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Serena Initiative: Developing a Program from Grassroot Peacebuilders

On February 25, 2022, Sophie Green stared out the window of her Columbia Heights home office at a wall of snow. In 1997 Green launched The Center for Transnational Justice (CTJ) in Washington D.C., a non-profit organization focused on building safe and healthy communities. With funding from donors and grants, CTJ conducted grassroots training and dialogue programs aimed at strengthening community resilience against violence. In 2017, CTJ started the Serena Initiative (SI) to offer annual fellowship support to ten women leaders worldwide who demonstrate potential in mobilizing their communities for peace.

The February nor'easter that had just dropped ten inches of snow on Washington, D.C., would, in previous years, have threatened to shut down the city. In those days, Green would wake up and send a message to her office WhatsApp: "Snow day! See you tomorrow!" But in 2022 everyone in her team was working from home. The klaxon of a backing snow plow pulled Green from her reverie and back to the two open tabs on her computer's browser. The first showed Washington, D.C.'s COVID-19 case count, which sat at the lowest 10-day average since the District started tracking infections in 2020. The second was an invitation to a local conference on international development with an option to attend in-person.

"One way or the other, we're going back to normal," Green sighed. She let her gaze drift back out the window, wondering whether and how to adjust her own operations. Early on the COVID-19 pandemic CTJ shut down the SI fellowship program. Eighteen months later, remote work was only one of the changes that had occurred worldwide during the pandemic affecting the SI with its fellowship support to women across the world.

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Before the pandemic began, training for women fellows in mediation and other areas was conducted in-person. Alumni of SI continued to engage in-person after the program participating in socially-bonded communities of practice, where members exchanged knowledge and connected with each other. In gatherings organized by CTJ, members were able to receive emotional support.

As Green reviewed the progressed made in the previous years, she pondered:

What should we do in this new reality to achieve the goals of the SI? What changes should we make in a world that seems very different from the beginning?

Sophia Green and the Center for Transnational Justice

Sophia Green graduated from Boston College with a degree in Economics in 1988 and then applied for the Peace Corps. After training and medical clearances, the Peace Corps assigned Green to a community in Burkina Faso named Karfiguela. In Karfiguela, Green administered projects relating to sanitation in local schools and capacity building for small businesses serving tourists visiting the region's waterfalls and hippo lake. The Karfiguela community also included a number of migrants from the northern parts of Burkina and Mali, where tensions between migrating herders and sedentary pastoralists occasionally boiled over into violence.

Upon returning from the Peace Corps in 1993, Green took a series of jobs with large aid donors and implementation contractors. During this time, she earned an MA in international development from Johns Hopkins. Her interest in the migrants of Karfiguela led her to prioritize positions that mitigated conflict and afforded the opportunity for extended stays in the communities targeted by her programs. "Meeting the families affected by our work is a huge fringe benefit for me," Green said, "It's not even programmatic; it's about new languages and food and just connecting with people."

In 1997, Green left a position with a large humanitarian aid implementation consulting group to found her own firm: The Center for Transnational Justice ("CTJ"), a non-profit organization, financed primarily through program-specific donations made by individuals and small businesses, and through government and university grants. During the following two years (1998-2000), CTJ realized income of around \$2 million per year. Approximately 70% of that was derived from donations and grants and the rest was generated through sub-contracting or consulting within a larger program (Exhibit 1). As a not-for-profit, CTJ tended to re-invest revenues beyond costs in its people and partners by providing bonuses to employees or making donations to local organizations in West Africa.

In the first years of CTJ's operation, Green spent six to eight months each year traveling in Mali, Niger, and Burkina Faso, offering and leading workshops in conflict resolution. She would then return to the United States and fundraise by presenting the results of these workshops to current and potential donors. In these early years, "donors were impressed by Green's deep local knowledge and personal dedication," and she raised enough money to sustain as many trainings overseas as she could administer by herself.

CTJ's marquee program mediated conflicts over environmental resources. Green originally worked with the same herder and farmer issues that attracted her attention in Karfiguela, and CTJ's

business grew teaching de-escalation and negotiation techniques in West Africa. CTJ's first few hires were women trained at well-established public policy schools, such as Johns Hopkins-SAIS or Columbia-SIPA in fields such as development and peacebuilding. Their main tasks included designing and running de-escalation programming for communities in rural West Africa, especially in Burkina Faso, Mali, Niger, and the northern parts of Benin and Côte d'Ivoire.

Like many in the international development field, Green became increasingly aware of criticism that firms headquartered in Western capitals operated in a reality divorced from the communities they purported to serve. Green and CTJ decided that one promising way to "decolonize" CTJ's work involved building mentorship and support programs for grassroots peacebuilders. "We understood that we could not reform the system or its values," Green said. She added:

The World Bank is always going to prefer Western education and even styles of presentation. So we thought we might help train a generation of leaders; give them a Western credential that would make them more credible to Western donors.

The resulting program, the SI was launched in 2017 offering fellowship support to ten women each year who showed promise in mobilizing their communities for peace. Each fellow attended a ten-day training seminar at CTJ's headquarters in Washington, D.C., designed a justice-oriented program for implementation over the following year, and met with CTJ mentors during the fellowship period for advice. SI's budget in the first year was \$380,000, with twenty thousand dollar fellowships supporting the participation of each fellow and the remaining \$180,000 reserved mostly for trainer salaries and other other expenses related to the seminar.

Upon "graduation," SI fellows were added to a database that served as a community of practice for SI alumni. The community operated functionally as a chatboard and email listserv, with monthly updates compiled and sent out by CTJ. CTJ employees sometimes started threads on the chatboard or encouraged members with similar interests to stay in contact.

SI's goals included building the capacities of its fellows, supporting projects during a vulnerable start-up year, and creating a network of women engaging in grassroots work that could support each other in the future (Exhibit 2). An early SI member commented:

The training and fellowship really changed my trajectory. The money, training, and affiliation with a respected peace building organization improved my resume, and now I work for a large contractor that implements USAID grants. I'm still not quite sure about the community of practice. I try to reach out to younger members, but it's so unstructured.

Building the CTJ Team

Since the early days of CTJ, Green had dedicated attention to building the team. At the end of 1999, there were 5 employees. Abigail Vasquez was the first team leader born outside the United States. She joined CTJ on December 8, 1999 and became the Director of Programs at CTJ on February 23, 2003. Although Vasquez had grown up in Colombia, she went on to attend high school, college, and graduate school in the United States, where her education and early career focused on environmental justice in ecologically fragile communities in the Andes region. According to Green:

It was people like Abigail that facilitated having dialogue, negotiation, and de-escalation programming running simultaneously in sub-Saharan Africa, South and Central Asia, and Latin America. At this point, the programs were so personal. It seems silly, but we didn't have programming in Latin America before Abigail because I don't speak Spanish and I don't know anyone there. Abigail and others took my model and brought it to the places they could work.

By the mid-2000s, CTJ had grown to have 21 employees, and in 2022, there were four people in positions of leadership (Exhibit 3). CTJ had a model of parallel "senior technical advisors" running highly similar programming that impacted the firm's administrative resources. Vasquez said:

We realized that we needed to hire logistics staff to handle our travel and negotiate with health insurance. Soph [Green] really treasured this mindset where we're all equals... that notion still really influences our operations, but we badly needed people in coordinating roles.

For Green they "approached this period of expansion with the same egalitarianism CTJ embodied in its early years." Under this model every senior technical advisor had a vote on candidates for HR, IT, and office management positions, as well as for a few "program officer" positions intended to support the seminars run by the busiest technical advisors. Green also did away with the "senior technical advisor" title, promoting the most senior and effective team members to Directorships overseeing a cross-functional area and retaining others as senior program officers for certain regions.

Both Green and Vasquez agreed that "the reorganization was a rocky period for CTJ." By about 2015, CTJ employed around 30 full-time staff and ran training sessions in West and South Africa, South and Southeast Asia, and Latin America. It branched into highly localized interfaith dialogues, and brought on staff who understood issues of political corruption and economic inequality in urban spaces. CTJ also developed contractor relationships with locals in countries where it operates frequently (in West and South Africa: Burkina Faso, Niger, Mali, Mozambique, Zambia, and Côte d'Ivoire; in Asia: Sri Lanka, Nepal, Cambodia, and Thailand, and in Latin America: Guatemala, Nicaragua, Colombia, and Ecuador).

Contractors were paid competitive hourly rates to manage logistical and day-to-day problems associated with CTJ programming. CTJ contractors in these roles are typically local to the project area, and have substantial experience and education in peacebuilding. They often have undergraduate degrees in relevant fields from regional universities and have worked with other Western implementers before. CTJ privileges hiring contractors in this role that are locally influential, boasting wide civic and political networks that might offer fellows additional advantage.

Green, and other members of CTJ's leadership team, grew increasingly aware of concerns and criticism that the international development field privileged the voices of a professionalized, Western-educated cadre over members of the targeted communities with local knowledge about local needs. Vasquez noted "we felt that we were missing the voices of organizers right under our noses, and that concerns about western NGOs siphoning resources intended for our local partners applied to us."

With this in mind, CTJ set about designing a program to mentor young women building peace in their communities. In 2017, CTJ launched the SI.

The First Year of the Serena Initiative

After two years of industry research, Green and CTJ settled on a basic template for a mentorship and human development program to benefit grassroots peacebuilders in communities served by CTJ projects.

Ideally, the fellowship included several phases. In the first, fellows would travel to Washington, D.C. to receive training in negotiation and de-escalation dialogues. Near the end of the week-long training phase, fellows would present program designs they intended to implement in their home communities and receive advice from CTJ staff and the other fellows.

Following the training session, the idea was for fellows to return to their communities to implement their projects under the guidance of a mentor; typically a CTJ contractor living in the same region as the fellow. After one year of implementation, SI fellows would return to Washington to present their results, and were then added to an email listserv of SI alumni.

In 2017, the inaugural year of SI, Green, Vasquez, and the leadership team solicited applications to the program by sending program descriptions and application forms to CTJ contractors (Exhibit 4). They asked the contractors to identify women in communities where the contractors worked who might be interested or qualified. They received twenty-seven applications.

CTJ did not have information on how diligently its contractors spread the word about its program. "In those early years, we got zero applications from many regions, and a half dozen from two or three towns," Green recalled.

In 2017 when the program launched the CTJ faced challenges getting the women they selected together for training. Two thirds of the group of women faced problems getting visas to visit the United States. In one case CTJ could not obtain a response from a woman who had been notified of her award. Vasquez remembered:

Our application asked for an email address and this woman, who was well-known in her community, didn't have one. She filled out her brother's email, but he rarely visited cities with internet connections and rarely checked his messages.

Two awardees ultimately declined their fellowships; one for failure to obtain a visa and another on the grounds that the training sessions would take too much time from her child care obligations. CTJ found replacements for two of the three who could not accept the fellowship.

Training sessions for the nine inaugural SI fellows took place at the CTJ offices. CTJ staff led the training, and each senior member of the CTJ team had responsibility for planning a social or professional development event. Green commented:

That first year was a bit of a disaster, the training sessions did not link up very well, and some of the social sessions were a bit of a miss. I remember we went to a restaurant one evening that couldn't tell us if anything on its menu was halal. Two of our fellows just ate green salads.

Not everyone remembers the training so pessimistically. Seda Ult Ahmedu (Exhibit 3), a Malian fellow who went on to do consulting for CTJ, recalled bonding with the cohort:

We learned quite a bit in the classes, sometimes too much to remember! We spent our time every evening talking about our homes and joking and laughing about how hard it was to take notes on everything we were supposed to learn.

Following the training session, the fellows returned to their home communities to implement the programs. CTJ assigned each of the fellows to a CTJ contractor in the area to serve as a mentor, but uptake in the mentorship phase was uneven. “This is when we really started to realize how much management a program like this takes,” said Vasquez.

Two fellows stopped communicating with their mentor and ultimately did not return to report on their results. One mentor stopped consulting for CTJ, and soon afterward fell out of contact with his fellow. Two fellows reported speaking to their mentors weekly, one spoke to her mentor only twice.

“We worked with these mentors on other projects, and we heard from some of the fellows or otherwise through the grapevine how it was going,” Green said. Green detailed that in 2017, mentors were paid their hourly rate for the time they self-reported to speak with fellows and review their progress. “We understood pretty quickly that this needed to change; mentors should have duties laid out explicitly.”

Green and Vasquez then approached Bianca Harrington, a program officer focused on South Asia, to take responsibility for day-to-day management of SI and to re-design the program for 2018. Harrington was promoted to program manager, and maintained some of her duties in South Asia. Harrington stated:

I think just having someone looking at Serena as their main job improved things immediately, but in retrospect there was a lot I was still just winging. I was winging it thoughtfully, but, you know ... still a lot of wings involved.

At the end of the 2017 cohort, six of the nine fellows returned to Washington to present results.

After the First Year

“My first job was to expand the applicant pool for Serena.” Harrington said. CTJ began by releasing ads to entice SI applications several months in advance, pushing them to all consulting staff each month. Permanent CTJ staff also carried fliers to program sites, and Harrington cultivated a specific social media presence for SI and posted repeatedly about applications. Applications quadrupled for the 2018 cohort and continued to rise in 2019. “We still felt that we were missing less well-connected women, and some who didn’t consider themselves “peacebuilders,” Harrington added.

Harrington also began a list of common problems fellows were likely to encounter and, where possible, tracking solutions. “For example, we helped our new fellows apply for visas the day they accepted the offer,” she said.

CTJ next tackled the training segment. Harrington interviewed senior CTJ staff and consulted master's degree program guides to create a list of skills the training session should tackle. "We wanted this to look like a crash graduate degree in peace studies," Harrington said. Harrington next surveyed CTJ staff and consultants to match skills to likely seminars. When experience ran deep, Harrington said "her instinct was to staff consultants for diversity, and to get them more invested in keeping up with the program over the coming years." The new training session lasted ten days, including days off and social activities (Exhibit 5).

Green appreciated Harrington's attention to detail, but started to worry about price:

I think the idea of getting consultants more involved was the right instinct, but that's four or five thousand dollars beyond what we'd pay to have a local staff member log two hours to teach that seminar.

CTJ flew out two to three consultants from field programs each year to lead seminars during SI's training week. These focused on topics where the consultants had obvious advantages in training or perspective.

According to Vasquez, "applications took off, and the process of getting the fellows into training went more smoothly. Self-reported satisfaction with training increased substantially." Furthermore, Vasquez "got the feeling we'd moved on from a well-meaning amateur production to something that made these women feel like professionals."

SI still encountered that child care was a recurring issue. Harrington said:

We had one fellow drop out because she could not afford to bring her child, and we hadn't thought to make provision for it, another mother had a kid with immune issues. She was worried even about coming alone and dragging something back with her.

CTJ struggled with the issues of child care and household labor. Green mused: "This is a crucial issue, but flying out these children and finding care for them ... that's a big expense. We would need to cut something else."

CTJ also overhauled its relationship with consultant mentors. Mentors received small bonus payments at the start and end of each SI cohort, as well as a list of fees and expenses CTJ would pay. In almost all cases, mentors were encouraged to have telephone or video conferences with fellows monthly, and to make one site visit near the end of implementation. CTJ also budgeted for mentors to review documents created by fellows, and to write a short mid-term report on the project so CTJ could provide extra advice where needed. Retention of consultants and fellows was 100% in 2018 and 2019.

Consultants also reported higher satisfaction with the program. Jean-Luc Ngoy, a consultant with ten years experience working for CTJ and other western firms said:

Better compensation is always appreciated, but the new structure helped me feel closer to the programs of my mentees. I get substantial professional rewards from visiting the program sites and walking my fellows through their implementation process.

Harrington viewed “the alumni network as her final, and biggest, challenge,” adding:

We treated the end-of-cohort get together more or less as a party. We aim to give good advice based on project presentations, but the main goal has always been for the fellows to bond. And that leaves the listserv.

SI alumni were added to an email listserv and a WhatsApp group with all other former fellows. CTJ staff admitted they cannot know the extent to which fellows take each other’s emails or WhatsApp numbers to communicate directly. “Based on our one survey,” Harrington sighs, “It’s not a lot.” “Our instinct is that the fellows contact each other only rarely once their fellowship ends, but it’s nearly impossible to tell.” Vasquez stated.

CTJ used the listserv and WhatsApp to push news about the program, such as new fellow biographies, program outcomes, or updates of former fellows’ success. Vasquez commented, “these posts generated little engagement.” Multiple CTJ staffers used words like “moribund” and “lifeless” to describe SI’s social media presence and network success. Green remarked:

Our frustration in discussing the listserv was palpable. Look, Bianca [Harrington] has done the research. Programs similar to ours get very little traction in the communities of practice they attempt to build with alumni. I think that’s just how this goes.

The COVID-19 pandemic struck just as the application season for the 2020 cohort of SI fellows opened. As CTJ watched schools and restaurants close their doors, they made the decision to cancel the fellowship until the case counts abated and the world reopened. Green said wistfully:

I saw other organizations trying to keep these types of programs running, using Zoom and working at a distance. Maybe we should have, too. I don’t think anyone really understood the impact these programs could have when administered over video.

Relaunching Serena Initiative in 2022

Traffic was flowing normally up 14th when Green shut down her computer. She resolved to re-start the SI, but felt at a loss regarding the best next steps in a reality that had shaken the entire world. She wrote down what she hoped to see in the new version of the program: inclusion, less carbon footprint, and respect for continuing concerns about public health. She also jotted down: “increase the Initiative’s impact on its fellows and their communities.”

The plows had cleared the major streets, and traffic crawled past the 7-11 and toward the Columbia Heights Metro station. She saw movement of some cars and people, prompting her to check again the D.C. COVID-19 case count and vaccination rates. With vaccines more readily available, many people in the United States and elsewhere believed the worst of the COVID-19 pandemic was over. What people seemed to be disagreeing on around February 2022 was what returning to normal would look like.¹

In light of the time, Green commented:

¹ <https://www.kff.org/coronavirus-covid-19/poll-finding/kff-covid-19-vaccine-monitor-february-2022/>, accessed July 4, 2023.

For years I felt disillusioned about running fewer workshops, and all that frustration with becoming a house-cat boiled over when I was forced to stay in my actual house.

Many at CTJ agreed. Green recruited like-minded development experts with a passion for spending time in the communities they hoped to serve. “But staff with cabin fever was the least of CTJ’s concerns,” Green said. She pondered:

Fear of recession drove long-time supporters to reduce or eliminate donations to CTJ. Fear of contagion ended in-person access to community leaders and the opportunity to lead workshops and seminars live.

During the period of March 2020 and February 2022, CTJ had laid off 25% of its workforce and shifted another 15% to part-time roles. By the start of 2022, vaccinations were moving along² with infection rates across the country beginning to fall. Governments in most jurisdictions were relaxing COVID-19 restrictions, and meetings in person became increasingly common. Green wondered what pathway to take to restore her programming with grassroots peacebuilders, starting with SI doing it in a way that incorporated what she had just written down and taking into account the changes happening everywhere as the consequence of the changes brought by COVID-19. As she prepared to go out, she was excited to bring these challenges to the group of consultants she would be working with to relaunch the SI with success.

² https://covid.cdc.gov/covid-data-tracker/#vaccinations_vacc-total-admin-rate-total, accessed July 4, 2023,

Exhibits

Exhibit 1: Annual Revenues and Surpluses of CTJ

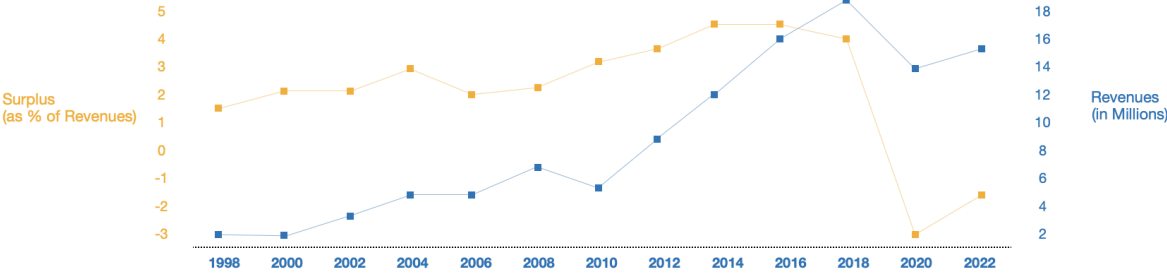


Exhibit 1: Annual Revenues and Surpluses of CTJ

Source: Elaborated by the authors.

Exhibit 2: Fellowship Details



Fellowship Details

The Serena Initiative Fellowship includes the following elements; selected Fellows are expected to participate in all the elements of the Serena Initiative.

1) Residency and Training

Focus: Fellows will engage in classroom and practical learning about peace, justice, and alternative dispute resolution techniques. They will also develop their projects (described in more detail below).

Dates: May 5-16, 2019

Location: The CTI offices in Washington, DC

Please note that the Serena Initiative will pay all travel expenses of selected Fellows, Fellows are required to attend the residency and training.

2) Program Administration

Focus: Fellows will design and implement a peacebuilding program in their home community, supported by the advice and mentorship of CTI and Serena Initiative staff. The scope of the programs is discussed in greater detail during the Fellow's residency, but may include hosting community dialogues, facilitating mediation, or engaging in resilience or capacity-building.

Dates: June 2019 - May 2020

Location: Home community of the fellow.

(3) Serena Initiative Research

Focus: SI Fellows and their mentors will gather evidence regarding the success of the Fellow's project for use by CTI in increasing the quality of SI and CT's other programming. Fellows are required to assist in the data-collection and analysis efforts.

Dates: June 2019 - May 2020

Location: Home community of the fellow.

4) SI Alumnae Community of Practice

Focus: SI Fellows are invited to join our Alumnae Community of Practice, an email listserv and WhatsApp group intended to help former Fellows get support and mentorship from others that have completed the program. The community occasionally hosts seminars and other events to help us all stay connected.

Dates: May 2020 and beyond.

Location: Globally.

Source: Elaborated by the authors.

Exhibit 3: Serena Initiative Team Bios 2022



Our Team



SOPHIE GREENE

Founder of CTJ. A Former Peace Corps volunteer with years of program development experience with USAID and its contractors, Greene left her consulting career to found CT, which implements mediation programming based upon Greene's experience in west Africa.



ABIGAIL VASQUEZ

Director of Programming at CTJ. Abigail moved from Peru to the United States as a teenager. Growing up in the Barrio Logan neighborhood of San Diego, Vasquez became active early in environmental justice and grassroots politics. She joined CT after earning a Master's Degree in Public Policy at Stanford University, and spending ten years designing environmental programming for several Latin American NGOs.



BIANCA HARRINGTON

South Asia Program Officer at CT. Harrington recently graduated from the University of Virginia with a degree in public policy, and formerly worked for a large USAID contractor. She now oversees the logistics of South Asia programming and the Serena Initiative.



SEDA ULT AHMEDU

SI alumna and consultant for CT. Ahmedu grew up in a village outside Mopti, where she became known for organizing groups of women to make demands of local government officials for services. A new CT] employee with recent experience in Mali recommended Ahmedu for the inaugural SI cohort.

Source: Elaborated by the authors.

Exhibit 4: Serena Initiative Application 2019



The Serena Initiative Fellowship offers a unique opportunity for women peacebuilders to learn, practice, research, and strengthen peacebuilding partnerships through participation. The Serena Initiative facilitates impactful programming, designed and facilitated by women peacebuilders from conflict-affected communities.

Requirements

To be considered, candidates must have the following:

- Experience of at least five years working to address the intersection of multiple forms of violence and how they reinforce each other, with a focus on national-level policy and action;
- Direct experience implementing programs, activism, or policy related to peacebuilding in their local contexts;
- Ability to participate in all activities during the year-long Fellowship and apply what they learn after the residency program;
- Sufficient English language proficiency to relate personal experiences and engage in discussions with a multi-country cohort;
- Have experience or interest in conducting research.

The Application

Name:

City and country of residence:

Email:

WhatsApp number (please include country code):

Name of organization/employer:

Organization/employer location:

Organization/employer website:

Organization/employer social media (Facebook, Twitter, Instagram):

Please limit your answer to each of the following questions to two to three paragraphs, Please include all answers in a single document and upload the document here.

1. Why are you interested in participating in the 2019-2020 Serena Initiative Fellowship?
2. Please explain the peacebuilding work you have led/currently lead in your country of residence or origin and provide concrete details of the outcomes of this work. What do you consider your greatest achievement in this work?
3. Please describe how your work seeks to address the intersection of multiple forms of violence and how they reinforce each other. What activities or programs have you led that work at the intersection of multiple forms of violence?
4. Please describe your experience conducting research, including collecting data and writing reports.

How many years of peace and justice experience do you have?

5-9 years

10-15 years

16-25 years

26+ years

Are you willing to share your work with researchers, local audiences, and publications publicly?

Yes

No

Please assess your level of spoken and written English on a scale of 1-5 (5 being complete fluency).

Please upload a copy of your resume or CV. Documents may be a Word document or a PDF.

Source: Elaborated by the authors.

Exhibit 5: Serena Initiative Training Schedule 2019



Training Schedule

DAY 1

9:00	An Overview of Programs	CTI Bianca Harrington provides a run-down of the history of CTI and an overview of its programs and staff around the world	Room 212
13:00	Principles of Conflict I	A crash-course in the causes of ethnic and communal violence. Considers social norms, the economy, and the environment as potential sources of violence.	Room 300
14:00	Principles of Conflict II	A crash course in the causes of interpersonal violence. Considers the psychology of violent individuals and contextual factors associated with crime.	Room 301
16:00	Capitol Segway Tour	Strap on your helmets! We'll spend 90 minutes on a guided tour of the US Capital arca, followed by dinner at Bossa Bistro	1271 March Avenue

DAY 2

8:30	Conflict and Culture	Learn how the cultural and regional differences affect how conflict management processes are developed and used. Examples from mediation case-studies in Mali, Mozambique, and Sri Lanka.	Room 301
13:00	Managing Conflict	Distinctions between productive and unproductive conflict, how to steer unproductive conflict into productive ground.	Room 300

DAY 3

9:00	Mediation in Context	CTI founder Sophie Greene discusses her personal story, and her belief that mediation contributes to stable communities that can prosper and grow.	Room 212
11:00	Principles of Mediation	Learn rationale for voluntary nature, omni-partiality, confidentiality, and how to ensure these principles are established and maintained.	Room 300
13:00	Role of the Mediator	Learn the various roles of the mediator, what the unique values are, and how and when to lead the various roles.	Room 301
17:00	Barbeque!	You're invited to Sophie's house for a cookout. Food, lawn games, and wine provided.	2445 Arizona Street, 1B

DAY 4

9:00	Stages of Mediation I	How do mediators develop agendas for parties in conflict? How should mediators be convened to make parties comfortable and likely to cooperate?	Room 208
12:00	Stages of Mediation II	How do mediators listen to participants to draw out salient issues? How do mediators validate the emotions and perspectives of parties in conflict?	Room 300
14:00	Stages of Mediation III	How can mediators encourage negotiation and craft durable commitments?	Room 300
15:00	Mediation Role Play	Participants break out for coached mediation practice sessions.	Room 209

DAY 5

8:30	Stages of Mediation I	Learn about the biological effects of trauma. Learn the multiple ways trauma affects communities and peacebuilding efforts, and the physical and behavioral responses to trauma.	Room 300
11:00	Stages of Mediation II	Georgetown professor Casper Oglethorpe discusses some field-ready methods for measuring the impact of mediation programming, and discusses how to present results to donors.	Room 209

Source: Elaborated by the authors.

References

1. <https://www.kff.org/coronavirus-covid-19/poll-finding/kff-covid-19-vaccine-monitor-february-2022/>, accessed July 4, 2023.
2. https://covid.cdc.gov/covid-data-tracker/#vaccinations_vacc-total-admin-rate-total, accessed July 4, 2023.