

provided in initiating and implementing programs of land reform. In this case, experts could point to successful programs elsewhere and help governments develop programs for compensation and distribution. As well, advice and assistance might be given in devising more individualistic policies for overcoming patterns of discrimination and providing economic opportunity, such as quotas for members of minority groups in government hiring or military recruitment, special loans, or special arrangements for entry to university.

Encouragement could be also given for the adoption of policies more conducive to tolerance and cross-cultural understanding. Models for multiculturalism could be introduced through seminars for government ministries, the media, parliamentarians, local authorities, and minority groups, so that they could consider how such models might be adapted locally. In addition, the topic could be integrated into school curriculum. In societies where the mass media are pervasive, encouragement (and financial incentives) could be provided for multi-cultural programming. Where appropriate, assistance could also be provided for the introduction of laws and judicial practices which prohibit incitement to ethnic or racial hatred, discrimination or violence.

Assistance in Dispute Settlement

A more strategic partnership could also be formed to provide a range of expert assistance in helping to reduce tension between or within states. Regular and routine visits throughout the region by a small team of professional staff with expertise in problem-solving approaches to dispute resolution would facilitate a more indepth knowledge of local and regional problems and would help to build trust and a reputation for fairness. Quiet assistance could thus progress in a manner which did not call attention to itself and which did not "internationalize" a dispute.

Problems within states could be approached much as the OSCE High Commissioner on National Minorities has done. After obtaining a thorough understanding of the problem, professional staff could offer non-binding recommendations to governments in a low-key manner, including models of how such problems have been resolved elsewhere. Help could be provided to establish ongoing mechanisms to promote dialogue and generate solutions, through roundtable discussions, ombudsmen's offices, or special commissions for minority issues. This approach, practiced with a great deal of skill by the OSCE High Commissioner, has been widely accepted by OSCE participating states, with most adopting the High Commissioner's recommendations. Minority groups could also be encouraged to adopt legal or politically constructive means for pursuing their interests. When disputes escalate, assistance staff could also offer their good offices to avert violence, either through formal or informal meetings with both sides or through shuttle diplomacy.

Outside experts could also be used to study a situation and to make recommendations. Assistance programs could call upon the full range of regional or UN agencies, as well as member states to provide economic or technical assistance. Since even modest amounts of