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CONTRIBUTING TO PEACE CONSOLIDATION IN AFGHANISTAN



Peace Consolidation Strategy Building: From Analysis to Approach Selection

-Handbook-



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AFGHANISTAN

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Peace Consolidation Strategy Building: From Analysis to
Approach Selection**

November 2014

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The content of the handbook brings together the topic related experience, expertise, knowledge and tools gathered and/ or developed by peacebuilding practitioners within the Peace Action, Training and Research Institute of Romania (PATRIR), along with instruments created and made known by renowned practitioners and organisations of the field.

The text of the report, or its parts, may be freely, provided that the source is acknowledged in full.

Any views or opinions expressed in this material are solely those of the implementing organisations and do not necessarily represent the views of the Romanian Ministry of Foreign Affairs.

This handbook was produced by the Peace Action, Training and Research Institute of Romania (PATRIR) in cooperation with Cooperation for Peace and Unity (CPAU) from Afghanistan, and Conley-International Education Consultants.

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INTRODUCTION

The handbook *“Peace Consolidation Strategy Building: From Analysis to Approach Selection”* is the result of a one year long, joint Romanian-Afghan-Canadian assessment and capacity building process implemented within the framework of the project *“Achieving the MDGs through Peacebuilding: Capacity building in transition to democracy, community based dialogue and peacekeeping operations for international, national and local actors in Afghanistan”*¹. Following the principle of needs- and demand-based capacity building processes, the formulation of the handbook was grounded on a four months long research and assessment process, which aimed at highlighting and analyzing peace consolidation related capacity building gaps, challenges, achievement, lessons learned and “best-fit” solutions for Afghanistan on the eve of the 2014 transition process and the 2015 MDG mark.

Designed for a wide audience, comprising of individuals and organisations with expertise and mandate in the various aspects of the peace consolidation thematic, the aim of the handbook is to create a user-friendly strategic pathway towards peace consolidation strategy implementation, through highlighting the most important strategy steps and the inter-related links between them. In parallel, the handbook provides a set of practical tools to be used in the different stages of the strategizing process, easy to use and adaptable to the needs of every conflict context.

As such, the handbook is comprised of two parts. Part 1 offers a short overview of the Kabul-based multi-stakeholder capacity building workshop, which came as the results of the afore-mentioned assessment process and preceded the development of the handbook content. Part 2 represents the practical handbook section, offering insight into conflict and peace analysis, self-analysis, prioritizing problems, setting the overall vision and goals, and choosing the right approach(es) for peace consolidation.

The content of the handbook brings together the topic related experience, expertise, knowledge and tools gathered and/ or developed by peacebuilding practitioners within the Peace Action, Training and Research Institute of Romania (PATRIR), along with instruments created and made known by renowned practitioners and organisations of the field.

The content of the handbook is free-for-use by all those requiring guidance with their strategy development, with the specification that correct referencing needs to be added to all materials used from it, whether that is the handbook itself or the resource materials references throughout.

¹ Information on the project are available at the following link:
<http://patrir.ro/en/projects/cpca>

Meaning of Direct, Structure and Culture



PART 1

Collaborative Efforts for Building National Capacities for Peace Consolidation and Sustainable Development in Afghanistan

-Overview-

The “*Multi-stakeholder Workshop: Collaborative Efforts for Building National Capacities for Peace Consolidation and Sustainable Development in Afghanistan*” was held between the 13th and 16th of October, 2014 in Kabul, Afghanistan, and was undertaken by Dr. Marshall Wm. Conley, from Conley International Education Consultants, Canada, and Mr. Suleman Kakar, from Cooperation for Peace and Unity (CPAU), Afghanistan. The workshop represented the second major activity line of the project “*Achieving the MDGs through Peacebuilding: Capacity building in transition to democracy, community based dialogue and peacekeeping operations for international, national and local actors in Afghanistan*”², implemented by the Peace Action, Training and Research Institute of Romania (PATRIR) and Cooperation for Peace and Unity (CPAU) from Afghanistan.

The capacity building programme has been designed based on the findings of a four months long research and assessment process, findings which were elaborated and presented in the publication “*Contributing to Peace Consolidation in Afghanistan. Needs Assessment Country Report.*”³, and addressed specifically to experts, practitioners and peace activists from Afghanistan.

The workshop has been developed to i) address the critical needs and issues highlighted by Afghan and international practitioners as extremely relevant for Afghanistan’s peaceful transition period, and ii) provide a dialogue and encountering space for experts and practitioners coming from different organisational backgrounds but working to address the same challenges. This space was created to encourage a multistakeholder strategic process, joint analysis and technical assistance from the part of the facilitators.

The workshop was attended by fourteen participants, who, during the 4 days of the event went through analysis and strategizing exercises. During the course of the first day the participants were taken through the basic concepts of conflict analysis, creating working groups spaces for developing plans on

constructive engagement with conflict situations. Working in small groups the workshop examined strategic planning in the context of physical, structural and cultural violence. Three factors were found to affect violence: the nature of conflict is tribal; there is a lack of equitable distribution of national resources; there is a lack of law enforcement. The strategy for dealing with these factors was considered to be training: formal and informal. Violence can be dealt with by promoting values enshrined in the law: i) adoption and enforcement of law; ii) Islamic law; iii) citizenship responsibility; iv) conflict resolution and peacebuilding; v) recognition of human rights; and vi) promotion of democracy. Conflict and violence can be addressed through negotiation, understanding, agreement building. This can be accomplished by encouraging cooperation of civil society in promoting an awareness of a peace culture amongst all; encouraging of the private sector in various aspects for economic prosperity of the country; and the encouragement and access of youth to education and higher education.

From an organizational perspective there is the need for a comprehensive assessment of the staff of an organization. There is also a need to assess the relationship between government and the people. In the implementation of projects there is the need for close coordination between the donor/funding organization and the project implementing organizations. It is very important that suitable and professional employees are employed for the implementation of projects. This should not be based on relationships or intermediaries (the ‘old-boy network’). There is also the need to have regular meetings with the implementing organization in order to identify problems early on so that they can be dealt with.

Linking closely with the theme of the overall project, during the second day the participants explored key concepts of development and peace consolidation, among which: social, economic, political, and human development, and political, social and structural peacebuilding. Strategizing and group interaction was focused around understanding and (re)creating existing and possible links between analyzed elements of peace and development within Afghanistan. The workshop came up with the following definition

² Information on the project are available at the following link:

<http://patrir.ro/en/projects/cpca>

³ The report is available at: http://issuu.com/patrir/docs/cpca_-_needs_assessment_country_rep

of peace: to have access to security, social, economic, political and cultural services. Development was seen as every citizen becoming powerful, their talents become prosperous, everyone from communities have the ability to troubleshoot problems, make decisions, and solve their disputes, as well as being able to manage their individual and collective lives. The challenges to a programme dealing with this are: by whom should the program be run; how to run the program; how long should a program take; what should be the objectives of the program implementation; and, the actual process of program implementation.

The strategy is: the identification of eligible people for the leadership of a council; the need to organize continuous meetings between council members and the people; the appointment of effective individuals for the successful completion of the project; running a process of dispute resolution; need to monitor the work of the councils; and, final decisions or mediation needs to be shared with the formal justice sectors. This requires access to justice, public awareness regarding peace, human rights, and gender, advocacy, and the empowerment of women from the community to national level. Contributing to this will be through advocacy, the growth of agricultural products, and programs that create alternatives for livelihoods.

Day 3 was designated to explore the role of marginalized, yet key groups in peace consolidation and sustainable development programmes and activities, considering here especially the women and youth. The main comparative case study used as methodological tool was *“The Wajir Story”*, a film of a “peace-building initiative which started with a group of women in Wajir, north-eastern Kenya, spread quickly to all sections of the community, and reached up into government. It is told through the voices of those who took part in it, who mobilised their community to halt escalating violence and who are still struggling to achieve peace and stability - for this is not a finished event.”⁴

Women and youth have a key role in peacebuilding according to the workshop

participants. Concerning the capacity building of youth and women it is possible by providing different programs such as workshops, seminars by scholars, debates of key informants, media, negotiations, meeting, exchange ideas, traders, elders, parliament members and through donor organizations in order to set up institution for youth and women and then they be able to have a key role in peace building. Programs need to be prioritized in order to make them more effective. There needs to be an analysis of medium and long-term strategies. If poverty exists youth cannot improve and take an active role in peacebuilding, so providing employment opportunities is important. The self-sufficiency of women will increase through education and health. There is a need to remove discrimination between men and women through promoting a culture of peace and maintaining activities for peace building.

The below table shows forms of violence against women identified by the participants to the training.

	Village	District	Province
Cultural	<ul style="list-style-type: none"> • Girls not allowed to schools • Girls are giving in “Bado ke” • They are forced into marriage • Also it’s a bad tradition if they deserve inheritance 	<ul style="list-style-type: none"> • Women are not allowed to work outside 	<ul style="list-style-type: none"> • Women are not allowing to get justice and refer to court if they have a family or any dispute or case
Structural	<ul style="list-style-type: none"> • Lack of girls school • Lack of access of women to health facilities 	<ul style="list-style-type: none"> • Lack of hospital care, especially maternity 	<ul style="list-style-type: none"> • In institutions the issue of gender is not observed • Lack of special prison for women

⁴ <http://www.youtube.com/watch?v=Y1dzs16Heh0>

Direct	<ul style="list-style-type: none"> • Physical violence of women • Looking at women in a manner that humiliates them 	<ul style="list-style-type: none"> • Punishment without any clear reason and faults. 	<ul style="list-style-type: none"> • Lack of concentration on gender issue on institutional level
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The fourth day of the event was allocated to the Logical Framework Analysis concept and its introduction. He participants knowledgeable on the topic offered examples of their use from their work. This was preceded by an explanation of the LFA by the Course Director.

Findings on capacity building workshops in Afghanistan

As the introduction mentioned, the handbook is grounded on a four months long research and assessment process, which aimed at highlighting and analyzing peace consolidation related capacity building gaps, challenges, achievement, lessons learned and “best-fit” solutions for Afghanistan on the eve of the 2014 transition process and the 2015 MDG mark. The below section presents the summary findings of the report, key needs and strengths identified.

Key needs identified:

- There is a series of historical and contextual factors that directly affect and are affected by inadequate/ missing capacities for peace consolidation and sustainable development. In the case of Afghanistan, the most stringent ones are related to the general state-building project, the military security situation, the socio-economic and cultural realities, and the available resources.
- The customization of capacity building programmes to the particularities of the Afghan culture and context is quite low, with 50% of the respondents considering that this processes if lagging behind, or having not awareness of such endeavours.
- Among the thematical capacity needs identified along the research process the most mentioned are: peacebuilding and development, gender and

peacebuilding, conflict transformation, strategic planning and thinking, community dialogue processes, human right, mediation, youth and peacebuilding, and prevention of electoral and political violence.

- Local and national ownership of the capacities serving peace consolidation and sustainable development is relatively low in Afghanistan, being generated, but also leading to a high dependency rate on foreign capacities and support.
- The cumulative impact of capacity building programmes is quite low, denoting a siloed work practice among the international, national and local actors, with joint cooperation being enabled mostly by matching political agendas.
- Capacity building programmes are developed and implemented mostly through a supply- and donor-driven approach, with little integration of previous lessons learned and local capacities.

Key capacity building strengths:

- The assessment has highlighted a series of principles that can enable sustainable change in Afghanistan’s capacities and capacity building programmes for peace consolidation and sustainable development, among which: “unity of vision and plan”⁵ of capacity building strategies, assessment based programming, country-led processes, dialogic approach to all capacity building engagements, inclusiveness of processes towards all stakeholders, systemic view, trust, plurality, and participatory/ bottom-up approaches.
- There is a relatively high awareness among actors implementing mandates of peace consolidation and sustainable development of the systemic interconnectedness between the different thematic areas that can directly, structurally and culturally

⁵ Academic Perspective, *Afghanistan: Lessons Learned from State-Building*, <http://en.akademikperspektif.com/2014/03/11/afghanistan-lessons-learned-state-building/>, accessed on 05.04.2014.

support capacities and capacity building efforts.

- Enhancing the effectiveness of existing capacities and capacity building programmes benefit from a range of cooperation mechanisms, among which the most mentioned are: experience sharing workshops, working groups, informal meetings, joint projects, formal platforms, conferences and UN country team joint work.
- Existing capacities and capacity building, establishment and implementation strategies prove to have a comprehensive change generation vision, planning impact for short, medium and long term. This opens the possibility to utilize synergies between efforts for more sustainable results.
- There is a general understanding among peace consolidation and sustainable development actors, that the majority of the programmes planned and implemented have at least a partial alignment with national peace consolidation and sustainable development objectives in general and the Afghan National Development Strategy in particular.
- Peace consolidation efforts build not only on modern capacities but also on traditional Afghan mechanisms, among which: jirgas, shuras, local elders and mullahs that have the legitimacy and acceptance of their own constituency to transmit peace related messages, and can act as entry points for further peace consolidation and sustainable development efforts.

customization to local particularities, language sensitivity, and content of peace consolidation capacity building programmes.

Based on the findings of the assessment process, the report also presents a series of recommendations aimed at responding to identified needs, diminishing the negative effects of challenges, and enhancing the change generation capacity of strengths. The recommendations address the following areas: strategy development, vision setting, context assessment, cumulative impact creation, cooperation for programme development and implementation on various level, utilization of traditional mechanisms, strengthening capacities, trust building, institutional memory and knowledge management, programme

ing - Negotiation - Mediation - Communication -



PART 2

Peace Consolidation Strategy Building: From Analysis to Approach Selection

-Handbook-

CHAPTER 1

Conflict and Peace Analysis

Chapter at a Glance

The aim of the chapter is to familiarize the reader with the process and content of conflict and peace analysis, as a key and irreplaceable step towards developing evidence-based peacebuilding, violence prevention, and overall peace consolidation strategy. As such, it offers information on the process steps and related tools towards a complete and successful analysis of the conflict setting one engages in.

At the end of the chapter, the reader will be familiar with the difference and relationship between mapping, analysis and intelligence generation, and how to implement the three major elements of a conflict and peace analysis: profiling the conflict, profiling the peace initiatives, and self –assessment.

1.1. Key Terms & Definitions

Developing sustainable and solid peace consolidation strategies require the comprehensive mapping and analysis of the conflict context, its roots causes, actors, relationships, and factors that inhibit or enable its escalation and de-escalation to and from the stage of open violence. It also requires a clear understanding of peace consolidation efforts, their challenges and successes, while assessing our/ our organisation’s capacity, legitimacy, expertise and resources to engage. The link between mapping, analysis and peace consolidation programme planning/ design is made by the formulation of conflict intelligence.

Conflict and Peace Mapping represents the visual identification and illustration of key conflict and peace components. This can include: actors, issues, goals and interests, dynamics, relationships, manifestations, impacts, sources, pillars, etc.

Conflict and Peace Analysis: Building on the mapping stage, analysis engages in the systematic study, assessment and examination of key conflict components presented above, of conflict and peace data and information to identify trends, impact, entry points, and needs within a conflict context. Analysis provides the necessary data/ information on which to develop and design intervention strategies and to locate one’s organization/ work in the context of the conflict.

Conflict and Peace Intelligence refers to the ability and process of linking the results of conflict and peace mapping and analysis to the development, planning and design of peace consolidation interventions and measures. Such link is created through:

- acquiring a sound knowledge of actual conditions of the conflict and peace;
- identifying entry points and possibilities to address root causes, dynamics and impacts of the conflict in support of peace consolidation strategizing and programming;
- carrying out accurate risk assessments that analyse the effects of the possible peacebuilding measures;
- identifying stakeholders’ needs, objectives, and capacities to contribute to the transformation of the conflict; and
- mapping and identifying existing conflict handling capabilities, together with related measures and options to address the conflict and build sustainable peace

Conflict and peace analysis plays a key role in:

- understanding the context – stakeholders, causes, dynamics and future trends;
- clearly defining the mission and objectives in relation to the needs and context;
- identifying and assessing the policy and response capacity available;
- successfully navigating between unfolding events, through scanning the environment for impacting developments;
- planning and implementing intervention policies and practices to address the conflict.

1.2. Making the Link: Conflict and Peace Analysis in the Strategic Planning Process

1.2.1. Making the link

Conflict and peace analysis represents an ongoing process within strategic planning and programming. An on-going analysis offers accurate and up-to date information needed to form and upgrade our strategy, offering a constantly renewed and up-to-date database to shape and re-shape the planning and programming processes to the changing nature of the conflict environment.

«Before beginning strategic planning: The purpose of a rapid/ quick conflict and peace analysis before the start of a strategic planning process is to identify which is the best suited approach for a future intervention into a previously identified conflict context. Conducted in cooperation with local partners, such analysis looks at the i) issues, needs and challenges of the context, ii) the impact that a peacebuilding approach would have on the context, and iii) collective resources available for the implementation of a future peacebuilding programming. Once the best suited approach is identified, a thorough, comprehensive analysis should be carried out before beginning the strategizing process.

At the start of strategic planning: At the start of the process the strategy team needs to ensure a thorough understanding of the conflict context: *who* the stakeholders are, *what* the issues are, *which* are the relationships between the stakeholders, *how* issues have been addressed in the past, *goals* of the stakeholders, and potential *risks*, *challenges* and *opportunities*. It also needs to have a clear image on the position of its organisation on the actor map.

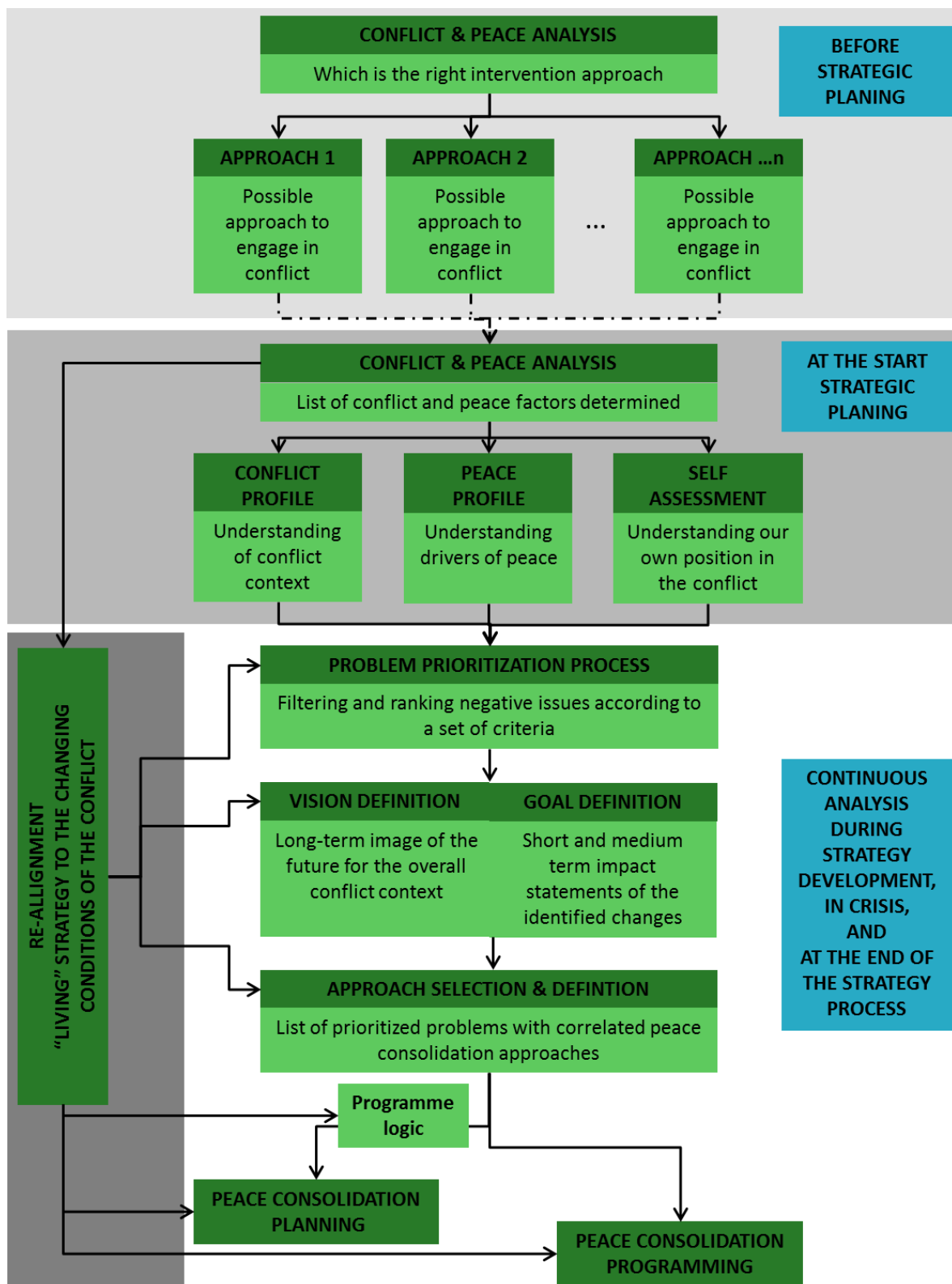
During strategic planning: Conflict and peace analysis during the strategy process has a dual purpose. One the one hand, it provides a continuous conflict monitoring tool, through which the development trends of conflict factors and their consequences may be used to shape the emerging strategy. On the other hand, the exercise can help the members of the strategy team develop mutual understanding, identify opportunities for solutions, costs of failing to solve the problem, pillars preventing resolution, and much more.

Critical moments: Critical moments may be represented by challenges, crisis or positive breakthroughs either inside the strategy process or in the context outside, but surrounding of the process. Whenever there are significant developments in these two circumstances, the strategy team should analyze proactively their possible impact on the process, identifying ways for how to address them.

Upon completion of strategic planning: Another good moment to engage in comprehensive analysis is when the strategy process has been completed. In this phase of the strategy development it is important to look at i) the changes occurred since the inception of the process, ii) the new issues or needs which have arisen, iii) are there opportunities or challenges which may affect the implementation of the foreseen peace consolidation programmes, etc. Analysis upon completion should also include mapping

and identification of stakeholders which may be involved in implementation as well as future risks and opportunities – to see if there’s a need for further / on-going engagement.»⁶

The flowchart below is a visual representation of the conflict and peace analysis step within the peace consolidation strategy development process.



⁶ Kai Frithjof Brand-Jacobsen, *A Workbook on Collaborative Leadership and Dialogue. For Governance, Development and Addressing Root Causes of Conflict*, DPO-PATRIR, Cluj-Napoca, 2012.

1.2.2. The importance of Conflict and Peace Analysis

Conflict and peace mapping, analysis and intelligence is essential to understanding the context, stakeholders, issues, relationships of a context in which peace consolidation programming is intended. A systematic, multi-partial, and rigorous process assures that peace consolidation programmes are designed based on accurate information to avoid, overcome or at least make visible key prejudices and biases, and to gain deeper understanding of what can be done to bring about collaborative solutions. Further on, conflict and peace analysis may act as:

- **a tool for conflict sensitivity:** assuring that peace consolidation programming is sensitive to the dynamics of the targeted conflict environment;
- **preparation for working with stakeholders or parties of the conflict:** through which understanding is generated around the goals, interests, perspectives of possible partners and stakeholders of the peacebuilding programme;
- **a conflict resolution or transformation process:** joint analysis of the conflict and peace is a common early step in a conflict transformation process, through which parties present their views on the history of the conflict, its roots and influencing factors.⁷

1.3. Results: What you should have at the end of good Conflict and Peace Analysis

A good conflict and peace analysis should have three main outputs: the conflict analysis, the peace profile, and a self-assessment. As the outcome of the process, the relationship and inter-conditionality between the three outputs should be achieved.

1.3.1. The conflict analysis

The aim of the conflict analysis is to understand the overall conflict context, together with the various factors contributing to its maintenance, and the relationships between such factors. To obtain a good conflict profile, mapping and analysis should be conducted on the following aspects:

- | | |
|---|--|
| <ul style="list-style-type: none">• Contradictions, attitudes and behaviours within a conflict setting• Direct, structural and cultural manifestations of existing or possible violence• The conditionality between the elements of conflict and violence | <ul style="list-style-type: none">• Actors/ stakeholders• Issues/ goals and interests• Related conflicts and issues• Root causes, sources and pillars of conflict• Relationships between actors/ stakeholders• Violence enablers and risk factors |
|---|--|

A complete conflict analysis can be obtained through a systemic assessment, drawing information from the i) different sectors of the political, economic and social life, ii) the local, national, regional and international level, and iii) the three tracks of society.

1.3.2. The peace profile⁸

The purpose of the peace profile is to understand the factors that contribute to violence de-escalation and conflict transformation; peace enablers that deconstruct conflict factors, transforming them into positive drivers of peace efforts. To obtain a good peace profile, mapping and analysis should be conducted on the following aspects:

⁷ CDA, GPPAC, *Conflict Analysis Framework*, Norwegian Church Aid, Act Alliance, 2012, p. 6.

⁸ Adapted after: Peacebuilding Center, *Early Warning – Early Response Handbook*, Version 3, Peacebuilding Center, Ottawa, 2013, p. 10-11, <http://reliefweb.int/sites/reliefweb.int/files/resources/EWHandbookFinalEngv3%20April%202013%20%281%29.pdf>

- | | |
|--|---|
| <ul style="list-style-type: none"> • Existing peacebuilding objectives • Conflict handling capacities • Peace opportunities and entry points into the conflict • Ongoing peace efforts | <ul style="list-style-type: none"> • Peace structures and actors in place • The impact of the peace efforts so far • Blockers and challenges faced by peace efforts • Peacebuilding gaps • Peace synergies |
|--|---|

A complete peace profile can be obtained through a systemic analysis, drawing information from the i) different sectors of the political, economic and social life, ii) the local, national, regional and international level, and iii) the three tracks of society.

1.3.3. Self-Assessment⁹

The aim of the self-assessment process is to evaluate and understand i) the role of the intervening/peacebuilding organisation in the targeted conflict, and ii) the internal values, mandate and resource available for a successful peacebuilding programming. To obtain a good self-assessment, mapping and analysis should be conducted on the following aspects:

- | | |
|---|--|
| <ul style="list-style-type: none"> • The geographical and thematic expertise of the organisation in relation to the planned future programmes • The place of the organisation in the developed actor map • Its relations with local stakeholders • The values, motivation and mandate of the organisation | <ul style="list-style-type: none"> • Organisational capacity to engage in peacebuilding in the selected conflict setting • Organisational resources to engage in peacebuilding in the selected conflict setting • Opportunities, restraints and challenges • Entry points into the conflict setting • External support and legitimacy |
|---|--|

1.4. Best Practice, Good Practice: Doing it Right

1.4.1. Principles of good Conflict and Peace Analysis

Multi-stakeholder: Conflict and peace analysis processes should be opened to the participation of local, national and international stakeholders, active in the identified conflict areas. A multi-stakeholder approach to analysis results in a more complete picture of the conflict environment, as root causes, pillars, actors and their relationships and other relevant conflict factors are subjected to a multi-perspective scrutiny.

Systemic analysis: Data gathering, mapping and information analysis for the creation of the needed conflict and peace analysis needs to look within the different systems that foster the root causes of conflict in the first place. Systemic approach to analysis entails a “whole-of-field” perspective, information being drawn as much from the political and economic life, as the social one as well, from across the different tracks of society. In this way, the analysis and intelligence generating process recognizes the conflict as a system of interrelated factors and relationships, creating through common interaction the conflict environment.

Local ownership: Linking with the multi-stakeholder character of the process, data gathering, mapping and analysis should be implemented with and through local actors, in order to incorporate the local and national understanding and perception over the conflict.

⁹ Based on: Lisa Schirch, *Conflict Assessment and Peacebuilding Planning: Toward a Participatory Approach to Human Security*, Kumarian Press, Boulder, 2013.

Participative process: similar to the multi-stakeholder character, an analysis that is of participative nature is able to create a more comprehensive picture of the conflict, integrating a wide-range of perceptions on the conflict factors that enable the conflict to move forward, or inhibit it, driving it toward de-escalation and transformation.

1.4.2. The challenges of Conflict and Peace Analysis

Common challenges that impede analysis and intelligence generating processes to reach their optimal outcome include:

- “Practitioners/ agencies sometimes do only partial analysis often focused on how their particular approach or methodology might fit to the analyzed environment;
- Analysts often depend on their intuitive understanding of the situation rather than any kind of formal, rigorous or written analysis and methodology;
- Analyses are often performed only at the front end of a program. There are seldom efforts at ongoing analysis, other than the natural process of noting events and changes; [...]
- Some types of partial analysis can have negative consequences: when analysis is driven by a particular theory of change or based on a pre-set model for how to achieve peace, it may incorporate only confirming evidence and obscure as much as it reveals. Similarly, when performed at a great distance or with only limited local input, partial analysis can produce misguided programs.”¹⁰

Further common mistakes include: prejudiced or biased analysis; ‘headline’ analysis which is generic, broad, non-specific; confused analysis; ‘mission creep’ in problem identification; leadership’s “preferred response”, analysis to support presumptions, and ‘faked’ analysis.

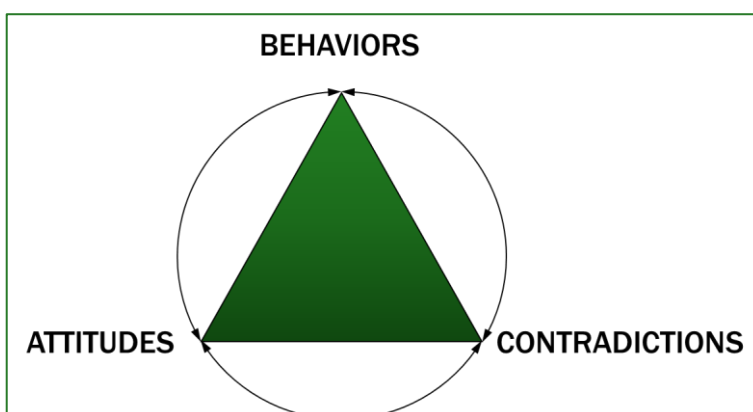
1.5. Applied Conflict and Peace Analysis

The following section contains detailed information on the steps and tools to be followed in analysis and intelligence generation processes, so to obtain a complete conflict, peace and self-analysis.

1.5.1. The ABC (Conflict) Triangle¹¹

Purpose:

- Understand the attitudes, behaviours and contradictions within a conflictual relationship;
- Analyze the relationship and conditionality between these three elements of the conflict.



The contradictions – sources of any conflict – represent the roots, the underlying causes of the incompatibilities in a conflictual relationship. These contradictions emerge along the different societal fault lines, and exist most of the time on a subconscious level. Generally, contradictions may arise when certain groups are excluded or marginalized from the political, economic and social participation, where there is a high

¹⁰ Collaborative Learning Projects (CDA), *Reflecting on Peace Practice Project 2004*, CDA, 2004, p. 12, <http://www.steps-for-peace.org/wp-content/uploads/2013/07/ReflectingOnPeacePracticeHandbook.pdf>

¹¹ Johan Galtung, *Conflict Transformation by Peaceful Means*, UN, 2000, p. 13.

level of unmet individual and collective needs, where poverty is endemic or where the abuse of power and corruption creates inequalities and injustice within the society.

Attitudes - represent subconscious pillars of the conflict, factors conflicting behaviour, holding it in place. Attitudes are revealed in the perception of the conflict actors towards themselves, others, the conflict, the goals of the conflict and the strategies chosen to reach the goals.

The behaviours – the second type of conflict pillar - represent the visible, conscious element of the conflict, individual or collective manifestation of action/ inaction toward the attainment of a certain goal. Depending on the measures and tools used, the behaviour may be destructive and constructive.

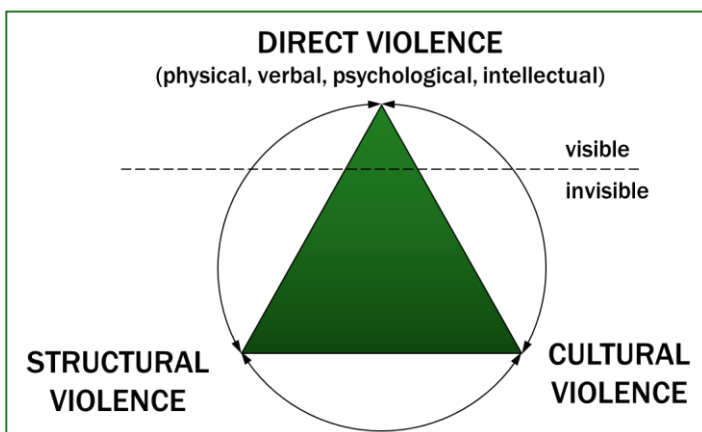
How to use it:

1. Name the conflict you are working on and place it in the middle of the triangle
2. Brainstorm on the i) behaviours displayed by the conflict actors, ii) their attitudes towards each other and themselves, and iii) the contradictions in their interests and goals that gave rise to the conflict the first place.

1.5.2. The DSC/ Violence Triangle¹²

Purpose:

- Understand the three layers of violence: direct, structural and cultural;
- Analyze the relationship and conditionality between these three layers.



Direct violence - the visible manifestation of the phenomenon, can be of physical, verbal, psychological or any other nature, directly experienced by the actors involved in a violent relationship. Direct violence may manifest also in inaction towards alleviating certain grievances.

Structural violence - one of the two invisible pillars justifying the use of direct violence in its different forms - is generated by "organisations and systems that inflict harm on the people."¹³ It can include: overall,

country and society wide systems; infrastructural elements (institutions) of the state and society; laws and other similar sources of rights and responsibilities; state- and society-wide policies, processes and procedures; conflict management capacities and mechanisms, raising state and society resilience in addressing emerging and existent conflict issues; and the external and internal geographical configuration of a country.¹⁴

Cultural violence - represents the underlying justification for both direct and structural violence as it reinforces their use through history recounting, customs, art, religion, language, ideology and science.

How to use it:

1. Name the conflict you are working on and place it in the middle of the triangle
2. Brainstorm in its direct manifestations, look at the structures that allow such manifestations to take place, and map out cultural elements that justify and maintain violent behaviours within the conflict setting.

¹² Johan Galtung, *Conflict Transformation by Peaceful Means*, UN, 2000, p. 102

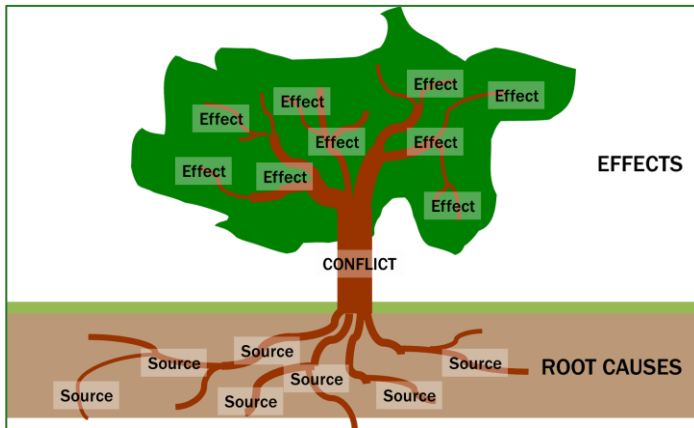
¹³ Diana Francis, *Rethinking War and Peace*, Pluto Press, London, 2004, p. 55.

¹⁴ Zsuzsanna Kacsó, *Civilian Conflict Management: The Role of Scenario Building in the Structural Prevention of Electoral Violence*, Cambridge Scholars Publishing, Newcastle upon Tyne, 2014, p. 88-90.

1.5.3. The Conflict Tree¹⁵

Purpose:

- Mapping and understanding the root caused and effects of a conflict
- Analyzing the relationship between causes and effects, and the looking at the possibility of effects becoming causes themselves.



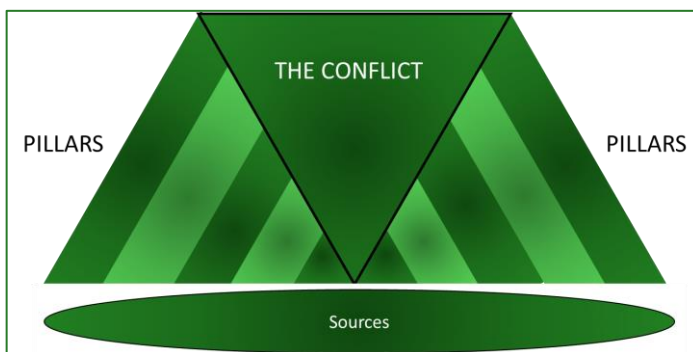
Root causes of conflict – conflict factors that give rise to the conflictual relationship. These could be of i) personal/ individual nature, ii) relational, iii) structural/ institutional, and iv) cultural/ value based. Root causes may arise at the different societal fault lines, among which: gender, generation gap, politics, social life, economy, security, territorial demarcations, the concept of nation, cultural heritage, religion, ideology, the perception of normalcy / deviancy, foreign / regional relations, and the relationship with nature / environment.

Effects of conflict – represent the visible impact, the generated changes and the different manifestations of the conflict on the society, political and economic life, the conflict parties, etc.

How to use it:

- Name the conflict you are working on and place it on the trunk of the tree;
- Brainstorm on the i) causes of conflict, and ii) the effects of the conflict;
- Look at which causes may be also effects of the conflict, and which effects can be the source of new issues;
- Analyze the relationship between sources and effects.

1.5.4. Conflict Sources and Pillars¹⁶ mapping



Purpose:

- Map and understand the underlying sources of a conflict and the pillars that hold it in place.

Sources – are represented by the underlying root causes of the conflict. These are the CONTRADICTIONS of the ABC/ Conflict Triangle.

Pillars – are the conflict factors that keep the conflict in place, the pillars that hold up/ in place the conflict. These are the ATTITUDES & BEHAVIOURS of the ABC/ Conflict Triangle.

¹⁵ Responding to Conflict (RTC), *Responding to Conflict – Guidelines*, 2002, accessed on 08.05.2012, 13:30, http://webcache.googleusercontent.com/search?hl=en&q=cache:q2dSuEUOTUIJ:http://60gp.ovh.net/~ngovoice/documents/view.php?title=TOT_guidelines.pdf+ABC+conflict+triangle&ct=clnk

¹⁶ Simon Fisher, Dekha Ibrahim Abdi, Jawed Ludin, Richard Smith, Steve Williams, & Sue Williams, *Working with Conflict: Skills & Strategies for Action*, RTC and ZED Books 2002.

How to use it:

- Name the conflict you are working on and place it on the trunk of the tree;
- Brainstorm on the i) sources of conflict, and ii) its pillars;
- Analyze the relationship between sources and pillars.

1.5.5. Actor/ Stakeholder Mapping

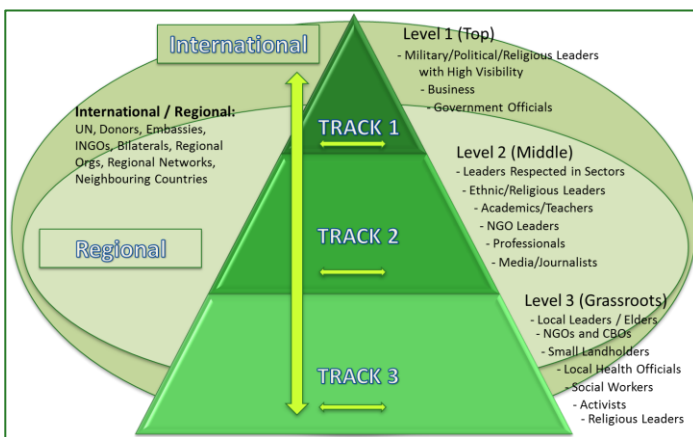
Purpose:

- To map out and identify the parties/ actors/ stakeholders of a conflict setting in a systemic manner.
- To create the profile of key stakeholders.

The mapping and analysis process can be conducted on several lines:

- societal groups that are formed by the individuals: top leadership, middle level leadership and grassroots;
- thematic areas in which they activate: politics, economy, social services and their different branches;
- impact of and interest in the pursuit of incompatible goals: directly affected and interested, indirectly affected, possibly interested;
- the geographical spread of the stakeholders: national, regional, international stakeholders.¹⁷

a) Societal Actor Mapping¹⁸



Track One – the top level leadership of a country, engaged in politics, economy, social affairs, security provision, etc.

Track Two – the middle level leadership, academics, civil society representatives, lobbyists and advocates, consultants and advisers to the Track 1 stakeholders, etc.

Track Three - local communities and their leaders, individuals from different social groups like women, youth, elders, etc.

In practice these tracks may be closely inter-linked and merge into one another.

How to use it:

- Through collaborative brainstorming, map out one by one the actors/ stakeholders/ of each track;
- Make sure you identify the actors on the border line between the tracks, the ones creating the link between them.

b) Sectoral Actor Mapping

Sectoral actor mapping looks at the individuals and organisations representing and active in the different service delivery sectors of a country. The service delivery sectors considered should be part of the six structural categories outlined in the DSC/ Violence Triangle section.

¹⁷ Adapted after: Martine Poolman, Muchaneta Munamati, Aidan Senzanje, *Stakeholders and Conflict Analysis*, p. 3, <http://www.smallreservoirs.org/full/toolkit/docs/l%2002%20Stakeholder%20and%20Conflict%20Analysis%20MLA.pdf>, accessed on 12.07.2012, 14:25.

¹⁸ Adapted by Kai Frithjof Brand-Jacobsen after: John Paul Lederach, *Building Peace: Sustainable Reconciliation in Divided Societies*, Washington DC United States Institute of Peace Press, 1997, p. 39.

	Governance & Public admin.	Industry & Agriculture	Rule of law	Health	Education
Track 1	e.g. Prime Minister	e.g. Ministry of agriculture	e.g. General police commissioner	e.g. Ministry of health	e.g. MP in education working group
Track 2	e.g. Mayor	e.g. Experts in agronomy	e.g. Police academies	e.g. CSO platforms engaging with HIV issues	e.g. Doctoral schools
Track 3	e.g. Civil servants	e.g. Local farming cooperatives	e.g. Community police forces	e.g. Family practices	e.g. Retired kindergarten teacher

Among these we may mention: governance and public administration; political participation and decision making; economy and finances; agriculture and industry; security sector; human rights; justice sector; rule of law; health; education; environment; gender and youth, etc.

How to use it:

- Create a full Sectoral Actor Mapping Matrix¹⁹ (the figure above gives only a few sectoral samples)
- Brainstorm on and map out the actors from the different service delivery sectors by the three Tracks of society.



Please see section 1.5.2.: ***The DSC/ Violence Triangle.***

c) Geographical Actor Mapping

Actor/ stakeholder mapping should identify those international actors that are affected by intra-state conflicts and their manifestations, and/ or have interest in keeping in place or transforming the conflict. There are several interest areas according to which international actors may be mapped out and analyzed: military/ security interests, diplomatic interests, trade interests, immigration interests, development interests²⁰, and peacebuilding/ peacemaking interests. Most of the actors represent several interest areas.

How to use it:

- Create a full Geographical Actor Mapping Index similar with the Sectoral Actor Mapping Matrix one;
- Brainstorm on and map out the actors based on the different interest areas by the three Tracks of society.

d) Stakeholder Profile

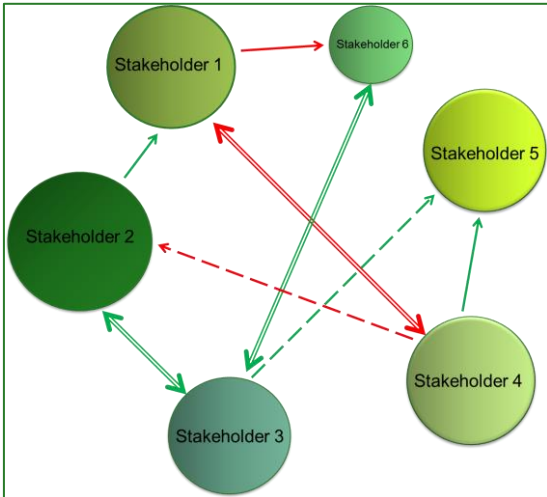
Upon the finalization of the actor/ stakeholder mapping process, a stakeholder profile should be developed for the key one. Key actors can be those who: have influence on the conflict, influence on the society and its leaders, the target group of the project, etc. Selection criteria vary depending on the mandate of the mapping organisation. The stakeholder profile should be developed along the lines of the needs, interests, goals, actions, perceptions (self-perception and perception by others), capabilities and vulnerabilities of the representatives of the various societal, sectoral and regional/ international tracks.²¹

¹⁹ Zsuzsanna Kacso, *Security Governance and Civilian Conflict Management: Assessing Scenario Building in Elections-Related Structural Violence Prevention* (PhD thesis, unpublished), Cluj-Napoca, 2013, p. 56.

²⁰ DFID, *Conducting Conflict Assessment: Guidance Note*, DFID, London, 2002, p. 19

²¹ Peacebuilding Center, *Early Warning – Early Response Handbook*, Version 3, Peacebuilding Center, Ottawa, 2013, p. 12-13, <http://reliefweb.int/sites/reliefweb.int/files/resources/EWHandbookFinalEngv3%20April%202013%20%281%29.pdf>

1.5.6. Relationship mapping²²



Purpose:

Visually representing and understanding the positive and negative relationships between the actors/ stakeholders of a conflict.

How to use it:

Build on the Actor/ Stakeholder maps developed under section 8.5.5.

Make a visual representation of the identified stakeholders;

Create the links/ relationships between the stakeholders: use **RED** colour for the negative relationships and **GREEN** for the positive ones, use a continuous line for strong relationship, a dotted one for the weak ones;

relationship, a dotted one for the weak ones;

The use of colours, lining and other visual elements depicting the relationships between the mapped actors/ stakeholders can be changed by the mapping organisation based on the common agreement of the group.



Please see section 1.5.5.: **Actor/ Stakeholder Mapping**

1.5.7. Risk Identification Matrix

Purpose:

- Mapping, assessing and understanding the negative dynamics between the conflict drivers and root causes identified in the context and conflict intelligence

Conflict Drivers Root Causes	Driver 1	Driver 2	Driver 3	Driver ...	Driver n
Root cause 1					
Root cause 2					
Root cause ...					
Root cause n					

Root causes: conflict factors that give rise to the conflictual relationship. These could be of i) personal/ individual nature, ii) relational, iii) structural/ institutional, and iv) cultural/ value based. Root causes may arise at the different societal fault lines, among which: gender, generation gap, politics, social life, economy, security, territorial demarcations, the concept of nation, cultural heritage, religion, ideology, the perception of normalcy / deviancy, foreign / regional relations, and the relationship with nature / environment.

Conflict drivers: the problems identified and defined in the first stage of the prioritization process.

How to use it:

²² Adapted by Kai Frithjof Brand-Jacobsen after: Responding to Conflict (RTC), *Responding to Conflict – Guidelines*, 2002, accessed on 08.05.2012, 13:30, <http://webcache.googleusercontent.com/search?hl=en&q=cache:q2dSuEUOTUIJ:http://60gp.ovh.net/~ngovoice/documents/view.php?title=TOTguidelines.pdf+ABC+conflict+triangle&ct=clnk>

- Based on the Conflict Tree and Sources & Pillars mapping, list the identified conflict root causes;
- Based on the Sources & Pillars mapping, and further brainstorming, identify conflict drivers;
- In order to complete the matrix, the question to be answered to is: “What are the risks posed by the Conflict Drivers upon the Root Causes?”



Please see section 1.5.3 and 1.5.4.: ***The Conflict Tree*** and ***Conflict Sources and Pillars mapping***

1.5.8. Peace Profile²³

Purpose:

- To identify, map and understand the factors that contribute to the de-escalation of violence and the development of sustainable peace.

Ongoing peace efforts – the plans, projects, programmes, actions developed and implemented for the mitigation of violence, peacebuilding and conflict transformation in the conflict context.

Structures and actors – the structural elements, organisations and individuals mandated, and active in the mitigation of violence, peacebuilding and conflict transformation in the conflict context.

Impact – the analysis of the outcomes/ results of the identified peace efforts, and the successfulness/ usefulness of the structures and actors in place.

Peace synergies – an analysis of the cumulative impact of the existing peace efforts, based on mapping the relationships between such efforts and their interconnectedness and inter-conditionality.

Blockers & Challenges – the factors blocking the successful implementation of peace efforts (past, present future); institutional, policy related, capacity/ capability, resources related challenges in the external and internal environment of the peacebuilding structures and actors.

Peacebuilding gaps - the identifiable system related, institutional, policy, legal, financial, capacity, time and human resource needs, which, once in place, would facilitate the achievement of sustainable peace.

Recommendations & Solutions – ideas, plans on how to bridge the identified blockers, challenges and needs, and how to raise the capacity and impact of existing peace efforts, institutions and actors/ stakeholders.

How to use it:

- Develop a matrix similar with the Sectoral Actor Mapping one;
- For each societal track, map out the peace profile elements outlined above.



Please see section 1.5.5/b: ***Sectoral Actor Mapping***

²³ Adapted by Kai Frithjof Brand-Jacobsen after: Peacebuilding Center, *Early Warning – Early Response Handbook*, Version 3, Peacebuilding Center, Ottawa, 2013, p. 10-11, <http://reliefweb.int/sites/reliefweb.int/files/resources/EWHandbookFinalEngv3%20April%202013%20%281%29.pdf>

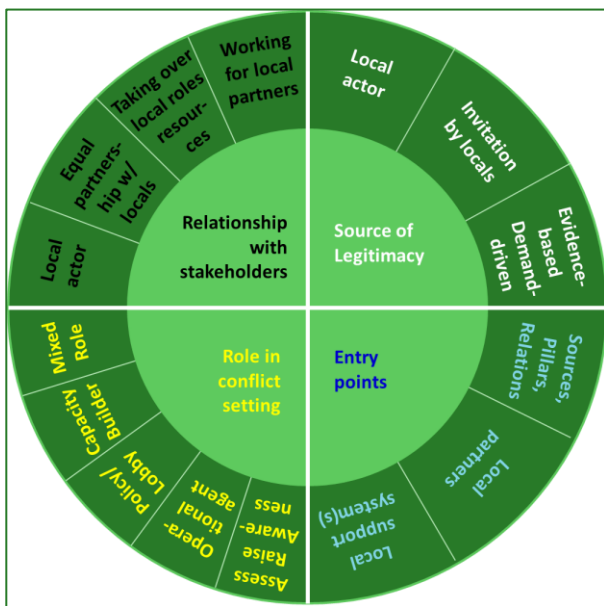
1.5.9. Self-Assessment²⁴

Purpose:

- The aim of the self-assessment process is to evaluate and understand i) our own position, legitimacy and role within the actor map and relationship web of conflict actors, correlated with ii) our own resources, capacities and readiness to engage in a conflict setting.

The self-assessment process should be approached from two angles: the external perception of others in what we, as conflict actors are concerned, and our own, internal perception of us, as conflict actors. Both angles need to be centered on the recognition that we, whether local or foreign individual/ organisation, became part of the actor map of a conflict in the moment we have expressed interest of engagement.

a) From an external point of view, we need to reflect on and assess the following aspects:



Our source of legitimacy for engagement in the conflict setting: we engage in our own conflict setting; we are invited into a conflict setting by local/national actors; our engagement is evidence-based and demand-driven.

Our entry points in the conflict: we have solid knowledge on the key sources, pillars and relationships generating and maintaining the conflict, which would need to be transformed for successful peace consolidation outcomes; we have the needed partners to implement locally/ nationally owned and legitimate work on the ground; we have a local support system that enables our work on the ground.

awareness raising agents; we are operational agents developing and implementing peace consolidation programmes; we work on the policy development and lobbying level; we are capacity builders for internal actors; or we are a mix of several/ all of these things.

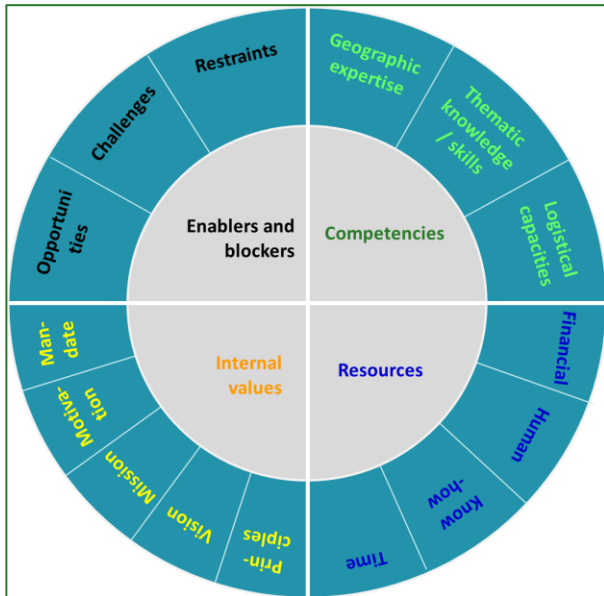
Our role in the conflict setting: we engage as assessors of situation becoming warning and

Our relationship with the conflict setting and its stakeholders: we are a local actor in our own conflict setting; we are an external actor which works in equal partnership with the local partner(s) in what knowledge, work and resource creation and use is concerned; we are an external actor that takes over certain operational areas of local actors, creating and using knowledge, work and resources that hardly transpires to local actors; we are actors that are sub-contracted by local actors, creating and implementing knowledge, work and resources for the sole benefit of the local actors.

b) From an internal point of view, we need to reflect on and assess the following aspects:

Our personal and/ or organisational competencies to develop and implement peace consolidation work: geographical expertise, thematic knowledge and skills, logistical capacities.

²⁴ Based on: Lisa Schirch, *Conflict Assessment and Peacebuilding Planning: Toward a Participatory Approach to Human Security*, Kumarian Press, Boulder, 2013.



Our personal and/ or organisational resources to engage in a conflict setting: financial, human, know-how, time.

Our internal values that shape a drive our work: principles, vision, mission, motivation, received mandate.

Our enablers and blockers: opportunities, challenges, restraints.

1.7. Further Readings

1. Brand-Jacobsen, Kai Frithjof, *A Workbook on Collaborative Leadership and Dialogue. For Governance, Development and Addressing Root Causes of Conflict*, DPO-PATRIR, Cluj-Napoca, 2012.
2. CDA, GPPAC, *Conflict Analysis Framework*, Norwegian Church Aid, Act Alliance, 2012.
3. Collaborative Learning Projects (CDA), *Reflecting on Peace Practice Project 2004*, CDA, 2004, <http://www.steps-for-peace.org/wp-content/uploads/2013/07/ReflectingOnPeacePracticeHandbook.pdf>.
4. DFID, *Conducting Conflict Assessment: Guidance Note*, DFID, London, 2002.
5. Fisher, Simon, Dekha Ibrahim Abdi, Jawed Ludin, Richard Smith, Steve Williams, & Sue Williams, *Working with Conflict: Skills & Strategies for Action*, RTC and ZED Books 2002.
6. Francis, Diana, *Rethinking War and Peace*, Pluto Press, London, 2004.
7. Galtung, Johan, *Conflict Transformation by Peaceful Means*, UN, 2000.
8. Galtung, Johan, *Peace by Peaceful Means: Peace and Conflict, Development and Civilization*, International Peace Research Institute (PRIO), 1996.
9. Lederach, John Paul, *Building Peace: Sustainable Reconciliation in Divided Societies*, Washington DC United States Institute of Peace Press, 1997.
10. Kacsó, Zsuzsanna, *Civilian Conflict Management: The Role of Scenario Building in the Structural Prevention of Electoral Violence*, Cambridge Scholars Publishing, Newcastle upon Tyne, 2014.
11. Peacebuilding Center, *Early Warning – Early Response Handbook*, Version 3, Peacebuilding Center, Ottawa, 2013, <http://reliefweb.int/sites/reliefweb.int/files/resources/EWHandbookFinalEngv3%20April%202013%20%281%29.pdf>.
12. Poolman, Martine, Muchaneta Munamati, Aidan Senzanje, *Stakeholders and Conflict Analysis*, http://www.smallreservoirs.org/full/toolkit/docs/I%202002%20Stakeholder%20and%20Conflict%20Analysis_MLA.pdf.
13. Schirch, Lisa, *Conflict Assessment and Peacebuilding Planning: Toward a Participatory Approach to Human Security*, Kumarian Press, Boulder, 2013.

CHAPTER 2

Problem Definition and Prioritization

Chapter at a Glance

The aim of the chapter is to introduce and familiarize the reader with the often neglected step of problem definition and prioritization within the analyzed conflict context. The chapter offers information on the importance of this step, its implementation stages, and affiliated tools proposed for use.

At the end of the chapter, the reader will be able to create a list of prioritized problem to address within the conflict environment, based on a series of well-defined steps and sets of criteria, which are flexible enough to adapt for the particularities of any conflict context.

2.1. Key Terms & Definitions

Problem/ issue: within a conflict context, a problem or issue is represented by those contradictions, attitudes, behaviours, actors or events that, through their negative development trend, pose the risk of becoming conflict enablers, can and will contribute to the escalation of the situation into violence, or are already producing effect.

A problem/ issues bear the following characteristics:

- Is interrelated with the main conflict life-line, while feeding its own development;
- Affects in a negative way the constructive resolution/ transformation of a conflict and conflict factors;
- May be mitigated through the joint capacities of conflict stakeholders;
- If not addressed in due time, it may lead to the escalation of latent conflict into violence.²⁵

Problem/ issue definition: the process of naming, describing and analyzing the identified problems/ issued, with the aim of a) identifying key factors such as actors, issues, goals and interests, dynamics, relationships, manifestations, impacts, sources, pillars, etc., and b) understanding their development trends, impact, entry points, needs, challenges and opportunities within a conflict context.

Prioritization: the process of problem prioritization represents the selection and ranking/ sequencing of problems/ issues identified and analyzed within the **Conflict and Peace Analysis** step of the peace consolidation strategy development. The aim of prioritization is to identify the most urgent and critical problems/ issues of the conflict context, that need to be addressed at local and national level towards the constructive and sustainable resolution of the conflict. The exercise of problem/ issue prioritization is also useful at the peacebuilding programming level, as it pinpoints those areas in which peacebuilding activities are most relevant in a particular time and context.



For the **Conflict and Peace Analysis** step, please see pages 11-24.

²⁵ Adapted after: CIVICUS, *Strategic Planning Toolkit*, p. 25, <http://www.civicus.org/new/media/Strategic%20Planning.pdf>

2.2. Making the Link: Problem Definition and Prioritization in the Strategic Planning Process

2.2.1. Making the Link

The process of problem definition and prioritization is an often neglected but critical step of the peace consolidation strategy development process. Placed between the **Conflict and Peace Analysis** step and the one of **Vision and Goal Definition**, it serves both as a filter and a linkage. On the one hand, it takes the results of the analysis step through a rigorous selection and re-assessment process, enabled by a comprehensive list of selection criteria related to their effects, urgency, frequency, impact and risk, and the existing in-country and organisational resources available for their mitigation. On the other hand, it feeds focused information generated by the analysis step into an informed vision setting process, so that later on strategic goals may be translated into accurate operational priorities.²⁶

While the three steps of conflict and peace analysis, prioritization and vision/ goal setting seem to have a linear sequencing, the criteria used for problem prioritization actually feeds from both steps. This way the selection of problems to be addressed takes into account conflict and peace dynamics, the results of the self-assessment process and constituting elements of the of the desired future.²⁷

Lastly, the prioritization categories used for selecting the most important problems to be addressed link closely with the **Peace Consolidation Approach Definition and Impact Creation**, as the results of this step will become the bases on which one or several peace consolidation approach(es) may be chosen.



For the process of **Self-Assessment** process, please see pages 23-24.

For the **Vision and Goal Definition** step, please see pages 33-43.

For **Peace Consolidation Approaches: How to Achieve Impact** step, please see pages 44-52.

The flowchart of the next page is a visual representation of the problem definition and prioritization step within the peace consolidation strategy development process.

2.2.2. The importance of Problem Definition and Prioritization

The prioritization phase bears both processual and peace consolidation related significance.

From the point of view of strategic planning, the prioritization helps in:

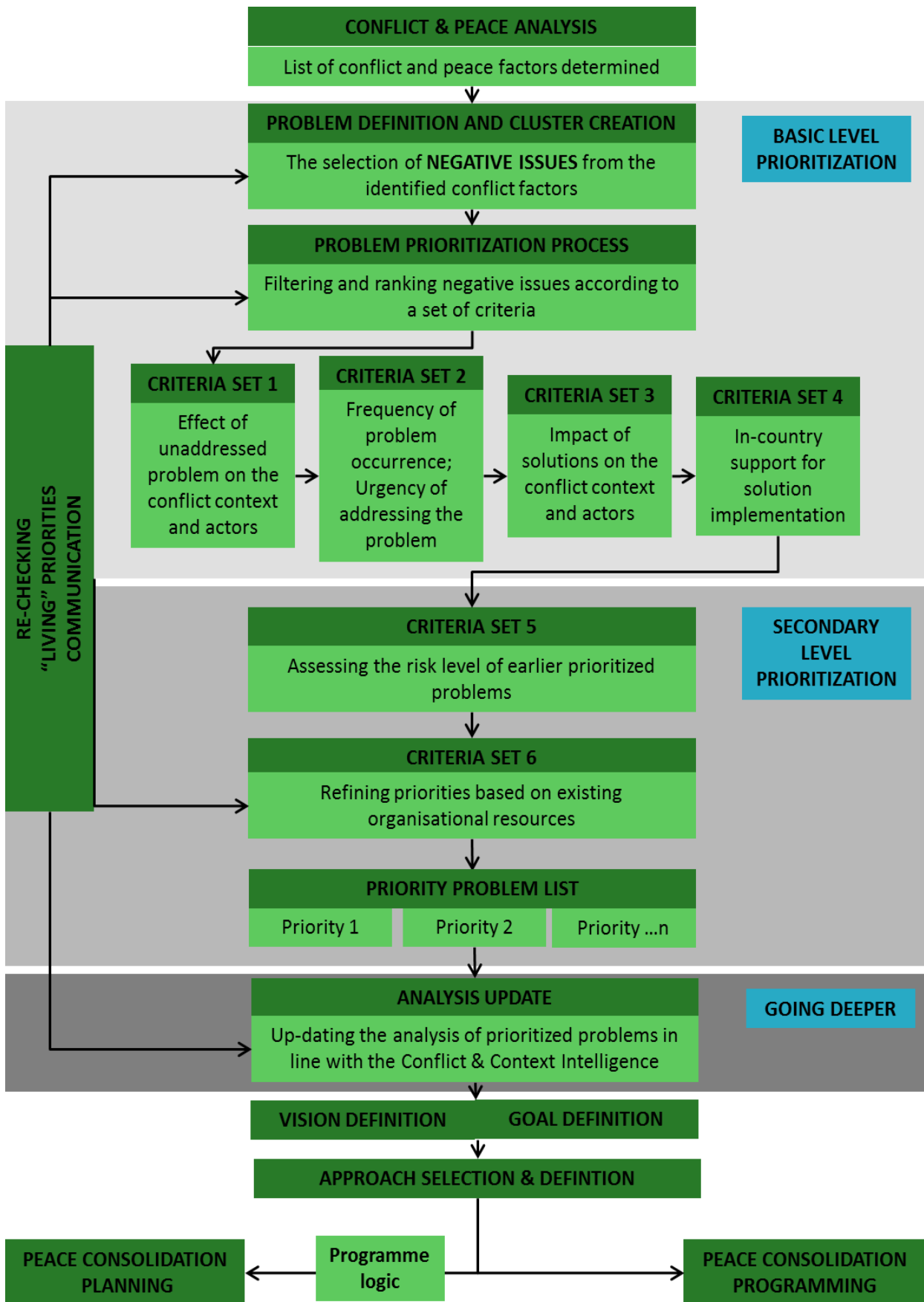
- Defining what represents negative factors for the conflict actors at the different tracks of society;
- Understanding which are the most urgent needs, challenges in the conflict context;
- Selecting the accurate programming needs;
- To help develop intervention measures that would best enable the attainment of the peace consolidation goals;
- To provide a mechanism through which to identify the areas towards which each organisation can gear its peace consolidation resources for a better and cumulative impact;
- To understand and develop the right combination of policies, measures and tools that need to be advocated for and put into place for sustainable peace;
- To facilitate the identification of strategic partnerships, supporters and challengers of future peace consolidation projects.

Next to its role in the strategy development, the problem/ issue prioritization process may be considered a tool of peace consolidation as well. Implemented in a multi-stakeholder environment, through a

²⁶ International Competition Network, *Agency Effectiveness Handbook*, 2010, p.29., <http://www.internationalcompetitionnetwork.org/uploads/library/doc744.pdf>

²⁷ UN System Staff College, *Conflict Analysis for Prioritization Tool*, <http://www.unssc.org/home/themes/peace-and-security/e-learning-0>

dialogic approach, and in line with the principles outlined for the conflict and peace analysis step, prioritization processes may generate spaces in which conflict actors can jointly define what they consider critical to address at local community and national level for a peaceful future.



2.3. Results: What you should have at the end of good Problem Definition and Prioritization

The end result of a definition and prioritization process should be a ranking and in-depth analysis of the most urgent and important conflict generating problems/ issues, the mitigation of which would generate an: increase in human and national security, heightened resilience of the community to latent and violent conflicts, effective and systemic structural policies and reforms addressing the root causes of the conflict, and enhanced conflict handling capabilities²⁸ on the individual, community, local and national level.

In consequence, the outputs of the process include:

- A general list of problems affecting negatively the conflict context;
- A list of prioritization criteria of the defined problems;
- A ranking of the prioritized problems according to the established criteria;
- A risk analysis of the ranked problems;
- A reiterated analysis of the problems prioritized for immediate mitigation.



The “list of prioritization criteria” becomes an output of the prioritization process in case the actors conducting it decide to formulate their own sets of criteria. In such case, it is important to keep in mind the necessity of consulting local and national partners and conflict actors about the relevance of the criteria selected.



For more information on **Conflict and Peace analysis, and Self-Assessment** please see page 11.
For more information on **prioritization criteria**, please see page 29.

2.4. Best Practice, Good Practice: Doing it Right

2.4.1. Engaging in good practice

- A. Problem definition and formulation: Identify and define the problems through a negative formulation, not as lacks or challenges.²⁹ Stating negative issues rather than missing elements opens the possibility of developing a wider range of strategy lines and operational programming possibilities.



Correct formulation:

*“The participation of women in the community decision making processes **is limited.**”*

*“The trust among conflict actors **is low** for constructively working together on transformation processes.”*

Incorrect formulation:

*“**There is an acute need** for gender equal policies within the local community, which would enable women to take part in the decision making processes.”*

*“**There is a lack** of confidence building programmes for conflict actors needed to work together for the transformation of the conflict.”*

- B. Problem cluster creation: Once the problems are identified and stated, make sure that related problems are grouped in clusters. Relatedness with a cluster may stem from: common root causes,

²⁸ Mary B. Anderson, Lara Olson, *Confronting War: Critical Lessons for Peace Practitioners*, CDA, Cambridge, 2003, p.16-18.

²⁹ UNDP, *Handbook on Planning, Monitoring and Evaluating for Development Results*, UNDP, New York, 2009, p. 34.

cause-effect relationships, different naming of the same issue, etc. The cluster creation allows the clarification and refinement of problems for a more efficient prioritization process.

- C. Problem prioritization: Take the refined problems through a rigorous prioritization process, through which to rank and sequence them according to a well-defined set of principles. Each prioritization process uses a customized set of criteria based on the common agreement of the actors involved, the nature of the conflict context, and the similar practice of the local, national and international community.
- D. Defining priority criteria: Assure that the prioritization criteria are relevant to the conflict, its culture and context. The basic prioritization criteria should address the following aspects:
- **The effect of the problem on the individual, community and country**: measuring the impact level of the problems and their incurred costs on the population, structures and resources.
 - **Urgency and frequency of the defined problems**: a group of criteria that looks at the most pressing conflict issues to be transformed, the relevance of the problems in producing effects on the short to long term, their occurrence rate and timeliness in what the conflict transformation and violence de-escalation is concerned.
 - **The risks posed by the defined problems – likelihood**: where priority is given to problems with the highest likelihood of occurrence, and the uppermost negative change dynamic in case mitigation efforts fail to address them/ or faulty peacebuilding strategy is put in place.
 - **The impact of solutions**: ranks defined problems by the existence of solutions and their created cumulative effect, the sustainability of the results, the local/ national ownership level of the designed peacebuilding programmes, and the change generation capacity in relation to the set vision of the future and strategic goals.
 - **In-country support in place for solution implementation**: group of criteria which looks at the existence of entry points into the conflict and country context, the legitimacy of peacebuilding programming with local and national actors, the availability of actors to engage in constructive and transformative solutions, and the absorptions capacity of the local context in what peacebuilding outputs and outcomes are concerned.
 - **The internal/ organisational capacities - self-assessment**: through which the earlier defined and prioritized problems are re-filtered through an organisational prism, looking at which problems would require what expertise, resources, entry points, if the organisation has a proper mandate and thematic/ geographic focus to develop strategies on the identifies problems, the existence of comparative advantages, etc.



For more information on **Self-Assessment**, please see pages 23-24.

- E. Checking criteria: Test the selected priorities with others, checking if they agree with the selection. In case there are different understandings of what should be the priority problems, make sure you understand what and why certain problems are more important to others. Look at:
- The critical conflict and peace factors others speak about;
 - The local and national opportunities others consider important, the additional needs and challenges others experience;
 - The vision of future of other stakeholders;
 - The resilience level of stakeholders to the different conflict factors at local and national level;
 - The existing capacities and structures hampering/ boosting the resilience level of stakeholders to conflict factors.³⁰

³⁰ UN System Staff College, *Conflict Analysis for Prioritization Tool*, <http://www.unssc.org/home/themes/peace-and-security/e-learning-0>

F. Who should be involved: Open up the prioritization process to all relevant actors.

- In case peacebuilding strategies developed solely by international actors, the process should be implemented through a continuous dialogue and information sharing process with relevant local and national actors.
- In case of peacebuilding strategies developed in joint cooperation between international and local/ national partners, with the general leading role being assumed by the international one, the process should be a joint one, where the local/ national partners have the lead role in identifying what are the most urgent and immediate issues to be addressed.
- In case of peacebuilding strategies developed and implemented solely by local/ national actors, the process should link closely with members of community, making sure that the local/ national actors are in line with what their communities consider and needs and challenges, but also as peacebuilding opportunities.

G. Communicating priorities: Once the priority problems are set and ready to be included in the strategizing process, communicate them clearly internally within the organization and partnership, and externally with conflict stakeholders and donors.

- Internally, within the organization and partnership, link the communication of prioritized problems with the existing mandate and objectives, to assure that decision makers, staff and partners understand added value of the forthcoming peacebuilding strategy, and the importance of resource allocation.
- Externally, make sure that actors working in and on the addressed conflict context see the prioritized problems as i) relating to the most important issues affecting the local communities and national actors, ii) taking into account the priorities identified by others, and iii) building on the previous work done around the same priority problems by others. This will enable future partnership creation and the cumulative impact of existing peacebuilding strategies.
- Communication with donors: each donor has a set of priorities designed for its internal and external needs. Make sure you are in continuous communication with your donor agency(ies) throughout the prioritization process, making them a partner in choosing your priority issues. This way they i) will have an updated understanding of the needs on the ground, ii) will better relate and support your choice of priorities, and iii) will be able to adjust their own priorities to the realities on the ground.
- Communicating sensitive issues: Be aware of the sensitivities on the ground. Highlighting some problem areas as priority ones for action may cause unneeded and unintended concern. Rephrase the identified priorities, highlighting their potential transformation capacity, rather than their negative aspects.

Going Deeper

Analysis update: Ensure that that prioritized problems are well understood, and their analysis is up-to date. For this, the problems prioritized for mitigation should be passed through a second layer of analysis, similar to the first step of the strategy building process: context and conflict intelligence. This way the earlier analysis may be further developed and refined with the integration of new developments, offering a comprehensive overview of the issue to be addressed through the peacebuilding strategy.

Maintaining “living” priorities: Conflict situations change over time. Make sure you keep checking whether the problems you’re addressing are relevant for the needs of the context you are engaging in. Build in periodic checks with your staff / team and partners / stakeholders to assess this. Implement needed changes carefully though. Overturn of priority issues may produce sudden shifts in resource allocation, which in turn may leave ongoing peacebuilding programmes without funds, and jeopardizing their impact generation capacity. Thus, “living” priorities need to be reconsidered from a long term perspective, assuring that re-allocation of resources would not affect ongoing, successful peacebuilding programming.

2.4.2. Costs and risks of bad Problem Definition and Prioritization

Faulty problem definition and prioritization processes may lead to among others:

- Obsolete peacebuilding strategies, with programming efforts not building up to the desired change within the conflict context;
- Escalation of conflict due to not having addressed to most stringent needs/ challenges;
- Misallocation of resources.

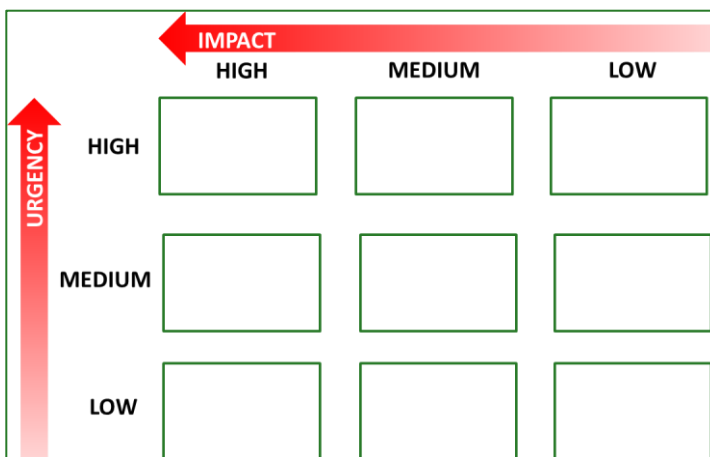
2.5. Applied Problem Definition and Prioritization

The following section contains detailed information on some of the tools to be used problem definition and prioritization.

2.5.1. Critical Issues Prioritization Matrix³¹

Purpose:

- Prioritizing defined problems based on their impact and urgency



Impact: i) the negative effect the problem may have on the conflict factors and dynamics if not addressed, or addressed in a faulty manner; ii) the positive impact of the solution.

Urgency: the time-span in which the defined problem needs to be mitigated before they start to produce the negative effect.

How to use it:

- Rank the defined problems according to their urgency and impact level.
- The primary prioritization criterion is the impact, the secondary the urgency. Thus, the highest significance is given to those problems that are high priority – high urgency, followed by high priority medium urgency, etc.

2.5.2. Risk Identification Matrix



Please see section 1.5.5 for the purpose, use and visual representation of the **Risk Identification Matrix** – page 21.

³¹ http://thestrategyworkshop.com/wp-content/uploads/2009/10/Critical_Issues_PrioritisationMatr_.pdf

2.5.3. Risks Map³²

Likelihood	Very likely	4	4 Priority	8 Attention	12 Action	16 Action
	Probable	3	3 Priority	6 Priority	9 Attention	12 Action
	Possible	2	2 Reevaluate	4 Priority	6 Priority	8 Attention
	Unlikely	1	1 Reevaluate	2 Reevaluate	3 Priority	4 Priority
			1	2	3	4
			Minor	Disruptive	Significantly Disruptive	Critical
			Impact			

Purpose:

- evaluating the likelihood with which the identified risks may occur in the conflict context, together with the role of the opportunities in reducing this likelihood;
- prioritizing the risks based on this assessed likelihood and their probable impact on conflict dynamics

Impact: i) the negative effect the problem may have on the conflict factors and dynamics if not addressed, or addressed in a faulty manner; ii) the positive impact of the solution.

Likelihood: the occurrence possibility of the identified problems within a given, well defined time-frame.

How to use it:

- Make use of the risks identified in the Risk Identification Matrix;
- Rank each risk as follows:
 - likelihood of occurrence through a ranking from 1 to 4, where 1 represents the most unlikely, low level hazard, 2 - a possible occurrence with low probability, 3 - a highly probable risk, and 4 - a high level hazard with proved occurrence;
 - impact level: 1 - minor impact, 2 - disruptive impact, 3 - significantly disruptive impact, and 4 - critical impact.
- For ranking, multiply the scores received for likelihood and impact for each defined risk, and place them in the matrix, according to the final score.

2.7. Going Further: Key Readings & Resources

- Anderson, Mary B., Lara Olson, *Confronting War: Critical Lessons for Peace Practitioners*, CDA, Cambridge, 2003.
- CIVICUS, *Strategic Planning Toolkit*, <http://www.civicus.org/new/media/Strategic%20Planning.pdf>.
- Ingram, David, Pal Headey, *Best Practices for the Risk Mapping Process*, MILLIMAN, 2004, <http://publications.milliman.com/research/life-rr/archive/pdfs/Best-Practices-Risk-Mapping-RR-07-01-04.pdf>.
- International Competition Network, *Agency Effectiveness Handbook*, 2010, <http://www.internationalcompetitionnetwork.org/uploads/library/doc744.pdf>.
- The Strategy Workshop, *Critical Issues Prioritization Matrix*, http://thestrategyworkshop.com/wp-content/uploads/2009/10/Critical_Issues_PrioritisationMatr.pdf.
- UN System Staff College, *Conflict Analysis for Prioritization Tool*, <http://www.unssc.org/home/themes/peace-and-security/e-learning-0>.
- UNDP, *Handbook on Planning, Monitoring and Evaluating for Development Results*, UNDP, New York, 2009.

³² Adapted after: David Ingram, Pal Headey, *Best Practices for the Risk Mapping Process*, MILLIMAN, 2004, <http://publications.milliman.com/research/life-rr/archive/pdfs/Best-Practices-Risk-Mapping-RR-07-01-04.pdf>, accessed on 15.05.2010, 13:12.

CHAPTER 3

Desired Future: Vision and Goal Definition

Chapter at a Glance

The aim of the chapter is to offer guidance for the reader in his/ her peace consolidation vision and goal formulation processes, while making a clear distinction between the two concepts. Such differentiation will aid the reader in formulating a clear understanding of the future change he/ she wishes to attain through the peace consolidation programme, through breaking down the overall vision in attainable goals.

At the end of the chapter the reader will be able to formulate positive change statements, honed into goals of various time-frames, together with the capacity to develop quick scenarios of the probable development trends of the previously prioritized problems and risks.

3.1. Key Terms & Definitions

Vision: a jointly developed narrative of the desired future, built around the sum of desired positive changes of a given context, within a determined time-frame (usually long-term). Within a conflict setting, the vision is represented by a joint, mutually accepted image of the future developed by conflict stakeholders, the sought systemic change, the “Peace Writ Large” of the country and society.

A distinction needs to be made between “wish” and “vision” of the future. While the first concept refers to subjective hope for the development of certain events, the second concept is a clear and realistic image of the future, developed on thorough understanding of the factors enabling and/ or blocking the unfolding of events.

Vision setting: within the peace consolidation strategy development process, vision setting represents a multi-stakeholder exercise of future visualization, built on the results of the **Conflict and Peace Analysis** process. The aim of the exercise is to:

- Develop an understanding of an overarching and systemic vision of change on the individual, community, society and country level within the conflict context;
- Advance theories of change to be pursued through the activities of a peace consolidation strategy;
- Act as a space conducive for peace consolidation, where conflict stakeholders are welcomed in a safe space, and are enabled “to visualize what the future would look like if the problems were resolved.”³³



For the **Conflict and Peace Analysis** step, please see page 11.

Goal: is the “broadest change in the conflict”³⁴ that a peace consolidation strategy aims to achieve. Goals are the sub-components of the set vision, indicating the desired changes within the key problem areas identified and analyzed through the **Problem Definition and Prioritization** process. Goals shouldn’t be

³³ UNDP, *Handbook on Planning, Monitoring and Evaluating for Development Results*, UNDP, New York, 2009, p. 42.

³⁴ Chayenne Church, Mark M. Rogers, *Designing for results: Integrating Monitoring and Evaluation in Conflict Transformation Programmes*, Search for Common Ground, Washington DC, 2006, p. 30.

mistaken for objectives, as the latter ones indicate the types of change needed for the goal to be reached.

Change: represents a positive or negative development trend of the i) overall conflict context and/ or ii) various conflict/ peace factors contributing to the de-escalation, maintenance or escalation of the conflict context.



Vision and goal definition are two separate but consequent steps of peacebuilding strategy development. While the vision must be broad enough to cover society- and country-wide aspirations toward a better future, it must be concise and clear enough for translation into operational goals. On the other hand, while goals are oriented specifically towards priority problems within the society, these must be linked to the overall vision, so to assure cumulative impact towards sustainable peace.

3.2. Making the Link: Vision and Goal Definition in the Strategic Planning Process

3.2.1. Making the Link

The processes of vision and goal definition are the starting points of the peace consolidation strategy planning and implementation. Developed based on the information gathered and distilled through the **Conflict and Peace Analysis** and **Problem Definition and Prioritization** phases, the overall vision and specific goals direct the strategizing team towards: the most important conflict and peace factors to be addressed, the suitable action(s) to be chosen, the cumulative impact sought, and the type of indicators to follow for the assurance of sustainable, long-term results.

Firstly, by highlighting the required changes and transformation processes necessary for sustainable peace consolidation results, the step guides the strategizing process towards the best action(s) – **Peacebuilding Approach(es)** – to be used on the short, medium and long term.

Secondly, “by turning the significant problem statement into a positive statement and describing the situation that will exist when the problem has been addressed”³⁵, well-developed vision statements and goals would pinpoint the behaviours, attitudes, contradictions, structures, cultures, actors, issues and relationships around which the **Peacebuilding Planning** should occur.

Thirdly, by showing the impact of peace consolidation programming, visions and goals contain and display assumptions leading to the desired change, assumptions that can be tackled and corrected by generating the correct **theories of change/ programme logic**.



Remember: goals are achieved through the attainment of sustainable outcomes and outputs, which in turn are the result of well-planned peace consolidation programs and actions.

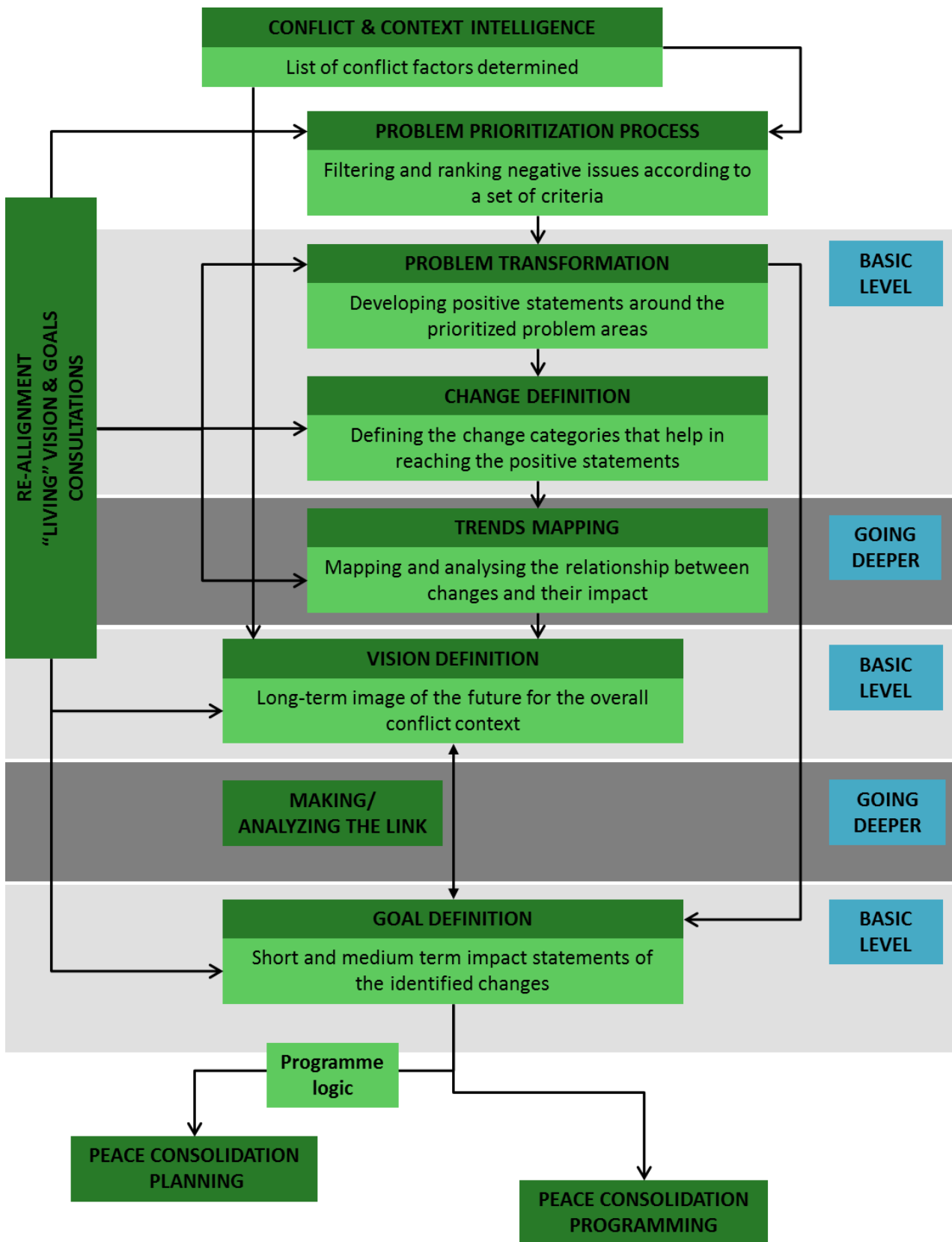
Fourthly, representing the end result of the planned change process of the initial baseline represented by the conflict analysis, vision statements and goals offer information for correct indicator development to guide the **Monitoring and Evaluation** processes during and after the implementation of the peace consolidation programme(s).



For the **Peacebuilding Approach** step, please see page 44.

³⁵ CIVICUS, *Strategic Planning Toolkit*, CIVICUS, South Africa, <http://www.civicus.org/new/media/Strategic%20Planning.pdf>, p.29.

The below flowchart is the visual representation of the vision and goal definition steps within the overall peace consolidation strategy development process.



3.2.2. The importance of Vision and Goal Definition

Both steps of vision and goal definition have processual and peacebuilding significance within the peace consolidation strategy development process.

From the point of view of the processes of peace consolidation, vision and goal setting bear the following significance:

Vision:

- Offers a cumulated direction to a series of change processes addressing a given context in a specific time-frame.
- Initiates a positive change process generated from within an organisation towards the conflict context, customized to the analyzed needs, challenges and opportunities of the context itself.
- Encourages creative thinking, making sure that the strategy process is “not too analytical and methodical.”³⁶
- Creates a pool of action/ peace consolidation approach ideas that would tackle in a constructive manner the identified problem areas, while contributing the a cumulative impact of peace consolidation action;
- Creates ownership of the future strategy by the multi-stakeholder approach taken to the vision and goal development process;

Goals:

- Assures an in-depth understanding of the changes incurred by the attainment of the set vision;
- Operationalizes strategic objectives for peace consolidation programming by identifying the exact impact of each change process foreseen in the strategy;
- Contributes to the prioritization of project implementation and resource allocation, by clarifying the short, medium and long term results the strategy wishes to achieve.

Along with its processual importance, vision and goal setting bears peace consolidation significance as well. Conducted according to the principles of credibility, openness, reflectiveness, respect, systemic inclusiveness, representativity, long-term perspective and contextual thinking, vision and goal setting processes may generate spaces in which conflict actors can jointly define the desired vision of the future, in a manner that is inclusive of all aspirations, and overcoming of negative interactions between the participating actors.

3.3. Results: What you should have at the end of good Vision and Goal Definition

At the end of a vision and goals definition process the following results should be present:

- A list of positive changes developed based on the defined and prioritized problems;
- A set of short, medium and long term goals based on the positive changes desired;
- A clear vision statement of the desired future representing the aggregated result of the identified changes;
- A set of future scenarios developed from the positive, negative and probable development trends of conflict and peace factors, and prioritized problems for peacebuilding programming.

³⁶ UNDP, *Handbook on Planning, Monitoring and Evaluating for Development Results*, UNDP, New York, 2009, p. 42-43.

3.4. Best Practice, Good Practice: Doing it Right

3.4.1. Vision and Goal Definition Process Steps

Vision and goal definition are two interlinked processes, where vision represents the aggregated result of an interrelated set of changes, while goals represented the desired changes we want to achieve. Thus, the set vision represents the desired future for the overall context, while the goals target a specific sector(s) under which problems were identified and prioritized for peacebuilding action.

The following steps are recommended to be followed:

- A. Problem transformation: Turn the identified and prioritized problem statements into positive statements. Make sure the focus is on the image of the future, not the mechanisms or the object of the change.



Correct formulation:

*“The participation of women in the community decision making processes **is broad.**”*

*“The trust among conflict actors **is high**, which enables joint and constructive cooperation on transformation processes.”*

Incorrect formulation:

*“**Putting in place gender equal policies** within local communities have enabled women to take part in decision making processes.*

***Confidence building measures have succeeded in raising trust** among conflict actors, which in turn enables joint and constructive cooperation on transformation processes.”*

- B. Defining desired changes: Once the positive future statements are developed, link up the problem statements with the positive one, creating a clear image of the problem baseline and their transformation. Identify the change categories resulting from this process: *“Which are the conflict/peace factors subjected to change in order to get from the problem to a positive future?”*

Going Deeper

- C. Trend mapping: Before putting forward a vision of the future towards which a peace consolidation strategy should strive, it is important to understand the cause-effect relationship between the desired and foreseen changes and the results of their interaction. Building on the example of “Relationship Mapping” from the **Conflict and Peace Analysis** step, map out and analyze the relationships between the identified changes and the short, medium and long impact these have on each other.

- D. Vision definition: Create a positive, long-term image of the future for the overall conflict context to be addressed by the peacebuilding strategy. The image must a) reflect the aggregated impact of changes identified and mapped, and b) take note of the existing resources identified during the self – assessment process. This will assure that the vision is evidence based, and depicts an attainable future.



For the **Self-Assessment** step, please see pages 23-24.

- E. **Goals definition:** Taking the result of the change definition and vision setting steps, goals must be defined as the short and medium term impact statements of the identified changes, with the capacity to cumulatively fulfill the desired vision of the future. The goals should represent important enough changes that can contribute to a significant shift in the problem area identified, keeping in mind the realities of the conflict context.³⁷

Going Deeper

- F. **Making the link:** In order to ensure that the impact of the defined goals will amount to the desired vision, it is important to check and analyze the link between goals, prioritized problems and the overall conflict context. Check also the aggregated impact of the changes deriving from the set goals.

3.4.2. Engaging in Good Practices

1. During the vision definition process ask yourself what values does your organisation, project, team, yourself, your partnership want to uphold for the work in, on and around the conflict context.
2. Check the accuracy of your vision internally within your organisation/ partnership, and externally with relevant conflict stakeholders. Understand:
 - The reason and agenda behind the defined vision and goals;
 - The logic of the chosen changes and goals in relation to the set vision; and
 - The desired impact(s) in relation to the problems identified and the initial, overall conflict and context analysis.³⁸
3. To achieve such understanding, final vision statements and goals should be ready after thorough listening to and comprehending of the local, national and regional context, national and international stakeholders³⁹, and the overall vision and mission of the organisation engaged in the peacebuilding strategy planning.
4. Make sure you create “living visions and goals”. Revisit them periodically, along with the priority problems you want to address. Realignment can happen a) internally, through updated conflict analysis and priority problem identification, and b) externally, through sharing the exiting vision and goals with stakeholders and assessing whether they address the current needs and challenges of the context.



For more on ***Maintaining Living Priorities*** in case of problem prioritization, please see page 30.

5. Building on the earlier recommendations for donor engagement in the ***Problem Definition and Prioritization*** section, vision and goal setting should also involve consistent donor communication as stakeholders of your peace consolidation strategy. The aim would be threefold: a) avoiding pure donor driven goal setting through gaining support for your own vision and goals, b) developing goals that address both donor interests and conflict needs, and c) contributing to the adjustment of the donor goals to the realities of the conflict context.



For ***Communicating with Donors*** in case of problem prioritization, please see page 30.

³⁷ Chayenne Church, Mark M. Rogers, *Designing for results: Integrating Monitoring and Evaluation in Conflict Transformation Programmes*, Search for Common Ground, Washington DC, 2006, p. 31.

³⁸ Responding to Conflict, *Working with Conflict: Skills and Strategies for Action*, Zed Books, New York, 2000, p. 76.

³⁹ Lisa Schirch, *Conflict Assessment and Peacebuilding Planning: Toward a Participatory Approach to Human Security*, Lynne Rienner Publishers, Boulder, 2013, p. 174.

6. Open up the vision and goal setting processes to multi-stakeholder consultations:
 - In case of peace consolidation strategies developed for international organisations, the vision and goals should be set through a continuous dialogue and information sharing process with relevant local and national actors.
 - In case of peace consolidation strategies developed in joint cooperation between international and local/ national partners, with the general leading role being assumed by the international one, the vision and goal definition should be a joint one, where the local/ national partners have the lead role in defining the vision for their community and/ or country, while goals are set in conjointly.
 - In case of peace consolidation strategies developed and implemented solely by local/ national actors, the vision and goal definition should link closely with members of community, making sure that the local/ national actors are in line with what their communities consider as needs and challenges, but also as peace consolidation opportunities.
7. Make your goals SMART: *specific, measurable, attainable, relevant and time-bound*. While making sure that these principles are upheld, it is important to maintain the logical link with the set vision, and assure that neither of the goals are “drawn too narrowly and are flexible enough to respond to change.”⁴⁰
8. Include in each goal a set of indicator(s) which will signal the successful achievement of the goal itself in a determined time-frame.
9. Follow consciously the attainment of cumulative impact. Understand that the vision and goals you are striving for are shared by a number of organisation. Research, recognize and build on the similar and divergent goals of international, national and local organisations with the same geographical and thematical mandate, while maintaining the specificity of your owns’.

3.2.3. Costs and risks of bad Vision and Goal Definition

- Lack of evidence based and locally/ nationally owned vision and goals may create a gap between the desired and envisioned changes and the real impact of the peace consolidation strategy upon implementation.
- Missing the opportunity of multi-stakeholder vision and goal setting can lead to faulty cooperation bases between partners in the implementation of the peacebuilding strategy;
- Missing the link between the set vision and identified goals can mislead the development of the entire peace consolidation programme logic, including action approach selection, planning, and monitoring and evaluation. Not recognizing the correct changes leading to a certain cumulative impact results in improper goal and success indicator definition, while the planning of action and selection of engagement approaches would be done on the wrong bases and in relation to an incorrect understanding of the future.
- A vision and set of goals that do not address the current and future needs of the conflict context pose the threat of activating peace consolidation strategies that are internal, supply driven, without taking stock of the external demand for such programmes.⁴¹

⁴⁰ International Competition Network, Agency Effectiveness Handbook, ICN, 2010, p.10, <http://www.internationalcompetitionnetwork.org/uploads/library/doc744.pdf>

⁴¹ Thania Paffenholz, *Designing Transformation and Intervention Processes*, Berghof Research Center for Constructive Conflict Management, Berlin, 2004, p. 3.

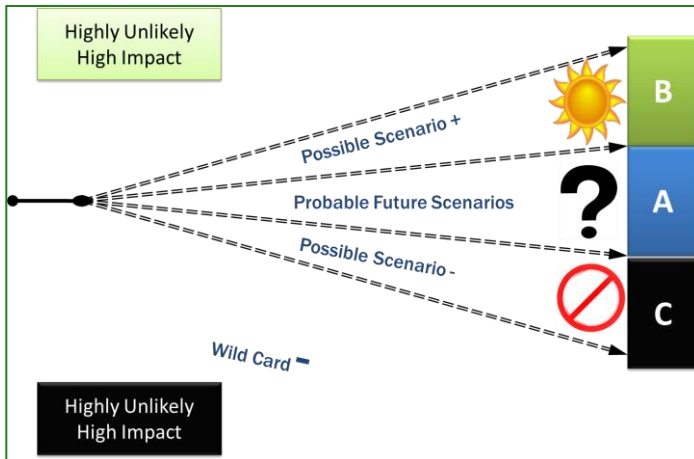
3.5. Applied Vision Setting

The following section contains detailed information on some of the tools to be used in vision setting.

3.5.1. Scenario Building Processes⁴²

Purpose:

- Developing narratives of the future based on the possible development trends of inter-related conflict and peace factors identified and analyzed within the conflict context.



Scenario: a narrative/ image of the future that interlinks the development trends of selected conflict and peace factors.

Probable future: the scenario that depicts the most probable development trends of the identified conflict and peace factors, and the impact of their interlinkages.

Positive possible future (+): the scenario that depicts a vision of the future in which the development trends of the peace factors are overshadowing those of the conflict due to

the peace consolidation/ conflict transformation processes put in place, leading to the achievement of structural, cultural and behavioural peace (positive peace).

Negative possible future (-): the scenario that depicts and vision of the future in which the unaddressed conflict factors lead to the escalation of the present situation, generating in-depth structural, cultural and behavioural fault-lines.

Wild cards: the positive and negative visions of the future that are highly unlikely to occur, due to the extraordinary mixes of conflict and risk factors inter-related in the scenarios.

How to use it:

- Using the **Conflict and Peace Analysis** results, identify the most important conflict and peace factors that, with their development trends and inter-relatedness, may have an important impact on the future of the conflict context.
- For each conflict and peace factor identify its probable, negative and positive development trend. Do not describe the development process itself. Rather, name the final result of the development.
- The negative scenarios should come first in order to explore the negative effects of a faulty peace consolidation strategy, the effects of undesirable connections between conflict factors, and their overall impact on the existing peace factors and well.
- Develop second the positive scenarios. These are going to explore the impact of successful peace consolidation strategies only if you understand what negative linkages need to be transformed between conflict factors, and what peace factors may be used for such transformation.
- Develop lastly the probable scenario, as by its development there will be a clear understanding of the present status quo, and the mutation of all conflict and peace factors under each other's reaction in both negative and positive cases.
- Depending on the type of scenarios, bring together on a sheet of paper/ flipchart the relevant development trends of the previously identified conflict and peace factors. Use for each type of scenario a separate sheet. For the negative scenarios make sure that you use an ascending trend

⁴² Kai Frithjof Brand-Jacobsen, *PAX Peacebuilding Strategy Guide*, DPO-PATRIR, Cluj-Napoca, forthcoming.

for conflict factors and descending one for the peace ones. For the negative scenarios use the reverse of these trends. While the probable scenario should look at the probable development trends of the mentioned factors, make sure that you revisit the previous narratives as well in order to include any missed risks or transformation opportunities.

- Link up the different elements within each scenario based on the existing and potential relationships between them. Make sure you mark the negative and positive links differently within the same scenario, so to recognize what reinforces positive and negative developments.
- Do not forget about wild-cards. These should contain the most unlikely developments of the conflict and peace factors identified earlier.
- At the end of the process you can develop a unitary vision of the future. Identify a) the negative linkages that need to be transformed and have the mandate to transform, and b) the positive linkages which you aim to achieve. Form your vision statement as a result of the sum of positive changes achieved through the transformation work.

3.5.2. Correlating vision with status-quo⁴³

Purpose:

- Identifying the general changes the peace consolidation strategy wishes to achieve in various fault-lines at the root of the conflict context.

	Conflict & Peace Analysis – From What –	Vision: Desired Future – To What –
Attitudes		
Behaviours		
Contradictions		
Relationships		
Structures		
Cultures		
Elite Engagement		
Societal Engagement		
Sectoral Engagement		
Skills & Capabilities		
Institutions & Systems		

From What?: Existing risk factors and priority problems that are desired to be changed.

To What?: The impact/ results of the changes for each factor identified.

How to use it:

- Based on the results of the **Conflict and Context Analysis** list under the left column all relevant conflict and risk factors, priority problems the peace consolidation strategy aims to transform according to headings provided: attitudes, behaviours, etc. You may customize the list of headings according to the needs of the strategy and

the context addressed.

- For each conflict factor identified to the “*From What?*” column, list the desired change you want to achieve as the result of the peace consolidation strategy in the right column, “*To What?*”
- Vision may be formed in several ways:
 - Each change within itself may represent a vision statement if the change you are looking targets a specific sector;
 - In case of a wider vision formulation determine what would be the cumulative impact of several/ all the changes put forth.

⁴³ Kai Frithjof Brand-Jacobsen, *Designing Peacebuilding Programmes: Improving Sustainability, Impact and Effectiveness in Peacebuilding & Peace Support Operations (DPP)*, Advanced Certificate Programme, PATRIR, Cluj-Napoca, Romania.

3.6. Applied Goal Definition

The following section contains detailed information on some of the tools to be used in goal setting.

3.6.1. RPP Matrix⁴⁴

Purpose:

- Identifying the level and type of changes desired to be achieved through the peace consolidation strategy.

		MORE	KEY
INDIVIDUAL PERSONAL	Perceptions / Attitudes / Knowledge		
	Skills		
	Behaviour		
	Individual Relationships		
SOCIAL POLITICAL ECONOMIC	Group Behaviour / Relationships		
	Public Opinion / Social Norms		
	Institutional Change		
	Structural Change		
	Cultural Change		
	Root Causes Addressed		

More: the success of the peace consolidation strategy and of the set vision is determined by the largeness of the target group engaged.

Key: the success of the peace consolidation strategy and of the set vision is determined by engaging with a select group of key conflict stakeholders.

Individual/ personal: the type of change necessary for achieving the set vision needs to generate

individual/ personal transformation.

Social/ political/ economic: the type of change necessary for the achievement of the set vision needs to generate systemic transformation within the country, state and society.

How to use it:

- Based on the issues prioritized under the **Problem Definition and Prioritization**, and in line with the results of the conflict analysis and **Vision Definition** exercises, brainstorm specific changes you wish the peacebuilding strategy to achieve.
- Place these changes in the matrix, according to the scope of the target group and the type of transformation it aims for.
- Formulate your goals in a SMART way, integrating also your type of audience and the level you wish to engage on.

3.6.2. Making the Link: Peace consolidation Vision and Goals

Purpose:

- Analyzing and checking the correctness of the set goals in relation to the prioritized problems and the overall conflict context.
- Mapping the final impact of each defined goal.
- Checking the aggregated impact of the changes deriving from the goals against the defined vision.
- Readjusting the goals to the logical flow of the vision and needed peace consolidation impact.

Why: checking the importance of the set goal in relation to the identified and prioritized problems.

⁴⁴ Adapted by Kai Frthjof Brand-Jacobsen from; Mary B. Anderson, Lara Olson, *Confronting War: Critical Lessons for Peace Practitioners*, Collaborative for Development Action, Cambridge, 2003, p. 48.

Peace Consolidation Objective:			
Goals	Why Why is this goal important? How does it contribute to achieving their objective?	Level / Track and Who What track(s) would they focus on and who specifically?	Peace Impact How would this contribute to peacebuilding in their society/societies? Make the connection
Goal 1			
Goal 2			
Goal 3			
Goal 4			

Level/ Track and Who: the level of stakeholders the type wishes to reach and the type of change needed to achieve the goal.



For more on **RPP Matrix**, please see page 42.

Peace Impact: the aggregated impact of the foreseen changes on the conflict context, and the role of the goals in achieving the set vision.

How to use it:

- List your defined goals, which came as the result of the **Goal Definition** process.
- Take one goal at a time and analyze the a) adequateness of each in relation to the prioritized problems, and conflict needs and opportunities, and b) the level of stakeholders the goal focuses on to create the desired change.
- Analyze the logical flow between the set vision and the defined goals. Are the changes foreseen for each goal amount up to the overall vision? What are the avenues through which these goals can achieve the vision?
- In case of need, realign the goals to the vision by revisiting the initial problems identified and rethinking the changes behind the goals themselves.

3.7. Going Further: Key Readings & Resources

1. Anderson, Mary B., Lara Olson, *Confronting War: Critical Lessons for Peace Practitioners*, Collaborative for Development Action, Cambridge, 2003.
2. Brand-Jacobsen, Kai Frithjof, *Designing Peacebuilding Programmes: Improving Sustainability, Impact and Effectiveness in Peacebuilding & Peace Support Operations (DPP)*, Advanced Certificate Programme, PATRIR, Cluj-Napoca, Romania.
3. Brand-Jacobsen, Kai Frithjof, *PAX Peacebuilding Strategy Guide*, DPO-PATRIR, Cluj-Napoca, forthcoming
4. Church, Chayenne, Mark M. Rogers, *Designing for results: Integrating Monitoring and Evaluation in Conflict Transformation Programmes*, Search for Common Ground, Washington DC, 2006.
5. CIVICUS, *Strategic Planning Toolkit*, CIVICUS, South Africa, <http://www.civicus.org/new/media/Strategic%20Planning.pdf>
6. International Competition Network, *Agency Effectiveness Handbook*, ICN, 2010, <http://www.internationalcompetitionnetwork.org/uploads/library/doc744.pdf>
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CHAPTER 4

Peace Consolidation Approaches: How to Achieve Impact

Chapter at a Glance

The aim of the chapter is to highlight peace consolidation approaches and their determination method to the reader. It offers practical steps to choosing the right approach, while offering a wide range of examples on possible peace consolidation approaches implementable in various conflict situations.

At the end of the chapter, the readers will be able to select the best approach(es) to implement their peace consolidation strategy.

4.1. Key Terms & Definitions

Approach: Methodology and tactical steps through which a subject is addressed towards successful accomplishment and achievement of desired results.⁴⁵

Conflict solving approach: Methodology and tactical steps for engaging with conflicting issues and problems towards their resolution. The spectrum of conflict solving and peace consolidation approaches is quite wide, ranging from constructive and non-violent conflict transformation to the employment of war tactics and use of violence. Among the 10 most used approaches to addressing a problem/ issue are

- “Non-violent conflict transformation/ Peacebuilding
- Dialogue / Facilitated Dialogue
- Mediation
- Negotiation or Principled Negotiation
- Arbitration / Adjudication
- Ignore / Avoid / Deny
- Withdrawal / Surrender
- Debate / Argue / Confrontation
- Domination / Authoritarianism / Oppression
- War / Violence / Aggression”⁴⁶

Peacebuilding approach: as a sub-category of the conflict solving approaches, it refers to a number of constructive methods leading to the transformation of conflict root causes, problems or issues, and result in the creation of long-term, sustainable solutions. Among the main characteristics of the peacebuilding approach we may find its openness to multi-stakeholder participation, creation of local legitimacy and ownership of the peace consolidation process and its results, and a systemic understanding of the interconnectedness of conflict root causes, problems or issues within the context that gave birth to them.

Impact: represents the intended and unintended, achieved and unachieved change(s) and results of problems/ issues within a conflict setting during the implementation and after the use of the chosen peace consolidation approach(es).

⁴⁵ The Online Merriam-Webster Dictionary, *Definition of Approach*, <http://www.merriam-webster.com/dictionary/approach>

⁴⁶ Kai Frithjof Brand-Jacobsen, *A Workbook on Collaborative Leadership and Dialogue. For Governance, Development and Addressing Root Causes of Conflict*, DPO-PATRIR, Cluj-Napoca, 2012.



Note: Different organisations, agencies and donors employ different terminology when it comes to naming the results of peace consolidation programmes. Some may simply use the overall term of “results”, while others will make a clear distinction between “outputs”, “outcomes” and “impact”. In the latter cases “outputs” are represented by concrete, palpable results of peacebuilding processes, while “outcomes” refer to process and content type of results.



For the definition of **Change**, please see page 34.

4.2. Making the Link: Approach Selection and Definition in the Strategic Planning Process

4.2.1. Making the Link

Choosing the appropriate peace consolidation approach(es) for a given conflict context represents the second important step of strategy planning and implementation, and the key element that shapes the overall programming process. Placed at the crossroads of theory and practice, it is the step of defining our manner of engagement with, in, on and around a conflict context towards the achievement of the set vision and goals.

While the core information for the successful completion of this step is drawn from all preceding stages, approach definition has a double cause-effect relationship with **Vision and Goal Setting**. On the one hand, the selection of peace consolidation approaches is highly inspired and guided by the types of changes depicted by established vision and goals. On the other hand, the peace consolidation approaches are the ones defining the type of outputs, outcomes and impact that lead the achievement of the set vision and goals. Due to this dual connection the two stages of the strategy interlink and condition each other in their design and implementation.

Further on, the step generates customized information for the overall **Planning** and **Programming** stages, informing the strategizing team about the resource, capacity, knowledge, infrastructural, and external support related needs for the best achievement of the desired results. It guides also the activity development and implementation processes in accordance with the developed theories of change/ programme logic.



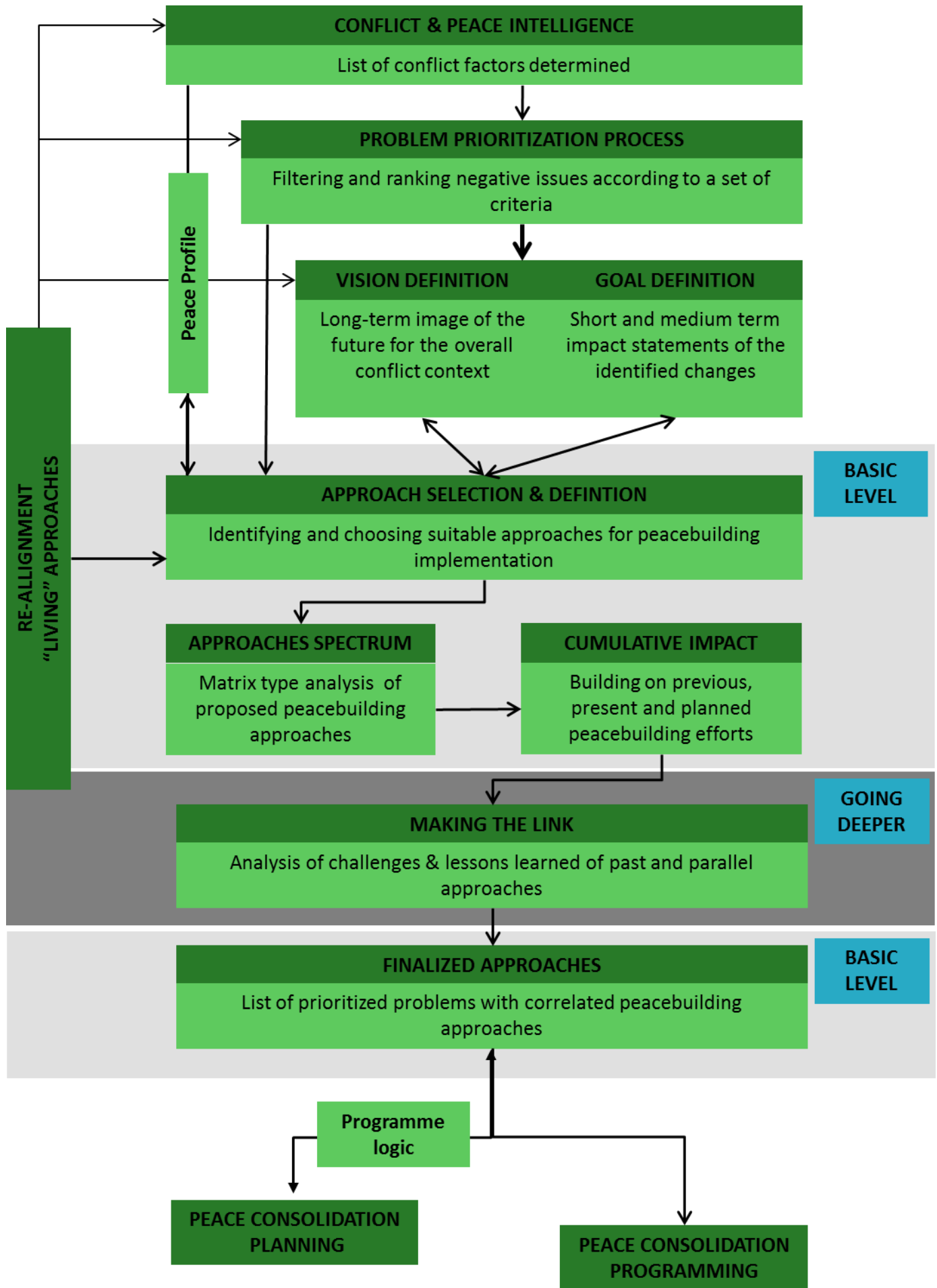
For the **Vision and Goal Setting** step, please see page 33.

The below flowchart is the visual representation of the approach setting and definition step within the overall peacebuilding strategy development process.

4.2.2. The importance of Approach Selection and Definition

Selecting and defining our peacebuilding approach to a given conflict situation, problem or issue offers a wide range of benefits to the strategizing processes beyond the processual importance outlined above. It:

- Opens up a conscientization process over the organizational and individual tendencies of engaging in and with conflict settings, tendencies that may often prove to be counterproductive for the achievement of the set vision and goals;



- Widens organisational and individual perspectives over the spectrum of peace consolidation approaches suitable for mitigating identified and prioritized problems and issues;
- Raises awareness over the peace consolidation efforts of peer organisations;
- Enhances the probability of designing peace consolidation programmes to further cumulative impact rather than doubling efforts;
- Generates creative thinking spaces for new, innovative methodologies and tactics;

4.3. Results: What you should have at the end of good Approach Selection and Definition

At the end of Approach Selection and Definition process the following results should be present:

- An initial list of proposed peace consolidation approaches that the organisation and its partners are considering to implement for tackling the prioritized problems, and for the achievement of the set goals;
- A list of peace consolidation approaches previously used or presently in use within the conflict context for the mitigation of the selected problems and issues by all relevant stakeholders;
- A short description of the success rate of these approaches, including the drivers of success, the challenges experiences, their impact, and lessons learned/ recommendations;
- A finalized list of approaches based on which to further peace consolidation planning and programming.

4.4. Best Practice, Good Practice: Doing it Right

4.4.1. Engaging in Good Practices

1. Assure that the space and process assigned for approach selection and definition is conducive for creative thinking and constructive criticism, and can boost the innovative capacity of the strategizing team.
2. Before establishing the approaches for strategy implementation, make sure these contribute to the integrated and systemic character of the overall practice of peace consolidation, promote gender equality, focus on transforming and recalibrating social relationships⁴⁷, are human security centric, and open up participation to the widest possible stakeholder groups.
3. When selecting and customizing peace consolidation approaches for a given conflict context, consider the following criteria:
 - a. The conflict context you are addressing at the moment of engagement and its intervention needs;
 - b. The thematic area you wish to engage in;
 - c. The stakeholders and societal tracks you wish to reach;
 - d. The desired impact/ change level;
 - e. The activity types best suited to the context.



For detailed information of the five criteria, please see the ***Peace Consolidation Spectrum Matrix*** on page 49.

4. Peace consolidation approaches may differ based on the conflict context and stage. Make sure you assure the right balance when selecting the mix of approaches between those pertaining to peacebuilding, peacemaking and peacekeeping engagement areas.

⁴⁷ Madoka Futamura, *Towards a Human Security Approach to Peacebuilding*, UNU Research Brief Vol 2/ 2010, UNU, Japan, 2010, p. 3.

5. In order to boost the legitimacy of peace consolidation action, and prevent national and local dependency on international resources and capabilities, the selected approaches should be “indigenous to local sensibilities”⁴⁸, complexities and existing capabilities.
6. Be aware of the local perceptions about the usefulness, appropriateness and efficacy of certain approaches. Make sure to rethink and reframe those that have a higher negative sensibility, to boost their legitimacy with the national and local community.
7. Do not neglect though the international experience either. Find the right balance between these and the national/ local practices, by integration and not dilution. The most successful approaches are the ones that do not melt together needs, challenges, opportunities and capabilities, but maintain a balanced mix.
8. Do not double efforts. Build or redefine your peace consolidation approaches in accordance and complementarity with past and present efforts. Link with relevant peace consolidation actors to learn also about future plans, and explore possibility of alignment.
9. Ensure a human centric lens to all selected approaches. Complete the search for process and content related impact with one related to the overall conflict stakeholders and their relationships.
10. Prioritize approaches that are sustainable within themselves for the long-term. Creating capabilities, structures and processes that will continue to produce effect and impact through self-sufficiency is a great way of boosting national and local ownership and reduce dependency on foreign actors and financial donors.
11. Take into consideration the needs of the donors as well. Make sure that the development of all approaches implemented is evidence based, and the approaches themselves can produce measurable impact.
12. Maintain the flexibility of the used approaches: refresh and reformulate the methods through which you implement peace consolidation with every occasion a new analysis problem prioritization or goal setting is done, to increase their adaptability to the changing nature of conflict circumstances.

4.4.2. Costs and risks of bad Approach Selection and Definition

- Low level impact with little contribution to addressing the needs and challenges of the conflict context and to reaching the set vision and goals;
- Strengthening dependency on international/ foreign resources, capabilities and knowledge base;
- The achievement of short term impact with no long-term sustainability to due to the lack of legitimacy and ownership by the national and local community;
- Approaches may become the ends of the process and not the means through which to achieve the set vision and goals;
- Developing efforts that would not amount up to a common peaceful future;
- Siloed peace consolidation programming, with little or no link to the efforts for other relevant stakeholders active for the achievement of similar goals;
- Planning efforts invested in the inadequate resources, capacity building, knowledge and infrastructure development;
- Mistaken partnerships and sought external support.

4.5. Applied Approach Selection and Definition

The following section contains detailed information on some of the tools to be used in approach selection.

⁴⁸ John Paul Lederach and all, *Somalia. Creating Space for Fresh Approaches to Peacebuilding*, Life & Peace Institute, Uppsala, 2011, p. 10.

4.5.1. Approach Selection and Definition Process Steps

A. Customized spectrum of approaches definition: Based on a matrix type of analysis, make visible all possible peace consolidation approaches that would lead to the transformation of the selected problems/ issues towards the attainment of the vision and set goals.



For the **Peace Consolidation Spectrum Matrix** tool, please see page 49.
For the **Spectrum of Peacebuilding Approaches**, please see page 51.

B. Cumulative impact creation: Based on the results of the **Peace Profile** developed within the conflict and peace analysis stage, identify and select those approaches that i) bring added value/ new perspective to the transformation of problems, ii) build on previous efforts of stakeholders, iii) can be implemented with the use of national and local resources and capacities, and iv) would enhance local and national resilience towards conflict and improve indigenous conflict handling capacities.



For the **Peace Profile** tool, please see page 22.

Going Deeper

C. Making the link: In order to ensure that the new peace consolidation strategy contributes to the creation of cumulative impact, engage the strategy development team in a short analysis of lessons identified and challenges deriving from past and parallel peace consolidation strategies implemented towards the resolution of similar conflict issues/ problems.

D. Finalizing the list of approaches: Bring together the results of the previous steps in the form of a list that highlights the selected problems/ issues together with their correlated approaches.

4.5.2. Spectrum of Approaches for Peace Consolidation

Purpose:

- Identify and list all possible peace consolidation approaches that would lead to the transformation of the selected problems/ issues towards the attainment of the vision and set goals.

	Desired Change	Conflict Stage	Track of Engagement	Thematic Area	Activity Type
Problem 1					
Problem 2					
Problem 3					
Problem n					

Problem 1 – n: The conflict problems/ issues identified and prioritized for engagement.

Desired change: the type of change required to reach the set vision and goals. There are several categories to consider: issue specific, relational, functional, knowledge/ skills/ capacity based, process oriented, structural⁴⁹, etc. The

strategizing team may develop the list further in accordance with the needs of the conflict context.

⁴⁹ Chayenne Church and Mark M. Rogers, *Designing for Results: Integrating Monitoring and Evaluation in Conflict Transformation Programmes*, Search for Common Ground, Washington DC, 2006, p. 18-19.

Conflict stage: the stage in which the prioritized problem is situated on the conflict life-line. The stages to be taken into consideration are: peaceful/ stable situation, political/ social/ etc. tensions, escalating conflict, crisis, low level of violence, war.

Track of engagement: the level of society and actors to be engaged in change generation in order to reach the desired vision and goals.

Thematic areas of peace consolidation approaches, which include:

- “Violence prevention, conflict transformation;
 - Humanitarian action;
 - Government and multilateral efforts;
 - Non-violent social change;
 - Dialogue/ Conflict resolution strategies;
- Structural and institutional change/ development;
 - Education;
 - Development;
 - Dealing with transnational and global threats;
 - Law: advocacy and solidarity;
- Justice and healing;
 - Restorative justice;
 - Transitional justice;
 - Trauma healing.”⁵⁰

Activity types: reflect the actual activities to be implemented in line with the chosen thematic area, societal tracks, etc., for the attainment of the desired change.

How to use it:

- Based on the results of the ***Problem Definition and Prioritization*** step, list down all the problems into the left column;
- Based on the results of the ***Vision and Goals Definition*** step, match each problem with the desired and foreseen change to be achieved;
- Make sure you discuss and understand within the team what is the actual conflict stage you are aiming to address, and, based on that, what is the right mix of activities to plan for.
- Explore all possible stakeholders to engage with during the implementation of the peacebuilding approach. Look at possible partners, external supporters, stakeholders, directly interested in the resolution of the problem, groups of people affected by the problem, but also those actors that would resist the implementation of the approach for various reasons.
- Based on the problems prioritized identify together with the team which are the thematic areas your peacebuilding approach will affect.
- Brainstorm on a list of activities for each prioritized problem which would fit to the categories identified earlier. Look at the possibility of creating activity clusters that would address in the same time several of the listed problems in order to ensure efficiency of the peace consolidation strategy.

4.5.3. Full Spectrum of Peace Consolidation Approaches⁵¹

Purpose:

- Offering an overview of peace consolidation approaches to be chosen for implementation.

⁵⁰ Kroc Institute for International Peace Studies, *Strategic Peacebuilding Pathways*, <http://kroc.nd.edu/strategic-peacebuilding-pathways>

⁵¹ Developed from: Kroc Institute for International Peace Studies, *Strategic Peacebuilding Pathways*, <http://kroc.nd.edu/strategic-peacebuilding-pathways>

FULL SPECTRUM OF PEACE CONSOLIDATION APPROACHES

PHASES OF CONFLICT LIFE LINE: peaceful/ stable situation, political/ social/ etc. tensions, escalating conflict, crisis, low level of violence, war

Restorative Justice	Transitional Justice	Trauma Healing	Humanitarian Action	Government and Multi-lateral efforts	Violence Prevention	Conflict Transformation Strategies	Non-violent Social Change	Education	Development	Dealing with Transitional and Global Threats	Law: Advocacy and Solidarity
<ul style="list-style-type: none"> • Addressing historical and ongoing harms against indigenous people • Community-based restorative justice • National restoration processes (addressing historical structural harm) • Prison system reform 	<ul style="list-style-type: none"> • International Criminal Court or tribunals • Justice to address mass atrocity and human rights • National and local justice processes 	<ul style="list-style-type: none"> • Child soldier reintegration • Collective community healing • Refugee resettlement and services • Trauma therapy and counseling/social support • Victim support and reparations 	<ul style="list-style-type: none"> • Crisis health care and social services • Human rights protection and monitoring • Humanitarian advocacy and law • Humanitarian emergency response • Information management for relief operations • Public health work related to structural and physical violence 	<ul style="list-style-type: none"> • Civil-military relations • Demobilization and disarmament • Diplomacy • Intergovernmental organizations • Peace processes • Policy analysis and implementation • Post-conflict reconstruction • Negotiations • Conciliation • Good offices • Informal consultations • Peace conference • Special envoys • Diplomatic sanctions • International appeal/condemnation • Special envoys • Diplomatic sanctions • International appeal/condemnation • Crisis and war diplomacy • Unilateral goodwill gesture • Coercive diplomacy • Diplomatic recognition • Withdrawal of recognition • Certification/decertification • Hot lines • Mediation • Peace commissions • Visits by eminent organisations, individuals, or 'embarrassing' witnesses • 'Friends' groups • Economic sanctions • Aid conditionality 	<ul style="list-style-type: none"> • Conflict prevention or management centers • Mediation • Political party building • Political institution building • Election reform, support, and monitoring • National conferences • Decentralization of power • Human rights promotion, monitoring and institution building • Power-sharing arrangements • Trusteeship • Protectorates • Constitutional commissions and reform • Civic society development 	<ul style="list-style-type: none"> • Dialogue • Arts-based approaches to social transformation • Conflict monitoring and early warning • Cross-cultural contact programs • Inter-faith, inter-ethnic, and intercultural dialogue • Language interpreting or teaching • Local peacebuilding institutes and training • Mediation or dispute settlement • Reconciliation • Violence prevention or resolution • Non-official facilitation / problem solving workshops 	<ul style="list-style-type: none"> • Conflict transformation • Active nonviolence • Community organizing, mobilization or social action/ movements • Issue-based educational campaigns • Media/journalism/ writing • Minority and marginalized empowerment and civil rights advocacy • Peace commissions • Civilian peace monitors • Non-violent campaigns 	<ul style="list-style-type: none"> • Adult and civic education • Applying gender lenses to peace and conflict • Building peaceable schools • Educational reform initiatives • Investigating cultural and structural violence • Leadership development and training among historically disadvantaged groups • Service learning • University-based peace studies/ peace education/ peace research • Vocational schools • Cultural exchanges • Training of public officials • Civic education • Formal education projects • Peace education • Exchange visits • Media professionalization • Journalist training • Training in conflict management, resolution, and prevention • Peace radio / television / international broadcasts 	<ul style="list-style-type: none"> • Economic development • Gender equality work • Housing and urban development/redevelopment • Human and social development • Local and international development • Microfinance and small business development • Strengthening democratic institutions and participation • Sustainable development, sustainable agriculture • Development assistance • Economic reforms • Economic and resource cooperation • Inter-communal trade • Private economic investment • Health assistance • Agricultural programs • Repatriation or resettlement of refugee and IDPs • Aid conditionality 	<ul style="list-style-type: none"> • Corruption and organized crime • Cultural and structural violence • Economic and social injustice • Environmental degradation and climate change • Gender exclusion and gender-based violence • Genocide and mass violence • Human rights violations • Human trafficking • Imperial domination • Nuclear and small arms proliferation • Poverty, hunger and homelessness • Terrorism • War • Civilian fact-finding missions 	<ul style="list-style-type: none"> • Family law and domestic violence protection • Human rights law • Immigration law, immigrant services and education • Indigenous cultural preservation, solidarity and rights • International law and policy work • Labor and employment law/protection • Land issues • Migrant justice, migration and human trafficking • Work with youth: Child protection, rights, services • Support to indigenous dispute resolution and legal institutions • Commissions of inquiry / war crimes tribunals • Judicial / legal reforms • Constitutional commissions • Police reform • Arbitration • Adjudication • Support to indigenous legal institutions

4.7. Going Further: Key Readings & Resources

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3. Haider, Huma, *Community-based Approaches to Peacebuilding in Conflict-affected and Fragile Contexts*, International Development Department, University of Birmingham, Birmingham, 2009.
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7. Lederach, John Paul and all, *Somalia. Creating Space for Fresh Approaches to Peacebuilding*, Life & Peace Institute, Uppsala, 2011.



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