Nonviolent Peaceforce
Director: Mel Duncan
801 Front Ave.
St. Paul, MN 55103, U.S.A
(++1)-651-487-0800
info@nonviolentpeaceforce.org
www.nonviolentpeaceforce.org

Nonviolent Peaceforce
Feasibility Study

4. Nonviolent Peaceforce Personnel

by Mareike Junge and Tim Wallis

Hamburg / St. Paul September 2001

Contents

The research was done by Peaceworkers as part of the research phase of Nonviolent Peaceforce with the support of USIP. The opinions, findings, and conclusions or recommendations expressed in the publication are those of the author(s) and do not necessarily reflect the views of Nonviolent Peaceforce or the United States Institute of Peace.

4. Nonviolent Peaceforce Personnel

Mareike Junge and Tim Wallis

4.1 Introduction

Due to the very different nature of the various organisations involved in deploying people to conflict areas, it is difficult to define best practises for human resource management in this field. On one hand there are the organisations managing large-scale missions to conflict areas but without a clear peace-related mandate. On the other hand are those organisations engaging in peacekeeping, peacebuilding and peacemaking work, but on a rather small scale. As NP's aim is to create a structure that will combine these two aspects, our research has taken into account a broad range of organisations and projects. The following is an attempt to classify the organisations researched and give a brief explanation of their relevance for NP:

a) Peace team organisations/Civil Peace Services:

These organisations include NGOs like PBI, organisations included in the German Civil Peace Service and development agencies operating in conflict areas. These organisations usually have a long-term presence in a country and aim to make a sustainable contribution to securing peace in the region they work in rather than managing large-scale deployments in situations of acute crisis. Due to the long-term nature of their projects, peace workers are requested to stay for a minimum of 1 year, often even longer.

b) Emergency Relief organisations:

Organisations in this category include organisations that respond to acute emergencies within a very short time by deploying usually large numbers of staff to a certain area in order to assist with natural disasters, large numbers of refugees or health issues. Their mandate is not necessarily peace-related; however, the large-scale nature of their missions and the rapid-reaction capacities of these organisations provide important information for defining best-practices for large-scale operations in general.

c) Inter-governmental organisations:

These include the UN, UN Volunteers, the OSCE and EU, normally deploying large numbers of civilians to conflict areas under an official mandate of some kind. These inter-governmental bodies in general have very different recruitment procedures and conditions of service to the NGOs in the other categories. But since their work very much overlaps with what is proposed for NP, both in scale and in scope, it is important to look at their personnel policies as well.

d) "Recruitment Agencies":

These programmes (including RedR, CADANDEM, NORDEM, Dienste in Uebersee) do not run projects themselves but provide mission staff to other organisations. They are specialised in recruitment (and often also training) of personnel and manage a "roster" of pre-selected, qualified individuals making up a stand-by force upon which organisations can call for short or long-term projects.

The expertise of these organisations in the field of recruitment and assessment of personnel is therefore invaluable for our research.[1]

---

[1] Organisations interviewed/researched**:** Peace Brigades International; Balkan Peace Team; Voluntary Service Overseas (VSO); British Executive Service Overseas; RedR; Canadem; NORSTAFF; Nordem; OSCE; German ZFD (all organisations under this heading have been looked at to some extent); MSF; UN Volunteers; UN Field Service.

4.2 Laying out the framework

4.2.1 Length of service

The length of service for peace personnel generally depends on the type of project individuals are required for.

Short-term[2] deployments to conflict areas mainly take place in the field of emergency relief work (e.g. through MSF, UNHCR or Red Cross) as well as election support (e.g. OSCE), deploying individuals between 3 weeks and 6 months. These missions depend greatly on the quick availability of mission staff and often require recruits to be ready for deployment within 72 hours. In some cases, these organisations deploy staff from within the organisation and simply shift them from one mission to another. However, often far more recruits are needed than available among their own staff. In this case, several organisations draw personnel from a database of pre-selected „stand-by" personnel who, if in full-time employment, often have certain arrangements with their employers to be able to take their annual leave on a short-term notice or take unpaid vacations.

Peace team organisations or civil peace services, however, require their staff to stay on a project for a minimum of 1 year. Their projects have long-term goals whose success depends on staff being familiar with the situation and having a close relationship with people on the ground. In this context, PBI's change of personnel policy in 1989 offers interesting insights[3]. At the start of their presence in Guatemala, PBI managed a two-level staffing system of long-term team members for the on-site management of the project and short-term volunteers as escorts. In this manner hundreds of poorly-screened and insufficiently trained two-week or one-month volunteers passed through the project. However, this structure quickly proved too problematic. These short-term volunteers didn't have time to become acquainted with the situation in the country and accustomed to the working and living conditions. They didn't stay long enough to really learn how to behave, cultural ignorance often resulting in offensive behaviour and their general inquisitiveness causing problems for PBI's credibility among the local population. The main pillars of PBI's success - maintaining trusting relationships in the field, ensuring a high level of discretion and analysis and endorsing a strong sense of team continuity and affinity - all suffered severely from rapid turnover.

Eventually, in 1989, the minimum length of service was increased to six months and the two-level team structure eliminated. Nowadays, all volunteers are expected to have a certain profile and experience before joining a PBI mission, have to complete a compulsory training programme and are required to stay for a period of one-year minimum.

As mentioned before, the larger organisations like the Red Cross, MSF, OSCE or UN have both long-term and short-term projects and, accordingly, require staff for different periods of time. Short-term contracts are issued in cases of urgent emergency response or for short-term projects like electoral assistance, whereas peacebuilding and post-conflict reconstruction projects are carried out by teams with long-term contracts. However, short-term assignments tend to be given to those individuals that have either been

---

[2] In the context of this chapter, short-term refers to periods of less than 6 months.

[3] See Mahony/Eguren 1997

part of previous missions or can demonstrate experience with the type of work they are asked to carry out.

Those organisations defined above as "Recruitment Agencies" are managing databases of individuals with all kinds of professional expertise and personal skills who are available for deployment within a certain time-span (between 72 hours and several months). These individuals have not been selected for specific missions with certain organisations but have a certain set of skills and qualifications that might be appropriate for a potential missions. They thus do not have a "reserve" status for a certain organisation but are rather belonging to a pool of potential and pre-selected candidates which might be available for deployment with any organisation.

However, some organisations, like MSF, UN and OSCE[4] keep their own roster of pre-selected candidates, including previous mission staff, which are already familiar with some aspects of these organisations' overall structure and mission culture. Even though they are not officially called "reserves" they are very much seen as a "stand-by" force with a certain level of preparation to be called upon for certain missions.

4.2.2 Compensation and benefits

Compensation for services varies greatly from one organisation to another. The minimum compensation, provided by all organisations, consists of pre-mission training, accommodation and food for the duration of the mission and travel expenses while on mission. In addition to these basic training and subsistence costs, most organisations also cover travel costs to the country of deployment, health insurance and pay a small monthly stipend[5]..

However, salaries and additional benefits depend very much on the sending organisation and vary according to the length of the contract, the position or job title, qualifications and experience of the candidate and the different employment policies of each organisation. On one extreme are the smaller voluntary organisations, like PBI, merely paying subsistence[6] and training costs, requiring their volunteers to even pay for their own health insurance. On the other extreme are intergovernmental organisations, like the UN whose salary scales are established by the International Civil Service Commission (ICSC) and are competitive with those salaries offered by the highest paying national civil services[7]. Apart from these competitive salaries which are determined ac-

---

[4] OSCE, Selection for OSCE Field Staff. Guidelines for the Recruitment and Selection of Candidates for Secondment to OSCE Field Activities, second release, Vienna: OSCE 2001 (internal document)

[5] However, some organisations expect volunteers to raise their own funds prior to deployment. This applies mainly for those organisations offering peace or development work as gap-year opportunities.

[6] Compensation varies from one PBI project to another. As all PBI volunteers live together in project houses, their basic living costs are covered. In addition to this volunteers receive a monthly stipend of between $50-200 plus a small repatriation amount on their return home. Local travel costs are covered by PBI, but volunteers are normally expected to raise the airfare to get to and from a project.

[7] UN salary scales for Field Service currently range from $33,172 for entry-level positions to $102,639 for top level positions after 12 years of service.

cording to professional experience and educational background of a person, additional benefits provided by the UN include[8]:

- Mission Subsistence Allowance: A daily payment in addition to a person's salary which is designed to cover the cost of food, accommodation, local transportation and other field expenses. These range from $32 to as much as $179 per day depending on the location (ie roughly $1,000-$5,000 per month).

- Medical Clearance/Immunisations: All candidates for appointment must meet UN standards of physical and mental fitness for employment in the area of assignment. In addition, immunisations are either required or recommended, as specified upon appointment.

- Insurance Coverage: An adequate medical insurance coverage, valid for the duration of assignment in the area of the mission, including provision for medical evacuation.

- Annual leave/sick leave: Paid annual leave of two and one half day per each full month of continuous service. Sick leave of two working days for each month of continuous service.

The organisations operating under the German Civil Peace Service deploy their personnel in accordance with the legal framework for development aid workers, which includes the following benefits in addition to a monthly salary[9]:

- An allowance for furnishings

- A reintegration allowance (a certain amount for each month in service, paid in one single payment upon return of the individual)

- Accommodation and energy costs

- Travelling expenses

- Social security benefits including health, accident, liability insurance and old age pension contributions.

- Annual leave: Paid annual leave includes two and one half calendar days per contract month (30 calendar days per year)

International UN Volunteer specialists receive a settling-in grant at the beginning of their assignment, a Volunteer Living Allowance of anywhere from $750-$2,700, depending on the local cost of living and number of dependents. They also receive a Resettlement Allowance of $100 per month of service.

Voluntary Service Overseas (VSO-UK) also provides a Volunteer Living Allowance (in addition to accommodation) which varies according to the placement, plus various grants - one at start-up, one half-way through the placement and one at the end. VSO also pay the relevant national insurance contributions while volunteers are abroad so that they are entitled to social security when they return. Any volunteers who have worked for at least 18 months are also entitled to contributions towards their pension.

Apart from the financial capacities of an organisation, these contrasting regulations are also based on different philosophical approaches to the question of compensation. In

---

[8] See www.un.org/Depts/dpko/field/condits.htm

[9] Salaries depend on qualifications/education of a person as well as the position applied for and country of mission.

Peacebuilding: A Field Guide, Arno Truger writes: "…the more administrative and financial support, including job security, can be provided to people qualifying for field operations, the higher the chances that the most suitable persons will participate in these missions."[10] This would be the professional business approach to the question: the better the compensation, the better qualified the candidates.

On the other end of the continuum is the belief that money should not be the main motivating factor when engaging in practical peace work. MSF falls under this category, operating a policy of "no financial incentives". MSF offers two categories of salaries, paying $600.00[11] per month for those of their staff (regardless of their role) who are serving for a period of under 6 months or have served on less than 3 MSF projects. Regular MSF secondees, as well as staff on long-term missions receive the higher salary of approx. $1,200. At the same time, MSF is seeking to only recruit highly qualified and experienced staff which often poses a severe problem: the higher qualified a person is, the more likely it is that s/he has a higher level of monthly expenditures, be it for insurances, a mortgage, school fees for children or other costs. $1,200 per month is merely enough to cover the monthly living costs for one person, let alone maintain a whole family. However, MSF is not prepared to cover their secondees' running costs during their absence and do not pay a reintegration allowance for returning staff, strictly holding on to the belief that money should not be an incentive for truly committed personnel.

There are two other important factors to consider in relation to compensation of personnel in the field. One is the impact this may have on the local economy and on relations with local people, particularly if there are large numbers of personnel in a relatively small area. UN missions in particular have been known to drive up property and other prices to such an extent that local people can no longer afford to live there. In highly volatile situations such effects can seriously damage the prospects for peace and therefore run counter to the whole raison d'être of the mission.

Another factor is the relative compensation packages being offered by different organisations working in the same area. PBI, for instance, has lost a good many volunteers over the years to UN agencies and other NGOs working in the same area but offering much better terms of employment than PBI. This is not only related to salary levels, but that is certainly one factor. Organisations which only offer one flat rate of compensation for all their field staff, no matter what their responsibilities or their length of service, are likely to loose good staff to organisations which offer some prospect of promotion and other staff retention incentives.

4.2.3 Conclusions/Recommendations

It is difficult to define a framework for personnel without having a clear picture of the NP structure and operations. Recommendations on the length of deployment, for example, depend greatly on the nature of the mission and the tasks mission staff is requested to take on. It is important to note, however, that no matter if projects are of long-term or short-term nature, it benefits the cause if mission staff are familiar with the organisation's

---

[10] Reychler/Paffenholz 2001: 42

[11] May 2001, salaries are annually reviewed and adapted to inflation.

operational and philosophical framework as well as with the political, cultural and socio-economic situation of a country. The case of PBI, as outlined above, underlines the importance of long-term commitment of staff for the success of their work. According to Louis Enrique Eguren, PBI's shift to requiring a minimum length of stay supported one of the key sources of institutional growth - volunteers started to develop strong feelings of organisational identity and continued to stay involved with PBI after returning from mission assignments. PBI relies heavily on this personal commitment of volunteers and most of their offices are almost entirely operated by unpaid returned volunteers.

Most of the organisations researched emphasised the fact that experienced staff are a pre-requisite for a successful project. Experience naturally grows with time and the longer a person is involved with a certain organisation, the more s/he is familiar with its structure and policies and the better s/he will be able to contribute. The normal expectation would therefore be to have staff working for a minimum of one year with an organisation like NP. However, in order to be able to deploy large numbers of people in response to an emerging conflict or crisis, provision should to be made to recruit staff for short as well as long periods of time. Shorter term placements may require a different set of terms and conditions to those applying to long-term staff.

Similarly, no rule of thumb can be applied to the question of compensation. Different roles require different levels of skills and, as in any other organisation or company, people expect to be compensated for their work according to their qualifications and the nature of their responsibilities.

The theory "the better the money, the better the staff" is widely accepted. And even though an important motivating factor for engaging in peace work should be a commitment to the cause, NP should not build on the belief that people who are committed need not be paid. Paying a good salary is a sign for acknowledging a person's skills, experience *and* commitment and works as an incentive for that person to put effort and motivation into his/her job. Salaries and benefits[12] should therefore be realistic and paid according to experience/qualifications of a person, responsibility of the position and length of service. This system would result in a broad salary scheme, with low-paid positions for short-term and rather inexperienced volunteers up to well-paid jobs for highly qualified recruits in responsible positions.

One option would be to follow the example of organisations like UNV and make a distinction between field workers and specialists, the former being less experienced and put in positions of less responsibility than the latter. If there were more such distinctions, in terms of a grading of positions, it would be possible to imagine a continuum of compensation ranging from the lowest levels of PBI-type volunteering (ie food, accommodation plus pocket money adding up to around $200-$300 per month) up to levels consistent with the Living Allowances of UN Volunteers or the per diem rates of UN Field Staff (ie .$2,000-$3,000 per month). This would also provide sufficient staff retention incentive to keep people from migrating to those other organisations once they are in the field.

Finally, there is the option taken by some development organisations of paying salaries into the home bank accounts of field staff and only allowing them to spend their per diem living allowances in the field. This reduces the impact of their presence on the local

---

[12] We will return to the issue of benefits in section 6.3. of this chapter.

economy and puts field workers more on a par with local people, while at the same time acknowledging that people with families, mortgages, bank loans, pension funds and reduced prospects of immediate employment on their return home do need some financial compensation for working abroad, additional to their day to day expenses in the field.

4.3 Recruitment

4.3.1 Qualifications and skills

The qualifications and skills required for work in conflict areas can be divided into four main categories: personal attributes, personal values, experience and skills, with the last subdivided into general skills and mission-specific skills.

Most organisations have quite similar requirements in terms of personal attributes and personal values whereas required profiles in terms of skills and experience depend very much on the specific tasks mission staff are requested to carry out. Different roles require different skills and the majority of organisations interviewed select their mission staff according to specific job descriptions reflecting the needs of a particular position.

It is important to keep in mind that in all the organisations investigated here it *is the demand in the field that commands the supply*, not the other way around. People are selected according to the specification of a vacant position and need to bring a certain set of skills and experiences in order to be recruited. It is therefore difficult to make general assumptions about the skills needed for NP recruits. However, there are some minimum requirements which are common to the majority of organisations:

- Motivation and Commitment
- Maturity - independent of age, maturity is seen in terms of self-respect, confidence, sense of judgement, attitude towards others
- Flexibility - Ability to adapt to different environments, to change tactics and opinions
- Resilience - the ability to work under stress and in difficult living situations
- Cultural sensitivity - Willingness to engage in dialogue with all parties to the conflict
- Team spirit - Willingness and ability to work in partnership
- Knowledge and understanding - some knowledge of the political situation, history, socio-cultural issues of the country in question
- Communication skills - ability to communicate ideas and opinions, listening skills, language skills (see below)
- Excellent physical condition
- Practical skills - some practical skills are always required but vary very much according to the job

While practical requirements vary due to different job descriptions, other requirements differ due to quite contrasting opinions about their relevance and importance. These „debatable requirements" refer to age and the individual's commitment to values and principles like impartiality and nonviolence:

- *Age:* While some (i.e. the German CPS, PBI) argue that young people do not have the maturity and experience for this type of work, others like Christian Peacemaker Corps consider young people as particularly well suited because they often do not have commitments like family or work, are more idealistic and optimistic about the impact their work has or because they "get away" with asking questions senior people would not feel comfortable to ask. Most people interviewed, however, agree that it is more a question of maturity and that age is not necessarily an indication of this:

As a returned volunteer from the Balkan Peace Team[13] points out: "We had very mature 21 year olds"[14]

- Despite this, a number of organisations, including PBI, Red Cross, and UNV will only accept people over the age of 25. VSO accepts 17-year-olds for certain youth projects, but otherwise the minimum age is 20.

- *Language*: Opinions differ as to whether fluency in the local language of the mission country should be an essential pre-requisite for mission staff. Some organisations, like PBI, insist on fluency in the local language whereas other organisations make it dependent on the conditions of the position in question. The Red Cross requires successful candidates to speak at least two languages with English or French being one of them. As Red Cross missions always consist of teams, never individuals, it is not required that each member of the team is fluent in the local language. However, a willingness to learn the local language while on mission is a desirable prerequisite. Other organisations with several team-members in a mission operate a similar policy: staff members whose day-to-day work depends on interaction with local people and cannot be carried out with an interpreter are requested to be fluent in the local language, others simply have to be fluent in the language used within the team (generally English). The German CPS provides language training for those candidates not fluent in the local language prior to mission, if it is deemed necessary. However, in practice those candidates often take up their job with the assistance of an interpreter and learn the language during their two years of deployment.

- *Impartiality and country of origin:* While some organisations see impartiality as an essential pre-requisite, others consider it to be particularly important to *not* be impartial. Katarina Kruhonja, former president of the Osijek Centre for Peace, Nonviolence and Human Rights, explains this position: „…to be impartial means not to take sides for anybody, to keep a certain distance to be able to be more objective."[15] She believes in compassion and inclusion as important pre-requisites for this work. For the Balkan Peace Team, impartiality was so important that they would not consider applications from countries they worked in as this would imply being too closely involved in the conflict and likely to take sides. Amnesty International does not even accept researchers with a nationality of the country they are supposed to research. The International Committee of the Red Cross similarly operates a very strict policy of impartiality, which normally prevents people from working for the ICRC in their country of origin (although they can, of course, work in their local section of the Red Cross, which is kept distinct from the ICRC in places where the ICRC is working).

- *Nonviolence*: Organisations with a strong root in the peace-movement and those with a strong spiritual focus put a lot of emphasis on members of their teams being strongly committed to nonviolence. All other organisations, especially those engaging in large-scale missions (e.g. ICRC, UN, OSCE, UNV and MSF), or those recruiting staff especially for these missions (CADADEM, NORDEM, NORSTAFF, RedR)

---

[13] Information about the Balkan Peace Team has been included in this report as if the project was still in operation.

[14] Interview between Donna Howards and Sandra van den Bosse, BPT, Feb 2001

[15] Reychler/Paffenholz (2001): p. 25

do not consider this an essential pre-requisite. They do agree that candidates need to have a strong "commitment to the cause" and that motivation and commitment are often more important than practical skills as they cannot be taught. However, in our interviews, nonviolence was never mentioned as an important factor in recruitment and, when asked about it, most people reacted rather indifferently. Some even expressed a rather critical opinion as the comment of an OSCE representative demonstrates "…it (a commitment to nonviolence) is not at all necessary for working in this field and to do the job professionally and successfully. It doesn't do any harm, but it is certainly not enough to say "hey, I am committed to nonviolence, I can make a difference"…"[16]

Even though everybody agrees on the fact that skill-requirements cannot be generalised because they are far too job- and country-specific, some organisations have attempted to categorise different „areas of engagement" in order to define general requirements for each of these areas. The REACT scheme of the OSCE is probably the most detailed of these categorisations and their „Staffing Matrix" is increasingly used by international organisations to facilitate recruitment and training of peace personnel.[17] Even though this system has a strong focus on „Democratisation and Human Rights" work rather than on „peace work" and excludes untrained volunteers at the beginning of their professional career it provides a good model for a professional and well-structured recruitment framework.

The OSCE Staffing Matrix defines twelve fields of expertise[18] and four levels of functional responsibility (from Junior Professional to Senior Management). The personal and professional requirements for a certain position vary according to the category this position can be assigned to and are divided into:

- *General minimum requirements* (for any position within the OSCE these are the same)

- *Field of Expertise Requirements* (this section would outline the academic and professional background/field, organisational and communication skills)

- *Level of functional responsibility requirements* (this section would define managerial experience, leadership skills, years of professional experience in similar positions and educational qualifications)

- *Mission specific requirements* (skills that are needed for the particular job under the given circumstance, i.e. language skills, knowledge of the political situation in the country, experience of working in this country. This section is subdivided into mandatory and desirable requirements)

Below are requirements for some of the substantive functions with the OSCE:

---

[16] Statement of a OSCE Recruitment Advisor during a telephone interview (does not want his/her name to be published)

[17] CANADEM, NORDEM and NORSTAFF have used this OSCE scheme as a basis for their recruitment system and adapted it to match their own additional recruitment criteria. The International Civilian Peacekeeping and Peacebuilding Training Programme (IPT) in Stadtschlaining has adapted their training course to the OSCE REACT categories.

[18] Human Rights, Rule of Law, Democratisation, Elections, Economic & Environmental Affairs, Press & Public Information, Media Development, Political Affairs, Administration & Support (which is further divided into sub-categories), General Staff/Monitoring Functions, Military Affairs, Civilian Police.

General staff/monitoring functions[19]

General staff/ monitoring functions with the OSCE include monitoring activities aside from those covered by other fields of expertise such as elections and police, as well as the work performed by those assigned to situation/watch operations and in staff/personal assistant positions. The monitoring done may involve passive observation (e.g., of border movements) and reporting of significant development or a more proactive approach (e.g., the monitoring of the implementation of international agreements and obligations with the mandate for intervention where such agreements and obligations are ignored or breached). Whether in monitoring positions, watch positions or staff assistant positions, however, those working in this field of expertise typically possess several core skills, including:

- A clear understanding of institutional relationships, both within the OSCE field activity to which they are assigned and between the OSCE field activity and its main partners and interlocutors.

- An operational orientation - i.e., the capacity to take prompt, appropriate action in response to observed events.

- The ability to translate such observed events into concise and accurate oral and written reports.

- The ability to support the creation of mechanisms which undergird the rule of law, public safety, and law and order.

Requirements:

- Demonstrable organisational skills
- Proven ability to communicate effectively, both orally and in writing
- Demonstrable interpersonal skills and documented experience in negotiations
- Depending on the field activity's mandate, significant prior experience in relevant fields such as international customs practices and procedures, law enforcement, and military observations and arms control may also be required
- Negotiating experience, preferably in the area of monitoring operations and/or related activities.

Desirable:

- Readiness to endure harsh conditions
- Prior experience in the military, police or other organisation with a well-developed chain of command structure
- Previous operational and/or field experience

Political affairs

---

[19] From the "Guidelines for the Recruitment and Selection of Candidates for Secondment to OSCE Field Activities", First Release, November 2000.

Political Affairs work typically involves analyzing and reporting on issues relevant to the OSCE mission mandate in the host country, especially in the fields of early warning, conflict prevention, crisis management and post-conflict rehabilitation. It may also involve advising the Head of Mission and other mission staff, as well as representing OSCE policy positions to the authorities of the host country at all levels.

Requirements:

- University degree in international studies, public policy, political science or law or related fields
- Diplomatic experience or experience working in political affairs with international organizations or governments
- Experience in preparing analytical reports
- Excellent communication and drafting skills
- Knowledge of regional political history and developments
- Diplomatic and negotiating skills
- Some knowledge of the OSCE principles and commitments

Desirable:

- Knowledge of the local language or most common lingua franca
- Post-graduate degree in international studies, public policy, political science or law

Elections

Election work typically involves organizing, implementing and overseeing the full range of elections-related matters, which can include drafting of legislation and election regulations, identification and registration of eligible voters, registration of political parties and candidates, political party development, campaign and finance regulations, voter education, domestic observer training, media monitoring, establishment of polling stations, the supervision and monitoring of balloting and counting, and post-election activities. It may also involve the implementation of election results if so mandated.

Requirements:

- Experience in election administration, supervision or voter registration
- Good understanding of basic legal documents (constitutions, election laws and regulations)
- Good understanding of various electoral and political systems
- Experience in liaising with government agencies and NGOs
- Experience in management or supervision of subordinate staff
- Ability to work under tight deadlines and in a difficult and politically sensitive environment
- Negotiating and diplomatic skills

Desirable:

- Legal background (may be required for certain positions)

- Knowledge of specific elections and political issues, especially of the mission area, including: international and OSCE standards for democratic elections, public administration, civil and voter registration, political party training, voter education, media and elections, international and domestic election observation, political representation of national minorities, legal appeals and election dispute resolution
- Familiarity with the use of communications systems, including single sideband radio and satellite telephone systems
- Knowledge of electronic database systems

Democratisation

Democratization work may include strengthening civil society, political party development and promotion of good governance.

Strengthening civil society may involve:

- Supporting the development of community-based organizations
- Encouraging citizen involvement, including the involvement of women, in the social and political change of the country
- Supporting the building of democratic and inter-ethnic institutions
- Empowering individuals, including women, to take part in the political process
- Facilitating the establishment of local civic groups and networks
- Encouraging the development of independent unions
- Supporting the development of free media

Political party development may involve:

- Fostering political pluralism
- Enhancing the capacity of parties and candidates to function effectively in a democratic political environment

Promotion of good governance aims at:

Developing skills and improving the understanding of officials and elected candidates in the principles and practice of democratic government at the national and local level, as well as promoting transparency and accountability. It may also include the development of national commissions or institutions to promote human rights or national reconciliation

Requirements:

- University degree in political sciences, social sciences, international relations, public policy, law or equivalent professional experience
- Work experience in either public administration, relevant international organizations, civic associations (including NGOs), political parties/affairs, or economic and political development
- Demonstrable organizational, communication, analytical and interpersonal skills

Desirable:

- Project work experience

Rule of law

Rule of law work typically aims at enhancing the administration of justice, inter alia by training of judges, prosecutors and lawyers, as well as police and correctional officers. It involves monitoring the functioning of the legal system and encouraging improvements in the administration of justice by suggesting systemic changes to the legal and judicial systems in the mission area as necessary and appropriate, and by undertaking legal reform and legislative review projects in order to bring domestic laws into line with OSCE commitments and other recognised international standards.

Requirements:

- University degree in law or significant work experience in criminal justice and/or law enforcement (the latter required for police and corrections officer training)
- Experience in the practice of law, e.g. judges, prosecutors, lawyers, etc.
- Knowledge of courtroom proceedings and criminal law and procedure
- Knowledge of international legal procedure standards and instruments
- Demonstrable organisational, analytical, communication and interpersonal skills

Desirable:

- Knowledge of the regional political situation and the legal system of the mission area

Human rights

Human rights work typically involves monitoring, investigating and reporting on the human rights situation, analyzing relevant laws and practices, intervening with national authorities to address human rights violations and ensure compliance with relevant human rights standards and national laws. It may also involve monitoring the judicial system as a whole, including trials, as well as situations involving minorities, refugees/internally displaced persons (IDPs) and freedom of movement issues. In addition, human rights work can involve promoting public awareness of human rights, and human rights education.

Requirements:

- University degree in political science, international relations, public policy, law, international human rights law or other human rights related fields.
- Experience working with human rights, minority or gender issues
  Demonstrable organizational, analytical, communication and interpersonal skills

Desirable:

- Knowledge of courtroom proceedings and criminal law and procedure.
- Experience working with NGOs, particularly in the field of human rights.
- International field work experience in human rights monitoring and reporting.
- Experience in either international law, constitutional law, European and international human rights law and conventions (may be a requirement for certain positions).

Clearly, the more specialised qualifications required of NP personnel will depend on the specific functions and duties they are to carry out. Small NGOs like PBI tend to have a one size fits all approach to recruitment, with just one job description and one set of criteria for all vacancies on a given project. Larger organisations have a much greater degree of differentiation and specialisation in order to get the right people with the right skills into the right positions within a larger framework. This strategy is not always effective, of course, and the UN is possibly the most notorious example of the Peter Principle, in which people are eventually promoted to positions just *beyond* what they are capable of managing, and the whole organisation thereby becomes one great lumbering bureaucracy of maximum ineffectiveness.

In the OSCE, there are in fact four different levels of involvement. The details given above describe some of the substantive functions of OSCE field staff. In addition to these there are the managerial positions, such as Heads of Mission, Deputy Heads of Mission, Heads of Regional Centres and Heads of Field Offices. There are also the administrative and support staff, covering communications, security, transport, logistics, procurement, budgeting and finance, human resources, buildings and training. And it could be argued that the General Staff listed above is actually a category of more generic deployment somewhat less specialised than the other substantive functions listed.

Using that model, NP could, for instance, recruit into the general staff people with the general qualifications expected, but without any particular specialist skills. More specialised skills would be expected for personnel assigned to the different substantive functions of the field staff, with quite different (and more traditional) skills expected of the support staff. Managerial staff, meanwhile, would need quite a high level of more generalised skills in order to run aspects of projects and missions.

A further differentiation could be made between field staff with particular peace skills, like those required for monitoring or mediation, and those with more traditional professional skills that may be applied to the peace effort, such as teachers, human rights lawyers, trauma counsellors, youth workers, community organisers, etc.

4.3.2 Recruitment Strategy

The recruitment strategies used by the organisations interviewed can be divided into two main categories:

1. Recruitment of individuals to add to a roster
2. Recruitment of individuals for specific jobs

4.3.2.1 Recruitment for rosters

As mentioned in the first section of this chapter, some organisations (OSCE, UN, Red Cross, MSF, NORDEM, NORSTAFF[20], VSO, UNV) can be placed in both categories:

---

[20] NORDEM, as a project of the Norwegian Institute of Human Rights and NORSTAFF as a project of the Norwegian Refugee Council make up the Norwegian Stand-by Force. The Norwegian Institute of Human Rights does not have its own missions whereas the Norwegian Refugee Council is engaged in providing humanitarian assistance, for which the NORSTAFF roster provides the candidates. In this paper, both rosters are treated as separate „organisations".

they maintain a roster of pre-selected individuals which are then called upon if they match the requirements of specific jobs. There are a lot of differences in terms of the management of these rosters. The Red Cross and MSF, as internationally well known organisations, receive enough applications per year to keep their database filled with potential recruits. They only advertise for very specific, high level jobs and often shift staff from one project to another without recruiting new employees.

The OSCE has only recently launched the REACT (Rapid Expert Assistance and Co-operation Teams) programme to increase the pool of experts that are available at short notice for OSCE missions. They have highly advertised this new service and have set up a separate REACT recruitment section on their website. In order to join the OSCE register, candidates have to fill out an application form which can be submitted online. No interviews are held prior to being put on the roster and the detailed screening and selection takes place when a certain candidate has been identified as matching the criteria for a vacant position on one of the OSCE missions. This system results in some registrants never being sent on any mission.

Canadem (Canada), Nordem and Norstaff (both Norway) have been in operation for a few years already but only recruit staff in their respective countries (for secondment to UN, OSCE and other international missions) and do not advertise as widely to attract new recruits. All three organisations are involved in providing staff for OSCE or UN missions. In order to be able to rapidly respond to OSCE or UN requests for personnel, all candidates on their rosters have been carefully pre-screened. Each individual has completed an application form (based on the UN-application form P11- see appendix II)[21] and has been interviewed. Additionally, references are often checked in advance (Canadem even asks referees to respond to a written questionnaire). The very time consuming procedure is important in order to check those credentials that are difficult to assess through a mere application form. The main value added by these „recruitment agencies" is that those candidates finally put forward to the „deploying organisation" have been as carefully pre-selected as possible and have a great potential to be adequate candidates for a certain position. However, many candidates on the roster will never be sent to any missions.

Currently, Canadem includes 2000 registrants, Nordem 220 and Norstaff approximately 400. All three organisations are aiming at increasing their rosters in the future and Canadem is advocating for more countries to adopt this system of establishing civilian rosters of pre-selected candidates to support UN, OSCE and other international peace missions. This scale of recruitment and the fact that people are sent to projects run by other organisations make it rather difficult for the organisations to stay in touch with returned mission staff and to create a „family atmosphere" like exists among PBI's returned volunteers. Details about these people are kept on the register until the individual requests to be removed or doesn't update their records when asked to do so.

This model differs very much from VSO's approach, which is to find a suitable placement for each promising applicant once they have been accepted as a volunteer. VSO also has quite a lengthy and careful selection procedure consisting of a long application form, followed by a personal interview for those that passed the first stage. Successful appli-

---

[21] The appendix can only be read in Acrobat Reader. This program can be downloaded for free from the internet.

cants usually wait between 4 months and 1 year to be placed on a suitable project. Returned volunteers are kept on a database but are not called upon for new missions – they are however called upon as speakers on public events or to run training workshops or information weekends. VSO's database therefore cannot really be called a roster. It is rather a waiting list of candidates selected for deployment.

UNV is using a system somewhere in between: interested individuals are requested to complete an application form based on which they are or are not added to the UNV database. Whenever a vacancy becomes available, this database is searched for the specific characteristics the job requires. Selected candidates are then called for an interview held by national UNV offices or country representatives and references are checked if deemed necessary.

4.3.2.2 Recruitment for individual jobs

Those organisations that do not manage a roster of potential candidates, like the German Civil Peace Services, development agencies and all smaller organisations, have to advertise for each individual job. They generally use the classical recruitment system:

- Advertising the position (through newsletters, websites, online mailing lists, other organisations, word of mouth, local, national and international newspapers, career services, etc)
- Scanning written applications (CV and cover letter in Germany, application form in most other countries)
- Personal and/or phone interview

In addition to this standard system, some organisations arrange special „recruitment seminars" lasting for a few days. Role plays, group interviews and similar exercises are used to assess communication and interpersonal skills, listening skills, team work abilities, competitiveness, general behaviour etc. In some cases this assessment is part of a first general training course[22] (i.e. Balkan Peace Team, PBI, Norstaff).

4.3.3 Application/hiring process

Most of the information relevant for this section has already been dealt with in the previous section. We will therefore only highlight some aspects that give additional information and reduce our observations to application for specific jobs, not for being added to a roster of people.

As mentioned before, the application process for each interested individual starts with the completion of an application form (or, in the case of Germany, a written application consisting of a cover letter and CV). Canadem, Nordem and Norstaff have adapted the official UN-application form (P11) to ensure that all information that might be relevant to the UN is stored in the candidate's file.

---

[22] See 6.2.5 Training Requirements

These application forms are rather standard and focus on information about education, professional experience, experience with OSCE/UN missions, particular experience with peacekeeping, peacebuilding or related work, language skills, relevant practical skills, experience abroad, voluntary work as well as family situation (marital status, number of dependants), physical conditions, nationality and residency status, referees and availability.

Pre-selection through application forms is followed by personal interviews and reference check. After successfully passing these three stages, candidates either receive an offer and are invited to take part in an induction course, or the training seminar forms the last stage of the recruitment process and offers are only made after successfully passing several assessment exercises.

4.3.4 Assessment and experience in finding adequate staff

There is general agreement in the field that the best form of assessment is to observe the person in simulated or real-life situations. There is a well-established procedure in the UK for assessing practical job-related skills in simulated or real-life situations through the National Vocational Qualification (NVQ) system. Local mediation and human rights monitoring projects in the UK are already making use of this system to train, assess and certify competencies in those fields. Other organisations working in similar areas have developed their own modified versions of this system to meet their recruitment needs, as have international recruiting agencies like RedR. There is a great deal of interest among some organisations working in this area to develop and expand the NVQ concept in order to provide a set of recognisable standards that might raise both the quality of work in this field as well as the standing it has in relation to more established fields of expertise.

One of the advantages of the NVQ system is that offers people an opportunity to demonstrate skills they already possess, and it gives them recognition for those skills. It is also a modular and infinitely expandable system, helping people to continually develop and improve their skills, rather than accepted a fixed qualification as the end of the matter.

Obviously there are down sides to such a system. Someone has to determine what the standards are, and someone has to conduct the assessment of someone else. In both cases there is a large margin for human error and unfairness. The system is, of necessity, quite rigid and formalised in order to function with comparative uniformity across the whole country. This would inevitably be compounded many times over if it were adapted to apply throughout the whole world.

Nevertheless the NVQ system does provide a good starting point for looking at the whole issue of assessment and accreditation of skills. Since we are dealing with a set of skills that are still largely undefined and in comparatively short supply, we need to start looking somewhere.

Professional experience, educational background, language skills, country knowledge etc are, on the other hand, all characteristics than can be assessed with the help of referees, certificates, personal interviews or written tests. Personal attributes and values are difficult to assess but they are also important pre-requisites for peace work.

Some organisations, like PBI, therefore see a several days-long training session as an essential part of the selection process. Through role plays, group interviews, games and other joint activities interpersonal skills, team skills, attitude to authority and general behaviour toward others can be observed and assessed.

In the business sector, these „assessment centres" are quite commonly used in the recruitment process. However, they are quite costly, especially if several „potential" candidates are taking part in such an exercise, even though only a few of them are required. They also require a lot of staff capacities to organise and run. Because of this, the majority of voluntary organisations do not use this system but instead rely on the classical methods of using referees, personal interviews, written tests and a lot of common sense.

Despite these difficulties in assessing certain skills, the interviewees did not complain about problems in finding adequate staff. On the contrary, they expressed confidence and pride about their established recruitment and assessment procedures, even though they generally admitted that they would love to have the funds to run specific assessment centres.

4.3.5 Training organised/required

No training is required for joining any of the rosters for civilian personnel. However, basic pre-mission training is required and organised by all organisations hiring staff for specific missions. It is either part of the general recruitment or assessment process, as outlined above, or organised upon hiring a person for a specific job.

Pre-mission training generally lasts between a weekend and two weeks (in the case of the German Civil Peace Services between 2 weeks and 4 months) and is aimed at familiarising the individual with the aims and mission of the organisation, the decision-making structures, and an introduction to various issues of conflict transformation, human rights, etc. In some organisations, this basic training is followed by a mission-specific training or briefing in the country of deployment.

If only one person is sent on a particular mission, as is the case for some of the development services taking part in the German Civil Peace Services, for instance, training may be tailored to the specific requirements of the person hired. Further aspects with regards to training are dealt with in a separate chapter.

4.3.6 Support for team members and families

Information on this issue has not been easy to obtain. While most of the conditions outlined in job-descriptions for peace-related jobs mention the availability of counselling and resettlement programmes, the people interviewed didn't have a good knowledge about the situation in practice. Some returned volunteers mentioned that there were possibilities to ask for advice and counselling but they had never made use of these services.

Most organisations provide resettlement assistance in terms of returned-volunteer meetings aimed at exchanging stories and ideas and talking about ones experiences, feelings and thoughts to people with similar experiences.

Even less information was available with regards to assistance for family members of mission staff. However, the UN emphasises that they discourage their mission staff from taking dependants on a mission and state that they will not make any provisions for them or include them in any insurance or benefit packages. This is different from the UNV, which is one of the few agencies deploying personnel in the field which makes good provision for family dependants.

VSO provides a good model for a caring and supporting approach to its volunteers and their families. They prepare all their volunteers with a preparing for change course before departure to the field, provide regular briefings and training courses while they are on their placement and run a returned volunteer service for those coming back home, which includes a resettlement pack, careers advice, returned volunteer weekend, de-briefing sessions, and a support network of local groups. Partners and dependants are also given support and training to cope with the change of circumstance, and there is good provision for disabled volunteers. Programme officers regularly meet with all the volunteers in the field to check how they are doing, and offer an advisory service to family who stay behind.

4.4 Conclusions/Recommendations for NP

4.4.1 Qualifications and skills required for NP volunteers

1. An attempt has been made above to define specific skills necessary for certain roles. However, this is an area of much debate and should be addressed in more depth when decisions have been taken about the specific roles NP staff will be expected to fill.
2. That said, it seems realistic that large-scale interventions will require a broad range of skills and different levels of competency.
3. A clear policy for staff-management needs to be elaborated for such large-scale missions, including a hierarchical decision-making structure, reporting and briefing mechanisms, ongoing staff-evaluations, etc – so as to ensure that people are deployed appropriately to their skills and experience and are properly managed.

4.4.2 What is the outreach strategy for recruiting NP volunteers?

1. Recruitment for a pilot project should be in co-operation with already existing pools.
2. Rather than re-inventing the wheel, experience of other organisations that have been doing this for the last 10 years or longer should be made use of, especially as they tend to have more people on their roster than they can deploy in any given moment.
3. Programmes/Organisations that should be contacted in this context are Canadem, Nordem/Norstaff, UNV and VSO.
4. Clear recruitment standards (Person specification, design of application form) should be defined and partners should be found in several geographic areas that could carry out the pre-selection of candidates on a national level (due to proximity and easier access to candidates for personal interview and assessment). The final selection should be with NP staff.
5. Long-term, we might want to develop NP regional offices that can fulfil this function.
6. In addition, NP projects should be advertised widely (websites, listserves, newspapers, newsletters, own website, etc) and provisions be made for people to fill out their application form online and submit to the regional representative (UNV system)

4.4.3 How can we best assess applicants?

NP should investigate how existing assessment systems, like the NVQ system in the UK, could be adapted as a procedure for assessing the suitability of candidates for specific roles. Training, in the PBI sense, is in reality a form of assessment and is essential for the selection of suitable personnel. But training, as such, is only a means to an end. The end is to have suitably qualified personnel in the field. It is a mistake to think we can only achieve this end through the means of training. Some people can train for years and still be unsuitable, while others may be suitable without any further training at all. Assessment is a means of determining who is suitable for what. It is also a means of determining what someone's training needs may be.

NP should think carefully about this issue in conjunction with the recommendations on training. A model strategy for assessment, training and placement is included here as Appendix III.

4.4.4 What kind of support for team members and families should NP provide

1. Clear management structure on location
2. Personal mentor system by which „junior" members of staff have a senior member to refer to with different kinds of professional or personal matters
3. Briefing and debriefing sessions for staff and family to some extent
4. Psychological support in terms of provision of counselling and re-settlement assistance

4.4.5 What kind of contracts should NP provide: remuneration, benefits, insurance, social security

It is perhaps too early to make detailed decisions with regards to contracts and remuneration packages. However, there are some issues that need to be considered:

1. NP staff should be paid according to length of service, position, qualifications, dependants, etc.
2. There needs to be further research into international regulations in terms of transferring social security or pension scheme payments to another country, putting them on hold or similar.
3. Another issue to investigate long-term could be to negotiate with governments in order to create arrangements for giving peace work a similar status as military-drafting or jury duty, i.e. making it possible for people to take leave from work without losing their job while on assignment with NP
4. See Appendix I for a list of issues around terms and conditions of employment.

Appendices

Appendix I:

Terms and conditions of service for overseas workers: the issues

From „Rights & Wrongs: a guide to employment issues for UK-based Aid Workers" published by International Health Exchange (1997)

1. Contract of Employment should include:

Clarification of who is the employer and line manager, especially with secondments to partner organisations where it may not be clear who is responsible

Job title

Salary and Allowances, including:

Details of how you will be paid

What currency paid in?

Paid locally or in home country?

Paid into local or international bank account?

Will I be paid to attend an induction?

When and how is pay reviewed?

Is per diem allowance paid as well?

Start & end dates of appointment

Whether travel to and from post is covered

Provision, if any, for accompanying dependants

General personnel issues:

Discipline and grievance:

Health & safety

Security

2. Training, induction and de-briefing should include:

Info and advice on place you will be living & working

Details of the project you will be working on

General info about your agency (and any partner agencies)

Advice on health and safety issues

Security info and guidelines

Training in use and maintenance of vehicles

Training in use and maintenance of communications equipment

Language training or training in the use of interpreters

Training in emergency procedures: e.g. dealing with security incidents, first aid, evacuation

3. Tax status

Overseas workers must still pay UK income tax for at least one year (varies for different countries)

Check with your employer for update on changing tax laws

4. National Insurance contributions (varies from country to country)

UK residents, for instance, pay Class 1contributions for first 52 weeks overseas

Thereafter you can choose to pay Class 2, which lets you retain rights

Volunteers should ask who will pay Class 2 contributions while overseas

5. Pension

Employer may pay into private pension scheme while abroad

Many aid agencies have employer pension schemes

If you take unpaid leave to work overseas, you may not be able to pay into your national scheme

6. Insurance

Medical insurance

Life insurance

Temporary & permanent disability insurance

War or conflict zone insurance (if needed)

Professional indemnity insurance (to protect from being sued)

Personal effects insurance

Covered for all countries travelling through? Family also?

What level of cover do I have for medical, life, disability insurance?

Does my medical insurance cover treatment or compensation back home for long-term problems arising out of my employment abroad?

Are there any exemptions I need to know about?

What do I do if I need to make a claim?

7. Sick leave

Check who is responsible for sick pay

8. Maternity/Paternity leave

How much leave can I get?

Am I entitled to maternity pay and who is responsible for this?

Is my leave affected if the baby is early or late?

Will the organisation continue contributing to my pension if I take unpaid leave?

Risks of remaining abroad (e.g. continue taking anti-malarial drugs?)

Trips to obtain better health services paid for?

9. Compassionate leave

Under what circumstances can I request compassionate leave?

How much time off will I get?

If a close relative of my partner dies, is he/she also entitled to compassionate leave?

Will my travel costs be paid? Will my family's?

10. Holidays and Working hours

Can I get „rest and relaxation" leave after a very stressful period?

Do I get leave if I am moved from one country to another?

If I do not take all my leave, can it be paid to me in lieu?

Can I get time off in lieu for overtime? (you may not be entitled to a 40-hour week, and therefore not entitled to overtime or time off in lieu; also in Moslem countries Friday is a holiday and Sunday is a working day).

Am I covered by the organisational insurance policy if I take leave outside the country of assignment?

You may be entitled to one trip home each year, or alternatively, free fares for your family to come and see you, annually, either in the country where you are based or in a neighbouring country.

11. Looking after your health

You and your family must have a medical examination and all necessary vaccinations.

You should also visit the dentist.

You should be advised about any health risks and preventative measures you should take to avoid health problems

Take sufficient supplies of medications to cover your entire stay overseas.

If you will be working in a malarial zone, you should receive malarial prophylactics, mosquito nets, insect repellents, and any other necessary medicines, drugs or equipment.

It is advisable to have a health check once a year and when you return home. Your agency should meet these costs.

It may be worth finding out what criteria are used to assess the local health facilities

On arrival, find out if there is a staff health officer, or whether medical decisions will be made by the most senior staff member in your office.

Developing countries may not have legally enforceable health and safety standards. Some aid agencies have their own health and safety rules, but many do not.

Ask if your employer has a health and safety policy.

What does it cover? E.g. does it provide guidelines on driving?

Who can I appeal to if I feel health and safety standards are poor?

12. Security

You should receive a written assessment of security risks specific to the country or region.

You should be issued with security guidelines during your induction

On arrival, you should be updated on major developments which may affect your personal safety

Ask what do I do in case of an emergency?

How do I make emergency contact with head office?

Who is responsible for updating me on security issues?

Is there a written evacuation plan?

13. Trade Union protection

National employment laws do not protect overseas workers. Collective bargaining agreements may not apply to you. Few trade unions have experience of employment issues facing overseas staff.

Transport and General Workers Union has reached agreements with some agencies giving overseas workers the same rights as UK-based staff.

The Manufacturing Science and Finance Union has some overseas members, and plans to open a special section for overseas aid workers.

Code of Best Practice for People in Aid (1997 statement of principles receiving support from more than 50 international agencies)

Statement of Principles:

1: The people who work for us are integral to our effectiveness and success.

2: Our human resource policies aim for best practice.

3: Our human resource policies aim to be effective, efficient, fair and transparent.

4: We consult our field staff when we develop human resource policy.

5: Plans and Budgets reflect our responsibilities towards our field staff.

6: We provide appropriate training and support.

7: We take all reasonable steps to ensure staff safety and well-being.

Appendix II: UN Application Form P11

- please download the file separately

Appendix III:

Model for assessment, training and placement (ATP) cycle

1. People are invited to sign up to NP, via website, magazines, adverts, local groups etc. *Anyone* can sign up at any time - no minimum age, no special qualifications or characteristics - its open to everyone.

2. Signing up involves filling out a detailed application form that gives us at least some idea of the skills, interests and experience of the person. This is just an initial application - we make no promises of employment or activity of any kind, and neither does the applicant. They are merely registering their potential interest in joining NP.

3. From the application form, the applicant is given an initial classification into one of several categories of service:

    a) **General Staff** (the foot soldiers of NP): people with little or no previous experience or relevant skills

    b) **Support Staff** (the backroom boys and girls that enable it all to happen): people with relevant skills or experience in the support areas of admin, logistics, communications, etc.

    c) **Specialist Staff** (the elite troops of NP): people with obviously relevant skills or experience in one of the substantive areas of NP's work - maybe sub-divided already at this stage into the Peacekeeping Division, Peacemaking Division, Peacebuilding Division, or other areas besides field operations, like Project Development, Training, Outreach, Fund-Raising, etc.

    d) **Officers** (managerial staff running offices, projects, missions, divisions, etc): people with a very high level of experience already in relevant areas.

4. The applicant is then invited to attend the next available *assessment weekend*, at which they take part in role plays, simulation exercises, games and fun, and at the end of which they are formally assessed according to an agreed assessment system, in terms of at least one substantive skill relevant to potential work with NP.

5. At any point the applicant can withdraw or NP can say there is unlikely to be any role for them to play in NP. Otherwise, they stay in the system and proceed to the next step.

6. Depending on the interests and availability of the applicant and the specific openings there may be for either volunteer or staff positions, the applicant is offered, on the basis of their assessment, some possible options:

    a) EITHER some part-time work for NP in their local area

    b) OR a full-time volunteer post in their own country

    c) OR a place on a BOOT training course for possible work overseas

7. The BOOT camp is the basic NP training required of all overseas workers and is a pre-requisite for most people, but not a guarantee, of an overseas posting.

8. Other training and assessment opportunities are available and an applicant can at any time apply to upgrade their status on the basis of a new assessment of their skills level.

9. Once an applicant has been to BOOT camp, their record becomes active as a possible candidate for overseas work. If a position comes up requiring the sorts of skills that person can offer, they may be offered the post. They can still say no and remain on the reserve list if they are not available or interested at that time.

10. People are only placed on projects and in roles that they are likely to be able to handle. This is the exact opposite of the one shoe fits all approach: every unique foot needs to find its matching shoe! It may take a long time and during that time we may lose the person to some other job or interest. They may not be available when we need them. But we will be matching specific skills and experience with specific positions requiring those skills and experience.

11. Our *aim* would be to try to match every person who stays with the process to *some* form of service - even if it is working in their own country in a fairly safe environment where they cannot get hurt or cause too much damage to others. Some people will jump straight in to top managerial positions and others will work their way up the ranks of the NP foot soldiers.

12. For those that are keen, this process becomes a *cycle* of continuous training, assessement and further placements, as people gain experience and learn new skills, and get sent on more difficult and demanding assignments.

13. In order to realise such a model, we would need to have a large number of projects on the go at any one time, with a wide variety of roles and levels of responsibility in which to place people appropriately to their abilities.

14. We would also need to think seriously about *local* projects within our own countries, because this could be a crucial stepping stone for many people to gain the necessary skills and experience for working abroad.

15. Local projects could also provide a stepping stone from part-time volunteering in one's spare time to full-time paid employment with NP.

References

Literature

1989-1990 CBD Explored in Five Recent Conferences, S. 4-7 in: CBD. Vol. 6. Nr. 4. Jan.-März 1990. (CBD Explored 1990)

Abbott, Beth, "Project Accompaniment: A Canadian Response", in: Moser-Puangsuwan/Weber 2000:163-174

Abdul-Raheem, Tajudeen, "Impact of Angels: International aid organizations looom large in a troubled Africa. But are they angels of aid or bodyguards of a new colonialism?", in: The Catholic Times, January 28, 2001

Ackerman, Peter/ Duvall, Jack, A Force more powerful. A century of nonviolent conflict, New York: St. Martin's Press, 2000

Adams, Mark/Bradbury, Mark, Conflict and Development. Organisational Adaptation in Conflict Situations. An Oxfam Working Paper, Oxford:Oxfam 1995, reprint 1999

Aguirre, Mariano/ Sanahuja, José Antonio, Haiti: Demokratie durch Einmischung? Motive und Folgen der US-Operation "Uphold Democracy", in: Debiel/Nuscheler 1996:155 pp.

Albrecht,Ulrich/Schäfer, Paul (Ed.), Der Kosovo-Krieg. Fakten, Hintergründe, Alternativen, Köln:Papyrossa Verlag, 1999

Americas Watch, María Julia Hernández, Director. El Salvador's Decade of Terror: human rights since the assassination of Archbishop Romero. New Haven, CT: Yale University Press, 1991

Amin, Samir, Das Reich des Chaos. Der neue Vormarsch der Ersten Welt, Hamburg:VSA, 1992

Anderson, Mary B., Do no Harm. Supporting Local Capacities for Peace through Aid, Cambridge/USA, 1996

Anderson, Mary B., Do No Harm, How Aid Can Support Peace—or War, Boulder CO: Lynne Rienner Pub., 1999

Anderson, Mary B., "Reflecting on the Practice of outside assistance: Can we know what good we do?", in: in: The Berghof Handbook for Conflict Transformation, July 2000 (www.b.shuttle.de/berghof/)

Annan, Kofi, "Reflections on Intervention". Lecture given at Ditchley Park, United Kingdom, 26 June 1998

Arbeitsgemeinschaft Kriegsursachenforschung (AKUF), Das Kriegsgeschehen 1999. Daten und Tendenzen der Kriege und bewaffneten Konflikte, hg. von Thomas Rabehl, Opladen: Leske und Budrich, 2000

Arnold, Martin, (ed), Gütekraft erforschen, gewaltfreie aktion Heft 121, 3. Quartal 1999

Ausbildungen in ziviler Konfliktbearbeitung. Fachtagung 4.-6. März 1998 auf Burg Bodenstein, Ed.. Aktionsgemeinschaft Dienst für den Frieden und Forum Ziviler Friedensdienst, Bonn/Minden 1998

"Ausbildungsplan für die Freiwilligen des Zivilen Friedensdienstes (ZFD)", written by: Kurt Südmersen, Helga Tempel and Konrad Tempel, ed. ForumCPS, Minden 1996

Bardehle, Peter, "Tendenzen und Probleme der Fortentwicklung der zivilen Komponente des VN-Peace-keeping", in: Kühne 1993:195-216

Battke, Achim, Verteidigung ohne Waffen. Soziale Verteidigung als Alternative zur militärischen Sicherheitspolitik? Modell und Materialien für die schulische und außerschulische politische Bildung. Tübingen 1979. (Battke 1979)

Bazyler, Michael, Reexamining the Doctrine of Humanitarian Intervention in Light of the Atrocities in Kampuchea and Ethiopia, in: Stanford Journal of International Law 23, 1987:547 pp.

Bell, Ralph G., Alternative to War. An outline of the alternative practical method which must be adopted before war can be abolished, 1959 (no place or publishing house)

Bekkering, Dave, "Balkan Peace Team International in Croatia: Otvorene Oci (Open Eyes)" in Moser-Puangsuwan, Yeshua/ Weber, Thomas (eds), Nonviolent Intervention Across Borders, A Recurrent Vision, Honolulu: Spark M. Matsunaga Institute for Peace, 2000

Bercovitch, Jacob/ Anagnoson, J.Theodore/ Willie, Donnette L., Some Conceptual Issues and Empirical Trends in the Study of Successful Mediation in International Relations, in: Journal of Peace Reserch 28, 1(1991), S. 7-18

Bercovitch, Jacob, Mediation in der Staatenwelt. Bedingungen für Erfolg oder Scheitern internationaler Vermittlungsbemühungen, p. 89-111 in: Ropers/Debiel 1995

Beristain, Carlos Martín/ Riera, Francesc, Afirmacion y resistencia. La comunidad como apoyo, Bilbao: Virus Editoria, 1993^2

Berndt, Hagen, "Module für ein fortgeschriebenes Curriculum zur Aus- und Fortbildung von Friedensfac hkräften in der zivilen Konfliktbearbeitung", in: Friedensfachdienst ist nötig, eds: AGDF, Reihe "Friedens- und Freiwilligendienste" Nr 11, Februar 1998

Berndt, Hagen, "'Die alten Wege reichen nicht mehr aus'. Internationale Trainings: Gewaltfreiheit in Krieg und bewaffnetem Konflikt", in: Evers 2000:274-280

Berndt, Hagen/Speck, Andreas, "Zivile Konfliktbearbeitung als Juniorpartner der Globalisierung?, in: gewaltfreie aktion 123, 2.Quartal 2000, S. 3-18

Besemer, Christoph, Mediation: Vermittlung in Konflikten, Ed.. Stiftung gewaltfreies Leben/Werkstatt für gewaltfreie Aktion Baden, Heidelberg/Freiburg/Königstein 1993

Blétry, Sylvie. „La révolution roumaine à l'épreuve de l'objectivité", Special: Pays de l'Est, Alternatives Non-Violentes (Revue Trimestrielle), No. 76. Fontenay-sous-Bois: Septembre 1990

Böge, Volker, Friedenskonsolidierung in Nachkriegszeiten. Der Fall Bougainville, arbeitspapier Nr. 3/1999 der Forschungsstelle Kriege, Rüstung und Entwicklung der Universität Hamburg, Hamburg 1999

Brinkmann, Cornelia, "Zivile Konfliktbearbeitung - Friedensfachdienst - Ziviler Friedensdienst", in: Evers 2000: 35-47

Boserup, Anders/Mack, Andrew, Krieg ohne Waffen, Reinbek b. Hamburg: Rowohlt, 1980 (1974 1. Aufl.)

Boulding, Elise, Cultures of Peace. The Hidden Side of History, New York:Syracuse University Press, 2000

Boulding, Elise, with Oberg, Jan, United Nations Peacekeeping and Peoples' Peacebuilding: Patterns of Partnership, manuscript for IPRA book on Future of UN on occasion of UN 50th Anniversary, 1994

Boutros Boutros-Ghali, An Agenda For Peace. Preventive Dipomacy, Peacemaking and Peacekeeping. Report of the Secretary-General pursuant to the statement adopted by the Summit Meeting of the Security Council on 31 January 1992, New York: United Nations, 1992

Boutros Boutros-Ghali, "Supplement to an Agenda for Peace: position paper of the Secretary-General on the occasion of the fiftieth anniversary of the United Nations", in: Boutros Boutros-Ghali,, Agenda for Peace, New York: United Nations, second edition, 1995

Brahimi-Commission, Report to the Panel on United Nations Peace Operations,17. August 2000. UN Security Council

Brock, Peter/Young, Nigel, Pacifism in the Twentieth Century, Syracuse: Syracuse University Press, 1999

Brownlie, I., "Humanitarian Intervention", in: J.Moore (ed), Law and Civil War in the Modern World, Baltimore: John Hopkins University Press, 1974

Bundesminister für Inneres (Hg.), Soziale Verteidigung - Ziviler Widerstand. Teil 1 und Teil 2. o.O. (Wien), o.J. (um 1990). (Bundesminister 1990)

Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung, Hauptbericht über die Evaluierung. AUfbau des Zivilen Friedensdienstes Phase 1, Bonn, Juli 2001 (Entwurf)

Buro, Andreas, "Ziviler Friedensdienst im Verhältnis zu Staat, militärgestützter Politik und Militär", in: Evers 2000:116-126

Burrowes, Robert J., "Toward a Comprehensive Typology", in: , in: Moser-Puangsuwan/Weber 2000, p.45-72

Burrowes, Robert, "The Persian Gulf War and the Gulf Peace Team" in Moser-Puangsuwan / Weber 2000

Burrowes, Robert J., The Strategy of Nonviolent Defense. A Gandhian Approach, Albany:New York Press, 1996

Burton, John W., Conflict: Resolution and Provention, London:Macmillan Press, 1990

Burton, John/ Dukes, Frank, Conflict: Practices in Management, Settlement and Resolution, Hampshire:Macmillan Press, 1990

Burton, John, Violence explained, Manchester/New York:Manchester University Press, 1997

Büttner, Christian W., Auf der Suche nach einer gewaltfreien Alternative zum Krieg, S. 1-10 in: ga. No. 99/100. 1994.

Büttner, Christian W., Friedensbrigaden: Zivile Konfliktbearbeitung mit gewaltfreien Methoden, Münster:Lit Verlag, 1995

Cagin, Seth, and Dray, Philip. We are not afraid: the story of Goodman, Schwerner and Chaney and the civil rights campaign for Mississippi, New York: MacMillan Publishing Company, 1988

Cahill, Kevin M. (ed.), Preventive Diplomacy. Stopping Wars Before They Start, New York:Basic Books, The Center for International Health and Cooperation, 1996

Calic, Marie-Janine (Hg), Friedenskonsolidierung im ehemaligen Jugoslawien: Sicherheitspolitische und zivile Aufgaben. Ebenhausen:Stiftung Wissenschaft und Politik, November 1996

Calic, Marie-Janine, "Kosovo vor der Katastrophe?", in: Blätter für deutsche und internationale Politik 4/98, S. 404-410 (1998 a)

Calic, Marie-Janine, "Kosovo: Krieg oder Konfliktlösung", in: Südosteuropea Mitteilungen 2/1998:112-120 (1998 b)

Calic, Marie-Janine, Krieg und Frieden in Bosnien-Hercegovina, Frankfurt a. Main: edition suhrkamp 1996 (erweiterte Neuauflage)

Centro Studi Difesa Civile, "Civilian Defence and the White Helmets Project" - research concept by Francesco Tullio et al, Cemiss (Research nr 36/N 1998/1999)

Chandler, David, "Three visions of politics in Cambodia", in: Doyle et al 1997:25-52

Chari, P.R., Indiens Interventionen in Südasien. Realpolitik und humanitäre Motive in einer instabilen Weltregion, in: Debiel/Nuscheler 1996: 127 pp.

Chojnacki, Sven/ Eberwein, Wolf-Dieter, Die Kultur der Prävention. Ein Ansatz zur Zivilisierung internationaler Politik?, WZB papers, März 2000

Chomsky, Noam, The New Military Humanism. Lessons from Kosovo, Monroe:Common Courage Press, 1999

Civilian - Based Defence: News and Opinion. A Publication of the Association for Transarmament Studies. Editors: Melvin G. Beckman, Liane Ellison Norman, Phillip D. Bogdonoff. Omaha, USA (CBD)

Civilian Peace Service. Operational Units for a Policy of Nonviolent Means. Declaration by the Executive of the Evangelical Church in Berlin-Brandenburg of July 8, 1994, regarding a Civilian Peace Service. Concept translated from German by Hans Sinn

Clark, Howard, Civil Resistance in Kosovo, Pluto-Press, 2000

Coy, Patrick G., Shared Risks and Research Dilemmas on a Peace Brigades International Team in Sri Lanka, manuscript, forthcoming in: Journal of Contemporary Ethnography Vol 30, No 5, 2001

CPT Mission Statement,Policies, Guidelines, approved by CPT Steering Committee, April 16, 1994 (unpublished)

CPT, "Guide for Team Coordination", internal document

Conklin, Diane, "The Politics of Reassurance: International Presence at the Local Level in South Africa", in: Volunteers Against Conflict 1996:39-64

Cottey, Andrew, The Pursuit of Peace. Report for Saferworld, September 1994

Coy, Patrick G., "What's A Third Party To do? Nonviolent Protective Accompaniment in Sri Lanka with Peace Brigades International". Paper presented at the 35th Annual Convention of the International Studies Association Washington D.C., March 28-April 1, 1994

Coy, Patrick G., Protecting Human Rights: The Dynamics of International Nonviolent Accompaniment by Peace Brigades International in Sri Lanka, UMI Dissertation Services, 1997

Culture of Peace. Centre for Peace, Non-violence and Human Rights Osijek's Publication. Osijek, 1/2001

Czempiel, Ernst-Otto, "Die Intervention. Politische Notwendigkeit und strategische Möglichkeiten", in: Politische Vierteljahresschrift 35/H3, 1994, S. 402 pp.

Daniel, Donald C.F./Hayes, Bradd C. with Jonge Oudraat, Chantal de, Coercive Inducement and the Containment of International Crises, Washington: United Institute for Peace, 1999

De Jonge Oudraat, Chantal, "Bosnia", in: Daniel/Hayes 1999:41-78

De Waal, Alex/ Omaar, Rakiya, Humanitarismus ohne Grenzen? Das Wesen humanitärer Hilfe im Wandel, in: Debiel/Nuscheler 1996:209 pp.

De Waal, Alex/ Omaar, Rakiya, Ruanda: Humantäre Hilfe und die Grenzen der Neutralität, in: Debiel/Nuscheler 1996:229 pp.

Debiel, Tobias et al., Effektive Krisenprävention. Herausforderungen für die deutsche Außen- und Entwicklungspolitik, SEF Policy Paper 12, Bonn 1999

Debiel, Tobias, Kriegerische Konflikte, friedliche Streitbeilegung und die Vereinten Nationen, in: Aus Politik und Zeitgeschichte B 2/94, S. 29 pp.

Debiel, Tobias/Fischer, Martina, Krisenprävention und zivile Konfliktbearbeitung durch die EU, Berghof Report No 4, Berlin, August 2000

Debiel, Tobias/ Nuscheler, Franz (ed), Der neue Interventionismus. Humanitäre Einmischung zwischen Anspruch und Wirklichkeit, Bonn:Dietz, Stiftung Entwicklung und Frieden, 1996

Debiel, Tobias/ Nuscheler, Franz, Vor einer neuen Politik der Einmischung? Imperative und Fallstricke des humanitären Interventionismus, in: Debiel/Nuscheler (ed) 1996, S. 13 pp.

Delbrück, Jost, "Wirksameres Völkerrecht oder neues 'Weltinnenrecht'? Perspektiven der Völkerrechtsentwicklung in einem sich wandelnden internationalen System", in: Kühne 1993, S. 101-132

Demokratische Sicherheitspolitik. Von der territorialen zur sozialen Verteidigung. Mit Beiträgen von Theodor Ebert, Vladimir Horsky, Rolf Niemann, Adam Roberts, Roland Vogt und Hans-Georg Wittig. München 1974. (Demokratische Sicherheitspolitik 1974)

Desai, Narayan, "Training in Non-violence in India", in: Training in Nonviolence. A Full Documentation of the WRI Study Conference, WRI 1965:4-7

Destexhe, Alain, Humanitarian Neutrality - Myth or Reality?, in: Cahill 1996:201 pp.

Diamond, Louise, "Multi-Track Diplomacy in the 21st Century", in: People Building Peace, ed.: European Centre for Conflict Prevention, Utrecht 1999

Diamond, Louise/McDonald, John, Multi-Track Diplomacy: A Systems Approach to Peace, Washington:Institute for Multi-Track Diplomacy, 1993

Diringer, Christoph, Gutachten: Offenes Aus-und Weiterbildungskonzept für verschiedene Zielgruppen im Bereich entwicklungspolitsicher Krisenprävention und Konfliktbearbeitung (Entwurf), Juni 2001

Donini, Antonio, Auf der Welle reiten, bis sie bricht. Intervention und der Süden, in: Debiel/Nuscheler 1996:185 pp.

Dougherty, James E. / Pfaltzgraff, Jr, Robert L., Contending Theories of International Relations. A Comprehensive Survey, New York: Longman, 1997 (4th edition)

Doyle, Michael W./ Johnstone, Ian/ Orr, Robert C. (Eds), Keeping the peace. Multidimensional UN operations in Cambodia and El Salvador, Cambridge, Cambridge University Press 1997

Doyle, Michael W./ Johnstone, Ian/ Orr, Robert C., Introduction, in: Doyle, Michael W./ Johnstone, Ian/ Orr, Robert C. (eds) 1997:1-21

Doyle, Michael W., "Authority and elections in Cambodia", in: Doyle et al 1997:134-164

Dressler, David, "How to Sort Causes in the Study of Environmental Change and Violent Conflict", in: N. Graeger/D. Smith (eds), Environment, Poverty, Conflict, Oslo:International Peace Research Institute, 1994

Durward, Rosemary, "European Approaches to Peacekeeping: The Muddled Legacy of the Yugoslav Wars", in: Gordon/Toase 2001:42-59

Ebert, Der zivile Widerstand in der Tschechoslowakei. Eine Analyse seiner Bedingungen und Kampftechniken, S. 78 - 89 in: Ebert, SV 1. (Ebert 1968).

Ebert, Theodor (Hg.), Wehrpolitik ohne Waffen. Vom Passiven Widerstand zur Sozialen Verteidigung, Opladen 1972. (Ebert/Wehrpolitik 1972)

Ebert, Theodor, Gewaltfreier Aufstand. Alternative zum Bürgerkrieg, Waldkirchen: Waldkircher Verlagsgesellschaft, 1981 (4. edition)

Ebert, Theodor, Grundzüge der Strategie der Sozialen Verteidigung, S. 30- 51 in: Ebert, SV 1. (Ebert 1967).

Ebert, Theodor, Hätte sich der Hitlerismus gewaltfrei überwinden lassen?, in: gewaltfreie Aktion 103/104, 1./2. Quartal 1995, S. 1 pp.

Ebert, Theodor, Lernen von Litauen und Lettland. Aus meinem Tagebuch einer Erkundungsreise des Bundes für Soziale Verteidigung nach Vilnius und Riga vom 17.-26. Juli 1992, S. 43-67 in: ga. Nr. 93/94. 1992 (Ebert 1992)

Ebert, Theodor, Soziale Verteidigung. Bd. 1: Historische Erfahrungen und Grundzüge der Strategie, Waldkirch:Waldkircher Verlag 1981

Ebert, Theodor, Soziale Verteidigung, Bd 2: Formen und Bedingungen des Zivilen Widerstands, Waldkirch:Waldkircher Verlag, 1998

Ebert, Theodor, Verteidigungspolitik aus der Sicht der Ökologiebewegung, S. 129 - 150 in: Ebert, SV 2. (Ebert 1978a)

Ebert, Theodor, Ziviler Friedensdienst. Alternative zum Militär. Grundausbildung im gewaltfreien Handeln, Münster:agenda Verlag, 1997

Eguren, Luis Enrique, "Expanding the role of international civilian observers", in: Peace News No 2441, December 2000-February 2001, p. 22 pp.

Eguren, Luis Enrique, International Accompaniment and Protection of Human Rights, Document presented at the Semianr on Interposition, Peace Task Forces and on Human Shields, organized by Pax Christi International, in Antwerp 23.-25. November, 1994

Eikenberg, Kathrin, Somalia: Vom Krieg der Clans zum Krieg der UNO?, in: Matthies 1993: 183

Elias, Robert/ Turpin, Jennifer, (eds), Rethinking Peace, Boulder & London:Lynne Rienner Publishers, 1994

Empowerment for Peace Service. A Curriculum for Education and Training in Violence Prevention, Nonviolent Conflict Transformation and Peacebuilding, ed. Christian Council of Churches, Stockholm (1996)

Engelhardt, Paulus, Die Lehre vom "gerechten Krieg" in der vorreformatorischen und katholischen Tradition, in: Der gerechte Krieg: Christentum, Islam, Marxismus, Red. Reiner Steinweg, Friedensanalysen Bd 12, Frankfurt/Main: Suhrkamp Verlag, 1980. S.72-124

Entwicklungsdienst-Friedensdienst. Gemeinsamkeit und Differenz. Die Texte einer Tagung in der Evangelischen Akademie Mülheim/Ruhr am 31. August und 1. September 1^996, edp-Dokumentation Nr. 51/96, 2. Dezember 1996

Evers, Tilman (ed.), Ziviler Friedensdienst. Fachleute für den Frieden. Idee, Erfahrungen, Ziele, Opladen: Leske + Budrich, 2000

Evers, Tilman, "Friedenshandeln in der Weltgesellschaft". Der geschichtliche Kontext des Zivilen Friedensdienstes", in: Evers (ed) 2000:97-115

Evers, Tilman, "Vorboten einer sozialen Weltinnenpolitik - zum Verhältnis von Friedensdienst und Entwicklungsdienst", in: Entwicklungsdienst - Friedensdienst.Gemeinsamkeit und Differenz. Die Texte einer Tagung in der Ev. Akademie Mülheim/Ruhr am 31.8.-1.9.1996, epd-Dokumentation Nr. 51/96, 2.Dezember 1996, S. 36-47

Ewald, Jonas / Thörn, Hakan, Peace Monitoring in South Africa. An Evaluation of a Cooperation Between Swedish and South African Organisations, Göteborg 1994

Ferdorwsi, Mir A., Kriege der Gegenwart - Nachholprozeß nationalstaatlicher Konsolidierung?, in: Matthies 1993: 27 pp.

Fetherston, A.B., Towards a Theory of United Nations Peacekeeping, New York: St.Martin's Press, 1994

Fischer, Horst, Der Schutz von Menschen im Krieg. Humanitäres Völkerrecht und Humanitäre Intervention, in: Matthies 1993: 87 pp.

Fischer, Martina/Heinrich, Wolfgang/ Ropers, Norbert, Ziviler Friedensdienst. Neue Aufgaben und Herausforderungen für den DED, Ed.. Deutscher Entwicklungsdienst, Berlin 1999

Fisher, Ronald J., The Potential for Peacebuilding. Forging a Bridge from Peacekeeping to Peacemaking, in: Peace and Change, Vol 18/3, July 1993, S. 247-266

Fisher, Ronald J., The Social Psychology of Intergroup and International Conflict Resolution, New York:Springer, 1990

Fisher, Ronald J., Toward a Social-Psychological Model of Intergroup Conflict, in: Larsen, Knud S.(Ed.), Conflict and Social Psychology, London 1993, S. 109-122

Flint, Edward, "Civil Affairs: Soldiers Building Bridges", in: Gordon/Toase 2001:231-252

Freise, J./ Fricke, E., (eds.), Die Wahrheit einer Absicht ist die Tat. Friedensfachdienste für den Süden und den Norden. Schriftenreihe Probleme des Friedens, Idstein:Komzi Verlag, 1997

Freise, Josef, "Solidarische Lerndienste im Süden und im Norden", in: Friedens- statt Militäreinsätze 1994, S. 47-57

Frey, Ulrich, "Friedensdienste gestalten Zukunft", in: : Friedens- statt Militäreinsätze 1994, S.23-31

Fricke, Eckehard, "Friedensfachdienst im Entwicklungsdienst. Grundsätzliche Überlegungen und Erfahrungen von 'Eirene'", in: Freise/Fricke 1997, S. 95-108

Frieden muss von innen wachsen. Zivile Konfliktbearbeitung in der Entwicklungszusammenarbeit. Ein Werkstattbericht der kirchlichen Hilfswerke, ed: AG KED, 1999

Friedens- statt Militäreinsätze. Freiwillige Friedensdienste im Aufwind, Ed.. Pax Christi, Probleme des Friedens 2-3/1994, Idstein

"Friedensfachdienst ist machbar! Profis der zivilen Konfliktbearbeitung im Einsatz", ed: AG Qualifizierung für zivile Konfliktbearbeitung/Zivilen Friedensdienst, 1999

From Early Warning to Early Action. A Report on the European Conference on Conflict Prevention, Amsterdam:ncdo, 1997

Galtung, Johan, Anders verteidigen. Beiträge zur Friedens- und Konfliktforschung 2, Reinbek b. Hamburg:rowohlt, 1982

Galtung, Johan/ Hveem, Helge, "Participants in Peacekeeping Forces" in Peace, War and Defense: Essays in Peace Research, vol.II, PRIO:Copenhagen, 1976

Galtung, Johan, "Die Prinzipien des gewaltlosen Protestes - Thesen über die 'Große Kette der Gewaltlosigkeit'", in: Dokumentation des Bundeskongresses "Wege zur Sozialen Verteidigung " vom 17.-19. Juni 1988, ed: Bund für Soziale Verteidigung. Minden 1988:85

Galtung, Johan, Drei Annäherungsweisen an den Frieden: Friedenssicherung, Friedensstiftung, Friedensbewahrung, in: Galtung 1982, p. 50-80. Originally published as "Three approaches to peace.peacekeeping, peacemaking and peacebuilding", in: Galtung, Peace, War and Defence - Essays in Peace Research vol 2, Copenhagen:Christian Ejlers, 282-304

Galtung, Johan, Peace by peaceful means. Peace and Conflict, Development and Civilization, London: Sage Publications, 1996

Galtung, Johan, The Role of the "Third Party", in: Peaceful Settlement of Conflict II, 1994, S. 368 pp.

Gass, Thomas/ van Dok, Geert, Alliances for Peace. A position paper on crisis prevention, conflict resolution and peace building in international development cooperation, published by Caritas Switzerland, Lucerne May 2000

Geeraets, Gustaaf (Ed..), Possibilities of Civilian Defence in Western Europe, Amsterdam 1977. (Geeraets 1977)

Gewaltfrei in Krisen intervenieren. Analysen - Berichte - Konzepte - Ideen - Perspektiven. Eine Dokumentation aus Anlaß der Potsdamer Tagung "Staat - Krieg - Gewaltfreiheit" des Bundes für Soziale Verteidigung 1991. Überarbeitete Neuauflage Jan. 1993. (Gewaltfrei 1993)

Gewaltfreies Handeln gegen Krieg. Menschenrechts- und Versöhnungsarbeit in Sri Lanka, eds. Bildungs- und Begegnungsstätte für gewaltfreie Aktion, Kassel: Weber, Zucht & Co, 1997

Giersch, Carsten, Konfliktregulierung in Jugoslawien 1991-1995. Die Rolle von OSZE, EU, UNO und NATO, Baden-Baden: Nomos Verlagsgesellschaft, 1998

Gilmore, Susan/ Fraleigh, Patrick, Style Profile for Communication at Work, Eugene OR: Friendly Press, 1992

Giniver, Jeremy (ed), Beyond the Emergency: Development within UN Peace Missions, London:Frank Cass, 1997

Glasl, Friedrich, Konfliktmanagement. Ein Handbuch zur Diagnose und Behandlung von Konflikten für Organisationen und Berater, Bern/Stuttgart 1990

Globale Trends 2000. Fakten, Analysen, Prognosen. Stiftung Entwicklung und Frieden Ed: Hauchler, Ingomar et al, Frankfurt a.Main:Fischer tbv, 1999

Gordon, D.S./ Toase, F.H. (eds), Aspects of Peacekeeping, (The Sandhurst Conference Series), London: Frank Cass 2001

Gordon, Stuart, "A Recipe for Making Safe Areas Unsafe", in: Gordon/Toase 2001:213-230

Grabert, Horst, "Die vielen Gesichter des Kosovo-Krieges", in:Albrecht/Schäfer 1999:18-38

Grabner, Michael H., "Peace Teams in Ost- und Westslawonien". in: FriedensDienst No. 1/99, Ed.. ÖFD, S. 5-7

Grässlin, Jürgen, Lizenz zum Töten? Wie die Bundeswehr zur internationalen Eingreiftruppe gemacht wird, München:Droemersche Verlagsanstalt, 1997

Green, L.C., The Contemporary Law of Armed Conflict, Manchester: Manchester University Press, 1993

Greve, Hanne Sophie, "Der Internationale Strafgerichtshof- warum die Welt ihn braucht", in: Gunnar Köhne (Ed..), Die Zukunft der Menschenrechte, Rowohlt Taschenbuch Verlag, Reinbek b. Hamburg 1998, S. 185-197

Griffin-Nolan (ed.), Witness for Peace: A story of resistance. Louisville:Westminster/John Knox Press 1991

Griffin-Nolan, Ed, "Witness for Peace" in Moser-Puangsuwan, Yeshua/ Weber, Thomas (eds), Nonviolent Intervention Across Borders, A Recurrent Vision, Honolulu: Spark M. Matsunaga Institute for Peace, 2000

Hampel, Dieter, "Wir müssen etwas tun!" Fragen zur Not-und Katastrophenhilfe, in: Standpunkte, Konfliktbewältigung: Gewaltsam oder Gewaltfrei?, VEHEMENT e.V., Heft 6/95, S. 50 pp.

Hampel, Dieter, Kriege, Massenmorde, gravierende Menschenrechtsverletzungen - und was tun!?, in: Standpunkte, Konfliktbewältigung: Gewaltsam oder Gewaltfrei?, VEHEMENT e.V., Heft 6/95, S.24 pp.

Hansen, Greg, "360-Degree Do No Harm Assessment - Phase 1. A Report to the Minorities Alliance Working Grooup. Kosovo, 20 November 2000"

Hansen, Peter, Old Concepts and New Approaches. Three Stages of Positive Prevention, in: Cahill 1996:285 pp.

Hanser, Richard. A Noble Treason: the revolt of the Munich students against Hitler. New York: G.P. Putnam's Sons, 1979, 319 pp.

Hare, A.Paul, "Cyprus Resettlement Project: An Instance of International Peacemaking", in: Moser-Puangsuwan/Weber 2000:115-129 (reprint from 1991)

Hayes, Robin, "'Wave after wave they went crossing the border': Friendshipments by Pastors for Peace", in: Moser-Puangsuwan/Weber 2000:103-115

Heiberg, Marianne, in: Rikhye, Indar Jit / Skjersback, Kjell (eds), The United Nations and Peacekeeping: Results, Limitations and Prospects: The Lessons of 40 Years of Experience, Houndmills: Macmillan Press, 1990: 147-109

Heinrich, Wolfgang, "Unterstützung von Friedensprozessen mit den Mitteln der Entwicklungszusammenarbeit", in: "Ziviler Friedensdienst. Neue Aufgaben und Herausforderungen für den DED," ed. Martina Fischer, Wolfgang Heinrich and Norbert Ropers, Berlin 1999, S. 43-53

Heintze, Hans-Joachim, Menschenrechte durchsetzen! Forderungen zum 50. Jahrestag der UN-Menschenrechtserklärung, Ed.. Stiftung Entwicklung und Frieden, Bonn November 1998

Helwig, Maggie, "The limits of nonviolent intervention?", in: Peace News 2441, December 2000-February 2001, p. 24 f

Henn, Heike/Klingebiel, Stephan, Helfer im Kreuzfeuer. Humanitäre Hilfe in Kriegssituationen, in: Matthies 1993: 105

Hill, Barbara J., An Analysis of Conflict Resolution Techniques, in: Journal of Conflict Resolution Vol 26/1, 1982, S. 109 pp.

Hillen, John, Blue Helmets. The Strategy of UN Military Operations, Washington/ London:Brasseys 1998

Hippler, Jochen, Das langsame Austrocknen des humanitären Interventionismus, in: De-biel/Nuscheler 1996:77 pp.

Hippler, Jochen, Hoffnungsträger UNO? Die Vereinten Nationen zwischen Friedenseuphorie und realpolitischer Ernüchterung, in: Matthies 1993: 155 pp.

Hippler, Jochen, Krieg und Chaos. Irreguläre Kriegführung und die Schwierigkeiten externer Intervention, in: Matthies 1993: 139 pp.

Holl, Karl, Pazifismus in Deutschland, Frankfurt a. Main:suhrkamp, 1988

Holsti, K., The State, War, and the State of War, Cambridge:Cambridge University Press 1996

Humanitarian Charter and Minimum Standards in Disaster Response, ed: The Sphere Project, Oxfam Publishing, Oxford 2000

Idems, Christine, "Helfen 'ohne Grenzen'? Einige Gedanken zum Für und Wider Humanitärer Hilfe", in: Soziologie im Minenfeld: Zum 65. Geburtstag von Christian Sigrist, Ed.: Idems, Christine/Schoormann/Matthias, Münster:Lit, 2000, S. 220-246

Ingelstam, Margareta, "Motivation and Qualifications", in: Culture of Peace, January 2001:6-9

International Alert, Code of Conduct. Civil Conflict Resolution, London 1998

Jenkins, Bruce, Baltics continue examinig CBD, S. 11 in: CBD. Vol. 8. Nr. 1. Oktober 1992. (Jenkins 1992b)

Jenkins, Bruce, CBD Discussed in Moskow and the Baltics, S. 2 pp. in: CBD. Vol. 7. Nr. 6. August 1992. (Jenkins 1992a)

Jochheim, Gernot, Frauenprotest in der Rosenstraße. "Gebt uns unsere Männer wieder" Berlin 1993.

Jung, Dietrich/Schlichte, Klaus/Siegelberg, Jens, Das Kriegsgeschehen 1994, Arbeitspapier Nr 87/1995 der Forschungsstelle Kriege, Rüstung und Entwicklung, Hamburg 1995

Jürjens, Bernd, Die neue Diskussion um gerechte Kriege und humanitäre Intervention - das Beispiel Somalia, INEF Report Heft 16/1996

Kasch, Volker/ Rast, Lothar, "Die Umsetzung des Zivilen Friedensdienstes in der Entwick-lungszusammenarbeit: Das Beispiel des DED, in: Evers 2000:198-212

Katz, Mark N., Mechanisms of Conflict Resolution, in: Zartman/Kremenyuk 1995: 315 pp.

Kelman, H./Warwick, D., The Ethics of Social Intervention: Goals, Means and Conse-quences", in: G.Bermand, H. Kelman, D. Warwick (eds), The Ethics of Soical Interven-tion, New York:John Wiley, 1978, S. 3 pp.

Kern, Kathleen, "Christian Peacemaker Teams", in: Moser-Puangsuwan/Weber 2000:175-190

Kinane, Ed, "Cry for Justice in Haiti, Fall 1993", in: Moser-Puangsuwan/Weber 2000:207-232

King-Hall, Stephen, Defence in the Nuclear Age, London 1958

Koppe, Karlheinz, Konfliktprävention, Konfliktregelung, Konfliktbeendigung mit nicht-militärischen Mitteln, in: Peaceful Settlement of Conflict II, 1994, S. 123 pp.

Krell, Gert, Wie der Gewalt widerstehen? Die Frage legitimer Gegengewalt als ethisches und politisches Problem, in: Aus Politik und Zeitgeschichte B 2/94, S. 29 pp.

Kressel, Kenneth, Themes in the Mediation of Social Conflict, The Society for the Psycho-logical Study of Social Issues, 1985, S. 179 pp.

Krippendorff, Ekkehart, Staat und Krieg. Die historische Logik politischer Unvernunft, Frank-furt a.Main:edition suhrkamp, 1985

Kübler, Anette, "Evaluation of the International Training 'Nonviolence in the Context of War or Armed Conflict', KURVE Wustrow, 13-28 June 1998, Schriftenreihe: Methoden und Veranstaltungen der Bildungs- und Begegnungsstätte für gewaltfreie Aktion e.V: Nr 2, Wustrow, Dezember 1999

Kühne, Winrich (Ed.), Blauhelme in einer turbulenten Welt, Baden-Baden 1993

Kühne, Winrich, "Völkerrecht und Friedenssicherung in einer turbulenten Welt: Eine analytische Zusammenfassung der Grundprobleme und Entwicklungsperspektiven", in: Kühne 1993:17-100

Kühne, Winrich, "Friedenseinsätze verbessern - der Brahimi-Report, SWP-aktuell No 63, August 2000

Kühne, Winrich, Ohne Soldaten geht es nicht! Rettung aus der Not durch "robuste" Blauhelmeinsätze, in: Matthies 1993: 123

Kühne, Winrich, "Zukunft der UN-Friedenseinsätze. Lehren aus dem Brahimi-Report", in: Blätter für deutsche und internationale Politik 11/2000, S.1355-1365

Kumar, Mahendra (ed)/ Low, Peter, Legacy and Future of Nonviolence, New Delhi: Gandhi Peace Foundation, 1996

Kurschat, Ruben, "Wir, Die und Ich. Fremd- und Selbstbilder als Ansatz multikollektiver Sozialarbeit", in: Evers 2000:57-67

Kurschat, Reuben, Scham und Schuld in interkollektiven Konflikten. Überlegungen zu einer 'multiethnischen Sozialarbeit' im Nachkriegsbosnien, Studienschriften des Friedenskreises Halle e.V. Bd 1, Halle/Salle 1998

Lampe, John R., Yugoslavia as History. Twice There was a Country, Cambridge: Cambridge Universitäy Press, 2000 (2. Auflage)

Large, Judith, The war next door. A study of second-track intervention during the war in ex-Yugoslavia, Lansdown:Hawthorn Press, without date (1996?)

LaRose-Edwards, Paul/ Vincent, Christine, Civilian Rosters and Civilian Deployments: CANADEM - history, procedures, and lessons-learned. Ottawa: CANADEM 2001

Laudage, Bestimmte Fragen zur sozialen Verteidigung nebst Literaturübersicht. Deutscher Bundestag. Wissenschaftliche Dienste. Fachbereich II. Reg.Nr. WF II-137/89. Datum: 4.7.1989, Bonn 1989.

Laurence, Tim, (Commodore), Humanitarian Assistance and Peacekeeping: An Uneasy Alliance?, Whitehall Papers Series No 48, Royal United Services Institute for Defence Studies, London 1999

Leatherman, Janie/ DeMars, William / Gaffney, Patrick D., Väyrynen, Raimo, Breaking Cycles of Violence. Conflict Prevention in Intrastate Crises, West Hartford:Kumarian Press, 1999

Lederach, John Paul, Building Peace. Sustainable Reconciliation in Divided Societies, United States Institute of Peace Press, Washington 1997 (1998[2])

Lee Kim, Cheryl M./ Metrikas, Mark, "Holding a fragile peace: the military and civilian components of UNTAC, in: Doyle et al 1997:107-133

Lehmann, Ingrid A., Peacekeeping and Public Information. Caught in the Crossfire, London: Frank Cass Publishers, 1999

Leonhardt, Manuela, "The Challenge of Linking Aid and Peacebuilding", in: Reychler/Paffenholz 2001:238-245

Lewer, Nick/ Ramsbotham, Oliver, "Something Must Be Done". Towards an ethical framework for humanitarian intervention in international social conflict, Peace Research Report No 33, University of Bradford, August 1993

Liddell Hart, Basil, Strategy, 2d ed, New York:Praeger, 1967

Lithgow, Shirley, Cambodia, in: , in: Learning the lessons. United Nations interventions in conflict situations, Ed: Community Aid Abroad, Fitzroy 1994, p. 48-51

Loquai, Heinz, Der Kosovo-Konflikt - Wege in einen vermeidbaren Krieg. Die Zeit von Ende November 1997 bis März 1999, Baden-Baden:Nomos Verlagsgesellschaft, 2000

Lund, Michael, "A Toolbox for Responding to Conflicts and Building Peace", ", in: Reychler/Paffenholz 2001:16-20

Lutz, Dieter S./ Tudyka, Kurt P. (Eds), Perspektiven und Defizite der OSZE, Baden-Baden:Nomos Verlagsgesellschaft 1999/2000

Mackinley, John, The Peacekeeper: An Assessment of Peacekeeping Operations at the Arab-Israel Interface, London 1989

Mahony, Liam/ Eguren, Luis Enrique, International Accompaniment for the Protection of Human Rights: Objectives, Strategies and Scenarios, George Mason University, 1996

Mahony, Liam/ Eguren, Luis Enrique, Unarmed Bodyguards. International Accompaniment for the Protection of Human Rights, West Hartford:Kumarian Press, 1997

Mahony, Liam, "Peace Brigades International: Nonviolence in Action" in Moser-Puangsuwan / Weber 2000

Maier-Witt, Silke, "Ein Alltag in Prizren", in: Evers 2000:323-329

Martin, Brian, (ed) Nonviolent Struggle and Social Defence, London:War Resisters' International, 1991

Martin, Brian, Social Defence. Social Change. London:Freedom Press, 1993

Matthies, Volker (ed), Frieden durch Einmischung? Der Schrecken des Krieges und die (Ohn)Macht der internationalen Gemeinschaft, Bonn:Dietz, 1993

Matthies, Volker (Hg), Der gelungene Frieden. Beispiele und Bedingungen erfolgreicher friedlicher Konfliktbeareitung, EINE Welt-Texte der Stiftung Entwicklung und Frieden Bd 4, Bonn:Dietz, 1997

Matthies, Volker, "Der Schrecken des Krieges und die (Ohn)Macht der internationalen Gemeinschaft", in: Matthies 1993:7 pp.

Matthies, Volker, "Die Schrecken des Krieges: Zivilisten im Kreuzfeuer", in: Matthies 1993: 71

Matthies, Volker, Regionale Anarchie als globales Problem, in: Kaiser/Schwarz (ed), Weltpolitik, Bonn:1995

McManus, Philip/ Schlabach (eds), Relentless Persistence: Nonviolent Action in Latin America, Philadelphia: New Society Pub, 1991

McMillan, Andrew, "The Voyage of the Lusitania Expresso", in: Moser-Puangsuwan/Weber 2000:73-100

Mellon, Christian/ Muller, Jean-Marie / Semelin, Jacques, La Dissuasion Civile. Principes et méthodes de la résistance non violente dans la Stratégie Francaise, Ed: Fondation pour les Études de Défense Nationale, Paris 1985

Menschenrechte - Ihr internationaler Schutz, Beck-Texte im dtv, München 1992

Meredith, Martin, Nelson Mandela: a biography. New York: St. Martin's Press, 1997. 596 pp.

Merkel, Christine M., Methoden ziviler Konfliktbewältigung: Fragen an eine krisengeschüttelte Welt, in: Peaceful Settlement of Conflicts 1993, S. 343 pp.

Merkel, Christine M., Zivile Konflikttransformation. Gutachten im Auftrag der Evangelischen Akademie Loccum, Forum Loccum extra, 1994

Meyer, Berthold, "Wehret den Anfängen!" Konzepte und Wege der Kriegsverhütung, in: Matthies 1993: 43 pp.

Meyer, Carsten, "Das Benkovac-Projekt von Pax Christi in Kroatien". Der Weg zur Versöhnung im Balkan ist lang, sehr lang", in: Evers 2000:309-316

Mez, Lutz, Gegen die herrschende Verteidigungslogik, S. 20-23 in: gr/ Sonderheft. (Mez 1985)

Mez, Lutz, Ziviler Widerstand in Norwegen, Frankfurt 1976. (Mez 1976)

Miall, Hugh/ Ramsbotham, Oliver/ Woodhouse, Tom, Contemporary Conflict Resolution. The prevention, management and transformation of deadly conflicts, Cambridge: Polity Press, 1999

Mitchell, Christopher R., Asymmetry and Strategies of Regional Conflict Reduction, in: Zartman/Kremenyuk 1995, S. 25 pp.

Moeller, Wolfgang, "Makedonien: Konfliktverhütung durch präventive Stationierung von UN-Blauhelmen", in: Matthies (Hg) 1997, S. 278-304

"Monitoring and Verification of Peace Agreements", Wilton Park Conference 24.-26. March 2000, Report (www.wiltonpark.org.uk/conferences/reports/wp39/report.htm)

Moser-Puangsuwan, Yeshua / Weber, Thomas, "The Recurrent Vision and the Peace Brigade Movement", in: Moser-Puangsuwan/Weber 2000, p.3-14

Moser-Puangsuwan, Yeshua, From the Peace Army to the Balkan Peace Team, Manuscript 1995

Moser-Puangsuwan, Yeshua/ Weber, Thomas, (eds), Nonviolent Intervention Across Borders. A Recurrent Vision, Honolulu: Spark M. Matsunaga Institute for Peace, 2000

Müller, Barbara/ Büttner, Christian, Der Beitrag des Balkan Peace Team zur konstruktiven Konfliktbearbeitung in Kroatien und Serbien/Kosovo, Auswertung Beigleitforschung Balkan Peace Team, Part 1, Manuscript January 1999 (unpublished manuscript)

Müller, Barbara, Zur Theorie und Praxis von sozialer Verteidigung. IFGK Arbeitspapier Nr. 3; Februar 1996

Müller, Barbara/ Büttner, Christian, Optimizing Peacekeeping, Peacemaking and Peacebuilding through nonviolent Intervention? A methodological and systematic operationalisation, Working Paper No 6 of the Instituts für Friedensarbeit und Gewaltfreie Konfliktaustragung, Wahlenau 1998

Müller, Barbara/Schweitzer, Christine, "Gewaltfreiheit als Dritter Weg zwischen Konfliktvermeidung und gewaltsamer Konfliktaustragung", in: Konflikt und Gewalt: Ursachen - Entwicklungstendenzen - Pespektiven, Koordinator: Wilhelm Kempf, Münster:Agenda Verlag, 2000 (Studien für europäische Friedenspolitik, Bd 5), S. 82-111 (2000 b)

Müller, Harald/ Berndt, Hagen in: "Friedensfachdienst ist nötig. Studien zu Bedarf und zum Curriculum für Aus- und Fortbildung für Fachdienst in der zivilen Konfliktbearbeitung", ed.: Aktionsgemeinschaft Dienst für den Frieden, series "Friedens- und Freiwiilligendienste" No 11, February 1998, S. 4-23

Muller, Jean Marie, The First Steps in the Long Institutional Move Toward a Nonviolent Civilian Defense: 1982-1989, S. 1-6 in: CBD. Vol. 6. Nr. 3. Dez. 1989 (Muller 1989)

Muller, Jean-Marie, Principes et Methodes de l'intervention civile, Descleé de Brouwer 1995

Muller, Jean-Marie,"Intervention civile dans les régions en conflict. Comment agir pour la paix?", Non-Violence Actualité, février 1999, p. 4-6

My life is my message. Das Leben und Wirken von M.K.Gandhi, Ed.. Gandhi-Informationszentrum, Kassel: Weber, Zucht & Co, 1988

Nagler, Michael, The Steps of Nonviolence, ed. FOR, Nyack/New York,1999

Niezing, Johan, Sociale Verdegiging als Logisch Alternatief, van Utopie naar Optie, Assen/ Antwerpen 1987. (Niezing 1987)

Niezing, Johan, Vorbedingungen für die weitere Entwicklung des Konzepts Soziale Verteidigung, S. 36f. in: Verteidigungskonzept 1984/ 1988. (Niezing 1984)

Opitz, Peter J./ Seemüller, Doris, Kambodscha: UNO-Frieden nach Völkermord und Bürgerkrieg?, in: Matthies 1993: 199 pp.

Opondo, Enoch O., Humanitäre Intervention, Staat und civil society in Kenia, in: Debiel/Nuscheler 1996:251 pp.

Orywal, Erwin, "Krieg und Frieden in den Wissenschaften", in: Krieg und Kampf, ed. Erwin Orywal, Aparna Rao und Michael Bollig, Berlin:Dietrich Reimer Verlag, 1996, S. 13-44

OSCE Handbook, published by the Secretariat of the Organization for Security and Co-operation in Europe, 3rd edition, Vienna 1999

Otto, Klaus-Stephan/ Willmutz, Stefan, "Das OSZE-Projekt. Erfahrungen des Zivilen Friedensdienstes mit einer Ausbildung in der Republik Bosnien und Herzegowina", in: Evers 2000:300-308

Paffenholz, Thania, "Die Waffen nieder!" Konzepte und Wege der Kriegsbeendigung, in: Matthies 1993: 57 pp.

"Peace Brigades International Annual Review 2000", London

Peaceful Settlement of Conflict - A Task for Civil Society. Second International Workshop. March 16-18, 1994. Papers. Evangelische Akademie Loccum. (Peaceful Settlement 1994)

Peaceful Settlement of Conflict II. "Third Party Intervention", Loccumer Protokolle 9/94, Loccum 1994

People Building Peace. 35 Inspiring Stories from Around the World, Eds: European Centre for Conflict Prevention, Utrecht 1999

Petry, Ulrike, Evaluierung der Langzeit-Friedensdienste im Ausland. Kurzfassung. Im Auftrag der Aktionsgemeinschaft Dienst für den Frieden, für: Aktion Sühnezeichen Friedensdienste, Brethren Service/Europe, Eirene, Service Civil International, ed: AGDF; Tübingen 1996

Philipps-Heck, Ulla, Lernziel:Entfeindung. Die Friedensschule von Neve Shalom/Wahat al-Salam in Israel, Frankfurt a.Main: Haat und Herchen, 1991

Prevention and Management of Conflicts. An International Directory. Ed: Dutch Centre for Conflict Prevention, Amsterdam:NSDO, 1996

Pruitt, Dean G./Kressel, Kenneth, The Mediation of Social COnflict: An Introduction, The Society for the Psychological Study of Social Issues 1985, S. 1

Quilty, Jacki, et al., Capital Defence: Social Defence for Canberra. Canberra 1986

Ramsbotham, Oliver/ Woodhouse, Tom, Encyclopedia of International Peacekeeping Operations, Santa Barbara:ABC-CLIO, 1999

Reiter, Günther, "Das Projekt 'Peace Teams'. Hinaus in die Dörfer", in: FriedensDienst Nr 3/00, Ed.. ÖFD, S. 5-6

Renner, Michael, Critical Juncture: The Future of Peacekeeping, Washington DC: World-watch Inst, 1993

Reuter, Jens, Jugoslawien: Versagen der internationalen Gemeinschaft?, in: Matthies 1993: 171 pp.

Reychler, Luc, Conflict Impact Assesssment (CIAS) at the policy and prject leve. University of Leuven:Center for Peace Research and Strategic Studies 1998 (Working Papier 3/1998)

Reychler, Luc / Paffenholz, Thania (eds), Peace-building. A Field Guide, London/Boulder:Lynne Rienner Publishers, 2001

Reychler, Luc, "From Conflict to Sustainable Peacebuilding: Concepts and Analytical Tools", in: Reychler/Paffenholz 2001:3- 15

Riedel, Sabine / Kalman, Michael, "Die Destabilisierung Südosteuropas durch den Jugoslawienkrieg", in: Südosteuropa, 48. Jg, 5-6/99, p. 258-315

Riedel, Sabine / Kalman, Michael, "Soziale Frage und Gewaltprävention in Südosteuropa", in: Österreichische Osthefte Jahrgang 42/2000, Heft 2, S. 142-172

Rittmeyer, Wolfram, Vermittlungsaktionen in krigerischen Konflikten, in: Gewaltfreie Konfliktbearbeitung, antimilitarismus information 12/95, S. 37 pp.

Ronzitti, Natalino (ed), Comando e controllo nelle forze di pace e nelle coalizioni militari, Roma: FrancoAngeli, 1999

Roberts, Adam (ed.), The Strategy of Civilian Defence. Non-violent Resistance to Aggression. London 1967.

Roche, Chris, Impact Assessment for Development Agencies, Oxford:Oxfam, 1999

Rohwedder, Jörg, "'Wessen Brot ich ess, dessen Lied ich sing'. Über die Schwierigkeiten, ein Projekt des Zivilen Friedensdienstes in der Türkei einzurichten", in: Zivilcourage 2/2001, S. 12f

Ropers, Norbert 1999, "Kontext und Verortung eines Zivilen Friedensdienstes in der Entwicklungszusammenarbeit", in: "Ziviler Friedensdienst. Neue Aufgaben und Herausforderungen für den DED," ed. Martina Fischer, Wolfgang Heinrich and Norbert Ropers, Berlin 1999, S. 5-22

Ropers, Norbert, Friedliche Einmischung. Strukturen, Prozesse und Strategien zur konstruktiven Bearbeitung ethnopolitischer Konflikte, Berghof Report 1, Berlin 1995

Ropers, Norbert/Debiel, Tobials (Ed.), Friedliche Konfliktbearbeitung in der Staaten- und Gesellschaftswelt, Bonn: Stiftung Entwicklung und Frieden, 1995.

Rowley, Kelvin, Cambodia, in: Learning the lessons. United Nations interventions in conflict situations, Ed: Community Aid Abroad, Fitzroy 1994, p. 52-59

Rüssmann, Ursula, "Als Friedensfachkraft in Sarajewo", in: Friedensfachdienst ist machbar!, 1999:5-6 (a)

Rüssmann, Ursula, "'Sprengstoff pur'. Eine Friedensfachkraft auf vermintem Terrain", in: Friedensfachdienst ist machbar!, 1999:7-9 (b)

Rüssmann, Ursula, "Begleiten, unterstützen, vermitteln. Szenen aus dem Tagesgeschäft zweier Friedensarbeiterinnen", in: ", in: Friedensfachdienst ist machbar!, 1999:9-11 (c)

Ruez, Waldemar, Friedensdienst in Flüchtlingslagern in Kroatien, in: Friedens- statt Militäreinsätze 1994:73-77

Rupesinghe, Kumar, Civil Wars, Civil Peace. An Introduction to Conflict Resolution, London:Pluto Press 1998

Rupesinghe, Kumar, Preventive Diplomacy and Conflict Management in Situations of Internal Conflict: The Role of International NGOs and Humanitarian Agencies. Presentation to the Friedrich Ebert Stiftung Bonn, Germany, June 6, 1994

Ryan, Stephen, Ethnic Conflict and International Relations, 2nd ed., Aldershot: Dartmouth Publishing Company Ltd, 1995

Ryan, Stephen, Grass-roots Peacebuilding in Violent Ethnic Conflict, in: Peaceful Settlement of Conflict, 1993:313 pp.

Sanderson, John M. (Lieutenant General), Reflections on the Cambodia experience, in: Learning the lessons. United Nations interventions in conflict situations, Ed: Community Aid Abroad, Fitzroy 1994, p.19-24

Sautter, Robert, Balkan Peace Team Spring Quarterly Report, Spring 2000, www.BalkanPeaceTeam.org

Scheffran, Jürgen, "Vom Konflikt zur Katastrophe - Wie die NATO die Gewaltspirale im Kosovo verstärkte", in: Albrecht/Schäfer 1999:56-68

Schirch, Lisa, Keeping the Peace. Exploring civilian alternatives in conflict prevention, Life and Peace Institute, Uppsala 1995

Schirch, Lisa, Den Frieden sichern. Wie zivile Alternativen zur Konfliktprävention entwickelt werden, Köln: Heinrich Böll Stiftung, 1996

Schmidt, Hajo, Menschenrecht und militärische Gewalt. Zur ethischen Problematik "humanitärer Intervention", in: Debiel/Nuscheler 1996: 103 pp.

Schmidt, Karl, "Beispiel Südafrika: Ecumenical Peacemakers' Programme", in: Eingreifen - aber wie? Internationale Krisenintervention. Tagung in Zusammenarbeit mit Ohne Rüstung Leben vom 14. bis 16. März 1997 in der Evangelischen Akademie Bad Boll, Materialien 8/97 der Evangelischen Akademie Bad Boll, S. 17-21

Schweitzer, Christine, "Social Defence in lieu of 'civil war'?", in: Peaceful Settlement of Conflict I. A Task for Civil Society, Loccum: Loccumer Protokolle, 1993, S.407-410 (1993 b)

Schweitzer, Christine, "We divide one peace. Mir Sada- the story of a nonviolent intervention that failed, Peace News September 1993. (1993 c)

Schweitzer, Christine, On Direct Nonviolent Civilian Intervention, in: Peaceful Settlement of Conflict. A Task for Civil Society: Third Party Intervention", Loccumer Protokolle 9/94, Loccum 1994

Schweitzer, Christine, "On direct Nonviolent Civilian Intervention", in: Peaceful Settlement of Conflict II. "Third Party Intervention", 1995, S. 441-443 (1995 a)

Schweitzer, Christine, "Instrumente der Konfliktintervention". Ed.. Institut für Friedensarbeit und Gewaltfreie Konfliktaustragung, AP Nr. 7, Februar 1998 (1998 a)

Schweitzer, Christine, "Intervention: zivil, militärisch oder gewaltfrei?", in: Militär und Politik - Ende der Eindeutigkeiten? Ed.. Martin Grundmann/Hartwig Hummel, Baden-Baden:Nomos Verl.-Ges., 1998, S.76-89 (1998 b)

Schweitzer, Christine, "Der Krieg im Kosovo", Ed.. Bund für Soziale Verteidigung, Hintergrund- und Diskussionspapier Nr. 1, Minden 1999 (1999 a)

Schweitzer, Christine, "Zivile Konfliktbearbeitung", in: Miteinander leben - voneinander lernen: Perspektiven für die Entwicklung einer Kultur des Friedens in Europa, Ed.. Bernhard Nolz/Wolfgang Popp, Münster:Lit, 1999, S. 85-92 (1999 b)

Schweitzer, Christine, "Krieg und Vertreibung im Kosovo - Ist die NATO Feuerwehr oder Brandstifter?" Ed. IFGK, AP Nr. 11, Juni 1999. (27 Seiten) (1999 c)

Schweitzer, Christine/Müller, Barbara, "Zivile Konfliktbearbeitung. Möglichkeiten im Kosovo-Konflikt", in: antimilitarismus-information 7/99., S. 116-123 (1999 d)

Schweitzer, Christine, "Ziviler Friedensdienst - Von einer 'Friedensarmee' zum Friedensfach-dienst". in: 4/3, Fachzeitschrift für Kriegsdienstverweigerung, Wehrdienst und Zivildienst, Nr 4, Dezember 1999, S.148-152 (1999 e)

Schweitzer, Christine, "Friedensfachdienste - Eine Herausforderung für die politische Bildungsarbeit", in: Praxis Politische Bildung 4. Jg 2000, Heft 1, S. 16-23 (2000 a)

Schweitzer, Christine, "Mir Sada - The Story of a Nonviolent Intervention that Failed", in: Yeshua Moser-Puangsuwan and Thomas Weber (eds), Nonviolent Intervention Across Borders. A Recurrent Vision, Honolulu: Spark M. Matsunaga Institute for Peace, 2000, S.269-276 (2000 b)

Schweitzer, Christine, "Mit 'Offenen Augen' in Kroatien. Die Arbeit des Balkan Peace Teams", in: Jenseits der Gewalt. Arbeit für den Frieden in Ex-Jugoslawien, Ed. Pax Christi u.a., Idstein:Komzi-Verlag, S. 139-144

Schweitzer, Christine, Montenegro: Fall einer verhinderten Kriegsprävention?, Ed.. Bund für Soziale Verteidigung, Diskussions- und Hintergrundpapier Nr. 6, Mai 2000

Schweitzer, Christine, Rüstung und Krieg überwinden - eine unlösbare Aufgabe? Eine militärische Zustandsbeschreibung mit Diskussionsanregungen. Ed.. Bund für Soziale Verteidigung, Minden, Oktober 2000 (Hintergrund- und Diskussionspapier Nr. 8)

Schweizerischer Friedensrat (Verlag), Soziale Verteidigung. Eine gewaltfreie Alternative zur militärischen Verteidigung der Schweiz. Nr. 5 der Schriftenreihe des Schweizerischen Friedensrates. Dezember 1976. (Schweizerischer Friedensrat 1976)

Schwieger, Jörg, "Die Erfahrungen der Entwicklungsdienste - Das Beispiel von Dienste in Übersee", in: Evers 2000:173-180

Seipl, Chris, The U.S. Military/NGO Relationship in Humanitarian Interventions, Peacekeeeping Institute, Center for Strategic Leadership, U.S. Army War College,1996

Senghaas, Dieter, Intervenieren oder Nichtintervenieren - das bleibt die Frage, in: Peaceful Settlement of Conflict, Loccum 1993, S. 411 pp.

Senghaas, Dieter, Wohin drifted die Welt? Über die Zukunft friedlicher Koexistenz, Frankfurt a.M.:1994

Sharp, Gene, Making Europe Unconquerable: The Potential of Civilian-based Deterrence and Defence, Cambridge 1985

Sharp, Gene, The Politics of Nonviolent Action, Boston:Porter Sargent Publisher, 1973

Shepard, Mark, Gandhi Today. A Report on Mahatma Gandhi's Successors, Pacific Grove:Simply Productions, Online-Version 2.0 1998 (1987[1])

"Signs of the Times", CPT Newsletter, Chicago IL: Spring 2001

Simon, Ken, "Nonviolent intervention a the start of the 21st century, in: Peace News No 2441, December 2000-February 2001, p. 15f

Simpson, Brad, The Silent War, 29.1.1997 (in E-mail verbreiteter Bericht über eine Delegationsreise in den Irak)

Singer, D., Armed conflict in the former colonial regions: From classification to explanation, in: L. van de Goor, K. Rupesinghe and P.Sciarone (eds.), Between Development and Destruction: An Enquiry into the Causes of Conflict in Post-Colonial. States, New York: St. Martin's Press, 1996: p. 35-49

"SIPAZ, Five Years of Peacebuilding in Chiapas", Santa Cruz CA: 2000

"SIPAZ Report", February 2001, Vol. VI, No.1, Santa Cruz CA

SIPAZ document, Job Announcement 1/2000

Skidelsky, Lord Robert/ Mortimer, Edward, Economic Sanctions as a Means to International Health, in: Cahill 1996:154 pp.

Skupnik (Bearbeiter), Darstellung und Kritik des Konzeptes der Sozialen Verteidigung. Wissenschaftlicher Fachdienst, Fachbereich II, Reg.Nr. WF II-320/81, Bonn 1982. (Skupnik 1982)

Slim, Hugo, "Positioning Humanitarianism in War: Principles of Neutrality, Impartiality and Solidarity", in: Gordon/Toase 2001:125-140

Slim, Hugo, "The Stretcher and the Drum: Civil-Military Relations in Peace Support Operations", in: Giniver 1997:123-140

Smith, Dan, "Trends and causes of Armed Conflicts", in: The Berghof Handbook for Conflict Transformation, July 2000 (www.b.shuttle.de/berghof/)

Song, Jin, "The political dynamics of the peacemaking process in Cambodia, in: in: Doyle et al 1997:53-81

Sormova, Ruth, Michaela Neubauerova und Jan Kavan, Czechoslovakia's nonviolent revolution, S. 36-42 in: Nonviolent Struggle 1991.

Srinivasan, Nandini, "Organizing Elections in a Mine Field: The Cambodian Challenge", in: Volunteers against conflict 1996:15-38

Stedman, Stephen John/Rothchild, Donald, "Peace Operations: From Short-Term to Long-Term Commitment, in: Giniver 1997:17-35

Sternstein, Wolfgang, Der Zivile Friedensdienst - ein Schoßhündchen an der Leine der Regierung? Manuskript 1995.

Sternstein, Wolfgang, Entwicklung und Perspektiven Sozialer Verteidigung, S. 4-11 in: ga. Nr. 77/78/79. 1989

Sticker, Georg, "Zum Verhältnis von Ausbildung und Projektpraxis", in: Ausbildung in ziviler Konfliktbearbeitung, 1998

Sticker, Georg, "Fit in conflict. Ziviler Friedensdienst als Aufgabe der AGEH-Personalentwicklung", in: Evers 2000:263-273

Stuart, David, "El Salvador", in: Learning the lessons. United Nations interventions in conflict situations, Ed: Community Aid Abroad, Fitzroy 1994, p.60-70

Studie der vom Bundesminister für Inneres eingesetzten Expertengruppe zur Untersuchung von Problemem nichtmilitärischer Verteidigung, S. 13-124 in: Bundesminister 1990. (Studie 1990)

Südmersen, Kurt, "Gewaltfreier Widerstand und kreative - gewaltmindernde - Konfliktbearbeitung", in: Ausbildungen in Ziviler Konfliktbearbeitung, 1998

Suntharalingam, Nishakal, "The Cambodian Settlement Agreements", in: Doyle et al 1997:82-106

Tempel, Konrad, "Wollen und Können. Leitgedanken der Ausbildung zu Friedensfachkräften", in: Evers 2000:223-239

Tharoor, Shashi/Johnstone, Ian, "The Humanitarian Security Dilemma in International Peacekeeping", in: Gordon/Toase 2001:3-18

The World is Watching. GIPT Erkundungsteam-Bericht 1997, ed: Bildungs-und Begegnungsstätte für gewaltfreie Aktion, Wustrow ca. 1997

Thomas, Stephen C., „China's Movement to Resolve Citizen/Government Conflicts", in Paul Wehr, Heidi Burgess, Guy Burgess, Justice without violence. Boulder & London: Lynne Rienner Publishers, 1994

Tönnies, Sibylle, Soldaten müssen Polizisten werden. Plädoyer für einen neuen Pazifismus, in: DIE ZEIT Nr 19, 3.5.1996, S. 45 f

Training for nonviolent conflict transformation. Two Curricula, ForumZFD/Bund für soziale Verteidigung, Bonn/Minden 2000

Troebst, Stefan, Conflict in Kosovo: Failure of Prevention? An Analytical Documentation, 1992-1998, ECMi Working Papier #1, May 1998

Truger, Arno, International Civilian Peace-keeping and Peace-building Training Program (IPT), in: Ziviler Friedensdienst - europaweit 1995:68-79

Truger, Arno, "Training Peacebuilders and Peacekeepers", in: Reychler/Paffenholz 2001:35-42

UN Basis-Informationen, Ed.: Deutsche Gesellschaft für die Vereinten Nationenen, UN-Friedenstruppen und Beobachtermissionen früher und heute, Stand 31.11.1993

Unger, Beno/ Leitner, Johannes, "Ein Jahr Peace Teams in Ost- und Westslawonien", in: FriedensDienste 1998/99, Ed.. ÖFD, S. 8

United Nations Volunteers (ed), Volunteers Against Conflict, Tokyo/New York/Paris: United Nations University Press 1996

United Nations Volunteers, Collaboration between United Nations Transitional Authority in Cambodia (UNTAC) and United Nations Volunteers (UNV). Evaluation, 1. April - 15 May 1993, undertaken by: Giles M. Whitcomb, Independent Consultatant and Kanni Wignaraja, Polica and Evaluation Officer, UNV

Uphoff Carter, Elisabeth, "Quick impacts, slow rehabilitation in Cambodia", in: Doyle et al 1997:186-205

Urquhart, Brian, "Beyond the 'Sheriff's Posse'", in: Survival, Vol 32 No 3, May/June 1990

Valot, Henrí, "End of the War Machinery: Demobilization in Mozambique", in: Volunteers against conflict 1996:91-116

van der Merwe, Hugo/ Vienings, Tracy, "Coping with Trauma", in: Reychler/Paffenholz 2001: 343-351

van Brabant, Koenraad, "Understanding, Promoting and Evaluating Coordination: An Outline Framework", in: Gordon/Toase 2001:141-162

van Brabant, Koenraad, "Armed Protection for Humanitarian Action: What are the questions?", in: Gordon/Toase 2001:163-178

Vance, Cyrus/ Okun, Herbert S., Creating Healthy Alliances, in: Cahill 1996:191 pp.

Venturini, Gabriella, "Aspetti civili del peace-keeping", in: Ronzitti 1999:251-272

Volunteers Against Conflict. UNITED NATIONS VOLUNTEERS, Tokyo: United Nations University Press, 1996

Voß, Reinhard, "Das Schalom-Diakonat", in: Friedens- statt Militäreinsätze 1994:91-96

Voß, Reinhard, "'Schalomdiakonat' - Impuls zum 'Proprium' des Oekumenischen Dienstes im Konziliaren Prozeß", in: Ausbildungen in ziviler Konfliktbearbeitung 1998

Voß, Reinhard J., "Geschichte der Friedensdienste in Deutschland", in: Evers 2000:127-144

Wagner, Heinz, "Vom NRW-Modellvorhaben zur Arbeitsgemeinschaft Qualifizierung", in: Evers 2000:240-256

Walker, Charles, A World Peace Guard. An Unarmed Agency For Peacekeeping, Hyderabad: Academy for Gandhian Studies, 1981

Walther, Rudolf, Feldzug gegen die Friedensfreunde, in: DIE ZEIT Nr 4, 19.1.1996, S.48

Walton, Richard E., A Problem-Solving Workshop on Border Conflicts in Eastern Africa, in: The Journal of Applied Behavioral Science, Vol 6/4, 1970, S. 453 pp.

Wanie, Renate/Hartmann, Hans, "Schöner intervenieren". Gewaltfreie Intervention - ein ver-kappter Friedenskolonialismus?", in: Evers 2000:86-93

Weber, Thomas, Gandhi's Peace Army: The Shanti Sena and Unarmed Peacekeeping, Syracuse, New York: Syracuse University Press, 1996,

Weber, Thomas, "A History of Nonviolent Interposition and Accompaniment, in: Moser-Puangsuwan/Weber 2000, p. 45-72

Weber, Thomas, From Maude Royden's Peace Army to the Gulf Peace Team. An Assess-ment of Unarmed Interpositionary Peace Forces, in: Journal of Peace Research Vol 30/1, 1993, S. 45 pp.

Weishaupt, Harald, "'Den einen oder anderen aufrütteln und mitreißen, das ist meine Hoffnung'. Als Friedensfachkraft in Jaice- ein Interview", in: Evers 2000:317-322

Weiss, Thomas G., "Problems for Future U.N. Military Operations in 'An Agenda for Peace'", in: Kühne 1993:177-194

Weiss, Thomas G., Humanitäre Intervention. Lehren aus der Vergangenheit, Konsequenzen für die Zukunft, in: Debiel/Nuscheler (ed) 1996, S. 53 pp.

Weiss, Thomas G., Military-Civilian Interactions. Intervening in Humanitarian Crises, Lan-ham:Rowman & Littlefield Publishers, 1999

Wenig, Marcus, "Wo die Kosovo-Mission an ihre Grenzen stieß", in: Lutz/Tudyka (eds) 1999/2000:81-90

White, Pamela, "El Salvador", in: Learning the lessons. United Nations interventions in con-flict situations, Ed: Community Aid Abroad, Fitzroy 1994, p.71-74

Williams, Brian, "Returning home: The repatriation of Cambodian refugees, in: Doyle et al 1997:165-185

Witham, Kate, "Interfering Women. Feminist thoughts on nonviolent interventions", in: Peace News No 2441, December 2000-February 2001, p. 20-21

"Witness for Peace Newsletter", Vol. 17, No.2

Wouters, Jo, "Training Humanitarian Aid Workers", in: in: Reychler/Paffenholz 2001:43-49

Würtele, Werner, "Einsatz von Fachkräften in Peace keeping bzw. Peace Building-Vorhaben und die Vorbereitung in ziviler Konfliktbearbeitung", in: Ausbildungen in ziviler Kon-fliktbearbeitung, 1998

Yoshiura, Gláucia Vaz, "Voting for Peace: Preparing for Post-war Democracy in Mozam-bique" in: Volunteers against conflict 1996:65-90

Zartman, I. William, Systems of World Order and Regional Conflict Resolution, in: Zart-man/Kremenyuk 1995, S. 3 pp.

Zartman, I.William / Touval, Saadia, International Mediation: Conflict Resolution and Power Politics, in: The Society for the Psychological Study of Social Issues, 1985, S. 27 pp.

Zartman, I.William/ Kremenyuk, Victor A. (eds), Cooperative Security. Reducing Third World Wars, New York: Syracuse University Press, 1995

Zelentin, Gerda /Fischer, Martina, Ausbildungskurs 'Zivile Konfliktbearbeitung', Evaluation des Modellprojekes im Auftrag des Landes Nordrhein-Westfalen, Düsseldorf 1998

Ziviler Friedensdienst. Ein Konzept des Bundes für Soziale Verteidigung, Ed..: BSV, Minden April 1994

Ziviler Friedensdienst - europaweit. Bericht und Dokumentation über eine internationale Ar-beitskonferenz in Frankfurt/Oder - Deutschland, 24.-26. März 1995, Ed.. Deutsche Sek-tion der HCA in Zusammenarbeit mit Stiftung MITARBEIT, Bonn 1995

Ziviler Friedensdienst. Reader zum Hearing am 26.2.1994 im Haus der Kirche (Berlin)

"Ziviler Friedensdienst. Vorrang für zivile Konfliktbearbeitung. Ein Konzept der Oesterreichis-chen Friedensdienste", Steyr 1999

Interviews

Abu-Nimer, Mohammed, May 2001, (interview with Polly Edmunds)

Bennett, Steven (WfP) - interview June 2001 (DH)

Berndt, Hagen (Kurve Wustrow) - interview July 2001 (CS)

Evans, Claire (CPT) - Interview April 2001 (DH)

Fricke, Eckehart (Eirene) -Interview March 2001 (CS)

Hämmerle, Peter - interview March 2001 (CS)

Heid, John - interview April 2001 (DH)

Poen, Robert (SIPAZ) - interview June 2001 (DH)

Sternberg, Jill (trainer, formerly IFOR) - interview July 2001 (CS)

Tamang, Stella (trainer) - interview July 2001 (CS)

Taylor, Phyllis (WfP) - Interview April 2001 (DH)

Van den Bosse, Sandra (BPT) - Interview May 2001 (DH)

Weber, Christa (Pax Christi) - interview April 2001 (CS)

Willmutz, Stefan (Forum CPS) - Interview March 2001 (CS)