Study Unit Outline

Peace Building and Conflict Resolution (PBCR)

I. Conflict intervention: Prevention, Management, Transformation and Resolution

II. Formal and informal Conflict intervention mechanisms

III. Conflict sensitivity and essential skills for effective conflict resolution

IV. Peace building diplomacy

Study Session

Duration

This session needs a 2 hours of formal study time. Yet, you may add 2-3 hours for revision

INTRODUCTION

Conflict is an inevitable part of life. Therefore, learning how to deal and live with it is very crucial. In this module, you will learn about conflict resolution and peace building.

The module is organized in four units. Unit one discussed basic terminologies such as intervention, prevention, management, resolution and transformation and also steps and approaches of conflict resolution with the objective of enabling students understand their similarities and differences and then appreciate the role of conflict intervener. Unit two discussed various conflict resolution mechanisms (formal and informal) and African perspectives and experiences on conflict resolutions with the objective of enabling students recognize and identify the differences among them, their merits and challenges in the African context. Unit three discussed the notion of conflict sensitivity approach in conflict resolution process and essential skills for effective conflict resolution with the objective of enabling students understand the meaning and advantage of conflict sensitivity and also acquired essential skills for effective conflict resolution. And, Unit four discussed the meaning, elements, principles and challenges of peace building diplomacy with the objective of enabling students gain the necessary knowledge and skills for being effective peace building diplomat.

For a successful accomplishment of the module, the students are provided with self-reflecting exercises in the form of quizzes, a short exam (at the end of first week of

Peacebuilding Diplomacy and Conflict Resolution

the units), and a final exam (at the end of the module) in addition to lectures and interactive class room discussions.

Learning Outcomes of Study Unit 4

After successful accomplishment of this unit, you will be able to:

- ✓ define and describe types of conflict intervention: prevention, resolution, and transformation.
- ✓ recognize various formal and informal conflict resolution mechanisms, their differences, their merits and challenges in the African context.
- ✓ Define conflict sensitivity and grasp essential skills for effective conflict resolution
- ✓ Describe the meaning, elements, principles and challenges of Peacebuilding diplomacy

MODULE DESCRIPTION

This module will equip you with the knowledge and skills that help you prevent, manage, transform or resolve conflicts that you may face in work places, schools, at home and elsewhere and then build peace. It also helps you to apply essential diplomatic techniques and skills in the process of conflict resolution and peace building. The module is organized in four units. The first unit defines and describes key terminologies related to peace building and conflict resolution such as intervention, prevention, management, resolution and transformation. It also discusses certain conflict resolution steps and approaches. The second unit discusses conflict resolution mechanisms

(formal and informal) and African perspectives and experiences on conflict resolutions. The third unit describes conflict sensitivity and discusses various modes of conflict resolution and essential skills for effective conflict resolution. And, the fourth and last unit deals with the meaning, elements, principles and challenges of peace building diplomacy. The module is divided into two weeks and within this time frame it includes one quiz at the end of unit one, short exam at the end of the first week and final exam at the end of the module. Moreover, the trainees will engage in different learning activities to encourage exchanging of knowledge and experiences.

Unit 1

Intervening in Conflict: What is conflict intervention?

Conflict intervention is a concept that describes an activity of resolving a conflict through a third party involvement especially when the conflict goes beyond the capacity of the conflicting parties using either peaceful or non-peaceful methods. Third parties intervene in conflicts for a number of reasons. Accordingly, we have the following types of conflict intervention:

i) Preventive Intervention: is intervention before the outbreak of a conflict;

ii) Curative intervention: is intervention that aims at limiting, controlling or regulating an existing conflict;

iii) De-escalating intervention: is intervention that aims at reducing the tension of a 'hot' conflict and thereby minimizing its dangers;

iv) Escalating intervention: is intervention that aims at increasing the tension of a 'cold' conflict and there by maximizing its dangers;

1.1. Types of conflict intervention

  i) Conflict prevention (CP)

Conflict prevention is a a type of conflict intervention that focuses on preventing escalation or violent manifestation of conflicts. Since conflict is natural and inevitable and hence cannot be 'prevented' the concept seems to be misleading. Yet, conflict prevention is about anticipation of a conflict, redressing its root causes and avoiding its degeneration in to violence. Conflict prevention does this through 'early warning activities' such as 'conflict mapping' 'conflict analysis' and 'conflict intervention'. And, as a process, conflict prevention has **three** successive components- namely; **primary prevention** that focuses on preventing violence from unfolding; **secondary prevention** that focuses on preventing violence from escalating; and **tertiary prevention** that focuses on preventing violence from re-emerging/re-occurring.

Conflict Prevention Approaches

The following are some of the most commonly used conflict prevention approaches:

➢ **Direct or operational prevention:** targets on designing short term strategies/actions that address the imminent and immediate causes of violence. Yet, it does not follow any comprehensive prescribed method to resolve conflicts.

➢ **Structural prevention:** targets on designing strategies/actions that address the underlying structural factors behind conflicts and there by hindering them from escalating in to violence. Conflicts related to management of natural resources, incomes, transformation of illegal and informal economies, and mitigation of inequality, youth unemployment and arms and drugs trade can be appropriately solved using this method.

➢ **Systemic prevention:** focuses on designing strategies/actions that resolve transnational or global conflicts with mechanisms not focused on any particular state. Examples in this regard include: global efforts to stop the spread of nuclear, chemical and biological weapons and global efforts to deal with climate change.

ii) Conflict Management (CM)

Conflict management means using appropriate intervention to politically settle conflicts. It usually functions through having powerful actors (those with power and resources) that pressurize or induce conflicting parties to settle their conflicts. In other words, conflict management is about prevention of escalation of conflict or reducing the negative effects of violent conflicts and not about prevention of conflicts from emerging altogether. As a result, conflict management is

considered by many as more realistic way of dealing with conflicts. Conflict managers use one or a combination of the following prominent techniques:

➢ **Peacemaking**: is the first technique of conflict management and it focuses on bringing conflicting parties to reach agreement for making peace.

➢ **Peace enforcement**: is the second technique of conflict management and it focuses on direct intervention (by governments or other third parties) to impose peace on conflicting parties using soft and/or hard sanctions.

➢ **Peace building**: is the third technique of conflict management and it focuses on designing and implementing initiatives and programs that solve the root causes of a given conflict.

In general, conflict management is a process in which third parties usually step in to resolve conflicts when the conflicting parties or governments are proved to be unable or unwilling to resolve the conflicts.

iii) Conflict Resolution (CR)

Conflict resolution is a type of conflict intervention in which conflicting parties reach an agreement to end violent actions against each other and solve their incompatibilities (of goals and means). In conflict resolution, the main activity is identifying the root causes of conflicts and addressing them in ways that are mutually satisfactory and sustainable. To this end, it focuses on exploring (with the help of skilled third parties) mechanisms of resolving conflicts that are often ignored by conflicting parties due to entrenched positions. However, conflict resolution is not necessarily about eliminating future problems in the relationships of conflicting parties or in removing residual antagonisms.

Conflict Resolution Approaches

Conflict resolution uses a variety of approaches that are distinct from conflict prevention, management or transformation approaches. Mason and Rychard (2005), for instance, identified **three** main approaches to conflict resolution. These are:

1. **The Interests first not positions approach: W**hich argues that conflicts are better solved if parties in a conflict focus on their interests not positions in the process of conflict resolution.

The approach is also alternatively known as the Harvard school approach so named after the university's promotion of the idea.

2. **The Human Needs Approach: W**hich argues that conflicts are better resolved if conflicting parties or interveners focus on addressing basic 'universal' human needs because these are the root causes of conflicts.

3. **The Conflict Transformation approach**: Which argues that conflicts are better solved if conflicting parties pay attention to empowering the constructive energies of conflicts and disempowering their destructive energies.

Steps in conflict resolution

In the conflict resolution field, the following eight (8) major steps are identified;

a) **Creation of an appropriate/positive atmosphere:** at this step, the focus is on creating an appropriate atmosphere that enable conflicting parties to be open minded to solve their conflict peacefully.

b) **Clarification of parties' perceptions:** at this step, the focus is on clarifying the perceptions/lenses of conflicting parties that strongly influence their behaviors and commitment to resolve their conflict.

c) **Focus on individual and shared needs:** at this step, the focus is on balancing individual and shared needs of the conflicting parties. This means ensuring that neither side's needs should be ignored, mistreated, hindered and neglected.

d) **Building of shared positive power:** at this step, the focus is on ensuring that the relationship between conflicting parties is based on not **'power over' style** (i.e. (negative or oppressive style) but based on **'power with others'** (positive style).

e) **Learning from the past and focusing on the future:** at this step, the focus is on linking the past, present and future nature of a given conflict. That means revisiting the background of the conflict to understand its current situation and striving towards profiling its better future.

f) **Generation of options:** at this step, the focus is on discovering new possibilities of resolving conflicts and improving the relationship between conflicting parties.

g) **Development of doable stepping stones to actions**: at this step, the focus is on developing and implementing specific acts that address the needs of the conflicting parties and thereby opening a room for postive engagements to solve conflicts.

h) **Making mutual benefit agreements afterward**: at this step, the focus is on ensuring that conflicting parties entered in to an agreement that enhances their mutual benefits. To reach such agreement, different methods of conflict resolution can be applied. These methods are briefly discussed below under unit two.

iv) Conflict Transformation (CT)

Conflict transformation means changing the social environment of conflicts from destructive (violent) to constructive (peaceful) one.To this end, conflict transformation process engages in **three** interrelated activities. These are:

➢ responding to drivers/ triggers of conflicts and resolving root causes;

➢ initiating local, national or regional level peaceful mechanisms of resolving conflicts;

➢ facilitating peace agreement to be reached a base for sustainable political settlement.

Conflict intervention in the African context:Types of interventions and factors affecting conflict outcomes

In Africa, the most common types of conflict interventions are third-party interventions and their outcomes have been mixed. In most cases, however, the outcome is negative. Several factors contribute for this but the most salient ones are third party's motive, level of understanding of the conflict, credibility and acceptability and the availability of funds and other logistical resources. To better illustrate this, consider the following briefly presented cases of conflict interventions in East Africa:

Ethio-Eritrea war

Following the war between Ethiopia and Eritrea in 1998-2000, the US and Rwanda were among the actors that intervened in the conflict as mediators. Because of its good relation with both Ethiopia and Eritrea the US was well positioned to intervene as an impartial mediator. Then, using this leverage, the US together with Rewanda, came up with what was then called 'the US-Rwanda plan' to ease and eventually settle the conflict. However, the plan focused only on border issue neglecting other sources of the war. This was so because the mediators were simply seeking

settlement rather than a resolution to the conflict and this did not provide the then Ethiopian and Eritrean leadership incentive to pull their forces back from a situation of escalating violence. Finally, the mediation process failed mainly due to the mediators' lack of consideration of and appreciation for the non-territorial causes of war. Then, the OAU undertook a new round of negotiation. The OAU too was not an effective mediator because of in the beginning its questionable relationship with Eritrea and later due to Ethiopia's refusal to sign a peace agreement after it got military upper hand in the war.

Somalia civil war

Following a two decades long most terrible civil war in the country, IGAD has intervened in the conflict in Somalia and convened multiple peace talks to resolve the conflict. IGAD's boldest initiative was the deployment of peacekeepers in January 2005. However, this proved to be a failure due different reason. For instance, shortage of finance and other logistics, absence of a decisive regional hegemon in the Horn, overlapping membership of IGAD members on different regional communities (e.g. East African Community and COMESA) which made them support even insurgencies in other member states based on a calculation of their vested interest. Then came the African Union's initiative in January 2007 to replace the IGAD peacekeeping mission but it too failed due to the main reasons that fail IGASOM. Finally, the mediation processes of both IGAD and AU failed to resolve the conflict in Somalia.

Sudan civil war (Sudan-South Sudan conflict)

As in the case of Somalia, IGAD took the initiative to resolve the Sudan civil war. To this end, IGAD facilitated several mediative meetings between Khartoum's government and the SPLM/A. As a result, a Comprehensive Peace Agreement (CPA) was reached in January 2005 that produced the Declaration of Principles and conditions for self-determination of South Sudan. However, the implementation of the proposal was challenged by resource politics (e.g. minerals, oil) in the SPLM/A controlled South Sudan and finally it failed. Following this, African Union replaced IGAD and initiated the deployment of peace keepers in July 2004 but it too failed due to the same reasons that failed it in Somalia.

Quiz

a) Multiple choice questions: Choice the best Answer

1. Which of the following types of conflict intervention is an intervention before the outbreak of a violent conflict:

a) Curative intervention

b) Preventive intervention

c) Escalating intervention

d) De-escalating intervention

2. _____is a conflict prevention approach that focuses on addressing the underlying causes of a conflict:

a) Direct prevention

b) Operational prevention

c) Structural prevention

d) Systemic prevention

3. _____is the art of preventing the escalation and negative effects of ongoing violent conflicts:

a) Conflict prevention

b) Conflict management

c) Conflict transformation

d) Conflict resolution

4. Which of the following techniques of conflict management involves the direct intervention of third parties in a conflict with the purpose of introducing or imposing a decision on conflicting parties often by using soft and hard sanctions for compliance:

a) Peace making

b) Peace keeping

c) Peace enforcement

d) Peace building

5. In one of the following conflict intervention cases, the involvement of third party in the conflict has produced positive outcome. Identify which?

a) The Ethio-Eritrean war of 1998-2000

b) The Sudan-South Sudan conflict

c) The Somalia civil war

d) No answer is given

6. Which of the following steps in conflict resolution is helpful for a third party intervener to undertake effective conflict resolution:

a) Creating comfortable atomospher for conflicting parties

b) Clarifying and understanding conflict parties' perceptions

c) Developing doable actions for resolving the conflict at hand

d) Making mutual benefit enhancing agreements

e) All are answers

   b) Say 'True or False' for the following statements

 1. Conflict is always an unhealthy part of human life.

 2. The role of conflict intervener in conflict resolution is always postive.

 3. Peace enforcement is a technique of conflict management that focuses on imposing peace on conflicting parties using soft or hard sanctions.

 4. Conflict management is about prevention of conflicts from emerging altoegether.

 Unit 2

Conflict Resolution experts have thus far identified **two** major conflict resolution mechanisms. These are:1) violent mechanisms and 2) peaceful mechanisms. While the former uses all self-help methods including war to resolve conflicts the latter uses such means as dialogue and negotiation, mediation, arbitration and adjudication. The peaceful mechanisms are in turn classified in to two major categories namely: formal mechanisms and informal mechanisms.

2.1. Formal conflict resolution mechanisms/Alternative Dispute Resolution (ADR)

Getting an effective conflict resolution mechanism has been, and continues to, the headache of the world. The international community has the tendency to rely on formal mechanisms (i.e. court litigation) to resolve conflicts at all levels (local, national or international). Yet, court litigation is

increasingly becoming ineffective. As a result, the world is resorting to the use of another formal mechanism of conflict resolution called 'Alternative Dispute Resolution (ADR). ADR is a generic term that captures a range of procedures of resolving disputes other than court procedures. The following are some of the prominent ADR procedures.

i) Negotiation

 Negotiation is an ADR procedure that attempts to resolve conflicts through the logic of 'give and take'. In this sense, negotiation is thus something we all do it every day on our personal, professional and business lives- e.g. house band and wife in a family negotiate on how to spend their salaries, employs negotiate with employers to increase salaries, etc. The basic feature of negotiation is that the negotiating parties have a veto power on the final outcome. Negotiation is not easy because whatever position one has in the negotiation there are always trade-offs (i.e. to take something he/she has to give something else in return). And, sometimes the negotiation can be a question of survival or demise to the negotiating parties. So, under such circumstance, mapping out 'non-negotiable interests' and 'negotiable interests' becomes the key tasks of the negotiating parties. Given this, therefore, negotiation techniques and skills are badly needed. But before going to the techniques and skills, let's look at when negotiation is appropriate.

When is negotiation appropriate?

Negotiation is usually appropriate when:

➢ conflicting parties collaborate to deal with the subject matter of the dispute;
➢ conflicting parties collaborate to make the negotiation process smooth;
➢ conflicting parties show no desire or need to resolve contested evidences and contested legal issues;
➢ conflicting parties have real concerns on the costs or negative consequences of failing to settle their conflicts outcome–i.e. costs related to relationships, reputation, lossing awards and transaction or opportunity costs;

Types of negotiation

 Studies show that there are two main types of negotiation. These are: 1) collaborative (integrative) negotiation and 2) competitive (distributive) negotiation.

In the integrative (collaborative or win-win) negotiation both sides to a conflict do win. Hence, the logic of negotiating in this type of negotiation is to maximize joint outcomes/mutual gain by considering the other side's interest. The commonly used strategies in this type of negotiation include, among others, cooperation, sharing information and mutual problem-solving sprit. Where as in the distributive negotiation (competitive or win-lose) negotiation, one wins and another loses and hence the logic of negotiating is to maximize one's own interest without considering the other side's interest. The commonly used strategies in this are manipulation, coercing, and information hiding.

In real life, most conflicts contain elements of both distributive and integrative negotiation. For instance, consider consumers' negotiation on prices and you would realize that it has both types. Either way, conflicting parties are advised to go for integrative negotiation if they want to effectively resolve conflicts. And, to this end, they need to separately identify and deal with their respective interests and positions.

Positions and interests in negotiations

Conducting effective negotiation requires the separation of positions from interests. Positions are requests or demands to which the other party in the conflict responds by saying 'Yes' or 'No' (e.g. **x** says to **y** 'I want you to give me money' and **y** responds by saying 'No') where as interests are requests or demands that explain why someone is entering in to negotiation (i.e to fulfill what?). For instance, **x** says to **y** 'I don't have money' and therefore I can't buy a bus ticket to go home' and **y** responds by giving **x** some amount of money. In this case, the interest is getting home and x has not asked anything from y for this. He only explained to him that he wants to get home but could not find bus ticket. The point here is in any negotiation it is important to separately identify positions and interests.

Interests vs. Positions

The following story can help you better understand how to separate positions from interests in negotiations. Have a look at!

Suppose two prominent chefs are fighting for one orange left in a kitchen. Then, in a conversation chef **X** says to chef **Y** 'I need the orange' and **Y** responds by saying 'may be, but I also need it'. So, how do you think they could possibly handle this conflict? Can compromise work? They went

for compromise and split the orange in to two halves but was not enough for each. Both chefs then could not win (achieve what they want). What is then better solution for both? Well, both should not focus on their respective positions but only on their interests.

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Phases of negotiation

a. **Investigation (first phase):** in this phase the focus of conflicting parties is on mapping out and clearly presenting their goals, the concessions they would possibly made and the interests they would never negotiate on.

b. **Determine your best alternative to a negotiated agreement (second phase):** in this phase, the focus of conflicting parties is on determining their best alternatives (i.e. the deal they can accept and reject from the negotiation).

c. **Presentation (third phase):** in this phase, the focus of conflicting parties is on assembling information that support their positions in the negotiation process.

d. **Bargaining (fourth phase):** in this phase, the focus of conflicting parties is on seeking to get an agreement that satisfy their goals often by making concessions in the form of money, time, resources, or autonomy (note that making a concession is not always a sign of weakness).

   * A simulation of negotiation here

e. **Closure (fifth phase):** in this phase, the focus of conflicting parties is on closing the negotiation by reaching an agreement or by either party not accepting the terms of the agreement and walking away from the negotiation.

iii)   Mediation

Film display; https://youtu.be/dYd2jNcTQHU

Mediation is a type of conflict intervention that attempts to resolve conflicts through the support of a neutral third party. The mediator makes goal-directed and problem-solving intervention in the

conflict. The involvement of the third party makes mediation different from negotiation. Mediation has the following salient features:

Features of Mediation

➢ In mediation, the third party (the mediator) does not decide on how the conflict is to be resolved but the conflicting parties themselves. He/she only facilitates the process.

➢ Mediation is not binding- i.e the mediator can recommend solutions but has no power or authority to influence or force the conflicting parties to enforce the recommendations

➢ Mediation could be used as annex in court system to become a judgment of the court if agreement is reached.

➢ The role of a mediator in the negotiation process may range from being a mere chairperson to a provider of suggestion for settlement of the conflict

Perceived advantages of Mediation

In mediation there is greater compliance of conflicting parties to the final solution provided for resolving a conflict because the solution is not imposed on them but one that is accepted at will. In short, mediation is badly needed in a situation where conflicting parties fail to resolve their conflict by themselves.

Perceived disadvantages of Mediation

The ability and qualification of mediators often do more harm than good to the mediation process especially when not subjected to professional standards. Moreover, the use of mediation as an alternative to court adjudication may result in injustice for low-income and disadvantaged peoples.

Mediation proceedings

The followings are key stages in the mediation process.

A) Introduction and setting framework

At this stage, the mediator makes the conflicting parties at ease with the mediation process by, among others, explaining his/her role in the process as a facilitator not as judge/arbitrator, affirming his/her neutrality/impartiality and setting ground rules for the mediation process. The ground rules include:

➢ Parties in a conflict can stop the mediation process and there is no punishment for this

➢ The conflicting parties should respect each other's views and positions

- ➢ Information related to the mediation should remain secret/ be kept confidential
- ➢ The mediator can not be called for court witness and also his/her notes can not be cited in court as evidence

B) Statement taking

At this stage, the conflicting parties present and explain their respective cases and the mediator takes notes focusing in particular on the interests of the conflicting parties and possible ideas for settlement of the conflict.

C) Agenda construction

At this stage, the mediator conducts a session to ask the conflicting parties for clarifications on their interests, views and positions and thereby identification of agreed upon facts and issues.

D) Exploration

At this stage, the mediator helps the conflicting parties to avoid blame game, talk to each other directly, build mutual confidence and work towards resolving their conflict.

E) Arranging separate meetings

At this stage, the mediator arranges separate meetings (i.e.one on one meetings) with the conflicting parties to give them chance to raise issues, views, interests and positions that might not be revealed in the open session but are helpful to reach agreement on resolving the conflict.

iii. Arbitration

Arbitration is a type of conflict intervention that attempts to resolve conflicts through the process of submitting disputed issues to a neutral arbitrator for a decision. The decision of the arbitrator is usually binding but as in the case of advisory arbitration it may not be binding.

Forms of Arbitration

There are **five (5)** forms of arbitration. These are:

- ➢ **Ad-hoc arbitration:** is one in which the arbitration procedure is set by the conflicting parties themselves and not by an external actor
- ➢ **Contractual arbitration:** is one that functions through an arbitrator appointed by a designated authority (e.g. of a bussiness entity)
- ➢ **Institutional arbitration:** is one in which conflicts are settled by rules and experts of an institution in which the conflicting parties are members

➢ **Statutory Arbitration**: is one in which the arbitration process and its result is imposed by law on the conflicting parties regardless of their consent

The Role of an Arbitrator

Ideally, the role of an arbitrator is serving justice by being an impartial and independent judge in the process of resolving conflicts. But, in practice arbitrators, particularly appointed arbitrators, often serve as advocators of conflicting parties rather than as judges.

2.2. Informal/Indigenous conflict resolution mechanisms

Indigenous mechanisms are local (community-based) customs, norms, cultures and institutions organized to cultivate values and principles that guide decisions, actions and behaviors of communities towards resolution of conflicts and building peace. In relation to this, the core value of indigenous conflict resolution mechanisms is restoration of good relationship between conflicting parties not punishing the wrong doer and the guiding principles are forgiveness, tolerance, reconciliation… etc.

Indigenous conflict resolution mechanisms in the African context: Perspectives and experiences

In Africa, indigenous institutions and the socio-cultural norms and values associated with them are highly valued (for instance, family ties and community networking).Thus, during conflict intervention emphasis is made on correcting wrongs, serving justice, repairing damaged relationship and restoring normal relationships.

In Africa, conflict resolution is thus predominantly community-oriented. For instance, consider the 'Ubuntu' philosophy which is widely known in Southern, Central and Eastern Africa. The essence of Ubuntu is cultivating 'collective personhood' (i.e the '**I am because you are'** dictum) and to this end, it upholds and promotes such principles as generosity (i.e caring and sharing), tolerance, respect, cooperation, solidarity, forgiveness, conciliation…etc. And, in conflict resolution and peacebuilding process in particular, Ubuntu embraces such ideas as acknowledgment of guilty, forgiveness and reconciliation.

It is thus important to note that Ubuntu and other African cultures have contributed values and principles to the formal conflict resolution mechanisms (be it negotiation, mediation or

adjudication). Based on this general perspective, let's take a look at some experiences of indigenous conflict resolution mechanisms in the following African countries.

Somalia

The most commonly used indigenous conflict resolution mechanism in Somalia is the the **'Xeer'** system. The system functions based on a precedent-based social code that restrains or moderates conflicts between individuals, groups, communities or other actors. The Xeer system is used not only in the bigger Somalia but also in Puntland and Somali land regions as well. It is an institution that resolves not only social conflicts but also political ones. In the Somali land region, for instance, the system was instrumental in creating a constitution, establishing a government and doing other big tasks. The Xeer system values and promotes decentralized governance.

Sudan and South Sudan

The most commonly used indigenous conflict resolution mechanism in Sudan is the **'Ajaweed (al-Joudia)'** system. The system primarily focuses on resolving problems within village areas and towns and it functions by establishing some thing like 'councils for generosity and reconciliation' that work to solve conflicts before they escalate. The Ajaweed system is led by elderly people with wisdom, experiences and good reputation and essentially it has similar characteristics with mediation and arbitration for it also uses mediators and mediation process. The system values and promotes dignity and integrity, honor and respect and loyalty and piety.

 Uganda

The most commonly used indigenous conflict resolution mechanism in Uganda is the **'Baganda kinship'** system. The system attempts to mitigate and resolve social and political conflicts (even tough political issues that challeged the monarchs) and it functions based on clan or kinship system. That means it values and promotes such ideas as blood pact, enclosure and ancestral land. And, it employs strategies and structures that are more or less similar to that of Somalia and Sudan.

Ethiopia

* Learning activity assignment

Ethiopia is a large country with diverse indigenous conflict resolution mechanisms. So, let's consider here only one indigenous conflict resolution mechanism called **'Abo-gereb'** system. This mechanism attempts to resolve particularly community-based conflicts (including intra and inter-

ethnic conflicts) and is most commonly used in Northern Ethiopia (especially Tigray and Afar states). The 'Abo-gereb' system functions as follows:

➢ council of elders (elected based on such qualities as esteem, wisdom and integrity) lead the conflict resolution process

➢ the council of elders act as an arbitrator in the process and hence the decision of the body can not be rejected by the conflicting parties and the community at large

➢ the system highly values relationship and hence gives much attention to serving truth and justice and promoting forgiveness and reconcilation to that end

In general, the 'Abo-gereb' system is one key indigenious mechanism that continues to support conflict resolution and peace building efforts in Tigray and Ethiopia at large.

Advantages Of Indigenous Conflict Resolution Mechanisms

Indigenous mechanisms deliver service to local communities more efficiently and effectvely than formal mechanisms (especially the court system). This is so because: **i)** they are easily accessible to the local people, **ii**) their rules and procedures are owned and controlled by the local people, **iii)** they require relatively lower transportation and other expenses than the court system, and **iv)** they are better avenues for people whose justice is compromised due to illiteracy.

In general, thus, indigenous mechanisms provide communities greater opportunity than the formal mechanisms for enhancing sustainable peace. And for this reason, they preferred to even resolve complex conflicts such as ethnic conflicts, land conflicts and others.

Challenges Of Indigenous Conflict Resolution Mechanisms

The following are some of the daunting challenges of indigenous conflict resolution mechanisms:

➢ lack of (weak) government recognition and support

➢ lack of comprehensive policies and laws that institutionalize them and weak enforcement mechanisms for their decisions and actions

A Test by the end of the first week

Short test

a) Multiple choice questions: Choice the best Answer

1. Which one of the followings is not a formal conflict resolution mechanism:

a) Negotiation

b) Mediation

c) Arbitration

d) Ubuntu

2. _____ is a form of arbitration in which the arbitration process and outcome are imposed by law on the disputants regardless of their consent:

a) Ad-hoc arbitration

b) Contractual arbitration

c) Institutional arbitration

d) Statutory arbitration

3. Which of the followings are good guide to a successful management or resolution of conflicts:

a) Manage stress and control emotion

b) Focus on problems not people

c) Focus on interests not postions

d) Focus on the present not the past

e) All are answers

4. Which of the following behaviors or attitudes are roadblocks to effective conflict resolution:

a) Sarcasm and inflexability

b) Clashing personal styles and defensive language

c) Threatening and blaming

d) Name calling and insulting

e) All are answers

5. Which of the followings is uncooperative and unassertive mode of handling conflicts:

a) Compromise

b) Competition

c) Avoidance

d) Accomodation

6. _____is a deliberate and systematic practice that ensures conflict resolution processes and actions minimize negative and maximize positive effects of conflicts given their contex:

a) Conflict mapping

b) Conflict analysis

c) Conflict sensitivity

d) Conflict dynamics

b) Briefly discuss the following Indigenious conflict resolution mechanisms in Africa

1. The Xeer system in Somalia

2. The Ajaweed system in Sudan

3. The Baganda system in Uganda

4. The 'Abo-Gereb' system in Ethiopia

Unit 3

Conflict Sensitivity and Essential skills for effective Conflict resolution

This topic starts by providing you the following brief exercise that enables you to learn to what extent you should be sensitive to a given conflict and what essential skills you need to develop in resolving the conflict.

*Learning exercise:_Suppose you have encountered a conflict with your brother, sister, friend or other bodies, then circle the three most typical responses you may normally make to the conflict and share your responses with your classmates and discuss on the similarties and differences in your responses and your conclusions!_

How often do you respond to the conflict by	Sometimes	Never
Yelling or threatening the person		
Avoiding or ignoring the person		
Changing the subject matter to another one		
Trying to understand the other side		
Insulting and degrading the other person		
Letting the other person have his or her way		
Trying to reach a compromise		
Talking to find ways to agree		
Apologizing		
Hitting or pushing back		
Shouting or crying		

Turning it into a joke		

From the exercise, you should be able to note that the following skills are essential for effective conflict resolution:

➢ **Managing stress:** this helps you to stay calm, accurately understand and then properly engage the person in the other side of the conflict

➢ **Controlling emotions:** this helps you to focus on communicating your needs without threatening the person in the other side of the conflict

➢ **Paying attention to others' feelings and needs:** this hepls you to recognize and accept the differences you have with the person in the other side of the conflict and think about how to deal with such reality

Managing and resolving conflict

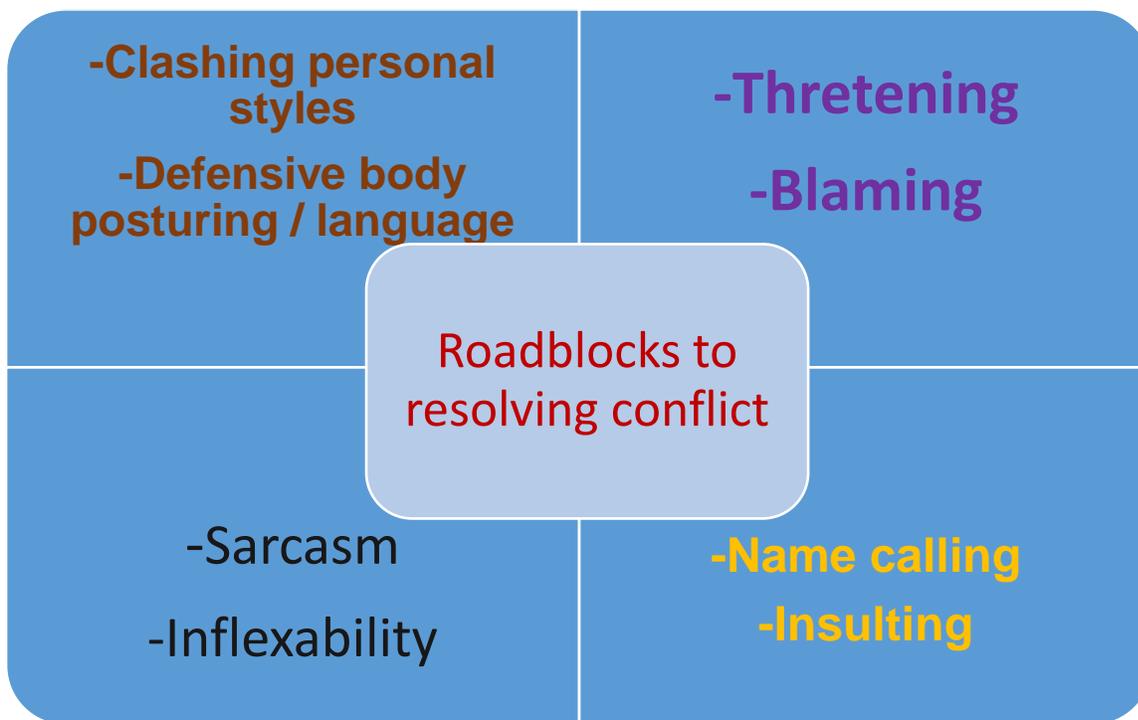The followings are **five (5)** important guidelines for managing and resolving conflicts:

➢ **Making relationship a priority:** while managing/resolving a conflict, taking care of relationship should be the first priority and not 'who wins or losses'

➢ **Focusing on the present**: while managing/resolving a conflict, the focus should be on what can be done now to resolve the conflict (not 'on looking to the past')

➢ **Forgiving and moving on:** while managing/resolving a conflict, the focus should be on releasing the urge to revenge for the past (which can not be fixed anyway) and looking in to the future for more and better

➢ **Separating people from problems:** while managing/resolving a conflict, the focus should be on identifying and addressing problems not on attacking or changing the people in the conflict resolution process (e.g. counter parties, mediators, arbitrators etc)

➢ **Focusing on interests not positions:** while managing/resolving a conflict, the focus should be on articulating and satisfying interests (not 'focusing on positions') – e.g. on such interests as security, basic needs, economic well-being, freedom and autonomy…etc

Four essential skills of conflict resolution

Effective conflict resolution requires the following **three** essential skills:

i) **Physical skill:** which includes, among others, relieving stress quickly (if any) and remaining relaxed and focused especially during tense situations. To this end, one has to be always in control of his/her sense organs (sound, sight, touch, smell, and taste).

ii) **Pyschological (emotional) skill**: which includes, among others, managing or controlling of destructive emotions such as anger, sadness and fear.

iii) **Communication skill**: which includes, among others, developing verbal and non-verbal communication skills specifically relevant to dealing with confrontational negotiations or mediations so as to change a **'win-lose'** conflict resolution process in to a **'win-win'** one.

In general, therefore, it is always useful to identify the factors (e.g. positions, behaviors, attitudes, techniques, etc) that contribute for ineffective conflict resolution and learn how to deal with them. Some of the factors are illustrated in the diagram below:

-Clashing personal styles
-Defensive body posturing / language

-Thretening
-Blaming

Roadblocks to resolving conflict

-Sarcasm
-Inflexability

-Name calling
-Insulting

Modes of Conflict Resolution

The following **five (5)** are the most commonly demonstrated modes of conflict resolution

i) **Avoidance**:in this mode, people seek to resolve conflicts by avoiding them altogether-i.e. by denying their existence).

ii) **Accommodation**:in this mode, people seek resolve conflicts even by sacrifying personal goals and satisfying the goal of the other side in the conflict so that in the end the relationship is maintained and strengthened.

iii) **Compromise:** in this mode, people seek to resolve conflicts by means of **'give and take'** (i.e. by giving up certain personal goals for taking some thing from the other side).

iv) **Competition**: in this mode, people seek to resolve conflicts through a **'win-loss/zero-sum'** game (i.e. the logic of maximizing their own outcomes even at the expense of others' well-being). People that want and decide to resolve conflicts in a competitive way usually do not care for others and also for the relationship.

v) **Collaboration**: in this mode, people seek to resolve conflicts through a **'win-win/positive sum'** game (i.e. the logic of maximizing mutual benefit/the common good). People that want and decide to resolve conflicts in a collaborative way do care for others and value the relationship.

Conflict sensitivity:meaning and relevance

The concept of conflict sensitivity captures the idea that the processes and actions of conflict resolution should minimize negative and maximize positive effects. The origin of the concept are development and humanitarian actors triggered by the genocide in Rwanda. In that tragedy, humanitarian and development aids have been found to be conflict exacerbating by supporting (through resource transfers, political influences etc) conflict dividers and weakening connectors. In otherwords, aid agencies failed to be neutral actors in conflicts.

As a result, the idea of 'conflict sensitivity' emerged to promote the 'Do No Harm' principle as ethical guideline for aid agencies during conflict times. After this, humanitarian, development and peacebuilding agencies began to be demanded to undertake conflict analysis guided by conflict sensitivity approach (i.e. to understand the background, history and causes of the conflict and the groups involved with their different perspectives) before intervening in conflicts.

a) Multiple choice questions:Choose the best answer

1. Which one of the followings is not a good guide line for managing and resolving conflicts

   a) Focus on interest not position

   b) Focus on position not interest

   c) Focus on people not problems

   d) Focus on problems not people

   e) 'b' and 'c' above

   f) 'a' and 'c' above

2. Which one of the followings is not an essential skill of effective conflict resolution

   a) physical skill

   b) pychological skill

   c) Communication skill

   d) Answer is not given

3. _____is a mode of conflict resolution in which people seek to resolve conflicts even by sacrifying personal goals and satisfying the goal of the other side.

   a) compromise

   b) accommodation

   c) collaboration

   d) Avoidance

4._____is a concept introduced to promote the **'Do No Harm'** principle as a guideline for aid agencies in their conflict intervention efforts.

   a) conflict analysis

   b) conflict mapping

   c) conflict sensitivity

d) conflict understanding

5. Which one of the following issues should aid agencies be less sensitive about when intervening in conflicts:

a) historical context

b) cultural context

c) religious context

d) gender context

e) Answer is not given

b) Say 'True or False' for the following statements

1. While managing or resolving a conflict the focus should be more on the past than on the future.

2. While managing or resolving a conflict the first priority should be on taking care of 'who wins or losses'.

3. In a competitive mode of conflict resolution people seek to resolve conflicts through maximizing their own interests at the expense of others' interests.

4. In a collaborative mode of conflict resolution people seek to resolve conflicts through maximizing the common good or mutual interest.

5. Humanitarian or development aid agencies should not necessarily demonstrate neutrality while intervening in conflicts.

Unit 4

Peace Building Diplomacy

What is peacebuilding and why does it matter?

Peace building is a process involving a set of programs and projects that address causes of violence and build **'negative peace'** on one hand address causes of conflict and build **'postive peace'** on the other. In the short term, peace building focuses on preventing violent conflicts from relapse and stabilization and in the long term, on resolving the roots of conflicts and laying foundations for social justice and sustainable peace. To this end, peace builders use programes like peace

enforcement, peace keeping and peace making to build negative peace and programs like protection and promotion of human rights, democratization and social justice oriented development to build postive peace. The concept of peace building came in to prominence in 1992 following UN's 'An Agenda for Peace' initative.

There are multiple and diverse peace building approaches and methods but the following are some of the most commonly used ones:

➢ Diplomacy (both government and public diplomacy)
➢ Broadening and deepening democracy through, among others, enhancing political and elecoral systems
➢ Enhancing rule of law and justice systems through, for instance, anti-corruption initiatives, constitutional reforms, truth commissions, etc
➢ Creating equitable growth and development enhancing economic systems
➢ Mainstreaming peace education in curricula at all levels of education
➢ Fostering free and inclusive media

What do peacebuilders focus on?

Peace builders usually focus on:

➢ Securing safety for everyone's life, property and freedom (i.e securing life without fear or threat of violence for all)
➢ Ensuring equality before law for all, justice for all and protection of human rights for all
➢ Ensuring that everyone has the opportunity to get access to basic needs and basic services
➢ Ensuring that everyone gets the opportunity to participate in influencing governnent and its decisions on issues that matter to his/her life.

Elements of peace building

Peace building has the following four key elements:

i) **Power-based work:** focuses on arresting and stopping people who do harm. Hence, it is essentially a policing work that often uses physically harmful force.

ii) **Rights-based work:** focuses on ensuring accountability for the power-based action by emphasizing on respect, protection and promotion of human rights and related values.

iii) **Interest-based work:** focuses on securing concrete agreements from conflict resolution and peace building negotiation or mediation efforts. In doing so, it is often guided by the rights-based work.

iv) **Sympathy based work:** focuses on changing hearts of the conflicting parties. Doing so often motivates people to negotiate in good faith based on the rights-based approach and avoid the need for power-based work. In the compassion-based works particular emphasis is thus placed on activities like trauma healing and healing of memories.

Principles of peace building

The following are some of the core principles of peace building:

i) **Comprehensiveness:** this means peace builders have to see the overall picture to bring about real change. Lasting peace comes from addressing the multiple sources of conflict at multiple levels –i.e. the grassroots as well as middle and top level leaders. This inturn suggests that peace builders need to develop lenses to identify the needs of those they are working with, a vision of what they are working towards, actions that can get them there, and a design or plan that they can use as a guide to get them there.

ii) **Interdependence:** this means peace builders have to support and promote interdependent relationships in order to make and maintain sustainable peace.

iii) **Strategic focus:** this means peace builders need to have plans and programmatic actions that proactively respond to emerging threats to peace.

Challenges of peace building efforts

The followings are some of the most commonly observed challenges of peace building efforts:

➢ Legitmacy problem (especially on new peace builders)

➢ Leadership problem (especially in times of crisis and transitions)

➢ Dependency problem (especially on exteral parties)…etc.

Actors of peace building

The key actors in the process of peace building can be classified in to two catagories: These are:

➢ **State actors**: e.g. political leaders, diplomatic leaders and military leaders of powerful states and their respective allies

➢ **Non-state actors**: e.g. NGOs and CSO's, IGAD, UN, AU, pressure Groups, Professionals, Religious Groups, Media, Local elders etc.

Diplomacy

Diplomacy is the art of using negotiations and other peaceful means to prevent conflicts from degenerating in to violent forms. It is thus an alternative to the use of force (war) to resolve conflicts. Its salient feature is that it builds trust/confidence.

As a means diplomacy is used at several levels and in various contexts but the most common types of diplomacy are two. These are: **1)** government diplomacy which is conducted between or among countries using different regional and global levels and **2)** public diplomacy/citizen diplomacy which is conducted mainly between or among non-state actors in the world (e.g. CSO's, NGOs, human rights and humanitrarian organizations, media, academia, etc) using different regional and global level avenues.

The goal of diplomacy, whether done through government diplomacy or public diplomacy, is to advance states' national interests which include safeguarding states' survival and security, independence, economic prosperity, political development, value (cultural) projection …etc without resorting to the use or threat of use of force or war.

Types of diplomacy

The following two are the most common types of diplomacy:

i) Bilateral diplomacy

This type of diplomacy takes place between two nations and it focuses on advancing their mutual benefits and building smooth relation between them. Bilateral diplomacy is also the basis for other diplomacies.

ii) Multi-lateral Diplomacy

Multi-lateral diplomacy captures the idea that diplomacy is done not only between governments but also between governnment and non-government actors and among non-government actors. The diagram below illustrates this better.
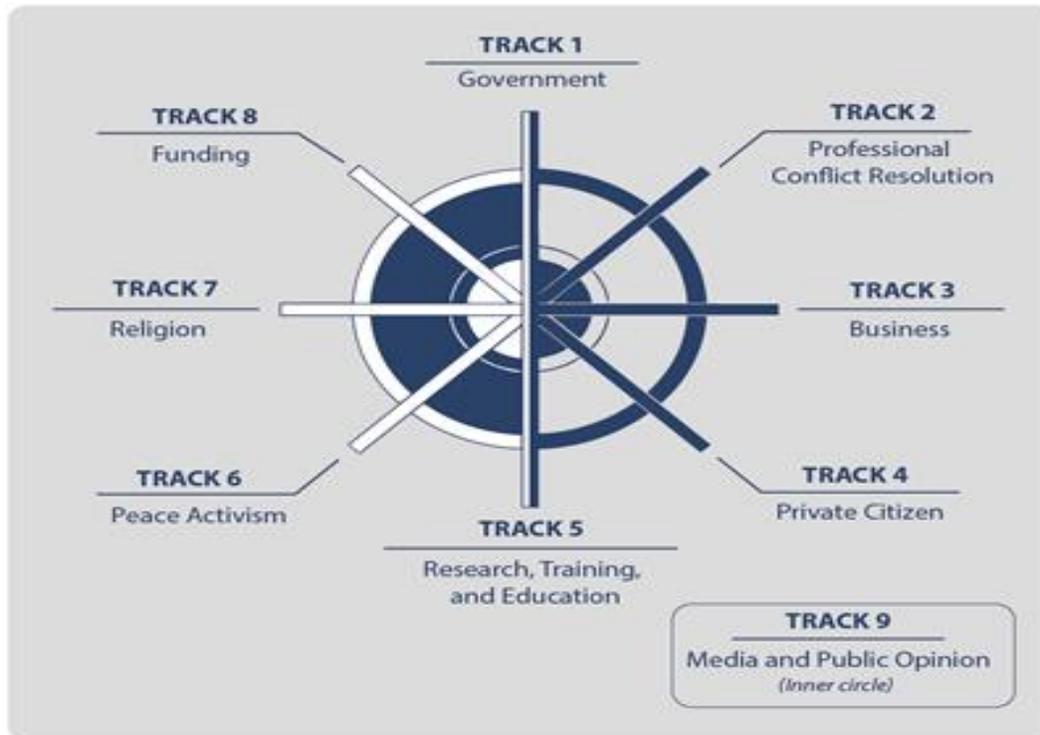
Peace building Diplomacy

Peace building diplomacy means using diplomacy as means for peace building. In otherwords, peace building diplomacy is the art of creating shared values and interests for states or societies with the help of which they can guard themselves against competing and contrasting interests and goals (including their means) that might lead them to vioelnce/war and then forge cooperation for mutual benefits. In the 21st century, peace building diplomacy is becoming a global norm despite some tendencies in some parts of the world that still give it less value.

As an activity peace building diplomacy is just more than engaging in eliminating the threats that endanger peace. It also means working on equitable delivery of basic needs and services, enhacing good governance and democracy and sustainable development. In this sense, therefore, all citizens in all walks of life (ranging from a religious leader to a businessman) are diplomats.

Apprciating the important role of diplomacy for peace building, the UN has also introduced what it calls ' UN peace building frame work. The frame work has three elements. These are:

Strategic, Resiliency-Focused Analysis

This means working on developing a world–wide (UN level) early warning system that undertakes comprehensive assesements on strategic risks and threats to global peace and security and then recommends or takes proactive measures.To this end, activities such as conflict mapping, conflict anaysis, identification and analysis of national potentials/capacities and challenges for peace and then strategies to abvoid or mitigate threats should be done. In peace building diplomacy, resiliency also means focusing on 'what works' not on 'what does not work' in the process of planning and implementing peace building programs.

Multi-Stakeholder Diplomacy

Peace building diplomacy by its very nature is a mulit-actor actvity. In addition to UN member states, it includes non-state actors (e.g. CSOs and NGOs and others) that may serve as regional or national level peace builders. All these actors use various non-military methods (e.g. water diplomacy, climate diplomacy, pandemics diplomacy etc) for peace building.

Gender Equality

Women participation and leadership is key to do effective peace building diplomacy.Therefore, always upholding the principle of gender equality in initiatives/programs such as peace enforcement, peace keeping, peace making as well as peace dialogues, negotiations and aribirations is very important.

A final test at the end of the module

Final test

a) Multiple choice questions:Choose the best answer

1. What do peace builders usually do? They strive to

a) secure safety for all

b) ensure equality before law and justice for all

c) ensure everyone gets the opportunity to access basic needs and basic services

d) ensure everyone gets the opportunity to participate in influencing government's decisions on issues that matter to his/her life

e) All

f) only 'a' and 'b'

2. _____is an element of peace building diplomacy that focuses on a policing work.

a) interest-based work

b) rights-based work

c) power-based work

d) sympathy-based work

3. _____is an element of peace building diplomacy that focuses on respecting, protecting and promoting of human rights.

a) sympathy-based work

b) rights-based work

c) interest-based work

d) power-based work

4. _____is a type of diplomacy that takes place between two nations.

a) multilateral diplomacy

b) bilateral diplomacy

c) public diplomacy

d) government diplomacy

5. Which one of following actors belongs to the category of Track 1 diplomacy

a) business sector

b) government

c) funding organizations

d) media

e) All

6. Which one of the followings is a serious challenge of peace builders

a) legitimacy issue especially when they are new ones

b) leadership problem especially in times of crisis and transitions

c) dependency problem especially on external actors

d) All

7. Women can effectively participate and take leadership role in all of the following activities of peace building diplomacy **except**:

a) peace enforcement

b) peace negotiation

c) peace making

d) peace keeping

e) Answer is not given

8. Which one of the following is not among the cardinal principles of peace building diplomacy

a) comprehensiveness

b) interdependence

c) strategic focus

d) All

e) Only 'a' and 'c'

9. Multi lateral diplomacy is a type of diplomacy conducted between:

a) governments

b) governments and non-government actors

c) non-government actors

d) All

e) Only 'a' and 'c'

10. Which one of the followings is not a good peace building approach:

a) enhancing democracy

b) creating equitable growth and development

c) mainstreaming peace education in curricula

d) fostering free and inclusive media

e) Answer is not given

b) Briefly address the following questions

1. Mention and describe at least three formal conflict resolution mechanisms

2. Mention and describe at least three indigenous conflict resolution mechanisms

3. Mention and describe at least three essential skills for effective conflict resolution

4. Describe the advantages of adopting a conflict sensitivity approach in aid agencies' conflict intervention efforts.

5. Define the concept of peacebuilding diplomacy

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