APP

CONFLICT RESOLUTION APPROACHES AND METHODS

A. INTRODUCTION

A1. Rationale

As part of SMF/APP's efforts to implement policies that work towards resolving conflict, it is necessary to have guidelines on approaches and methods used in conflict resolution.

In order to facilitate conflict resolution, SMF/APP has adopted Collaborative Conflict Management (CCM) because this approach can also create a learning environment for parties involved. However, it is important to keep in mind the potential need to combine this approach with other approaches during conflict. It is hoped that concerned parties will be able to respond to conflict in a more positive way, and also help bring about its resolution.

B. CONFLICT RESOLUTION METHODS AND APPROACHES

B1. The Ten Steps of CCM

CCM is a complex process that requires iterative progression which at times can experience sudden bursts of progress or setbacks. It can be divided into four "milestones" and ten key steps, each with a specific activity. The steps in this guide form a "process map". This map helps CCM mediators stay on track and progress towards positive results. In brief, the ten steps are illustrated below:
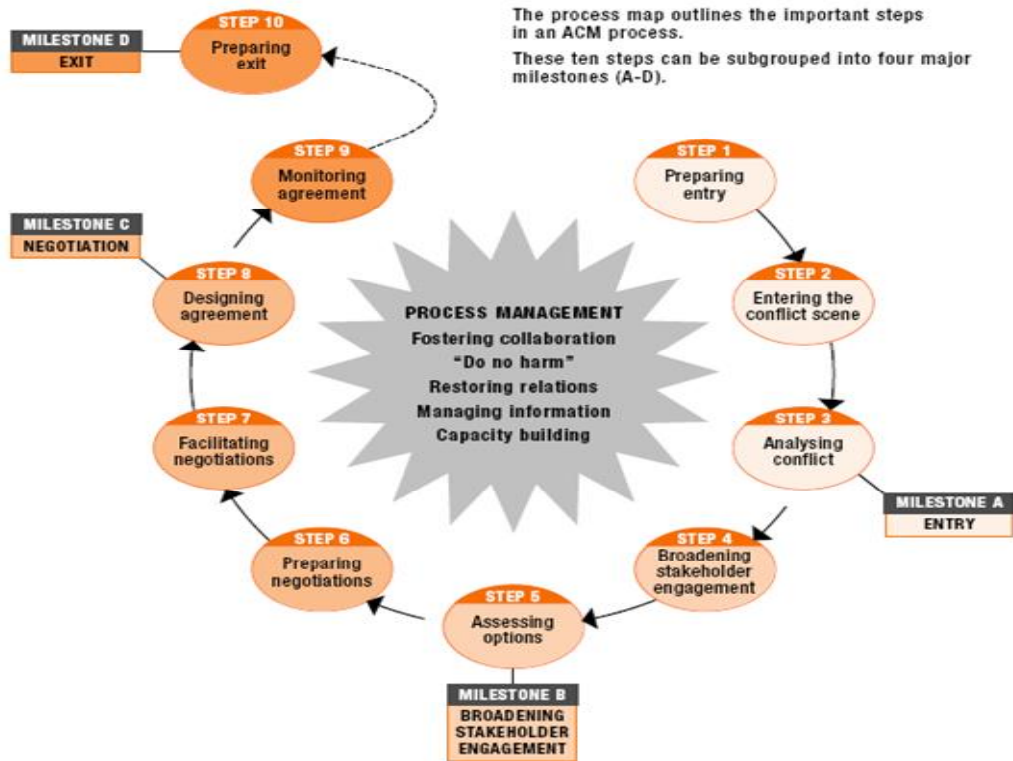
Figure 1: The 10 Steps of CCM

B1.1. Milestone A: Entry

Before a facilitator is actively involved with different parties involved in a conflict (stakeholders), they should clarify their role as a third party. This involves preliminary conflict analysis, including a detailed explanation of the conflict and consultations with stakeholders. Steps 1-3 (outlined below) are required to reach Milestone A.

- **Step 1: Preparing Entry**

The facilitator must clarify his/her role and prepare contact with stakeholders. He/she must research the conflict background and develop the best strategy to bring together different stakeholders.

- **Step 2: Entering the Conflict Scene**

This is the first direct contact between facilitators/mediators and parties. First, facilitators/mediators meet with conflicting parties separately to learn how they view the conflict. Facilitators must then clarify their role in moving the process forwards, and ensure a commitment to start mediation.

- **Step 3: Analysing Conflict**

The facilitators clarify their assumptions about the conflict and analyse the different positions of the

stakeholders. Facilitators will continue only if (a) conflict analysis indicates that previously used conflict management mechanisms will unlikely bring about a successful conclusion, (b) negotiations based on interests seem to be the best strategy under the existing circumstances, and (c) intervention will not be harmful.

Milestone A is achieved when a team of mediators decides carefully (through a well thought-out group decision) and in a transparent manner (by communicating to parties involved in the conflict) that negotiations based on interests could succeed in the climate of the specific conflict.
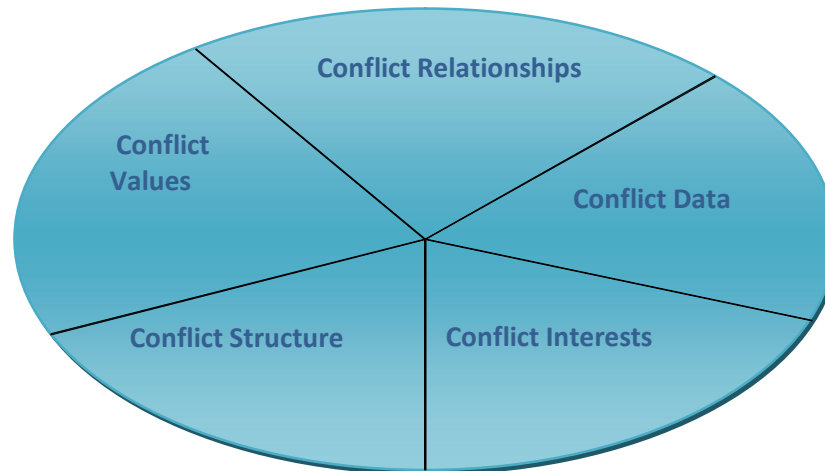
Figure 2. Causes of Conflict

B.1.2. Milestone B: Broadening Stakeholder Engagement

When stakeholders have defined their roles and agreed to assign a third party, it is the job of the facilitation team to guide stakeholders towards reflection and to find self-identity. This includes making them aware of their long-term interests, the results that can be achieved through a negotiated solution and what the alternatives are to a negotiated solution.
At the end of this process, stakeholders must be willing to meet with other conflicting parties for negotiations.

- **Step 4: Broadening Stakeholder Engagement**

In this process, facilitators gradually transfer control and responsibility to the stakeholders.
The facilitators help stakeholder to analyse the root causes of the conflict and the different stakeholders, as well as their own positions, interests and needs.
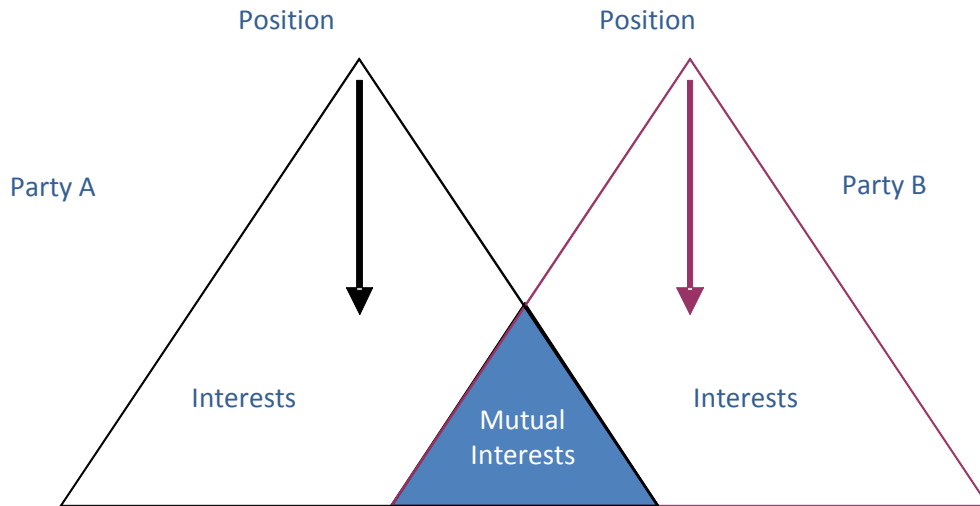
Figure 3. Positions and Interests

- **Step 5: Assessing Options**

Here, the facilitators help different stakeholder to generate options for resolving or managing conflict. The benefits of each option will be assessed and prioritised.

Milestone B is achieved when each of the disputing parties (stakeholders) has clarified their intentions, considered strategies to manage or resolve conflict and expressed a desire to negotiate with other parties to reach an agreement.

B1.3. Milestone C: Negotiations

At the stage, the facilitators will bring stakeholder to talks in order to discuss options and potential types of agreements, as well as practical measures that can be adopted to implement the agreement. Agreements are negotiated on the assumption that it will benefit all parties and focus on the interests and basic needs of the stakeholders. Steps 6-8 are required to achieve Milestone C.

- **Step 6: Preparing Negotiations**

Negotiations require careful preparation. This includes preparation of the people involved, by exploring strategies and planning the shape of negotiations.

- **Steps 7: Facilitating Negotiations**

This is the most challenging part of the conflict management process, during which parties attempt to convince each other to reach an agreement. At this stage, differences are narrowed. This is often done by changing the point of view/position to interests and needs. The negotiation stage is a long process, and it is common to have setbacks and deviations. Negotiations are complete when the disputing parties can agree on options to resolve a conflict. These options are gathered collectively in preparation for

reaching an agreement that is acceptable to everyone.

- **Steps 8: Designing Agreements**

If the parties to the dispute agree on which options should be considered, they must then reach an agreement as to how these options will be implemented and how that implementation will be monitored. Here, the role of the facilitator should be clarified.

B1.4. Milestone D: Exit Strategy

Even after an agreement is signed, a dispute may be over but not solved. It is possible that progress may suffer a step backwards, for example, if a stakeholder does not follow an agreement or a relationship has not sufficiently recovered for collaboration. Although the facilitation team cannot resolve all problems within a society, it needs to ensure that the different stakeholders are at least willing to comply with the agreement and are willing to act in a collaborative manner with each other. Steps 9 and 10 are required to achieve Milestone D.

- **Step 9: Monitoring Agreements**

Facilitators can play a variety of roles in the implementation and monitoring processes of an agreement. Their role should be clarified with stakeholders to the conflict.

- **Step 10: Preparing an Exit**

The facilitation team must develop a system for handling responsibility to implement and monitor agreements using stakeholders or a local facilitator. In addition, the team may develop strategies to further build the capacity of communities to solve problems in the future. These measures do not constitute a core part of CCM, but are complementary components that are becoming increasingly important in collaborative approaches to broad natural resource management.

C. OUTPUT

Some psychological outputs are expected, such as an awareness of stakeholders to commit and be involved at every stage of the conflict resolution process. There are also expected written outputs at each state:

1. **Preparing Entry:** Written reports of the chronology of a conflict and actions/reactions by stakeholder, as well as mutually agreed strategies to bring disputing parties closer.

2. **Entering the Conflict Scene:** Written reports on the perception of each stakeholder on the root of problems, the chronology of the conflict and what they have done to resolve it; an agreed, written and signed Memo of Understanding (MoU); smooth communication between facilitators and disputing parties, as well as between the disputing parties.

3. **Analysing Conflict**: Analyses of conflicts and interests by stakeholders.

4. **Broadening Stakeholder Engagement:** Conflict analysis resulting from the clarification and

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extraction of issues, by the facilitators, that are contributing to a conflict. This includes the stakeholders' position and interests, the root of problems, a chronology of events and any actions/reactions.

5. **Assessing Options:** Reports on prioritised strategic options towards resolving conflict, as well as the benefits of each one.

6. **Preparing Negotiations:** Parties express in writing their interest and willing to negotiate.

7. **Facilitating Negotiations:** Written reports of every meeting where parties negotiated collective agreements and practical measures to implement the agreement.

8. **Designing Agreements:** Written agreements between the disputing parties on how the final options for resolving a conflict will be implemented; an Action Plan on conflict resolution implementation options.

9. **Monitoring Agreements:** A written agreement on the methods of monitoring an agreement's implementation and the person-in-charge (PIC), as well as reporting and evaluation mechanisms.

10. **Preparing an Exit:** A written agreement on implementing and monitoring a system of agreements that can be used independently by stakeholders; a progress report on all capacity building activities.

D. FACILITATORS AND MEDIATORS

SMF/APP will establish a team of skilled facilitators – by learning and training – using CCM approaches and methods. In some settlement disputes/conflicts, it may be necessary for SMF/APP to enlist the services of a mediator, who is recommended by a credible institution, in order to maintain effectiveness and accountability in the conflict resolution process.

E. DURATION

The length of time taken to resolve a conflict using the CCM approach is influenced by many factors, including (1) the sale and severity of a conflict, (2) the direction of a conflict, (3) the willingness of parties to seek a solution, (4) the number and variety of stakeholder interests, (5) the capacity and neutrality of party assistance in resolving conflict, and (6) the intensity of the "engagement".

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