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CSRS: Center for Stabilization and Reconstruction Studies

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CSRS

CENTER FOR STABILIZATION AND RECONSTRUCTION STUDIES

Naval Postgraduate School

CSRS

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ABOUT THE CENTER

The Center for Stabilization and Reconstruction Studies (CSRS) is a practitioner-oriented teaching institute that develops and hosts educational programs for peacebuilding and humanitarian professionals operating around the globe. Established at the US Naval Postgraduate School (NPS) in 2004 through the vision and congressional support of Congressman Sam Farr (CA-17), CSRS designs and conducts a wide array of programs to foster dialogue among the various communities of practitioners. These programs help practitioners develop new strategies and refine best-practices to improve the effectiveness of their important global work.

Managing conflict, mitigating human suffering, and dealing with weak states is a reality in this era of international affairs. These activities have become vital components of US national security and foreign policy. CSRS is a critical education and training institute designed to help create the tools to facilitate peacebuilding initiatives.

CSRS leverages the NPS' world-class education and research capabilities by involving the university's faculty in the design and facilitation of its workshops.
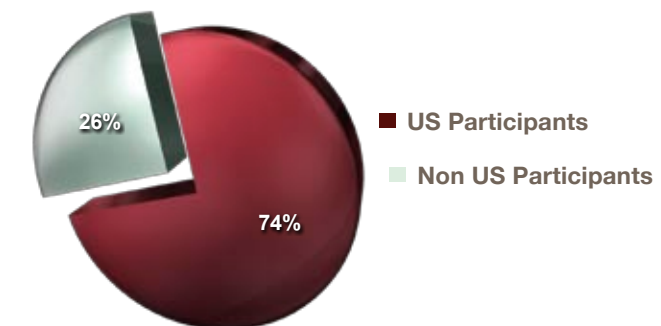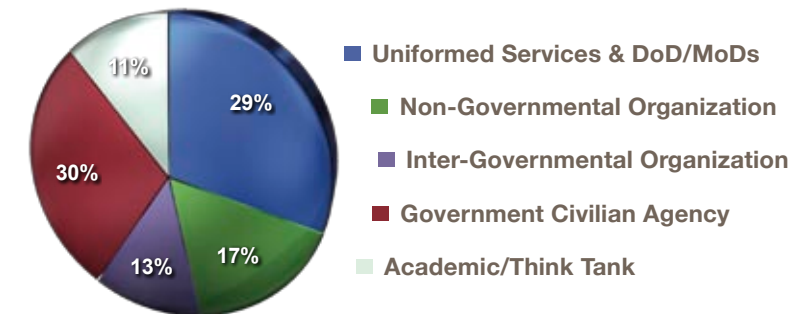
The Participants

CSRS involves participants from four response communities:

- US and international armed forces;
- Governmental civilian agencies, such as the US State Department and US Agency for International Development, and their international counterparts;
- Non Governmental Organizations (NGOs), such as relief groups, human rights groups, and civil society groups; and,
- Representatives from inter-governmental organizations, such as the United Nations (UN), the North Atlantic Treaty Organization (NATO), the European Union (EU), and the African Union (AU).

Participant Summary 2010

39 Countries Represented / Total Applicants: 1,218				Service/Affiliation				
COMMUNITY	TOTAL	NON-US CITIZEN	NPS AFFILIATED	ARMY	NAVY	MARINE CORPS	AIR FORCE	CIVILIAN
Uniformed Services & DoD/MoDs	67	8	13	27	8	10	8	14
Non-Governmental Organization	40	20						
Inter-Governmental Organization	29	23						
Government Civilian Agency	68	7						
Academic/Think Tank	29	21						

CSRS programs are designed to be value-added for each of the communities represented. The notion is that greater cross-community understanding, collective problem-solving, and professional networking will lead individuals to improve their effectiveness. Typically participants are mid-career and have served in one or more field assignments.

Participants consistently cite the networking opportunities as one of the highlights in their CSRS workshop experience. Receptions, breaks, and group meals are specially designed to achieve a greater networking prospect.

Pie chart:
- Uniformed Services & DoD/MoDs — 29%
- Non-Governmental Organization — 17%
- Inter-Governmental Organization — 13%
- Government Civilian Agency — 30%
- Academic/Think Tank — 11%

Pie chart:
- US Participants — 74%
- Non US Participants — 26%

Providing an ideal networking setting, CSRS programs are designed to facilitate the dialogue between governmental and non-governmental actors involved in conflict management and post-conflict recovery activities.

The Methodology

CSRS events are designed for 45 participants and are typically three to four days in length. They feature a mix of panel presentations by subject matter experts, small group work on selected issues, country case studies and simulation exercises, and networking opportunities.

Plenary Discussions
CSRS creates a wide range of opportunities to foster dialogue among practitioners. A key workshop component is to draw on the extensive experience of the diverse group of participants. As a result, collective problem solving occurs, shedding light on new and improved approaches to the complex challenges of post-conflict recovery.

Panel Presentations
Subject matter experts' presentations are carefully crafted and conducted so that all sides of the issues are represented. Presentations consist of two to six panelists. These sessions provide an intimate setting for in-depth dialogue on topics of shared interest.

CSRS is also able to organize large summits with multiple panels and focused breakout sessions, where more than one panel deliberation occurs simultaneously.

Workshops require a high level of engagement and interaction among all participants.

Group Exercises
Participants garner and implement new insights through role-play exercises and country case studies. Group exercises are specifically designed to allow participants to assess complex situations through an array of organizational perspectives. Participants discuss both shortcomings and successes of current strategies and past fieldwork, then begin to analyze existing practices and design new models that can be implemented in future field operations.

Location & Accessibility
The majority of CSRS workshops are held in Monterey, California USA. Located on the beautiful Monterey Peninsula, the city plays host to a world-famous aquarium, excellent restaurants and numerous cultural attractions. CSRS events are offered at no cost to the practitioners, ensuring that all communities are able to participate. (9) Monterey photos

Course Language
All courses are held in English.

Collaboration & Partnership

CSRS believes that when there are comparative advantages among organizations, collaboration or partnership can create greater outcomes for all – especially the program participants. Hence, many CSRS programs make use of contributions from practitioner and other educational organizations. CSRS programs have been co-sponsored by numerous government civilian and defense agencies, non-governmental relief and development organizations, a variety of inter-governmental organizations, and other educational centers.

Collaboration and partnership can take many forms. Past examples for CSRS have included:

- Full or partial funding of a course.
- In-kind contributions, such as providing travel scholarships, instructors, or the use of facilities.
- Workload sharing during the design or administration of a program.
- Sharing of professional networks and subject-matter expertise.

CSRS believes the best collaborations emerge through well-developed relationships and dialogue. The Center would be pleased to consider any type of collaboration.

Past Event Co-Sponsors

US DEPARTMENT OF STATE - OFFICE OF THE COORDINATOR FOR RECONSTRUCTION AND STABILIZATION **INTERNATIONAL MEDICAL CORPS** CALIFORNIA STATE UNIVERSITY - MONTEREY BAY **INTERNATIONAL RESCUE COMMITTEE** CENTER FOR HUMANITARIAN COOPERATION **INTERNATIONAL ORGANIZATION FOR MIGRATION** US DOD - DEPUTY ASSISTANT SECRETARY OF DEFENSE FOR STABILITY OPERATIONS **GLOBAL MAJORITY** MONTEREY INSTITUTE OF INTERNATIONAL STUDIES **SAVE THE CHILDREN** INSTITUTE FOR INCLUSIVE SECURITY **US INSTITUTE OF PEACE** UN ASSOCIATION OF THE USA - MONTEREY BAY CHAPTER **UN OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS** US DOD - ASSISTANT SECRETARY OF DEFENSE FOR HEALTH AFFAIRS **UN DEVELOPMENT PROGRAM** US DOD - NAVY HEADQUARTERS (OPNAV N5)

■ ■ ■ PLEASE CONTACT US FOR MORE INFORMATION

Cost

CSRS follows a business model designed to minimize cost for its participants and their organizations. When other organizations are able to contribute funding to the Center, CSRS is able to be more responsive to that contributor's particular needs, such as topical interests, location of the event, or frequency of particular courses. A typical course follows the procedures below:

- There is no tuition or conference fee to participants.*
- CSRS covers the costs of lodging at the program site for practitioners from nongovernmental organizations, governmental civilian agencies, and intergovernmental organizations. Representatives of the defense/armed forces community and for-profit entities must pay their own lodging.*
- Gratis lunch is provided to all participants during course days.*

* Some restrictions may apply. Please see individual course description for details: **www.csrs-nps.org**

How to Apply

- Interested candidates are requested to submit their application **directly on the CSRS website: www.csrs-nps.org**
- Demand for CSRS courses far exceeds the number of participants that can be accommodated. Admission decisions are announced on a rolling basis during a specified period until all seats are filled.
- The application deadline and selection of international participants is generally two months prior to the course.
- Please refer to the CSRS website for current listing of upcoming events.

CHOOSE FROM A WIDE VARIETY OF TOPICS

CSRS constantly polls participants on their education and training requirements, focusing on the areas of greatest unmeet need. CSRS works with curriculum developers and partner organizations to create programs that optimize participant learning on these critical issues.

■ **INSTITUTION & CAPACITY BUILDING COURSES:**

- An Expansive Approach to Disarmament, Demobilization and Reintegration (DDR)

- Security Sector Reform (SSR): The Art of Assessment

- Exploring the DDR/SSR Nexus

- Cleaning House: Confronting Illicit Power Structures in Post-Conflict Settings

- Healing the Wounds: Rebuilding Healthcare Systems in Post-Conflict Environments

■ **RELIEF ACTIVITIES COURSES:**

- Joint Humanitarian Operations Course
- Information Sharing in Insecure Environments
- Humanitarian Roles in Insecure Environments

■ **ECONOMIC DEVELOPMENT COURSES:**

- Agriculture: Promoting Livelihoods in Conflict-Affected Environments
- Getting Back to Work: Rebuilding Livelihoods in Post-Conflict Situations
- Managing Natural Resources During Post-Conflict Recovery

■ **INTERDISCIPLINARY SKILLS COURSES:**

- Working in the Same Space
- Building Capacities for Cross-Cultural Communication
- Approaching Societies in Conflict

AN EXPANSIVE APPROACH TO DISARMAMENT, DEMOBILIZATION AND REINTEGRATION (DDR)

SECURITY SECTOR REFORM (SSR): THE ART OF ASSESSMENT

Snapshot

Inclusion of diverse groups in DDR programs is understood by practitioners to be hugely important for success in the overall transition from conflict to peace. Hence, issues related to special needs groups (including women, children, youth, the disabled, etc.) are treated within the United Nations' Integrated Standards to guide DDR programs. However, since most DDR programs are under-funded, under-staffed and too short to facilitate effective reintegration, in practice, DDR programs have focused on the most urgent and obvious part of the problem – demobilizing male combatants. Yet, special needs groups pervade into every aspect of DDR and must be addressed to attain success. Given these challenges and pressures, this course focuses on how to effectively incorporate special needs groups into DDR programs even when these programs are under stress from inadequate staff and donor attention.

Learning Objectives

1. Review the existing IDDRS guidance on the special needs of women, youth, children and the disabled as well as identify gaps in guidance.

2. Discuss how guidance has been applied/is being applied within or outside DDR programs through various country studies and examples of best practices.

3. Problem-solve collectively with practitioners to identify innovative ways to overcome the endemic challenges that pressure DDR programs into a narrow, male combatant focus.

4. Expand their professional network among the other communities involved in DDR activities.

The DDR workshop assembles 45 highly experienced practitioners from nearly 20 different countries to share strategies and best practices for constructing inclusive DDR programs.

Snapshot

Effective policy-making and field-level programs in security sector reform are dependent upon accurate assessments of recipient country capabilities, needs, and ability to reform. Too often, faced with the urgency of weak justice and security systems, outside agencies fail to conduct appropriate assessments before launching programs. As a consequence, short, intermediate and long-term prospects are often compromised. This workshop is designed to bring together knowledgeable practitioners of SSR to discuss ways to enhance assessment techniques so programs have a better chance to be managed effectively from the beginning.

Learning Objectives

1. Review the state of the art in assessment methodologies among various practitioner organizations.

2. Discuss biases and issues outsiders bring to assessment (time and monetary constraints, industrialized country norms, a focus on institutions rather than capabilities, finding problems for our tools).

3. Discuss methods to better analyze indigenous perspectives and non-state voices (non-governmental views of what is needed, traditional justice systems, societal capacity for reform, the influence of indigenous politics on reform).

4. Expand professional networks among the communities involved in SSR activities.

Workshop participants include numerous actors in the peacebuilding arena who are instrumental in developing SSR frameworks and assessments for use in fragile and failed states around the world.
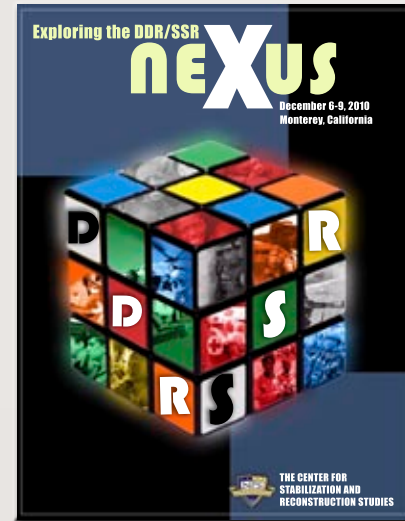
EXPLORING THE DDR/SSR NEXUS

Snapshot

While practitioners and policy makers have often tackled the challenges associated with the Disarmament, Demobilization and Reintegration (DDR) of ex-combatants and a nation's Security Sector Reform (SSR) as separate aspects of post-conflict reconstruction, it is becoming increasingly clear that coordinating these activities helps achieve success in each area. To enhance the understanding of the complex relationship between DDR and SSR, this course explores the DDR/SSR nexus through a series of expert presentations, case studies, group work and plenary discussions.

Learning Objectives

1. Explore the major tensions, challenges and overlaps within the DDR/SSR nexus to identify practices that can ensure the success of each effort.

2. Review the new Integrated DDR Standards' (IDDRS) policy guidance on the relationship between DDR and SSR.

3. Identify the roles that different communities/agencies play in DDR and SSR, and how activities can be coordinated within the UN Inter-Agency Working Group on DDR and among other practitioners for maximum efficiency and effectiveness.

4. Expand professional networks among the communities involved in DDR and SSR activities.

The DDR/SSR Nexus workshop provides practitioners with the opportunity to deepen their cognitive understanding of these important topics and develop new professional contacts they can leverage in the future.

CLEANING HOUSE: CONFRONTING ILLICIT POWER STRUCTURES IN POST-CONFLICT SETTINGS

The workshop, which builds on a number of conferences on the illicit power structure framework sponsored by the United States Agency for International Development, is part of a CSRS series of courses addressing the negative impact of corruption and institution building in post-conflict settings.

Snapshot

In recent years, the activities of illicit power structures have reached stability-threatening proportions in a large number of war-torn states, forcing the issue onto the post-conflict agenda in cases as diverse as Afghanistan, Bosnia, the Democratic Republic of Congo, Iraq, Liberia and Sierra Leone. In response, the stabilization and reconstruction community has begun to pay increasing attention to the nexus of illicit power structures with corruption, conflict and peacebuilding. Recent conferences on the topic reveal that illicit power structures both outside and within the state contribute significantly to high levels of corruption, explain the lack of political will of governments to address corruption and undermine democratic governance and state building.

Learning Objectives

1. Diagnose the problem and develop a methodology for determining key characteristics of illicit power structures.

2. Develop a collective understanding of how to use "soft power" responses to more effectively neutralize illicit power structures.

3. Establish networks: facilitate cross-community learning, collective problem solving and the development of professional networks.

Participants meet to review a proposed framework for analyzing the propensities, capacities, and vulnerabilities of illicit power structures and to assess ways in which the framework might guide practitioner responses to this global challenge.

Healing the Wounds: Rebuilding Healthcare Systems in Post-Conflict Environments

Healing the Wounds brings together a diverse group of healthcare actors to discuss the challenges of reconstructing healthcare systems in post-conflict environments.

Snapshot

When the stabilization phase ends and reconstruction begins, the focus shifts to development of local resources and infrastructure that can be sustained without ongoing, direct foreign assistance. However, responding organizations may inadvertently create an unsustainable "aid culture" in which the local population comes to rely on foreign healthcare personnel, supplies and technologies, and local capacity for healthcare is supplanted and/or de-legitimized.

This workshop focuses on ways in which the different response communities can work individually and collectively to support a smoother transition from emergency healthcare relief to reconstruction of a sustainable public healthcare system. Thus, exploring local capacities for sustainability and ownership of the healthcare system immediately after armed conflict.

Learning Objectives

1. Define ways in which the emergency and stabilization phases can either enable or obstruct the rebuilding of local technical and political capacity and human resources.

2. Identify the abilities and constraints of each community that shape its ability to achieve reconstruction goals.

3. Identify areas of potential collaboration within and between communities to promote sustainable institution building.

4. Describe the conditions each community would require to contribute fully to rebuilding sustainable healthcare systems.

The workshop focuses on organizational players and their efforts, the successes and shortcomings of current systems, and lessons learned from past reconstruction efforts.
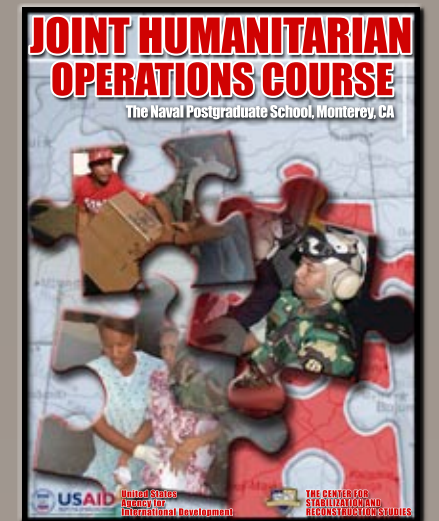
Joint Humanitarian Operations Course

This course is specifically designed for US Military participants

Snapshot

The US Agency for International Development (USAID) and the US military routinely respond to overseas disasters and participate in relief efforts alongside each other. This course, designed and conducted by the Office of US Foreign Disaster Assistance (OFDA) of USAID, provides a forum for US military personnel to discuss relationships between USAID, its partners and the US military, enhancing their ability to work collaboratively during humanitarian assistance and disaster response operations. This course is designed for US military participants.

Learning Objectives

1. Become familiar with USAID, its structure, mandate, and operational response to overseas disasters.

2. Identify areas for coordination and cooperation between USAID and the US military.

3. Develop knowledge of USAID offices and personnel that work with the US military during humanitarian assistance and disaster response operations.

4. Identify other governmental, international and non-governmental organizations that have a role in these operations and understand their roles and responsibilities as they relate to USAID and the US military.

CSRS hosts yearly interactive workshops to explore the topic of humanitarian coordination between the USAID and US armed forces during international disasters response operations

Information Sharing in Insecure Environments

Snapshot

Post-conflict reconstruction groups face difficult challenges in sharing information. Besides fundamental differences in their mandates, their operational guidelines for information sharing vary widely. For example, NGOs are less inclined to share information with Armed Forces. Many NGOs are concerned that military contacts risk compromising their neutrality, thus jeopardizing their members' safety vis-à-vis the belligerents. In turn, the armed forces are concerned that sharing information may compromise force protection. In addition, they may use or withhold information selectively as part of their tactics in dealing with belligerents.

Despite the challenges, information sharing among the various communities does occur. In general, it tends to be on an ad hoc manner. Few institutionalized mechanisms exist to facilitate information sharing and few standards or protocols govern the use of those that do exist.

Learning Objectives

1. Describe the benefits and risks of information sharing and contrast these with widespread perceptions.

2. Evaluate the strengths and limitations of current information sharing practice.

3. Identify future designs to improve information sharing.

4. Develop action plans for specific initiatives to improve information sharing for future humanitarian operations in insecure environments.

Participants gather to analyze current initiatives and improve upon coordination-cooperation models, while honoring organizational differences.

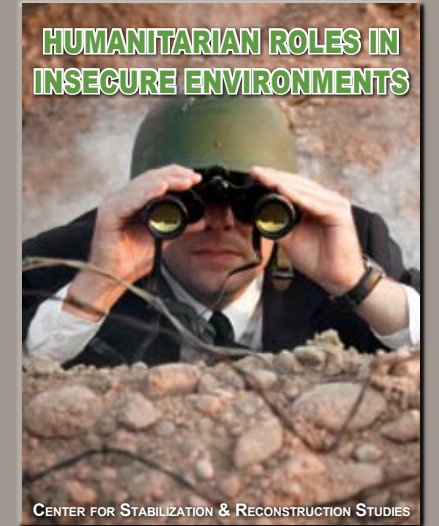# Humanitarian Roles in Insecure Environments

Snapshot

There is a widespread perception that it is becoming increasingly dangerous for humanitarian workers to provide assistance in conflict and post-conflict settings. In some cases this may be due to their proximity to and cooperation with traditional military forces operating in these zones. In other cases, it may be due to misperceptions by belligerents about the relationships between military and humanitarian actors. In still other cases, it may be due to the well-publicized success that belligerents' attacks have had in disrupting the stabilization and reconstruction processes.

Diversity of opinion, policy, motivation and operational practice among humanitarian actors makes it impossible to settle on a single, unified course of action to remedy this situation. However, familiarity and discussion among organizations will improve their appreciation of each other's activities, thus enhancing the ultimate goal of providing humanitarian assistance to civilian populations living in insecure environments.

Learning Objectives

1. Enhance understanding of the diverse actors involved in humanitarian assistance.

2. Explore opportunities for cooperation and potential collaboration in future humanitarian operations.

3. Report workshop summary to the United States Institute of Peace (USIP) as background material for future conferences.

4. Compile and publish humanitarian assistance operational guidelines used by participant organizations.

The workshop affords the opportunity for a host of actors involved in complex humanitarian emergencies to identify their common concerns
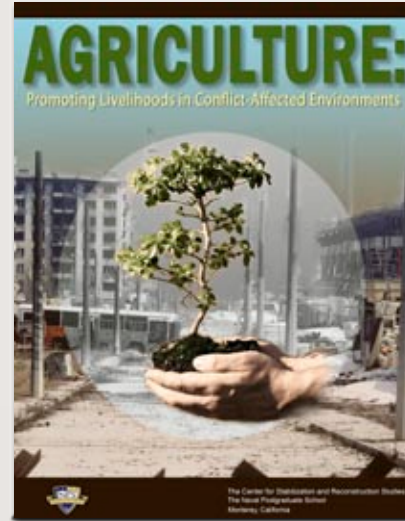
AGRICULTURE: PROMOTING LIVELIHOODS IN CONFLICT-AFFECTED ENVIRONMENTS

GETTING BACK TO WORK: REBUILDING LIVELIHOODS IN POST-CONFLICT SITUATIONS

Snapshot

Economic recovery following conflict can be an extremely difficult challenge, yet it is a critical aspect of a country's ability to attain stability and lasting peace by rebuilding livelihoods. This workshop explores agricultural development as an integral part of achieving political socio-economic stabilization. Best practices in use by the various response communities are discussed and evaluated for their applicability in a variety of situations.

Learning Objectives

1. Develop a deeper knowledge of the variables influencing agriculture and its governance, and the role of agricultural development in establishing political stability.

2. Explore a range of policy and programmatic approaches for rebuilding livelihoods and promoting agricultural recovery.

3. Gain familiarity with operational tools for designing livelihood and agricultural programs.

4. Enhance understanding of and exposure to professional networks among the communities involved in agricultural programs.

"CSRS' agriculture workshop provides participants with the unique opportunity to learn from practitioners who had been involved in agriculture redevelopment initiatives around the globe."

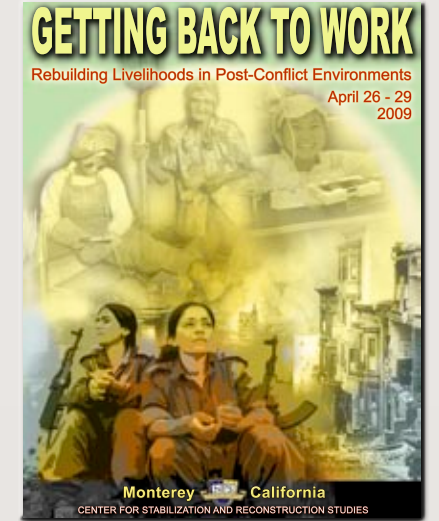- USAID participant, Ag workshop 2010

Snapshot

This workshop introduces economic recovery challenges and explores best practices in job creation and livelihood development in post-conflict situations. Economic recovery following conflict can be an extremely difficult challenge, yet creating jobs and rebuilding livelihoods is a critical aspect of a country's ability to attain stability and lasting peace. This program explores the challenges of economic recovery and livelihood development in complex environments. Best practices in use by the various response communities are discussed and evaluated for their applicability.

Learning Objectives

1. Develop a deeper knowledge of post-conflict economic forces that influence stability, the rebuilding of livelihoods, and job creation;

2. Gain familiarity with operational tools for designing livelihood and job creation programs;

3. Explore a range of policy and programmatic approaches to rebuilding livelihoods and promoting job creation and economic recovery in countries emerging from armed conflict; and,

4. Enhanced understanding of and professional network among the other communities involved in post-conflict reconstruction operations.

How do different states manage their economies and respond to economic crisis or opportunity? An educator used several case studies to illustrate different banking and financing models.

Managing Natural Resources During Post-Conflict Recovery

Snapshot

Natural resources are often an underlying and sometimes direct factor for conflict. In the aftermath of conflict, recovery and long-term development largely depends on natural resources and the institutions that manage them. Moreover, conflict-sensitive natural resource management can be used as a peacebuilding tool to address grievances and prevent the reemergence of conflict. This course looks at how communities around the world are addressing the issue of natural resource management to ensure long-lasting peace and sustainable development and how natural resource management can be incorporated into recovery programming to ensure more holistic and sustainable outcomes.

Learning Objectives

1. Explore the role of natural resource management in contributing to political stability and the relationships between natural resources and sustainable economic growth.

2. Develop a deeper knowledge of the variables influencing proper management, implementation, and governance of natural resources in a post-conflict context.

3. Gain familiarity with a range of policy and programmatic approaches for promoting local economic recovery and livelihoods through natural resource management.

4. Enhance understanding of and exposure to professional networks among the communities involved with resource management.

MANAGING NATURAL RESOURCES
During Post-Conflict Recovery

Promoting Sustainable Peace & Development

CSRS will partner with leading organizations to continue developing hands-on curricula on topics of critical urgency.

Working in the Same Space

Snapshot

This workshop emphasizes cross-community understanding and communication skills that focus on ways in which government civilian agencies, non-governmental organizations, inter-governmental organizations and the armed forces can work more effectively alongside each other in insecure environments. Participants are exposed to the organizational cultures, capacities, and motivations of these diverse communities, as well as current and emerging issues from each community, such as UN OCHA's cluster system and the US Government's Civilian Response Corps.

Learning Objectives

1. Enhance their understanding of other stabilization and response communities, and build cross-community professional networks;

2. Expand their communication, negotiation and collective problem solving skills to help facilitate cooperation and coordination between the various R&S communities;

3. Develop their capacity to build trust, identify shared objectives, and promote collaboration; and,

4. Explore emerging concepts and initiatives from the various communities.

Working in the Same Space

Participants strengthen negotiation skills in scenarios featuring an array of international actors and organizational perspectives.

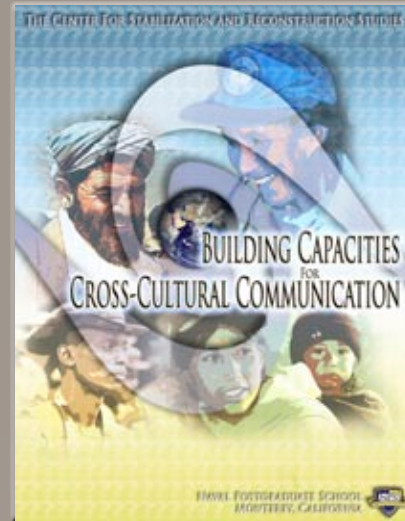# BUILDING CAPACITIES FOR
CROSS-CULTURAL COMMUNICATION

APPROACHING SOCIETIES IN CONFLICT

Snapshot

This program on cross-cultural communication emphasizes peace and conflict issues. The purpose of the workshop is to create an interactive forum in which practitioners of diverse backgrounds can jointly explore how to work with cultural differences in volatile social contexts. Cultural issues explored include ideological, religious and ethno-political factors shaping and reshaping social behavior at the communal, national and international levels.

Learning Objectives

1. Cultivating self-awareness: Recognize invisible cultural influences that frame and guide habitual ways of thinking and behavior.

2. Understanding deep culture: Describe how collective identities embedded in shared historical memories manifest and evolve in times of political crisis.

3. Building cultural fluency: Learn how to navigate cross-cultural differences and turn them into opportunities for constructive relationship-building, especially in volatile post-war contexts.

4. Networking: Expand professional networks among diverse practitioner communities engaged in cross-cultural communication.

"My goal for this course regards my cultural lens. I want to allow it to be softer, thinner, so that I control it—rather than it controlling me. I want to reduce conflict and be able to negotiate, so there is understanding rather than misunderstanding."
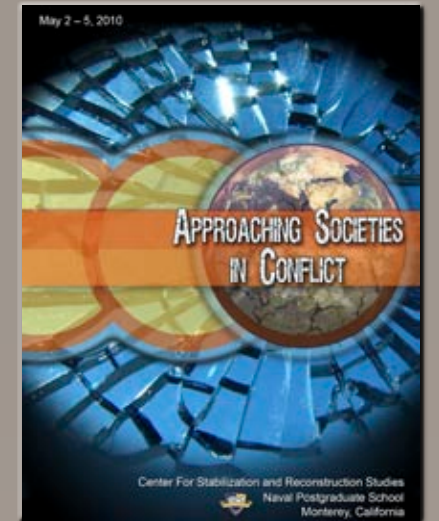
- NGO **representative**

Snapshot

Societies in conflict manifest distinct patterns of socio-political and economic behavior, such as informal and illicit networks, corruption, and perpetual cycles of poverty and violence. The purpose of this workshop is to expand and deepen peace-builders' understanding of the various trends and patterns encountered in conflict-affected societies. Practitioners consider the context and multi-layered nature of these patterns and their root causes, examining policy implications and designing conflict-sensitive approaches. The course introduces user-friendly tools of inquiry into the psychological, cultural, and institutional mechanisms through which these patterns come to be shaped and reshaped. This workshop is an opportunity to gain practical skills for working in societies emerging from or still undergoing protracted conflict, and an invitation to explore worldviews and paradigms of thinking that define approaches to these challenges.

Learning Objectives

1. Explore how and why destructive social patterns develop in conflict-affected societies.

2. Identify ways to anticipate how these patterns may influence the practice of peace building.

3. Develop skills and capacities to design and implement effective, conflict-sensitive initiatives for social change.

4. Expand professional networks among the other practitioner communities that operate in conflict-affected environments.

"As practitioners, we are constantly evolving our vision and our ways of working. Dr. Arai's way of working is unique: He has a psychological approach to problems that is very interesting. Because of that, I engaged in some real introspection about my professional work, which I didn't expect to do."

Former IGO member, Approaching Societies in Conflict 2010

CSRS Team

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Program Director

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Graseilah Coolidge
Program Coordinator

Roseann Johnson
Program Coordinator

Miriam Turlington
Program Assistant

"I can either pick up a gun or ask myself what I can gain from you. Everyone in this room has unique strengths and attributes."
- Host nation representative to international actors, "Building Capacities for Cross-Cultural Communication" 2010.

"With the wealth of knowledge in the room, our conversations and simulations were provocative and engaging to say the least!"

"How do we suspend the need to have firm answers to everything? We all have a strong sense of identity. Events like this one bring us together to focus on conflict resolution without being trapped in one-dimentional thinking." - Educator, "Approaching Societies in Conflict" 2010.

"I felt the networking aspect of the course was extremely valuable and know the contacts I made here will prove useful in the future."
- CSRS Participant, "Agriculture: Promoting Livelihoods in Conflict Affected Environments," 2010

"The instructors have excellent command over information and subject matter. Equally excellent is their ability to be inclusive, evoke participation, guide and set reasonable time limits - all this with a good natured smile. Great job!" - CSRS Participant, "An Expansive Approach to DDR," 2010

"The course reception, breaks and open discussions allotted into the schedule were key to the networking success of the conference. Well done!"
- CSRS Participant, "An Expansive Approach to DDR," 2010