CENTRE FOR RESEARCH, TRAINING AND PUBLICATIONS

The Peace Actors Toolkit

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TABLE OF CONTENTS

LIST OF FIGURES

INTRODUCTION

The Peace Practice Toolkit aims to serve as a facility for peace practitioners to access basic information required to conduct effective conflict analysis and to implement practical conflict intervention strategies. Peace practitioners are constantly engaged in activities which seek to develop understanding of conflict dynamics in different societies and to ultimately create a peaceful and stable environment which permits political and socio-economic development.

Conflict continues to engulf several nations across the world at community, national and international levels. In particular, the continent of Africa is still fragile, with some countries facing endless civil war. The Horn of Africa (HOA) presents some of the most complex conflicts in the world. The region is continuously challenged by diversified intra-state and inter-state conflicts arising from economic, social, political and historical grounds.[1] Somalia, Ethiopia, Eritrea, and South Sudan are among the countries which have suffered from intra-state and inter-state rivalries, armed conflict and other forms of conflict.

For a long time, scholars have analysed conflict and recommended conflict resolution strategies, with varying degrees of success. Effective conflict management and resolution requires a high level of understanding and analysis of specific conflicts, including the nature, causes and dynamics of specific situations.

This Toolkit highlights some of the current conflicts in the HOA. It builds upon the Conflict Monitoring Tool (CMT) which was developed by the Hekima Institute of Peace Studies and International Relations (HIPSIR) in 2021, primarily to monitor key conflict indicators by generating information useful for peace practitioners to effectively facilitate rapid response. One of the outcomes of CMT, which recommended development of a peace actors guide to support implementation of peacebuilding programs.

The CMT focused on four countries, namely the Democratic Republic of Congo (DRC), Ethiopia, Kenya and South Sudan. Each of these countries presents a unique conflict scenario which provides a comprehensive learning opportunity for conflict analysis. This Toolkit will make reference to some of the outcomes of CMT and enhance understanding of peace and conflict dynamics in the focus countries.

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[1] Mengistu, M. The Root Causes of Conflicts in the Horn of Africa. *American Journal of Applied Psychology.* Vol. 4, No. 2, 2015, pp. 28-34. doi: 10.11648/j.ajap.20150402.12. https://article.sciencepublishinggroup.com/html/10.11648.j.ajap.20150402.12.html

Structure of the Toolkit

This Toolkit is structured into modules which provide easy access to the necessary resources for peace practitioners and trainers. The introduction section defines the concepts and terminologies commonly used in peace practice. This is followed by the first module which discusses conflict analysis drawing upon examples in the focus countries. The second module identifies conflict intervention strategies which have been implemented in the region. The final modules discuss the risks associated with conflict analysis as well as Monitoring and Evaluation (M&E) as necessary components in the process of conflict analysis and intervention. Each module can be adapted according to participants' previous knowledge and understanding of the topic.

The Toolkit is sufficiently simplified to provide quick reference for peace practitioners. It draws resources which have successfully been used without reinventing the wheel while allowing flexibility and contextualization of concepts to practical situations. The Toolkit recommends the use of relevant case studies to enhance understanding.

KEY CONCEPTS AND TERMINOLOGY

This module aims to highlight key concepts and terminology around peace and conflict. This will facilitate understanding and effective delivery of subsequent topics.

Specific Objectives:

By the end of this module, participants will be able to describe the terminology listed below:

TERM	DESCRIPTION
Actors	Individuals or groups who have a direct or indirect impact on the conflict (e.g. combatants), but not those the conflict has an impact on (e.g. the victims).[2]
Conflict	An expressed struggle between two or more interdependent parties with real or perceived incompatible goals, scarce resources leading to a controversy or disagreement.
Conflict Analysis	It is the systematic study of the background and history, root causes, actors, and dynamics of a conflict, which contribute to violent conflict and/or peace, and their interaction with the education programme or policy.
Conflict Prevention	Conflict prevention is a broad term that refers to a variety of activities and strategies which are deployed to pre-empt and subsequently neutralise potential triggers to widespread violent conflict[3]
Conflict Management	This phrase refers to the long-term management of intractable conflicts and the people involved in them, so that they do not escalate out of control and become violent.
Conflict Resolution	The process of resolving a dispute or a conflict permanently, by providing each side's needs, and adequately addressing their interests so that they are satisfied with the outcome.

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[2] Herbert, S. (2017). *Conflict analysis: Topic guide*. Birmingham, UK: GSDRC, University of Birmingham. p 14.

[3] Peaceinsight. (n.d.). *Conflict prevention and early warning.* Peace Direct. Retrieved from https://www.peaceinsight.org/en/themes/conflict-prevention-early-warning/?location&theme=conflict-prevention-early-warning.

Conflict Risks	Possible negative impacts of the conflict environment.
Conflict transformation	Conflict transformation refers to the changing of the social structures that support the outbreak and/or continuation of conflict through a critical assessment of and engagement with the relationships, interests, and discourses that sustain violent conflict.
Diplomacy	The interaction between two or more nation-states. Traditionally carried out by government officials, who negotiate treaties, trade policies, and other international agreements.
Interests	The underlying desires and concerns that motivate people to take a position
Intervention	A range of activities aimed at restoring peace and stability after conflict eg a peace process or setting up a new government structure).
Mediation	A process in which a third-party neutral assist in resolving a dispute between two or more other parties. It is a non-adversarial approach to conflict resolution.
Negotiation	A discussion between two or more disputants who are trying to work out a solution to their problem
Peacebuilding	Peacebuilding is a long-term process that occurs after violent conflict has slowed down or come to a halt. It consists of a wide range of activities associated with capacity building, reconciliation, and societal transformation.
Violence	Actions, words, attitudes, structures or systems which cause physical, psychological, social, or environmental damage, and prevent people from reaching their full potential.
True peace	A participatory nonviolent process that aims to prevent any form of violence, embraces respect for human rights and aids the maintenance of nonviolent human interaction.

1. MODULE ONE - CONDUCTING CONFLICT ANALYSIS

Introductory Note:

This module is designed to facilitate the basic understanding of conflict in society. It will introduce trainees to techniques such as conflict assessment and conflict mapping which are used to analyse the root cause of conflict and to show the relationships of conflict actors.

Participants will have an opportunity to compare selected definitions from renowned scholars and practitioners with specific reference conflict in the Africa. The module will also provide an opportunity for participants to conduct a detailed conflict analysis which will eventually contribute to the identification of effective response mechanisms.

Module Objectives

In this module, participants will

i.   Define conflict
ii.   Identify the main causes of conflict in society
iii. Describe the main stages of conflict
iv.   Conduct a detailed conflict analysis using selected conflict analysis tools.

Expected Results:

i.   Definitions of conflict by various scholars
ii.   A description of the main causes of conflict
iii. A description of the main stages of conflict
iv.   An analysis of a contemporary conflict situation in the Eastern Africa region.

Methodology

- Discussions
- Group work
- Exercises

1.1. Understanding Conflict

Conflict is "inherent in all societies and arises when two or more groups believe their interests are incompatible".[4] It is a legitimate part of social and political life which may arise in a diverse group of individuals, a society, a nation or international set up. Several scholars and peace practitioners define conflict using different terminology which all converge to similar meanings. This toolkit considers a few of these definitions:

> *John Galtung* describes conflict as a dynamic process which is initiated through attitudes, physical behaviour, and contradictory goals of enemies.[5]

> *Kenneth Boulding* defines conflict as a form of competitive behaviour between different parties. It occurs when two or more parties compete over perceived or actual incompatible goals or limited resources.[6]

> According to *Fras and Schweitzer*, conflict is a disagreement between two or more parties (can be two persons, two groups, two countries, etc.) or more, or a "perceived or actual contradiction in goals.[7]

> The *Management Study Guide* defines conflict as a clash between individuals arising out of a difference in thought process, attitudes, understanding, interests, requirements and even sometimes perceptions".[8]

Conflict has its own dynamics and tends to escalate or recede over time depending how it is managed. Conflict on all levels of organic existence is pervasive and persistent. Conflict is the universal experience of all life forms.[9] "In the absence of effective measures, conflict may turn violent and lead to destroyed livelihood, degraded governance as well as loss of lives".[10] Its interpretation is influenced by different world-views. This Toolkit considers three different perspectives to explaining conflict; (i) The Triangle Theory (ii) The Harvard Approach (iii) The Conflict Transformation Theory.

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[4] Haider, H. (2014). *Conflict: Topic Guide. Revised edition with B. Rohwerder*. Birmingham: GSDRC, University of Birmingham.

[5] Galtung, J. (2000). *Conflict Transformation by Peaceful Means – The Transcend Method* [Participants' Manual/Trainers' Manual]. P. 50.

[6] Boulding, K. (1962). *Conflict and Defense*: A General Theory New York: Harper.

[7] Mainstreaming Peace Education Series, (2016). *Designing Learning for Peace, Peace Education competence Framework and Educational Guidelines*. Eds Fras, M., Schweitzer, S. (p 7).

[8] Prachi Juneja. (2015). Management Study Guide (MSG). https://www.managementstudyguide.com/understanding-conflict.htm

[9] Dennen, J. M. G. V. D. (2005). *Introduction: On Conflict. The Sociobiology of Conflict*. London: Chapman & Hall, 1990, pp. 1- 19

[10] USAID, Office of Conflict Management and Mitigation (2009). *Supporting Peace Processes; A Toolkit for Development Intervention*. p. 5.

1.2. The Harvard Approach to conflict

The Harvard approach to conflict highlights the difference between positions (what people say they want) and interests (why people want what they say they want).[11] This theory argues that conflict can easily be resolved when actors focus on interests instead of positions, and when they develop jointly accepted criteria to address these differences. This approach suggests that wherever possible, focus should be on mutual gains and that where interests conflict, the result should be based on some fair standards independent of the will of either side.[12]

1.3. The Human Needs Theory

According to the Human Needs Theory, conflicts are caused by basic "universal" human needs that are not satisfied.[13] Burton has defined these needs as physical and psychological security; basic survival needs; identity needs; economic needs; political participation; religious preference, freedom of speech, movement, and association. Several countries in Africa have experienced conflict arising from lack of basic needs.[14] The needs should be analysed, communicated and satisfied for the conflict to be resolved.[15]

Several conflicts observed on the Horn of Africa are not just about power and resources, but are rooted in the denial of human needs such as identity, security, respect, and recognition. Some of the conflicts in Kenya have been linked to unequitable distribution of national resources where members of a specific ethnic community are seen to be benefitting more from the national resources at the expense of other communities. These are perceived or real differences in the capacity of certain groups of people to access human needs which may easily lead to conflict.[16]

1.4. The Conflict Transformation approach

This Conflict Transformation approach considers conflict to be a destructive or constructive interaction, depending on how conflicts are dealt with or "transformed"[17]. It emphasizes different perceptions as well as the social and cultural context in which the reality is

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[11] Fisher, R., Ury, W. and Patton, B. (1991). *Getting to Yes: Negotiating Agreement Without Giving In* (2 nd ed.). New York: Penguin.

[12] Ibid.

[13] Abaho, A. (2020) Human Needs Satisfaction and Conflict Prevention in *Africa. Open Journal of Social Sciences*, 8, 1-17. https://doi.org/10.4236/jss.2020.81001.

[14] Ibid.

[15] Galtung, J. International Development in Human Perspective, in John Burton, ed., *Conflict: Human Needs Theory* (New York: St Martins, 1990), p. 311.

[16] Njihia, Carolyne. (2019). Mapping Human Needs as a conflict driver: Kenya's electoral violence.

[17] Galtung, J., (2000).'*Conflict Transformation by Peaceful Means (The Transcend Method).* Participants' and trainers' manual, United Nations Disaster Management Training Programme, Geneva.

constructed. Constructive conflict transformation seeks to empower actors and support recognition between them.[18] According to John Galtung,

> "Transforming a conflict requires transcending the goals of conflicting parties, defining other goals, dis-embedding the conflict from its original situation and embedding it in a more promising place. This is achieved through dialogue based on empathy, non-violence and joint creativity. Failure to transform conflicts leads to violence."[19]

Countries which opt to work together in harmony to bridge their differences and share power exercise a form of conflict transformation by paving a way to reconciliation and peace building. Conflict transformation aims to drive the conflicting parties towards a a win-win solution which takes into consideration the needs of all parties.[20] During the post-election violence which was experienced in Kenya in 2007-2008, political leaders agreed on a power-sharing arrangement in a bid to end the violence and offer a window of opportunity to address the power struggle problem of power struggle. The effort was led by the former UN Secretary General, the late Koffi Annan supported by African leaders.[21] The agreement reached an arrangement which to provide a comprehensive framework for addressing the roots of political violence and other human rights abuses in the country.

1.5. Sources of Conflict

The origins of conflicts in Africa are diverse and complex. They are usually rooted in national and international arenas which encompass economic, political, cultural and social parameters. One of the international factors is the consequence derived from the end of the cold war and its aftermath. This has generated a sense of political and economic insecurity in Africa.[22] Whenever conflict arises, it is important to establish its source. Common sources of conflict include the following:

1.5.1.   Political sources

Political sources of conflict include power struggles and difference in ideologies. Kenya is one of the countries in Africa which have suffered from election-related violence and ethnic clashes

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[18] Galtung, J., (2000).'*Conflict Transformation by Peaceful Means (The Transcend Method).* Participants' and trainers' manual, United Nations Disaster Management Training Programme, Geneva.

[19] Galtung, J., (2000).'*Conflict Transformation by Peaceful Means (The Transcend Method).* Participants' and trainers' manual, United Nations Disaster Management Training Programme, Geneva.

[20] Mudzingwa, J. (2022). Re: What are some examples of Conflict Transformation?. Retrieved from: https://www.researchgate.net/post/What-are-some-examples-of-Conflict-Transformation/637a4e327a159a35f90068a0/citation/download.

[21] Hansen, T. (2013) Kenya's power-sharing arrangement and its implications for transitional justice, The International Journal of Human Rights, 17:2, 307-327, DOI: 10.1080/13642987.2013.752949

[22] USAID, Office of Conflict Management and Mitigation (2009). *Supporting Peace Processes; A Toolkit for Development Intervention.* p. 6 – 7.

arising from political tension. South Sudan had sporadic violent conflict emanating from differences among political parties and leaders.

1.5.2. Religious sources

This may arise from differences in doctrines and practices within a particular broad religion (e.g., different branches of Islam or Christianity) or between different religions. In many places in the world, conflict has erupted between religions and also within religious grouping. This arises from different interests, fight for power as well as resources. Religious extremism and ethnic polarity are the deep-rooted foundations of the escalated violence among the states of HOA. The Somalia civil war is a typical instance in this context. The terrorist network such as Al-Shabab, has, for a long time, driven instability and religious extremism in the region.[23]

1.5.3. Cultural conflict

Cultural conflict may arise when two cultural traditions compete for dominance. Kenya faces conflict related to Gender and sexual and gender-based violence, ethnic clashes and land disputes. On the Kenya-Uganda border, peoples are constantly clashing because of cultural practices of heroism, cross-border and local livestock raiding and a need of socio-cultural fairness.[24]

1.5.4. Economic factors

This often arises when groups of people feel marginalised and denied economic resources. Democratic Republic of Congo (DRC) has experienced unending violent conflicts, some of which arise from competition of economic resources, in particular the struggle for minerals.[25]

1.5.5. Natural resources

Societies across the world often compete for land and other natural resources. Failure to effectively address these issues may lead to conflict. The HIPSIR CMT study revealed that conflict in DRC is one of the African countries which have experienced protracted conflict resulting from competition of resources, inter-ethnic conflict and weak governance structures.[26]

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[23] Mengistu, M. The Root Causes of Conflicts in the Horn of Africa. *American Journal of Applied Psychology.* Vol. 4, No. 2, 2015, pp. 28-34. doi: 10.11648/j.ajap.20150402.12. https://article.sciencepublishinggroup.com/html/10.11648.j.ajap.20150402.12.html.

[24] Ibid.

[25] Eichstaedt, P. *Consuming the Congo: War and Conflict Minerals in the World's Deadliest Place* (Chicago: Lawrence Hill Books, 2011)].

[26] Opongo, E., Kawuondi, L., Raichenah, J. & Kibet, N. (2021). *Conflict Monitoring in Africa for Strategic Intervention: HIPSIR Conflict Monitoring Tool (CMT). Case Studies: Democratic Republic of Congo (DRC) South Sudan Kenya*. Nairobi: Centre for Research, Training and Publicationa . p. 3.Retrieved from https://online.fliphtml5.com/amwqm/soxn/.

1.6. About Conflict, Violence and Peace

Conflict, violence and peace are terms which are commonly used in peace practice. The sections below highlight the relationship between the three terms, drawing upon definitions by renowned scholars and researchers.

1.6.1. Types of Violence

John Galtung describes violence as "*actions*, *words*, *attitudes*, *structures* or *systems* which cause physical, psychological, social, or environmental damage, and prevent people from reaching their full potential."[27] The potential for violence exists at all times and may arise from conflict. Violence is both the direct and indirect cause of the difference between the potential (what could be) and the actual (what is).

> *Direct violence* – This is physical but also psychological or verbal violence like insulting. It also includes torture, war, killing, destruction, hate speech, bombing, rape. Think about forms of violence such as physical violence such as fighting and killing and sexual violence or rape. This is the most visible type of violence and are referred to as *direct violence.*[28]

> *Structural violence* – This is less visible and less easily identified. Indirect violence is typically caused by an unjust structure. This includes structures and systems in society, which generate discrimination or inequalities. For instance, unjust laws which deny the same rights, resources or services to groups of citizens, such as profiling them by ethnicity, economic class, gender or race. [29]

> *Cultural violence* – This is also an invisible form of violence. It is the legitimization of violence on the basis of cultural norms, traditions and values anchored in the culture of a society. It relates to people's attitudes, feelings and values. Culture may promote forms of distrust and discrimination through songs, traditions, beliefs and mistrust, or polarization that can in turn permit or justify direct violence.[30]

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[27] Fras, M and Schweitzer, S (2016). *Designing Learning for Peace, Peace Education competence Framework and Educational Guideline*. (p. 7).
[28] Ibid.
[29] Ibid.
[30] Ibid.

The fundamental difference between conflict and violence is that conflict is a natural process constituting part of life; violence is not. Violence has been acknowledged as a strategy for change, which often triggers mistrust and detestation as its side effect both in process and in its aftermath. The potential for violence exists at all times in a conflict situation, depending on the measures adopted to respond to violence. Figure 1 below illustrates key differences between the two:

Figure 1: Conflict and Violence

Conflict	Violence
neutral/ not necessarily negative	negative in itself
unavoidable	avoidable
normal part of life when not managed constructively, can lead to violence	Should not be a normal part of life, socially constructed; learned through environment
when managed constructively, can lead to positive outcomes/change	destructive

Adopted from Galtung, J. 2010

Peace

Once trainees have been able to describe different forms of violence and conflict, they may be introduced to the concept of peace. The Peace Education Competence Framework defines peace as a participatory nonviolent process that seeks to reduce all forms of violence and creates conditions for inner, social and environmental well-being.[31] Peace aims to create the absence of all forms of violence in a nonviolent and highly inclusive process. The process of moving towards peace includes dealing with conflict through nonviolent means and addressing it in a participatory manner.

1.6.2. What causes conflict to escalate?

Each conflict has its own dynamics and may escalate or recede over time, depending on several factors.

Conflict escalates when its intensity and tactics for pursuing it become more severe.[32] Escalation is the next step after conflict emergence that pushes the conflict up towards a hurting

[31] Fras, M and Schweitzer, S (2016). *Designing Learning for Peace, Peace Education competence Framework and Educational Guideline*. (p. 8).

[32] Brahm, E. "Latent Conflict Stage." *Beyond Intractability*. Eds. Guy Burgess and Heidi Burgess. Conflict Information Consortium, University of Colorado, Boulder. Posted: September 2003.

stalemate. Conflict escalation may be caused by changes within the conflict parties, new patterns of interaction between them, or involvement of new parties in the struggle.

Conflicts over social status can occur between individuals or between nations. In some cases, issues of social status are connected to matters of unequal economic power, the divide between the rich and poor has contributed to intractable conflict both within nations and across international society as a whole. These conflicts tend to be very difficult to resolve because of competition for power.

Constructive escalation – This is when there is a deliberate intention to engage in conflict - Parties may intentionally escalate a conflict in order to pressurize, engage the other side, involve third parties, or rally more people to their cause. This may trigger engagement and support of additional parties to recognize the existence of a conflict. This action may be taken by the party which is suffering oppression. This action can have positive effects, moving the parties towards a mutually beneficial relationship.

1.7.   Stages of conflict

All conflicts undergo different dynamics, which are shaped by their specific context and environment. Recognition of the dynamics which occur at each stage of a conflict facilitates the process of developing strategies and tactics. The phases of conflict build on one another and evolve depending on several factors.[33]

1.7.1. Latent Conflict

At this stage, the conflict has not yet started, but indicators portray the potential for conflict to build up. The parties involved do not realize the possible existence of conflict. Latent conflict is often rooted in longstanding economic inequality, or from unequal access to political power by different groups. For example, where strong status differences exist and the government is unresponsive to the needs of a minority or lower-power group, a situation could emerge as an open conflict after a triggering event. Depending on the emotions of the people involved, the latent stage can quickly escalate into actual conflict. There are cases, however, where conflict does not emerge.

1.7.2. Perceived/Felt Conflict

After the latent stage comes the perceived stage, where one or both parties become aware of the existence of conflict. The conflict is felt and recognized. Once this happens, it becomes important to take the time to address and clarify what went wrong and where the lines of

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[33] Brahm, E. "Latent Conflict Stage." *Beyond Intractability*. Eds. Guy Burgess and Heidi Burgess. Boulder CO: Conflict Information Consortium, University of Colorado, Boulder. Posted: September 2003. https://www.beyondintractability.org/essay/conflict_stages/

disagreement emerged. Parties may go through this stage simultaneously or at different times, depending upon events.

For example, if one country is aware of a political issue between her and another country about a policy, or political issue this may not necessarily make her tense or anxious and may not necessarily have any effect on the relationship, until the status changes. The ongoing maritime dispute between Kenya and Somalia has had sporadic incidents of tension and violence over the years as well as calm periods. Some analysts attribute the dispute to the discovery of high value gas blocks along the maritime border which could have great impact on the world energy prices when exploited. The scramble for these resources has been reported to trigger intermittent chaos among residents of Kenya-Somalia border areas whenever political tension rises.[34]

1.7.3. Crisis Stage

Conflict which develops to become violent or destructive evolve into a crisis is typically catalysed by an event or a trigger. A change of political conflict from a non-violent to a violent form is a change in political conflict. The crisis stage is characterized by changes in identities, goals and tactics in ways that are destructive.[35] In inter-state conflicts, the change may be abrupt and lead to events which eventually result to states break ups or even dissolution.

During the crisis stage all conflicting parties are aware of the issue causing differences among them. It is a period when the conflict is discussed openly by the parties which may include the militia, armed civilians and regular armies, with some of them possessing little discipline and respect to law and order. Where administrative structures are dysfunctional, the coordination required to direct the situation towards peace is further complicated and may experience a prolonged spell of crisis. The most important part of this stage is for parties to talk to the other as clearly and openly as possible while trying to keep emotions in check.

1.7.4. De-escalation Stage

As conflict develops through the various stages, it escalates or de-escalates depending on several factors. Relations between the adversaries may change. Conflict de-escalation is associated with reduced grievances from at least one of the parties and relations between the

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[34] Jamal Abdikadir Beret (2019). Kenya Somalia dispute over maritime border line, 2021. Available at: https://www.academia.edu/39718489/Kenya_Somalia_dispute_over_maritime_border_line. Accessed 21 October, 2021.
[35] Kriesberg, L. "Escalation Conflict Stage." *Beyond Intractability*. Eds. Guy Burgess and Heidi Burgess. Conflict Information Consortium, University of Colorado, Boulder. Posted: September 2003. https://www.beyondintractability.org/essay/escalation-stage.

adversaries change.[36] De-escalation usually occurs after a prolonged stalemate. One party may change its position by softening its goals while support structures and conflict actors may opt to refocus in a bid to identify resolutions. The success to restore peace largely depends on actions taken by the conflict parties and their desire to reduce conflict.

1.7.5.   Conflict Aftermath

After the four stages of conflict comes the aftermath, which describes the outcome of a conflict which can be either be positive or negative. An amicable resolution may satisfy both parties to co-exist while a negative outcome may drive the conflict to suppression and no resolution.

1.7.6.   The Conflict Curve

The conflict curve is a facility which enhances understanding of the stages of conflict and the discrete stages where action can be taken to prevent, manage, or resolve conflict. This concept was introduced by and adapted from Michael S. Lund, who was a Senior Fellow at the United States Institute of Peace (USIP).[37] Good understanding of the conflict life cycle is essential for development of effective intervention strategies. This is illustrated in **Figure 2 below**:

Figure 2: Conflict curve illustrating different stages of conflict
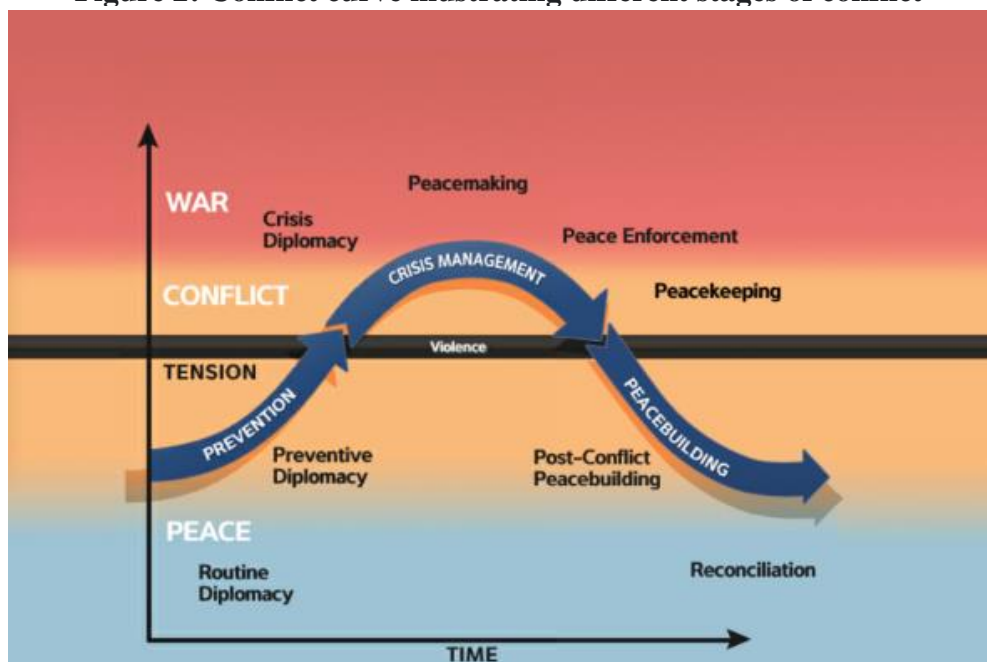
Source: United States Institute of Peace, (2002)

[36] Brahm, E. "Latent Conflict Stage." *Beyond Intractability*. Eds. Guy Burgess and Heidi Burgess. Conflict Information Consortium, University of Colorado, Boulder. Posted: September 2003. http://www.beyondintractability.org/essay/latent-conflict.
[37] United States Institute of Peace. (2002). *Making Peace Possible.* https://www.usip.org/public-education-new/curve-conflict.

- **Phase 1 - The first part** of the curve shows the escalation of the conflict from stable peace to growing hostility, increasing tension, followed by the outbreak of violence.
- **Phase 2 - The mid-phase** of the curve is where violent conflict gets to its peak. Thereafter it begins to subside.
- **Phase 3 - The final phase on the curve** shows the de-escalation of conflict.

Other scholars and peace practitioners have since expounded on the conflict curve. Swanstrom and Weissman break the conflict curve into five phases, namely (i) stable peace, (ii) unstable peace (iii), open conflict, (iv) crisis and (iv) war. According to them, conflict does not always follow a predictable pattern: due to the dynamic nature of conflict, each conflict has a unique path.[38]

Figure 3: Conflict Escalation and De-escalation
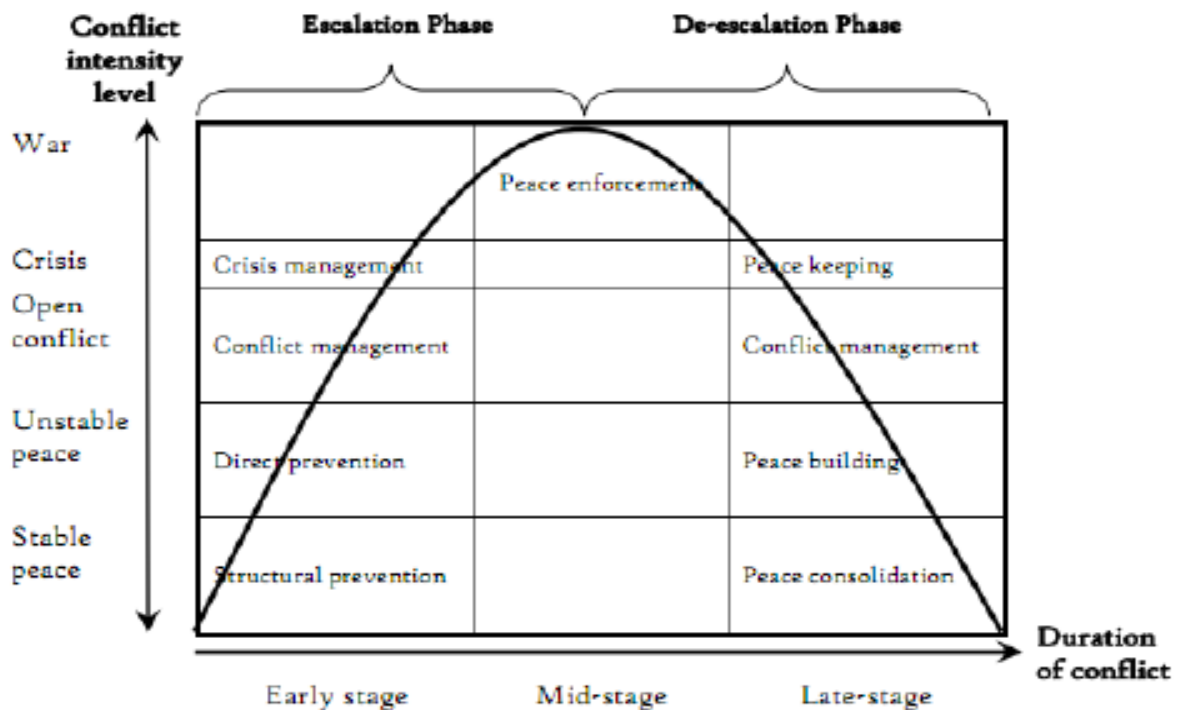
Source: **Swanstrom and Weissman, 2005**

In the illustration above (Figure 3), Swanstrom and Weissman observe that conflict de-escalation takes place when the progression is reversed until peace and stability are achieved.[39] They also note that several conflicts can arise for different reasons and occur concurrently, or sub-conflicts can occur within the main conflict. In effect, conflict does not follow a defined pattern or progression. In several cases the original causes of conflict may not be the same ones

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[38] Swanstrom, N.P and Weissman, M.S (2005). *Conflict, Conflict Prevention and Conflict Management and Beyond a conceptual exploration*. https://www.researchgate.net/figure/The-Conflict-Cycle-Swanstrom-and-Weissmann-2005_fig2_250928610/download.

[39] Swanstrom and Weissman (2005). *Conflict, Conflict Prevention and Conflict Management and Beyond a conceptual exploration*. https://www.researchgate.net/figure/The-Conflict-Cycle-Swanstrom-and-Weissmann-2005_fig2_250928610/download.

which sustain war; conflict may have been instigated by political and social reasons but be prolonged by economic factors which, in the long run, create disincentives for peace. It is thus important to adopt a chronological, contextual and dynamic approach when engaging in analysis to develop better understanding of how conflict may developed over time.[40] These factors may alter the Michael Lund's conflict curve significantly.

1.7.7. HIPSIR Conflict Monitoring Tool (CMT)

A conflict monitoring tool is necessary to provide data on the conflict to understand how and when to intervene in order to strategically avert further escalation and possible effects.

The HIPSIR CMT innovated a model which combines the conflict curve as detailed by Michael Lund and as well as the levels of conflict as described by Marian Hassan. The Hekima CMT uses Marian Hassan's levels of conflict which indicate escalation and de-escalation of conflict to make it easier to clearly identify indicators at every level of conflict. This in turn provides information on the best intervention strategies. When issues are not addressed fully, it gives room and sets a stage for subsequent conflict. The result is usually another outbreak of war. This concept is illustrated in Figure 4 below:

Figure 4: HIPSIR Conflict Monitoring Tool
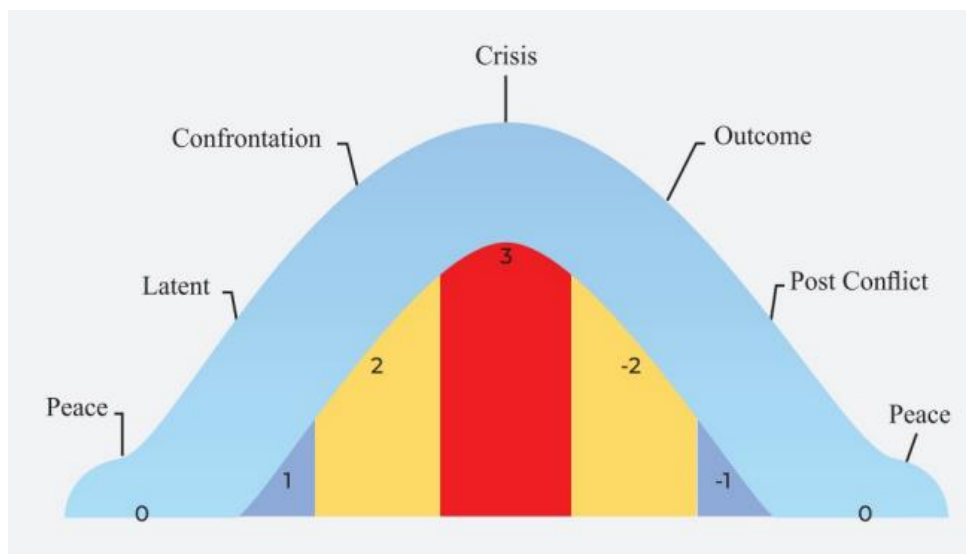
(Source: CRTP Research)

HIPSIR developed a numeric scale of measuring conflict level. This is in support of Lund's and HIPSIR Conflict Monitoring Tool (CMT). According to the HIPSIR model, conflict is measured on a scale of six levels which are statistically calculated using 34 indicators. The

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[40] Herbert, S. (2017). *Conflict analysis*: Topic guide. Birmingham, UK: GSDRC, University of Birmingham., p16.

indicators are distributed across, and categorized according to the conflict levels. They are useful for providing direction on conflict intervention measures.[41]

The Case of the South Sudan – Conflict Escalation and De-escalation.

South Sudan has experienced one of the longest and most complex conflicts on the continent of Africa. The youngest nation in the world separated from Sudan in 2011 to gain independence after nearly 40 years of war between Sudanese government and southern rebels. The independence came after a landmark referendum on self-determination. While this key milestone was expected to drive South Sudan towards its long journey of lasting peace, stability and socio-economic development, the country degenerated into chaos and a new devastating conflict at the end of 2013, barely two years after independence.[42] Political disputes, coupled with pre-existing ethnic and political fault lines became brutal and resulted to major humanitarian crisis, mass displacement and violence among the citizens.

Analysts say, the political conflict which triggered the crisis was not necessarily based on ethnic identity. It overlapped with pre-existing ethnic and political complaints, sparking armed conflicts.[43] One of the effects of this conflict was the action by the South Sudanese president, Salva Kiir to remove Riek Machar, the rebel leader and major adversary, as deputy leader. The conflict continued to affect various parts of the country and attracted several actors, including state actors, the civil society and the international community. The involvement of these actors culminated into several peace agreements. Most of these agreements suffered from ill preparedness and inefficiency of an appropriate institution to mediate conflict.[44] In September 2018, Salva Kiir and Riek Machar, signed a peace agreement in Ethiopia, which was the 12th Agreement between them. This Agreement was intended to end a five-year war that killed tens of thousands of citizens and reinstated rebel leader Riek Machar as vice president.

South Sudan presents a typical scenario of conflict triggered by multiple inter-related causes and passing through the conflict phases with different levels of violence. Recent report indicate that South Sudan's conflict has become increasingly complex with the level of suffering for millions of civilians remaining intolerable.[45] Although parts of the country have attained some level of peace, cases of violence among community militias and governments violence and conflict-related sexual violence are still reported.[46]

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[41] Opongo, E., Kawuondi, L., Raichenah, J. & Kibet, N. (2021). *Conflict Monitoring in Africa for Strategic Intervention: HIPSIR Conflict Monitoring Tool (CMT).* Case Studies: Democratic Republic of Congo (DRC). South Sudan Kenya. Retrieved from https://online.fliphtml5.com/amwqm/soxn/. Nairobi: Infocus Merchandisers. p. 9.

[42] Afriyie, F., Jisong, J. and Appiah, K. (2020). Comprehensive Analysis of South Sudan Conflict: Determinants and Repercussions. *Journal of Liberty and International Affairs*. 6. 1857-9760.

[43] Ibid

[44] Zambakari, Christopher, Matthew Edwards, and Steve Des Georges, eds. 2019. *Peacemaking and Peace Agreements in South Sudan with an Introduction by Christopher Zambakari. Vol. 1, Spring Special Issue.* Phoenix, Arizona: The Zambakari Advisory.

[45] UN Human Rights Office of the High Commissioner. (2022). Urgent Action Needed on Peace Agreement for South Sudan. https://www.ohchr.org/en/press-releases/2022/10/urgent-action-needed-peace-agreement-south-sudan.

[46] Human Rights Watch (2022). South Sudan Report of 2021. https://www.hrw.org/world-report/2022/country-chapters/south-sudan.

1.7.8. Analysing Conflict

The term "conflict analysis" describes the process of gaining a broad overview and deep understanding of conflict. It is a systematic study of the origin, nature, causes, actors and dynamics of conflict. It is the central component of conflict-sensitive practice. Conflict analysis provides the foundation to inform conflict sensitive programming and better understanding of the interaction between the context and the intervention. It is the most important step to be carried out before any intervention takes place. The conflict analysis process includes collection, interpretation and evaluation of the conflict data to effectively enable implementation of appropriate response mechanisms. Typically, conflict evolves throughout its life cycle.

Conflict Analysis specifically examines the "What" and "How" of conflict sensitivity as in **Table 1** below:

Table 1: Conflict Sensitivity

What to do	How to do it
Understand the context in which you operate.	Carry out a conflict analysis, and update it regularly.
Understand the interaction between your intervention and the context.	Link the conflict analysis with the programming cycle of your intervention.
Use this understanding to avoid negative impacts and maximise positive impacts.	Plan, implement, monitor and evaluate your intervention in a conflict-sensitive fashion (including redesign when necessary).
Source: International Alert and Saferworld (2012)	

Conflict analysis permits the identification of (i) the type of conflict; (ii) reason for the conflict; (iii) causes of the conflict; (iv) actors in the conflict; (v) level of the conflict; (vi) interests; and (vii) relationships and (motivation). [47]

1.7.9. What are the methods used to conduct conflict analysis?

Conflict analysis is, as it states, a process that uses analytical tools. Several methods are used and adapted to specific situations to help to comprehend conflict from different points of view. Further, a conflict analysis tool is necessary to provide data and to inform peace practitioners how and when to intervene in order to strategically avert further escalation and possible effects. The following section outlines some of the common methods:

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[47] Ohana, Y. (2012). *T-Kit, Youth Transforming Conf;ict.* Council of Europe Publishing. https://pjp-eu.coe.int/documents/42128013/47261899/T-Kit12_EN.pdf/9791dece-4a27-45e5-b2f1-b7443cb2125b.

(i)   Conflict Mapping:

Conflict mapping is a visual method which shows the relationships between conflict parties/actors/stakeholders as illustrated in **Figure 5** below. It provides the opportunity to identify stakeholders, real and potential allies and opponents. It can also include geographical mapping, mapping of issues or power alignments, as well as mapping of needs and fears. It provides good guidance on the entry points for intervention action.

The 2022 conflict which broke out in Ethiopia's northern Tigray region between the government forces and its allies against Tigrayan forces presents a typical scenario of a conflict attracting several actors. The Ethiopia conflict involved ethno-regional militias, the federal government, and the Eritrean military, attracting the interest and concern of humanitarian groups and external actors.[48]

Figure 5: Conflict Stakeholder Mapping
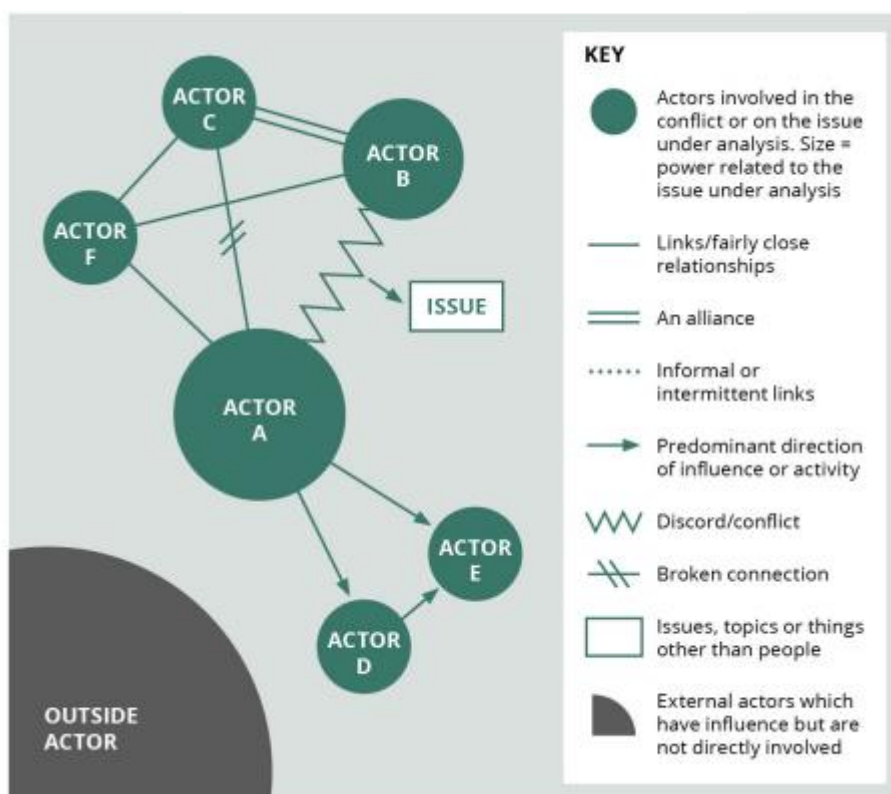
Source: Herbert, S. (2017)

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[48] United States Institute of Peace (2019). Ethiopia's civil war is raging. How can it get on track toward peace? https://www.usip.org/publications/2022/10/ethiopias-civil-war-raging-how-can-it-get-track-toward-peace.

The case of the **Democratic Republic of Congo (DRC)**.

In a research which was carried out by the HIPSIR, to review the causes of conflict in DRC, Ethiopia, Kenya and South Sudan, the key conflict actors in DRC were numerous. This included the government, political groupings, military and police organisations, opposition leaders, armed groups, neighbouring countries and international state actors. 49 The research revealed cases of political groupings undermining the peace processes by declining to address the real issues. As illustrated in **Figure 5** above, the DRC case is an example of actors deviating from real issues and in the process retarding the process of conflict analysis as part of the process to identify effective response mechanisms and interventions.

(ii)   ABC Triangle of Conflict

The process of conflict analysis and resolution begins from the recognition that the existence of conflict is inevitable, particularly in today's society. Conflict is a relationship between two or more individuals and groups who have or think that they have incompatible goals and needs. The incompatibility may thus be real or perceived and may be over material and/or symbolic resources.[50] People in a community often have different interests, values and needs, and do not always know how to deal with conflicts in a non-violent manner. This is presented in **Figure 6** below illustrates how conflict arises from different goals and needs.

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[49] Opongo, E., Kawuondi, L., Raichenah, J., & Kibet, N. (2021*). Conflict Monitoring Tool. Conflict Monitoring in Africa for Strategic Intervention:* Case Studies of Democratic Republic of Congo (DRC), Ethiopia, Kenya and South Sudan. Nairobi. Infocus Merchandisers. p. 69.

[50] Galtung, J. (2000). *Conflict Transformation by Peaceful Means – The Transcend Method, [Participants' Manual/Trainers' Manual:* Place?:United Nations Disaster Management Training Programme. P 49.

Figure 6: The ABC Conflict Triangle
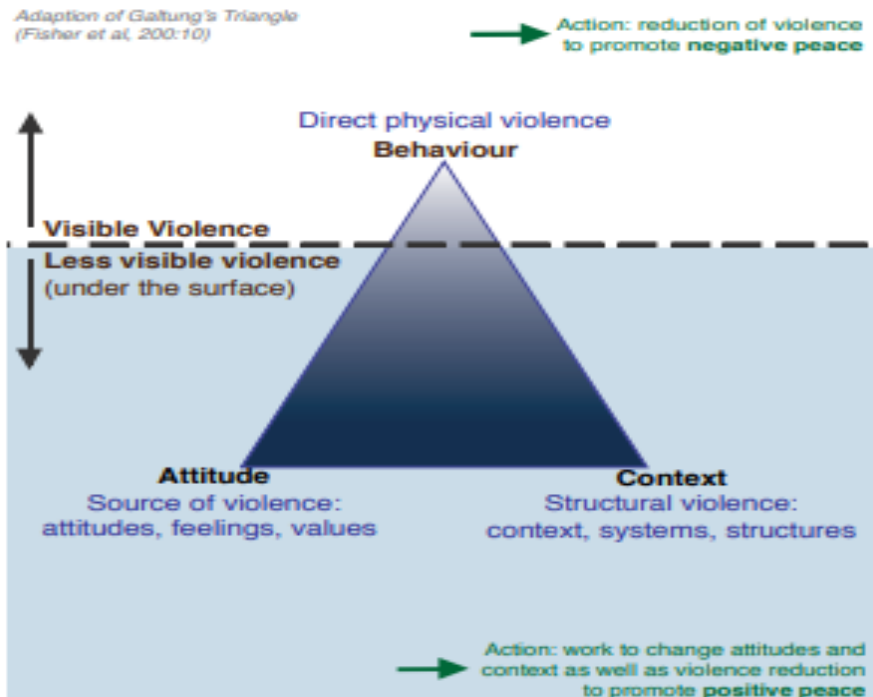
Source: Dijk. P,

There are several ways in which conflicts can arise. Conflicts can start with the parties realising that they have incompatible needs – this is termed a contradiction (**C**). Two parties may be interested in acquiring the same thing at the same time. This becomes a difficult problem to resolve, leading to frustrations to both parties. Contradiction in a conflict is the core and cause of the problem. It defines the specific, contested issue about which the disagreement has taken place. The frustration then leads to aggression and contempt which fall under attitudes (**A**). Attitudes, in turn, may lead to a dispute or violent actions. The most visible aspect of a conflict is the behaviour, (**B**). Behaviour constitutes the actions the conflict parties take. Different people react differently to different situations or events and their behavour may lead to conflict.

The conflict triangle model further proposes that conflicts are about three basic types of issues: *distribution*, *position* and *order*.

Distribution: the contradiction arises because there is competition for resources that have to be divided among different groups and communities. These resources could be money, time, space, food, attention or political favour, and there is a question over how much of each the different parties should get. However, none of the parties to the conflict questions the rules about distribution and their role in creating them.

Position: the contradiction emerges as a result of competition over a position. A position is understood as a resource that cannot be shared. This is because only one person at a time can hold a given position. The position in question might be that of a society leader, organization leader or the right to govern as the sovereign leader of a state.

Order: In this case, the contradiction emerges over the rules that should be followed by a given society or within an organisation, with at least one party claiming that the current rules are not adequate or fair and wanting to change the prevailing system. This may relate to transformation of the political system in a given country, and in particular transitions from authoritarian systems of governance*.*

(iii)   The Onion Model of Conflict analysis

The "Onion" model is yet another approach of conducting conflict analysis. It illustrates key elements in conflicts and helps us analyse them in order to sort out differences among nations and inform resolution strategies.

Figure 7: The Onion Model of Conflict Analysis
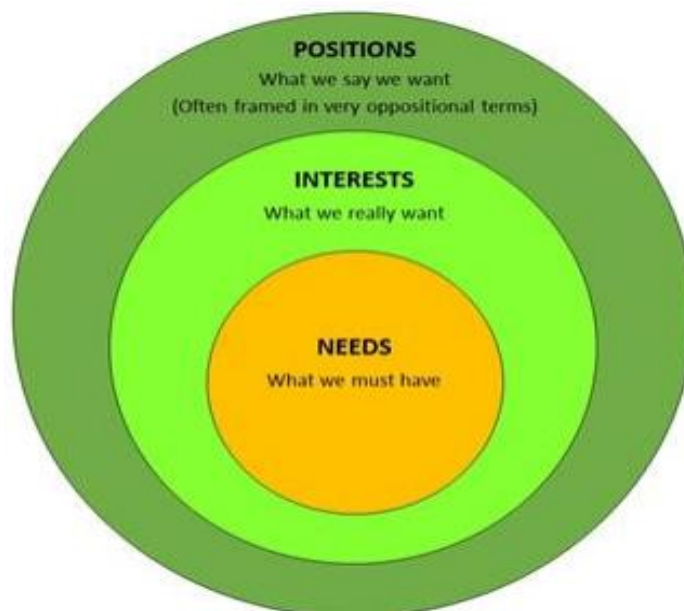

Figure 7 is a visual onion model which applies the metaphor of the onion for identifying the positions of conflict parties. This model is based on the idea that the layers of a conflict are much like that of an onion: there are many dynamics to be considered, but only those on the surface are visible. What lies at the core is only seen when the process of peeling the onion begins.

The Case of Ethiopia and the dispute around Grand Ethiopian Renaissance Dam (GERD)

The onion model is demonstrated by Teklewold in his study of the conflict on the Grand Ethiopian Renaissance Dam (GERD) which caused tensions among Egypt, Sudan, and Ethiopia. After Ethiopia announced that it had started filling the GERD's reservoir. Egypt Egypt's insistence that no filling should take place without a legally binding agreement about how the process will be managed escalating its call to the international community to get involved. Applying the onion model, Teklewold illustrates that peeling of the onion of impasse over the GERD as a preliminary effort of conflict analysis boils down to figure out Ethiopia's and Egypt's defense spot or what they declare what they want. While Egypt's 'position' is to warrant historical and acquired rights of Nile water resource by all means, Ethiopia's position is to make use of Blue Nile with conformity of international principles with no significant harm to Egypt and Sudan.

After the 'position' layer is uncovered, what appears next is the 'interest' level of the conflict onion. 'Need' layer for Ethiopia is serving more than half of its impoverished population with electric power from the ample water resource, improve supply to its growing industry and export excess power. For Egypt, the 'need' level is nourishing its growing population, and supply water for municipal use and generate electric for domestic, agricultural and industrial use.[51]

(iv)   The Conflict Tree

This is a visual method which likens a conflict to the image of a tree. The tree is a model used to visualize the various causes of a conflict as well as their resulting effects. The trunk of a tree represents the main problem the roots – its main or deeply laid causes and the leaves – its consequences.

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[51] Teklewold, Z. D. (2021). *Peeling the Onion in the Reportage of Conflict on the Grand Ethiopian Renaissance Dam (Gerd) Negotiation.* p. 127.

Figure 8: The Conflict Tree
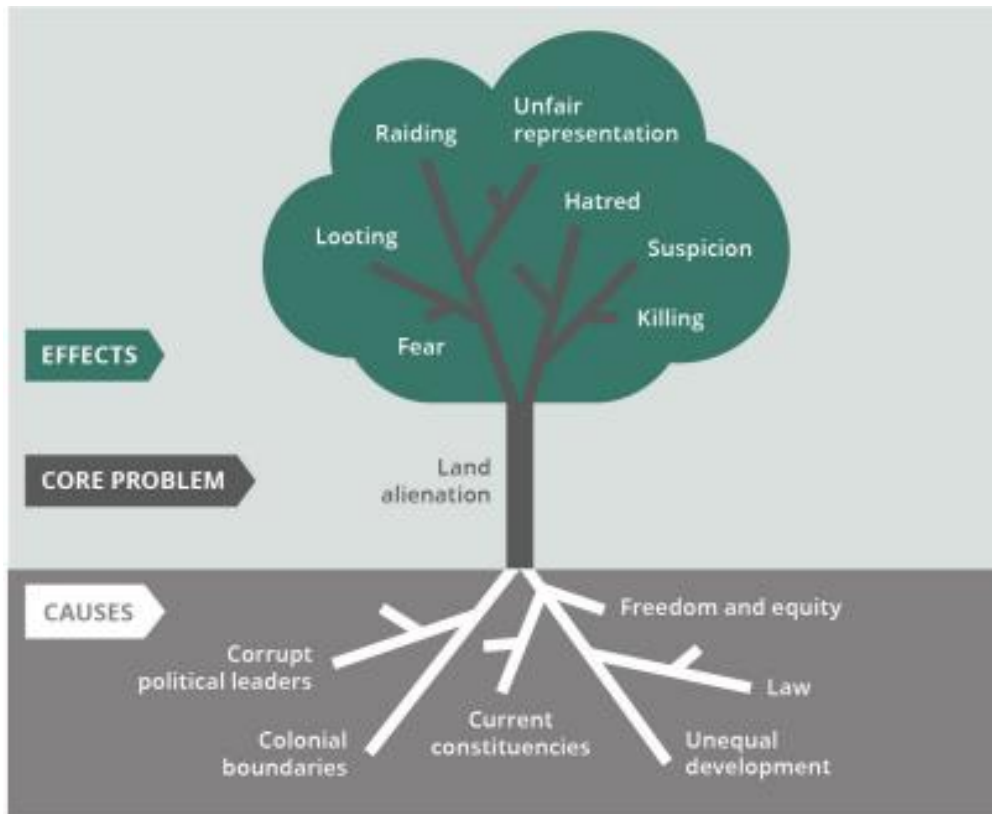
Source: Fisher, et. al. 2000: 29

Figure 8 above illustrates how the conflict tree deals with the difference between structural and dynamic factors, visualizing how conflict issues link these two aspects. Different actors may fight over issues affecting them. It is important to differentiate between the types of causes of conflict, sources of tensions, influencing factors and effects. Sources may affect large or small numbers of people at the local, subnational, national, regional and international levels.

The case of conflict in Northern Kenya in 2000.
A study was conducted by Ayalneh and Korf (2007) on the causes of conflict in northern Kenya. Politics was cited as one of the major causes of conflict in Mandera County while clan supremacy and chauvinism played a big role in any political relations in the region. The study findings revealed that strategies to access and control of environmental scarce resources was the main cause of the conflict as well as politics of self-interest, border disputes, land adjudication and government policy. Politicians seeking votes played a significant role in influencing conflict. This demonstrates the multiplicity of factors which may shape the development of conflict.[52]

(v)   The Pyramid Model

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[52] Bogale, A & Korf, B. (2007). To share or not to share? (non-)violence, scarcity and resource access in Somali Region, Ethiopia. *The Journal of Development Studies*, 43:4, 743-765, DOI: 10.1080/00220380701260093.

This method is used to identify people or actors who have an interest in the conflict, the different levels they occupy in society, the amount of power and influence they have and its eventual perpetuation using the image of a pyramid.: the grassroots are found at the bottom of the pyramid. The middle level and the top level have higher status in the society and are perceived to have greater influence. **Figure 9** below illustrates the pyramid model.

Figure 9: The Pyramid Model
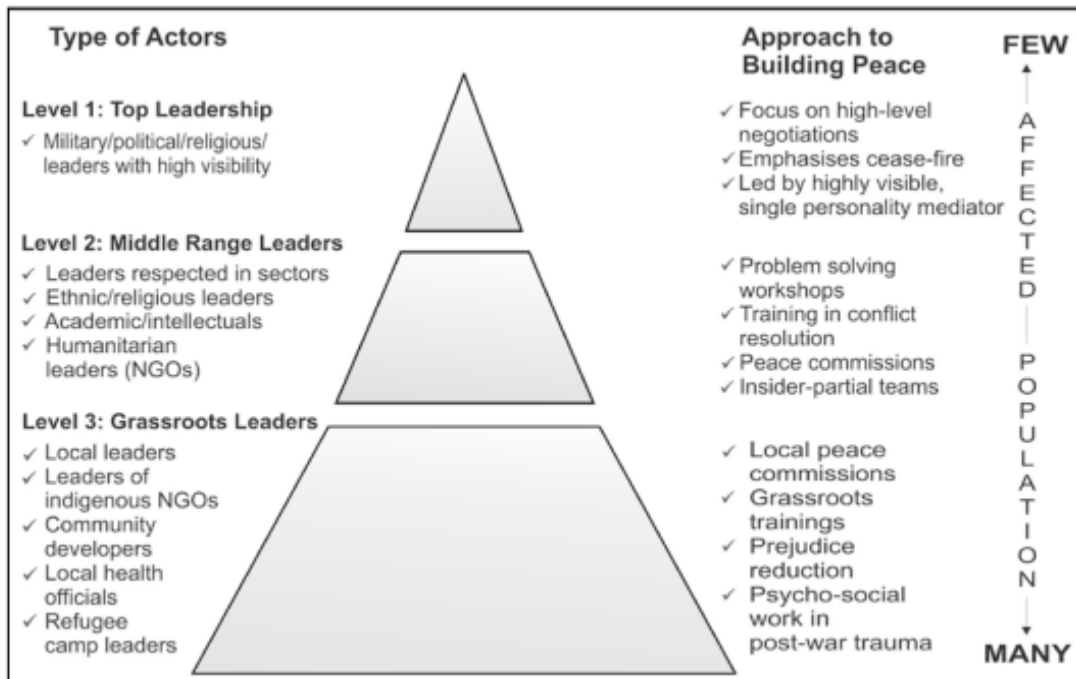
Source: Lederach J. P. United States Institute of Peace

The Pyramid Model in South Sudan.

In the case of **South Sudan**, the pyramid places top leadership, the Sudan People's Liberation Movement/Sudan People's Liberation Army (SPLM/A) and the National Congress Party (NCP), at the pinnacle. Sector leaders take up the middle position while and local grassroots leaders are at the bottom. Those who have gained the trust of all three levels are essential for post-conflict peacebuilding. In South Sudan, religious actors play this role. The Sudan Council of Churches (SCC) and the Sudan Conference of Catholic Bishops (SCCB) have been instrumental in ensuring that people on the ground understood the peace building processes.[53] During the build up to independence, religious leaders ensured that the grassroots understood the requirements and implications of the CPA leading up to the referendum. They also communicated the concerns of the people to top leadership.

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[53] Yousif. A. (2012). Sudan and South Sudan: Post-Separation Challenges
https://www.beyondintractability.org/casestudy/sudan-peace-agreement-same-game

The outcome of conflict analysis is a set of information which includes pointers to the type of conflict. Peace practitioners summarise the analysis by reaching and sharing their conclusions with a selection of partners and beneficiaries of the entire process.

MODULE 2 – EXERCISE

Trainees are invited to discuss the Ethiopia's region of Tigray which has recently been at the center of a civil conflict involving ethno-regional militias, the Federal government, and the Eritrean military forces. This has attracted the concern of humanitarian groups and external actors.

TASK

(1)   Identify all different conflict actors involved in this conflict including internal and external actors.

(2)   Map this conflict to the conflict curve described in Figure 4 above, highlighting key features of each conflict stage.

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2. MODULE THREE - STRATEGIC RESPONSES RELEVANT TO CONFLICT STAGES

2.1. The basics of conflict intervention

Following the process of conflict analysis, the next step is to identify control measures to address a conflict situation at various levels and stages. An intervention strategy is selected depending on the type of conflict, the context within which it occurs, and its intensity level. Most conflicts are dynamic and ever-evolving.[54] This creates considerable challenges in development of response mechanisms.

Building peace is in itself one of the most complex engagements of human beings. Over the years it has attracted different theories, models and practical experiences accompanied by a number of schools of thought. A precise understanding of any kind of conflict is essential for the policymakers, decision-makers, and those who carry out decisions to prepare their respective entities to successfully meet the challenges. It is worth noting that, not all conflicts pass through all these stages.[55]

Specific Objectives

By the end of this module participants will be able to do the following:
- Identify various forms of conflict intervention.
- Describe specific tasks in each type of conflict intervention method.
- Map the various conflict strategies to specific conflict situations.

Expected Results

- A list of conflict intervention methods and strategies.
- A description of the conflict intervention strategies aligned to each stage of conflict.

Methodology

- Discussions
- Group Work
- Exercises

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[54] Portland Community College. (2020). *The Thomas-Kilmann Conflict Resolution Model.* https://climb.pcc.edu/blog/what-are-the-five-conflict-resolution-strategies.

[55] Burgess, H. "Intervention Processes." *Beyond Intractability*. Eds. Guy Burgess and Heidi Burgess. Boulder, CO: Conflict Information Consortium, University of Colorado, Boulder. Posted: January 2004. http://www.beyondintractability.org/essay/large-scale-intervention.

This Toolkit outlines conflict intervention methods which build upon the information generated from the process of analysing conflict. Peace practitioners often view themselves and their programs as change agents, and encourage communities to take leadership roles in their respective communities and organizations in fostering change.[56] The changing dynamics of conflict in Africa demands a direct mapping and attention to the conflict indicators. The HIPSIR CMT demonstrates how data collected from the toolkit can be mapped onto a theory of change and used to identify priority areas. A *theory of change* refers to the causal processes through which change comes about as a result of a program's strategies and action. It relates to how practitioners believe individual, intergroup, and social/ systemic change happens and how their actions will produce positive results.[57]

Each strategy proposed will explain how particular interventions, such as dialogues, influence people and change their behaviour enough to change the character of the entire conflict. All interventions should have a theory of change, and should assess its validity by outcome evaluations [58]. Although the sequence of prevention-management-mitigation-termination seems to be a logical process for any conflict control, most situations are dynamic and require adaptation of strategies as necessary.

The HIPSIR CMT numeric scale is designed to indicate the level of conflict and guide the peace practitioners on the entry level for intervention, depending on the stage of conflict. This concept is presented in the diagram below which is adopted from Macinko et. al in their toolkit on Complex Emergency Response and Transition Initiative (CERTI). Each CERTI stage corresponds with the conflict stage depicted inside the circle.[59]

In the study of conflict, scholars approach the process of conflict intervention from different perspectives and use different terminology, some interchangeably. This toolkit highlights some of these approaches which all aim at restoration of peace in the affected societies or nations. Figure 10 is presents illustrates a simplifies scenario of which determines the entry point for conflict intervention.

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[56] Shapiro, Ilana. "Theories of Change." *Beyond Intractability*. Eds. Guy Burgess and Heidi Burgess. Boulder, CO: Conflict Information Consortium, University of Colorado, Boulder. Posted: January 2005. http://www.beyondintractability.org/essay/theories-of-change.

[57] Portland Community College (2020). The Thomas-Kilmann Conflict Resolution Model. *What Are the Five Conflict Resolution Strategies*? https://climb.pcc.edu/blog/what-are-the-five-conflict-resolution-strategies.

[58] Brahm, E. "Latent Conflict Stage." *Beyond Intractability*. Eds. Guy Burgess and Heidi Burgess. Conflict Information Consortium, University of Colorado, Boulder. Posted: September 2003. https://www.beyondintractability.org/essay/theories-of-change

[59] Rodriguez-Garcia, R., Macinko, J., Solorzano, F. X., Schlesser, M., & George Washington University School of Public Health and Health Services (2001). *How Can Health Serve as a Bridge for Peace? CERTI Crisis and Transition Tool Kit*. http://hsrc.himmelfarb.gwu.edu/sphhs_global_facpubs/228.

Figure 10: Stages of Conflict and the Related Action

Source: adapted from Macinko, et al., 1998

2.2. Conflict Prevention

Conflict prevention includes a wide range of policies and initiatives that have a common goal of avoiding the violent escalation of a dispute. Ideally violence prevention should find its place *before* conflict begins to escalate. Conflict monitoring systems are designed to provide the knowledge needed to challenge the issues which eventually lead to violent conflict. Early warning systems are designed to provide information on possible outbreak of violence following a disagreement or dispute through monitoring specific indicators. These systems to alert decision makers on the potential outbreak. General indicators include economic, social, or environmental environmental factors which are typically monitored by governments in most parts of the world. The HIPSIR research for CMT revealed that preventive measures are useful for conflict transformation and restoration of peace among conflict parties.[60].

There are numerous early-warning systems at work in conflict-prone regions around the world. These system models differ in terms of their objectives, structure, manner in which data is collected, and mandate of the monitoring authorities. They are often supported by local networks, civil society groups, educational institutions, or non-governmental organizations (NGOs). These groups can be effective in monitoring day-to-day changes in a society, since they operate at grassroot level and are familiar with the context in which the conflict takes

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[60] Opongo, E., Kawuondi, L., Raichenah, J & Kibet, N. (2021). *Conflict Monitoring in Africa for Strategic Intervention: HIPSIR Conflict Monitoring Tool (CMT). Case Studies: Democratic Republic of Congo (DRC) South Sudan Kenya.* Nairobi: CRTP , p.7.Retrieved from https://online.fliphtml5.com/amwqm/soxn/.

place. These systems inform the authority on possible outbreak of violence and provide an opportunity for early intervention. Once conflict breaks out, different peace processes are required at multiple levels of society simultaneously to address the different manifestations and implications of violent conflict, depending on the nature, stage and dynamics. These are discussed in the sections below.

2.3. Preventive Diplomacy

In trying to find the best methods of resolving conflicts, a variety of types of diplomacy have been identified by different scholars and researchers. Preventive diplomatic action is one of the strategies which can be applied to prevent disputes from escalating into conflicts and to limit the spread of conflicts. Diplomacy can occur in a number of forms which engage various participants, ranging from academics to policy makers and head of state.[61] This supports the theory of change that recognises peace practitioners as individuals, groups or social groups and their capacity to contribute positively to peace processes.[62] Diplomatic action is illustrated in recent African history by the multi-layered, multi-faceted efforts by individuals, groups, intellectuals to end the conflict in South Africa and facilitated a negotiated transition from apartheid to democracy.[63]

2.4. Types of Diplomacy

The conceptual approach to the process of peace making is the multi-track diplomacy. It looks at the web of interconnected activities, individuals, institutions, and communities that operate together for a common goal: a peaceful world.

Track I Diplomacy

Track I Diplomacy is usually considered to be the primary peacemaking tool of a state's foreign policy. It is carried out by diplomats, high-ranking government officials, and heads of states and is aimed at influencing the structures at the core of struggles for political, economic, and military power. These actors hold leverage over key social resources that provide them the financial and organizational means to wage or deter violent conflict. Track I diplomacy is characterized by its formal application at the state level. that distinguishes Track One

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[61] United States Institute of Peace (2019). *A Primer on Multi-track Diplomacy: How Does it Work?* https://www.usip.org/publications/2019/07/primer-multi-track-diplomacy-how-does-it-work.

[62] Fusato, M. "*Preventive Diplomacy and International Violence Prevention*." *Beyond Intractability*. Eds. Guy Burgess and Heidi Burgess. Conflict Information Consortium, University of Colorado, Boulder. Posted: October 2003. http://www.beyondintractability.org/essay/violence-prevention.

[63] See, inter alia: Spitz, Richard and Matthew Chaskalson, *The Politics of Transition: The Hidden History of South Africa's Negotiated Settlement.* London & Johannesburg: Bloomsbury Academic/Wits University Press,2000.

diplomacy from all other forms of diplomacy is its formal application at the state-to-state level.[64] Players in Track I Diplomacy include the United Nations and regional economic and political groupings such as the African Union (AU), European Union, the Arab League.[65]

The 2020 conflict in Ethiopia posed a serious threat to regional stability and attracted interest from the international community. After about two years of civil strife and sporadic violence, the Chairperson of AU for an immediate cease-fire while the U.S. called on the parties to cease hostilities and to participate in talks organized by the AU. Ethiopia's federal government and leaders in the war-torn Tigray region signed a peace accord in November, 2022. The agreement attracted several leaders in the region, including the AU's high representative, former Nigerian President Olusegun Obasanjo, and co-mediators former Kenyan President Uhuru Kenyatta and former South African Deputy President Phumzile Mlambo-Ngcuka, as well as key IGAD officials. The case presented here is a typical sample of Track 1 Diplomacy.[66] Figure 11 illustrates the Tracks of diplomacy.

Figure 11: Conflict Intervention through Diplomacy

Source: Beyond Intractability Knowledge Base

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[64] Mapendere, J. Track One and a Half Diplomacy and the Complementarity of Tracks, *COPOJ – Culture of Peace Online Journal*, 2(1), 66-81. ISSN 1715-538X www.copoj.ca.

[65] USAID, Office of Conflict Management and Mitigation (2009). *Supporting Peace Processes; A Toolkit for Development Intervention. p.* 6 - 7.

[66] International Crisis Group (2022). Turning the Pretoria Deal into Lasting Peace in Ethiopia
https://www.crisisgroup.org/africa/horn-africa/ethiopia/turning-pretoria-deal-lasting-peace-ethiopia.

Track II Diplomacy

Track Two Diplomacy is described as, "unofficial, informal interaction between members of adversary groups or nations that aim to develop strategies to influence public opinion, organize human and material resources in ways that might help resolve their conflict".[67] It compensates for the constraints imposed on leaders by their people's psychological expectations. It provides feedback on key proposals, suggests agenda items which may be overlooked by political leaders, and tests innovative approaches and ideas before forwarding introducing them to Track I level. Track II Diplomacy processes target influential actors within civil society, including business, institutional, academic, and religious leaders. These actors are positioned to provide advice to government officials, as well as to amplify concerns of grassroots communities.

Track 1.5

Track One and a Half is the Diplomacy which complements Track I and Track II and its actors fill in the gap between the two Tracks. Track I is able to apply both Track I and Track II Diplomacy within a strategic framework for peace. It is this ability that promotes and facilitates the complementarity of all the three tracks. Track 1½ involves discussions with influential public or officials. Ultimately, we need to remember that track 1.5 and track 2 processes are part of a larger ecosystem of change, and transfer mechanisms can link these dialogues to broader peace processes or policy discussions underway at multiple levels.[68]

Track III Diplomacy

Track III processes engage locally influential grassroots actors or the public at large. People involved in these processes typically have the greatest direct exposure to the opposing party in a conflict, the largest involvement with the military (as both combatants and civilians), and the least access to policymakers. Track III engagement is often needed for the long-term success of peace processes, as public acceptance of an agreement is crucial for its implementation on the ground.

The divisions between the three tracks are not always clear; nor are they mutually exclusive. Actors may participate in different tracks during the course of a conflict, such as grassroots opposition leaders who take on official roles in negotiation or governance. Parties who can communicate across societal lines can connect discussions occurring at various tracks. Supporting these "cross-track" discussions is often an effective use of development resources.

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[67] International Crisis Group (2022). Turning the Pretoria Deal into Lasting Peace in Ethiopia
 https://www.crisisgroup.org/africa/horn-africa/ethiopia/turning-pretoria-deal-lasting-peace-ethiopia *p*. 5 – 7.
[68] Staats, J; Walsh, J, Tucci R (2019*). A Primer on Multi-track Diplomacy: How Does it Work?* United States Institute of Peace.
 https://www.usip.org/publications/2019/07/primer-multi-track-diplomacy-how-does-it-work.

2.5. Negotiation

Negotiation is a form of direct or indirect communication where conflict parties who have opposing interests discuss the form of any joint action which they might take to manage and ultimately resolve the dispute between them.[69] It is a strategy which takes place only when both parties agree and are willing to resolve the conflict. Typically, negotiation takes place after a stalemate. In some cases, negotiation leads to a settlement while in other cases it only leads to a pause in the conflict; it may later cycle back to escalation.

One of the world's leading approaches to negotiations is the Harvard Negotiating Project, sometimes called "Getting to Yes.". According to Fisher and Ury, an ideal negotiation should produce a wise agreement if at all possible; it should be efficient and should improve or at least not damage the relationship between the parties.[70] This approach advocates negotiating an agreement without giving in. It is founded on the following four principles:

Separate the people from the problem. People tend to become personally involved with the issues and their respective position, and may feel their position is personally attacked. According to Fisher and Ury, emphasis should be on the tactic and the problem, and not personal integrity. This is to avoid anger among the conflict parties, which may interfere with the negotiation process. It is easier to reform the negotiating process than to reform the people.

F**ocus on interests, not positions.** A problem is more easily solved when it is defined in terms of the underlying interests of the parties. This also makes it to find a solution which satisfies interests of both parties.

Invent options for mutual gain. Suggest ways to generate creative options. This includes broadening the options on the table by brainstorming for all possible solutions, evaluating proposals starting with the most promising ones, refining and improving proposals. Fisher and Ury also advise on avoiding to make any statements to the press until an agreement is reached.

Insist on using objective criteria upon which to base agreement. When interests are directly opposed, the parties should use objective criteria to resolve their differences. Allowing differences to spark a battle of egos and thus wills is inefficient, destroys relationships, and is unlikely to produce wise agreements. The remedy is to negotiate a solution based on objective criteria, independent of the will of either side. Fisher and Ury conclude by stating that a negotiation process should ultimately **turn to BATNA** (your Best Alternative To a Negotiated Agreement) and walk out. "Walking out on clearly legitimate grounds, as when they have deliberately deceived you about facts or their authority, and if they are genuinely interested in an agreement, they are likely to call you back to the table."

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[69] R. Fisher and W. Ury (1991). *Getting to Yes; Negotiating an agreement without giving in.* New York: Houghton Mifflin Company.

[70] Ibid.

2.6. Mediation

Several conflicts require external intervention in order to be constructively resolved. This intervention can either formal or informal. Mediation is one of the best forms of intervention. It takes place when a neutral third party (an individual, a panel, an organization, a country or an international entity) tries to help the disputing parties to work out the differences in a mutually acceptable way. It is a voluntary form of conflict management. The role of mediators is primarily to help the conflicting parties to articulate their interests and needs in order to identify an amicable solution.[71] Mediators enter a conflict, whether internal or international, in order to affect it, change it, resolve it, modify or influence it in some way. The outcome of a successful mediation process is change in perceptions or behaviour without physical force or involvement of the authority of law, and a peaceful environment.

2.7. Conflict Resolution

When conflict emanates from non-negotiable differences such as basic human rights needs, intolerable religious differences or high profile issues regarding resources, land or money, the solution must go beyond satisfying the interests of conflicting parties. This situation requires a long-term stable solution which identifies and addresses the underlying sources of conflict. Fulfilling the basic needs for both sides while also respecting values and identities may be a challenging requirement. An example of such a situation is dealing with historical factors related to land disputes. Conflict may erupt from time to time within a community. The causal factors behind the conflict must be addressed in order to resolve the conflict. According to John Lederach, conflict resolution implies that conflict is bad, and therefore should be ended. It also assumes that conflict is a short-term phenomenon that can be "resolved" permanently through mediation and other interventions.[72]

2.8. Peacemaking

Peacemaking is an intervention in a violent conflict to attempt to negotiate a peace agreement.[73] It is necessary in violent or severe nonviolent conflicts that do not burn themselves, is especially important in cases where war crimes and other human devastation demand outside attention. Peacemaking efforts are often closely intertwined with preventive diplomacy, peacekeeping, and peacebuilding. Specific peacemaking methods include negotiation, enquiry,

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[71] Brahm, E. "Latent Conflict Stage." *Beyond Intractability*. Eds. Guy Burgess and Heidi Burgess. Conflict Information Consortium, University of Colorado, Boulder. Posted: September 2003. http://www.beyondintractability.org/essay/latent-conflict.

[72] Brahm, E. "Conflict Resolution." *Beyond Intractability*. Eds. Guy Burgess and Heidi Burgess. Conflict Information Consortium, University of Colorado, Boulder. Posted: September 2003. https://www.beyondintractability.org/essay/meaning_resolution.

[73] Malek, C. "Peacemaking." *Beyond Intractability*. Eds. Guy Burgess and Heidi Burgess. Conflict Information Consortium, University of Colorado, Boulder. Posted: September 2003. <http://www.beyondintractability.org/coreknowledge/peacemaking>.

mediation, conciliation, arbitration, judicial settlement, engagement of regional arrangements, sanctions, and violent intervention. In several cases, effective peacemaking is combined with strategies such as peacekeeping, which enforces the ceasefire and peace agreement over the short term, and peacebuilding which builds a lasting peace over the long term. One example of peacemaking is the Sudanese Comprehensive Peace Agreement (CPA), which was signed in 2005, ending the second Sudanese Civil War. This paved the way for the referendum that ultimately gave South Sudan its independence in 2012.[74]

2.9. Conflict Transformation

Conflict transformation is the process of moving from conflict-habituated systems to peace systems. In situations where conflict is deep-rooted or intractable it may not be feasible to fully resolve it particularly because the conflict may have created patterns that have become part of the social system. Unlike conflict resolution, transforming deep-rooted conflicts is only partly about "resolving" the issues, focusing more on system change.[75]

Lederach describes conflict transformation as an approach and a framework strategy for approaching conflict.[76] It is the process of conflict transformation as to envision and respond to the ebb and flow of social conflict as life-giving opportunities for creating constructive change processes that reduce violence, increase justice in direct interaction and social structures, and respond to real-life problems in human relationships.[77] The conflict behaviours of disputing parties go through certain incremental transformations and in the process conflicts are either escalated or deescalated.[78] Transformationalists see this concept as an improvement over conflict resolution because conflict resolution supposedly "resolves" the conflict but leaves the underlying causes of conflict untouched, while conflict transformation is an ongoing and never-ending process.[79]

As conflict emerges, the society notices that something is not right. It becomes difficult to look at things at face value, but rather, spend more time trying to interpret meanings. Lederach envisions situations from three lenses in one frame as illustrated below:

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[74] Malek, C. "Peacemaking." *Beyond Intractability*. Eds. Guy Burgess and Heidi Burgess. Conflict Information Consortium, University of Colorado, Boulder. Posted: September 2003. <http://www.beyondintractability.org/coreknowledge/peacemaking.

[75] Botes, J. (2003*). Conflict Transformation: A Debate over Semantics or a Crucial Shift in the Theory and Practice of Peace and Conflict Studies?* International Journal of Peace Studies. 8. 1-27.

[76] Lederach, J. P. (2003). The Little Book of Conflict Transformation. Intercourse, PA: Good Books.

[77] Ibid.

[78] Pruitt, D and Rubin, J. (1986). *Social Conflict: Escalation, Stalemate and Settlement*. New York: Random House.

[79] Botes, J. (2003*). Conflict Transformation: A Debate over Semantics or a Crucial Shift in the Theory and Practice of Peace and Conflict Studies?* International Journal of Peace Studies. 8. 1-27.

- First, we need a lens to see the immediate situation.
- Second, we need a lens to see past the immediate problems and view the deeper relationship patterns that form the context of the conflict.
- Third, we need a lens that helps us envision a framework that holds these together and creates a platform to address the content, the context, and the structure of the relationship.

Many people believe that conflict happens for a reason and that it on many cases it brings about positive change and that eliminating conflict would also be to eliminate conflict's dynamic power. Sharif identifies the components of conflict transformation listed below.

- Envision and Respond
- Movement and Flow
- Life-Giving Opportunities
- Constructive Change Processes
- Reduce Violence and Increase Justice
- Direct Interaction and Social Structures
- Human Relationships

Sharif highlights human relationships as the most important of the components. Relationships represent connections out of which particular issues arise and become either volatile or get quickly resolved. In transformation, a conflict is changed into something constructive, rather being eliminated altogether. Parties can begin to find creative responses and solutions.[80]

Conflict Transformation is the envision and response to the movement and flow of social conflict as life-giving opportunities for creating constructive change processes that reduce violence, increase justice in direct interaction and social structures, and respond to real-life problems in human relationships.

2.10. Conflict Management

Conflict management refers to the control of a long-term conflict where a complete resolution appears impossible and where the parties feel that something needs to be done. It is the art of dealing with conflict fairly, and efficiently. The parties may resort to intervene in ways which are beneficial and less destructive to all parties. Conflict management is considered to be the best option where deep-rooted or non-negotiable human needs are at stake.[81] In several countries in of the Horn of Africa, local conflict is becoming increasingly intense and eroding state authority structures in Burundi, Somalia and South Sudan among other countries. In

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[80] Sharif, D. (2016). *Conflict Transformation. This document discusses the challenges and purposes of "Conflict Resolution."* p. 1.
[81] Burgess, H. "Intervention Processes." *Beyond Intractability*. Eds. Guy Burgess and Heidi Burgess. Boulder, CO: Conflict Information Consortium, University of Colorado, Boulder. Posted: January 2004. https://www.beyondintractability.org/essay/meaning-resolution.

response, there is growing interest for local conflict management and resolution processes, particularly those that draw on traditional approaches of reconciliation. The consequences of local conflict are often more destructive and deadly for civilian populations that those of national-level conflicts. This calls for mechanisms to reduce the effects through management strategies.[82]

2.11. Peacebuilding

Once an agreement is reached, peacebuilding efforts work to repair damaged relationships, with the long-term goal o reconciling former opponents. It is a long process that encompasses a wide range of activities associated with capacity-building, building, reconciliation, and societal transformation. This is attained through institution building, and political as well as economic transformation. Peacebuilding normally occurs after violent conflict has slowed down or stopped.[83]

This consists of a set of physical, social, and structural initiatives that are often an integral part of post-conflict reconstruction and rehabilitation.[84] Peacebuilding includes early warning and response efforts, violence prevention, advocacy work, civilian and military peacekeeping, military intervention, humanitarian assistance, ceasefire agreements, and the establishment of peace zones.[85] According to John Paul Lederach's, peacebuilding involves interaction by different levels of society. He divides any conflict into three --what he calls inquiries. The first one is the presenting situation, the second one the Horizon of the Future, and the third one Change Processes.[86]. He further presents his model of three levels of society at which would-be conflict resolvers might work in "triangle": the grassroots, the leaders, and the middle level. These are presented in **Figure 12** below:

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[82] Smock, D. (2005). *Creative Approaches to Managing Conflict in Africa*: Findings from USIP-Funded Projects. Washington, DC. p. 16.

[83] Brahm, E. "*Latent Conflict Stage." Beyond Intractability. Eds. Guy Burgess and Heidi Burgess. Conflict Information Consortium*. University of Colorado, Boulder. Posted: September 2003. https://www.beyondintractability.org/essay/reconstructive-programs.

[84] Brahm, E. "*Latent Conflict Stage." Beyond Intractability. Eds. Guy Burgess and Heidi Burgess. Conflict Information Consortium*. University of Colorado, Boulder. Posted: September 2003. https://www.beyondintractability.org/essay/reconstructive-programs.

[85] Ibid.

[86] Brahm, E. "Lederach's Big Picture of Conflict Transformation." *Beyond Intractability*. Eds. Guy Burgess and Heidi Burgess. Boulder, CO: Conflict Information Consortium, University of Colorado, Boulder. Posted: September 2003. https://www.beyondintractability.org/lederach-transformation.

Figure 12: Levels of Peacebuilding Action (Lederach's Pyramid

Types of Actors

Approaches to Building Peace

Level 1: Top Leadership

Military/political/religious
leaders with high visibility

Focus on high-level negotiations
Emphasizes cease-fire
Led by highly visible,
single mediator

Level 2: Middle-Range Leadership

Leaders respected in sectors
Ethnic/religious leaders
Academics/intellectuals
Humanitarian leaders (NGOs)

Problem-solving workshops
Training in conflict resolution
Peace commissions
Insider-partial teams

Level 3: Grassroots Leadership

Local leaders
Leaders of indigenous NGOs
Community developers
Local health officials
Refugee camp leaders

Local peace commissions
Grassroots training
Prejudice reduction
Psychosocial work
in postwar trauma

Affected Population

Derived from John Paul Lederach, *Building Peace: Sustainable Reconciliation in Divided Societies* (Washington, D.C.: United States Institute of Peace Press, 1997), 39.

The top-level elite leadership comprises the key political, military, and religious leaders in the conflict. The midlevel hierarchy includes ethnic and religious leaders, academics, and NGO. Grassroot actors consist of people who struggle daily to find basis needs.

2.12.   Module 3 - Exercises

Peace building in South Sudan

In protracted conflicts the process of restoration of peace gets more and more complicated. In some cases, the beginning of the process is very intense and loses momentum as time goes by.

South Sudan presents one of the most difficult protracted conflicts which has led to a number of Peace Agreements where the agenda and perception of the conflicting parties in achieving lasting peace may not be the same. After several years of civil war, South Sudan signed the Comprehensive Peace Agreement (CPA) on January 9, 2005, mediated by the Intergovernmental Authority on Development (IGAD), a regional organization of which Sudan is a member.

i)   Highlight the key components of this Agreement including the actors and content.
ii)   Determine its strengths and weaknesses, successes and failures.
iii)   List the outcomes of the CPA Agreement.
iv)   Recommend ways in which it could have been done better for it to bring lasting peace

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3. MODULE FOUR – RISK ASSESSMENT IN CONFLICT INTERVENTION APPROACHES

Risk in conflict studies, is an expression of the potential for a given action or strategy to lead to underachievement or negative results. It is the combination of the probability of a set of events and its consequences. The objective is to identify and assess existing problems and risks the intervention(s) in zones of armed conflict face, and to anticipate the effects the conflict has on the intervention. The focus of these risks is usually on issues related to security, the political and administrative climate, the relationship to partners and stakeholders, and the relationship to the parties in conflict and other intervening actors.

Conflict risks form a very important component of the planning and implementation of violence prevention and peacebuilding efforts. Peace practitioners need to be aware of the consequences of their strategies and to anticipate possible negative impacts of the conflict environment in order to make informed decisions and to successfully mitigate adverse outcomes.[87]

This module will identify the risks which are commonly associated with conflict analysis and intervention approaches.

Specific Objectives:

i.   To identify and assess the risks associated with conflict analysis and intervention exercise within the context of Africa.
ii.   To identify effective risk mitigation measures which can lead to positive outcomes of in the process of conflict analysis and intervention exercises.

Methodology:

i.   Presentations
ii.   Group discussions

Expected Results:

iii.   A comprehensive risk analysis report which provides guidance to peace practitioners on conflict-sensitive programming strategies which highlight issues that require attention.

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[87] G. Woo. *Risk Management of Future Foreign Conflict Intervention*: a Journal of the Center for Complex Operations; Washington. Vol. 4, Iss. 1, (Dec 2012): 87-99. https://cco.ndu.edu/Portals/96/Documents/prism/prism_4-1/prism87-99_woo.pdf.

3.1. Potential risks for conducting conflict analysis

Generally, every decision made on conflict issues involves a choice between two or more risky alternatives. Allowing a conflict to escalate may imply taking the risk to a confrontation level. The conflict parties expect results of either victory or defeat. A conflict may also experience a period of indecisiveness, resulting to a stalemate. A risk-informed approach to programming is critical to designing interventions and implementation of effective resolution measures.[88] Peace practitioners take responsibility in assessing risks of negative effects of conflict on programmes or policies exacerbating conflict. They also articulate opportunities to improve the effectiveness of development interventions in contributing to conflict prevention and reduction.[89]

Specific areas of risk assessment would focus on establishing the extent to which the analysis and intervention initiatives address specific issues either directly or indirectly. This includes planning and anticipating possible negative impacts of the conflict environment which form part of the conflict risks. This includes the following.[90]:

Safety and security of peace practitioners in volatile areas – The security of peace practitioners who are involved in data collection and who may require to physically access conflict zones to collect data is a key consideration when planning for an intervention exercise particularly in the middle of crisis. The quality of data collected is a key determinant of the overall outcome.

Power relations and asymmetries

Stakeholders are an important component of any conflict. A risk assessment should consider how much power the stakeholders have and which conflict parties they support. A good understanding of the power relations, especially of the power asymmetries between the major stakeholders in the conflict and peacebuilding process would enable peace practitioners to develop effective response mechanisms and interventions.[91]

Diversity of the stakeholders:

The diversity of the group of actors involved in the peacebuilding process in terms of its values, norms, culture, attitudes and interests may influence the outcome of a conflict intervention process.

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[88] Berlin Risk´s Team. (2011). *Conflict Resolution (I): Peace-making and Risk-taking* https://www.globalriskaffairs.com/2011/05/conflict-resolution-i-peace-making-and-risk-taking/.
[89] APFO, CECORE, CHA, FEWER, International Alert and Saferworld. *(2004). Conflict-sensitive approaches to development, humanitarian assistance and peacebuilding*: A resource pack. London. p. 34.
[90] Ibid.
[91] Global Partnership for the Prevention of Armed Conflict. *Assessing Progress on the Road to Peace Planning, Monitoring and Evaluating Conflict Prevention and Peacebuilding Activities*, Edited by Goele Scheers, Amsterdam: Bureau M&O., 2008.

Availably of Resources

Availability and allocation of resources to conduct a conflict analyses and implement intervention strategies and fundamental issues which bring along risks of underachievement. The amount of time allocated, human and material resources as well as other funding requirements are critical and need to be planned for in good time.

Risk Assessment Matrix

There are several methods of conducting risk assessments for conflict analysis and intervention. One method is to develop a risk assessment matrix that weighs probabilities against the impacts of risks when they occur.

	RISK	LIKELIHOOD SCALE (1-5)	CONSEQUENCE SCALE (1-5)	ACTION
i.	Safety and security of peace practitioners in volatile areas	X	X	
ii.	Power relations and asymmetries which may compromise conflict management structures	X	X	
iii.	Diversity of the stakeholders such as undemocratic political structures which undermine political participation or promote propaganda	X	X	
iv.	Availability of resources	X	X	

The outcome of the risk assessment is a report which informs peace practitioners about areas to focus and available options which can positively influence the desired results and from among the intervention approaches. Mitigation measures can then be well targeted to address the concerns of all the conflict parties.

4.   MODULE FIVE - MONITORING & EVALUATION

Monitoring and evaluation (M & E) in the context of conflict, is a process of data collection, analysis and assessment of the extent to which a conflict analysis and intervention program has met its objectives. It is an iterative feedback exercise which forms part of stabilisation activities.[92] It aligns visions, expectations and resources between various actors involved in a stabilisation activity, and provides learning opportunities, as well as lessons for replicating activities in future stabilisation contexts**.**

4.1.   Why is M & E important in conflict intervention strategies?

Monitoring and Evaluation of conflict intervention strategies involves collection and interpretation of information and measuring it against the programme objectives and targets.[93] It is an independent line of activity within a continuous feedback loop, which includes analysis and planning. M & E encourages reflective learning processes in order to generate insights on how to address interventions and strategic planning. It helps to mitigate unexpected situations, failures as well as risks. M & E provides an opportunity to guide and verify strategic objectives, plans, programmes, and resources.

Peace practitioners can visualize successful, effective programming in implementing various forms of conflict intervention for future planning. M & E can also highlight lessons learnt from other engagements which are applicable to current and future situations. M & E should be incorporated in the intervention strategies as an ongoing endeavour throughout the intervention process and not an activity to be undertaken at the end of a programme or project. Regular reviews of progress can guide programming both to ensure that plans remain on track and resources are allocated in the most effective way.

Research techniques which measure attitude change may be useful for evaluating certain peace process activities. Realistically an M & E plan should be developed before peace process programs begin.[94] Development professionals should note outside factors beyond the scope of a conflict analysis and intervention projects which ultimately influence the outcome and look to identify unintended consequences, positive and negative factors, to help to discern success and provide insights about future activities. During evaluation, the theory of change may be applied for identifying the data that needs to be collected and how it should be analysed. It can also provide a framework for reporting. A theory of change explains how the activities undertaken by a conflict intervention can contribute to a chain of results that lead to the intended or observed impacts. It can help to identify key indicators for monitoring, identify

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[92] Zapach, M. (2014). *Monitoring and Evaluation of conflict and Stabilisation Interventions: What Works Series.* London. https://www.gov.uk/government/organisations/stabilisation-unit.

[93] (OECD) Development Assistance Committee (2002). Glossary of Key Terms in Evaluation and Results-based Management. http://www.oecd.org/derec/dacnetwork/35336188.pdf. p.21.

[94] USAID, Office of Conflict Management and Mitigation (2009). *Supporting Peace Processes; A Toolkit for Development Intervention.* p.12.

gaps in available data, prioritize additional data collection, and provide a structure for data analysis and reporting. a theory of change can be used to anticipate what will happen, and establish data collection processes to track changes going forward. The theory of change also enables peace practitioners to ask hard questions about why certain changes are expected, the assumptions of how the change process unfolds, and the reasons for selecting certain outcomes.[95]

4.2.   Monitoring and Evaluation Matrix for Conflict Intervention

	Indicator(s)	Definition	Baseline	Target	Data Source	Frequency	Reporting
Goals							
Outcome							
Output							

4.3.   Challenges of M&E

The process of conducting an M & E exercise bring with it very specific challenges particularly in conflict situations. One of the main challenges in fragile and conflict-affected settings is understanding and adapting to violent conflict, while mitigating the risk that evaluations themselves become part of the conflict or cause harm to those involved. Other challenges include the following[96]:

Politicisation - Conflict-affected settings are highly political environments. The politicisation of the conflict in the national, political or international makes it difficult for peace practitioners and evaluators to maintain a safe and credible evaluation. The exercise may be influenced by relations between the government and other actors.

Data collection - During conflict, it may be difficult Difficulties in accessing and collecting relevant data in highly volatile areas. Lack of an effective forum to provide the necessary data may lead to heavy reliance on contacts on the ground who may influence the results.

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[95] Corlazzoli, V. & White, J. (2013). *Practical Approaches to Theories of Change in Conflict, Security, and Justice Programmes:* Part II: Using Theories of Change in Monitoring and Evaluation. *London: DFID and Search for Common Ground.*

[96] OECD (2012), "*Addressing challenges of evaluation in situations of conflict and fragility",* in Evaluating Peacebuilding Activities in Settings of Conflict and Fragility: Improving Learning for Results, OECD Publishing, Paris. DOI: https://doi.org/10.1787/9789264106802-6-en.

Multiple Actors - Many players work in fragile and conflict-affected settings, seeking to effect change and influence the situation, which adds additional dimensions of complexity

Weak theoretical foundations and evidence base - The theories underpinning international support to peacebuilding, conflict prevention and state-building are weak. There is a lack of agreed upon, proven strategies for effectively working towards peace, making it difficult to evaluation the interventions.

Divergent interests among stakeholder – This may undermine the accuracy and general quality of data. M & E process may not receive the necessary support from stakeholders. It may also be very difficult to access common baselines and indicators and to share information among stakeholders.

MODULE 5- EXERCISE
1.   Identify a country in Africa which is currently undergoing conflict.
2.   Using one of the conflict analysis methods, conduct a detailed analysis of the conflict.
3.   Identify the intervention method which may be applied to the specific situation.
4.   Develop an appropriate M & E framework for the conflict situation.
5.   Provide a summary of the outcome of the entire M & E process.

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https://www.crisisgroup.org/africa/horn-africa/ethiopia/turning-pretoria-deal-lasting-peace-ethiopia *p*. 5 – 7.

https://www.crisisgroup.org/africa/horn-africa/ethiopia/turning-pretoria-deal-lasting-peace-ethiopia.. https://www.usip.org/publications/2019/07/primer-multi-track-diplomacy-how-does-it-work.

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