Southern Nations Nationalities and People's Regional State

Strategy for Conflict Resolution
and its Implementation Manual.

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Dear readers

I would like to express my gratitude and admiration to those who contributed by giving their time and experience to prepare the existing strategy document and its guide line. Besides protecting the nation's nationalities and people's constitutional rights and ensuring the facilitation of promoting their culture, language, and history, the Council of Nationalities CoN has actively worked to resolve the conflicts arising between them based on the mandate given by the constitution of the region.

To be able to effectively deal with the conflicts the CoN has conducted conflict assessments and analysis in all zones and special woredas in 2005 and through the participation and contribution of different partners the regional conflict resolution strategy was prepared, published, and distributed in 2011 which enables government and non government actors to resolve and transform conflicts in the region.

Based on the regional conflict resolution strategy, with the participation of all actors on different levels, an implementation guide line was completed in 2014 that helps to address conflicts at local as well as at regional level. The guide line was published in the second half of 2014 and distributed to all zones, special woredas and kebeles in order to support and further strengthen the capacity of institutions who are working in the area of conflict resolving and peace building.

Meanwhile, there is also a raising demand by scholars and students of

the peace and security faculties of universities to study and use the strategy document and the guide line. Therefore the Council of Nationalities with the cooperation of CPS decided to translate the implementation guideline into English and publish both, the Conflict Resolution Strategy and its Implementation Guideline in one book as a contribution to also strengthen research on peace, conflict resolution and nationalities' rights.

Lemma Gezume
Speaker of Council of Nationalities

1. Introduction

Our country, Ethiopia, is the place where many Nations, Nationalities and Peoples live. These Nations, Nationalities and Peoples have their own cultures, languages, history and Religions. On the basis of the interest of Nations, Nationalities and Peoples to be proud of their own identity and improve their living standard, a bitter struggle was carried out for many years. After the success of this struggle, it was compulsory to establish a democratic system that can assure the multi-dimensional interests of the people.

For the realization of this goal, the former centralized government was decentralized in the way of Federal system and for its success nine Regions were established. One of them is the SNNPRS (Southern Nations, Nationalities and Peoples Regional State).

This Region being organized by incorporating 56 Nations, Nationalities and Peoples and having established a constitutional system, nowadays, it is showing a remarkable progress in fulfilling the interests of the people in development, good governance and democratization process.

However, a conflict caused by various reasons among the people in the Region, was one of the many factors that affect the already started development and democratization process.

Scholars in the field agree that it is likely for conflicts to occur in diversified community where many languages, cultures, religions and history exist instead of the homogenous community. They stated that diversity by itself is not a problem but it is lack of proper handling of the existing objective reality that makes it worse. Many people agree that diversity is the basis of powerful coexistence and development instead of causing problems and conflicts.

The Regional Constitution that centers upon peoples diversity, helped to create various institutions that can strengthen the democratic unity of the people, manage and administer conflicts and achieve sustainable peace and developmental goals. The Council of Nationalities and the legislative, the executive body and the judiciary organs in all hierarchies, according to their nature are supposed to have roles in resolving conflicts and peace building tasks.

Even though remarkable results were achieved by the contribution of these organs in the development and democratization process, still conflicts were observed in different areas of the Region.

The causes of conflicts may vary from one area to another and immediate responses were given to them according to their nature, however, in some places it is frequently occurring for a longer period.

The violent conflicts were causes for losses of human life and properties. They also affected development, and created the feeling of suspicion among the Nations, Nationalities and Peoples of the Region.

The Regional Council of Nationalities is one of the institutions established to respect the constitutional rights of the people. It is responsible and plays an important role in enhancing the democratic unity of the people .Therefore the council has carried out assessments that shows the prevailing situations from 1994 – 2007 so as to prepare a strategy for resolving and managing conflicts. In the assessments government bodies, Civic Societies and individuals were participate d to .give reliable information. Moreover discussions were made at different levels to

enrich and develop this conflict assessment document.

As indicated in the study, causes of conflicts vary from one area to another, but the major ones are: a struggle to establish one's own administrative status, an issue of identity, border disputes ,lack of good governance, poverty and the need for pasture and water for cattle (resource based conflict). Though immediate solutions were given to these conflicts, limitations were observed in identifying the causes and resolving the conflicts. In addition to this, there was no organized system to document the best practices in resolving conflicts. No attention was given to utilize the potentials of conflicts, by identifying the causes of conflicts and resolving them so as to use these experiences for development and structural change.

Considering all these facts, the Regional Council of Nationalities has prepared strategy for transforming conflicts The preparation of this strategy is useful in enhancing development and democratic processes by minimizing problems with the help of learnt experiences and scientific ways of resolving conflicts. The Strategy helps to resolve the incompatible interest and ideas between communities on the bases of strengthening relationships and tolerances by giving emphasis the age old ties in

place. It also helps that various governmental institutions and others to clearly understand their role and participate in peace building process In this regard, this strategy paves the way to identify the roles of participants and their relationships, thereby creating uniformity and clarity in organizing and implementing the Regional conflict transformation activities with all its legal grounds. Therefore, this strategy is prepared as an important tool so as to identify clearly the stake holders and the community so that they can take part in a well organized way in all Regional conflict transforming tasks.

2 Definition of Terms

2.1 Conflict

Conflict is a relationship between two or more parties   (individuals or groups)   Who have, or think they have incompatible goals. Conflicts are facts of life, Inevitable and often creative.

2.2 Violence

Consists of actions, words, attitudes, structures or systems that cause physical, psychological, social or environmental damage and/or prevent people from reaching their fully human potential.

2.3 Conflict Prevention

Aims to prevent the outbreak of violent conflict.

2.4 Conflict Management

Aims to limit and avoid future violence by promoting positive beneficial changes in the parties involved.

2.5 Conflict Transformation

Addresses the wider social and political sources of a conflict and seeks to transform the negative energy of war in to positive social and political change.

2.6 Conflict early warning

Involves a systematic collection of conflict information analysis and reporting which should trigger proactive early response.

2.7 Conflict early response

Identify conflict risks and at an early stage and take action to prevent the escalation of tension into violent conflict.

2.8 Peace

Is a process, a many sided, never ending struggle to transform violence.

2.9 Peace culture

A culture of peace consists of values, attitudes, behaviors and ways of life based on non- violence and respect for the basic rights and freedom of every person. In the culture of peace, power grows not from barrel of gun but from participation, dialogue and cooperation.

3   *Overview of Conflict Concepts*

It is obvious that any economic, social and political relationship among the community plays an important role for future progress and development of the community. This relationship is accompanied by various activities of different parts of the community in order to promote and fulfill their interests. These activities are carried out through various atmospheres of perceptions, outlooks, organizational procedures, etc.

Among these, any action taken by one party may influence negatively, in one way or another, on the interests and goals of the other party. These negative influences force each party to focus only on its own interests. This focus of interest creates differences in opinions and each party's unwillingness to settle these differences could be a cause of conflicts. When such conditions are created, all parts of the community tied in this relationship begin to observe changes in their day to day lives. These changes will affect the normal societal activities from their usual and ordinary course of life. In these general conditions, therefore, it is possible to raise queries at various levels such as: Why does this conflict occur? What is the root cause for it? How can it be transformed? Who can communicate and resolve this conflict? and the like. At this stage either the positive or negative sides of conflicts could be clearly observed as an

outcome. Instead of resolving the main causes of the conflict that affect the day to day life of the community through discussion, labeling the conflicting parties in to `us or them` results in widening up the gap and diverting the attention of the community to the win- lose perception. Consequently, the community becomes the victim of the conflict.

On the other hand, when parties that are directly or in directly involved in the conflict come together to discuss the causes of the conflict and re-solve it, they themselves become beneficiaries, too. This happens when all actors are ready to transform the conflict and to strengthen their relationship. They can play an important role to enhance their common values by avoiding the injustice or incompatible relationship that caused the conflict. Hence, when the cause of the conflict is clearly identified, thoroughly discussed, and given solutions, the change that comes as a result of this will play an important role to facilitate and promote the de-velopment of the community. So understanding the causes of conflicts and resolving it, helps to use the potentials of conflict for better change which in turn enhance good governance.

4 *Organizational Features of the Region*

The Region comprised the following five Regions that were among the fourteen Regions established by the Ethiopian Federal Transitional Government. These were: Region seven ⁄Guraghe, Hadiya, Kambata, Tambaro, Halaba and Yem. Region Eight (Sidama, Gedeo kore, Burji and Gidicho). Region Nine (Gamo, Gofa, Dawro, Wolayta, Zayse, Oyda, Konta, Ale, Mosiye, Derashe, Mashole and Konso). Region Ten (Male, Ari, Hammer, Bana, Tsemay, Dasenech and Gnyangatom). Region Eleven: (Kafficho ,Shakicho, Bench, Nao, Chara, Dizi, Surma, Meinit, Sheko and Zilmamo). Therefore, these Nations Nationalities and Peoples based on their mutual consent to achieve their common objectives established "The South Ethiopian Peoples Transitional Government`` on February 8, 1993.

Their common objective was managing their human and material resources, overcoming their common enemy, poverty, using their unity in diversity fairly for the democratization process, thereby establishing single strong political and economic community.

After the end of the transitional period, the Ethiopian Federal Democratic Republic (E.F.D.R) Government was established following the proclamation of the constitution on December 8, 1994. One of the nine Regional states of the Ethiopian Federal Democratic Republic was the South Nations, Nationalities and Peoples Regional State (SNNPRS) which was set up in June 24, 1995 by the representatives of the people.

Initially, the Region was established by eleven zones and five special wereda administrations. These were: Sidama,Gedeo, North omo, Kembata-Halaba-Tambaro, Hadiya, Guraghe, South Omo, Bench Maji, Kafficho and Shakacho. While the special Weredas were Yem, Amaro, Burji, Konso and Derashe. Finally, based on the requests and pressure of the people and to minimize the lack of good governance, the Region was reorganized by thirteen zones, Namely,   Sidama, Gedeo, Kambata-Tambaro, Gamo Gofa ,Dawro, Wolayita, Hadiya, Guraghe ,Siltie ,South Omo, Bench Maji, Kaffa and Shaka).The eight special Weredas were Basketo, Konta, Halaba, Yem, Amaro, Burji ,Konso and Derashe. Under these structures there were also 96 Weredas and 3688 Kebeles. However, in 2005 the number of weredas and Kebeles grew to 126 and 3999 respectively .

Recently, from the 8 special weredas, Amaro, Burji, Konso, Derashe including the Ale wereda have been reorganized in one zone, namely; The Segen Area Peoples Zone. Hence, the Region is organized into 14 zones, 4 special Weredas, 131 Weredas 22 reform cities and 3999 kebeles.

According to the revised constitution of 2001 the Regional state has three organs namely: The legislative/ the State Council & the Council of Nationalities/, the executive and the judiciary body .These state organs except the Council of Nationalities have organized in all zones, special Weredas, Weredas and Kebles of the Region.

The Region has boundaries with the Oromiya Regional State in the north east and the Gambella Regional State in the North West and from the neighboring countries the Sudan Republic and Kenya share borders in the south west and in the south respectively.

The Region has an area of 110,931 square kilometer and this will comprise 10% of the total area of the country. From this total area 26% is cultivated land, 22% virgin land, 12% grazing land, 11 % forest, 8 % covered by bushes and the rest 21% is covered by others. According to the census conducted in 2007 the total population of the Region was 15,042,531

and covers 20.4% of the total population of the country. From the total population of the Region 13.9 million (89%) is living in the country side mainly working on agricultural activities. The annual rate of growth of the population is 2.9 %. Concerning the density of the population, on the average 138 persons live in per sq.km. whereas the maximum density is 627 persons and the minimum is 21 persons in Gedeo and South Omo zones respectively.

The Region consists of lots of beautiful and attractive geographical landscapes including the Guge mountain of Gamo Gofa zone which is 4207 meters above sea level and the Turkana lake of South Omo which has about 376 meters height .According to the usual climatic zones, the Region is covered by 6.2% sub desert ,49.8% Desert, 36.5% moderate warm 6.8% cold and 0.7% Extreme cold (frigid) weather condition .The annual average rainfall ranges from 400- 2200 millimeter where as the annual average temperature falls from 7.5 - 27.5oC.

In the Region there are 56 Nations, Nationalities and Peoples which are grouped under the Omotic, Cushitic, Nilo-Saharan and Semitic language families. Therefore, the Region is the owner of many original histories, cultures, languages, historical sites and tourist attractions.

5   *Successes of the Regional State*

The Regional state implementing the powers and functions given to it by the constitution, has achieved great political, social and economic achievements.

The Region is named as "the Museum of Nationalities" because it comprises 56 Nation and Nationalities or 69% of the total Nations, Nationalities and Peoples exist in the country. These Nations, Nationalities and Peoples were disseminated in different administrative provinces for the convenience of the former dictatorial regime. But now they have established their Region which has a constitutional guarantee by their own democratic consent, equality, tolerance and respect. Having equal opportunity to respect and promote their forgotten and ignored cultures, language and history, they are now renewing their identity. With the help of the ethnic based Federal system, they are able to self-administer from Regional to Kebele level hierarchies. They have also proper representations in the Federal councils. Their participation in the Federal executive body and court is growing from time to time.

According to Article 8 of Regional Constitution, all powers of the Regional state resides in the Peoples of the south Nations, Nationalities and people's Regional state. This was manifested in the last four Federal and Regional elections where the people elected their representatives at all levels through their direct democratic participation when the people lose confidence up on their representatives; they have shown their supreme power by refusing their ballots during elections and recalling the delegation at any time.

The educational participation in the primary level that was 26 .4% in 1994 has grown to 97.8% in 2010, whereas the refined participation in the same years and level has shown progress from 25.2% to 86.4% .The number of primary schools was 1688 in1993 but this number has grown to 3968 in 2010 .Therefore, radical changes have been achieved in terms of access of education. To satisfy the skilled man power at the intermediate level 20 governmental and 73 Non –governmental technical & vocational training institutions have been set up. The Region also has possessed many new universities.

In 15 Nations, Nationalities and Peoples, students in the 1st cycle of the primary level are attending their education by their mother tongues. There are some that are able to give the General Certificate examination of grade 10 in their own language.

According to the health policy, the health extension program was launched to confirm access and continuity of the task. In 1993 there wasn't a single health center in the Region but in 2010 in 3999 Keble's 3307 health extension centers are rendering services. These institutions are well equipped with the necessary materials and 8178 trained health extension workers so as to develop our preventive capacity of diseases.

The number of health centers was 28 in 1993 but this number has grown to 380 in 2010. The number of hospitals was also 7 in 1993, but in 2010 it has grown to 23. Hence, the health converge of the Region has grown by 93% in 2010.This has created opportunities for the community to have alternative health institutions in both the cities and the countryside. With the right policies and directives of the Regional government both the population of the country side and the cities became beneficiaries and in the modern history of the Nation radical changes have been

achieved in the past 18 years. The introduction of new agricultural technologies to peasants in the country has made it simple for the production and productivity to increase greatly. The income of farmers has greatly increased because they have started to produce for both domestic and international markets. Construction works that connect cities with the countryside have been greatly improved and the transport lines that were only 173 in 1994 became 702 in 2010. The developments of small scale enterprises, the enhancement of investment, housing projects, the increased number of cities with master plans, and the cities with their own strategic plans brought about developments in the sphere of commerce, Industry and services. This in turn has created temporary and permanent job opportunities for many citizens.

The Region has consecutively achieved 11% economic progress in the areas of social, construction, agriculture, industry and town planning which will increase its share for the national economy.

Generally, the above mentioned success were the results of the participation of the people in all policies, strategies, packages , programmers and their implementation in the effective mobilization of human and material resources for the betterment of their life. .

6 The Nature of Conflicts Observed in the Region

6.1 General

In order to enhance the preparation of the conflict strategy, the Council of Nationalities has conducted an assessment concerning major conflicts observed in the Region in the past few years. To conduct this research dialogues were made with various government officials, Representatives of the Community, Religious leaders, Customary Institutions and delegates of Civic Societies. Relevant data were collected by various questionnaires and interviews. In addition to this, the data were analyzed with the help of conflict analysis tools having 10 stages. According to this analysis the conflicts observed in the Region have been identified as follow: those grew to the stage of violence, those have a potential to grow to violence and tried to be solved in different ways and faced implementation problems.

6.2   Major causes of Conflicts in the Region

Although the basic causes of conflicts differ according to the level of development of the community, their ethical, psychological, social, economic and political situations, the following major causes of conflicts have been identified by the assessments' conducted in the Region.

A.   Poverty

Poverty is the inadequacy of basic human needs like food, pure water, health, shelter, education, and others. Denial of these rights might lead various parts of the community into conflicts. As the result of this, some part of the community will be affected and in turn they might revenge one another. This also escalates the conflict to grow into violence.

B.   Harmful traditional practices

Revenges and killings in relation to personal prestige and fame caused by the harmful traditional practice escalate violent conflicts. Such conflicts are observed in the pastoralist and semi pastoralist areas of South omo and Bench Maji zones.

C.   Lack of good governance

The lack of the values of good governance in a desired stage and speed is among the main causes of conflicts .By referring this and issuing the unfulfilled developmental gaps within the community, the claims for the new administrative status occurred as the result. In addition to this ,rather than using natural resources for common purpose   excluding one group from participation , preventing resources by claiming that, `It is our land, it is our river etc.` is also observed in some areas.

D.   Undeveloped peace culture

The other main cause of conflicts is the limitation of peace culture in the community due to the external and internal factors. When disputes occur between religious groups or even within the members of the same religion, instead of solving the problem peacefully and cooperatively in accordance with the principles of their religion, the extremist followers of some religious institutions put pressure as to create violence.

Instead of solving the differences of opinions fairly and cooperatively, letting unresolved conflicts as the sources of revenges affects future social and economic relationships. This is considered as a problem of disregarding the positive impact of peace for development and democracy.

E. Issues of border demarcation

The border conflicts for delimitations can be identified as internal or external. The main reason to raise issues of border delimitation among the zones, special weredas, werdas, kebeles and villages in the Region is the interest to live with the neighboring people that have similar psychological makeup, language, culture and history. In addition to this, the lack of good governance values like, participation, transparency, inclusiveness and equity has contributed a lot in this regard.

Though the SNNPRS shares border with the Oromoya and Gambella Regional States, border conflicts are widely observed with the Oromiya Regional state. Various researchers claim the issues of border conflicts with the oromiya Regional state as the incompatibility of administrative border used in the previous regime which was mainly based on the geographic factors as compared to the present Federal system which is focused on the ethnic identity. In other words, people need to live together with other people having their own languages, cultures, history, psychological makeup and geographical location in their vicinity. Taking into account that such issues are the interests of the people, some

border issues are solved by forwarding them to the House of Federation. Likewise there are some that the two Regional states have resolved it similarly. And still there are some to be resolved in the future.

6.3   *Participants of the conflict*

As indicated in the assessment document, the communities in the areas where conflicts occur, the leadership, elites, religions i and customary institutions, etc. were actors in the conflict though their role may vary according to the nature of the conflict.

When we say these bodies have participated in the conflicts, it means that they had roles in alleviating or aggravating the conflict by supporting the other side of the conflict, unable to give immediate solutions to conflicts and in some cases being causes of conflicts.   On the other hand, they have also participated in implementing solutions to the conflicts.

6.4   *Victims and Damages of the Conflict*

Primary level data were collected, analyzed and organized concerning the damages of conflicts in the Region in the past few years. Accordingly, as shown in the assessment the violence has caused damages in human life and property especially women, children and old men were the major victims of the conflict. The property damage includes: theft of cattle and grain, burning of houses, etc. Though it is for a short period of time, internal displacement of citizens and violation of human rights were observed widely.

Above all, the weakening of the unity of the community was the most crucial point which affected the neighboring Nationalities that were living peacefully for many years. As mentioned above, the conflicts were observed in various places in the Region. However, in resolving the conflict only fire fighting approaches were used without adequate analysis of the cause, the actors and the like. Furthermore, the interventions were limited in laying ground work for sustainable peace and answering a question, 'May this cause create the same another conflict? ` Above all the capacity building works were limited and the community was not equipped with the necessary skills to manage conflicts.

7   *Challenges that encountered Regional Conflict Resolution*

The challenges in resolving conflicts are basically related with the lack of conflict management skills and awareness on behalf of the implementers. Lack of awareness for the questions like `where , when and how  the conflict resolving task start? ` What should be the final out come? etc. were the main problems. The task of resolving the conflict mainly start after the situations become worse and the final outcome was mis- management of the conflict which might give no lesson to the community. Therefore, it is possible to deduct three main weaknesses; such as:

1) Though the tensions were avoided for the time being, it was difficult to be certain about their occurrences, again, for appropriate measures were not taken in identifying the root cause of the conflict and the like.

2) Because detailed analysis was not conducted and all stake holders didn't take part in resolving conflicts, still unresolved conflicts exist in many areas.

3) The Regional conflict analysis document indicated that lack of co-ordination of participants and the problem of holding responsibility in resolving conflicts have made it difficult to manage the conflict. This is a general observation. Let's now see the detailed analysis of the fact.

7.1   *Not considering conflicts as normal Process*

Professionals and researchers in conflict resolution activities argue that one of the main problems that make conflict resolution tasks inefficient is to presuppose 'conflicts as a problem and the conflicting parties in the conflict as wrong doers.' It should be clearly understood that conflicts that occur in the community are unrelated with crimes or activities done by criminals.

The main reason is people living anywhere else may have differences in opinions, outlooks, interests, etc. And these differences may cause conflicts to occur at anytime, anywhere which is very normal. It should be noted that these conflicts exist in the normal life. From the view of this point, apart from the illegal practices, conflicts should not be seen as problems. In many areas viewing conflicts as problems, the measures

taken to resolve conflicts focus on detention of actors or other administrative measures. These situations bring obstacles in resolving conflicts. In this condition perhaps it might be possible to create calmness but this is not a positive peace rather it's the opposite. The negative peace is peace without chaos. But it is a peace where people do not get opportunity to express their feelings, do not give their own solutions to the problems, and no favorable conditions to focus on their common interest.

Therefore, on the one hand, the actors of the conflict will be reserved from expressing their feelings so as not to be seen as guilty, on the other hand, the legal and administrative measures taken to prevent the progress of the conflicts may frighten people to discuss issues openly. For these two main reasons the cause of conflicts may not be identified on time. Because of this delay, disappointments will come to grow eventually. However, when favorable conditions are matured, conflict manifestations that require great sacrifices which any type of controlling mechanism can't prevent will take place. There are ample evidences to say that this and other similar pressures caused conflicts that brought great damages.

7.2   Not considering conflicts as an opportunity

Conflicts are neither useful nor harmful by themselves. Their advantage or disadvantage is decided up on our opinion of conflicts, the way we manage conflicts and our attitude towards the conflicting parties. As we have seen above, if we are able to handle conflicts we can be beneficiaries from their potential for change, otherwise the outcome will be worse. As it is shown in the above introductory section, conflicts occurred because of the existence of differences. When these differences are well analyzed and solutions are given based on the result of the analysis, it is likely to bring basic positive changes in the lives of the community. This basic change by itself is progress and it lays foundation for another progress. But it is unlikely that such kinds of practices haven't been observed.

7.3   Lack of commitment to be Involved in Is sues of Conflicts

When conflicts occur, individuals or groups strive to carry out their own alternatives. These are either escaping from or being involved in the conflict. In this regard, the other problem was unwillingness to participate in the conflict resolving activities and to prefer to observe conflicts from the distance. For instance, in one area there might be a

question of self-administration or border demarcation that might be arose from a wrong conclusion. There is an opportunity to settle this problem by discussion with the concerned party. When such condition is ignored and unsolved at the right time, it will likely be a cause for violence. In some areas because of their wrong assumption people fear that conflicts might grow to violence and those who are concerned directly or indirectly will wait until the problems are matured enough to cause violence. In such conditions conflicts will be aggravated instead of calmness. In other words, being involved in the conflict to manage and transform it is the proper solution. Some stories of conflicts included in the analysis clearly indicated that the concerned bodies instead of making deep analysis and solving the problem, prefer to stay aside of the problem and this may have negative consequences.

7.4   Failure to focus on improving social and economic relationships

Unfulfilled human needs are the major causes of conflicts. These needs include identity, equality, decide up on common interests together, the use of economic and social rights equally and also the basic human needs (food, clothing and shelter).Acquiring these needs fully and re-

spect them is a basic issue for human beings. In a place where diversified societies live, whether these questions are fulfilled or not will be determined up on the quality of relationship of the community. In a place where there is no reasonable relationship it is difficult to expect the realization of these interests to the whole of the community. For instance, in a community where discrimination is a common practice, the relationship between the isolated and the other party can't be reasonable in terms of delegation, the use of resources and the like. If these interests are not respected because of the unjust relationship, it is likely for conflicts to occur. When this kind of conflict is observed, it is necessary to resolve the root cause and create fair relationship. If this is not so and the focus is only on the manifestations, no useful task is done except aggravating the situation. From this point of view, though the tasks performed are basic, they were not effective for they lack to improve the relationship in a sustainable way.

7.5   *Failure to Identify Parties to Conflict and Stake Holders*

When a conflict occurs, there are various parties or stake holders involved in it and the participation of these bodies is also compulsory in resolving the conflict. Therefore, in each conflict the parties that

are concerned and the stake holders should be clearly identified. Unable to identity these bodies may have negative influences on the implementation of the agreement on the one hand and it will create its own short comings to lose the positive roles they may contribute in resolving conflicts on the other. Hence in all conflict resolution tasks, it is impossible to say that all concerned parties have participated in resolving the crisis. The problem faced in the implementation of agreements is a good instance for this. With the resistance of these bodies, the implementation of certain agreements remained unsolved.

7.6 *Failure to Build Capacities for Conflict Resolution in the Community*

Conflicts are created in the normal societal relationship. In this regard it is possible to resolve the crisis with the help of the intervention of the third party or with the help of volunteers to give support in resolving the conflict .However; the conflict is resolved in the normal relationship and after the resolution process, the community lives in the same relationship. In this relationship there might occur another conflict because conflicts arise from relationships. In this regard instead of waiting for the intervention of the third party, the community should

resolve conflicts based on the experience gained in similar previous tasks. This implies the necessity to build capacity on the individual level or on the institutional level is compulsory to resolve crisis based on the knowledge and experience gained in the previous activities. From the view of this point, there were clearly observed shortcomings. In all the conflict resolution processes, unless and otherwise the support and intervention from outside, the community has never done so because its capacity to do so was very limited. Therefore, the support and intervention will be compulsory in all recurring conflicts.

7.7 Failure to Identify and Utilize the TRADITIONAL Conflict Resolution Methods & Institutions

Societies living in various areas have their own traditional mechanisms and institutions to resolve the conflicts they encountered. It is possible to understand from various documents that these methods and institutions have positive roles in their former history. Similarly, it is impossible to presume as they are all useless or useful. It is possible to mention conflicts resolved by these methods and institutions where governmental bodies are not able to reach in the area with various reasons. How-

ever, what are these traditional methods and institutions? How do they comply with modern conflict resolution methods? These and the like questions are not yet answered perfectly. This shows that the support obtained from this methods and institutions is declining. On the other hand, it is possible to enhance their roles in resolving conflicts by facilitating favorable legal grounds where they work in comply with the modern conflict resolution methods. In this regard, it is impossible to put clear directions on how to support and utilize them because of the lack of concrete tasks performed.

7.8   Absence of Early Warning and Early Response

Previously, it is mentioned that by managing conflicts it is possible to use the outcomes for the development of the community. This is also the concern of conflict early warning and early response system. These tasks also require appropriate information. For the convenience, there should be a strong network. These early Warning and early response tasks are organized uniformly and are done after the identification of participants in the conflict. They should be done in a transparent and accountable way by governmental bodies, Civic Societies and also lo-

cal non -governmental organizations. Ample evidences show that no proper tasks are performed in this regarded. In general, it is possible to understand that all these and other problems that are not included here will pose difficulties on the Regional conflict resolution task. By avoiding these problems and improving the system it will be appropriate to settle conflicts scientifically. This scientific way of resolving conflicts create opportunity to utilize the positive aspect by avoiding the negative one, enhances the development of the capacity of the community in resolving conflicts and creates favorable condition for others to get good lessons and experiences in resolving conflict.

8 Legal Frame Works and Gaps Observed in the Conflict Resolution Tasks

Legal frame works are necessary and important to link and lead the economic, social and political relationship of the community within or outside. The significance of the legal frame work, whether it is customary or modern, arises from its power to prevent the economic differences in the community, the incompatibility of social life and the crisis caused by political forces so as not to ruin the peace of the community when they strive for power in one way or another. Because of this, all societies need their own legal frame works in accordance with their level of development and their relationship with others.

Based on this principles, after the end of the transitional period and the establishment of the SNNPRS in 1995, the revised constitution and other relevant laws were declared to help Nations, Nationalities and Peoples of the Region and strengthen their democratic unity and development,

Though the Regional state has declared laws to facilitate the structural adjustments which were supposed to enhance the unity and development of the Nations, Nationalities and Peoples of the Region, conflicts that affect the unity of the people were observed. To resolve the already

observed conflict and those that are expected to happen in the future in a civilized way and enhance the unity of the people, the Council of Nationalities and other institutions has been set up according to the article 48 of the revised constitution, 2001.

Those regulations decreed at different times and powers and functions vested to various bodies are proposed, in one way or another, to strengthen the unity and development of the people of the Region. However, coordinated activities to strengthen the unity of the people and lead them towards the desired goal are not satisfactorily done. For instance, we can mention the following facts.

First, the zonal, special wereda and wereda structures of the Region are given adequate power and function to serve the people. Nevertheless, except the vertical relationship with their structure, the horizontal links so as to solve their problems are not well developed. Lack of such structural linkage among such structural bordering zones, special woredas and kebeles have hindered to resolve their conflict.

Secondly, the supreme powers of the Regional State are given powers and functions by the Regional constitution. Accordingly, the State Council issues various laws, the Council of Nationalities interprets the

state constitution, the Regional courts are supposed to interpret other laws except the constitution and executive body implements all laws and regulations in the Region. These four bodies are performing their powers and functions without any contradiction so as to enhance the unity of the people in the Region. However, there is no clarity in working co-operatively so as to achieve the common objectives of the state.

Thirdly, there are some issues which are not addressed by legal frameworks.

As it is clearly understood from the assessment conducted by the Council of Nationalities and other relevant information, Civic societies have considerable role in resolving conflicts. However, the roles of Customary and Religions institutions and Prominent Persons in resolving conflicts was not supported by appropriate legal frameworks and was not managed systematically.

As the past experiences indicated that all the Civic societies were involved in disorganized manner i.e. without coordination. Therefore, there should be a clear legal framework that shows the tasks of all civic societies and how they work cooperatively with other government bodies either in the pre conflict or post conflict stages. The Council of Na-

tionalities, based on the tasks stated in article 3(9) of the proclamation number 60/95 works on issues that are included in its power and functions, gives training in collaboration with others and conducts research whenever it is necessary.

It is obvious that the council has done considerable tasks in collaboration with some non- governmental organizations. However, it is necessary to clearly identify the phrase `with others` and should be stated within the legal framework, too.

In general, if the Legislative bodies, the Interpreter of the constitution, Executive bodies and the Civic Societies integrated in conflict resolving mechanisms they contribute a lot in this regard.

9. Structural organizations serving for conflict resolutions

Among the various bodies that take part directly or indirectly in resolving conflicts, those who are given the powers and functions by a proclamation can be viewed into five main categories. These are:

9.1 The Interpreter of the Constitution

This body is the Council of Nationalities that is established according to article 48 of the Regional constitution and where its powers and functions are listed in article 59 of the same constitution. The corner stone of the powers and functions given to Council of Nationalities rests on promoting and consolidating the unity and equality of the Nations, Nationalities, and Peoples based on their mutual consent. If any practice that destruct this basic point is faced, the council works for the unity of the people by interpreting the various articles of the constitution. To perform this responsibility, according to articles 59/2 and 62/4 the council has been given power to set up the council of constitutional inquiry and organize and lead its own office respectively. Similarly, according to this constitution, the council decides on issues related to Nations, Nationalities or People's right to Zone, special wereda and wereda

hierarchies. By studying disputes between neighboring states and issues of border delimitation and submitting it to the house of Federation, the Council of Nationalities is not only Regional institution that works to resolve border conflicts and maintain Regional unity but also has an important role in consolidating national unity of the country.

Therefore, the Council of Nationalities has a responsibility to resolve conflicts among the Nations, Nationalities and peoples of the Region and thereby consolidate their democratic unity.

9.2 The Legislative Bodies of the Region

The legislative bodies are state councils at different levels. These councils have been organized in accordance with the articles 48,80,90 and 103 of the constitution and being the highest authority in the Regional State formulating laws that are compatible with the realities of the Regional political, social, economic and cultural situations and follow-up their implementation so as to bring multidimensional and fast development in the Region. The legislative bodies are also responsible to make su-pervisions and evaluations as to whether the executive bodies are fully implementing the laws formulated or not and by creating a system of accountability they give directives so as to achieve better results.

These councils using their constitutional rights and based on the federal system of organization formulate laws that confirm the fair distribution

of resources among the Peoples of the Region, follow- up the laws that are made to practice good governance principles and rule of law. They are also responsible to consolidate the unity and relationship of the Nations, Nationalities and peoples of by establishing various types of organizations in order to enhance over all peace, democracy and development in the Region.

9.3 The Role of the Executive Bodies the Region

These bodies incorporate the Regional executive council and the various councils organized under it based on the article 66/2 of the state constitution.

According to the Federal system, these decentralized councils established in various hierarchies, are responsible to implement the laws, policies and strategies of the state. Likewise it is the power of the executive bodies to prepare and plan rules and regulation so as to guide the implementation of policies and strategies initiated by them.

Based on this, the executive bodies ensure overall sustainable peace of the people of the Region and create conducive situation for the com munity so as to make them beneficiaries from the development and progress of the Region.

9.4 The Judiciary organ

The powers and duties of courts at different levels in the Region are listed on article 72-77 of the revised constitution of 2001.These courts are responsible to promote the peace, democracy and development of the Region by entertaining issues of rights and respecting rule of law in the Region.

Especially they are responsible to consolidate the Regional unity by setting up various religious and customary courts in addition to the standard ones, so as to contribute their role in establishing one political entity of the Nation, Nationalities and peoples of the Region.

9.5 The role of Civil Societies

In a democratic system the role of Civil Societies to complement the various gaps of the state is very important. When we see the role of Civil Societies in our Region, they perform considerable tasks like giving trainings and creating awareness, supporting communities affected by various social and economic reasons, resolving conflicts, peace building tasks among the community. All Civil Societies working in collaboration with the state to eradicate poverty and backwardness should be responsible to abide by the legal frameworks of the nation, specifically the law of Civil Societies.

10 Conflict resolving strategies

10.1. Making all- rounded participation on conflict resolving Tasks

- To enable the community to participate in various levels of conf lict resolution tasks

- To confirm the participation of the community by the involve ment of various societal organizations.

- To create conducive situations for the executive bodies of the state so as to implement all their powers and functions fully.

- To facilitate the professional support of educational institutions in conducting research for conflict resolution tasks.

- To enable intellectuals and researchers to be stake holders in the conflict resolution tasks.

10.2. Strengthen the relationship among theNations, Nationalities and Peoples.

- To make cultural exchanges so as to improve the relationships among the

Nations, Nationalities and Peoples.

- To make cultural exchange to strengthen the unity and confidence among the people
- To perform music festivals, sport competitions between neighboring Nations and Nationalities.
- To prepare discussion forums for community elders and traditional leaders.
- To carry out continuous discussions on the best practices of conflict resolutions tasks and implement them in their own Nationalities.
- To strengthen the conflict resolution culture by discussions on instances of conflicts.

10.3. Extend Peace Education

- To include peace education in the curriculums of schools
- To prepare and transmit peace education to the public by Medias, improve them timely and disseminate them to the grass root level.
- To prepare and use training manuals and brochures.
- To incorporate relevant courses on conflict resolution in the curriculum of higher educational institutions.

10.4. Perform Capacity Building Activities.

- To give trainings those bring attitudinal changes on the community. With the help of short term trainings generating professionals   that directly participate in resolving conflicts.
- To give trainings for professionals in all institutions those directly participate in resolving conflicts.
- To train trainers in schools and other social organizations.

10.5. Identify and Strengthen Social Organizations

- To identify the traditional and modern organization of the com munity that should be involved in the task and prepare chain of relationship.
- To identify as to when to be involved in the conflict early conflict, violence, or post conflict
- To create and develop new organizations those participate and become fruitful in resolving conflicts.
- To identify traditional social organizations and facilitate and co ordinate them to work with the contemporary government procedures.

10.6. Work on the Youth Continuously

- To identify in detail the role of the youth in resolving conflicts.
- To improve the positive sides of these roles and avoid the negative ones.
- To maintain the youth's direct involvement in resolving conflicts by Incorporating then in the organizations created.
- To raise awareness that conflicts can be resolved either by cultural or modern methods of resolving conflicts.In some Nationalities the traditional conflict resolution method has considerable role. Hence, in order to enhance this role it is necessary to appropriately develop the attitudinal change of the youth.
- To create discussion forums for the youth and make consecutive discussions

10.7   Make Women Active Participants in Resolving Conflicts

- To Make women participate comprehensively in resolving conflicts.
- To create a positive attitude that enhances women's participation in the community

- To carryout awareness raising tasks that enable women play their roles.
- To establish women's forum in every area and help them to discuss freely.
- To create system that helps to strengthen women's contribution in conflict resolving process and make the community respect and implement properly.

10.8   To Correlate Development Plans with Conflict Resolving Tasks

- To make development works support the task of resolving conflicts
- To identify conflicts arising from the distribution of resources and create a system of distribution
- To mainstream in all sectors development plans as conflict sen sitive issues and work accordingly

10.9   *To Create a Suitable Information Net work for Conflict Resolving tasks*

- To set up information net work for resolving conflicts in the Region.

- To create Regional information center that coordinates both the Council of Nationalities and the executive body.

- To establish a structure of links starting from the bottom hierarchy to the Regional level.

- To carry out the conflict early warning tasks using this structure.

- To analyze the obtained data immediately and dispatch it to the concerned bodies soon and creating conducive situations for those concerned bodies so as to give immediate responses.

- To gather feedback and analyze the measures taken based on the obtained data and its analysis. Prepare details of activities and dispatch it to all   participants From this analyses, to identify les sons for the community and   those parties involved in resolving conflicts (strength or weakness) and facilitate their implementation.

10.10 *To Conduct Consecutive Researches on Conflicts*

- To identify main causes of conflicts based on a research in accordance with existing realities in each area.
- To make the community and other concerned bodies participate in the investigation
- To follow directions so as to produce new methods of resolving conflicts (either in the traditional or modern) in the research conducted.
- To build capacities of conducting research among participants.
- To support research and identify stake holders so as to utilize their capacity.
- To make research concentrate in consolidating the Nations, Nationalities and Peoples of the Region

10.11 Improving Organizational Structures

- To examine and strengthen the laws formulated to organize the authorized body to resolve conflicts.
- To identify in detail those bodies linked directly or indirectly with the authorized body to resolve conflicts.
- To identify the powers and functions of stake holders in resolving conflicts and create a chain of relationships.
- To organize peace committees that support at the zonal,wereda or kebele levels.
- To enable the executive bodies from wereda to the Region level work in coordination and create organizational structure so as to support the Council of Nationalities.

10.12   Working to Reduce Damages during Conflicts

- To analyze the dynamics of the conflict by investigating pre con flict situations.
- To Identify expected damages based on the analysis.
- To organize a system before the conflicts grow to crisis so as to reduce the displacement of people or damages of property.

To implement this:

🌐 Identify the possibilities of controlling by security forces.

🌐 Help systematically the displaced people.

🌐 Give Special attention to children and women.

10.13 To Prepare and Implement Appropriate Legal Frameworks to Resolve Conflicts

- Study and improve the existing laws whether they are useful for resolving conflicts or not.

- Formulate other laws that enhance the tasks of conflict resolving activities effectively and consistently.

- Prepare Laws that specify the relationship and procedures of participants in resolving conflicts.

- Study and implement other laws that are possibly useful to re duce or resolve conflicts peacefully.

- Prepare detailed manuals so as to use effectively the Federal or Regional laws.

- Plan and implement procedures to safeguard agreements of the community by law in order to create suitable condition for peace.

10.14   *Establish monitoring and evaluation system.*

- Follow–up the implementation of agreements, laws and princi ples concerning conflict resolving tasks.
- Follow–up Actors in the conflict resolving tasks as to whether they play their role properly or not according to the laws and procedures.
- Follow–up the tasks of peace committees in different hierarchies whether they act according to their functions specifically given to them or not.
- Make all the Stake holders submit t their activities report timely.

11. The outcomes expected from the conflict resolution strategy .

11.1. The importance for transformation of conflicts.

As indicated in the previous sections, it is necessary to perform the conflict resolution tasks scientifically in order to avoid problems observed and achieve better result in the area. This proper handling of conflicts enables the Region to utilize their positive outcomes.

Handling conflicts scientifically and building their positive images is known as conflict transformation. Conflict transformation is a scientific method that changes conflicts for useful social relationships and make them beneficiaries for the community. This system is a continuous

 process and has its own ways of performing tasks. It is a system that handles conflicts efficiently and utilizes their potential capacity for constructive changes in order to bring development and progress in the community. Taking in to account this approach, when the Regional state plans to prepare the conflict transformation strategy of the Region, it is to establish new and systemic ways of managing conflicts by capitalizing the experiences gained so far.

Conflict transformation process focuses on three basic issues.

These include:

A. Study and analyze in detail the current objective reality of the conflict.

B. Make in-depth analysis of the existing social relationship of the community in the area where the conflict has occurred apart from seeking immediate solutions for the crisis.

C. Based on the outcome of the above two analyses setting up a vision that resolves   conflicts and facilitate the communities participation in resolving the conflict.

On the other hand, this approach has considered two basic issues. In the first place, it sees conflict as an opportunity and creates positive attitude towards it. Secondly, it creates the situations for the actors to be involved in the process of conflict resolution tasks. Therefore, at the end of the implementation of the strategy the following main changes are expected to take place.

11.2.   Outcomes expected from the strategy Out comes expected from the strategy

The Regional conflict transformation strategy establishes a system so as to proceed in accordance with the above three principles. When this strategy is established changes that occur are the following.

A. Instead of viewing conflicts as problems, awareness will be created

in that they are normal and continuous components within the human relationship. This awareness helps the community and other concerned bodies to understand that conflict is a natural phenomenon and if it is managed properly it enhances the maximum potential for constructive change and development.

B. The development of attitudes to be involved in the conflict resolving process and creating visions as to maximize the benefits gained from it instead of the customary belief that views conflict from a distance.

C. Conflicts are initiated from real life challenges and their normal relationships. This relationship will be peaceful depending on the quality of the relationship, hence, it's possible to confirm that whether any kind of social relationship is fair or a system is created as to build equality and unity of the people based on their mutual consent.

D.   Creates conductive atmosphere for the development of social and economic organizations to enhance the systems that strengthen the relationship of the people by continuous discussions as to resolve conflicts and consolidate their good relationships.

E.   It will be clearly identified that which and how the governmental and nongovernmental organizations should be involved in resolving conflicts. This also creates favorable condition to attain better results

than the one obtained by the participation of restricted bodies.

F.   Conflicts arise from every day social relationship and they will be resolved in the same relationship by continuous process. Hence, this process creates favorable situations to set up grass root institutions to resolve conflicts by the community itself and with the help of these institutions a capacity to resolve conflicts will be built up.

G.   A system that helps to identify traditional methods and institutions which have considerable roles in resolving conflicts will be set up. And a structure that coordinates these cultural methods and institutions with the scientific and modern ways of resolving conflicts will be organized.

H.   The community builds up a capacity to identify the roles of individuals and organizations participating in traditional conflict resolving methods. This creates conducive situation to resolve problems within their own capacity in the future.

I.   The conflict early warning network will be created and information of cases of violent conflicts will be heard instantly. This also creates conducive situations to update our information on conflicts and start the resolving process before conflicts became worse.

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Southern Nations Nationalities and People's Regional State

Conflict Resolution Strategy

Implementation Manual

Prepared by
Council of Nationalities, SNNPRS.

December **2014**
Hawassa

SECTION ONE

Introduction

Until recently in Ethiopia there existed no procedural guidelines for resolving conflicts as they occurred. The Regional Council of Nationalities of the Southern Nations', Nationalities' and Peoples' Regional State (SNNPR), in accordance with the responsibilities vested upon it by the regional constitution, in 2006 AD undertook a survey of conflicts occurring across SNNPR. Follow the survey a Regional Conflict Resolution Strategy was prepared, with substantial input from stakeholders. In 2011 the Strategy was approved, published and distributed, with concerned bodies participating to create awareness about it. Through these forums discussions were held about the benefits of the Strategy, its capacity in resolving conflict today compared with in the past, the roles and responsibilities of stakeholders, and the exact extent of legal coverage held by the Strategy.

In addition, it was also deemed necessary to prepare a manual tracking the procedural system which guarantees the participation of all stakeholders, in order to give them a sense of ownership and involvement in conflict resolution. Hence, during the preparation of this manual, its potential contribution to peace building across all of Ethiopia's regional states was not only taken into consideration but also emphasised.

The manual is composed of three parts. Part One presents the introduction and objectives of the manual. Part Two analyses the roles of stakeholders, from the regional to the kebele (community) levels, exploring what and how they should undertake their respective responsibilities towards conflict resolution and transformation. Part Three details the organisation and structure of the monitoring and evaluation team.

Terminology

Constitution refers to the revised 2009 Constitution of the Southern Nations', Nationalities' and Peoples' Regional State (SNNPR).

Manual refers to the execution document of the Strategy for Conflict Resolution of Southern Nations', Nationalities' and Peoples' Regional State.

Region refers to Southern Nations', Nationalities' and Peoples' Regional State (SNNPR).

Conflict occurs when parties have incompatible goals, values, benefits and behaviours.

Peace is the process of resolving misunderstandings and disputes through negotiation and spiritual tolerance without violence of any kind between the involved parties.

Objective

The manual lays out in detail the procedures for the implementation, monitoring and evaluation of the SNNPR Regional Conflict Resolution Strategy. It is designed to maximise stakeholders' sense of shared ownership and participation in peace building, aiming to facilitate the following:

1.   Achievement of conflict resolution and transformation, as detailed in the Strategy for Conflict Resolution document;

2.   Establishment of a system for stakeholders that helps them to implement peace building activities in their plans and activities, sharing experiences as they go;

3.   Strengthening collaboration and collective action by stakehold ers in peace building and conflict resolution at different levels,

 helping them to establish networks for sharing information, filling gaps and addressing loopholes as they appear.

Preparation of the Manual

The idea for preparing this Conflict Resolution Strategy Manual was conceived by the SNNPRS Regional Council of Nationalities. The council formed a committee comprising the following stakeholders:

1.   The Regional Council of Nationalities

2.   The Regional Head Of State's Office

3.   The Regional Council

4.   The Regional Security and Administration Bureau

5.   The Regional Supreme Court

6.   The Regional Pastoralist Affairs Bureau

7.   The Regional Education Bureau

8.   The Resource Centre for Civil Society Group Association
        (RCCSGA)

Other bureaus were invited for the formation of a couldn't send delegates due to their workload. Nevertheless, the twelve members from the abovementioned institutions participated in the manual's production from start to finish. Accordingly, the Regional Constitution, the 2011 Proclamation (which determines roles and responsibilities of the regional execution entities), and the Regional Conflict Resolution Strategy were all used as inputs to the manual's compilation. The manual

duly makes direct reference to these documents, identifying stakeholders and deliberating ideas on which pressing issues require the most collaboration and coordination effort to be addressed.

The manual's first draft was commented upon by some of the stakeholders, modifications made, before the manual was finalised, officially approved by the Regional Nationality's Council, published and implemented.

SECTION TWO

2.1   Participation of Stakeholders at Regional Level

2.1.1   Comprehensive Participation in Conflict Resolution

Participating stakeholders at SNNP regional level comprised the following:

1.   The Regional Head Of State

2.   The Regional Council of Nationalities

3.   The Regional Council

4.   The Regional Security and Administration Bureau

5.   The Regional Finance and Economic Development Bureau

6.   The Regional Culture and Tourism Bureau

7.   The Regional Agriculture Bureau

8.   The Regional Education Bureau

9.   The Regional Health Bureau

10.   The Regional Sport Commission

11.   The Regional Mass Media Agency

12.   The Pastoralist Affairs Association

13.   The Regional Women, Children and Youth Affairs Bureau

14.   The Women's Federation

15.   The Youth Federation

16.   The Regional Consortium Of Religious Institutions

17.   Civil society associations

18.   Universities and colleges

2.1.2. Cultural Exchange to Strengthen Relations between Nations and Nationalities of the Region

Stakeholders

1.   The Regional Council of Nationalities

2.   The Regional Security and Administration Bureau

3.   The Regional Culture and Tourism Bureau

4.   The Regional Sport Commission

5.   The Regional Mass Media Agency

6.   The Regional Women, Children and Youth Affairs Bureau

7.   The Regional Consortium Of Religious Institutions

8.   Civil society associations

Joint Activities

The aim of joint activities is to enhance unity and relations among the region's nations, nationalities and peoples through:

• Experience sharing, community discussions and cultural exchange;

• Music festivals

• Sports tournaments

• Strengthening joint social institutions such as self-help associations, markets

• Running other activities that unify shared community values.

Implementation Strategies

In cooperation with the Regional Security and Administration Bureau and other members, the Regional Council of Nationalities identifies suspected or potential conflicts. The Regional Cultural and Tourism Bureau, the Women, Children and Youth Bureau, the Sport Commission and mass media then delineate the requirements to help dissolve any tensions and restore cooperation and friendliness. These bureaus also extend all of the necessary financial and technical support to enforce their actions and overcome conflict.

2.1.3. Extending Peace Education

Stakeholders

1.   The Regional Nationalities Council

2.   The Regional Education Bureau

3.   The Regional Pastoralist Affairs Bureau

4.   The Regional Security and Administration Bureau

5.   The Regional Mass Media Agency

6.   The Regional Consortium of Religious Institutions

7.   The Regional Women, Children and Youth Affairs Bureau

8.   Civil Society associations

9.   Universities / colleges

Joint Activities

-       Engage peace building institutions and including them in peace building processes.

-       Disseminate peace building education through both electronic

and printed media.

- Establish peace clubs in schools.
- Facilitate the inclusion of peace building education into school curricula.
- Give capacity-building support training to peace building institutions.

Implementation Strategies

The SNNP Regional Education Bureau shall facilitate the inclusion of peace education into the regional school curriculum, including how to set up peace clubs and using school mini-media systems. At the same time the Regional Mass Media Agency shall facilitate broadcast of peace building-related education and information on the radio stations of the region, in both Amharic and local languages.

2.1.4. Capacity Building

Stakeholders

1.   The Regional Head of State
2.   The Regional Council of Nationalities
3.   The Regional Council
4.   The Regional Education Bureau
5.   The Regional Pastoralist Affairs Bureau
6.   The Regional Agricultural Bureau
7.   The Regional Security and Administration Bureau
8.   Civil society associations
9.   Universities / colleges

Joint Activities

- Identify the training topics that best support conflict resolution.
- Prepare training manuals and deliver relevant conflict-resolu tion training.
- Monitor and evaluate the follow-up, impacts and evidence of change following the training: do this biannually (twice a year) based on the results found versus the required capacity inputs.

Implementation Strategies

The Regional Council of Nationalities and the Regional Security and Administration Bureau, in collaboration with the other above-mentioned stakeholders, identify the training fields that can best create community awareness. They also prepare training documents relevant to communities and interest groups. In support, the civic associations can extend the necessary finance and technical support.

2.1.5. Strengthening Social Organisations' Ability to Resolve Conflict

Stakeholders

1. The Regional Head of State
2. The Regional Council of Nationalities
3. The Regional Council
4. The Regional Security and Administration Bureau
5. The Regional Pastoralist Affairs Bureau
6. The Regional Agricultural Bureau
7. The Regional Consortium of Religious Institutions
8. The Regional Women, Children and Youth Affairs Bureau

Joint Activities

- Draw upon communities' existing conflict-resolution approaches and integrate them into the peace building process.
- Explore innovative peace building approaches and integrate them with existing conflict-resolution methods.
- Pursue resolution and mitigation of conflict sensitively as they occur and according to their level of seriousness.

Implementation Strategies

The Regional Security and Administration Bureau, in coordination with the Regional Council of Nationalities and the other stakeholders mentioned above, can support and strengthen the social-interest organisations and the civil society associations assist them in conflict resolution.

2.1.6. Work on the Youth Continiously

Stakeholders

1. The Regional Council of Nationalities

2. The Regional Security and Administration Bureau

3. The Regional Agricultural Bureau

4. The Regional Pastoralist Affairs Bureau

5. The Regional Women, Children and Youth Affairs Bureau

6. The Regional Education Bureau

7. Universities/ colleges

8. The Youth Federation

9. The civil society association

Joint Activities

- Recognise and emphasise the important roles of young people in peace building processes.

- Establish youth organisations to help with peace building.

- Coordinate interested organisations and stakeholders, organis ing periodic discussions to share experiences and ideas with and among young people, thereby reducing age and generational

gaps between elders and young people in their approaches to
con flict prevention, mitigation and resolution.

- Give peace building education sessions to the youth
organisations, helping them to tackle conflict, harmful
traditional

practices and other issues.

- Work hard to grow and disseminate a culture of peace and
tolerance among children's parliaments, school clubs and youth
organisations at kebele and community levels.

Implementation Strategies

The Regional Security and Administration Bureau, in coordination with
the Regional Council of Nationalities and the other abovementioned
stakeholders, are to collaborate in conflict resolution and peace
building at all levels of society.

2.1.7 Make Women Active Participants in Conflict Resolution

Stakeholders

1.   The Regional Council of Nationalities

2.   The Regional Security and Administration Bureau

3.   The Regional Agriculture Bureau

4.   The Regional Pastoralist Affairs Bureau

5.   The Regional Women, Children and Youth Affairs Bureau

6.   The Regional Education Bureau

7.   Civil society associations

8.   Women's Federation

Joint Activities

-    Identify the role of women in conflict resolution and peace building.

-    Establish women's-interest organisations that support peace building by organising conferences, panel discussions and posters that promote conflict resolution and highlight women's important role herein.

-   Create and facilitate women's forums for discussion and experience sharing among themselves and with others.

-   Ensure gender-equal participation and advancement in every social, economic and political sector of society.

-   Enhance social awareness of women's role in peace building through children's parliaments, school clubs and kebele organisations.

Implementation Strategies

The Regional Women, Child and Youth Bureau, in coordination with the Regional Security and Administration Bureau and the other stakeholders, can assist by strengthening and supporting women's organisations in peace building efforts. These organisations can in turn coordinate peace building awareness forums and discussion platforms among women and other stakeholders, both organisations and individuals.

2.1.8. *Correlating Conflict Resolution with Development Plans*

Stakeholders

1. The Regional Head Of State

2. The Regional Council

3. The Regional Finance and Economic Development Bureau

4. The Regional Pastoralist Affairs Bureau

5. The Regional Agricultural Bureau

6. The Regional Roads Authority

7. The Regional Water Resource Bureau

8. The Regional Trade and Industry Development Bureau

Joint Activities

- Ensure that the infrastructural-development efforts of each secretariat office are harmonious and as conflict-free as possible. This entails making sure that processes such as road building, electricity, telephone, education, health and environmental protection are totally harassment- and violence-free.

- Give capacity-building training to enforce this policy of zero harm.

- Ensure that the SNNPR citizens themselves are the actual direct beneficiaries of all infrastructural development, and that the benefits are distributed appropriately and equitably across the region.

Implementation Strategies

The Regional Finance and Economic Development Bureau, in coordination with the abovementioned stakeholders, ensures non-conflict and non-violence at every stage of development work, making each sector confirm that contingencies are in place to avoid and mitigate conflict. The Bureau also provides capacity-building training to the Zone (Special Woreda) and Woreda members.

2.1.9.   Creating the Information Networks Necessary for Conflict Resolution

Stakeholders

1.   The Regional Head Of State
2.   The Regional Security and Administration Bureau
3.   The Regional Council of Nationalities

Joint Activities

- Establish robust systems of information exchange at all levels.
- Establish a permanent Information Exchange Centre.
- Recruit and train employees in information exchange.
- Collect, analyse, organise and distribute information
- Evaluate the importance and relevance of information gener ated, and provide rapid response accordingly.
- Organise and store good practices in the database.

Implementation Strategies

The Regional Security and Administration Bureau, in coordination with the Council of Nations and Nationalities and other stakeholders, analyses data acquired on early signs of conflict, and dispatches it to the concerned parties quickly for their prompt response. The latter duly respond and a solution is drawn up to prevent, mitigate and/or end the threat of conflict or disharmony.

2.1.10. Ongoing Research on Conflict

Stakeholders

1.   The Regional Council of Nationalities
2.   The Regional Security and Administration Bureau
3.   Universities / colleges
4.   Civil society associations
5.   Researchers

Joint Activities

-       Engaging the participation of community members and/or concerned stakeholders, conduct practical research and studies on the major causes of, and solutions to, conflict situations.
-       Identify existing conflict-resolution methods and strengthen them through integration with new approaches.
-       Build the capacity of stakeholders in researching on causes of, and possible solutions to, conflicts.
-       Assist the supporting stakeholders to input research results into an information database for the purposes of longer-term institu tional memory.

- Analyse research and studies conducted with a view to strengthening overall the unity and interaction of the region's nations, nationalities and peoples.

Implementation Strategies

The Regional Council of Nationalities, in coordination with the Regional Security and Administration Bureau and other stakeholders, is to identify major of causes and solutions to conflicts, engaging the direct participation of community members and the other concerned parties in periodic research. The aim of this is encourage the generation optimal conflict-resolution mechanisms through a fusion of traditional and modern approaches. The research efforts should be practical and focus directly upon a specific set of perceived problems. The overall goal is to strengthen the unity of the Southern Nations', Nationalities' and Peoples' Region at all levels of professional and communal society.

2.1.11. Improving Organisational Structures

Stakeholders

1.   The Regional Head Of State
2.   The Regional Nationalities' Council
3.   The Regional Security and Administration Bureau
4.   The Regional Council
5.   The Regional Supreme Court
6.   The Regional Bureau of Justice

Joint Activities

-       Rigorously scrutinise existing legal frameworks for peace building, and strengthen them where possible.
-       Identify the parties currently engaged in conflict resolution, and enhance their ability and motivation to pursue legal procedures wherever appropriate.
-       Facilitate discussion, experience sharing and interaction by parties engaged in conflict resolution and peace building, at all levels.

Implementation Strategies

The Regional Nationalities' Council, in coordination with the above-mentioned stakeholders, both identifies the parties that engage in conflict resolution and strengthens legal frameworks, encouraging the concerned parties to use them. The latter can then create an environment which brings them together in conflict resolution.

2.1.12. Reducing the Impacts of Conflict

Stakeholders

1.   The Regional Head Of State
2.   The Regional Security and Administration Bureau
3.   The Regional Women, Children and Youth Affairs Bureau
4.   The Regional Agricultural Bureau
5.   The Regional Pastoralist Affairs Association
6.   The Regional Finance and Economic Development Bureau
7.   Civil society associations
8.   The Regional Consortium of Religious Institutions

Joint Activities

- Take preventative measures against the negative impacts of conflict.
- Prevent conflicts from escalating.
- Deploy security forces and provide the necessary relief assistance promptly; take special care of vulnerable groups (children,woman, disabled and the elderly).

Implementation Strategies

The Regional Security and Administration Bureau, in coordination with the concerned stakeholders, investigates every conflict that takes (or is threatening to take) place and employs preventative or mitigating measures in response. The Bureau also invests in longer-term sustained peace by encouraging fair trial, just punishment and reintegration of offenders, as well as support, restoration and reconciliation for victims.

2.1.13. Preparation and Implementation of Legal Frame works for Conflict Resolution

Stakeholders

1. The Regional Head Of State
2. The Regional Security and Administration Bureau
3. The Regional Council 0f Nationalities
4. The Regional Council
5. The Regional Bureau of Justice

Joint Activities

- Rigorously analyse existing laws and assess their usefulness in resolving conflicts.
- As follow-up, improve the existing laws and address any loop holes by issuing new laws or amendments, including preparing detailed execution directives and regulations for these new laws and amendments.
- Assist in creating a conducive atmosphere for harmony by facilitating agreements between communities as soon as peace is agreed between them.
- Work hard to extend the legal embrace of existing traditional methods of conflict resolution.

Implementation Strategies

The Regional Council of Nationalities, in coordination with the above-mentioned stakeholders, studies prevailing conflict-resolution laws and improves them by addressing loopholes, issuing new laws and making amendments. The Council then prepares detailed execution directives and regulations for the issued laws, provisions and/or amendments. The peace agreement signed by the agreeing parties should be extended with a legal framework which integrates the execution directives, regulations and the existing traditional conflict-resolution mechanisms.

2.1.14. Monitoring and Evaluation

Stakeholders

All stakeholders

Joint Activities

- Report upon, evaluate and follow up all implemented activities.
- Preparation indicators that can be applied as measures of peace building or conflict-resolution achievement.

- Formulate a team that monitors peace building and conflict resolution processes at each of its stages; capacitate and encourage this team to engage in the peace building task.
- Document good practices shown in monitoring and evaluation, and disseminate it to the concerned parties.
- Evaluate M&E practices every two years; use both the best practices and the lessons learned as a core input to the subsequent action plan, as well as to any modified legal and institutional procedures.

Implementation Strategies

The Regional Council of Nationalities and the Regional Security and Administration Bureau, in coordination with other stakeholders, prepare all monitoring and evaluation reports relating to peace building and conflict resolution. They also design indicators for measuring change and document good practices and lessons learned, for integration into subsequent action plans and legal or institutional procedures.

2.2. All-Round Stakeholder Participation at Zonal (Special Woreda) Level

Stakeholders

1. The Zone (Special Woreda) Administration Office

2. The Zone (Special Woreda) Council

3. The Zone (Special Woreda) Town (Hawassa) Security and Administration Departemen

4. The Zone (Special Woreda) Cultural, Tourism and Government Communication Department

5. The Zone (Special Woreda) Agricultural / Pastoralist Affairs Communication Department

6. The Zone (Special Woreda) Health Department

7. The Zone (Special Woreda) Sport Office

8. The Zone (Special Woreda) Women, Children and Youth Department

9. The Women's Federation

10. The Youth Federation

11. The Zone (Special Woreda) Consortium of Religious Institutions

12.   The Zone (Special Woreda) Education Department

13.   The Zone (Special Woreda) Security Consortium Committee

14.   Civil society associations

2.2.1. Cultural Exchange for Improved Relations

Stakeholders

1.   The Zone (Special Woreda) Administration Office

2.   The Zone (Special Woreda) Security and Administration
        Departement

3.   The Zone (Special Woreda) Cultural, Tourism and Government
        Communication Department

4.   The Zone (Special Woreda) Education Department

5.   The Zone (Special Woreda) Sport departement

6.   The Zone (Special Woreda) Women, Children and Youth
        Affairs Bureau

7.   The Women's Federation

8.   The Youth Federation

9.   The Zone (Special Woreda) Consortium of Religious Institutions

10.   The Zone (Special Woreda) Security Joint Committee

11.   Civil society associations

Joint Activities

-   Resolve disputes, stage music festivals, sport tournaments, lead cultural exchanges (good practices) and community forums as widely as possible.

Implementation Strategies

The Zone (Special Woreda) Security and Administration Division, in coordination with the Zone (Special Woreda) Cultural, Tourism and Government Communication Department, the Zone (Special Woreda) Sport Office, and the abovementioned stakeholders, identify both the major causes of conflict and the facilitating factors toward tolerance and good relations. The parties organise music festivals, sports tournaments and community discussion forums.

2.2.2. Expanding Peace Education

Stakeholders

1.   The Zone (Special Woreda) Education Department
2.   The Zone (Special Woreda) Cultural, Tourism and Government
         Communication Department
3.   The Zone (Special Woreda) Security and Administration
         Department
4.   The Zone (Special Woreda) Women, Children and Youth
         Department
5.   The Zone (Special Woreda) Consortium of Religious Institutions

Joint Activities

- Facilitate both informal exchanges of peace building education as
  well as formal transmissions through printed and aural media.
- Hand over inputs to the concerned stakeholders for them to be
  empowered, motivated and responsible for facilitating peace
  building   sustainably.
- Collect feedback from the peace-education programs and share it
  with the concerned bodies, including to religious nstitutions and
  community-level structures.

Implementation Strategies

The Zone (Special Woreda) Education Department, in coordination with the abovementioned stakeholders, facilitates peace education with young people. Jointly with the Zone (Special Woreda) Cultural, Tourism and Government Communication Department, the Education Department invests in structured educational programmes and media to transmit peace education in the relevant local languages of the region.

2.2.3. *Local Capacity Building*

Stakeholders

1.   The Zone (Special Woreda) Administration Office
2.   The Zone (Special Woreda) Security and Administration
        Department
3.   The Zone (Special Woreda) Council
4.   The Zone (Special Woreda) Education Department

Joint Activities

- Identify the relevant parties to be engaged in peace building processes.
- Facilitate capacity-building training and experience-sharing meetings.
- Capacitate professionals engaged in the sector.

Implementation Strategies

The Zone (Special Woreda) Security and Administration Department, along with the abovementioned stakeholders, facilitates peace building training for relevant stakeholders.

2.2.4. Strengthening Community Organisation in Peace building

Stakeholders

1. The Zone (Special Woreda) Administration Office
2. The Zone (Special Woreda) Security and Administration Department
3. The Zone (Special Woreda) Security Joint Committee
4. The Zone (Special Woreda) Religious Consortium of Institutions
5. The Zone (Special Woreda) Women, Children and Youth Department

Joint Activities

- Strengthen cultural-interest organisations.
- Create and strengthen the modern organisations and procedures that support peace, resolve conflict and enhance community relations.
- Identify the significance of conflict resolution among different nations and nationalities.
- Formulate possibilities for incorporating existing methods of resolution with modern techniques, and apply them.

Implementation Strategies

The Zone (Special Woreda) Security and Administration Department, in coordination with the abovementioned stakeholders creates and strengthens peace building organisations and structures, and applies them at all levels.

2.2.5. Working on the Youth Continiously

Stakeholders

1.   The Zone (Special Woreda) Administration office
2.   The Zone (Special Woreda) Council
3.   The Zone (Special Woreda) Women, Children and Youth
         Department
4.   The Zone (Special Woreda) Security and Administration
         Department
5.   The Youth Federation

Joint Activities

-       Strengthen the capacity of the Zone's (Special Woreda) youth
        organisations actively undertake conflict resolution and peace
        building.
-       Create awareness for young people about traditional conflict-
        resolution mechanisms and collate their existing knowledge.
-       Support the youth organisations of the woreda to create alliances
        with neighbouring zones' peer organisations and discuss peace
        building matters.

Implementation Strategies

The Zone (Special Woreda) Security and Administration Department, in coordination with the Zone (Special Woreda) Women, Children and Youth Department and other stakeholders, strengthens the youth organisations' ability to actively resolve conflict and build peace, blending existing mechanisms with new ones if appropriate. In addition, the Department help the youth groups to build alliances with neighbouring zones to help each other and build peace.

2.2.6. Make Women Active Participants in Resolving Conflicts

Stakeholders

1.   The Zone (Special Woreda) Administration Office
2.   The Zone (Special Woreda) Council
3.   The Zone (Special Woreda) Women, Children and Youth Department
4.   The Zone (Special Woreda) Security and Administration Department

Council of Nationalities SNNPRS

Joint Activities

- Strengthen the capacity of the Zone (Special Woreda) Women's organisations to take part in conflict resolution.
- Build awareness among young people in traditional conflict-resolution mechanisms.
- Help the women's groups to create alliances with neighbouring zones' peer organisations, and thereby to discuss how to maintain peace and resolve conflicts.

Implementation Strategies

The Zone (Special Woreda) Security and Administration Department, in coordination with the Zone / Special Woreda / Women, Children and Youth Department and other stakeholders, strengthens women's organisations' role in conflict resolution, builds awareness about traditional conflict resolution mechanisms, and builds alliance with neighbouring zones to build peace and help youth organisations.

2.2.7. Correlating Development Plans with Conflict Resolultion

Stakeholders

1. The Zonal (Special Woreda) Administration Office
2. The Zonal (Special Woreda) Finance, Economic and Department Bepartement
3. The Zonal (Special Woreda) Pastoralist Affairs Department
4. The Zonal (Special Woreda) Water and Mining and Energy Department
5. The Zonal (Special Woreda) Trade and Industry Department

Joint Activities

- Ensure that infrastructural-development activities (roads, electricity, communications, education, health and environmental protection) are all executed in a harmonious non-violent fashion.
- Train lower organisational structures in planning and implementing development activities in a harmonious and non-violent way.

Implementation Strategies

The Zone (Special Woreda) Finance, Economic and Development Department in coordination with the abovementioned stakeholders, considers non-violent development approaches, training lower organisational structures in planning and implementing development activities in a harmonious and non-violent way.

2.2.8. Creating Information Networks for Conflict Resolution

Stakeholders

1. The Zone (Special Woreda) Security and Administration Department
2. The Zone (Special Woreda) Administration Office

Joint Activities

- Collect and analyse up-to-date information on conflict or situations of tension.
- As far as possible, solve conflicts promptly as they arise, and report them.
- Report to the regional Security and Administration Department, and remark if the conflict is proving difficult to solve.

-       Give capacity-building training on collection, collation
        and analysis of information.

Implementation Strategies

The Zone (Special Woreda) Security and Administration Department, along with the abovementioned stakeholders, analyses both resolved and non-resolved conflicts and reports them to the Zone (Special Woreda) Security and Administration Department. The report helps to provide early warning of conflicts and can serve as a source of institutional learning for conflict resolution, both in terms of general methods and referencing specific conflicts case by case. The reporting process also builds capacity in terms of collecting, organising and analysing information.

2.2.9. Ongoing Research on Conflict Resolution

Stakeholders

1.   The Zone (Special Woreda) Administration Office
2.   The Zone (Special Woreda) Council
3.   The Zone (Special Woreda) Security and Administration
         Departement

Joint Activities

-       Participate in the research into conflict resolution and
         peace building processes.
-       Provide supplementary support for the research, as necessary.
-       Supply supporting primary and secondary data to the
         researchers as necessary.

Implementation Strategies

The Zone (Special Woreda) Security and Administration Department, in coordination with the abovementioned stakeholders, participates in the collection of inputs for the conflict-resolution and peace building research, providing additional support and supplementary data to the researchers as necessary.

2.2.10. Improving Organisational Structures

Stakeholders

1.   The Zone (Special Woreda) Administration Office
2.   The Zone (Special Woreda) Council
3.   The Zone (Special Woreda) Security and Administration departement
4.   The Zone (Special Woreda) Justice Department

Joint Activities

- Identify and strengthen all organisations and/or entities who engage in conflict resolution and peace building across the zone / special woreda.

- Facilitate an environment of collaboration and teamwork between all parties working on conflict resolution.

Implementation Strategies

- The Zone (Special Woreda) Security and Administration Department, in coordination with the other stakeholders, identify active entities and relations between them.

2.2.11. Minimising the Negative Impacts of Conflict

Stakeholders

1. The Zone (Special Woreda) Administration Office

2. The Zone (Special Woreda) Security and Administration departement

3. The Zone (Special Woreda) Health Prevention Department

4. The Zone (Special Woreda) Agriculture / Pastoralist Affairs Department

5.   The Zone (Special Woreda) Women, Children and Youth
         Department

Joint Activities

-        Sharing information on conflicts existing and/or imminent
         or threatening.
-        Deploy mediators or forces to maintain peace and security
         and to curtail any spread of conflict.
-        Facilitate discussions and reconciliation forums to build social
         relations and minimise conflict through peaceful negotiation.
-        Identify and give special attention to highly vulnerable groups
         such as women, children, disabled and the elderly.
-        Facilitate rehabilitation for victims and perpetrators, integrated
         with the community's involvement.

Implementation Strategies

The Zone (Special Woreda) Security and Administration Department, in coordination with the stakeholders, participate in bringing peace by sharing information, deploying mediators and/or security forces, facilitating discussions and reconciliation forums to improve social relations, supporting vulnerable groups (such as women, children, disabled and the elderly), and aiding the rehabilitation of victims and perpetrators, with the community's involvement.

2.2.12. Creating Legal Frameworks foConflict Resolution

Stakeholders

1.   The Zone (Special Woreda) Administration Office
2.   The Zone (Special Woreda) Council
3.   The Zone (Special Woreda) Security and Administration Departement
4.   The Zone (Special Woreda) Justice Department

Joint Activities

- Participate in studies and evaluations to identify and address any legal loopholes.
- Issue directives for the safeguarding of zonal security, especially in areas where weak or no legal coverage mechanisms exists.
- Facilitate traditional conflict-resolution mechanisms, extended with legal coverage.

Implementation Strategies

The Zone (Special Woreda) Council, in coordination with the above-mentioned stakeholders, participates in the study conducted identify and address legal loopholes, issuing directives for the safeguarding zonal security in cases of no legal coverage. The Council also arranges the necessary conditions for traditional conflict resolution mechanisms to be extended with legal coverage.

2.2.13. Monitoring and Evaluation

Stakeholders

All stakeholders

Joint Activities

- Evaluate whether conflict-resolution and/or peace building pro cesses have been conducted in the correct manner, receiving timely reports from the woreda and forwarding it to the region.
- Formulate conflict-resolution and peace building best practices and share them with the relevant stakeholders.

Implementation Strategies

The Zone (Special Woreda) Security Administration Department, in coordination with the other stakeholders, evaluates their work based on the systems established for conflict resolution and peace building, including receiving reports from the kebele. The Department then passes their evaluation to the Zone (Special Woreda) and passes conflict resolution and peace building best practices to the relevant stakeholders.

2.3. All-Round Participation of Stakeholders at Wored Level

Stakeholders

1.   The Woreda Council

2.   The Woreda Administration Office

3.   The Woreda Security and Administration Office

4.   The Woreda Culture, Tourism and Government
         Communication Office

5.   The Woreda Women, Children Office

6.   The Woreda Youth and Sport Office

7.   The Woreda Health Office

8.   The Women Federation

9.   The Youth Federation

10.   The Woreda Consortium Of Religious Institutions

11.   The Woreda Education Office

12.   The Woreda Joint Security Committee

13.   The Woreda Pastoralist Affairs Association

14.   Civil society associations

15. Respected elders

2.3.1. Cultural Exchange to Enhance Relations between Nations and Nationalities

Stakeholders

1. The Woreda Administration Office
2. The Woreda Council
3. The Woreda Security and Administration Office
4. The Woreda Culture, Tourism and Government Communication Office
5. The Woreda Women and Children Affairs Office
6. The Woreda Youth and Sport Office
7. The Woreda Education Office
8. The Woreda Consortium Of Religious Institutions
9. Civil society associations
10. Respected elders

Joint Activities

Hold music festivals, sports events, cultural exchanges and community gatherings that help to avoid or resolve disputes.

Implementation Strategies

The Zone (Special Woreda) Administration Office, along with the abovementioned stakeholders, identifies the major causes of conflict between communities or nationalities. They work to facilitate collaboration between the two parties, aiding them to find tolerance and good relations through discussion, as well as through events of exchange and interaction such as music festivals, sports tournaments and community gatherings.

2.3.2. Extending Peace Education

Stakeholders

1.   The Woreda Council
2.   The Woreda Administration Office
3.   The Woreda Education Office
4.   The Woreda Cultural, Tourism and Government Communication Department
5.   The Woreda Security and Administration Office
6.   The Woreda Youth and Sport Office
7.   The Women Federation
8.   The Youth Federation

Joint Activities

- Facilitate informal channels of peace education and transmit them through various media channels.
- Hand over helpful inputs to peace building process to the concerned bodies.
- Collect feedback from the peace-education programmes and share them with the concerned bodies.

Implementation Strategies

The Zone (Special Woreda) Education Department, in coordination with the abovementioned stakeholders, ensures the flow of informal peace education and discussion between and within communities, translating and interpreting discussion or material produced into the local languages as necessary.

2.3.3. Capacity Building

Stakeholders

1. The Woreda and Security Administration office
2. The Woreda Administration Office
3. The Woreda Council
4. The Woreda Education Office

5.   The Woreda Youth and Sport Office

6.   The Women Federation

7.   The Youth Federation

Joint Activities

-       Collection of information and data to contribute to peace
        building training at the woreda level.

-       Provide capacity building training for the necessary groups
        and individuals.

Implementation Strategies

The Woreda Security and Administration Department, in coordination
with the abovementioned stakeholders, facilitates peace building
training.

2.3.4. Strengthening Social Organisation for Conflict Resolution

Stakeholders

1.   The Woreda Administration Office

2.   The Woreda Security and Administration office

3.   The Woreda Joint Security Committee

4.   The Woreda Religious Consortium Institutions

5.   The Woreda Women and Children office

6.   The Woreda Youth and Sport Office

7.   The Woreda Cultural, Tourism and Government
      Communication office

8.   The Woreda Agricultural/ Pastoralist Affairs Office

Joint Activities

-     Create and strengthen social organisations and their
       contribution to peace building processes.

-     Facilitate the resolution of conflicts at different levels.

-     Underline the significance of traditional conflict resolution
methods among different community groups, and incorporate them
with introduced methods where appropriate.

Implementation Strategies

The Woreda Security and Administration Department, in coordination
with the above mentioned stakeholders, creates and strengthens organi-
sations that can engage in peace building and formulates capabilities for
conflict resolution in each regional 'nationality' at all levels.

2.3.5. Work on the Youth Continiously

Stakeholders

1.   The Woreda Security Administration Office
2.   The Woreda Administration Office
3.   The Woreda Youth and Sport Office
4.   The Woreda Agricultural / Pastoralist Affairs Office

Joint Activities

-      Strengthen the capacity of the Woreda Youth Organisations to take a role in conflict resolution.
-      Create awareness among young people about both traditional and modern conflict-resolution mechanisms.
-      Encourage neighbouring peer organisations to team up and collaborate.

Implementation Strategies

The Woreda Security and Administration Department, in coordination with the abovementioned stakeholders, strengthens the Woreda Youth Organisations to participate in conflict resolution, as well raising awareness and building alliances between neighbouring to help each other build peace

2.3.6. Make Women Active Participants in Conflic Resolution

Stakeholders

1. The Woreda Woman and Children Office
2. The Woreda Security and Administration Office
3. The Woreda Administration
4. The Woreda Agricultural/ Pastoralists Affairs Office

Joint Activities

- Strengthen the capacity of women's organisations to resolve conflict.
- Build awareness among women about traditional and modern conflict-resolution mechanisms, and draw upon their knowledge.
- Build alliances between neighbouring peer organisations and encourage them to Support women's organisations at kebele level.

Implementation Strategies

The Woreda Security and Administration Office, in coordination with abovementioned stakeholders, strengthens women's organi-

sations' participation in conflict resolution, building awareness about traditional and modern conflict resolution mechanisms and creating alliances with the neighbouring groups to both build peace and to support youth organisations.

2.3.7. Correlating Development Plans with Conflict Resolution

Stakeholders

1.   The Woreda Administration Office
2.   The Woreda Security and Administration Office
3.   The Woreda Finance and Economic Affairs Office
4.   The Woreda Agricultural/ Pastoralist Affairs Office
5.   The Woreda Health Office
6.   The Woreda Education Office
7.   The Woreda Mining and Energy Office
8.   The Woreda Road and Transport Office

Joint Activities

The abovementioned stakeholders give training on infrastructural-developmental work conducted in a non-violent and harmonious way, reinforcing good practices and attitudes through examples, discussion and role plays.

Implementation Strategies

The Woreda Security and Administration Office, along with other stakeholders, gives appropriate support and monitors development work to ensure harmony and non-conflict, including to the lower organisational structures.

2.3.8. Creating Information Networks for Conflict Resolution

Stakeholders

1.   The Woreda Administration Office
2.   The Woreda Security and Administration Office

Joint Activities

- Collect, organise and analyse information, reporting to the Zonal Security and Administration Office if the conflict is difficult to solve.

- Give training to relevant stakeholders on how to collect, organise and analyse information.

Implementation Strategies

The Woreda Security Administration Office and the other stakeholders continuously seek early warning signs of conflict, in order to maximise the chance for rapid and early response. Unresolved or ongoing conflicts are reported to the Zone Administration Department. The Woreda Security Administration Office and stakeholders also facilitate capacity-building training to the parties responsible for collection and analysis of information.

2.3.9. Ongoing Research into Conflict

Stakeholders

1.   The Woreda Administration Office
2.   The Woreda Security and Administration Office

Joint Activities

Participate in the collection of inputs to research on conflict resolution and peace building, providing supporting data to researchers where necessary.

Implementation Strategies

The Woreda Security and Administration Office participates in conflict resolution and peace building research by collecting inputs and sharing information with researchers.

2.3.10. Improving Organisational Structures

Stakeholders

1.   The Woreda Administration Office
2.   The Woreda Council
3.   The Woreda Security and Administration Office
4.   The Woreda Justice Office

Joint Activities

Identify and support the entities that participate in conflict resolution across the woreda, and arrange the necessary conditions for scattered groups to come together for joint efforts.

Implementation Strategies

The Woreda Security and Administration Department, in coordination with the other stakeholders, identifies and supports the parties or entities that participate in conflict resolution, strengthening relations between them and facilitating the collaboration of more scattered group

2.3.11. Minimising the Negative Impacts of Conflict

Stakeholders

1.   The Woreda Administration office

2.   The Woreda Council

3.   The Woreda Security and Administration office

4.   The Woreda Health office

5.   The Woreda Agricultural/ Pastoralist Affairs office

6.   The Woreda Women and Children offic

7.   The Woreda Youth and Sport Office

Joint Activities

-      Participate in research and share information freely.

-      Deploy mediators and/or security forces as necessary, to curtail minimise and/or curtail the spread of conflict.

-      Facilitate discussion and reconciliation forums to improve social relations.

-      Give special attention and, if necessary, support to vulnerable groups such as women, children, disabled and the elderly.

-      Facilitate rehabilitation of victims and perpetrators, with the participation of the community.

Implementation Strategies

The Woreda Security and Administration Department, in coordination with the other stakeholders, participates in bringing in peace to conflict, sharing information, deploying mediators and/or security forces, facilitating discussions and reconciliation forums, supporting vulnerable groups and rehabilitating both victims and perpetrators, with community support.

2.3.12. Creating Legal Frameworks for Conflict Resolution

Stakeholders

1.   The Woreda Administration Office
2.   The Woreda Council
3.   The Woreda Security and Administration Office
4.   The Woreda Justice office

Joint Activities

-       Participate in studies which identify and address legal loopholes.
-       Issue directives for safeguarding woreda security where there is

no legal coverage.

- As far as possible, back existing (or 'traditional') conflict-resolution mechanisms with legal coverage.

Implementation Strategies

The Woreda Security and Administration Department, in coordination with the abovementioned stakeholders, participates in studies to identify and address legal loopholes, issuing directives for safeguarding security in locations with little or no legal coverage.

2.3.13. Monitoring and Evaluation

Stakeholders
All stakeholders

Joint Activities

- Evaluate whether conflict-resolution and/or peace building processes have been conducted in the correct manner, receiving timely reports from the woreda and forwarding it to the region.
- Formulate conflict-resolution and peace building best practices

and share them with the relevant stakeholders.

Implementation Strategies

The Woreda Security Administration Department, in coordination with all other stakeholders, evaluates their work based on the systems established for conflict resolution and peace building, including receiving reports from the kebele. The Department then passes their evaluation to the Zone and passes conflict-resolution and peace building best practices to the relevant stakeholders.

2.4. All-round Participation of Stakeholders at Kebele Level

Stakeholders

1. The Kebele Administration
2. The Kebele Council
3. The Kebele Security and Administration
4. Cultural institutions
5. The Consortium of Religious Institutions
6. The Women's Association
7. The Youth Association
8. The young Cattle herders & their leaders in Pastoralist area

9.   Self-help (Iddir) associations

10.   The Peace Committee

Joint Activities (in Collaboration with Each of the Abovementioned Stakeholders)

The Kebele Administration

1.   Provide overall support to conflict-resolution efforts.

2.   Maintain peace and security within the kebele.

3.   Exchange peace building and conflict-resolution information openly with the concerned parties and cooperate with neighbouring kebeles.

4.   Facilitate reinsertion and rehabilitation efforts following a conflict.

The Kebele Council

1.   Maintain the peace and security of the kebele, taking responsible actions as necessary.

2.   Ensure that all development activities in the kebele promote and

Cultural Institutions of the Kebele

1.   Work on conflict prevention and resolution.

2.   Employ traditional reconciliation systems for occurring
     or threatening conflicts.

3.   Engage in peace building in collaboration with government
     bodies and other external institutions.

4.   Include women and young people to participate as widely
     as possible.

5.   Share experiences gained from resolving.

Religious Institutions of the Kebele

1.   Encourage their integration of peace building promotion into
     their regular activities.

2.   Ensure that each religious institution follows principles of
     respect and tolerance at all times.

3.   Promptly resolve conflicts and disputes occurring within
     a religious institutions, in coordination with other stakeholders.

Women's Association(s) of the Kebele

1.   Participate in resolution of conflicts and disputes.

2.   Teach and promote peace education in both their organisations

Kebele Youth Association(s)

1.   Engage in conflict resolution.

2.   Teach and promote peace education in both their organisations and as individuals.

## *Kebele Self-Help Association(s) or Iddir*

1.   Hold peace-centred discussions with their members.

2.   Support the rehabilitation of victims and perpetrators of every conflict.

3.   Work with other entities to resolve conflicts as they arise.

The Kebele Peace Committee

1.   Identify all potential sources of conflict at kebele level.

2.   Propose ideas to the Kebele Council for regulations and directives that minimise the repetitive causes of conflict in the area.

3.   Report to the concerned body immediately as conflict threats appear in the area.

4.   Work jointly with the neighbouring Kebele Peace Committee to avoid or mitigate conflict threats.

5.   Work in collaboration with the community to safeguard sustained peace and security locally.

SECTION THREE

3.1 The Monitoring and Evaluation System Structure
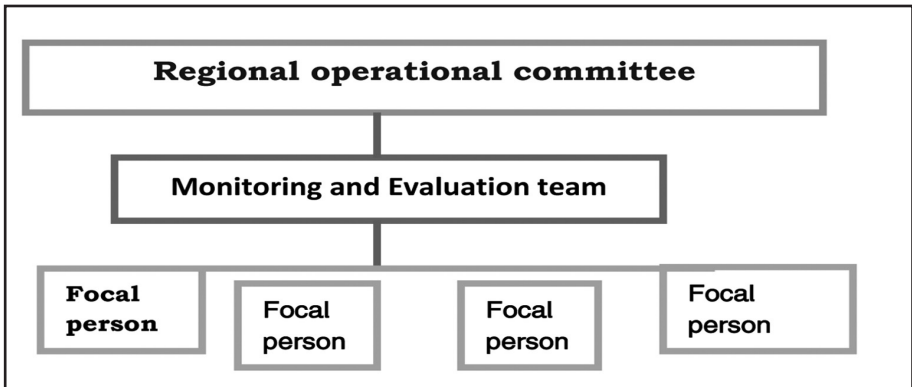
3.1.1 Regional Operational Committee

The Regional Operational Committee shall be established by the Regional Council of Nationalities and the Regional Security and Administration Bureau. It comprises the chairman of the Regional Council of Nationalities, the Deputy Chairman of the Regional Security and Administration Bureau, a core group from the region, and focal persons.The Regional Operational Committee meets twice a year and decides upon directions going forward, based on the reports of the Core Group.

3.1.2 Regional Monitoring and Evaluation Team

It comprises the following members and undertakes the activities listed below:

Members

1.   The Regional Security and Administration Bureau – Chairman

2.   The Regional Nationalities Council – Deputy Chairman

3.   The Resource centre for civil society Association

        centre – Secretary

4.   The Regional Culture and Tourism Bureau – Member

5.   The Regional Education Bureau – Member

6.   The Regional Head of State Office – Member

7.   The Regional Council – Member

8.   The Regional women, Children and Youth Affairs

         Bureau – Member

9.   The Regional Finance and Economic Development

         Bureau – Member

10.   The Regional pastoralist Affairs Association – Member

11.   Regional Mass Media – Member

Responsibilities

1. Follow up the tasks of the core group.
2. Receive information (reports) from the respective institutions, through their focal person.
3. Report to the regional core group twice a year.
4. Advise the Regional Operational Committee.

3.1.3 *The Focal Person (of each Constituent Office)*

This person promotes and engages in peace building within their respective institution, representing and giving feedback to the following stakeholders:

The Regional Agricultural Bureau

The Regional Trade, Industry and Urban Development Bureau

The Regional Sport Commission

The Regional Consortium Of Religious Associations

The Regional Youth Federation

The Regional Women's Federation

Civil society associations

Universities / colleges

Responsibilities

1. Monitor the planning and implementation activities of each in stitution, according to the Strategy for Conflict Resolution.

2. Report to the Core Group twice a year.

3.1.4 Monitoring and Evaluation GroupZona (Special Woreda) Level

1. The Zone (Special Woreda) Council – Chairman

2. The Zone (Special Woreda) Security and Administration Department– Deputy Chairman

3. The Zone (Special Woreda) Justice Department – Secretary

4. The Zone (Special Woreda) Education Deapartment – Member

5. The Zone (Special Woreda) Women, Children and Youth Affairs Department – Member

6. The Zone (Special Woreda) Finance and Economic Development Department – Member

Responsibilities

1.   Follow up the task of monitoring &Evaluation Group.

2.   Receive reports from the woreda.

3.   Report to the focal person in each institution twice in a year.

3.1.5 *Monitoring and Evaluation Grou Members at Woreda Level*

1.   The Woreda Council – Chairman

2.   The Woreda Security and Administration
     Office – Deputy Chairman

3.   The Woreda Justice Office – Secretary

4.   The Woreda Education Office – Member

5.   The Woreda Women, Children office – Member

6.   The Woreda Finance and Economic Development
     Office – Member

7.   The Woreda Youth and Sport Office

Responsibilities

1.   Follow up the tasks of the monitoring & evaluation Group.

2.   Receive reports from the Kebele.

3.1.6   Core-Group Members at Kebel (Community) Level

1.   The Kebele Administrator – Chairman

2.   The Kebele Security Representative – Deputy Chairman

3.   The Kebele Manager – Secretary

4.   The Kebele Council – Member

5.   A Representative of Cultural Institutions – Member

6.   A Representative of Religious Institutions – Member

7.   A Representative of Women Associations – Member

8.   A Representative of Youth Associations – Member

9.   A Representative of Self-Help Associations – Member

10.   A Representative of the Peace Committee – Member

Responsibilities

1.   Follow up the tasks of the monitoring & evaluation Group.

2.   Report to the Woreda Monitoring and Evaluation Group twice a year.

Note: The position of the Monitoring and Evaluation Group institution members may change from time to time according to the convenience and suitable of the work, from regional to Kebele levels.

Endnote

This manual for the Regional Conflict Resolution Strategy has been prepared to serve as a guide that both fills gaps in the conflict-resolution efforts of the regional states and that facilitates governmental and non-governmental collaboration in peace building.

It is hoped that the manual will be given paramount importance and applied to the practical implementation of procedural systems and legal frameworks which stipulate conflict transformation, achieving the desired results of the Strategy with optimum effectiveness and efficiency.