

Pilot Peacebuilding Training for MFIs in Kenya

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Lessons By The MFI Sector From The Conflict

- Peace is core to MFI's business and that thriving businesses and human security go hand in hand and reinforce each other;
- Peace is often taken for granted;
- Peace is not at the national level only, it starts at the interpersonal level;

Lessons By The MFI Sector From The Conflict

- Peacebuilding requires a bottom-up approach and is not only a process but also the sum total of all gestures of goodwill. To this end, individual actions count, and they count a great deal
- Everyone is vulnerable to the devastating and disruptive effects of violence and conflict, and that the
- The MFI is part and parcel of the conflict system in Kenya
- Finally, we can never build durable peace unless we successfully break the often reinforcing cycle of poverty and violence by getting people (particularly the youth) out of the poverty trap

Training Objectives

1. To build the capacity of MF practitioners on basic peacebuilding skills;
2. To expose MF practitioners to basic conflict analysis tools and methodologies;
3. To enable MFIs to appreciate the importance of conflict-sensitive development and the need to mainstream peacebuilding into the MFI sector.

Training Structure

This training is divided into 5 modules:

Module 1: **Understanding Conflict and Peace**

Module 2: **Approaches to Conflict and Dynamics of
Peace processes**

Module 3: **Conflict Sensitive Development**

Module 4: **Healing and reconciliation**

Module 5: **Building partnerships for peace**

What is Conflict?

Conflict is the pursuit of perceived incompatible goals

- **Conflicts form out of clashes of goals (contradictions);**
- **The incompatibilities underlying conflict are not ‘givens’ and therefore are amenable to transformation and can even be resolved.**
- **Conflict is about perceptions, real or imagined;**
- **Conflict need not be violent;**
- **Conflict is an interactive social process, involving many actors, many goals and many issues;**
- **Conflict is a natural part of life, conflict is dynamic and always changing.**
- **Conflict brings about change**

Our challenge is:

- **not to endeavor to eliminate conflict but to transform it**
- **to change the way we handle our most serious differences, replacing fighting, violence and war with more constructive processes such as negotiation, democracy and non-violent action**
- **transform the culture of conflict from coercion to consent and from force to mutual interest**

The Structure of Conflict

1. **Attitudes**: refer to how parties to a conflict *feel* and *think*, how they perceive 'the other'—with respect and love or contempt and hatred—, their own goals, and the conflict itself ('fear', 'hatred', 'insecurity.'). Attitudes also include parties' perceptions and misperceptions of each other and of themselves. These can be positive or negative, but conflicting parties often tend to develop demeaning stereotypes of the other.
2. **Behaviour**: refers to how parties to the conflict *act* in the conflict—seeking common interests and constructive, creative action or seeking to inflict loss and pain on 'the other'. = physical and verbal violence, here the transforming potential lies in the application of especially verbal non-violence. Behaviour can also include cooperation or coercion, gestures signifying conciliation or hostility. Coercive behaviour might include threats, pressure of different types and violence. Co-operative behaviour could include: recognition of rights, setting up of joint (economic) projects, trust building measures, negotiations in good faith, etc.
3. **Contradictions**: refer to the *actual issue(s)*, and what the conflict is about =blockages and stereotypes against which you can fight with creative thinking. Contradictions also refer to the political, economic, societal mechanisms, processes and institutions and history that influence the distribution and satisfaction *of basic needs and interests of people*.

Key Messages from Structure of Conflict

- Perceptions of the contradiction or issues at the root of the conflict often differ between parties to the conflict.
- Conflict is a dynamic process in which contradictions, attitudes and behaviours are constantly changing and influencing one another
- every identified attitude, behaviour and/or contradiction carries a possibility for transformation, which can inspire conflict transformation
- Constructive and lasting transformations of a conflict must address all three corners of the triangle, attitudes, behaviour, and contradiction, if they are to have any chance of success

What is Conflict Analysis

Conflict analysis is the systematic study of the profile, causes, actors, processes and dynamics of conflict

Conflict Analysis Tools provide a ‘mental map’, help structure the conflict analysis and provide essential, cross-checking information

Objectives of Conflict Analysis

- To end violence
- Mitigate effects of violence and conflict
- Build peace

Interventions:

1. What you can **do**
2. What you can **influence**
3. What you can **understand**

Conflict Analysis – Key Components

1. **What is the Conflict About = *PROBLEM***
2. **Who is involved in the Conflict = *PEOPLE***
3. **What **motivations or incentives** exist for the parties to settle the conflict? = *INTERESTS***
4. **What **conflict management** strategies have been tried in the past and who opportunities for transformation exist? = *PROCESS***

Conflict Analysis

- Is about decisions and choices about whether, where and how to intervene
- Should be tailored to the needs of the end-user
- About what kind of information you need in each particular context to optimize your chances of success
- Violent conflict situations are constantly changing and so analysis must similarly be dynamic – trends and dynamics
- Adjust policies and programmes in response to ongoing analysis
- There is no substitute for deep context experience and knowledge

Sources and Causes of Conflict

1. **Structural Causes** – pervasive factors that have become built into the policies, structures and fabric of a society and may create the pre-conditions for violent conflict
2. **Proximate Causes** – factors contributing to a climate conducive to violent conflict or its further escalation, sometimes apparently symptomatic of a deeper problem

*There are two categories of proximate indicators:
Accelerators and Triggers.*

3. **Intervening Factors**

Types of Proximate Factors

- *Accelerators are predetermined indicators that show changes in the pattern of the conflict. They are observable.*
- *Triggers are unexpected events that lead to conflagration.*

Intervening Factors

Intervening Conditions or Factors are conditions or factors that reduce the possibility for root causes or proximate factors from leading to conflict.

Intervening factors



Conflict Carrying Capacity and Peace Generating Factors.

- 1. Conflict Carrying Capacity** refers to the society's ability to live with or cope with conflict conditions or structures of injustice
- 2. Peace Generating Factors** are institutions, processes and values of society that promote and sustain healthy social relations, justice and peace.

Analysis = Conflict + Causes + Intervening Factors

ROOT CAUSES OR SYSTEMIC CONDITIONS

- (Political) Political legitimacy
- (Social) Mobilization of communities
- (Social) Ethnic group of regime is minority
- (Social) Discrimination
- (Economic) Economic deterioration
- (History) Recent history of violence
- (Military) Security/Military

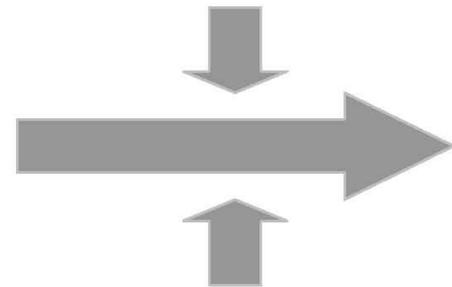


PROXIMATE FACTORS: ACCELERATORS

- Electoral fraud by or defeat of sitting regime
- Increase in popular discontent with regime
- Ethnic groups form private militias
- Use of bellicose language by political leaders
- Regime initiates major social engineering
- Regime identifies and targets internal enemy as scapegoat
- Regime perceives opposition tribes as threat to unity of the state
- Sharp competition among ethnic groups for scarce resources/position
- Growing polarization of society
- Regime distributes income by ethnic, religious, and linguistic groups shows great disparities
- Sharp price rise and/or sharp decline in standard of living
- Regime is on the verge of bankruptcy and is unable to pay salaries of public officials and security forces
- History of communal fighting among ethnic/religious/linguistic groups in country is alive
- Increase in military spending
- Attempted coup d'etat
- Assassination of major political leaders
- Increase in formation of private militias
- Threat of exile force intervention with, or without, backing from foreign power

CONFLICT CARRYING CAPACITY

Social: Culture of silence, in cohesive society with mutual distrust, myth that the Divine will address problems
Economic: poverty, giving citizens handouts
Political: repressive regime, strong military
Religious: Increase in charismatic churches



PEACE GENERATING FACTORS

A strong judicial system that addresses grievances impartially
Good governance
Religion
Vibrant economy
Cohesive society
Visionary leadership
Independent media

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Stakeholder Analysis

Actors/Stakeholders

2. Actors/Stakeholders (interests, agendas, relations, capacities for peace, incentives) = THE PROCESS

those men and women or groups/institutions who are directly or indirectly involved in the conflict and have a significant stake in the outcomes

•Actors

•Interests

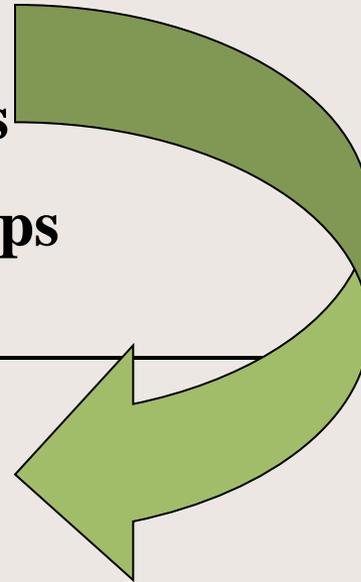
•Strategies

•Relationships

•Alternatives to conflicts

•Solutions to problem

•Conflict regulation potential



Categories of Stakeholders

1. **Primary Stakeholders/Parties:** are those whose goals are, or are perceived by them to be incompatible and who interact directly in pursuit of their respective goals. They are the direct investors in the conflict.
2. **Secondary Stakeholders/Parties:** are affected directly by the outcome of the conflict but who do not feel themselves to be directly involved. As the conflict progresses, they may become primary and primary may become secondary.
3. **Interested Third Parties/Tertiary Stakeholders:** have an interest in the outcome of the conflict. They stand to benefit in the outcomes especially if peaceful.
 - *Stakeholders/Actors are Dynamic*
 - *Stakeholders/Actors are Internal and External*
 - *Stakeholders can be Visible or Invisible*

Issues in Stakeholder Analysis

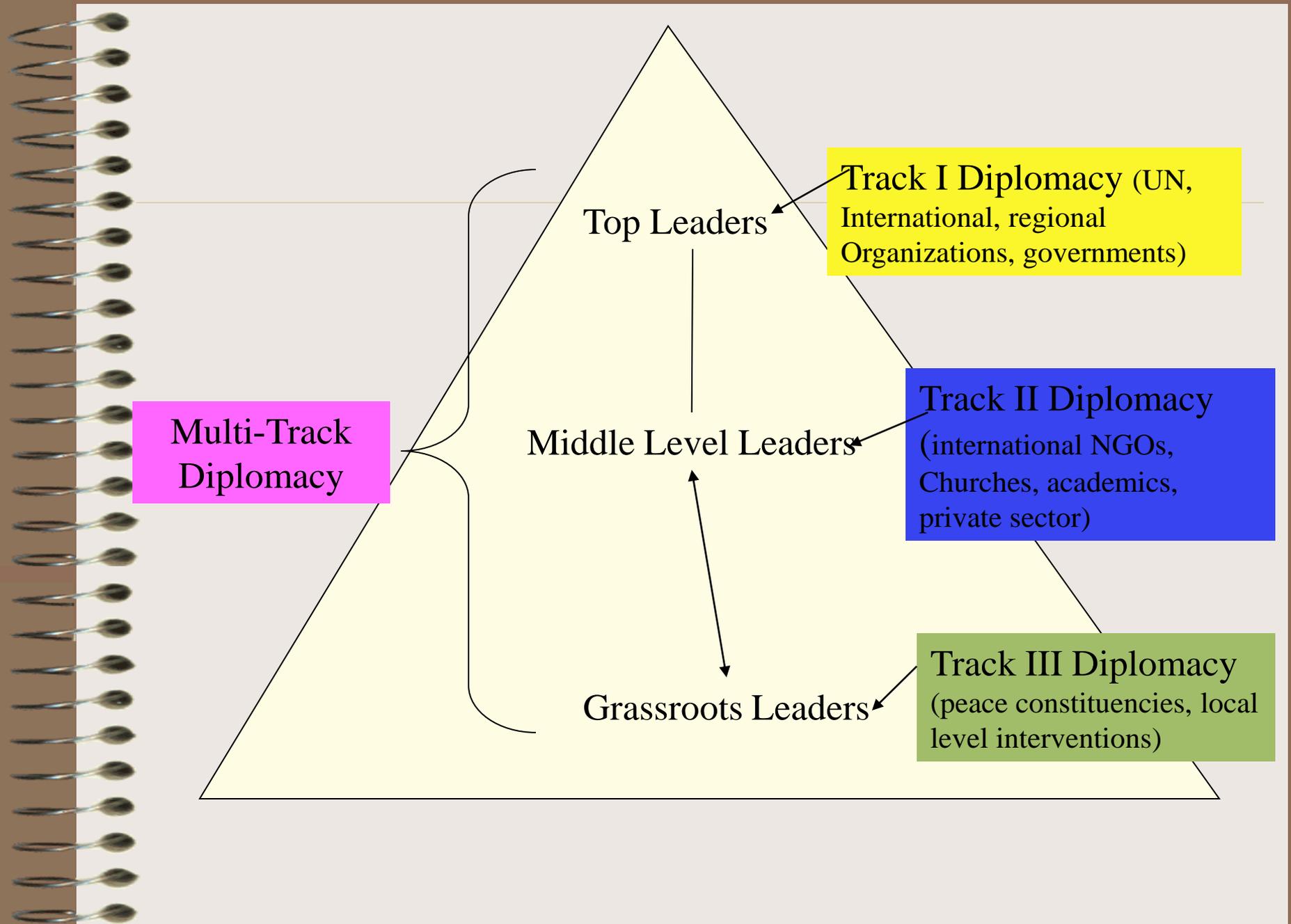
- **Agendas/Incentives** - what are the agendas of key stakeholders for conflict and for peace?
- **Power Relations** – what is the cumulative power of stakeholders promoting peace or conflict?
- **Relationships** – what is the interaction between the stakeholders? what factors drive relationships? What is the impact of stakeholder alliances on conflict?
- **Legitimacy and Representation**
- **Moral Authority** - and interest in peace.
- **Actions** - what actions are the different stakeholders undertaking to promote peace or conflict?

Approaches to Conflict

Continuum of Approaches

Negotiation

Mediation



Negotiation

Negotiation is a process by which parties within conflict solve their mutual problems, resolve problems or reach mutually agreed decisions to settle or resolve their conflict

- Interest-based
- Issues around interests – substantive, psychological, procedural
- Representation/legitimacy

Phases of Negotiation

1. Preparation/Planning

2. Interaction

3. Close

The Negotiation Process

Phase 1: Preparation Phase

- Map/analyze the conflict situation, identify the needs and interests, consider your preferred option as well as BATNA, make contacts with the other side and agree on the venue and process
- Analysis (How serious is the situation? On what level will it be? Prepare and plan for negotiation)
- What do we want? (Our interests)
- What do they want? (Their Interests)
- What can we reasonably ask for?
- What can we reasonably agree to?

Planning a Negotiation

1. **Principled Negotiations**: “Let us begin anew, remembering on both sides that civility is not a sign of weakness, that sincerity is always subject to proof. Let us never negotiate out of fear, but let us never fear to negotiate” John F. Kennedy
2. **5Ps = Perfect Preparations Prevents Poor Performance**
3. **Failing to plan is planning to fail**

Phase 2: Interaction

- Build rapport, share thoughts
- Agree on definition of problem
- Generate options for addressing the problem
- Evaluate and prioritize options
- Select, and possibly combine the best options

Phase 3: Close

- Make agreements, develop an action plan, set time frame and plan a review of agreement
- Agreements must be fair to both sides
- Remember what actions to be taken
- When are they going to be taken
- Who is going to take the action
- How do you implement the agreement
- Set deadlines
- What do I tell my boss/people/government/the press
- Make a joint press release
- File documents
- Set up a monitoring system

Basic Negotiation Skills

- Be hard on the Problem and soft on the Person
 - Flexible on positions, but firm in pursuit of interests
 - Prepared to talk and prepared to listen
 - Eager to negotiate but ready to walk to a better alternative
 - Persuasive but not open to persuasion
 - Build a good working relationship

Separate Issues from People

- Focus on the Needs and Issues, not Positions
- Emphasize Common Ground
- Be Inventive about Options
- Make Clear Agreements
- Pay Attention to Intercultural Difference
- Remember to apply rule of adjournment
- Never Assume
- Slow to commit, but reliable once a commitment is made

The 7 Elements of Successful Negotiations

1. **ALTERNATIVES** (BATNAs)
2. **INTERESTS** (the better an agreement satisfies the parties interests/needs, the better the deal)
3. **OPTIONS** (mutual benefits outcomes)
4. **LEGITIMACY** (fair treatment of both parties)
5. **COMMITMENTS**
6. **COMMUNICATION**
7. **RELATIONSHIP**

Negotiations – parties may not be able to agree rapidly for many reasons

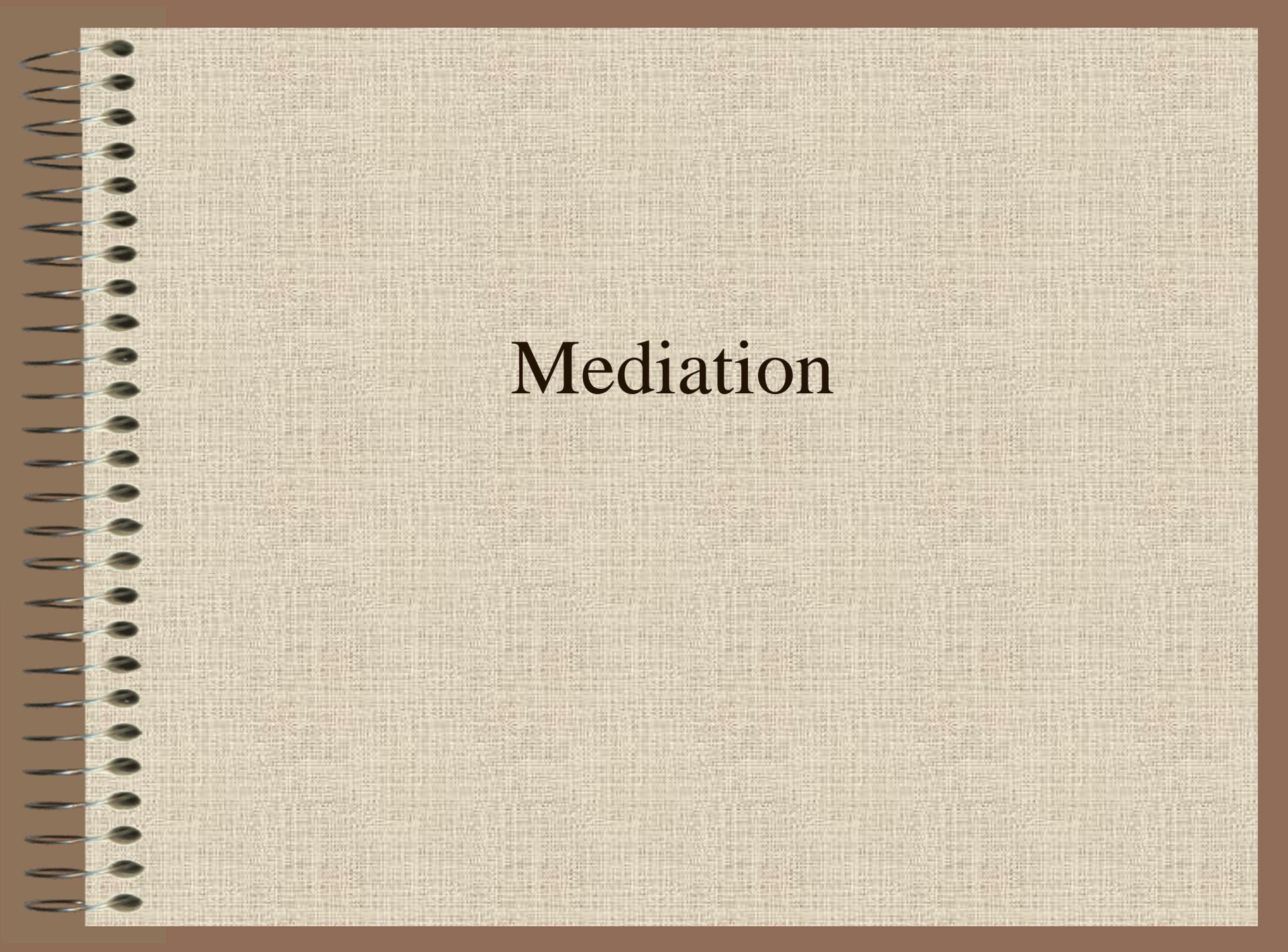
- **Power Asymmetry** – where negotiation/mediation is between the powerful and the weak
- **Legitimacy** of the issues, parties, representatives, mediators, process etc come to question
- When **‘Ripe Moments’** are missed in the evolution of conflict
- **Leverages** are used by some through networks, threats, influence etc
- **Cross-Cultural** obstacles (parties, mediators, process)

Negotiating Across Cultures

- 1. Prepare for a negotiation by studying your opponents' culture and history and not just the issues at hand**
- 2. Do not assume that what you mean by a message – verbal or nonverbal- is what representatives of the other side will understand**
- 3. Be alert to indirect formulations and non-verbal gestures**
- 4. Be aware of the emphasis placed by your opponents on matters of status and face**
- 5. Adapt your strategy to your opponents' cultural needs**

Culture, Conflict and Peace

- Genesis of conflict firmly embedded within cultural context where conflicts occur
- Divergent manifestations of conflict coalesce around cultural assumptions, values, beliefs and attitudes
- Cultural contexts where conflicts occur contain cultural resources for conflict management and peace
- Different communication styles
- Divergent Perspectives about how conflict can be resolved, expectations of agreements and notions of peace
- Cross-Cultural Negotiations are difficult = threat of supplanting 'ways of doing things' into the other

A spiral-bound notebook with a light beige, textured cover. The word "Mediation" is written in a black, serif font in the center of the cover. The spiral binding is visible on the left side.

Mediation

Mediation

is a structured process of conflict resolution in which a third party, with the consent of the parties in conflict, intervenes in a conflict and assists the parties in negotiating a consensual and informed settlement

Mediation

- both parties agreeing to use a mediator
- By agreeing to use a mediator, both sides express a desire to resolve the situation
- a form of Third Party Intervention in a conflict where the intervener provides the context for the parties in conflict to negotiate a mutually acceptable settlement to the conflict.
- entails the art of creating conducive conditions that can enhance communication between the parties in conflict and removing impediments to negotiations by the parties
- an empowering process partly because it is voluntary but mainly because the parties themselves decide on satisfactory terms and agreements favourable to both of them
- Parties are not bound to accept the Mediators Recommendations

Roles of Mediator

- **Building, maintaining and improving communication.**
- **Provision of conflict information to the parties = not necessarily more information, but reliable and useful information from diverse sources.**
- **Formulation and Paraphrasing– mediators are much like interpreters, easing communication between parties**
- **Face-Protection and Co-ordination roles during the mediation process.**

Qualities of Mediators

- **Acceptable** to the parties to the conflict
- Unbiased and **impartial** at all times
- Knowledgeable and **understands** issues fully
- Explains and **clarifies** issues to both sides
- Can come up with a variety of **creative suggestions**
- Helps both parties to create **their own** solutions
- **Leverage** – a mediator needs to have access to some resources to use to enable the parties get out of a no-win situation. Resources and the ability to effect a change constitute integral prerequisites for successful mediation.

Stages of Mediation

Stage 1: **Introductory Remarks**

Stage 2: **Statement of the Problem by Parties**

Stage 3: **Exploring Interests**

Stage 4: **Bargaining and Generating Options**

Stage 5: **Reaching and Agreement**

Stage 1: Introductory Remarks

- Introduce the Process
- Welcome the parties and thank them for coming.
- Introduce yourself and ask the parties for their names if you do not know them.
- Define protocol and sets the time frame for the process
- Give a brief description of the process: e.g.
 - *Each of you will get opportunities to speak.*
 - *I/We will not judge right or wrong or take sides.*
 - *I/We will help you discuss issues and search for solutions you can both agree to. You will decide the outcome.*
- Sets out the ground rules for the mediation
- There will be a review of guidelines and the mediator will briefly recap what it is that he has had as the issues

Stage 2:

Statement of the Problem by Parties

- In this stage the parties will begin narrating what has brought them to mediation. (It is better not to say: “*what the problem is*”, because mediation would like the parties to stop seeing the issue as a problem but as an opportunity for learning, understanding and improved relationships).
- An opportunity for parties to frame issues in their own minds
- Parties give the mediator more information on their emotional state
- The rationale is not search for the truth, it is a way to help resolve the problem
- Request a brief (2-3 minutes) opening statement from each side. (This ensures that one side does not monopolize the process)

Stage 3: **Exploring Interests**

- **This is the heart of mediation; it is where the “magic” occurs.** After both parties have made opening statements, use open-ended questions to get to the emotional undercurrents (when, what, where, how) to expand upon the issues presented. Discover underlying interests (feelings, concerns, fears, and needs). You are trying to broaden the discussion and uncover emotions.
- The objective is to help the parties understand what is important for them, what is motivating them and the other person, and why.
- Mediator may repeat back key ideas to the parties = summary necessary (helps build rapport between the parties)
- Mediator tries to find common goals between parties
- Mediator figures out which issues are going to be able to settle or those that will settle first

Stage 4: **Bargaining and Generating Options**

- Encourage parties to continue talking and negotiating. Invite them to generate additional options for agreement and closure.
- Brainstorm by putting creative energy into thinking of as many solutions as possible to the problem. Do not judge or belittle any ideas.
- Methods for developing options may include group processes, discussion groups, caucus, brainstorming session, developing plausible scenarios or a mediator's proposal where the mediator puts a proposal on table and the parties take turns modifying it
- Mediator may also hold private sessions with both parties in order to move mediation process along.

Stage 5: **Reaching an Agreement**

- Make agreements, develop an action plan, set time frame and plan a review of agreement
- Agreements must be fair to both sides
- Remember what actions to be taken
- When are they going to be taken
- Who is going to take the action
- How do you implement the agreement
- Set deadlines and a monitoring mechanism
- Congratulate each party. They worked hard to solve their problem. Write out what each side agreed to do, numbering each item.

Basic Elements of Successful Mediation

1. **Duration** of the conflict
2. **Timing** – the conflict to be at a mutually hurting stalemate
3. Prospects of the conflict reaching the **Crisis Stage** high.
4. The presence of an **Impartial Third Party Facilitator**.
5. **Proper Representation** of the parties and their good faith.
6. The presence of a **Third Party who protects the integrity** of the mediation process and gives the parties the chance to develop effective options towards resolution of the conflict.

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Conflict Sensitive Development

Conflict Sensitivity

This means the ability of your organization to:

- Understand the context in which you operate.
- Understand the interaction between your intervention and the current context; and
- Act upon understanding of this interaction, in order to avoid negative impacts and positive impacts.

The What and How of Conflict Sensitivity

What to do

- Understand the context in which you operate.
- Understand the interaction between your intervention and the context.
- Use this understanding to avoid negative impacts and maximize positive impacts.

How to do it.

- Carry out a conflict analysis, and update it regularly.
- Link the conflict analysis with the programming cycle of your intervention.
- Plan implement, monitor and evaluate your intervention in a conflict sensitive fashion including redesign when necessary.

Guiding principles

- Participatory process.
- Inclusiveness of actors, issues, and perceptions.
- Impartiality in relation to actors and issues.
- Transparency.
- Respect for people's ownership of the conflict and their suffering.
- Accountability for ones own actions.
- Partnership and coordination.
- Complementarity and Coherence.
- Timeliness.

Key stages to sensitising the Planning Process

The five key steps for conflict sensitive planning

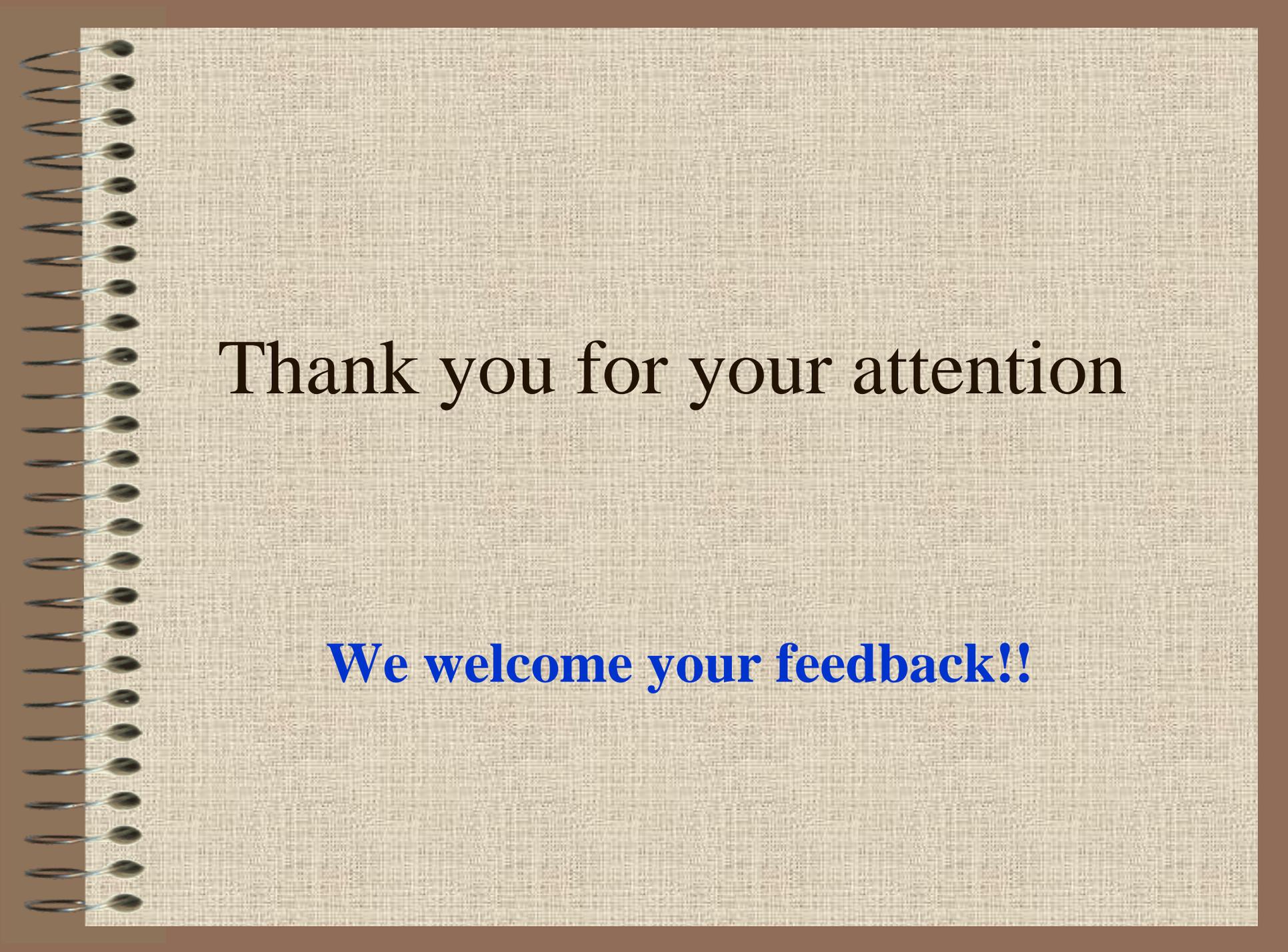
Step 1: Define intervention objective.

Step 2: Define intervention process.

Step 3: Develop indicators.

Step 4: Link projects to Scenarios and prepare contingency plans.

Step 5: Design project conclusion.

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Thank you for your attention

We welcome your feedback!!

Key elements of conflict sensitive implementation.

- **Management:** involves the ability to see the bigger picture: how all the elements of the interventions, operational context and the interaction between the two, fit together. It involves supervising the entire process of implementation and making operational decisions.
- **Monitoring:** requires gathering, reviewing and analyzing information in order to measure progress and change using the conflict indicators, and interaction indicators.
- **Adjustment:** means changing the plan in response to unforeseen changes of circumstances. The choice of what, who, where, and when may periodically require alteration and may change substantially. In certain situations more extreme measures may be required, such as fundamentally changing the project's implementation approach.

Key Steps in Conflict Sensitizing Monitoring and Evaluation

The Five key steps in monitoring and evaluation

- Step 1: Decide when to monitor or evaluate.
- Step 2: Design monitoring and evaluation process.
- Step 3: Collect information.
- Step 4: Analyze Information.
- Step 5: Recommend and redesign.

Key steps in conflict sensitizing monitoring and evaluation

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