



Trans-SEC

Innovating pro-poor Strategies to safeguard Food Security using Technology and Knowledge Transfer

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Title: **RISK CONTROL MANAGEMENT, SUPERVISION AND CONFLICT MANAGEMENT**

1. Introduction

1.1 Definition of concepts

A conflict has generally been defined as a situation in which two or more parties strive to acquire the same scarce resources at the same time (Niklas and Weissmann, 2005). Scholars generally agree that there needs to be more than one part to have a conflict, and that the time factor is important. What does cause concern is the term scarce resource. The central point in this argument is scarcity, but resources need also be included in the discussion. Resources are not only economic in nature, and that the terminology might miss conflicts involving economic orientation, human security, environment, historical issues, etc. Such conflicts are not necessarily about resources, and when they are, these resources are, more importantly, not necessarily scarce. A conflict is, moreover, in many cases based on perceptions, rather than on attitudes or behavior as it has generally been defined. When discussing the concept of conflict, perception should be included as a central concept since the conflicts and the opponent's intentions often are defined according to subjective perceptions (Niklas and Weissmann, 2005). There could be an abundance of space for agreement in a conflict, but if the parties perceive the conflict as being impossible to resolve or the opponent to be untrustworthy this might not help in resolving the conflict. The normative disputes (often subjectively defined) are also left out of the rational definitions. These disputes involve religion, values and beliefs and do not always have a military outcome. According to Niklas and Weissmann (2005) the definition of conflict can be stated as follows: perceived differences in issue positions between two or more parties at the same moment in time.

1.2 The life cycle(s) of a conflict

A conflict is not a static situation, but a dynamic one – the intensity level changes over a conflicts' life cycle (Niklas and Weissmann, 2005). An understanding of the conflict cycle is essential for an understanding of how, where and when to apply different strategies and measures of conflict prevention and management. Over time, numerous suggestions and models of conflict patterns have been put forward. Among these models and suggestions, a number of patterns stand out. Conflicts tend to be described as cyclical in regard to their intensity levels, i.e. escalating from (relative) stability and peace into crisis and war, thereafter deescalating into relative peace. Most scholars also agree that these cycles are reoccurring. This proposition is strongly supported by empirical research on conflict patterns. Here, it should also be noted that many scholars add stable, sometimes called durable, peace as an additional phase in which the conflict is considered resolved – i.e. the reoccurring pattern of the conflict has been stopped. Also, most models divide both the escalation and de-escalation of the conflict cycle into phases. It can also be noted that in many cases the conflict model has taken the form of a U, or an upside-down U.



1.3 Rationale

Throughout the 1990s both practitioners and scholars have paid extensive attention to conflict prevention (Tanner, 2000). Preventive actions are designed to resolve, manage, or contain disputes before they become violent. Conflict management, in turn, means the limitation, mitigation and containment of conflict. The notion of conflict prevention includes numerous activities such as conflict avoidance and conflict resolution, with techniques such as mediation, peace-keeping, peace-making, confidence-building measures, and track-two diplomacy. Part of the Trans-SEC project is a Conflict Prevention and Management system (CPM- System). The aim of the integrated CMP- System is to facilitate the development of a common Trans-SEC culture which enables all Trans- SEC members to work together in an environment of good communication and trust. Also the system offers services which can be used in case challenges or conflicts arise between Trans-SEC members. As the integration of a CPM- System is an innovation which is applied for the first time in a cross- cultural research project, the introduction of the system was part of the Trans- SEC Kick-off conference from 02-06.09.2013 in Morogoro, Tanzania.

Conflict Management (CM) Systems are being used effectively in the (German) business sector. They have proven to minimize conflict cost and increase innovation (literature on Trans-SEC Intranet). For the first time such system will be included in a cross-cultural research project. The component of conflict prevention has been added to the system. The CPM- System shall be developed according to expectations and needs of project members and will be developed by means of participatory approach to include all Trans-SEC members in the process of system development. The development of a common Tran-SEC culture (cooperate culture) is seen as essential when working together in a cross-cultural research project planned for a period of at least three years. Also, it has proven to be of great importance for CM- Systems to work, that a favourable corporate culture is established.

2. Development of CPM Tanzania

2.1 Methodology

2.1.1 Introduction to CPM during project inception workshop

During the Trans- SEC Kick-off conference held in Morogoro, Tanzania from 2 – 6 September 2013, the Conflict Prevention and Moderation System (CPM-System) was introduced and explained in details. Teambuilding measures were facilitated and focus group interviews and individual interviews were conducted. A fun run was organized in a method called “world café” to gather perspectives on the CPM-System. At the Trans-SEC conference the following three CPM- representative were present:

- Ms Lisa Kosman (German): mediator and mediation trainer recognized by the German Mediators Association (BM), former attorney.
- Ms Jane Wambura (Tanzanian): PhD student, MSc Intercultural Conflict Management, Mediator.
- Ms Katharina Löhr (German): PhD student, MSc Political Economy of Violence, Conflict and Development, Mediator.



For the CPM- Team the objectives of the Kick- off conference were threefold:

- First, introducing the CPM- System to all Trans-SEC members.
- Second, identifying potential areas of conflict and collecting ideas and recommendations by Trans-SEC members for the development of a tailor-fit CPM- System.
- Third, facilitating the development of a common Trans-Sec culture (cooperate CPM- System).

2.1.2 First Training on CPM

The first training on CPM in Tanzania was held from 19th to 21st May 2014. The Trans-SEC conflict awareness workshop is one in a series of workshops planned to be held during the course of the project duration. The workshop was held over a period of 3 days (Monday 19th to Wednesday 21st May 2014). This conflict awareness workshop was intended for orienting the Tanzanian Trans-SEC partners on conflict management and initialising the setup of a Conflict Prevention and Management (CPM) system for Tanzania. A total of 15 participants drawn from 7 Tanzania institutions (SUA, ACT, ARI-Ilonga, ARI-Hombolo, ICRAF, MVIWATA and TFC) attended the workshop. (Table 1). The Trans-SEC conflict awareness workshop was facilitated by Dirk Sprenger (an independent German consultant on Conflict Management). All sessions were held between 9:00 am and 5:00 pm. The mode of conducting the workshop was highly participatory and included: plenary, group discussions, videos and role plays.

Table 1: List of participants

	Name	Institution
1	Laetitia William	ACT
2	Leon Mrosso	ARI-Hombolo
3	Elirehema Swai	ARI-Hombolo
4	Bashir Makoko	ARI-Ilonga
5	Beatrice Mwaipopo	ARI-Ilonga
6	Chaboba Mkwangwa	ARI-Ilonga
7	Devotha Mchau	ARI-Hombolo
8	Violet Mtui	ICRAF
9	Al-Amani Mutarbukwa	MVIWATA
10	Henry Mahoo	SUA
11	Khamaldin Mutabazi	SUA
12	Tatu Said Mnimbo	SUA
13	Jacob Kaingo	SUA
14	Lutengano Mwinuka	SUA
15	Haule Florian	TFC

2.1.3 Setting up CPM Team for Tanzania

During the first training on CPM, the participants formulated the CPM structure for Tanzania partners. After a long and fruitful discussion the following was agreed



a) Definition CPM

CPM is a Conflict (dispute) Prevention and Management (facilitation) system. This system will be part of Trans-SEC. There will be a CPM in Tanzania, a CPM in Germany and the overall CPM, consisting of representatives from CPM-TZ and CPM-GER. For the Trans-SEC project, CPM is conflict prevention and management system that accompanies the entire consortium throughout and beyond the project lifetime of Trans-SEC. Internal focal points and external experts for supervision, mediation and training will build a network of communication to generate a good working atmosphere. Reflections, problems and or conflicts will be discussed where they occur with jointly defined mechanisms, training on awareness for inter-cultural collaboration accomplished and overall steering committed that aligns the development with building strategies. CPM is a generated culture that shall be established at involved institutions through training of trainers.

b) Purpose of CPM - Tanzania

CPM-TZ ensures that disputes will not spiral/escalate negatively. Rather they are taken properly account of in order to find inclusive and constructive solutions so that Trans-SEC outputs are realized the most successful way possible. CPM-Tanzania will cover prevention and facilitation. It is a system designed for ourselves to avoid serious conflict.

c) CPM –Tanzania Structure

In each institution, one person is nominated as CPM focal person (CFP). CPM-Tanzania is composed of insiders on purpose, because they know and understand Trans-SEC. But if they become part of a dispute, an outsider, e.g. from another institute or work package will take over. These focal persons all together form the CPM Team in Tanzania.

Two CPM-TZ coordinators will be chosen, one as chair and the other as deputy chair/secretary from among these CPM-focal persons. If one coordinator is biased/involved in a dispute, only the other is responsible. If both are involved, interim-wise they hand over this task to another focal person.

At each meeting somebody participates who knows the Trans-SEC project framework and agreed upon procedures very well. This person will not be a focal person him/herself and will be nominated at the first CPM-Tanzania meeting.

The focal persons of the different institutions meet regularly three times a year. At the end of each meeting the next meeting is scheduled. The coordinators invite for the meetings, announce the venue and prepare the agenda. They also chair/facilitate the meeting and prepare the minutes. Extraordinary meetings can be convened when necessary.

d) Roles and responsibilities of the focal person

- Focal persons should serve for the lifetime of the Trans-SEC project. However if the focal person moves on then its role will be taken by another person.
- Confidentiality and trustworthiness.
- This role is not replacing existing systems within the institute. It has a limited mandate/restricted mandate to Trans-SEC.
- After being nominated s/he informs everybody in the institute involved in Trans-Sec to contact him/her in case of dispute.



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- Mandate for a „soft way “to make things work.
- As early as possible intervention, timely!
- Analyzes the situation when addressed, e.g. causes of conflicts, needs, especially s/he anticipates the possible consequences/effects and eventually communicates them back to the parties.
- Facilitates as much as possible towards a solution (e.g. when miscommunication leads to dispute) while taking a mediators/impartial stance.
- In case of an unresolved dispute the focal person contacts the coordinators for further action.
- All Trans-Sec related disputes should be reported to the focal persons. If the focal person is part of the dispute the case is referred to the coordinators.
- They will prepare a report for the records and maintain confidentiality.

e) **Role and responsibilities of the coordinators**

- Confidentiality and trustworthiness.
- The role is not replacing existing systems within the institute. It has a limited mandate/restricted mandate to Trans-SEC.
- After being nominated they inform everybody in Trans-SEC Tanzania who are the coordinators.
- Mandate for a “soft way” to make things work.
- As early as possible intervention, timely!
- If contacted directly they inform the focal person of the institute.
- Analyzes the situation when addressed, e.g. causes of conflicts, needs, especially s/he anticipates the possible consequences/effects and eventually communicates them back to the parties.
- Facilitate the case as much as possible towards a solution while taking a mediators/impartial stance.
- In case of a still unresolved dispute the coordinators look for an outside mediator for further action.
- At this point the coordinators inform the partners about the dispute (process communication).
- They will prepare a report for the records and maintain confidentiality.

f) **Acting Coordinator**

Prof. Henry Mahoo is acting coordinator. The Coordinator will make invitations for this first meeting (scheduled for end of July 2014), organizes the venue, clarifies funding modalities for the meeting and chairs the meetings.



g) Next steps for the CPM-TZ setup

Deadline for choosing the focal person is June 30th, 2014. Names would then be forwarded to the acting coordinator Prof. Henry Mahoo. The first meeting will take place in the last week of July 2014. The Agenda-item for July will be when and how to launch the CPM-Tanzania system? Before it will be launched, it will be shared with the partners and their feedback will be included.

h) Recommendations

- We are proposing that our German partners get awareness training like we got, including one day to set up their appropriate CPM-Germany system.
- We need this happening in order to set up an overall CPM-Trans-SEC system with a body where north and south are represented.
- Because there could be disputes between north and south and we would like to see a structure able to handle these.
- We suggest that during the September meeting the completed CPM (north and south) will be selected and have a face to face meeting.
- How will CPM activities be funded? The CPM-Tanzania needs certain funds to be able to implement CPM activities.
- We think that the knowledge and skills we learned during the awareness training is very valuable and should be accessible to more individuals in the institutions. It was an eye opener. Training, ideally a Training of Trainers (ToT) would be very helpful.

2.1.4 Second training on CPM

The second training on CPM was held at SUA Morogoro and was attended by German and Tanzanian partners between 3rd - 5th September 2014. This training targeted the partners who could not attend the first training in Tanzania.

2.1.5 Coverage of the CPM trainings

In both the first and second awareness training sessions, the training consisted of three units. In **unit one** the relevance of conflict management for research associations like Trans-SEC was deduced, “conflict” is defined and the limitedness of human perception and our “constructivist brain” and the consequences for conflicts and their dynamic was pointed out. In **unit two** the four dominant patterns in human attitude and behavior in conflict situations were highlighted. These are:

- The focus on positions instead of needs
- The dominant stress pattern (fight, flight, freeze) and its influence on conflict behavior
- The escalation dynamic in conflict situations
- The negative communication pattern

In **unit three**, the basics for constructive conflict handling were introduced, in combination with exercises for participants.

- How to adequately address issues in a conflict situation?



- How to actively listen and how to ask the adequate questions in order to transform hardened situations?
- How to handle specific conflict situations (conflict cases)?

The awareness trainings were highly appreciated by the participants. Often these trainings function as an eye-opener. The knowledge and skills gained are not limited to Trans-SEC only but can be used in all sorts of situations where human beings interact and different opinions, positions, etc. crystallize apart.

3. RESULTS

3.1 CPM Tanzania (CPM TZ)

The CPM set-up in Tanzania is complete and comprises focal persons from each institution and a coordinator and his deputy. Together they ensure that disputes will not escalate negatively and strive for inclusive and constructive solutions at an early stage. Contacts are:

- Coordinator: Henry Mahoo: mahoohenry@yahoo.com
- Deputy: Florian Haule: lianhaule@yahoo.com
- Focal Persons: SUA: Henry Mahoo: mahoohenry@yahoo.com
- TFC: Florian Haule: lianhaule@yahoo.com
- ACT: Laetitia William: letynganyirwa2002@yahoo.co.uk
- ICRAF: Violet Mtui: V.Mtui@cgiar.org
- MVIWATA: Al-Aman Mutarabukwa: mutarabi@gmail.com
- ARI Ilonga: Tulole Lugendo Bucheyeki: tlbucheyeki@yahoo.co.uk
- ARI Hombolo: Leon Mrosso: lmrosso@yahoo.com

Since its inception, the **CPM TZ** has received very few CPM issues only within the Tanzanian partners.

4. WAYFORWARD

CPM TZ is of the opinion that the CPM system is a powerful tool that needs to be up-scaled for wider application in our institutions. A follow up program that aims at Training of Trainers (ToT) in 2015 is therefore being proposed. The setting and defined objectives will be drawn with the assistance of Dirk Sprenger.

It is also being proposed that Vision and Mission for CPM should be involved as “voluntarily adopted” cooperative identity. The quality of work should be substantially approved.

5. REFERENCES

Fred Tanner (2000) Conflict prevention and conflict resolution: limits of multilateralism. International Review of the Red Cross, No. 839

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