SHOR COURSE ON CONFLICT PREVENTION, MANAGEMENT AND RESOLUTION IN AFRICA

ADDIS ABABA, ETHIOPIA

28 MAY – 01 JUNE 2007

FINAL REPORT

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INTRODUCTION

The Africa Programme of the University for Peace was launched in 2002 after a consultation process across several African countries. The programme focuses on the priority to stimulate and strengthen academically rigorous instruction on issues critical to the management, mediation, resolution, and prevention of violent conflicts, and to the building of peace.

In line with its mandate, and for the second time, UPEACE – Africa Programme has organized a Short Course on Conflict Prevention, Management and Resolution. The course was held in Addis Ababa, Ethiopia from 28th May through June 1st, 2007 with 28 participants from 13 different countries. Participants came from a very rich and diverse background including lecturers in UPEACE partner higher education institutions, practitioners and policy makers dealing specifically with issues related to conflict prevention, management and resolution or having serious interest in addressing peace issues in teaching and practice. It is expected that the participants to this short course will be able to go back to their respective universities and institutions and include a component on conflict prevention, management and resolution in some of their courses and training programmes. The list of participants and the agenda of the short course are attached to this report (see Annex 1 & 2).

For this short course, participants were provided with the following documents: the Compendium of Key Documents Relating to Peace and Security in Africa, a draft copy of Conflict Prevention, management and Resolution in Africa: A Reader, a compilation of Selected Readings in Conflict Prevention, Management and Resolution, and the Glossary of Terms and Concepts in Peace and Conflict Studies.

I. OBJECTIVES OF THE COURSE

1.1. Overall Objective

The prime objective of the workshop was to develop and in some instances upgrade the skills of participants in understanding conflict prevention, management and resolution mechanisms so as to enhance teaching, training and learning capacity of UPEACE - Africa Programme partners in Africa.

1.2. Specific Objectives

- To develop the capacity of a core group of lecturers and practitioners who are already teaching and working in areas of relevance to conflict and peace in Africa to include a component on conflict prevention, management and resolution in their teaching and practice and to do research on this topic;
- Develop a critical understanding of the enabling factors and the consequences of conflict;
- To have a deeper and far better understanding of the concept of Conflict Prevention, Management and Resolution and its application particularly within the African context;
- To generate proactive and practical approaches to peace and security issues which confront the African continent;
- To expand the understanding of peace and security through the exploration of the broad categories of explanatory factors and the inherent inter-linkages which create and sustain pervasive insecurity and conflicts;
To excite critical assessment of African efforts towards the prevention, management and resolution of conflicts, examining their strengths, weaknesses and potential for dealing with emerging threats.

To encourage reflection on the scope and efficiency of past and current peacemaking initiatives, and explore strategies for more targeted, timely, inclusive and sustainable peace-building efforts that involve women.

1.3. Expected Outcomes

Participants were expected to:

1. Be exposed to key theories of conflict and concepts of conflict prevention, management and resolution as it relates to Africa;
2. Gain insights into new, cutting-edge developments in conflict prevention, management and resolution;
3. Learn the key analytical frameworks in understanding conflict and conflict resolution processes;
4. Be exposed to different approaches to prevention, management and resolution of conflicts, as well as understand the role of culture in conflict and its resolution;
5. Return to their institutions able to strengthen their capacity in conflict prevention, management and resolution.

II. COURSE DESCRIPTION

The Short Course on Conflict Prevention, Management and Resolution deals with issues relating to, and explores the links between conflict prevention, management and resolution in the African context. It proceeds from the view that conflict prevention, management and resolution are inextricably linked and that sustainable peace, and the creation of an enabling environment for all human endeavor, including development is dependent on approaches that recognize and pursue this interconnectedness.

III. METHODOLOGY

The Short Course was facilitated by Dr. Tony Karbo and Dr. Monica Juma, and was composed of presentations and discussions, role plays and an excursion. Most importantly, participants were encouraged to share their experiences and take advantage of a wide range of experiences to enrich their knowledge and learning on conflict prevention, management and resolution in the African context. To enhance structured interaction, participation and exchange of experience, daily sessions were introduced and closed up with check-in and check-out (journal sharing and review) activities.

An expert from the African Union – Dr. Naison Ngoma - was also invited to the workshop to present on the mechanisms of the African Union in conflict prevention, management and resolution in Africa.

The activities of the short course were evaluated by Dr. Phoebe Akinyi Nyawalo (UPEACE - Africa Programme Lead Evaluator) and Ms. Rose Othieno (Acting Executive Director of the Centre for Conflict Resolution, Uganda). The evaluation methodology included the completion of a Participant Pre-test Form (which was distributed to all participants before the beginning of the short course), observations, a focus group, interviews and the filling of a Workshop Assessment Form (at the end of the course).
Mr. Assouan Gbesso (Coordinator, Togolese Foundation for Peace, Togo) was the rapporteur of the workshop. He was assisted in this task by Ms. Remy Mina, Intern at UPEACE – Africa Programme.

**IV. OPENING CEREMONY**

The first part of the workshop was devoted to the opening ceremony composed of welcome remarks by Dr. Jean-Bosco Butera, Director of the University for Peace – Africa Programme and Mr. Fidele Sarassoro, UNDP Resident Representative and UN Coordinator in Ethiopia, the guest of honour.

In his welcome remarks, Dr Butera made a brief presentation of UPEACE – Africa Programme and its central mission of stimulating and strengthening the capacity of African institutions in peace and conflict studies. He also introduced participants to the Short Course on Conflict Prevention, Management and Prevention and invited the facilitators, evaluators and participants “to join hands in the undertakings to maximize efforts for a peaceful and prosperous Africa”.

Dr. Jean-Bosco Butera handed the floor to Mr. Fidele Sarassoro for his remarks. In his opening remarks, Mr. Sarassoro pointed out the link between the work of UPEACE – Africa Programme and UNDP activities and programs. He particularly emphasized the link between peace and development and concluded that he looks forward to “a strong collaboration with the Africa Programme of UPEACE in the endeavor to support and enhance technical and institutional capacity for sustainable peace” and he considers the organization of this Short Course on Conflict Prevention, Management and Resolution as the beginning of such a partnership between both institutions.

The participants also introduced themselves and the description of the Short Course on Conflict Prevention, management and Resolution in Africa was presented by Dr. Monica Juma to the assistance. A group photo was taken at the end of the opening ceremony (See picture on cover page).
V. SUMMARY OF COURSE SESSIONS

Day One (Monday 28th May 2007)

Session One
Introduction to Conflict Resolution: Concepts and Definitions – by Dr Tony Karbo

During the first part of this session, participants were introduced to the concepts of conflict, violence (direct violence, structural violence and cultural violence) and peace (positive and negative peace). This session also dealt with the types of conflict and types of violence.

Then, participants were instructed on the Theories and Frameworks of Conflict. Several conflict theories (individual level theories, socio-biological theories, psychological theories, psychoanalytical theories, human needs theories, and societal theories) were studied and analyzed together with their criticism.

Finally, as part of the Review of Theories and Frameworks held towards the end of the first day of the Short Course, participants have had the chance to provide a feedback on what they have learnt, what were the gaps in the session and what were their expectations.

Day Two (Tuesday 29th May 2007)

Session Two
Causes of Conflict in Africa: Enabling Factors and Consequences of Conflict – by Dr. Monica Juma

Session Two of the short was aimed at understanding conflicts in Africa. Thus, it explored the causes (including historical legacies, internal and external factors and interests, economic motives, etc.) and the most crucial enabling factors of conflict in Africa (small arms and light weapons proliferation, bad governance), as well as the consequences of conflicts (forced migration, under development, insecurity, political instability, etc.), and summarized the general characteristics, trends and dynamics of conflicts in contemporary Africa.

Dr. Juma during one of the course sessions.
Session Three
Theoretical Approaches to Conflict Prevention, Management and Resolution – by Dr. Tony Karbo

This session was devoted to the approaches, actors and mechanisms that have been/and are employed to address conflicts globally, with an emphasis on Africa. Focus was given to the historical evolution of these methods and the extent to which they have succeeded in peace building endeavors. The session critically assessed the impact of a range of approaches including Preventive Diplomacy, Track I Diplomacy, Track II Diplomacy, Track III, Track One-and-a-half Diplomacy, peacekeeping, peace enforcement, peace building, humanitarian action and multidimensional approaches. The advantages and shortcoming of these approaches as well as the challenges and dilemmas that confront actors as they pursue peace and stability were explored.

Session Four
The African Mechanisms for Conflict Prevention, Management and Resolution – by Dr. Monica Juma

Session Four elaborated on the historical development of African mechanism and institutions for conflict prevention, management and resolution. Beginning with the Organization of African Unity (OAU), the session examined the performance of the OAU Mediation and Liberation Committees; the OAU mechanism for conflict prevention, management and resolution and the emerging peace and security architecture under the African Union (AU).

Session Five
African Initiatives on Conflict Prevention, Management and Resolution – by Dr. Monica Juma

This session examined African Union-led peace initiatives on the continent including the case of Ethiopia-Eritrea and the lessons emerging from these scenarios. Participants were provided with space to express their views on the Ethiopia-Eritrea conflict and possible ways resolving it.

Day Three (Wednesday 30th May 2007)

Session Six
Regional Initiatives on Conflict Prevention, Management and Resolution – by Dr. Tony Karbo

At the end of the fifth session, three groups were formed representing the three main regions of Africa i.e. the West African region, the Great Lakes Region and the Southern African Region. The three groups were expected to report on CPMR initiatives within their respective regions.

The West African group reported on the Economic Community of West African States (ECOWAS)’s mechanism on conflict prevention, management and resolution. The Great Lakes group analyzed and presented on the role of IGAD, the Intergovernmental Authority on Development, and the third group outlined the experiences of the Southern African Development Community (SADC). Throughout these presentations, regional initiatives on conflict prevention, management and resolution were outlined. The
participants have also had the chance to reflect on the gaps within each regional intervention mechanism.

Session Seven
Non-formal mechanisms for Conflict Prevention, Management and Resolution – by Dr. Monica Juma

This session was presented in two parts. The first part dealt with national mechanisms for conflict prevention, management and resolution: women, peace and security. Issues in relation with women and peace, women and peacebuilding, and women and peacekeeping were discussed.

Focusing on local and indigenous mechanisms for conflict prevention, management and resolution, the second part of this session outlined the role that informal approaches have previously played in CPMR in Africa. The example of ARLPI in Uganda was discussed as a case study. A few challenges for these approaches were also presented.

Session Eight
The AU Peace and Security Council and Post Conflict Reconstruction – Dr. Naison Ngoma

The workshop was honored by the visit of Dr. Naison Ngoma, who is as introduced by Dr. Monica Juma, an expert on post-conflict reconstruction and development issues. Indeed, Dr. Ngoma is the head of the Post-Conflict and Reconstruction unit of the African Union.

Dr. Naison Ngoma made a presentation on the African Union Peace and Security Council (PSC) and Post-Conflict Reconstruction and Development (PCRD) in Africa. During his presentation, Dr Ngoma made an overview of the Peace and Security Council including PCS’s objectives and principles, its function dimension and success factor. Dr. Ngoma then briefed the short course participants on the objectives, core principles and operational guidelines of the PCRD unit. Through the work of these two units, participants have been able to learn more about the African Union’s mechanisms on CPMR and development. Finally, he introduced the participants to the new African union Volunteer Program.
Day Four (Thursday 31st May 2007)

**Session Nine**  
*The Relationship between the UN, AU, RECs in CPMR – by Dr. Monica Juma*

Session Nine introduced and analyzed the relationship between the undertakings of United Nations (UN), African Union (AU), and Regional Economic Commissions (REC) in conflict prevention, management and resolution in Africa. Participants were introduced to the types of operations sanctioned by United Nations Security Council (UNSC) and the capacity of AU and RECs to engage in peacekeeping operations as first responders on the continent. Participants also had an opportunity to critically assess the performance of the UN, AU, RECs in CPMR in Africa while analyzing the issues of interdependence, coordination, and resource allocation between the various bodies.

**Session Ten**  
*Emerging issues in Conflict Prevention, Management and Resolution & Emerging Comprehensive Approaches to Conflict Prevention, Management and Resolution – by Dr. Monica Juma & Dr. Tony Karbo*

This session began by exploring emerging issues in CPMR which seek to bridge the nexus between peace, security, and development. Thus, the session discussed issues of human security, good governance in the framework of the African Peer Review Mechanism (APRM), disease and security, particularly the link between HIV/AIDS and conflicts in Africa, and the issue of the threat of terrorism. Discussion was also held on the idea that CPMR should address root causes of conflicts. This first part of the session was facilitated by Dr. Monica Juma while the second part was facilitated by Dr. Tony Karbo.

The second part of the session discussed various conflict analysis frameworks which can be conducted at the individual, local (community), national, and international levels. Participants were introduced to the elements of conflict analysis (conflict profile, causes of conflict, actors, and conflict dynamics). The analysis frameworks covered included SPITCEROW, Colloquial, Isenberger, Conflict Mapping, Conflict Cycle and Tree Conflict Analysis. In addition, participants learnt various conflict resolution techniques such as cultural peacebuilding, structural peacebuilding, elite peacemaking, war limitation and peacekeeping.

**Session Eleven**  
*Preparation for Role Plays*

Participants were divided into three discussion groups and provided with a simulated conflict scenario involving ‘The Fictional Republic of Batera’. Each group was further subdivided into different interest groups (government members, security sector, opposition, business community, NGO, cultural and traditional leadership, human rights community, media representatives, etc). The groups represented the Task Force charged with a primary mandate of preparing a comprehensive conflict management strategy for the Republic of Batera that will form the basis for transforming the country from instability to sustainable peace. The exercise required practical application of communication and negotiation skills, conflict management and conflict transformation techniques. The exercise is appended to this report (See Annex 3).
Day Five (Friday 1st June 2007)

Session Twelve
Role Play Activity/Debriefing

Role plays continued within each group during this session. Each participant has contributed to his/her role in their respective discussion groups. The groups also drafted their conflict management strategy and prepared to present these strategies to the plenary session.

Session Thirteen
Wrap up of debriefing session

The facilitators made clear that the objective of the exercise was to step away from the traditional method of learning; and thus was an opportunity for the participants to actively take part in the short course by reflecting and applying what they have learnt over the course. Participants were invited to give their impressions and views on the exercise. Comments on the exercise included the following ones: ‘hard’ but ‘enjoyable’; ‘flexible, interesting, ‘quite practical’ (referring to our own country/continent).

Session Fourteen
Course evaluation

At the end of the workshop, a Workshop Assessment Form was distributed to all the participants for completion. The evaluation team also conducted a group focus including the following questions:

1. What were the highlights of the workshop?
2. How did the methodology used respond to your needs?
3. Give suggestions for future workshops
   - What else should be included?
   - What should be extracted?
   - What should be expanded on?

VI. RECOMMENDATIONS

Participants made a few recommendations as regards the short course. These recommendations are:

- To invite participants from all regions of Africa, including participants from countries in conflict or war (the case of participants from Eritrea was raised);
- To link articles from the reader to each session to allow pre-reading before coming to the workshop;
- To include more conflict analysis frameworks in the course and advise on which would be used in what situation.
CONCLUSION AND WAY FORWARD

The closing ceremony was composed of remarks by Dr. Jean-Bosco Butera, Director of UPEACE – Africa Programme and the award of certificates.

In his remarks, Dr. Butera said he was impressed by vivid group dynamic that was maintained over the short course. He also mentioned that the participants to the workshop constitute a mixed group of academicians, policymakers, practitioners and civil society. He explained this mixture as part of the outreach mission of the University for Peace. Dr. Butera considers this as strengthening the relationship between universities and civil society organizations in Africa as outlined in UPEACE Africa Programme’s plan of action.

Dr. Butera insisted on the follow up activities after the workshop, this is in his own terms “what we do with what we learn in a workshop”. He advised that proper use should be done of the learnings of the short course including good use and sharing of course materials. He also invited the participants to constitute a network that would work together for experience sharing and support to each other.

The short course on Conflict Prevention, Management and Resolution was closed with the distribution of certificates to the participants. Dr. Butera then invited the participants to a reception that was held at the ECA Lunch Hall.
### Annex 1: Participants Profile

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## Annex 2: Workshop Agenda

**UPEACE – Africa Programme**  
Short Course on “Conflict Prevention, Management and Resolution”  
28 May – 1 June, 2007

**Venue:** United Nations Conference Centre (UNCC) located at the United Nations Economic Commission for Africa

### DAY 1: Monday, May 28, 2007

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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</thead>
<tbody>
<tr>
<td>07:00 – 8:00</td>
<td>Breakfast</td>
</tr>
<tr>
<td>08:00 – 8:15</td>
<td>Participant Pick-up from Hilton Hotel to ECA</td>
</tr>
<tr>
<td>08:30 – 9:30</td>
<td>Registration</td>
</tr>
<tr>
<td>09:30 – 9:45</td>
<td>Welcome Remarks – Dr. Jean Bosco Butera</td>
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<td></td>
<td>Director, UPEACE</td>
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<td></td>
<td>Africa Programme</td>
</tr>
<tr>
<td>09:45 – 10:00</td>
<td>Opening Remarks by UNDP Resident</td>
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<tr>
<td></td>
<td>Representative in Ethiopia – Mr. Fidele Sarassoro</td>
</tr>
<tr>
<td>10:00 – 10:30</td>
<td>Group Photo and Tea Break</td>
</tr>
<tr>
<td>10:30- 10:45</td>
<td>Introduction to Course Evaluation Methodology – Dr. Phoebe Nyawalo</td>
</tr>
<tr>
<td>10:45 – 13:00</td>
<td>• Introductions, Course Objectives and Participant Expectations – Dr.</td>
</tr>
<tr>
<td></td>
<td>Monica Juma and Dr. Tony Karbo</td>
</tr>
<tr>
<td></td>
<td>• Introduction to Conflict Resolution: Concepts and Definitions</td>
</tr>
<tr>
<td></td>
<td>• Theories and Frameworks of Conflict</td>
</tr>
<tr>
<td>13:00 – 14:00</td>
<td>LUNCH</td>
</tr>
<tr>
<td>14:00 – 15:30</td>
<td>• Theories and Frameworks of Conflict cont.</td>
</tr>
<tr>
<td>15:30 – 16:00</td>
<td>TEA BREAK</td>
</tr>
<tr>
<td>16:00 – 17:00</td>
<td>• Review of Theories and Frameworks</td>
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<tr>
<td></td>
<td>• Day One Check-out</td>
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</table>

### DAY 2: Tuesday, May 29, 2007

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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</thead>
<tbody>
<tr>
<td>9:00 – 9:30</td>
<td>Reflections on Day I – Check in.</td>
</tr>
<tr>
<td>9:30 – 10:30</td>
<td>Causes of Conflicts in Africa: Enabling Factors and Consequences of Conflict</td>
</tr>
<tr>
<td>10:30 – 11:00</td>
<td>TEA BREAK</td>
</tr>
<tr>
<td>11:00 – 13:00</td>
<td>Theoretical Approaches to Conflict Prevention, Management and Resolution</td>
</tr>
<tr>
<td>13:00 – 14:00</td>
<td>LUNCH</td>
</tr>
<tr>
<td>14:00 – 15:30</td>
<td>The African Mechanisms for Conflict Prevention, Management and Resolution</td>
</tr>
<tr>
<td>15:30 – 16:00</td>
<td>TEA BREAK</td>
</tr>
<tr>
<td>16:00 – 17:00</td>
<td>African Initiatives on CPMR</td>
</tr>
<tr>
<td>17:00 – 18:00</td>
<td>Check-out - Journal Sharing and Review of Day 2</td>
</tr>
<tr>
<td>Time</td>
<td>Activity</td>
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<tr>
<td>9:00 – 9:30</td>
<td>Check-in</td>
</tr>
<tr>
<td>9:30 – 10:30</td>
<td>Regional Initiatives on CPMR</td>
</tr>
<tr>
<td>10:30 – 11:00</td>
<td>TEA BREAK</td>
</tr>
<tr>
<td>11:00 – 13:00</td>
<td>Non-Formal Mechanisms for CPMR</td>
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<tr>
<td>13:00 – 14:00</td>
<td>LUNCH</td>
</tr>
<tr>
<td>14:00 – 15:30</td>
<td>The AU Peace and Security Council - Dr. Naison Ngoma</td>
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<td></td>
<td>Post Conflict Reconstruction – Dr. Naison Ngoma</td>
</tr>
<tr>
<td>15:30 – 16:00</td>
<td>TEA BREAK</td>
</tr>
<tr>
<td>16:00 – 19:00</td>
<td>Excursion</td>
</tr>
</tbody>
</table>

**DAY 4: Thursday, May 31, 2007**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>9:00 – 9:30</td>
<td>Check-in</td>
</tr>
<tr>
<td>9:30 – 10:30</td>
<td>The relationship between the UN, AU, RECs in CPMR</td>
</tr>
<tr>
<td>10:30 – 11:00</td>
<td>TEA BREAK</td>
</tr>
<tr>
<td>11:00 - 13:00</td>
<td>Emerging Issues in CPMR</td>
</tr>
<tr>
<td></td>
<td>Emerging comprehensive approaches to CPMR</td>
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<tr>
<td>13:00 – 14:00</td>
<td>LUNCH</td>
</tr>
<tr>
<td>14:00 – 15:30</td>
<td>PREPARATION FOR ROLE PLAY</td>
</tr>
<tr>
<td>15:30 – 16:00</td>
<td>TEA BREAK</td>
</tr>
<tr>
<td>16:00 – 17:30</td>
<td>PREPARATION FOR ROLE PLAY cont.</td>
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</tbody>
</table>

**DAY 5: Friday, June 1, 2007**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>9:00 – 9:30</td>
<td>Check-in</td>
</tr>
<tr>
<td>9:30 – 10:30</td>
<td>Role Play Groups I &amp; II</td>
</tr>
<tr>
<td>10:30 – 11:00</td>
<td>TEA BREAK</td>
</tr>
<tr>
<td>11:00 – 12:00</td>
<td>Debrief Groups I &amp; II</td>
</tr>
<tr>
<td>12:30 – 13:00</td>
<td>Role Play Groups III &amp; IV</td>
</tr>
<tr>
<td>13:00 – 14:00</td>
<td>LUNCH</td>
</tr>
<tr>
<td>14:00 – 15:00</td>
<td>Debrief Groups III &amp; IV</td>
</tr>
<tr>
<td>15:00 – 15:30</td>
<td>Wrap up of Debrief Sessions</td>
</tr>
<tr>
<td>15:30 – 16:00</td>
<td>TEA BREAK</td>
</tr>
<tr>
<td>16:00 – 16:30</td>
<td>Course Evaluation</td>
</tr>
<tr>
<td>16:30 – 18:00</td>
<td>Reception</td>
</tr>
</tbody>
</table>
Annex 3: Role Play Exercise

National Strategy for Conflict Management

THE FICTIONAL REPUBLIC OF BATERA

The main aim of the exercise is to provide participants an opportunity to apply strategies and ideas discussed during the seminar, and evaluate the viability of comprehensive conflict prevention, management and resolution strategies within the context of resource constraints and uncertainty. Participants should feel free to explore a wide array of options. By drawing on their own experiences and knowledge, the materials and the proceedings of the seminar, they will seek to create a comprehensive conflict management strategy. At the report back session on Friday, the group spokesperson will present a consensus strategy for conflict management for the Republic of Batera.

The discussion group will represent the Task Force charged with a primary mandate of preparing the country’s conflict management strategy that will form the basis for transforming the country from instability to sustainable peace. As a national tool the strategy should seek to reconcile the country, as well as its regional relations. The specific terms of reference for the team include to: identify the key elements of a comprehensive conflict management strategy; elaborate a sequencing of activities and programmes by which it will be achieved; and reflect on how to ensure that it is sustainable.

This exercise seeks to encourage participants to:

- apply and evaluate some of the tools and concepts addressed in the course;
- experience and examine the dynamics that develop among the various government officials (executive and legislature) and major civil society actors during the process of developing national strategies; and
- reinforce the concept of effective use of often scarce resources in determining but also implementation of national priorities.
BATERA COUNTRY PROFILE AND THE CHRISTOFIAN CONTINENT

The country of Batera is situated on the continent of Christo. Three other countries, Shedia, Kerian and Rafu, occupy the continent of Christo. As indicated in Figure 1, the Christo continent situated in the Indian Ocean, off the Southeastern coast of Africa and just below the island of the Seychelles. Rafu and Batera also hold territories located across the Catherina straits on the African continental land mass. Rafu’s territory is named Mani, while Batera controls the N’DU territory (see figure 1). The continent of Christo covers approximately 2,250,000 km and is inhabited by about 100 million people.

![Figure 1: The Christofian Continent off the Coast of Africa](image)

Batera’s population is estimated to be approximately 15 million. Two thirds of the population lives on the Christofian continent and one third lives in Batera’s African territory of N’DU. The Bateran population on the Christofian continent is comprised of two major ethnic groups: creoles in Western Batera and Nyanja in Central and Eastern Batera. A small number of creole radicals still dreams of an independent “greater Rafu that would include Rafu, Western Batera and Northern Shedia. In the N’DU territory, the Bantu are the only ethnic group. The Bantu are also found in Mani, Rafu’s territory on the African continent.
The Bateran political system has long been centralised and coercive. This was a legacy of colonialism, but independence in 1960 brought little change. The regime that came to power at independence was totalitarian, led by a “president for life” originating from the powerful Nyanja group. Finally, bowing to internal pressure and criticism by international human rights groups, the government legalised political parties in 1995 and held elections in 2005. The period preceding the elections was marred by disappearances, assassinations and instability. But to the surprise of all, the opposition won the presidential election and the largest bloc of seats in Parliament, and the former government conceded defeat. Nonetheless, critical issues of dealing with politically-motivated crimes committed during the period between 1995 and 2005 remain a concern in Batera. To deal with this, the government appointed an inter-faith group to engage in a national reconciliation programme. The security agencies and military forces remained neutral throughout the election process.

However, a recent assassination attempt on the life of the new President clearly demonstrated that the shift towards a democratic dispensation is not without challenges. The “Drug clan”, which manages an illicit drug production network in N’DU territory, claimed responsibility for the unsuccessful attack. Although the security agencies and military establishment have pledged their loyalty to the new government, they are considered weak and ill-suited to their security roles. Meanwhile, the Drug Clan’s power is increasing and it is allegedly developing a paramilitary capability. Batera’s intelligence reports the development of links between the Drug clan and separatists in Mani. Rafu’s intelligence organisation fears that the Drug Clan and Mani’s separatists may pursue the ambition of declaring the independence of Mani and the N’DU territory, thus threatening both the integrity of Rafu and Batera, as well as regional peace.
BATERA'S ECONOMY

Batera has abundant natural resources. Agriculture and animal husbandry are mainstays of the economy for both the plains and eastern plateaus, which fishing is a key industry in the coastal areas. Batera also possesses diverse mineral resources: oil, bituminous coal, copper and small quantities of iron. Batera’s rich resource base is a cause of regional tension: Batera and Rafu have disputed the delineation of their exclusive economic zones (EEZs). Fishing by Baterans and northern Shedians in waters claimed by Batera is another source of recurring disputes.

Petroleum products are Batera’s most important export. Since the discovery of oil in the 1970s, the country has emphasised the petroleum sector, neglecting the development of other resources. To optimise profits from oil revenues, Batera developed a competitive tertiary petroleum refining industry and a financial system with its own stock market. But crude oil price fluctuations in the 1980s and 1990s destabilised the country’s economy, and the oil revenue-based banking system has suffered multiple failures. To service the related debt the government sold most of the oil industry to outside international oil companies, who enjoy a tax haven up to 2020. Oil producing areas remain marginalised, the companies extracting oil have no programmes to ameliorate the negative consequences of their commercial activities and local advocacy groups are gaining ground in mobilising opposition to foreign countries investing in the oil industry. Acts of sabotage such as oil bunkering, abduction of foreign oil company workers and militia activities are on the increasing, threatening the stability of oil producing areas.

Corruption, weak government regulation of industry, an inefficient judicial system and the nation’s financial instability have triggered a significant outflow of funds to foreign countries (40% of the country’s assets are held abroad). Lack of capital and economic policy rigidity (overzealous planning and state ownership) have also hampered economic growth. Profits from the petroleum sector have generated multiple financial scandals, implicating politicians and senior company officials. Indeed, the widespread awareness of such corruption eroded public support for the socialist regime that ruled Batera since independence, helping pave the way for the 2005 elections.

With the support of the IMF and the World Bank, the new government in Batera has committed itself to a conservative economic and monetary policy, giving priority to privatization, civil-service reform, unemployment reduction and deficit reduction. However, Batera’s continuing inability to provide adequate formal sector employment forces much of the urban and suburban population to rely for its livelihood on the informal economy. Although no official statistics can corroborate the situation, cannabis production within the N’DU territory represents a substantial portion of the Bateran economy.

REGIONAL RELATIONS

The Christofian continent has had a troubled history, characterised by numerous conflicts among the four countries. Prior to World War II, all four countries of this continent were European colonies. All gained their independence between 1946 and 1962. Because of its strategic importance, the Christofian continent was the scene of intense geopolitical competition during the Cold War. As a result, relations among the four countries were troubled for most of the period after their independence. The effects of some of the major conflicts still linger. These include:

- In 1965, Shedia invaded its weaker neighbour Batera in order to reassert control over Catherine strait. Shedia withdrew its remaining occupation forces from Batera in 1990 after intense international (including African Union and UN) pressure. However, there are lingering resentments in both countries because Shedia’s leaders still tend to regard Batera as a “satellite”.

- 23 -
• Between 1985 and 2000, Batera and Rafu engaged in a bitter war over the islands in the Catherina strait, where important oil reserves have been discovered. The war did not resolve the territorial dispute, but drained both countries economically.

• A prolonged war within Kerian has led to a near breakdown of the country. Now in a state of crisis Kerian’s internal problems have spilled over into Batera in the form of refugees, bandits, organised crime, and flows of illegal weapons. The other countries on the continent have also been affected by Kerian’s political problems.

• Except for Kerian, the other countries in the region initiated democratic reforms at the beginning of the 1990s. The leaders of Shedia, Rafu and Batera increasingly have been inclined towards seeking solutions to longstanding regional disputes. However, a number of serious social, economic and political issues remain unresolved.

Relations with Shedia

Officially, relations between Batera and Shedia have been close since the 1965 invasion, and partial occupation, which lasted until 1990. But a number of contentious issues remain between the two countries. Shedian leaders justified the invasion on the ground that the former Batera government was oppressing creoles in Western Batera. A large majority of the population in both countries shares the same creole ethnicity. Shedia continues to provide Batera with an annual subsidy of approximately 50 million Shedian shillings and supports the unification of the two countries on ethnic grounds. Shedian policy makers have tended to act as if they can dictate Batera’s foreign and domestic policy.

Batera has increasingly tried to free itself from Shedia’s influence in recent years. It now accuses Shedia of financially supporting Batera’s pro-Shedia political parties and of providing support (insurgent warfare training and equipment such as radios, small arms and land mines) to these creole separatists. Batera’s Head of State has tasked his security services to investigate these allegations, but there is no definitive proof of material support to the insurgents by Shedia. Shedia is increasingly endeavouring to improve its international image, so current support to separatists (if any) is probably minimal.

Relations with Rafu

Ever since their confrontation in the 1970s, there have been serious tensions between Batera and the Republic of Rafu, in part because the treaty that put an end to the conflict failed to resolve the territorial dispute. Although Batera’s recent shift towards liberal democracy has greatly improved relations between Batera and Rafu, especially among members of the government, the Batera army and people remain suspicious of Rafu. Additional issues still taint relations between the two countries.

• Batera accuses Rafu of insufficiently monitoring their common border, thus creating a safe haven for creole separatists in the northern region.

• Drug trafficking constitutes a source of significant crime in Batera. Most of the drug trafficking is centred in the N’DU territory and allows Batera mafia to distribute illegal narcotics across all Christofian states. Rafu alleges that money from the drug trade is used to finance the separatists in Mani to conduct operations in and against Rafu.

• A recent Bateran decision to implement an exclusive fishing zone of 200 nautical miles has resulted in a dispute with Rafu, whose economy relies on fishing. Rafu has requested that the Economic Development Commission (COMEDE) act as a mediator in this dispute.

Relations with Kerian
A former Italian colony, Kerian is considered a “failed state.” A difficult transition to democracy in 1990 led to national dissolution and civil war. Even though peacekeeping forces have been stationed in Kerian since the early 1990s, more than 200,000 people have been displaced by the war and live in refugee camps in northern Batera. Banditry in Batera’s northern border region impedes economic development there, and the remoteness and ruggedness of the terrain make it difficult to secure the area. Kerian “refugees” have carried out hit and run attacks south of the border, forcing some major Bateran mining companies to shut down operations due to the prevailing lack of security. In addition, persistent conflict between Kerian refugee factions has resulted in widespread weapons proliferation throughout the entire continent. Despite substantial amounts of international aid, the refugee situation is a burden on Batera.

TOWARDS A SUB-REGIONAL ORGANISATION
Since the mid-1980s the nations of the Christofian continent have endeavoured to establish mechanism for regional cooperation. The original objective was primarily economic: the Christofian states created the Economic Development Commission (COMEDE) in 1990. But economic interests were subsumed by security concerns when civil war broke out in Kerian in the 1990s. Since the international community initially was unwilling to intervene, the other regional states requested Shedia to function as mediator in the conflict and that it send a peacekeeping force to ensure the implementation of a political reconciliation process. This marked the creation of the Christofian Security, Mediation and Peacebuilding Council (CSMPC), whose mandate is to settle conflicts in a peaceful manner. However, being under the quasi-exclusive trusteeship of Shedia, CSMPC is distrusted by other countries, particularly Rafu. (Rafu has historical antagonisms towards Shedia, and now believes that its own healthy economy and Shedia’s growing social and economic problems will prevent the latter from sustaining its role as the lead nation in CSMPC. Rafu covets that role.)

The establishment of a regional security and peacebuilding framework now constitutes the top diplomatic priority for Batera and the President has succeeded in improving diplomatic relations with other countries of the Christofian continent. All four Christofian countries are members of the United Nations. The UN has maintained a peacekeeping mission (UNOKOM) in Kerian since 1995. The senior leadership of the peacekeeping mission is heavily drawn from Shedia, but Rafu and Batera also have contingents in UNOKOM.

DEFENCE POLICY
Despite the government’s inclination towards peaceful settlement of disputes with neighbouring countries, the opposition party and some senior military officers still show signs of xenophobia and insist on absolute preservation of territorial integrity as well as ownership of islands in the Catherina Straits. Batera’s security sector and the most conservative part of the population remain obsessed with the threat they think is posed by neighbouring states. This paranoia is sustained by recurrent crises over regional territorial claims (such as Rafu’s claim to the islands in the strait), by banditry and insecurity on the border with Kerian (stemming from trans-regional gun smuggling and drug trafficking), and by separatist movements finding a safe haven in neighbouring states.

COMPOSITION OF THE TASK TEAM
Given the turbulent history of Batera, there is a wide divergence of opinion among the stakeholders represented in the task team. Some of the major actors disagree very sharply on a number of key issues. Likewise, there are many different perspectives and priorities within each group of stakeholders. A number of issues that will be debated by the Team
on how to deal with conflicts are likely to be contentious. At the same time, it is imperative that the team reaches some sort of convergence in order to fulfill its mandate.

Individual members of the Team have the discretion to develop their own priorities under the guidance of the leaders of their group. A broad outline of the priority issues and general position of the major stakeholders on the team and the issues that they would like to pursue in the national strategy are described below, with the number of team members representing each position indicated in parentheses:

1. **The Government (5)**
   The position of the newly elected government is rather tenuous. Unsurprisingly, the government does not fully trust the existing security establishment, particularly the military, and the head of state has expressed desire to reform a military he considers sympathetic to his opposition. The Government is represented in the team by the Minister of Defence, the Minister of Foreign Affairs (who doubles up for regional development), Minister of Home Affairs and Immigration, Minister of Justice and Minister of Finance and Industrial Development. While all represent the government, they differ on a number of important issues.

2. **The opposition (3)**
   The official opposition (former government) is still smiting from losing the presidential and parliamentary elections. Besides some of its leaders are associated with the “drug clan” and separatist activities. They are very status-quo oriented. They support a strong military and remain quite apprehensive of neighbours. They also do not embrace the value of diplomacy or regional trade, and are convinced that Batera needs a strong military to act as a deterrent in the region.

3. **The Business Community (1)**
   The business group is an amalgam of some of the leading corporations in the country with regional and international business interests, as well as small scale producers and traders. The two sub-groups of the business community have two main priority issues. One group believes that a strong national security environment is a prerequisite for the growth of the private sector and the health of its members. This group is ready and willing to invest in strategies that secure a peaceful environment. The larger group would like changes in the procurement rules to give preference to national manufacturers and suppliers.

4. **Cultural and Traditional Leaders (1)**
   The strongest voices among the cultural leaders are pre-occupied with the issue of representation of the various ethnic groups in the major security and other government structures. They would like Batera’s national conflict management strategy to be based on an affirmative action policy to ensure that the major ethnic groups will be represented across government. The more radical among them want regional armies for each major ethnic group; they do not want soldiers and security forces from other regions of the country or foreign countries deployed in their areas. This is particularly the case with the chiefs from the Bantu area who are adamant about the autonomy of their people.

5. **The Human Rights Community (1)**
   The human rights community has long had a rocky relationship with the government and the military. Some in the group have strongly advocated for the disbandment of the military. The more modest of them would like the military restricted to foreign missions. They are vehemently opposed to the use of military or other security forces for domestic purposes.
6. **NGOs (1)**

This is an umbrella group that brings together grass roots organisations, women’s groups and groups interested in local development issues. The NGO community has a long list of issues, including the civil war in Kerian, HIV/AIDS and the war against drugs. However, the two primary concerns that seem to unite its members are a) their strong conviction that Batera needs to refocus on civic activities such as road maintenance, emergency relief and agricultural regeneration as a basis for long term peace and that security forces can be engaged in these activities etc. and b) civil society should participate in security matters including the search for sustainable peace. On these issues, NGOs want permanent representation on all government committees and structures.

7. **The Media (1)**

The burgeoning media in Batera considers itself the conscience of the nation. They insist on absolute transparency on all matters of the state, including security. They would like to propose a freedom of information law that would apply to all public institutions. They also want a positive and strong role of the media written into the national conflict management strategy.

8. **The Conservatives –Nationalists (1)**

This is a small but vocal group. Group members include many veterans of the wars of liberation and other campaigns. The group views the military in particular as a medium for nation building. They decry the decline in patriotism among the youth of Batera. They would like Batera to adopt conscription that contributes first to Batera’s security and secondly to its development initiatives. Although they disagree with the record of the opposition, they agree with them on the need for Batera to project force in the region through a strong military.

9. **Trade Unions (organised labour) (1)**

Both public and private sectors are represented by the trade unions. Of the many groups represented by the trade unions, two are particularly influential. The first is a group of reserve military who want a strong modern security to secure the peace. The second group is comprised of private sector groups concerned with the development of public services and rural development. They are also concerned about the role of international capital that does not multiply job opportunities.

**ROLES AND FUNCTIONS OF THE TASK TEAM**

- The **chairperson**, who should be elected by the group before the exercise commences is tasked with overseeing the deliberations and ensuring that the objectives are met. The Chairperson is also responsible for time management, as well as working with the spokesperson to finalise the group’s outline strategy. That person will determine the programme for the Task Team’s deliberations.

- One Task Team member will be assigned the role of **spokesperson**. This individual will be responsible for note-taking during the deliberations, finalisation of the group’s strategy, and making a 15 minute oral presentation of the strategy during the closing plenary.

- Discussion group members should **volunteer** to play one of the roles specified in the exercise.

- **The various members of the Task Team** should, in their deliberations make interventions that are relevant to the interests of the groups that they represent.
They should try to ensure that their interests are fully reflected in the final strategy. The Chairperson will broker a compromise whenever necessary.
GROUP ONE

Members

James L.S.Kollie - Spokeman and Opposition Leader
Stellamaris Mulaeh – NGO and HR Rep
Tadesse Tafesse - Chairman
Lilian Boit - Conservative Rep
Elias Cheboud - Trade Union Rep
Bizimana Jerome - Business Rep
Amsale zenebe - Govt Rep
Kassa Teklebrhan - Govt Rep
Awatif Ahmed Nahar - Media Rep
Woldu Merne Mamo - Govt Rep

“Batera and its N’DU territory” What We Know (The Profile)

- Located in Christo continent;
- Situated in the center; bordering three other countries (Shedia, Kerian, and Rafu and its Mani territory);
- Population: 15 million
  - 2/3 or 10 million lives on the continent which was organized into two ethnic groups (Creoles in the west and Nyanja in central eastern Batera);
  - Creoles are found in Rafu and Northern Shedia
  - 1/3 or 5 million in the territory (the Bantu);
  - The Bantu also found In Mani territory

Batera’s Political Situation

- Independent since 1960 --- had colonial influence (totalitarian --- the legacy) and was led by one ethnic (the Nyanja) until 2005;
- 2005 the opposition took power
- The “Drug-clan’s” assassination attempt of the president shifted the political direction;
- Limited military and security resources compared to “Drug-clans”
- Increased link between separatist Creoles and Drug-clans posed threats from the neighboring country (Rafu)

Shared Ethnic Profiles

- Creoles ---- Rafu, Batera, and Shedia;
- Bantu ----- In territories of both Rafu (mani) and Batera (N’DU);

Batera’s Economy

- Foreign ownership of firms or businesses
- Abundant natural resources:
  - Agriculture, animal husbandry;
Oil, coal, copper, iron

- IMF & World Bank influenced privatization, civil-service reform,
- Change in formal sector employment forces

**Batera’s Regional Relations**

- History of conflict:
  - European colonies but all independent between 1946 and 1962;
  - Due to continental strategic location, the four countries relations during the cold war were unpleasant; (water-way, fishing, and mineral rights);
- Refugees and other social, economic, and political issues.

**Sources of conflict**

- Corruption,
- weak regulation,
- inefficient judiciary,
- financial instability – privatization, foreign ownership of businesses
- lack of policy, and scandals reduced public support;
- Marginalization of some communities
- Centralized and coercive political system
- Decline economic growth
- Existence drug clans

**Actors**

- Local actors
  - Creoles and Nyanga
  - Drug clans
  - Military
- Regional actors
  - Shedia
  - Rafu
  - Kerian
  - COMEDE
  - CSMPC
- Global actors
  - International human rights groups
  - IMF & World Bank
  - UN (UNOKOM)

**Conflict Dynamics**

- Current conflict trends
  - Assassination attempt
  - Increasing powers of Drug clans
  - Lack of government initiatives to provide multi-sectoral employment
  - Lack of trust
  - Dispute amongst Batera’s officials
- Windows of opportunity
Dialogue of Batera with its regional members
- Establishment of national reconciliation programs
- Provision of financial support
- Shift from single political party to multi-party
- Round table discussions to settle disputes

**The political Conflict Management Strategy**

- Acknowledge the Human Rights violation and set up a commission
- Policy development and setting up of anti corruption commission (representing all ethnic group)
- Give the commission a mandate to investigate, identify, expose, and persecute
- Pass stringent law on drug trafficking (set up a narcotic unit)
- Transform the security sector through training
- Create space for political participation.
- Set up an Independent Media Commission
- Civic education programs for all sectors

**Economic strategy**

- Diversify and develop all sectors of the economy
- Help establish equitable distribution of resources
- Set up a conducive policy to stimulate and/or motivate the private sector.
- Develop an economic policy to insure resources exploited benefit the local community
- Encourage strategic privatization (the public sector)
- Provision of employment opportunity for rehabilitated drug dealers

**Regional Strategy**

- Develop a foreign policy based on mutual interest of the region
- Initiate an amendment to strengthen existing regional organizations
- Strengthen the common market commission
- Set up border committee to encourage peaceful coexistence (encourage repatriation of refugees)
GROUP TWO

Members
Ndiloseh Melvis-Chairperson
Peter Tendaiwo-Spokesperson
Fanuel Abera
Amel Eldihaib
Gaia Toschi
Mathias Mulagwanda
Girma Kebede
Jamail Cummings
Chika Onah

National Strategies for CM in Batera

• Conflict Profile
• Political,
• Economic,
• socio-cultural,
• Ecological and
• Human Right

POLITICAL

• Colonial Legacy
• Insecurity: cross border Threats, Assassination-
coup-de-tat, proliferation of small arms
• Political instability
• Secessionist threats

ECONOMIC

• Internal Competition for resources
  – Mineral resources
  – Fishery
  – production of illegal drugs
  – Weak economic fabric due to international debt
  – Lack of capital & economic policy rigidity
  – Privatization

SOCIAL CULTURAL

• Corruption
• Marginalization of the minority groups
• Banditry caused by refugee influx from Keria
• Organized crime by Drug clan

HR
• Partiality of the Military
• Army recruitment System
• Centralization of political power

**Proximate Causes**

• Victory of the opposition party/ Advent of democracy
• Rise of multi party system

**Actors**

• Drug-clan community
• Four countries: Batera

(The Government, Cultural & Traditional Leaders, Business Community, HR Community, Political Opposition parties, The Media, NGOs, Trade Union and The Conservatives-Nationalist)

– Keria, Rafu, Shedia

**Conflict Management Strategy for Batera**

<table>
<thead>
<tr>
<th>Problem</th>
<th>Actors</th>
<th>Proposed Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Security</td>
<td>The gov't, military &amp; Opp party, Nationalists (Conservatives), leaders</td>
<td>Inclusiveness</td>
</tr>
<tr>
<td>2 Illicit drug trade and separatist activities</td>
<td>Drug clan, opposition Party, Gov't, separatists</td>
<td>Creating of alternative economic activity,</td>
</tr>
</tbody>
</table>
| 3 Proliferating of small arms | Opposition, Drug clan, Rafu, shedia, biz community | • NGOs
• DDR
• Dialogue
• Strict border control |
| 4 Marginalization | Traditional, leader, military, gov’t,                               | Inclusiveness, capacity building       |
| 5 Human right abuse | The HR community, community and military                             | • judiciary reform
• Civic education
• Improved media |
|   | Increased Criminality & Banditry | Refugees, gov’t, NGO, Keria | • CSMP: refugee camp  
• Humanitarian Intervention (gender sensitive)  
• Reinforcement of peace Agreement  
• Eventual repatriation |
|---|---|---|---|
| 7 | Scramble for natural resources, fluctuation in oil price, privatization, over dependency on oil sector | International oil companies, marginalized people in natural resource area, gov’t of Batara, Northern Shrians | • Diversification of the economy  
• Socio-economic development of the resource based area |
| 8 | Corruption | Old gov’t, the int’l community | Anti-corruption crusade by the new Gov’t, Declaration of asset, |
| 9 | Unemployment issue | Trade Union, indigenous Trade Union |  |
| 0 | Lack of Freedom of info. law | The media, Government | Passage of bill on freedom of law, Capacity Building |
GROUP 3

“Managing Conflict in Batera and the Christofanian Continent”
Report of the G-3 Task Force

CONFLICT ANALYSIS

♦ ACTORS IN INTERNAL CONFLICT
  – Direct Actors
    • Government
    • Opposition
    • Separatists e.g. N’DU
  – Indirect Actors
    • Other Stakeholders e.g. Business Community, NGOs, Cultural and Traditional Leaders etc

♦ ACTORS IN EXTERNAL CONFLICT
  - Direct Actors (Regional)
    • Shedia
    • Keria
    • Rafu
  - Indirect Actors (International)
    • IMF/World Bank
    • MNCs

♦ Issues Between the Actors
  – Internal issues
    – Govt vs. opposition
      • Past Issues
      • Present Issues
  – External issues
    • Batera vs. Shedia
    • Batera vs Rafu
    • Batera vs. Keria
      – Past Issues
      – Present Issues

Structural Causes

♦ Political
  – Governance
  – Weak Security Structure
♦ Economic
  – Resources
  – Financial Instability
♦ Social
  – Unemployment
  – Complex Ethnic Borders
  – Negative Consequences of Oil Activities
Cultural Causes

♦ Lack of Ethnic Representation in Security Agencies
♦ Cultural Intolerance
♦ N’DU Autonomy

Immediate/Proximate Causes

♦ Internal
  – Assassination Attempt
  – Weak Security Sector
  – Economic Instability
  – N’DU Independence
♦ External
  – Shedia—Interference
    • Lingering Resentment
  – Rafu—Territorial Dispute
  – Keria—Spill-Over Effect

Conflict Management Strategy

♦ Mode of Operation: Joint Problem-Solving Strategy

1) Transformation of Security Sector

   a) Professionalization of the army & other security agencies [ex: training in HR & dispute skills]
   b) Equitable representation and recruitment of security personnel
   c) Creation of Christofanian regional standby force
      a) Border patrol
      b) Peacekeeping/DDR
      c) Combating illegal drug trafficking

2) Economic Revitalization

   a) equitable distribution of natural resources
   b) ensure favorable environment for wealth creation [trade policies]
   c) development of agricultural, fishing & mineral sectors
   d) industrialization (promotion of value addition)
   e) formulating an anti-corruption framework
   f) infrastructural development

**: creates employment opportunities

3) Rule of Law and Human Rights

   a) reintegration & rehabilitation of refugees
   b) carry out civic education during election periods
   c) improvement of the justice system
      --quick dispensation of court cases, increase institutional capacity/development, training of justice personnel, independent judiciary

- 36 -
d) freedom of responsible press thru training programs  
e) national reconciliation program/commission  
f) transparency and accountability in the public sector  
g) participation of women on all levels of planning/implementing the conflict management strategy  

4) Regional Cooperation  

a) creation of sub-regional and regional blocs  
b) strengthening bilateral and multilateral diplomatic relations—especially the Christofanian Security Mediation Peacebuilding Council [CSMPC]  
c) use of special envoys and official mediators

Sustaining the Strategy  

♦ Internal Sustainability  
   – Involvement and participation of all stakeholders in the socioeconomic and political processes of Batera, which would ensure a stable and peaceful country in the future.

♦ External Sustainability  
   – Continued peaceful engagement with external partners (subregional, regional, international)