

Peacebuilding: Services and Experience

CDR is an international stakeholder engagement, collaborative decision making, and conflict management firm. We are innovators who assist groups with problems or conflicts to build positive working relationships and achieve systemic and long-lasting resolutions of hard, complex, and often emotional issues. We are dedicated to transforming conflicts into opportunities for creativity, mutual gain, and positive change.

CDR Associates is based in the United States, with offices and staff in Boulder, Colorado, Washington, D.C. and Lincoln, Nebraska. We have affiliate organizations and individuals worldwide.

CDR's Peacebuilding Services

CDR provides a spectrum of stakeholder engagement, collaborative decision making, and conflict management assistance to governments, the private sector, and civil society. We help you address and resolve issues or conflicts at the appropriate level - whether international, country, sectoral, institutional, or programmatic. Our services include:

- Mediation and facilitation of international conflict
- Capacity building and training of international negotiators
- Capacity building and training of international mediators
- Capacity building and training of leaders and staff of accountability mechanisms of multilateral lending institutions
- Capacity building and training of intermediaries working within countries
- Design, implementation, and capacity building of dispute resolution systems to support the rule of law
- Design, implementation, and capacity building of systems to resolve human rights issues, promote reconciliation and enhance multicultural cooperation
- Design, implementation, and capacity building of dispute resolution systems to resolve post-conflict land and property disputes
- Design, implementation, and capacity building of stakeholder engagement procedures, grievance mechanisms, and mediation initiatives to prevent and resolve international development conflicts
- Regional, national, sectoral, issue-specific, and organizational conflict assessments
- Peace building program and project evaluations
- Peace and conflict resolution capacity building for educational institutions

Where We Have Provided Assistance

CDR's professional staff has provided stakeholder engagement, decision making, and conflict management advice and help in six continents and over sixty countries including:

| | | |
|--------------------------|---------------------------|--------------------------------|
| Africa (East) | Asia (South) | Latin America |
| <i>Ethiopia</i> | <i>India</i> | <i>Argentina</i> |
| <i>Kenya</i> | <i>Pakistan</i> | <i>Belize</i> |
| | <i>Sri Lanka</i> | <i>Chile</i> |
| Africa (Central) | <i>Philippines</i> | <i>Colombia</i> |
| <i>Burundi</i> | <i>Thailand</i> | <i>Ecuador</i> |
| <i>Congo (DRC)</i> | | <i>El Salvador</i> |
| <i>Malawi</i> | Caribbean | <i>Guatemala</i> |
| <i>Rwanda</i> | <i>Dominican Republic</i> | <i>Honduras</i> |
| <i>Uganda</i> | <i>Haiti</i> | <i>Mexico</i> |
| <i>Zambia</i> | <i>Trinidad-Tobago</i> | <i>Nicaragua</i> |
| | | <i>Peru</i> |
| Africa (West) | Europe | |
| <i>Liberia</i> | <i>Austria</i> | Middle East |
| | <i>Bosnia</i> | <i>Egypt</i> |
| Africa (Southern) | <i>Bulgaria</i> | <i>Israel</i> |
| <i>Angola</i> | <i>Cyprus</i> | <i>Jordan</i> |
| <i>Botswana</i> | <i>Germany</i> | <i>Lebanon</i> |
| <i>Namibia</i> | <i>Hungary</i> | <i>Morocco</i> |
| <i>South Africa</i> | <i>Ireland</i> | <i>Palestinian Authority</i> |
| <i>Zimbabwe</i> | <i>Malta</i> | <i>Yemen</i> |
| | <i>The Netherlands</i> | |
| Asia (Central) | <i>Moldova</i> | North America |
| <i>Armenia</i> | <i>Norway</i> | <i>Canada</i> |
| <i>Azerbaijan</i> | <i>Poland</i> | <i>United States</i> |
| <i>Georgia</i> | <i>Romania</i> | <i>Native American Nations</i> |
| <i>Tajikistan</i> | <i>Russia</i> | |
| | <i>Serbia</i> | Oceania-Pacific |
| Asia (North) | <i>Switzerland</i> | <i>Australia</i> |
| <i>China</i> | <i>Turkey</i> | <i>Fiji</i> |
| <i>Japan</i> | <i>Ukraine</i> | <i>New Zealand</i> |
| <i>Mongolia</i> | <i>United Kingdom</i> | |
| | <i>USSR</i> | |

Selection of Experience in International Mediation and Facilitation**Middle East Desalination Research Center (MEDRC) - Facilitation of strategic planning meetings.**

Designed and facilitated a series of strategic planning meetings for MEDRC, a component of the Middle East Peace Process. Its mission is to provide an ongoing forum for dialogue between parities in the region and contribute to the achievement of peace and stability in the Middle East and North Africa by promoting and supporting the use of desalination to satisfy the needs of people for available, affordable, and clean fresh water for human use and economic development. Meetings were attended by representatives of the Core Parties (Israel, Jordan and the Palestinian Authority), other Middle Eastern countries, and international donors. Agreements made at the meetings are being jointly pursued by MEDRC staff, Core Parties, and international donors.

Office of the Compliance Advisor/Ombudsman (CAO), International Finance Corporation - Indonesian Palm Oil complaint resolution process - Served as facilitator for the CAO for meetings between IFC staff, representatives of affected communities, and international NGOs concerning IFC policies and potential impacts of an international company's palm oil operations on several Indonesian islands. Results of the meeting are being followed up on by the CAO and IFC with the involved communities and company.

Okavango River Basin Commission (OKACOM) the Southern African Development Community; countries of Angola, Botswana and Namibia; and the U.S. State Department, U.S. Agency for International Development, and US. Bureau of Reclamation - Capacity building and facilitation of international agreements on transboundary river management. Conducted a situation assessment of parties, issues, and interests related to the management of the Okavango River, the third largest river in southern Africa. Subsequently designed and facilitated two multi-day international negotiation, problem solving, and capacity building meetings for OKACOM Commissioners and technical staff and representatives of the private sector and non-governmental organizations. Meetings focused on the development of procedures and protocols for transboundary cooperation on effective, integrated river basin management. Negotiations between the three countries resulted in development of an operational protocol for the international organization, and procedures for resolution of potential future disputes over political, organizational, economic and environmental issues.

Inter-ministerial Meeting between Ministers from Angola, Botswana and Namibia - Okavango River Basin Commission (OKACOM), the Southern African Development Community, U.S. State Department, U.S. Agency for International Development and US. Bureau of Reclamation - Development of international agreements on the trans boundary management of Okavango River. Designed and facilitated an international meeting between Ministers from the three countries and Commissioners of OKACOM to develop procedures and protocols for transboundary cooperation on effective, integrated river basin management. Agreements made at the meeting are currently guiding the work of OKACOM.

Okavango River Donors Meeting on Multilateral Cooperation - Countries of Angola, Botswana and Namibia. Designed and facilitated a donor coordination meeting involving the Okavango River Basin Commission, the United Nations Development Program (UNDP), Global Environmental Fund (GEF), Swedish International Development Agency (SIDA), U.S. Agency for International Development, Associates in Rural Development, and Every River has its People that are working to support and implement integrated programming to develop effective transboundary management of the Okavango River and protection of the Okavango Delta in Botswana.

Governments of Norway, Russia and the United States - Facilitation of agreements on Arctic Military Environmental Cooperation. Planned and facilitated week-long government-to-government negotiations between experts on environmental affairs from the Norwegian and Russian Ministries of Defense; and the US Departments of Defense, State, Energy, and the Environmental Protection Agency. The purpose of the meeting was to define and make commitments initially established by the involved parties November, 1996 Declaration on Arctic Military Environmental Cooperation (AMEC). This declaration recognized that "some aspects of military activities, in particular radioactive and chemical contamination issues, may have negative impacts on the Arctic environment," and emphasized the "vital importance of cooperation between military organizations to prevent and solve environmental problems in the Arctic." Turning such declarations into agreed upon projects, priorities, and strategies, however, presents a major challenge involving concerns about national security, legal and financial limitations, and competing national interests. CDR helped the parties to overcome barriers and develop a strategic basis for cooperation on military-related environmental projects in the Arctic. Participants negotiated and agreed to joint documents (prepared simultaneously in Russian and English) about key problems, areas for cooperation, potential projects, and procedures for developing new projects to help protect the Arctic Environment. Documents are currently guiding work on the AMEC project.

Tri-National Produce Industries Corporation - Canada, Mexico and the United States - Facilitation of design, implementation and capacity building for an international commercial grievance resolution mechanism. Consulted and facilitated negotiations for the perishable produce industries of Canada, Mexico, and the United States - which are participants in the North American Free Trade Agreement (NAFTA) - to design the first tri-national corporate grievance resolution system to settle trade disputes under this international accord. CDR Associates worked with an international design committee to develop a new dispute resolution system that is easily accessible, works inter-culturally, provides rapid resolution of differences, and promotes voluntary agreements to the greatest extent possible. Mediation assistance is a major component of the new system. Subsequently, CDR trained mediators and arbitrators for the system.

Selection of Experience in Capacity Building for International Negotiators

Palestinian Authority and the Palestinian Liberation Organization

United Nations Environmental Programme (UNEP) and Officials of the Palestinian Environmental Authority - Negotiation Capacity Building Training Programme. Designed and presented a customized training seminar and coaching session for officials from the Palestinian Environmental Authority working on waste water, solid waste, hazardous waste, and other environmental issues to prepare them for bilateral negotiations with the Government of Israel. The workshop involved 10 Palestinian officials, and observers from the Government of Jordan and the UNEP.

United Nations Development Program (UNDP) and the United Nations Institute for Training and Research (UNITAR) - Capacity building on environmental negotiations. Consulted on, designed and presented a five day seminar on *Environmental Negotiations and Dispute Resolution* for Palestinian negotiators from the Palestinian Negotiation Teams for Water and the Environment, who were participating in the Middle East Peace talks.

South Africa

African Center for the Constructive Resolution of Disputes (ACCORD) - Capacity building in conducting effective multiparty negotiations. Designed and conducted a two-day seminar on Effective Negotiations for ACCORD staff and consultants to prepare them to assist participants in South Africa to help resolve multiparty community disputes; work in South African institutions making the transition to non-racial democratic participation and decision making; and assist governments, political parties and non-governmental organizations in other African countries to resolve political and ethnic conflicts.

Selection of Experience in Capacity Building for International Mediators and Intermediaries

United Nations Institute for Training and Research (UNITAR) and the International Peace Academy—United Nations Fellowship Programme on Peacekeeping and Preventive Diplomacy. Developed and conducted multiple three and four-day training modules on *International and Intercultural Mediation* for the UN Fellowship Programme in Peacekeeping and Preventive Diplomacy over a period of twelve years. The two-week seminar, of which CDR's module is a part, prepares UN officials and representatives from African, Asian, Middle Eastern, Latin American, and Eastern European Foreign Ministries, in conflict management skills and procedures. Conflicts that the seminar has focused on include those in Afghanistan, Armenia/Azerbaijan, Cyprus, and Papua New Guinea/Bougainville. Close to 500 professionals have participated in the program. Seminars have been conducted in Austria and Norway.

United Nations Institute for Training and Research - Regional Training Programme to Enhance Conflict Prevention and Peacebuilding in Africa. Presented multiple seminars on international mediation for senior Foreign Service officers from multiple African nations across the continent, UN officials, and representatives of African international organizations. The focus has been to develop local capacities to intervene and mediate settlements of violent political conflicts within and between nations. Programs have been presented in Harare, Zimbabwe; Addis Ababa, Ethiopia; and Cape Town, South Africa.

United Nations Department of Economic and Social Affairs, Governance and Public Administration Branch - Executive Seminar on *Developing and Sustaining Conflict Management Systems as Instruments of Governance.* In collaboration with a team of African conflict management consultants and UN officials, designed and conducted a pilot executive seminar for Ugandan governmental and civil society leaders on the development and use of conflict resolution systems in governance. New systems, or enhancement of traditional African procedures, will help governments better manage and resolve a wide range of political, economic, social, ethnic, and religious conflicts through good governance in the executive, legislative, and judicial branches and collaboration with civil society structures. Some of the issues addressed in the seminar included regional conflicts, land issues, and the impacts of and care for displaced persons. It is projected that the seminar will be offered by the UN at some time in the future as part of a broader capacity building training program for African trainers who will be working to help develop effective dispute resolution systems across the continent.

Selection of Experience in Capacity Building and Training of Leaders and Staff of Accountability Mechanisms of Multilateral Lending Institutions

Office of the Compliance Advisor/Ombudsman (CAO) - Problem Solving Strategies for Accountability Mechanisms, Consultation on Systems Design, Capacity Building Training, and Public Outreach Strategy Development. Designed and co-conducted a series of capacity building programs for the Office of the CAO who are charged with resolving complaints from affected local communities regarding the environmental and social impacts of IFC and MIGA international development projects. Provided the team with conceptual frameworks for analyzing the situations giving rise to complaints and developing skills and tools for handling them in ways consistent with their role and their guidelines. Consulted extensively with staff on conflict management strategies for specific cases, conducted capacity building mediation training, and assisted in the design of public information/education procedures and materials for implementation and use by the CAO accountability mechanism.

Japanese Bank for International Cooperation (JBIC). Developed and conducted a two-day consultation for JBIC's Office of the Examiner in Charge of Environmental Guidelines. The consultation was focused on the social side of development: dealing with angry or skeptical publics; how to conduct a situation assessment and convening process in developmental disputes; confidence building strategies and other approaches for building effective working relationships between companies, local government, communities, and advocacy NGOs; and, practical stakeholder engagement strategies, monitoring programs, and dialogue processes in diverse cultural contexts. The Examiners utilized approaches and strategies discussed during the consultation to resolve grievances between project sponsors and affected communities.

Office of the Compliance Advisor/Ombudsman Advisory Initiative, IFC and MIGA, World Bank Group - Seminar on *A Guide to Designing and Implementing Grievance Mechanisms for Development Projects*. Grievance mechanisms are increasingly important for development projects that expect ongoing risks or adverse impacts. They serve as a way to meet requirements, prevent and address community concerns, reduce risk, and assist larger processes that create positive social change. They are based on the premise that project accountability begins at the project level. Whether related to public or private infrastructure, mining, or agribusiness development, local people need a trusted way to voice and resolve concerns linked to a project's operations. Governments and companies need predictable and structured ways to be accountable to their host communities regarding the problems they raise. A locally based grievance resolution mechanism provides a promising avenue by offering a reliable structure and set of approaches where local people and the project sponsor can find effective solutions to their problems, together. At the same time, where a company or government entity is directly involved in administering a mechanism, problems may arise when acting as both defendant and judge.

Recognizing the many challenges of developing effective grievance resolution systems, the CAO contacted CDR Associates to prepare a practical guide to help groups design and implement project-level grievance resolution mechanisms. The purpose of the guide is to equip people interested in initiating a grievance resolution program with the practical steps and tools they need to be successful in efforts to address community concerns and promote improved relationships, fair remedies, and just procedures.

The guide consolidates knowledge and lessons regarding grievance resolution from various sources including CDR's own on-the-ground experiences and those of the CAO for key lessons and markers of good practice. In addition, the guide reflects wisdom provided by first-hand accounts in interviews with industry representatives, academics, nongovernmental organizations, international financial institutions, consultants, and others with experience of grievance mechanisms.

Office of the Compliance Advisor/Ombudsman, International Finance Corporation, World Bank Group - Executive seminar on *Participatory Water Monitoring: a Guide for Preventing and Managing Conflict*. Participatory monitoring is a collaborative process of collecting and analyzing data, and communicating the results to the public. Traditionally, governments and companies initiate and undertake monitoring. Participatory monitoring requires changing the dynamic so that a wider range of stakeholders assume responsibility for these tasks, and learn and benefit from the results. Participatory monitoring is not only scientific, but also social, political and cultural. Through the collection and understanding of data that is credible to multiple parties, participatory monitoring can become an essential instrument for generating trust and accountability.

Although interest in participatory water monitoring is increasing—and, in some cases, is required by law or agreements—there are few resources available to help guide groups that want to implement a program. To meet this need, the CAO requested that CDR Associates assist in the preparation of a guide to be used as a design tool for government, communities, civil society organizations, and corporations at both the sub-national and national level that want to implement participatory water monitoring programs. The document provides a framework that can be used to develop a detailed implementation plan that meets the unique characteristics of each situation. It discusses how to initiate a program, offers tips for obtaining meaningful participation under conditions that are complex and highly technical, provides models of governance and financing, as well as explores challenges and lessons in designing these systems as tools for accountability.

Selection of Experience in Capacity Building and Training for Intermediaries working within Countries

Guatemala

INTERPAZ - Capacity building for societal and political leaders in public and political dispute resolution. Designed and conducted a number of intensive public disputes mediation programs and follow-up conflict management strategy design activities for a group of high level leaders from the economic, political, religious, and civil society spheres of Guatemala. The seminars were designed to prepare them to intervene in serious regional and national disputes that may impact the nation's stability. A number of these disputes often involve conflicts between indigenous peoples and Ladinos, land seizures, and issues related to land ownership and distribution.

Organization of American States - Capacity building in facilitation, mediation and dispute resolution systems design and implementation to implement the Peace Accords. Assisted the Organization of American States' PROPAZ program to help bring about a "culture of peace" in Guatemala and ensure the long-term success of the peace accords. The OAS retained CDR to provide consultation and training for several projects as part of this effort. All projects aimed to build conflict resolution capacities of Guatemalan governmental agencies and popular organizations. The primary focus of CDR's work was training of OAS staff and Guatemalan colleagues, personnel from government agencies, and representatives of popular and indigenous organizations in conflict resolution, negotiation, and mediation procedures. CDR also trained OAS and Guatemalan trainers who continue this work. Major areas of focus were on implementation of Peace Accords, refugee return, land ownership issues, and land distribution.

Indonesia

Mercy Corps International and the Office of Transitional Initiatives of the U.S. Agency for International Development - Initiative to promote reunification of the Christian and Muslim communities in Ambon, Indonesia. CDR, in collaboration with the Conflict Management Group, conducted a two-week strategy design consultation with Mercy Corps International and six Ambonese non-governmental organizations working to promote peace and development between the seriously divided Muslim and Christian communities on this Indonesian island. Christians and Muslims engaged in fighting after the collapse of the Suharto regime, which resulted in the loss of several thousand lives, major property destruction, and the partition of the island. CDR consulted on strategies with several mediation teams working at various levels of the conflict, and worked with non-governmental organizations to help structure their activities to promote reintegration and reconciliation.

U.S. Agency for International Development, Office of Transitional Initiatives, Indonesian - Inter-Group Conflict Management Project. As part of the larger capacity-building effort in Indonesia, CDR staff helped coordinate and lead a team of Indonesian and U.S. trainers that conducted a seven-day workshop on Intergroup Conflict Management and Resolution to build Indonesian capacities to resolve ethnic and religiously based conflicts. Participants in the training workshop included 45 people from across Indonesia, with an emphasis on areas experiencing interethnic or interreligious conflicts, including Papua/Irian Jaya, Ambon/Maluku, West Kalimantan, Riau, Aceh, and West Timor.

South Africa

National Peace Secretariat of the National Peace Accord - Conflict Resolution and Mediation Training for Peace Secretariats. CDR and ACCORD (the African Centre for the Constructive Resolution of Disputes) conducted two, four-day seminars on Designing and Implementing Conflict Management Systems, for Chairs, members and staff of National Peace Accord structures (Regional and Local Peace Committees) from across the country.

In September of 1991, participants representing a wide spectrum of key organizations involved in the political process in South Africa signed a National Peace Accord. The agreement was designed to end the political violence that had afflicted the country for a number of years. It identified a number of mechanisms to investigate the causes of violence and facilitate the resolution of political disputes. Key components of the Accord were Regional and Local Dispute Resolution Committees (RDRCs and LDRCs), later called Regional and Local Peace Committees (RPCs and LPCs). Committees were delegated major responsibility for implementing the national agreement on the ground throughout the country, as well as promoting new structures to facilitate socioeconomic reconstruction and development. The seminars were part of CDR's initiatives since 1989, to work with South African institutions to further democratic decision making and dispute resolution in the country.

Natal-Kwa Zulu Regional Peace Committee - Capacity building for a Regional Peace Committee. CDR and ACCORD conducted a three-day seminar on *Mediating Multiparty Disputes and Dispute Systems Design* for staff of this Regional Peace Committee. The Natal-Kwa Zulu Regional Peace Committee was established by the National Peace Accord, a negotiated agreement between the South African Government, the African National Congress, and Inkatha. The seminar prepared staff to more effectively prevent and intervene in violent disputes and how to assist Local Dispute Resolution Committees to resolve conflicts. The seminar covered rumor control procedures, conflict management strategy design and a range of intervention and mediation techniques.

African Center for the Constructive Resolution of Disputes (ACCORD) - Capacity building in multiparty mediation. Designed and conducted a five-day seminar on *Effective Mediation of Multiparty Disputes* for participants representing a range of political, community, and human service groups. The seminar focused on the use of third parties to bring disputing groups to the table, design and implement an effective process, break deadlocks, and manage potential violent encounters.

Centre for Intergroup Studies, University of Cape Town - Capacity building in negotiation and mediation of political and ethnic disputes to end Apartheid. A CDR team and other U.S. trainers designed and conducted the first seminar on *Effective Mediation for Professionals* to be presented in South Africa. The program was attended by twenty-five key black and white political, labor, business, and religious leaders. The focus was the use of negotiation and mediation to resolve social, community, organizational, and political conflicts. South Africa-specific case studies were designed and written for this program.

The Centre for Intergroup Studies was founded in 1968 to promote greater knowledge and understanding among the various groups and communities in South Africa. Its activities have included the organization of numerous workshops, seminars and courses, and the provision of consultation and mediation services on local, national and international levels.

Independent Mediation Service of South Africa (IMSSA). Conducted a two-day seminar for professional IMSSA's labor/management mediators on *Community Mediation* to help build the capacity of its mediators to intervene in broader sociopolitical disputes, such as those involving workers in hostels, provision of services by companies to worker's families, and political disputes between diverse political parties in South Africa. IMSSA provides mediators assistance in the resolution of industrial disputes in South Africa, where community and industrial policies and issues are often interconnected.

Natal Parks Board, Natal Town and Regional Planning Commission, and the Environmental Evaluation Unit of the University of Cape Town - Conflict resolution strategies for developing integrated communities. Conducted an introductory seminar on *Environmental Dispute Resolution* for the Natal Parks Board and staff, and the Board and staff of the Natal Town and Regional Planning Commission. The goal of the seminar was to introduce democratic public participation procedures to both agencies and assist them in planning for integration of South African urban communities...

Vuleka Trust/Centre for Intergroup Studies - Seminars on *Family Mediation* and *Effective Mediation for Community Leaders Workshops*. Conducted two seminars for the Vuleka Trust, an interdenominational organization chartered to foster interracial cooperation. The first program was a *Family Mediation Workshop* that was an introduction to procedures used to resolve interpersonal disputes. The second workshop, *Effective Mediation for Community Leaders* was a two and a half day program that focused on mediation strategies, procedures, and skills that might be applied to ongoing and often violent community and political conflicts in the Province of Natal.

Selection of Experience in Design, Implementation, and Capacity Building of Dispute Resolution Systems to Support the Rule of Law

Bulgaria

Bulgarian Center for Negotiation and Conflict Resolution and the Pew Charitable Trusts - Capacity building in negotiation, cooperative problem-solving and mediation. Designed and presented a series of seminars on diverse conflict resolution procedures for Multicultural Cooperation Commissions from five cities and villages engaged in promoting cooperation

between the country's ethnic groups, and resolving various kinds of disputes. Participants used strategies and skills learned in the training to work on interethnic teams and address structural and behavioral conflicts in social care institutions, labor and employment agencies, the environment, schools, and their communities.

East Timor

Legal Aid and the Asia Foundation - Capacity building in mediation for lawyers. Designed and presented a five-day customized seminar for lawyers working to resolve a range of conflicts in a society without a fully functioning judicial system. Cases involved typical land and property, assault, arson, inheritance, and family cases.

Haiti

International Civilian Mission to Haiti (MICIVIH) - The United Nations, Organization of American States and Ministry of Justice of Haiti - Capacity building in mediation for Ministry of Justice. Assisted the Ministry of Justice and the École de la Magistrature (the Judicial College) to design and implement a national training program to introduce mediation into the justice system as a means of resolving civil and minor criminal disputes. As part of the international community's efforts to bring stability and democracy to this nation, the joint International Civilian Mission to Haiti (MICIVIH) of the United Nations and Organization of American States has targeted improving the judicial system. MICIVIH secured the consulting and training services of CDR Associates to accomplish this goal. Several pilot sites were created local justices of the peace utilized mediation to settle a range of civil and criminal cases.

Hungary

Ministry of Environment of Hungary - Environmental Conflict Management Seminar. Designed and co-conducted the first on Environmental Conflict Management to ever be presented in Hungary. The program was conducted for the Ministry of the Environment of Hungary, newly elected/appointed local government officials, and public interest groups. The seminar explored how environmental conflict management procedures - negotiation, facilitation, mediation - could be used to address enforcement, regulatory, site-specific, and public policy disputes. The program enabled participants to explore how they could initiate joint cooperative efforts to address critical environmental issues - air and water quality, development and toxic waste cleanup - in the country.

The Philippines

Barangay Justice System - Capacity building training in mediation for trainers working for this nationwide dispute resolution system. Assisted in the design and delivery of intermediary training for trainers who are instructing individuals serving as impartial on 40,000 municipal panels of mediators and arbitrators throughout the country. A significant number of the cases handled by these intermediaries involve land issues. Trainees were prepared to conduct mediation seminars across the country.

Ministry of Agriculture - Dispute resolution systems design consultation and capacity building training in mediation for trainers working for this nation-wide dispute resolution system. Consulted on the design and development of a nationwide dispute resolution system that utilizes both mediation and arbitration to resolve a range of agricultural and natural resource issues. Prepared a training manual and conducted a training-for-trainers seminar for trainers who would conduct seminars for service providers.

Poland

Ministry of Environment - Environmental Conflict Management Seminars. Conducted a five-day seminar on Environmental Conflict Management for the Ministry of the Environment of the Republic of Poland, local government officials and public interest groups. Part of the training program focused on the mandates and interactions between the central and local governments in addressing environmental conflicts and managing water resource disputes.

South Africa

South African Universities, Crisis Management and Dispute System Design for Universities.

Designed and conducted a series of *Crisis Management and Dispute System Design Seminars* for three historically black universities (University of Durban-Westville, University of the North and the University of the Western Cape) on two key approaches for handling university-based conflicts. The seminars focused on the development of creative approaches to faculty, staff, student, and administration disputes, and the promotion of greater democratic participation in decision making.

African Center for the Constructive Resolution of Disputes (ACCORD). Conducted a three-day *Dispute Systems Design Seminar* for representatives of the major conflict management groups in the country. This was the first workshop on this topic to be presented in South Africa. The program introduced dispute systems design principles and procedures and demonstrated how they could be used to manage or resolve political disputes or conflicts within organizations undergoing broadened participation in decision making and integration at all levels.

Sri Lanka

Ministry of Justice, Mediation Boards and the Asia Foundation - Dispute resolution system design and capacity building for system mediators. Designed and conducted a multi-week consultation on dispute systems design for the Ministry of Justice, developed a prototype for a culturally appropriate training program to train mediators to work in the new system, and trained 20 trainers so that the program could continue building on-going capacities. CDR later conducted a follow-up consultation and program evaluation. Following CDR's work, the Ministry and Mediation Boards Program have established over 280 local boards and trained over 6,000 people from diverse ethnic groups as mediators. To date, over 1000,000 cases have been settled.

Selection of Experience in Design, Implementation, and Capacity Building of Systems to Resolve Human Rights Issues, Promote Reconciliation, and Enhance Multicultural Cooperation

International

Amnesty International - Design of an International Policy and Procedure Issue Resolution System. Assisted this international non-governmental organization to design a process and procedures for managing and resolving internal differences over policies and procedures for conducting human rights work. The Secretary General, members of the International Executive Committee, International Secretariat staff, and Section leadership participated in the consensus based process. The result was a multi-step procedure for the elevation and timely resolution of issues of concern to the movement and sections in diverse countries.

Bulgaria

Bulgarian Center for Negotiation and Mediation and the Pew Charitable Trusts - Multi-Cultural Cooperation and Dispute Resolution Project. With its Bulgarian partner, conducted a 5-year project to develop national capacities to manage diversity and conflicts that result from interactions between ethnic populations. Bulgaria has always been a multicultural nation. During the Communist period, ethnic conflicts were suppressed and there was a massive initiative to force assimilation of all ethnic groups. This repression led to protests by the Turkish minority and an extremely high rate of immigration. With the toppling of the Communist government, most of the previous rights formerly held by Turks were restored. The project involved building a positive consciousness toward and acceptance of diversity; preparing citizens with skills to effectively manage differences within institutions and communities; building institutions, both within governments and NGOs that can assist parties to better manage and resolve social problems with ethnic components; and creating a legal structure that institutionalizes tolerance.

East Timor

Ministry of Social Solidarity and the Asia Foundation - Community Dialogue Program. Designed and conducted a customized seminar that was part of an initiative of the Government of East Timor to promote reconciliation and return of Internally Displaced Persons (IDPs) to their former communities. Thousands were displaced after nationwide riots in 2006. The training program prepared Ministry staff to facilitate public meetings and negotiations between IDPs living in camps and residents of their former neighborhoods, on conditions for IDP returns. The seminar focused on facilitating information gathering meetings, mediating agreements to assure the safety of returnees and permanent residents, return of illegally seized or occupied property, and payments to be made to vacating occupants for improvements made or crops in fields.

Mexico

Capacity Building in Negotiation for Indigenous Peoples, United Nations Institute for Training and Research (UNITAR) Led a week-long program to build capacities of indigenous peoples from North, Central, and South America in negotiation procedures and skills. Many of the issues addressed focused on land, development, and discrimination issues.

Serbia

United Nations Development Program and the Serbian Agency for Human and Minority Rights. Designed and conducted an executive seminar for representatives of diverse human rights agencies, advocacy groups, and intermediaries on the design of multiple dispute resolution systems to address, manage, and resolve interethnic and interreligious disputes. Addressed issues included affirmative action and employment disputes, potentially violent community conflicts and hate crimes, and interreligious controversies.

Thailand

Capacity Building in Negotiation for Indigenous Peoples, United Nations Institute for Training and Research. Led a week-long program to build capacities of indigenous peoples from Asia in negotiation procedures and skills. Many of the issues addressed focused on land and development.

Selection of Experience in Design, Implementation, and Capacity Building of Dispute Resolution Systems to resolve Post-Conflict Land and Property Disputes

East Timor

Ministry of Justice, National Land and Property Directorate - Dispute resolution system design, capacity building training for mediators, and training program for service promoters. With a partner organization, the Indonesian Institute for Conflict Transformation (IICT), conducted a series of consultations and workshops to design a new land and property dispute resolution system to resolve land disputes resulting from 400 years of Portuguese colonization, occupation by Indonesia, and the violent political conflict after the UN sponsored popular consultation on autonomy or independence. Post consultation violence resulted in the destruction of 70 per cent of all buildings in the country, a large population of displaced persons, and a high number of illegal private and public property occupations.

The new system provided policies, procedures, and a multi-step process to resolve government/citizen and citizen/citizen private sector land and property disputes and included data collection, ownership verification, land surveys, mediation and arbitration components. Staff members were trained as mediators and as promoters for the services offered by the agency. The new system has successfully resolved hundreds of highly contentious cases, both in urban and indigenous traditionally held land areas.

Guatemala

Organization of American States. Conducted multiple training seminars for OAS staff, personnel from Guatemalan government agencies in charge of land and return of refugees and Internally Displaced Persons (IDPs), and representatives of popular and indigenous organizations. Programs presented conflict resolution, negotiation, and mediation procedures to resolve land and property issues. Goals of seminars were to train counterparts in similar approaches to the resolution of land and return issues, so as to facilitate more effective negotiation, mediations, and implementable settlements. CDR also trained OAS and Guatemalan trainers who continue this work.

Sri Lanka

North East Housing Reconstruction Program (NEHRP) - Democratic Socialist Republic of Sri Lanka, North East Provincial Council, the World Bank and the Asia Foundation - Dispute resolution system design consultation and capacity building training. Consulted on multiple aspects of the design and implementation of a land and property dispute resolution system to register ownership and resolve disputes over property rights, boundaries, and encroachments in the war-torn North East Province. The program was designed to help maintain the cease fire, clarify property rights, reconstruct 46,000 homes damaged by the war, and allow for the return of refugees and internally displaced persons. CDR worked with its Sri Lankan Partner, the Center for Mediation and Mediation Training, to design and present a series of capacity building programs for NEHRP staff to enhance their abilities as negotiators, mediators, and arbitrators in land and property disputes. CDR also prepared CMMT to provide ongoing advanced conflict resolution training for NEHRP staff.

Ministry of Justice, Mediation Boards Post-Tsunami Land and Property Dispute Resolution Programme - Dispute resolution system design consultation and capacity building training. Consulted with the Ministry of Justice on the design of its new land and property

dispute resolution system to address conflict arising from the Tsunami of December 2004. Assisted in the design of capacity building training programs and training-for-trainers seminars to prepare new mediators who are providing dispute resolution services to disputants.

Selection of Experience in Design, Implementation, and Capacity Building of Stakeholder Engagement Processes, Grievance Mechanisms and Mediation Initiatives to prevent and resolve International Development Conflicts

International

Baku-Tbilisi-Ceyhan (BTC) Oil Pipeline Project - Design and implementation of an international stakeholder engagement process. Assisted the International Finance Corporation and the European Bank for Reconstruction and Development to convene six multi-stakeholder meetings or fora (MSFs) - two in each of the three affected countries. CDR led an international team in designing the overall strategy and planning process for the meetings; making logistical arrangements in each country in preparation for the meetings; and managing the dialogue and interaction among the stakeholders (including IFC, EBRD and BTC Co.) at the specific meetings. The International Finance Corporation (IFC, the private sector investment arm of the World Bank Group) and the European Bank for Reconstruction and Development (EBRD) were asked to provide partial financing for the 1760 km, \$3.6 million Baku-Tbilisi-Ceyhan oil pipeline project. The BTC pipeline will run approximately 1,760 km from Baku on the coast of the Caspian Sea in Azerbaijan, through Georgia, to a terminal on the Mediterranean coast of Turkey.

International Finance Corporation, Compliance Advisor/Ombudsman's Office (CAO) - Facilitation of the Guidance Review Process of the International Finance Corporation's Safeguard Policies. Co-designed and facilitated a scoping meeting to gather input from IFC leadership regarding the focus, emphasis, and process of the review. The CAO has been charged to review ten IFC policies designed to promote socially and environmentally responsible development. Policies address goals, standards, and criteria for performance for environmental assessments, resettlement, forests, pesticides, cultural property, etc.

India

Business Partners for Development, Orissa, India - Partnership among Mining Company, Government and Community. Assisted Business Partners for Development, an experimental project of the World Bank, Industry and NGOs, by convening and facilitating a process of tripartite partnership for development among local government, affected communities, and a mining company in rural Orissa, India. The purpose of the partnership was to address ongoing social and economic needs in the area of a controversial proposed bauxite mine and alumina processing plant. Tension among political forces, local action groups, mining company employees, government officials, and national advocacy groups were quite high. Ultimately, the tripartite partnership process was placed on hold while broader conflict resolution measures are attempted.

Indonesia

United Nations Food and Agriculture Organization (FAO) - Seminar on natural resource conflict management. Consulted with this international organization on the design of a customized training program on Natural Resource Conflict Management. The program focused on effective procedures to address conflicts over forestry and mining. Although, initially focused on Indonesian natural resource conflicts, the program has been adapted

for worldwide use. CDR assisted in drafting and writing the program's agenda, training manual, and customized simulations. CDR with the Indonesian Institute for Conflict Transformation (IICT) presented the pilot training program to 20 participants from government agencies, nongovernmental organizations, and a consultant for a timber company.

Indonesian Ministry for the Environment and Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GMBH. Consulted with the Indonesian Ministry for Environment over a period of four years to design and build capacities for a mediation system to resolve environmental disputes. CDR Associates and its Indonesian partner, the Indonesian Center for Environmental Law (ICEL), conducted a series of consultations and Executive Seminars on Appropriate Dispute Resolution (ADR) for senior governmental, nongovernmental organizations, and business leaders. In addition to these programs, CDR and ICEL also conducted two 40-hour Environmental Mediation Process seminars at national and provincial levels, and a Training-for-Trainers Seminar. Approximately 180 people were trained in the executive and skill-based programs.

Germany

Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH, Pilot Program on Institutional Development in Environment (PVI) Project. Consulted with this German technical assistance and development agency to implement a series of dispute resolution initiatives and training projects to address contentious development issues. CDR Partners conducted a series of lectures, five-day seminars, and skill-building sessions in Bonn, Germany for GTZ's international project managers from Africa, Asia, and Latin America. The seminars focused on intergovernmental cooperation and applications of dispute resolution procedures to address environmental issues related to air quality, habitat protection, management of parks and game reserves, and water issues.

Guatemala

Marlin Min, Montana Exploradora de Guatemala, S.A., Guatemala - Follow-up Assessment Jordan Valley Authority (JVA), the Fostering Resolution of Water Disputes (FORWARD) Project, and the U.S. Agency for International Development - Organizational development intervention to promote the acceptability of a new water program. Served on a Mediation Team convened by the Compliance Advisor/Ombudsman Office (CAO) to assess the feasibility of establishing a negotiation process between affected communities and the Marlin Mine, located in the Western Highlands of Guatemala. The purpose of the negotiation was to address issues raised by residents regarding the Marlin goldmine project. The project has been highly controversial, both within Guatemala and among international NGOs. The complaint centered on concerns that the project 1) would reduce access by the community to local water supplies; 2) result in contamination of local waterways; 3) was approved without adequate consultation and in violation of the rights of indigenous people; and, 4) exacerbated social tensions, violence and insecurity.

The team met with key actors from the community, civil society, government, and the mine. They posed a number of questions to determine whether the parties believed a negotiation would be valuable, and if so, what might a credible process look like and who should take part. Based on these discussions, the team concluded that conditions did not exist at the time to support a successful dialogue process. The team also found that the situation held risks-both of future action as well as inaction- and offered a number of recommendations to address those risks.

Jordan

Jordan Valley Authority (JVA), the Fostering Resolution of Water Disputes (FORWARD) Project, and the U.S. Agency for International Development - Organizational development intervention to promote the acceptability of a new water program. Assisted the JVA and FORWARD Project to develop an agency participation process for the design and implementation of a new financial accounting system to better capture costs and utilize water resources in the country.

Peru

Compliance Advisors/Ombudsman Office of the International Finance Corporation. Served as consultant to the Compliance Advisors/Ombudsman's Office of the International Finance Corporation (IFC) to develop a public involvement and dispute resolution system to promote communications and resolve outstanding issues between members of civil society, government, and a large mining company operating in Peru. CDR conducted a situation assessment; designed and implemented an ongoing community dialogue and public participation process; provided capacity building to dialogue participants in problem solving and consensus building; assisted in the design and implementation of a year-long, technically rigorous participatory water study and transparent, community water monitoring system; and worked with the local board of directors of the dialogue project on leadership and institution strengthening. Currently CDR and the CAO are in the process of turning over the dispute resolution system and dialogue process to the board of directors to be run independently with the assistance of a small staff team. CDR will continue in a monitoring and advisory capacity.

Turkey

Economic Development and Natural Resource Conflict Resolution - The World Bank, GTZ, International Academy for the Environment, the Turkish Ministry of Environment and other Ministries. Consulted and designed training programs and conducted a week-long seminar to build capacities in development and environmental negotiations, public involvement, and dispute resolution in Turkey. The project involved training staff from Ministries of the Environment, other government entities, and environmental nongovernmental organizations in conflict management procedures and skills, and exploring means to institutionalize the use and provision of dispute resolution services in targeted countries.

Russia

The City of St. Petersburg and the World Bank - Public input process on historic preservation as condition for development of a World Bank loan. Designed and conducted a facilitated citywide public involvement process to obtain input from the private sector, governmental agencies, and members of the public on proposed pilot projects and other areas to target for the historic preservation and economic development of St. Petersburg. This city, built by Peter the Great, is an international treasure with historic buildings, sites, and other relics of Russian history. It also is at the forefront of Russian economic development. CDR designed the stakeholder engagement process, briefed/trained Russian facilitators, and facilitated a series of large group public meetings. Results from the meetings were used by the City, the World Bank and other lenders, and donors to put together components of the investment package.

The World Bank, Russia Coal Sector Restructuring Project - Consultation on stakeholder engagement process. Provided consultation services for the Russia Coal Sector Restructuring Project to design public participation processes for feedback mechanisms and decision-making structures for communities affected by privatization and mine closures.

Uganda

International Finance Corporation, Bujagali Hydro Project - Public Input and Participation. Co-led the design and facilitation of public participation process for international and local non-governmental organizations (NGOs) concerned about the construction of a new dam on the White Nile near Lake Victoria in Uganda. The Ugandan government, in cooperation with the International Finance Corporation and AES - an international power company - are working to develop the project. The project is expected to promote economic development, meet growing power needs, and help alleviate poverty in the region.

Zambia

Zambia National Farmers Union (ZNFU) and PROFIT - Mediation capacity for Zambia agricultural disputes. As part of a program sponsored by PROFIT (a nongovernmental organization in Zambia) and the National Farmers Union to build capacity for small-holder farmers to participate successfully in commercial agricultural markets, CDR conducted a five-day mediation training program on the resolution of commercial agricultural disputes. The training, funded by the Cooperative League of the U.S.A. (CLUSA), was designed for and delivered to ZNFU leaders in local farming communities who provide educational and advocacy services to their fellow farmers. It was also delivered to PROFIT staff who serve in an advisory capacity to strengthen farmers' access to commercial markets. The training enabled the ZNFU to offer mediation services to prevent and resolve disputes among farmers, veterinarians, transporters, input suppliers, buyers, and within the farming community itself. Training participants practiced their mediation skills through dispute simulations customized to the Zambian agricultural context.

Zimbabwe

Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) - Capacity building for environmental conflict management in the Great Lakes Region and Southern Africa. Designed and conducted a five-day consultation and seminar on *Environmental Conflict Management for Development Professionals* for GTZ staff from Zimbabwe, Mozambique, Malawi, Lesotho, and Germany. The seminar prepared them to develop and implement effective conflict management and resolution strategies. Problems addressed included: wildlife and habitat management, water issues, community forestry, moving communities due to development, infrastructure development, and improvement of relations with government and nongovernmental counterparts.

Selection of Experience in Regional, National, Sectoral, Issue-specific, and Organizational Conflict Assessments

Middle East

U.S. Agency for International Development (USAID) and Development Alternatives Inc. - Advancing the Blue Revolution (ABRI) - Situation assessment on the feasibility of developing a transboundary aquifer management initiative. With a U.S. professor and water engineer from the University of Texas and an Iraqi engineer, conducted a situation assessment in Jordan and Yemen to determine the feasibility of developing a project on trans boundary aquifer management and more efficient use of groundwater. The Blue Revolution Initiative, a project of the U.S. Agency for International Development (USAID), works with agency missions in the Middle East and Africa to help address some of the most difficult issues in the region - the poor's access to water and sanitation services, inefficient and nonproductive water use, and trans boundary river and groundwater management. The assessment was submitted to USAID and the U.S. Department of State.

Angola, Botswana and Namibia

Okavango River Basin Commission (OKACOM), the Southern African Development Community (SADC), U.S. State Department, U.S. Agency for International Development and the U.S. Bureau of Reclamation - Situation assessment on water management issues and conflicts related to trans boundary management of the Okavango River. Conducted a situation assessment of parties, issues, and interests related to the management of the Okavango River - the third largest river in southern Africa, which flows between the three countries. Assessment was used to develop several follow-up training programs and as the basis for a policy dialogue process facilitated by CDR.

Egypt

Egyptian Ministry of Housing, New Communities and Public Utilities, the U.S. Agency for International Development (USAID), Development Alternatives Inc. - Fostering Resolution of Water Resources Disputes Project (FORWARD), Situation assessment on approaches to restructure the Egyptian water sector. Co-led a situation assessment, convening and strategy design process for the FORWARD Project. This assisted the Government of Egypt in its development of a collaborative process to reform the national water and wastewater sector, and create new, implementable consensus-based policies. The proposed process involved participation from ministries, governorates, and local utilities. The assessment was submitted to USAID.

Lebanon

The Council for Development and Reconstruction (CDR) and U.S. Agency for International Development, Development Alternatives Inc. - Fostering Resolution of Water Resources Disputes (FORWARD) Project - Situation assessment and strategy design for the resolution of three water disputes. Consulted with the Lebanese government agency that oversees all plans for infrastructure development and USAID. Conducted a situation assessment to develop procedures to resolve three water disputes in the Bekaa Valley. The conflicts involved strategies for raising the water level of a lake, re-opening a water conveyance system between two communities, and cost allocations for the construction of a water treatment plant to improve water quality for downstream users.

Mongolia

United States Agency for International Development (USAID), Mongolia Mining Sector Assessment - Instability, Crisis, and Recovery Program. With rich mineral deposits, an indigenous recognition of the wisdom of extracting and selling the minerals, a local value for democracy, and no history of civil strife, Mongolia has tremendous potential to use its mineral resources to raise its standard of living. At the same time, public debate on the mineral sector has intensified and become highly politicized, brought to the fore by high commodity prices and increased investments in exploration. The debate focuses on the lack of transparency, corruption, and weak governance, but extends to a broad range of issues including ramifications of new legislation and environmental impact. The team examined the sources of controversy and conflict in the Mongolia mining arena and offered recommendations to USAID on the best courses of action.

Serbia

The Serbian Agency for Human and Minority Rights, United Nations Development Programme (UNDP), and the Christian Schwartz Schilling Project for Integrative Mediation (CSSP) - Situation Assessment and Consultation on the Design of Dispute Resolution Systems for Human and Minority Rights Issues. Conducted a situation assessment in Serbia to identify human and minority rights issues and methods available to resolve them. Subsequently consulted with the UNDP and the Serbian Agency for Human and Minority Rights on the design and development of new systems to address employment, community religious disputes, and hate crimes.

Sri Lanka

Situation Assessment on the Feasibility of Developing a Nation-wide Land and Property Dispute Resolution System. The Asia Foundation and Department for International Development (DFID-UK). Conducted a nationwide situation assessment on the feasibility of developing a land and property dispute resolution system. The system was to address disputes related to the 20 plus-year civil war and facilitate the return of internally displaced persons to Tamil, Muslim and Sinhalese communities in the North and Northeast of the country. The report recommended the development of a "network system", a coordinated effort by international, national, and provincial agencies and NGOs to address these kinds of problems. The national government and the North East Province have implemented a number of the recommendations.

Select Experience in Capacity Building in Peacemaking and Conflict Resolution for Educational Institutions*Middle East*

Initiative for Peace and Cooperation in the Middle East. Planned and facilitated a two-day meeting of representatives from various Middle Eastern university-based institutions that are developing dispute resolution centers/programs. Participants at the meeting designed and planned an international conference on Peacemaking and Conflict Resolution with a Middle Eastern focus. The conference brought together Middle Eastern conflict resolution researchers and practitioners to share their experience and practice in managing and resolving disputes in diverse cultures throughout the region. The conference was part of the Initiative for Peace and Cooperation in the Middle East of Search for Common Ground to encourage the development of dispute resolution centers and programs in Middle Eastern countries.

Indonesia

Indonesian Rectors Forum - Consultation on completion of an Indonesian National Conflict Survey. Assisted the Indonesian Rectors Forum (a network of universities in Indonesia) to complete a USAID funded project that 1) surveyed major ethnic, religious, political, and economic conflicts throughout Indonesia, 2) analyzed information gathered by local and national researchers regarding the conflicts, and 3) developed a final report, which included conclusions and recommendations for how to address identified conflicts.

Indonesian Center for Environmental Law - University Conflict Management Workshops. With Indonesian colleagues, delivered two workshops. The first was on *Environmental Mediation and Conflict Resolution* organized by the Indonesian Centre for Environmental Law in cooperation with the Diponegoro University in Semarang. The second was organized by ICEL in cooperation with the Law School at the University of Indonesia. That workshop included law faculty from universities throughout Indonesia and focused on development and delivery of curricula regarding Alternative Dispute Resolution.

Lebanon

American University of Beirut (AUB) - Design of a conflict resolution curriculum. Consulted with faculty from this leading university in the Middle East on the design and implementation of a conflict resolution program and courses. Subsequent to the consultation, faculty initiated a number of courses and published a book on Middle Eastern approaches to conflict resolution.

University of Witwatersrand, School of Business - Training in industrial workplace conflict management. Designed and conducted two seminars on *Effective Community Mediation for Industrial Relations Practitioners* and *Beyond the Work Place: Seminar on Community Conflicts*. The seminars were attended by black labor leaders from a variety of unions, representatives of management from several prominent firms, labor lawyers, and community leaders from Advice Centres.

Selection of Experience in Peace Building Program and Project Evaluations*International*

The World Bank Group - Organizational situation assessment and consultation on the enhancement and redesign of Bank-wide personnel dispute resolution systems. Conducted an independent study for the World Bank Group's management as part of the institution's efforts for continuous improvement. The study assessed the functioning and performance of core and affiliate conflict resolution approaches and entities throughout the Bank, which informally or formally address staff complaints and grievances. The assessment examined how conflict resolution approaches and services were and are utilized in the International Bank for Reconstruction and Development (IBRD), International Development Association (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA), and International Centre for Settlement of Investment Disputes (ICSID). Specific offices, mechanisms, and services that were assessed included but were not limited to: the five components of the World Bank Conflict Resolution System (CRS) - the Office of the Ombudsman, Mediation Office, Appeals Committee, the Administrative Tribunal, and Ethics and Business Conduct; Human Resources; the Staff Association; the Department of Institutional Integrity (INT); Office of Diversity; Respectful Workplace Advisors; the Legal-Vice Presidency; the Counseling and Consultation Service of the Health Services Department (HSD); and mid and upper

management. The results of the assessment were presented to Bank senior management and leaders of its Conflict Resolution System (CRS).

Asia

ADB Office of the Special Project Facilitator - Evaluation and consultation on the policy and practice of the ADB Office of the Special Project Facilitator. The Office of the Special Project Facilitator, the consultation phase of the Asian Development Banks' accountability mechanism, requested CDR Associates to provide support to its operations. The objectives were to review the OSPF consultation process policy and practice, evaluate the way complaints have been managed in the past, and recommend improvements to the consultation process within the current policy framework. In its role as an outside expert, CDR served as a sounding board for project-specific issues and provided advice on various aspects of OSPF's operational procedures, issues of process, and accountability and dispute system design issues arising during complaint handling. CDR's role also included identifying lessons that can guide the handling of future complaints and further equip OSPF in carrying out its mandate in difficult situations.

Central and Eastern Europe

Charles Stewart Mott Foundation - Ethnic Conflict Resolution Assessment Project. Collected, assessed, and compiled learnings from multicultural cooperation and ethnic dispute resolution projects supported by the Foundation since it began its Eastern European civil society initiative in the late 1980s. CDR and the Berghof Center for Constructive Conflict Management, its German assessment partner, conducted on-site visits and interviewed over one hundred individuals. These interviewees worked for a number of U.S., Western European, and Eastern European conflict management organizations involved in 1) assisting parties to address and resolve internal ethnic and political conflicts in Tajikistan, Moldova, and the former Yugoslavia; 2) the interstate war between Armenia and Azerbaijan; and 3) efforts to establish conflict resolution centers to address multicultural issues in various Eastern European countries. The results of the assessment are published in *Reaching for Peace: Lessons Learned from Mott Foundation's conflict resolution grantmaking*. Flint, Michigan: Charles Stewart Mott Foundation, 1999.

Sri Lanka

The Berghof Foundation (Sri Lanka), the Swiss Federal Department of Foreign Affairs and German Federal Ministry for Economic Cooperation and Development (through GTZ) - Conduct of a Program Progress Review and Final Evaluation/Lessons Learned on this multifaceted peacebuilding initiative. Conducted a Project Progress Review (PPR) mission for the Sri Lanka Office of the Berghof Foundation for Conflict Studies (Berghof Foundation) in October 2002 in order to assess the Pilot Phase of the Resource Network for Conflict Studies and Transformation (RNCST) Sri Lanka. The RNCST is a multifaceted approach to developing a culture and capacities for peacemaking and peace building in Sri Lanka. The initiative consists of multiple activities including the conduct of interethnic dialogue groups at local, Track II, and Track 1 ½ levels; research and dissemination of working papers on issues related to Track I negotiations between the Government of Sri Lanka and the Liberation Tigers of Tamil Eelam; training and capacity building for government agencies and NGOs involved in conflict resolution work; and holding conferences on peace related issues to build peace constituencies. CDR Associates was the lead agency in the assessment, which was completed in two weeks. In 2008, a CDR Partner participated in the Final Evaluation of the Berghof Foundation's program and drafting of the evaluation report.

Ministry of Justice, Mediation Boards Commission and Program and the Asia Foundation - Evaluation of the Mediation Boards Programme. Conducted a ten-day consultation and assessment of the Ministry's Mediation Board Program, a nationwide dispute resolution system that CDR helped to establish. The intervention consisted of on-site visits to a number of mediation boards, observations of mediations and training, and recommendations to the Mediation Boards Commission of management practices and procedures to improve the performance of the project. An Advanced Mediation Seminar was conducted for the Mediation Board's team of trainers.