The Organization of American States

The Organization of American States (OAS) brings together the 35 nations of the Western Hemisphere to strengthen peace and security, enhance cooperation on democratic values, defend common interests and debate the major issues facing the region and the world. The OAS is the region’s principal multilateral forum for strengthening democracy, promoting human rights, and confronting shared problems such as poverty, terrorism, illegal drugs and corruption. It plays a leading role in carrying out mandates established by the hemisphere’s leaders through the Summits of the Americas.

The Peace Fund

Strengthening peace and security, preventing conflicts, and resolving disputes are among the essential purposes of the OAS, as established in its founding Charter. The Fund for Peace in the Secretariat for Political Affairs – Department of Democratic Sustainability and Special Missions – is an essential tool available to the OAS Member States for these purposes. Through the Peace Fund, the countries avail themselves of a range of conflict resolution mechanisms contemplated under the OAS Charter, including direct negotiation, good offices, mediation, investigation and conciliation, confidence-building measures, judicial settlement, and arbitration. The Peace Fund is also used to strengthen the General Secretariat’s knowledge and expertise in dispute settlement, as well as to support the development of programs aimed at promoting a culture of peace through the Inter-American Peace Forum.
THE INTER-AMERICAN PEACE FORUM

Historically, the Western Hemisphere has been characterized as a region of hope for millions of human beings. This is a Continent known for its constant struggle for liberty, justice, prosperity and peace. Despite the significant strides achieved in recent years in terms of economic growth, this region continues to be the most unequal, where the gap between rich and poor is increasingly larger. Peace is directly related to social and material progress; it is an essential ingredient in the process of development and poverty alleviation.

Since its founding, the Organization of American States has supported Member States in overcoming their development and security challenges and it has done so by adapting its functions and responding to the dynamic and continuous needs of the Hemisphere’s community of nations. It has demonstrated flexibility while always maintaining its commitment to preserve peace and to respect the basic principles of international law. For this reason, the OAS must continue to work proactively to further understanding and collaboration between the peoples of this Hemisphere, as well as to promote a continued dialogue on the main challenges to hemispheric peace.

Likewise the Organization must firmly advance in identifying long-term initiatives that can strengthen the inter-American brotherhood, ensure lasting regional peace, and stimulate regional cooperation. In order to consolidate the prominent role that the OAS has played and continues to play in conflict resolution, hemispheric peace and problem-solving initiatives, as well as in promoting a system of individual liberty and social justice based on respect for the essential rights of man, in compliance with the OAS founding Charter, the Secretariat for Political Affairs launched a new program titled the Inter-American Peace Forum in September 2008, which operates under the Peace Fund, in an effort to develop a series of activities aimed at promoting a culture of peace among the various sectors of the inter-American society.

These are different types of programs, such as promotion of dialogue and exchange of experiences and best practices on conflict prevention, management and resolution and peace-building; workshops and training; specialized reports and publications; promotion of leadership, as well as other initiatives with a special emphasis on the peaceful resolution of conflicts and fostering a culture of respect, tolerance and harmony.
PEACE WEEK 2010
INAUGURATION OF THE OAS VIRTUAL LIBRARY OF PEACE INITIATIVES

As part of the celebrations of the International Day of Peace, the OAS Peace Fund will inaugurate the OAS Virtual Library of Peace Initiatives, a unique and comprehensive online resource, developed in collaboration with the Columbus Memorial Library, that spans over two centuries of initiatives aimed at hemispheric integration and peace. Each landmark moment in this regional quest for peace is covered with the pertaining speeches, agreements, treaties, historic photographs, news clippings, among other relevant documents. The OAS Virtual Library of Peace Initiatives is available at http://www.oas.org/sap/peacefund/archives/index.html.
LAUNCH OF THE BOOK:
“THE OAS: PEACE, DEMOCRACY AND CONFLICT RESOLUTION”

The first day of the 2010 Peace Week will also be marked by the launch of the publication “The OAS: Peace, Democracy and Conflict Resolution”, which presents the recent achievements of the OAS in strengthening democracy, peace-building and conflict resolution.
SEPTEMBER 21, 2010

International Day of Peace

OAS PEACE MISSIONS: A TWENTY-YEAR RETROSPECTIVE

The OAS has been a key guarantor of peace in the Americas, taking the lead in the prevention, management and peaceful resolution of several intra- and interstate disputes that have affected the region. To commemorate the International Day of Peace, a global call for cease-fire and non-violence, and to mark the 20th Anniversary of the International Commission for Support and Verification (CIAV-Nicaragua), the first civilian OAS peacekeeping mission, the OAS Peace Fund offers a look back into decades of hemispheric peacekeeping and peace-building efforts, by gathering the chiefs of some the most significant OAS Peace Missions.
9:00 a.m. Video Presentation (3 minutes) – OAS Peace Fund
9:05 a.m. Welcome by the OAS Secretary General, José Miguel Insulza
9:40 a.m. Q&A
    Edgardo Reis, Former Chief of the OAS Special Mission in Suriname
10:15 a.m. Q&A
    Colin Granderson, Assistant Secretary-General for Foreign and Community Relations, CARICOM
10:50 a.m. Q&A
11:00 a.m. Mission to Support the Peace Process in Colombia (2004-present)
    Marcelo Álvarez, Chief of the MAPP/OAS
11:25 a.m. Q&A
11:35 a.m. Peace Fund: Belize and Guatemala (2000 - present)
    Raúl Lago, Special Representative of the OAS Secretary General for Belize and Guatemala
12:00 p.m. Q&A
12:10 p.m. Political Crises and Special OAS Missions in 2005 (Bolivia, Ecuador, Haiti, Nicaragua)
    Dante Caputo, Special Advisor to the OAS Secretary General
12:35 p.m. Q&A
12:45 p.m. Good Offices Missions:
    Colombia-Ecuador (2008 – present)
    Honduras (2009 - present)
    Víctor Rico, OAS Secretary for Political Affairs
1:00 p.m. Q&A
Moderator: Chris Hernández-Roy, Director of the Department of Democratic Sustainability and Special Missions of the OAS
1:20 p.m. Closing Remarks by Albert Ramdin, OAS Assistant Secretary General
CIAV – Nicaragua

The International Commission for Support and Verification (CIAV) is the only peace mission in the Western Hemisphere that was almost exclusively managed by the Organization of American States. Between 1990 and 1997, CIAV demobilized 22,500 fighters and repatriated 18,000 Nicaraguans from Honduras and Costa Rica. It distributed food, clothing and tools to approximately 120,000 people, monitored the security rights and guarantees that had been given to the former Nicaraguan Resistance combatants, administered reintegration programs, and provided medical assistance to the disabled. Later, CIAV also mediated between the Government and the Roman Catholic Church in a commission to investigate human rights violations. Ultimately, CIAV assisted in the strengthening of Nicaraguan Government and grassroots institutions in local government, conflict mediation, and human rights. During most of its life, CIAV was entirely composed of civilians, and because of this it proved to be highly cost-effective. All in all, CIAV was a seamless mission, which helped regain the credibility of the OAS in offering good offices in the area of peaceful conflict resolution and as the lead agency in the settlement of a variety of disputes.
In July 1992, the government of the Republic of Suriname and the General Secretariat of the OAS signed an agreement establishing the Special Mission in Suriname. Its mandate was to assist the government in formalizing and safeguarding a durable peace, and in strengthening national institutions and democratic order. The Special Mission was more than a simple tool to design and execute projects in the areas of promoting peace and democracy. It was directly involved in the negotiations that brought peace, and offered legal assistance to amnesty efforts. It was the OAS Special Mission whom the illegally armed groups trusted to hand in their weapons to; it was the Mission that coordinated and assisted in the demining operations and in the identification and reinsertion of former combatants into society. Moreover, it was its purpose as well to establish an international presence in the country and serve as a deterrent to those who might attempt again to disrupt democracy. After over eight years of intense activity in both the interior and the coastal zone, the work of the OAS Special Mission in Suriname helped the country achieve the democratic maturity needed to face its challenges within a constitutional framework and internationally agreed upon democratic principles.
The OAS has continuously supported Haiti in its efforts to achieve a full-fledged and stable democracy, and durable peace. Following the coup d'état of 1991, when the Haitian military ousted democratically elected President Aristide, a joint OAS-UN Mission - the International Civilian Mission in Haiti (MICIVIH) - was established in February 1993, at the request of the legitimate Government, to monitor the observance of human rights in Haiti. After the return to constitutional order, the Mission’s mandate was expanded to include the promotion of human rights and institution building. MICIVIH was unique in that it was the first joint, fully integrated field-mission between the OAS and the UN, with its director and deputy director jointly designated by both organizations and equal number of staff members provided by each organization. On December 17, 2001, an attempt of coup d'état triggered a deep political crisis marked by violence, electoral difficulties, serious breaches of the rule of law, and a lack of agreement among the domestic political actors. In 2002 the OAS deployed a Special Mission for the Strengthening of Democracy in Haiti, with the mandate to support the government and people of Haiti in strengthening the country’s democratic institutions, specifically in the areas of security, justice, human rights, democratic development, governance and institutional development, as well as to conduct an independent investigation into the violent events of December 17, 2001. In 2007 the activities of the Special Mission were incorporated into the OAS Country Office.
On January 23, 2004, the Government of Colombia and the OAS Secretary General signed an agreement to establish a Mission to Support the Peace Process in Colombia (MAPP/OAS), which included the verification and monitoring of the cease-fire and cessation of hostilities, demobilization, disarmament and reintegration initiatives, and the accompaniment to the communities victims of violence. The mandate of the Mission was formulated in broad terms, under the principles of autonomy, neutrality, and flexibility, allowing it to work on different areas that contribute to peace-building in Colombia, including: the verification of the peace process; support to the initiatives undertaken by the government, civil society and other entities; verification of the handover, custody and destruction of the weapons turned over by the illegal armed groups; and support to local initiatives in conflict areas, through measures and actions aimed at reducing violence, building trust, promoting reconciliation, and strengthening democracy, through specific MAPP/OEA projects in those communities. In 2009 the mandate of MAPP/OAS was renewed and extended until 2011.
Political Missions (2005)

In May 2005, a few days before the election of Secretary General José Miguel Insulza, the Permanent Council had to issue a statement on the power dispute in Ecuador, which had seen the President removed from office. A few weeks later, during the OAS General Assembly, the resignation of Bolivia’s President was announced, and the Secretary General was asked to take urgent action to defuse a conflict in Nicaragua that threatened to upset the institutional order. At the same time, there were serious delays in the electoral process in Haiti, including voter registration, a direct responsibility of the OAS. The openness, receptivity and collaboration of the governments and stakeholders were essential in allowing the Organization to support and facilitate the political accords needed to overcome these complex circumstances. Experience in Bolivia, Ecuador, Haiti and Nicaragua showed that the OAS played a decisive role in resolving the political and institutional crises in those countries, and took an active part in overcoming various situations that threatened democratic stability.
Belize and Guatemala

The governments of Belize and Guatemala restarted talks on their longstanding territorial differendum in March, 2000 under the auspices of the OAS Peace Fund. Jointly, Belize and Guatemala appointed a Panel of Facilitators to help guide the negotiating process. As a result of this process, in February 2003, the Foreign Ministers of Belize and Guatemala signed an “Agreement to Establish a Transition Process and Confidence-Building Measures” between the two countries, which was later amended in September 2005 in the “Agreement on a Framework for Negotiations and Confidence-Building Measures between Belize and Guatemala”. Under this Agreement an Adjacency Zone between the two countries was established and the OAS opened an Office in the area to implement confidence-building measures. Since then, the OAS Office in the Adjacency Zone has carried out a series of activities that have substantially eased tensions; it has fostered community development; it has prevented the escalation of conflicts through verification missions and reporting of incidents; it has supported the armed forces; and it has successfully executed community resettlement projects, such as Santa Rosa Community and the Nueva Juda Resettlement Projects. On December 8, 2008, the Governments of Belize and Guatemala, acting on the recommendation of OAS Secretary General José Miguel Insulza, signed the “Special Agreement to Submit Guatemala’s Territorial, Insular, and Maritime Claim to the International Court of Justice”. Currently, both countries are making the necessary arrangements provided for in their respective domestic systems to submit to a referendum the decision to ask the International Court of Justice to settle the territorial differendum. The plebiscites will take place simultaneously in both countries on a previously agreed upon date. Thanks to the support of the OAS through the Peace Fund, Belize and Guatemala are closer than ever to finding a permanent solution to their centuries-old conflict.
Mission of Good Offices in Ecuador and Colombia

The most recent inter-State crisis that this Hemisphere has witnessed was the conflict between Ecuador and Colombia in March, 2008 when Colombian armed forces and police officers entered Ecuadoran territory to launch an attack against members of the illegally armed group FARC (Revolutionary Armed Forces of Colombia) who were hiding in a camp located on the Ecuadoran border. As a result, diplomatic relations between both countries were broken, and the OAS had to intervene to diffuse the rising tension. To date, the OAS continues to support the efforts of both countries to restore trust and forward-looking relations through the Mission of Good Offices in Colombia and Ecuador, which has as its main purpose the follow-up and verification of commitments assumed and agreements reached by the two countries for cooperation on border issues and other matters of common interest, for the strengthening of border mechanisms for dialogue and cooperation, and for the study of a possible bilateral early-warning system.
Good Offices Mission in Honduras

On June 28, 2009, a coup d'état was staged against the constitutionally established Government of Honduras, and President José Manuel Zelaya was arbitrarily detained and forcibly sent into exile. The OAS General Assembly convened a special session that condemned the events as a coup d'état, which produced an unconstitutional alteration of the democratic order, and demanded President Zelaya’s immediate, safe, and unconditional return to his constitutional functions. The Honduran state was also suspended from the exercise of its right to participate in the OAS, in accordance with Article 21 of the Inter-American Democratic Charter. To date, the OAS continues to exert diplomatic efforts for the full restoration of democracy and the rule of law in Honduras, through the High-Level Commission created by the OAS General Assembly in June 2010, in view of the need by member States of more information on the current status of the political process in Honduras and to analyze the evolution of the situation.
First Course on the OAS: Peace, Democracy and Conflict Resolution

The Peace Fund presents the first course on the role of the OAS in the promotion of peace and democracy, and conflict resolution in the Western Hemisphere. This ambitious two-day program will be taught by the most senior OAS officials and in-house experts, including former and current heads of key departments and peace missions.

September 22-23, 2010
Columbus Room, OAS Headquarters
Washington, D.C.
9:00 am – 6:00 pm
**September 22, 2010**

8:30 a.m.  Registration

9:00 a.m.  Welcome and Overview of Course (Víctor Rico, OAS Secretary for Political Affairs)

9:20 a.m.  The Inter-American System, the OAS and its Predecessor Agencies
           (Jean Michel Arrighi, OAS Secretary for Legal Affairs)

9:50 a.m.  Q&A

10:10 a.m. The Organs of the OAS
           (Albert Ramdin, OAS Assistant Secretary General)

10:40 a.m. Q&A

11:00 a.m. Peace Instruments (José Luis Ramírez, Advisor to the OAS Secretary for Political Affairs)

11:30 a.m. Q&A

12:00 p.m. Lunch

2:00 p.m.  Multidimensional Security:
           -Hemispheric Security (Abraham Stein, Deputy Secretary for Multidimensional Security of the OAS)
           -Public Security (Chris Hernández-Roy, Director of the Department of Democratic Sustainability and
             Special Missions)

3:00 p.m.  Q&A

3:20 p.m.  The Inter-American Defense Board and Confidence-Building Measures
           (Brigadier General Ancil W Antoine, Director General of the Inter-American Defense Board)

3:50 p.m.  Q&A

4:00 p.m.  Inter-American Human Rights and International Humanitarian Law
           (Santiago Cantón, Executive Secretary of the Inter-American Commission on Human Rights of the OAS)

4:30 p.m.  Q&A

4:50 p.m.  Women, Peace and Security (Hilary Anderson, Inter-American Women Commission)

5:20 p.m.  Q&A

**September 23, 2010**

OAS Peace Missions - Case Studies

9:00 a.m.  Peacekeeping: CIAV/OAS (Roberto Menéndez, former Chief of Operations of CIAV)
9:30 a.m. Q&A
9:40 a.m. Haiti (Colin Granderson, Assistant Secretary-General for Foreign and Community Relations of CARICOM)
10:10 a.m. Q&A
10:20 a.m. Suriname (Edgardo Reis, Former Chief of the OAS Special Mission in Suriname)
10:50 a.m. Q&A
11:00 a.m. MAPP/OAS (Marcelo Álvarez, Chief of the MAPP/OAS)
11:30 a.m. Q&A
11:40 a.m. Belize and Guatemala
(Raúl Lago, Special Representative of the OAS Secretary General for Belize and Guatemala)
12:10 p.m. Q&A
12:20 p.m. Lunch
2:00 p.m. Ad-hoc and Good Offices:
Bolivia, Ecuador, Haiti, Nicaragua, (Dante Caputo, Special Advisor to the OAS Secretary General)
2:30 p.m. Q&A
2:40 p.m. MIB/OEA, Honduras
(Víctor Rico, Secretary for Political Affairs)
3:10 p.m. Q&A
3:20 p.m. Electoral Observation Missions
(Pablo Gutiérrez, Director of the Department of Electoral Cooperation and Observation of the OAS)
3:50 p.m. Q&A
4:00 p.m. Effective Public Management
(Robert Devlin, Director of the Department for Effective Public Management of the OAS)
4:30 p.m. Q&A
4:40 p.m. Development, Reconciliation and Peace Building
(Alfonso Quiñonez, OAS Secretary for Integral Development)
5:10 p.m. Q&A
5:20 p.m. Closing
(Chris Hernández-Roy, Director of the Department of Democratic Sustainability and Special Missions)
The Inter-American System, the OAS and its Predecessor Agencies

The OAS, the international organization of the countries of the Western Hemisphere, is the result of a continuous, evolutionary process of inter-American cooperative action that started more than 100 years ago. This presentation will provide an overview of the origins and development of an ongoing spirit to strengthen regional unity and defend the common interests of peace, justice and prosperity, embodied in an association of states, which has evolved and adapted over time to meet the demands of the historical realities.

The Organs of the OAS

The long and gradual development of inter-American relations and cooperation which led to the creation of the OAS produced the methods by which the Organization should function and through which the “confidence, friendship and goodwill” of its member states should be channeled in concrete ways. Pursuant to Article 53 of the Organization’s Charter, the OAS accomplishes its purposes by means of: the General Assembly; the Meeting of Consultation of the Ministers of Foreign Affairs; the Permanent Council and its Committees; the Inter-American Council for Integral Development; the Inter-American Juridical Committee; the Inter-American Commission on Human Rights; the General Secretariat; the Specialized Conferences; and the Specialized Organizations. This part of the program will look at the structure of the Organization and focus on the work and responsibilities of each of its organs.

Peace Instruments

Strengthening peace and security, preventing conflicts, and resolving disputes are among the essential purposes of the OAS, as established in its founding Charter. The constant regional aspiration to live in peace and harmony has led to the adoption of a number of peace-based tools which provide the member states with a range of conflict resolution mechanisms, such as direct negotiation, good offices, mediation, investigation and conciliation, confidence-building measures, judicial settlement, and arbitration. This section will examine in-depth some of the most important peace instruments which the member States can turn to in case of intrastate or interstate conflicts, such as: the OAS Charter; the Pact of Bogota; the Inter-American Democratic Charter; and the Peace Fund, among others.

Multidimensional Security

Since its inception, the OAS has used inter-governmental cooperation to prevent conflicts and promote peace in the region. The concept of security, once framed largely in conventional military terms, today takes into account a range of other evolving threats such as international terrorism, illegal arms dealing, trafficking in persons, institutional corruption, and organized crime. Moreover, in some countries, poverty, disease, environmental degradation and scarcity of natural resources increase vulnerability and help undermine human security. At the Special Conference on Security in October 2003, the Member States adopted the Declaration on Security in the Americas and stated that peace is a value and a principle in itself, based on democracy, justice, respect for human rights, solidarity, security, and respect for international law. Experts from the Secretariat of Multidimensional Security will discuss how the concept of security in the Americas has evolved and how the OAS is responding to the new security challenges of the 21st Century.

The Inter-American Defense Board

In an effort at strengthening civilian-military relations in the region, in March, 2006, the Inter-American
Defense Board officially became an entity of the OAS. The central role of the Board is to provide advice to the OAS on military and defense matters, help strengthen democratic governance, and create an atmosphere of peace, progress, and respect for human rights throughout the Americas. Officials of the Board will address this relationship with the OAS and discuss how both entities jointly advance the consolidation of peace and security in the Americas.

**Inter-American Human Rights and International Humanitarian Law**

What are the duties of the States to protect citizens from human rights abuses? Does law offer protection in armed conflicts in their various forms – both international and internal? What are crimes against humanity? What protection exists in civil wars? The Western Hemisphere boasts one of the most respected systems to confront human rights abuses: the Inter-American Commission on Human Rights and the Inter-American Court on Human Rights. These two instruments are charged with promoting justice and providing recourse to people in the Americas who may have suffered violations of their human rights. During this presentation, participants will be given an overview of inter-American human rights law and international humanitarian law and the convergence between both.

**Women, Peace and Security**

Throughout the world, the full and equal participation of women in all aspects of peace and security is fundamental for democracy-building, good governance and the construction of more stable and secure societies where conflict is less likely to develop. In general, in countries suffering armed violence, women are present in all aspects of conflict as victims, combatants, heads of family and leaders of their communities, yet their voices are rarely heard at the peace tables and their priorities continue to be largely marginalized. The Inter-American Commission of Women (CIM) has received several specific mandates on the issue of women, peace and security. Its Strategic Plan of Action, approved in 1994, establishes the need ‘to expand efforts to find solutions and reduce conflicts through dialogue and political negotiations.’ Resolution CIM/RES 227, adopted by the 2002 Assembly of Delegates, mandated the CIM Permanent Secretariat ‘to continue working in partnerships with civil society organizations to… support and promote the implementation of UN Security Council Resolution 1325 in the Hemisphere and the full participation of women in conflict prevention and peace-building.’ This part of the course will focus on how, within the OAS, the issue of gender in conflict resolution and reconstruction is being addressed by the CIM, the principal forum for promoting women’s human rights and gender equality and equity in the Hemisphere.

**OAS Peace Missions**

The OAS has vast experience and expertise in conflict resolution and peace efforts. Since its inception, the Organization has been continuously called upon by its member states in times of crisis and has deployed dozens of peace missions of a different nature, ranging from short-term ad hoc and good offices assignments to longer term demobilization, disarmament and peace building missions. This part of the program will offer unique insights into the challenges and results of specific OAS Civilian Peacekeeping Missions such as in Nicaragua (CIAV), Haiti, Suriname, Colombia (MAPP), Belize and Guatemala, as well as of the most recent special political and good offices missions in Colombia and Ecuador, Bolivia and Honduras, among others.

**Electoral Observation Missions**

Since the end of the Cold War and with the fall of most authoritarian regimes in the Western Hemisphere,
the international community has increasingly become more involved in monitoring or administering various aspects of transition towards peace within states. The creation of the OAS Electoral Observation Missions was one step in that direction taken by the leaders of the Hemisphere. These Missions are essential tools to promote and defend democracy in the region. Their main purpose is to contribute to the guaranteeing of free and fair elections, and to strengthen the credibility of democratic institutions. Genuine democratic elections serve to resolve peacefully the competition for political power within a country and thus are central to the maintenance of peace and stability. This presentation will describe how the missions work and the methodologies used to evaluate the electoral processes, as well as how the OAS contributes to institutional strengthening by providing technical cooperation to the Member States in between elections.

**Effective Public Management**

Sustainable democracy requires that governments deliver the fruits of development to their people. This presentation will explain how the OAS addresses the challenge of supporting public sector management for achievement of national development objectives and how the public sectors of the region can better use public-private alliances to guide the formulation of strategic medium-long term development strategies. It will also examine how a number of very successful extra-regional countries have used these alliances to their advantage for development policy formulation and then review the state of the incipient alliances in Latin America and the Caribbean countries along with the areas where OAS support can help improve their effectiveness.

**Development, Reconciliation and Peace Building**

Peace and conflict resolution efforts must address economic and social development issues. Poverty, inequalities, and natural disasters are all elements that contribute to creating vulnerable environments where conflict situations can take root. Thus conflict, peace and development are profoundly interconnected. Likewise, reconciliation through economic development has proven successful in many post-conflict situations. The OAS has dual roles in promoting development. On a political level, it fosters dialogue and consensus on ways to combat poverty and improve the level of development in the region. The OAS also mobilizes funds, through the Executive Secretariat for Integral Development, so member states can carry out projects in priority areas, such as sustainable development, trade and competitiveness, tourism; education, culture, science and technology; and social development and employment. This course will conclude by reviewing the work of the OAS in the area of development in order to promote sustainable and peaceful societies.
Chalk for Peace

Chalk4Peace is a global chalk art project which turns pavements into a blank canvas where young artists of all ages can create messages and images that materialize their visions of peace. Founded by John Aaron, a long time artist, educator and events coordinator, in 2003 in Arlington, Virginia, Chalk4Peace started as a Sunday sidewalk chalk project for children. It has since spread to four continents, thus becoming a global event to promote peace through art. The OAS Art Group has collaborated with Chalk4Peace since 2006 and is once again joining the initiative to celebrate International Peace Day.

SEPTEMBER 25, 2010

Chalk4Peace
Saturday, September 26, 2009
Front steps of the OAS Main Building
Washington, D.C.

10:00 a.m. Welcoming Remarks by OAS Secretary General, José Miguel Insulza
10:30 a.m. Chalk4Peace Event
José Miguel Insulza was reelected by consensus for a second term as OAS Secretary General on March 24, 2010. The Chilean politician has an accomplished record of public service in his country. At the beginning of his second five-year term as Secretary General, he called on member countries to continue working for democracy, human rights, public security among other common values and pledged to strengthen democratic institutions and governance in the region. Secretary General Insulza has been at the helm of the Organization since May 26, 2005. A lawyer by profession, he has a law degree from the University of Chile, did postgraduate studies at the Latin American Social Sciences Faculty (FLACSO), and has a master’s in political science from the University of Michigan. Until 1973, he was Professor of Political Theory at the University of Chile and of Political Science at Chile’s Catholic University. He also served, until that year, as Political Advisor to the Chilean Ministry of Foreign Affairs and Director of the Diplomatic Academy of Chile. He became involved in politics during his student years and served as Vice President of the Chilean Students Association, President of the Center for Law Students of the University of Chile, and President of the Union of University Federations of Chile. In the early 1970s, Insulza played an active role in Salvador Allende’s Popular Unity government and, following the coup that brought General Augusto Pinochet into power, he went into exile for 15 years, first in Rome (1974-1980) and after that in Mexico (1981-1988). In Mexico City, he was a researcher and then Director of the United States Studies Institute in the Center for Economic Research and Teaching. He also taught at Mexico's National Autonomous University, the Ibero-American University, and the Diplomatic Studies Institute. Insulza was able to return to Chile in early 1988 and joined the Coalition of Parties for Democracy, the coalition that won the plebiscite against the Pinochet regime in October of that year and that has been victorious in all democratic elections in the country since 1990. A member of the Socialist Party, he has held a large number of high-level posts in the Coalition governments. Under the presidency of Patricio Aylwin, Insulza served as Chilean Ambassador for International Cooperation, Director of Multilateral Economic Affairs at the Ministry of Foreign Affairs, and Vice President of the International Cooperation Agency. In March 1994, under the administration of President Eduardo Frei, Insulza became Under-Secretary of Foreign Affairs and in September of that year was appointed Minister of Foreign Affairs. In 1999, he became Minister Secretary General of the Presidency, and the following year he became President Ricardo Lagos’s Minister of the Interior and Vice President of the Republic. When he left that post in May 2005, he had served as a government minister for more than a decade, the longest continuous tenure for a minister in Chilean history.
OAS Assistant Secretary General, Albert Ramdin

Albert R. Ramdin was reelected by acclamation for a second term as OAS Assistant Secretary General on March 24, 2010. Ambassador Ramdin has served as Assistant Secretary General since July 19, 2005. The Surinamese diplomat has had a distinguished career in public service at the national and international level, serving before his election to the OAS as Ambassador at Large and Special Adviser to the Government of the Republic of Suriname on Western Hemispheric Affairs. In Suriname, Ramdin served as Senior Adviser to the Minister of Trade and Industry, where he was intensively involved in restructuring the ministry and implementing an industrial development program. In the mid-1990s, he worked for two years in the private sector before returning to public service when he was appointed Adviser to the Minister of Foreign Affairs and the Minister of Finance. In 1997, Ramdin became his country's Permanent Representative to the OAS, and two years later, he was also appointed to serve concurrently as Suriname's non-resident Ambassador to Costa Rica. In 1999, he joined the CARICOM Secretariat as Assistant Secretary-General for Foreign and Community Relations, where he was responsible for coordinating CARICOM's foreign policy and strengthening relations among its member states. In 2001, Ramdin was named Adviser to the OAS Secretary General, with special attention to the Caribbean. He continued his close engagement with the situation in Haiti, dealt with issues of priority for small states, monitored the hemispheric trade agenda and briefed the General Secretariat on Caribbean concerns. Born in Suriname on February 27, 1958, Ramdin received his education in Paramaribo and in The Netherlands, at the University of Amsterdam and the Free University, where he studied geography of developing countries with a specialization in social and economic problems of smaller economies in Latin America and the Caribbean.

Álvarez, Marcelo

Marcelo Álvarez is the chief of the OAS Mission to Support the Peace Process in Colombia. He has over 10 years of experience in strengthening democratic governance through programs for legislative institutions, conflict resolution, electoral observation and peace-building in Latin America. Before heading the MAPP/OEA, Mr. Alvarez served as its sub-chief and, previously, as operational coordinator. From 1999 to 2004 Mr. Alvarez worked as a consultant for the Unit for the Promotion of Democracy of the OAS. Throughout that period he participated in several electoral observation missions as regional coordinator and sub chief. He is a lawyer and holds a Masters in Business and Administration.

Anderson, Hilary

Since finishing her studies in gender and development at McGill University in Montreal, Hilary has worked with the Pan American Health Organization’s Gender and Health Unit and with the United Nations International Research and Training Institute for the Advancement of Women (UN-INSTRAW) on such topics as knowledge management for women’s rights and gender equality, violence against women, peace and security and gender
mainstreaming in the context of development organizations. In 2009, Hilary joined the staff of the Inter-American Commission of Women (CIM) at the Organization of American States (OAS), where she works as a specialist on key women’s issues in the region, including women’s political representation, violence against women and economic citizenship.

Antoine, Ancil W.

Through an electoral process, Brigadier General Ancil Antoine of Trinidad and Tobago became the Inter-American Defense Board’s first Director General. Brigadier Antoine is a graduate of the Canadian Armed Forces Officer Training System (1976). In addition to a Bachelor of Arts (Honours) degree and a Certificate in Public Administration from University of the West Indies, he holds a Masters in Military Arts and Sciences from the Command and General Staff College, Kansas. During his distinguished military career he has held a variety of command and staff appointments, including Battalion Commander of the CARICOM Battalion, Task Force 190 Multi-National Force, Haiti; Army Commander; Vice Chief of Defence Staff; Adviser to the Minister of National Security; Adviser to the National Security Council and Chief of Defence Staff. His military education includes: the Canadian Armed Forces Staff School, the Canadian Land Forces Staff College, the Canadian Peacekeeping Partners Course, the US Command and General Staff Course, the US Directors Intelligence Course, and the Israeli National Security Seminar. His awards and decorations include: the General Service Medal (TTDF), the Efficiency Medal (TTDF), the Efficiency Decoration (TTDF), the Medal of Achievement (USA) and the Order of the Griffin (State of Delaware, USA).

Arrighi, Jean-Michel

Born in Montevideo, Uruguay, Dr. Arrighi is the OAS Secretary for Legal Affairs. An attorney and Doctor of Laws and Social Sciences by the Universidad de la República Oriental del Uruguay, and professor of Public International Law at the Universidad de la República and the Universidad Católica (Uruguay), Dr. Arrighi has lectured in several prestigious institutions worldwide. Dr. Arrighi is a member of the "Institut de Droit International", the "Instituto Hispano-Luso Americano de Derecho Internacional", the "Société Francaise de Droit International", the "American Society of International Law" and the "Academia Nacional de Derecho y Ciencias Sociales de Argentina". He was a founding member of the "Instituto Ibero-Latinoamericano de Derecho del Consumidor" and member of the editorial board of the "Journal of Consumer Policy". He has authored several books and articles on international law, consumer law and Inter-American law, published in journals in the Americas and Europe, and has collaborated in the treaty on Public International Law under the direction of Eduardo Jiménez de Aréchaga. Moreover, he has published an article on the reforms to the OAS Charter in the "Annuaire Francais de Droit International", a book on the OAS published in Brazil and the articles on the inter-American system of the "Encyclopedia of Public International Law". A former Director of Consumer Defense and former National Director of Commerce and Suppliers in Uruguay, Dr. Arrighi served as legal adviser to the International Organization of Consumers Unions and legal adviser to the General Secretariat of the OAS. He was Director of the Department of International Law of the General Secretariat of the OAS and also then Director of the Department of International Legal Affairs until his appointment as Secretary for Legal Affairs.

Cantón, Santiago

Santiago A. Canton is the Executive Secretary of the Inter-American Commission on Human Rights of the Organization of American States (OAS). Previously he was the OAS Special Rapporteur for Freedom of Expression. Mr. Canton holds a law degree from the University of Buenos Aires and a Master degree in
International Law from the Washington College of Law of the American University. During 1998 he was Director of Public Information for the OAS. From 1994 to 1998 Dr. Canton was Director for Latin America and the Caribbean of the National Democratic Institute for International Affairs (NDI), a democratic development institute based in Washington, D.C. Mr. Canton was a political assistant to Mr. Carter in the election processes in El Salvador and Dominican Republic.

Caputo, Dante

Dante Caputo is a Special Advisor to the Secretary General of the Organization of American States. Previously he served as OAS Secretary for Political Affairs. Dr. Caputo studied Political Science in Argentina, did graduate work in International Relations at the Fletcher School of Law and Diplomacy of Tufts University, and pursued higher studies at the University of Paris. He holds a doctorate in Political Sociology from the University of Paris. Dr. Caputo was the Foreign Minister of Argentina between 1983 and 1989. While in the Foreign Ministry he signed the Peace and Friendship Treaty with Chile in 1984, initiated the Contadora Support group, and co-founded the Rio Group. Dr. Caputo, Minister at the time, negotiated and signed the agreements with Brazil and Uruguay that established the bases for the creation of MERCOSUR. In 1988 he was elected President of the 43rd United Nations General Assembly. In 1989 he was elected national delegate and Vice Chair of the Foreign Affairs Committee of the Chamber of Deputies, where he remained until 1993. In December 1992, the United Nations Secretary General appointed him as his special envoy to negotiate the crisis in Haiti, a position he occupied and in which he also represented the Organization of American States. In 1993 he was appointed the Representative of the United Nations General Secretary for Haiti until 1994, as Assistant Secretary General of the United Nations. In 1997 he was re-elected National Delegate by the city of Buenos Aires. He has developed a wide-ranging academic career as professor of secondary education, and professor of political sociology, public administration, and international relations. He has published numerous articles in academic reviews and periodicals, including the prestigious Report on Democracy in Latin America, 2004, UNDP.

Devlin, Robert

Robert Devlin was appointed Director of the Department of Effective Public Management of the OAS in October, 2009. Prior to this, he had served for four years as a Regional Advisor for the United Nations Economic Commission for Latin America and the Caribbean, in Santiago, Chile. Between December 1993 and September 2005, he worked as an Economist at the Inter-American Development Bank (IDB) in Washington, D. C., with his last position being Deputy Manager in the Integration and Regional Programs Department where he managed the regional integration and trade sub-department of the Bank. Formerly, he had worked since 1975 with ECLAC at headquarters, in Santiago, Chile; his last position in ECLAC was Deputy Director of the Division of International Trade and Finance. He has also been a Lecturer at the Johns Hopkins School for Advanced International Studies, in Washington, D. C., during the academic years 1987-1990 and 2008-present. Mr. Devlin is on the Advisory Committee of the Latin American Trade Network (LATN); the Chaire Mercosur at the Institute of Sciences-Po, Paris, France; the Red Mercosur in Montevideo, Uruguay; the North American Economics and Finance Association (NAEFA), and the CARICOM Regional Negotiating Machinery and the Journal Latin American Policy. He was the external academic advisor for Andean Development Corporation’s (CAF), Productive Transformation and Export Diversification in Latin America, Caracas, 2006. He holds a Ph.D. in Economics from American University, Washington D.C., and has published extensively on development and international economics.

Granderson, Colin

Ambassador Colin Granderson assumed the position of Assistant Secretary-General, Foreign and Community
Relations at the CARICOM Secretariat on 1 May 2002. Named Ambassador at Large of Trinidad and Tobago in 1993, he was the Executive Director of the OAS/UN International Civilian Mission in Haiti (MICIVIH), a human rights observation mission, from February 1993 to March 2000. He had served earlier as the Coordinator of the Organization of American States Civilian Presence in Haiti during the period October 1992 to February 1993. He was also designated head of mission of the OAS election observation mission for the December 1995 presidential elections and also for the partial legislative and local government elections of April 1997 in Haiti. He has also headed election observation missions for the OAS for general elections in Suriname (May 2000) and Guyana (March 2001). Ambassador Granderson was a member of the advisory panel (the Brahimi Panel) convened by the United Nations Secretary-General in March 2000 to review UN peace operations and make recommendations. At the request of the United Nations Secretary General, Ambassador Granderson chaired in December 2000-May 2001 the International Commission of Inquiry into human rights violations in Côte d’Ivoire. Prior to the above assignments, Ambassador Granderson was Director of Political Affairs at the Ministry of Foreign Affairs of Trinidad and Tobago after serving at diplomatic posts in London, Geneva, and the United Nations in New York. Ambassador Granderson has been a panelist and featured speaker at a number of seminars, conferences and round tables and contributed to publications on issues related to Haiti, human rights monitoring, election observation and peace-building/peacekeeping. He holds a Licence ès Lettres Françaises from the University of Bordeaux (1968), a Master of Arts in African Studies from the University of Ghana (1972), and a Diploma in International Relations from the Institute of International Relations of the University of the West Indies, St. Augustine Campus (1978). Ambassador Granderson was awarded the Trinidad and Tobago Chaconia Medal (silver) for public service in 1994.

Gutiérrez, Pablo

Pablo Gutierrez is Director of the Department of Electoral Cooperation and Observation of the Secretariat for Political Affairs. Previous to August 2007, Mr. Gutierrez was Chief of Staff for the Secretariat for Political Affairs. Prior to working at the OAS, Mr. Gutierrez served as Chief of Staff for President Ricardo Lagos Escobar of Chile. From October 2003 to May 2006, Mr. Gutierrez was also Chief of Staff for the Vice-presidency and the Ministry of the Interior. Before his position as Chief of Staff, from April 2000-October 2003, Mr. Gutierrez served as special advisor for social conflicts of the Vice-presidency and the Ministry of the Interior. Mr. Gutierrez began his political career as a student activist, when he first became involved in 1995 as Coordinator for the student lead committee of the “Foundation Chile 21”. In 1996 he was elected as President of the Student Federation of the University of Central Chile. Furthermore, Mr. Gutierrez was President of the Student Association of his Law School, the youngest student in the institution’s history to serve as president. Mr. Gutierrez received his Law Degree from the University of Central Chile, and received his Master’s in National Security and Defense from the National Academy of Strategic Studies of Chile. Mr. Gutierrez is currently pursuing a Master’s Degree from the Catholic University of Chile in Constitutional Rights.

Hernández, Chris

Christopher Hernández-Roy, a Canadian and Spanish citizen, is the Director of the Department of Democratic Sustainability and Special Missions. Previously he was Director of Public Security at the Secretariat for Multidimensional Security, where he was responsible for the Organization's programs to combat transnational organized crime and gangs, fight the trafficking of human beings, prevent the proliferation and trafficking in arms and explosives, and for humanitarian de-mining in the hemisphere. Mr. Hernández-Roy has worked at the OAS since 1995 and has served in various capacities including six years as a policy advisor to the Secretary General and to the Assistant Secretary General. Mr. Hernández-Roy was formerly the Coordinator of the OAS' Fund for Peace and was intimately involved in the OAS's efforts at peacefully resolving border disputes between Honduras and Nicaragua; Belize and Guatemala; and Honduras and El Salvador. He has served as a Principal Specialist in the Summit of the Americas Secretariat, as an Electoral Observation Officer, and as the head of a
number of civilian verification missions in Central America. Mr. Hernández-Roy also worked for a short time with the Royal Canadian Mounted Police. He holds a BA Honours degree from Carleton University (Ottawa, Canada) and an M. Phil. degree in international relations from the University of Cambridge, England.

Lago, Raúl

Raúl J. Lago is currently a Senior Political Adviser at the Secretariat for Political Affairs of the Organization of American States (OAS) and Special Representative of the Secretary General for the Belize-Guatemala territorial dispute. Prior to his current responsibilities, Ambassador Lago held other key positions at the OAS, including director of Conflict Prevention and Resolution. Born in Uruguay, he is a lawyer with doctoral studies in law and social sciences. Before joining the OAS, he held many distinguished offices in the Uruguayan government, including Chief of Staff with ministerial rank to President Jorge Batlle; Secretary of the Environment, Housing, and Land Use Planning; Deputy Secretary of the Interior; Senator of the Republic; Ambassador Extraordinary and Plenipotentiary of Uruguay to Venezuela, Barbados, Jamaica, Trinidad and Tobago, and Grenada; and Director General of International Economic Affairs at the Uruguayan Foreign Ministry. Lago was also a regular columnist for Diario Acción of Montevideo and served as Director of the weekly magazine Prédica of San José de Mayo in Uruguay.

Menéndez, Roberto

Roberto Menéndez is an Argentinean lawyer with over 20 years of experience at the OAS in Democratic Governance and Institutional Strengthening. Currently, he is the Coordinator of Projects of the Department for Effective Public Management, in the Secretariat for Political Affairs of the OAS, participating in the design of programs to strengthen the new plurinational state of Bolivia and to support the dialogue in the process of transformation of the state of Paraguay, as well as in the mediation between the Government of Guatemala and the Coordinator of Communities Affected by the Construction of the Chixoy Dam. Mr. Menéndez served as chief of operations, coordinator and advisor in the peace processes in Nicaragua, El Salvador, Guatemala and Colombia (1990 – 2008).

From 2007 to 2010 he was the General Coordinator of the Program to Support the Congress of the Republic and Political Parties. From 2004 until 2007, he was the regional coordinator or the Central American Program to Strengthen the Democratic Dialogue. In 2005, he participated in the Technical Mission of the General Secretariat of the OAS to Nicaragua to analyze the political and institutional crisis in that country, as well as in the Political Mission that followed, aimed at bringing together and promoting dialogue between the parties of the crisis. He led the OAS Technical Mission to Design the strategic analysis unit of the presidency of the council of ministers of Peru, in 2004, as well as the OAS Technical Mission to design the project for a System of Conflict Prevention and Resolution in Bolivia that took place the year before. From 2002 to 2003, he served as advisor to the OAS Secretary General on the setup and facilitation of the Negotiation Table and Agreements during the political and institutional crisis in Venezuela. He was deputy general coordinator of the OAS – PROPAZ Program in Guatemala from 1996 to 2000, having previously been the OAS Advisor to the National Fund for Peace of Guatemala on negotiation strategies in armed conflict areas. Mr. Menendez was deeply engaged in the International Commission of Support and Verification in Nicaragua (CIAV/OAS), having served as Chief of Operations (1993-1994) and Chief of the Program for Verification of Human Rights (1990-1992). From 1992-1993, he was the institutional link of CREA Internacional in the Program for Reinsertion of Ex-Combatants to Civilian Life in El Salvador, as well as Advisor of the Program of Assistance to the Communities Displaced by the War in El Salvador. In 1990 he was Sub-chief of the Group of Observers of the Electoral Observation Mission to Nicaragua.
Quiñonez, Alfonso

Ambassador Alfonso Quiñónez is the Executive Secretary for Integral Development and Director General of the Inter-American Agency for Cooperation and Development of the OAS. Previously, he held the position of Chief of Staff to the Assistant Secretary General. Prior to that position, he was the Director of the Office of Policies and Programs for Development of the OAS Executive Secretariat for Integral Development. During the period between May, 2004 and January, 2005, he was Acting Executive Secretary for Integral Development and Acting Director General of the Inter-American Agency for Integral Development. He joined the OAS in July, 2001 as Director of the Department of Cooperation Policies.

Previously he served as Executive Director of the Alvaro Arzú Foundation for Peace in Guatemala and as Advisor to the Mayor of Guatemala City. During ten years, Ambassador Quiñónez was a member of the Guatemalan Foreign Service, having held the positions of Counselor in Spain, Minister Counselor in the United States, and from January, 1998 through April, 2000, Ambassador, Permanent Representative to the Organization of American States. Ambassador Quiñónez is an attorney and notary public graduated from Francisco Marroquín University of Guatemala and holds a masters degree in Common Law Studies from Georgetown University. He was a fellow at the School of Public Affairs of the University of Maryland, studying United States Foreign Policy Making. He attended the Inter-American Defense College, having been the first Guatemalan civilian that participated in such course. During 2002 and 2001, he was a professor in the Schools of Law and International Relations of the Francisco Marroquin University in his native Guatemala.

Ramírez, José Luís

José Luís Ramírez is an Advisor to the Secretary of Political Affairs, having previously served as Secretary General of the Corporación Andina de Fomento (CAF) in Venezuela. A lawyer with specialization in Development and International Affairs by the Universidad Autónoma de Bucaramanga, Colombia, Mr. Ramírez has dedicated himself to the diplomatic activity, academic research and teaching as well as to journalism. He worked as a professor and researcher at the Centro de Estudios Internacionales de la Universidad de los Andes, and as a professor at the Universidad Javeriana, the Universidad del Rosario, the Universidad Jorge Tadeo Lozano and the Universidad Autónoma de Bucaramanga, in Colombia. As a diplomat, Mr. Ramírez served as Minister Plenipotentiary at the Embassy of Colombia in Caracas, Venezuela, Chief of Staff of the Minister of Foreign Affairs of Colombia and Minister Counselor of the Permanent Mission of Colombia to the OAS. He has also been editorial advisor and columnist of the newspaper El Espectador, as well as director in-charge, journalist of the Investigation Unit and columnist of the Diario Vanguardia Liberal, both in Colombia. He has published extensively on international affairs and journalism issues.

Reis, Edgardo

Antonio Edgardo Reis has extensive experience in election observation, conflict resolution and programs aiming to promote and support democracy. He has been involved in more than 50 election observation missions and electoral technical assistance projects with the European Union (EU), the Organization of American States (OAS) the United Nations (UN) and other institutions since 1990 in the Americas, Middle East, Africa and Asia. He has also participated in numerous high level negotiations in Panama and in Nicaragua as Deputy Advisor to the Secretary General of OAS. He was the Head of the Special Mission to Suriname which negotiated and concluded the peace agreement to end civil conflict in that country, and disarmed the illegal armed groups. Dr. Reis worked for World Bank in Washington and as journalist in numerous countries for the news agency Reuters.
Rico, Víctor

Víctor Rico is the Secretary for Political Affairs of the Organization of American States and Personal Representative of the Secretary General in the framework of the OAS Good Offices Mission in Colombia and Ecuador (MIB/OEA). From September 2005 to May 2009 he served as the Director of the Department of Democratic Sustainability and Special Missions of the OAS. The main areas under his supervision in his former capacity were the Peace Fund; the Mission to Support the Peace Process in Colombia; and the work advanced by the OAS in the area of political analysis, among others. He is an economist by profession and has undertaken postgraduate studies in international relations at the Universidad Católica Boliviana, the Universidad de Belgrano, and the London School of Economics. Rico served as Deputy Minister for International Economic Relations; Deputy Foreign Minister of Bolivia; and Ambassador, General Consul in Santiago, Chile. He represented his country, Bolivia, as Chief Negotiator for Free Trade with MERCOSUR and Mexico. Likewise, he served as Director General of the Andean Community of Nations. Rico has lectured extensively throughout the Americas and has authored various publications and articles on the inter-American system and the role of the OAS in crisis prevention and conflict resolution.

Stein, Abraham

On May 2007, Mr. Abraham Stein assumed the position of Deputy Secretary for Multidimensional Security, where he is also the Director of the Department for the Coordination of Policies and Programs. Mr. Stein advises the General Secretariat of the OAS and its political organs on all issues related to hemispheric security; use and abuse of illicit substances, as well as their production, trafficking and distribution, and related crimes; transnational organized crime; money laundering; human trafficking; humanitarian demining; and terrorism. Mr. Stein also serves as Technical Secretariat of the Hemispheric Security Commission of the OAS Permanent Council, and of other commissions related to multidimensional security. Previously, Mr. Stein was the Assistant Executive Secretary at the Inter-American Drug Abuse Control Commission (CICAD/OAS) since 2003. Prior to joining the OAS, he was the Chief Program Officer for the Mexico and Central America Regional Office of the United Nations Office on Drugs and Crime (UNODC). Mr. Stein has partnered with non-governmental institutions working in the area of drug abuse prevention, rehabilitation, and social reinsertion. Likewise, he has offered his skills as an adviser for strategic policymaking and organizational development in various private institutions. He has participated in specialized and associate courses in Addiction Prevention, Criminology, Conflict Resolution and Resource Development.
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