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# CIAN NEWS

## The Utility of a Small Grants Fund as a Tool for Preventing Violent Conflict

By Evan Hoffman

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Increasingly, it would seem that more NGOs are concerned with preventing conflicts from becoming violent. Their approach to achieving this goal, however, can vary widely.

Even a cursory review of the conflict prevention literature will quickly reveal that there are numerous tools which can be utilized to help prevent violent conflicts from emerging from those which are nonviolent. Listed within these conflict prevention toolboxes are items such as shuttle diplomacy, political party-building, mediation, and military measures such as the demobilization and reintegration of soldiers. Most of these toolboxes also often stress that no one tool will be applicable to each and every case and that some adaptation based on the features of the case will most likely be needed.

This article will describe the advantages of one seldom-mentioned tool for preventing violent conflict: a small grants fund; which, by its very nature, is a diverse tool that can easily be adapted to the situation in which it is used.

*Simply put, a small grants fund is a device that can be used to quickly disburse relatively small amounts of money as strategically-identified needs arise.*

A small grants fund can be utilized by NGOs and other actors to help prevent violent conflict from emerging within a state or region that is at risk of experiencing this. Simply put, a small grants fund is a device that can be used to quickly disburse relatively small amounts of money as strategically-identified needs arise. The four basic components of a small grants fund include a simple mechanism for receiving funding proposals, another mechanism for reviewing them and deciding which ones to fund, a method for quickly disbursing the funds, and then, lastly, a system for monitoring their utilization and impact.

The use of a small grants fund is an important tool for preventing



nonviolent conflicts from escalating into violent ones because it serves several valuable purposes including the funding of emergency measures required to stabilize a volatile situation, stimulating the creation of new initiatives which will help to promote stability, supporting prevention efforts that are not conducted by well-funded actors, providing bridging funds for ongoing initiatives which are at risk of closing due to funding lapses, and breaking stalled local initiatives out of impasses.

Moreover, the small grants fund provides leverage which can be important for shifting some forces in the direction of contributing to, not detracting from, stability. That is, the granting of funds can be viewed as one of the carrots that an organization has. Recognizing this fact allows the organization to strategically use these carrots to maximize its impact on improving the prospects that violent conflict will indeed be averted.

Obviously, because this tool can be used for achieving a number of objectives, an organization which utilizes it may end up funding a number of different specific items depending on the characteristics of the conflict in which it is used. For example, if a typical country at-risk of experiencing violent conflict could be characterized by bloated armed forces, chronic underdevelopment and poverty, and a weakened political structure then some corresponding items that may be funded in this situation might include:

- the development of a SSR Strategy Paper in order to help advance the planning of that process or to help “kick-start” its initiation.

- funds to host a meeting of civil society so that they can jointly diagnose the conflict and then plan new ways to initiate political reforms.
- mobilizing funds to pay some or all unpaid salaries in order to avert a looming violent strike or riot.
- funds for election monitoring and sending peacekeepers to help maintain order during the post-election period (which has historically been found to be more violent than the pre-election period as the losers come to terms with the election results).

Clearly, the above examples illustrate the various types of concrete preventive activities that can be started and/or supported through the use of a small grants fund.

One example from CIAN’s own work using a small grants fund involves the creation of a new civil society group. That is, CIAN facilitated a meeting with several civil society representatives in Guinea-Bissau in order to brainstorm some actions that could be taken to prevent possible violence stemming from an upcoming election.

The meeting was a success in that numerous ideas were generated, including the notion of creating a new group to initiate and oversee the work. Often the momentum of these meetings can be quickly lost as members struggle to secure



funding for their work. This did not happen in this situation, however, because CIAN was able to almost immediately grant some funds to the group to solidify its formation and ensure that some initial activities could begin as soon as possible. This new group then went on to play an important role in the elections.

A small grants fund has some limitations, however, and it should therefore not be used as the primary tool for preventing violent conflict. As such, it is best viewed as a tool that can be applied in conjunction with others.

Some of the limitations that CIAN has encountered with its use of a small grants fund include the following:

1. it can create confusion regarding the nature of the organization and its work (i.e. is it a donor or not?).
2. it can create jealousies (i.e. why was one proposal funded but not the other?).
3. It can unrealistically raise expectations (i.e. seeing several smaller grants made might lead some to believe that the organization has a larger pool of funds available to it than it really does).

Although these are three limitations associated with the use of a small grants fund, it should be noted that all of them can be overcome by setting policies to guide the operation of the small grants fund plus being very clear about what the

small grants fund is and how it operates.

This article has described a seldom-mentioned tool for preventing violent conflicts: a small grants fund. Despite some limitations, as noted above, the small grants fund shows great promise as a tool for preventing violent conflicts because of its adaptability and flexibility. Certainly, those tasked with preventing violent conflict should also consider whether this tool can help them to achieve their mission. ♦

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## CIAN'S Violence Prevention Blog

CIAN continues to maintain a blog on the theme of Violence Prevention.

For more information or to read the current articles, please visit the blog on the web at: [iarpv.blogspot.com](http://iarpv.blogspot.com)

We welcome new article submissions and comments.



## YMCA Volunteers benefit from Emotional Intelligence & Leadership Training from CIAN



*Photo by: Renee Gendron*

**By Santina Kerslake**  
**Director**  
**Y Community Mediation Program**

The Y Community Mediation Program offers conflict resolution services to people in the community with problems they cannot get help with anywhere else. After the case gets assessed for mediation it is assigned to one of our volunteer mediators on our roster; which is made up of trained and experienced mediators. We also do lots of outreach in the community and work collaboratively with other social service organizations. The front line workers, such as settlement workers are the people who get to hear about the problems first and they are the ones who refer many of the cases. In some ways they are part of our core group of volunteers!

Each year we like to hold some sort of training for all our volunteers and this year we wanted to offer something special for people who wouldn't otherwise be exposed to such high caliber professional

development. We decided on Emotional competence skills, as this is something mediators & managers should have. Since most of the people attending were already involved in social service type of work, we felt that most of the participants were already empathetic but as the 2 days of training proceeded, it became apparent that most were exercising empathy towards themselves and needed to transfer that empathy to the people they help and to workmates. Everyone enjoyed the 2 days of training and thought of it as having been an insightful 2 days filled with spirited conversation and directed reflection. When asked for their feedback most commented on the fact that this brings people who already care together to reflect on their own needs and by so doing it re-energizes them to go out and be better helpers or managers and leaders. The participants were able to learn from each other as everyone had different backgrounds and experiences.



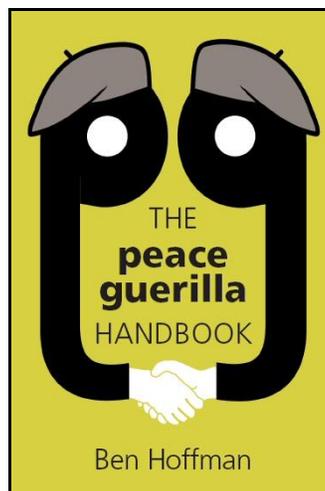
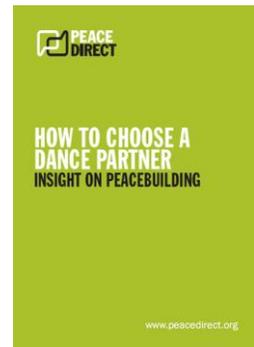
This is the sort of training many other organizations would benefit from. The 2 days spent around a table discussing issues with other people who are facing the same type of work builds bonds as well as builds knowledge. It truly reinforced the importance of compassion in the leadership role. ♦



*Dr. Ben Hoffman, President of CIAN and Project Director of the International Peace and Prosperity Project (IPPP) in Guinea-Bissau, was interviewed by Peace Direct about the work of the IPPP. The project will be featured as one of the cases in the pilot issue of "Insight on Peacebuilding" which has just been released.*

Find the article here:

[www.peacedirect.org/wp-content/uploads/iop-without-bleed.pdf](http://www.peacedirect.org/wp-content/uploads/iop-without-bleed.pdf)



### The Peace Guerilla Handbook

This Handbook is for anyone charged with the task of preventing political violence or with building peace. The Handbook puts flesh on the bones of commonly recited "best practices" for peacebuilding: that action be theory informed, holistic, comprehensive, collaborative, facilitative and sustained. It goes further, calling upon the peacebuilder to apply unconventional methodologies in an ever-vigilant effort to remove violence and to build the conditions in society that will make positive peace sustainable.

Learn more by visiting: [www.newmathforhumanity.com](http://www.newmathforhumanity.com)



## Networking the Gap

### By Tomer Avital

CIAN is pleased to announce that it is planning to launch a new peacebuilding project, entitled Networking the Gap (NTG), which is aimed at developing workshops that will bring together journalists coming from conflict-affected areas. However, participants will not be war correspondents, but journalists who cover culture, health and other non-conflict related matters.

**The objective** - By participating in regional workshops, reporters will establish contacts, which they will then draw upon when writing day-to-day articles. Thus, NTG, will help to counter familiar

narratives by covering unexpected topics. Consequently transforming the foreigner (or "other") into a neighbor.

**Follow up** - The workshops aspire to enhance dialogue among journalists and to seek the 'self' in the 'other.' These objectives are achieved by creating a forum in which journalists from opposite sides of the conflict can convene to share story ideas. The hope is that journalists on one side of the conflict will give voice to human-interest stories from the other side. Collaborative articles are strongly encouraged. After the workshop, an Internet forum will be provided and regional gatherings will be organized to encourage ongoing networking. The approach- Presently, peace journalism





workshops are targeted at war correspondents or young journalists in developing countries. NTG however, would cater to non-war covering journalists. The aim is to bring them together so they would establish connections with each other. In the wake of a Middle-East workshop, for example, an Israeli journalist would use his new contacts to interview a Palestinian Facebook user when writing an IT article on social networking. Currently, Palestinians profiled in the Israeli media are primarily associated with violence. The proposed article might help the average Israeli reader relate to the Palestinian on a more human level.

The program will include three-day classes held by leading journalists as well as seminars aiming at networking among participants. To this end, a database of media contacts from conflict areas is developed thereby providing a pool for selecting participants, among whom precedence will be given to promising young journalists (e.g. with popular Blogs).

The first workshop that would cater to 15 Middle East journalists will be held on

neutral ground. This will be followed by the dissemination of the template to media/peace organizations (e.g. West African Journalist Association), thus empowering them to run the workshops easily and independently. ♦

*Tomer Avital, currently a Jeanne Sauvé scholar and an Israeli journalist (freelance for Haaretz and former radio and television), will direct the project.*

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## Approaches to Early Warning (EW) and Early Response (ER)

By Patrick Meier

### An Ecosystem Approach to Conflict Early Warning/Response

As a theory of change, the ecosystem concept is certainly a departure from conventional conceptual frameworks for EW/ER—most of which have not worked.

An ecosystem approach implies a networked, top-down, bottom-up, multi-sector approach to conflict early warning/response. The core rationale behind this theory of change is that linking a range of diverse actors to foster the development of an integrated network increases the overall capacity for, and effectiveness of, operational conflict early warning/response.

Linking diverse actors requires that the right incentives, sequencing and communication technologies be in place for the “nodes” or actors of the network to link and engage in self-organized “peer-to-peer (P2P) capacity building.” P2P capacity building is defined as the transfer of knowledge and skills between two or more actors. This transfer is facilitated by communication and information sharing between two or more nodes in the network.

To this end, an ecosystem approach seeks to create the necessary incentives and communication platform(s) for actors to self-organize, create new linkages and strengthen existing linkages to improve operational response to conflict.

*An ecosystem approach implies a networked, top-down, bottom-up, multi-sector approach to conflict early warning/response.*

### Structure and Composition of the Ecosystem

What are the building blocks, or DNA, of an early warning/response ecosystem? As mentioned above, an ecosystem implies a multi-sector strategy. The “nodes” or actors in the ecosystem should thus represent different sectors such as the public, social and private sectors.

Actors from each of these sectors can be grouped into three general clusters:

1. Warning Cluster,
2. Response Cluster and
3. Technology Cluster.

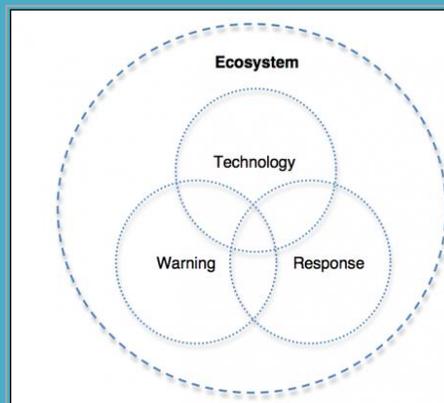
Each cluster thus represents a mix of actors from different sectors. The common element between actors within each cluster relates to their overlapping mandates. When these actors are networked, they form a cluster.

- **Warning cluster:** a network of actors from all four sectors engaged in information collection, monitoring, analysis, alerts and/or providing recommendations for response.



- **Response cluster:** a network of actors from all four sectors engaged in various forms of operational response.
- **Technology cluster:** a network of actors from all four sectors engaged in communications technology and related software/hardware development. Technology actors provide the communication links between all the nodes of the network.

Actors, sectors and clusters are thus the suggested building blocs the ecosystem—which can be defined as a highly connected and overlapping network of warning, response and technology clusters. The goal is to help develop and/or strengthen linkages within the ecosystem, i.e., facilitate linkages between the Technology, Warning and Response Clusters to develop the early warning/response ecosystem.



*The figure above represents the analytical framework, or DNA, for the organic evolution of a conflict early warning/response ecosystem in Liberia.*

The capacity of the overall ecosystem is dependent upon the communication kinetics between actors within and between the three clusters. Indeed, strengthening and creating communication links between actors is expected to increase the capacity of individual nodes (via P2P capacity building) and the ecosystem's overall capacity for accurate early warning and effective response.

### **A Closer Look at the Warning Cluster: Fourth-Generation EW Systems**

EW systems can be classified as being first (1G), second (2G), third (3G), or fourth generation (4G).

Note that the distinction between 3G and 4G systems does not imply that one is necessarily better or more effective than the other. Each generation of early warning systems has its own comparative advantage and a role to play in an ecosystem approach to conflict early warning and rapid response.

4G initiatives are a relatively new evolution in the field of conflict early warning and rapid response. Like 3G systems, 4G systems are also based in conflict areas. However, unlike 3G systems, there are no pre-designated “field monitors” in 4G initiatives. In 3G initiatives like the [FCE approach](#) to conflict early warning, designated field monitors need to have “substantial influences on the masses and/or stakeholders in the conflict zone” and need to “assume the role of a ‘near’ mediator.”

Furthermore, 3G systems have a highly structured reporting and coding protocol



(often based on the [FAST protocol](#)) and usually employ a sophisticated, proprietary software program. In contrast 4G initiatives draw on [crowdsourcing both early warning and early response](#), and draw on open source, freely available software. [Ushahidi](#) is an excellent example. To this end, one important distinction between 4G initiatives and 3G systems has to do with organizational frameworks. 4G initiatives like [Ushahidi](#) are more horizontal and decentralized than [FAST](#) ever was, for example.<sup>2</sup>

4G initiatives take a [Third Side approach](#) to conflict early response and focus explicitly on conflict preparedness and contingency planning. While 1G, 2G and 3G systems formally define early warning as “the systematic collection and analysis of information,” 4G initiatives draw on the [UN-ISDR](#)’s people-centered definition of early warning and response crafted at the Third International Conference on Early Warning ([EWC3](#)). According to this definition, the purpose of people-centered early warning is to:

“Empower individuals and communities threatened by hazards to act in sufficient time and in an appropriate manner so as to reduce the possibility of personal injury, loss of life, damage to property and the environment, and loss of livelihoods.”

In other words, 4G initiatives are about strategic and tactical (self) empowerment and protection. 4G initiatives could also be called “tactical conflict early warning and response” because they are less about

advocacy and more about direct, first-responder intervention.

In this respect, 4G initiatives are comparable to [strategic nonviolent action](#) and [nonviolent civil resistance](#). As Rubin (2002) has noted, “prevent[ing] violent conflict requires not merely identifying causes and testing policy instruments but building a political movement” (cited in Meier 2007). ♦

*Patrick Meier is a Doctoral Research Fellow at the Harvard Humanitarian Initiative, Harvard University and a Henry R. Luce PhD Candidate at The Fletcher School.*

## Alumni News To our Alumni:

Ever wonder about anyone you trained with at a CIAN course?

Want to find out what some of your colleagues are doing?

Want to share your current work and how the CIAN training played a role?

CIAN News wants to hear all about it! Send us a brief email about your current work and ask us about another CIAN graduate. We'll run your blurb in the ALUMNI NEWS section of each issue and contact those you asked about and ask them to do the same.

**Send Alumni News to:**  
[cian@cian.org](mailto:cian@cian.org)

<sup>2</sup> For a comprehensive and in-depth study on organizational frameworks of conflict early warning and response systems, please see Meier 2007 (<http://www.conflict-reduction.org/meier/Early%20Response.pdf>).



In February, 2009 CIAN's International Peace and Prosperity Project (IPPP) in Guinea-Bissau facilitated a second four-day mediation training workshop for several community leaders and civil society representatives in order to further assist them to develop and refine their mediation skills. This second workshop was a follow-up to an earlier introductory one that was delivered in October, 2008. The training was very well-received and CIAN will deliver a short skills-refresher clinic to these mediators later this Fall, as well as respond to their request for support in forming a new Mediators' Association in Guinea-Bissau. ♦





## New Research Article: a Model for a Whole-of-Problem Approach to Preventing Violent Conflict

The model which informs the International Peace and Prosperity Project (IPPP) in Guinea-Bissau was critically-analyzed in a newly-posted article on the CIAN website.

This article argues that the practice of preventing violent conflicts is not new and that there are some widely-accepted tenets that taken together constitute a basic approach to effective prevention. What is

*The model is also found to be a useful framework for undertaking dynamic conflict prevention, which can be understood as the ongoing proactive identification and targeting of those factors which will likely cause violent conflict no matter in which sector or level they occur.*

lacking are operational models which effectively incorporate most elements of this approach.

This article presents and critically analyzes a model for preventing violent conflict which takes a whole-of-problem approach and a corresponding pilot project based on the model which has been operating in Guinea-Bissau since 2004. The model is found to be well designed as it incorporates the basic approach for effective prevention and a number of principles for good international engagement in fragile states. The model is also found to be a useful framework for undertaking dynamic conflict prevention,

which can be understood as the ongoing proactive identification and targeting of those factors which will likely cause violent conflict no matter in which sector or level they occur. Moreover, the flexible structure of this model situates it well for wide application in other states and regions where violence is to be prevented. Weaknesses identified with the model include limitations to the range of preventive actions which it can utilize, limitations in generating political will, and dependency upon highly-experienced and knowledgeable project staff in order for it to be successfully applied in other contexts.

This research paper is available for download here:

<http://www.cian.org/assets/forms/wholeofproblemmodel.pdf> ♦

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[www.facebook.com/group.php?gid=48609714270](http://www.facebook.com/group.php?gid=48609714270)



## Dialogues Project – Conflict Resolution Workshop



### By Renée Elaine Gendron

The Dialogues Project combines theatre production, documentary production, conflict resolution and evaluation. It is a joint project between Modern Times Stage Company, Peter Farbridge (director of the documentary), the Canadian Institute for Conflict Resolution and the Canadian International Institute of Applied Negotiation.

The focal point of the project is the production of the play “Aurash”. “Aurash” is a contemporary play by celebrated Iranian playwright, historian and filmmaker, Bahram Beyza’i, and is based on a 1000 year-old Persian myth about a heroic archer, Aurash, whose skills rescues Persia from destruction. For centuries, the myth remained a seminal story of nationalism and pride for the Persian people. In the 1970s, Beyza’i revamped the fable, taking an ironical look at its nationalism, and infusing it with strong humanist and pacifist themes.

In March, 2009, Vesna Dasovic-Markovic of the Canadian Institute for Conflict

Resolution held a workshop on the historical background of the Bosnian conflict, cultural sensitization, and provided key theatre and documentary personnel with Third Party Neutral mediation techniques.

The theatre component will be travelling to Mostar, Bosnia in early May 2009, to start auditions. The plays will be performed in late May and early June.

Participation in the workshop was partially supported by the Ontario Arts Council's Access and Career Development program. ♦

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### The Dialogues Project Blog

For news and updates directly from Mostar, please see:

[www.moderntimesstage.blogspot.com](http://www.moderntimesstage.blogspot.com)

Updating regularly



## Fourth Generation Early Warning Systems

**By Renee Gendron**

Civil society conflict early warning systems were developed to help non-government organisations prevent outbreaks of violence or further escalation of a war. Conflict early warning systems are not intended for intelligence purposes. They are rooted in the concept of human security, in which local leaders have a responsibility towards their constituents to provide basic physical and material security.

In the early 1990s, non-military early warning systems were heavily centered around the home office. The data was collected through various sources: eye witness accounts, media outlets and experts. The data would then be analyzed. Second generation non-military early warning systems came into effect around the year 2000. These systems were more closely linked to the field. The head quarters would often use a network of experts and monitors in the field for data collection. The third generation of non-military early warning systems was implemented in 2004. Regional networks of experts and monitors were used. The key difference is the issue of response time. The third generation systems often incorporated the network of monitors and on-location experts as first-responders. They would be rapidly mobilised to help quell any rumors or incidents which could lead to violence.<sup>2</sup> Fourth generation systems rely on the input of information from a wide variety of local residents and actors. They are not all affiliated with a network of experts or monitors.

Fourth generation (4G) systems facilitate the accumulation, analysis and use of information by a wide range of individuals. They are people who have direct access to the location or situation and are not necessarily part of a government or institutional program. As individuals update the information, they also interpret the data others have collected. They collaborate on implementing immediate solutions to tensions, before violence breaks out.

Fourth Generation Early Warning Systems (4G) in conflict prevention are usually based on open source software with individuals throughout the community where the conflict is taking place, has taken place, or is likely to take place, populating the data base with information. It is then coupled with resources to local residents to address the stressful issue before flares into violence.

There are a few 4G early warning systems currently being utilised. FEWER International is a Moscow based non-governmental organisations. One of their projects is the FAST Early Warning Project in the North Caucasus, Russia. Monitoring in the North Caucasus is done by local information networks (LIN) and relevant literature. The data collection is systematised and is inputted onto a website. The totality of the information is then displayed in data points where precursors of likely violent outbreaks are monitored and tracked.<sup>3</sup>

The Ushahidi Project is another 4G early warning system. Using open sourced software, with citizen reporters, using a

<sup>1</sup> [www.iss.co.za/pubs/papers/102/Paper102.htm](http://www.iss.co.za/pubs/papers/102/Paper102.htm)

<sup>2</sup> [www.carleton.ca/cifp/app/serve.php/1158.pdf](http://www.carleton.ca/cifp/app/serve.php/1158.pdf) page 19 of 60

<sup>3</sup> [www.fewer-international.org/pages/eurasia/monitoring\\_27.html](http://www.fewer-international.org/pages/eurasia/monitoring_27.html)



variety of reporting tools including their cellular telephones, email or web forum. It is a process known as crowd sourcing. Individuals in the target locations including India, the Democratic Republic of Congo, Kenya and South Africa, upload their observations onto the website. Resources are then mobilised to assist in the crisis response.<sup>4</sup>

4G systems are being implemented in other areas. In January 2009, the Indian government launched a wikipedia-style website for agriculture. The website is called <http://agropedia.iitk.ac.in/>. Researchers, students, farmers can exchange information on crops, new techniques and updates on harvests. It helps build a knowledge base. Content is continuously added and analyzed by researchers. It provides a platform for exchange and collaboration.

The social media system “Twitter” was used as a way of organising protesters in Moldova.<sup>5</sup> The recent G20 meeting was covered by traditional media outlets (BBC, The Financial Times) by writing news stories as well as micro-blogging. As a situation unfolded, the reporters would update their twitter page. While not a full length report, it would keep viewers updated.

Fourth generation systems are empowering individuals to collect and disseminate information across regions. It has increased the transparency in data-collection (methodology) and subsequently has increased the pool of people looking at the data. This has recognised the expertise available outside the government realm

*Fourth generation conflict resolution systems may empower more local actors into positively contributing to the resolution of a situation before it escalates into a crisis. It may provide an avenue for micro-skill learning, as well as greater coordination between conflict prevention, peace making, international development and good governance.*

and expanded the pool of experts. The term “expert” has also drifted away from someone in a position of authority working in an official capacity to someone in the locality, with direct access to local actors and is in a position to act in a constructive and positive way within hours of an event. 4G systems are also transforming the perception of knowledge. Again, knowledge is no longer produced and held by experts, rather knowledge is increasingly produced by people in their communities. Knowledge dissemination is decentralised and readily accessible. Learning is multi-directional. From the same information, given the diversity of participants, locally tailored solutions can be implemented.

Ways forward for fourth generation include micro-consulting. Given the large pool of diverse expertise involved in fourth generation systems, there is much room for growth in e-learning or distance learning, as well as micro-consulting. The

<sup>4</sup> [blog.ushahidi.com/](http://blog.ushahidi.com/)

<sup>5</sup> [blog.wired.com/defense/2009/04/activist-charge.html](http://blog.wired.com/defense/2009/04/activist-charge.html)



person on location already has basic knowledge and skills, in say, agriculture. A second person in a different region has greater knowledge in agriculture. The first person sends a picture via their mobile telephone's camera to the second, the second person analyses the problem with the crop, and suggests a method of improving yield or containing a specific infestation. Given the increased accessibility of cellular technology and increased inexpensive costs of international telephone calls, outside

expertise can often be just a telephone call away. There may or may not be money exchanged between the parties.

Fourth generation conflict resolution systems may empower more local actors into positively contributing to the resolution of a situation before it escalates into a crisis. It may provide an avenue for micro-skill learning, as well as greater coordination between conflict prevention, peace making, international development and good governance. ♦



*Photo by: Lotta-Liina Mustonen (BEFORE)*

**Evan Hoffman** travelled to the [Swisspeace](#) Headquarters in Bern, Switzerland in March, 2009 to present the International Peace and Prosperity Project's (IPPP) plans for the upcoming year to the BEFORE Project's West African Steering Committee.

**Pictured above from left to right are:** Brigadier Vere Hayes (ret'd), Ambassador Dane F Smith (ret'd), Melanie Kawano, Evan Hoffman, Peter Woodrow, Macaria Barai, and Heinz Krummenacher.



## Upcoming Courses & Workshops

### Courses

#### Module I

*Conflict Theory and Introduction to Negotiation and Mediation\**

August 18 - 21, 2009  
February 22 - 25, 2010  
August 17 - 20, 2010

#### Module II

*Mediation\**

August 24 - 27, 2009  
March 22 - 25, 2010  
August 23 - 26, 2010

#### Module III

*Advanced Negotiation & Mediation*

October 26 - 29, 2009  
October 18 - 21, 2010

All courses and dates shown above will be delivered in Ottawa. Please contact us for information on courses offered in other locations.

\* Modules I and Modules II, when both modules have been completed, have been accepted as an Approved Mediation Course, by the [ADR Institute of Ontario \(www.adrontario.ca\)](http://www.adrontario.ca) Inc.

For course descriptions, fees or courses offered in other locations, please contact us. For information on the web, see [www.ciian.org](http://www.ciian.org).

### Special Workshop Series

*Full course descriptions can be found here:*  
[www.ciian.org/domestic1.shtml#descriptions](http://www.ciian.org/domestic1.shtml#descriptions)

#### A Strategic Approach to Evaluating an Informal Conflict Management System

August 17 - 18, 2009

#### Leadership Development for Organizational Transformation

August 25 - 26, 2009

#### Mediator Wellbeing: Taming the Burnout Beast

October 20, 2009

#### Mediating Human Rights at Work

November 24 - 25, 2009

#### Transforming Conflict to Promote Collaboration

Upcoming dates to be announced

*We're pleased to announce that CIIAN will be working over the next few months to develop a **French version of the Mod I Training Manual** ("Conflict Theory Negotiation and Introduction to Mediation") so that we'll be able to deliver this training to French-speaking clients by this Fall. The **Mod II Manual** ("Mediation") is also being translated into French and the first offering of this training will take place in 2010.*



## War CAN be Averted ....Lives CAN be Saved

**Learn how:** join us this Fall for a five day highly interactive workshop which introduces participants to the various forms of contemporary and emerging political violence in the world, an introduction to systems of early warning and early response, and a framework and key skills for planning and conducting violence prevention. Participants will receive a copy of *The Peace Guerilla Handbook* by Ben Hoffman, PhD.

**Preventing Political Violence Workshop presented by:** The Canadian International Institute of Applied Negotiation (CIAN) and the Institute for Dispute Resolution at the University of Victoria.

**Course Date: November 16 - 20, 2009**



### **Richard Moore, MDR Associates: New Web Site with Mediation Calendar**

Richard Moore, President of MDR Associates Conflict Resolution Inc., and Associate Executive Director of the Canadian International Institute of Applied Negotiation (CIAN) is pleased to announce MDR's new web site at [www.mdrassociates.ca](http://www.mdrassociates.ca). This website includes a calendar showing Richard's availability for mediations and other services.

In addition, the web site has a link to CIAN's web site ([www.cian.org/](http://www.cian.org/)) showing CIAN's highly regarded conflict resolution training and other Canadian and international projects.

We hope that you find the web sites useful and that you will add them to your list of favourites.

**RICHARD MOORE, LL.B., C. Med., C. Arb., Cert. Med. MI**





**R  
P  
D  
R**                    **Registered  
Practitioners in  
Dispute  
Resolution**

- Joanne Archibald
- Barbara Atlas
- Suzanne Beaulieu
- Jean Benoit
- Peter Bishop
- Enid Blackwell
- John Blakney
- Christiane Boisjoly
- Gilles Boudreau
- Donna Clark
- Rebecca Dalton
- Laura Deeks
- Herve Depow
- Blaine Donais
- Mike Hart
- Doreen Hartley
- Margaret Kish
- P. Ross Landry
- Michel Laurin
- Gérald Lavallée
- Cynthia Leber
- Mel Mapp
- Maureen McKeown
- Richard Moore
- Geneviève O'Sullivan
- Louise Owen
- Ken Peterson
- Michelle Plouffe
- Anna Preto
- Marion Rivers
- Evita Roche
- Brian Ross
- Norman Ross
- Mary Rozenberg
- Heidi Ruppert
- Chris Stark

- Francine Titley
- Ginette Trottier
- Walter Williams
- Ellen Zweibel

The above named practitioners are registered with the Canadian International Institute of Applied Negotiation (CIAN). Registration attests to the fact that they have successfully completed the Institute's 120 hour program and submitted a Practitioner's Portfolio which includes subscription to a code of practice. The Institute, however, is not a governing body and is not responsible for the practice of those listed. We do, however, provide these names to potential clients.

**RPDR Faculty**

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Richard Moore (613) 230-8671



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