benefit for both parties? What is the opportunity for shared learning? How will we deal with logistics in terms of travel and the delivery of a joint project?

(ii) FINDING AN APPROPRIATE CROSS BORDER PARTNER(S)

In choosing a potential partner it is important to attempt to profile what characteristics the "ideal partner" might have. You may wish to consider the following factors:

- Are there clear benefits to both parties - is there potential to create "win-win" situations for all?
- Is there compatibility in terms of objectives for undertaking cross border work?
- Is there equal resources, motivation and commitment to the project/action/activities?
- Is there commitment to ongoing communication and the principles of partnership working?
- Is there potential for sharing of resources and skills?
- What are the logistical implications in terms of travel, joint activities and actions?
- Do potential partners have associated/shared culture and values?

(iii) DESIGNING WORKABLE MANAGEMENT STRUCTURES

What type of structure will work for you? The type of joint structure must be relative and appropriate to the nature of the activities and actions. It is important to consider openness, transparency and participation and hence a written agreement and/or memorandum of understanding for roles and responsibilities, decision making, financial management etc. is recommended. Templates are available for this type of agreement.

(iv) DEVELOPING RELEVANT CROSS BORDER ACTIONS/ACTIVITIES

What type of action or activity will you undertake? It is important to allow time for exchange and generation of ideas. Is there a shared vision and goal? What are the specific objectives, the scope of the actions/activities and potential cross border and peace and reconciliation impacts for the actions/activities? Ensure actions/activities, particularly in terms of building peace and reconciliation are prioritised, realistic and achievable. Ongoing communication is critical and "buy-in" can be achieved through ongoing consultation.