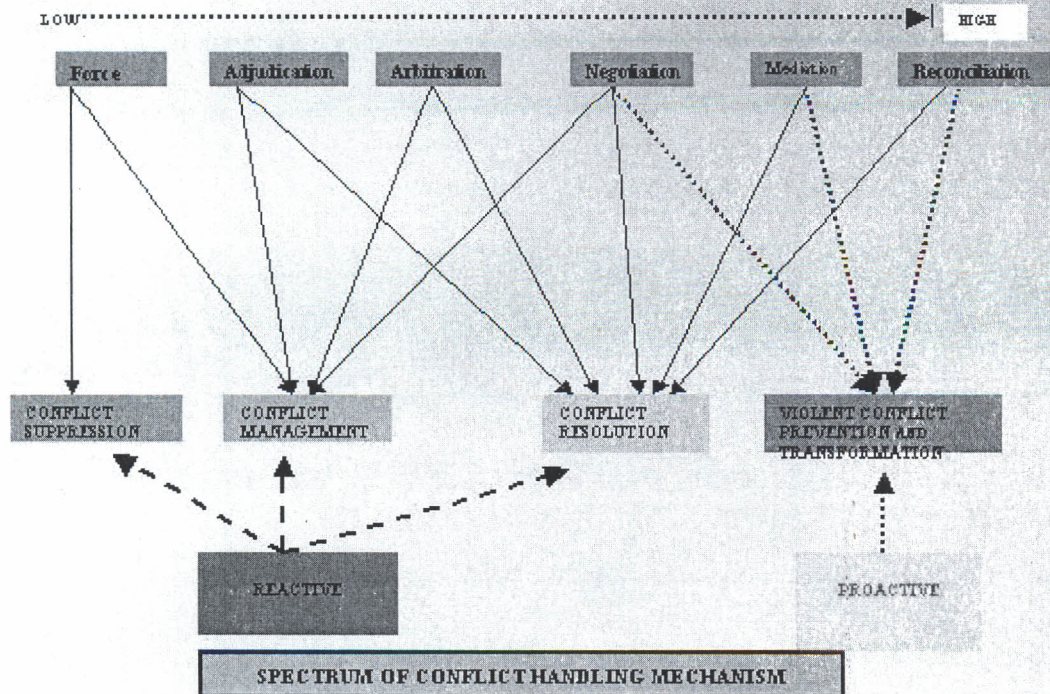




FOOD RESEARCH  
INSTITUTE

'SUSTAINABLE INDUSTRIAL MARKETS FOR  
CASSAVA' PROJECT  
FINAL REPORT ON PROJECT OUTPUT 3.6

CONFLICT RESOLUTION WORKSHOP  
AND  
THE DEVELOPMENT OF A CONFLICT RESOLUTION SYSTEM FOR THE  
CASSAVA PROJECT



By  
Nanam Tay DZIEDZOAVE  
Cletus GYATO  
David ABUSAH  
Gregory KOMLAGA

DFID Department for  
International  
Development

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## EXECUTIVE SUMMARY

The conflict resolution workshop was organised within the framework of the DFID Funded project on 'Sustainable Uptake of Cassava as an Industrial Commodity'. The need for the workshop was precipitated by the realisation that in the course of transferring technologies and linking up various players within the marketing chain, conflicts usually arose between different players with respect to pricing, timelines of delivery, product quality and quantity delivery amongst others. In the past ad-hoc measures have been taken to resolve such conflicts. As the cassava project gathers momentum, with an increase in the number of players, coupled with the drive move the process from a technology development and dissemination stage to an industrial uptake stage, not only is there a need for trained or informed personnel to adequately mediate in times of conflict but also to have an objective system for conflict resolution that is more proactive rather than reactive. The principal objective of the workshop therefore was to introduce to researchers, dissemination personnel, private sector partners and other industrial concerns who are in one way or the other linked to the cassava project, the principles of conflict resolution and to facilitate the development of a conflict resolution system that specifically addresses the needs of the cassava project. The workshop, was conducted over a period of two days, and it involved lecture sessions, group work sessions, the development of a system of conflict resolution for the cassava project, and workshop evaluation. A total of fourteen participants drawn from four private sector organisations, five government institutions, attended the workshop. Mr. Emmanuel Bombande, Programme Director of the West African Network for Peace Building (WANEP) was the principal resource person for the workshop. He delivered all the lectures and facilitated the group work as well as initiating the development of the conflict resolution system for the cassava project. At the end of the workshop, participants individually assessed various aspects of the workshop on a 7-point scale ranging from extremely poor to excellent. General organisation of the workshop was scored 6.62 (very good to excellent), course content-6.75 (very good to excellent), course presentations-6.87 (very good to excellent) and group work sessions-6.0 (very good) conflict resolution system development approach-6.0 (very good). The final outcome of the workshop was that a draft conflict management system has been developed for the cassava project. The principal components of the system are as follows: the conflict management structure shall be either negotiation or mediation both of which are pro-active in nature; a three member conflict management team has been formed to implement the system; a code of ethics has been outlined as well as procedures for enhancing peace and operating principles instituted.

## **ACKNOWLEDGEMENTS**

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- The West African Network for Peacebuilding: for supporting Mr. Emmanuel Bombande to facilitate the workshop.
- The Food Research Institute, Accra: for providing the local resources needed to facilitate the project as a whole and the workshop in particular.

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## GENERAL INTRODUCTION

In all human systems where the perceptions of different interest groups about various issues are different, conflicts are bound to arise; but as to whether these conflicts degenerate into violent confrontation or peaceful resolution depend not only on common sense but also on the peace-building skills of the parties concerned, and their understanding of the underlying principles of conflict resolution. The cassava project has come a long way in attempting to develop technologies, disseminate these technologies and facilitate the uptake of these technologies by industrial concerns. In the course of this, a system of linkages has been put in place between rural farmers, rural processors, urban processors, urban end-users, research institutions, dissemination organisations and non-governmental organisations. The interests of these different groups and their understanding of the different issues that engage their attention are as many as they are varied. In the marketing chain involving farmers, processors and end-users, whilst the players higher in the chain are interested in getting the best quality product at minimum cost, those lower down in the chain are more interested in getting maximum profit with the minimum level of quality they can get away with. Pricing and quality have therefore been areas of frequent conflict encountered in the course of implementing the cassava project over the years. Whilst the technologists and researchers are eager to see the industrialists take up their technologies, the end-users are wondering who takes the risks if anything went wrong, and when something really does go wrong without adequate preparation being made for addressing the risk issues, then there is a potential ground for conflict. With the drive towards industrial uptake, the risks get higher, the stakeholders are increasing in number, the issues of concern are getting broader and deeper, and one cannot easily anticipate what issues would precipitate future conflicts. Without making adequate provision for resolving potential conflicts, the project could run to a halt. Proper exposure to the understanding of conflicts and the application of tested principles for conflict resolution is a necessary pre-requisite to making the cassava project a sustainable one. It is in the light of this that funding was sought within the context of the DFID-funded project on 'Sustainable uptake of cassava as an industrial commodity' to train coalition partners and other identifiable stakeholders in conflict resolution as well as develop a system for conflict resolution. The objective of the workshop being currently reported on was therefore to introduce to participants the principles and practices underlying the effective resolution of conflicts, and to equip them to develop a conflict resolution system for the cassava project. The workshop was organised from the 14-15<sup>th</sup> August 2003, at the Fishery Resource Centre of the Food Research Institute. This report is presented in three parts. Part I reports on the workshop itself, Part II reports on the development of the conflict resolution system for the cassava project, whilst Part III covers the evaluation, conclusion and the appendices.

## **PART I                      CONFLICT RESOLUTION WORKSHOP**

Below are the lectures delivered during the workshop. Prior to the delivery of the lectures participants were taken through a case study titled 'The Bountiful Mango Tree: introduction to BATNAS' (see Appendix III)

### **LECTURES SESSIONS**

#### ***LECTURE 1: UNDERSTANDING CONFLICT – INTER-GROUP CONFLICT ROLE PLAY.***

Conflict can be understood to have two levels that are mutually influential and connected: Those of *content* and *relationship*. These can be described similar to a plant, like a cassava plant, which has a visible body that appears above the ground and a root system that is below the ground and not readily visible.

#### **Content and Relationship**

**Content** relates to the visible aspect of conflict-the things we fight about and over which we commonly refer to as "issues." These are the material side of conflict ranging from e.g. disagreements about *land, resources* and *finances* to forms of *governance*, colours of *flags* or on which street we can parade. At the content level we see conflict as posing the need to reach an *outcome, a decision*. Here we think about *resolving issues*.

**Relationship** involves the aspects of *interdependence, power, influence, identity, perception and emotional* impact. This includes who we are and how we see ourselves in relationship. At this level we see conflict as a process of engaging the less visible but often most critical aspect building relationship. Here we think about reconciling people and *restoring relationship*.

#### **Deeply Rooted Conflict**

In deeply rooted conflict, we have tended to think about responding to conflict as primarily representing the task of finding creative solutions to difficult problems. More often than not however, the issues are merely a visible expression of things happening in the relationship. Issues come and go. Relationships go on even when beset by violence and distance. At least one set of authors suggested that if you fight over the same issue more than three times (with your spouse or a neighbouring country) the fight is about the relationship not the issue. When we engage the relational aspects, we put ourselves square into the "root system." We endeavour to see what is beneath the issue: to more explicitly and directly understand each other, see from the perceptions of the other, clarify what hopes

and fears are for the relationship, build trust, appeal for recognition, responsibility and accountability, and ultimately redefine our relationship.

**Conclusion:** Relationship building is not marginal activity. It is the key in creating sustainable peace-building processes.

## **LECTURE 2: HUMAN NEEDS THEORY AND CONFLICT**

### **Principle # 1**

All humans have innate human needs. If these needs are not met, humans will not be able to thrive or even survive.

### **Principle # 2**

- Human needs can be categorized in three groups: material, social and cultural.

#### ***Material needs***

- Include food, shelter, health care, and basic resources to survive physically

#### ***Social needs***

- Include a sense of respect, security, and predictability in relationships with others and sense of participation and self-determination in decisions that affects one's life.

#### ***Cultural needs***

- Include a sense of identity, religion and culture that help make sense of and give meaning to the world.

### **Principle # 3**

- While all humans have needs, some people perceive that they have the right to have their own needs met at the expense of others. This myth is called "internalised superiority".
- Greed is the desire to accumulate excessive material goods.
- Internalised superiority and greed interact to create a psychodynamic that fuels an excessive sense of need.

### **Principle #4**

- The drive to satisfy human needs, controls human behaviour.
- Human needs are pursued at any cost
- The frustration or denial of human needs leads to conflictual behaviour, a sense of trauma, and violence.
- A capacity to satisfy human needs leads to constructive conflict behaviour and conflict transformation.

**LECTURE 3: SOCIAL CONFLICTS IN THE CONTEXT OF PROXIMATE AND SYSTEMIC ISSUES**

**Definition of Conflict - A social perspective**

***Social Conflict is...***

- **An Expressed struggle:** Current form of expression: pattern of the relationship. An effective early warning system is critical to this understanding of conflict. Expression theory assumes that conflict whether at the latent or escalated stage manifests predictable features that are subject to human's capacity for management and transformation.
- **Between two or more interdependent parties:** This assumes that conflict happens in relationships. Understanding the history and interactive pattern of the relationship as well as level of interdependency (or power relation) of the parties is critical to the analysis of and intervention in the conflict.
  - **Who perceive:** Conflict whether material, value-based, or interest-based is rooted largely in the way the parties view the conflict. Perception which is a socially constructed reality is vital to the differing views and goals that parties bring to conflict. Perceptions can be clarified and adjusted. Mutual dialogue through cooperative communication can help in reconciling perceptions.
- **About scarce resources:** Basic human needs are non-negotiable. Every human being must have his/her needs satisfied. Deprivation of needs is one source of conflict. Needs can be physical or material, social-belonging to a group, or political being part of the decision-making process which affects one's existence.
- **Incompatible goals:** We all have values and beliefs that help us define both our practical and cosmic world. They also give us our sense of identity. Threat to these values and beliefs disrupts our sense of safety and may lead to aggression.



## **LECTURE 4: OPTIONS IN RESPONDING TO INTER-GROUP AND SOCIAL CONFLICTS**

### **Force**

- An aggregate of military personnel and weapon systems designed to exert pressure and overcome resistance
- Physical coercion is sometimes considered legitimate if it is used to deter, to contain or to reduce violence and disorder and if it is sanctioned by the proper authority and not disproportionate to its challenge

### **Adjudication**

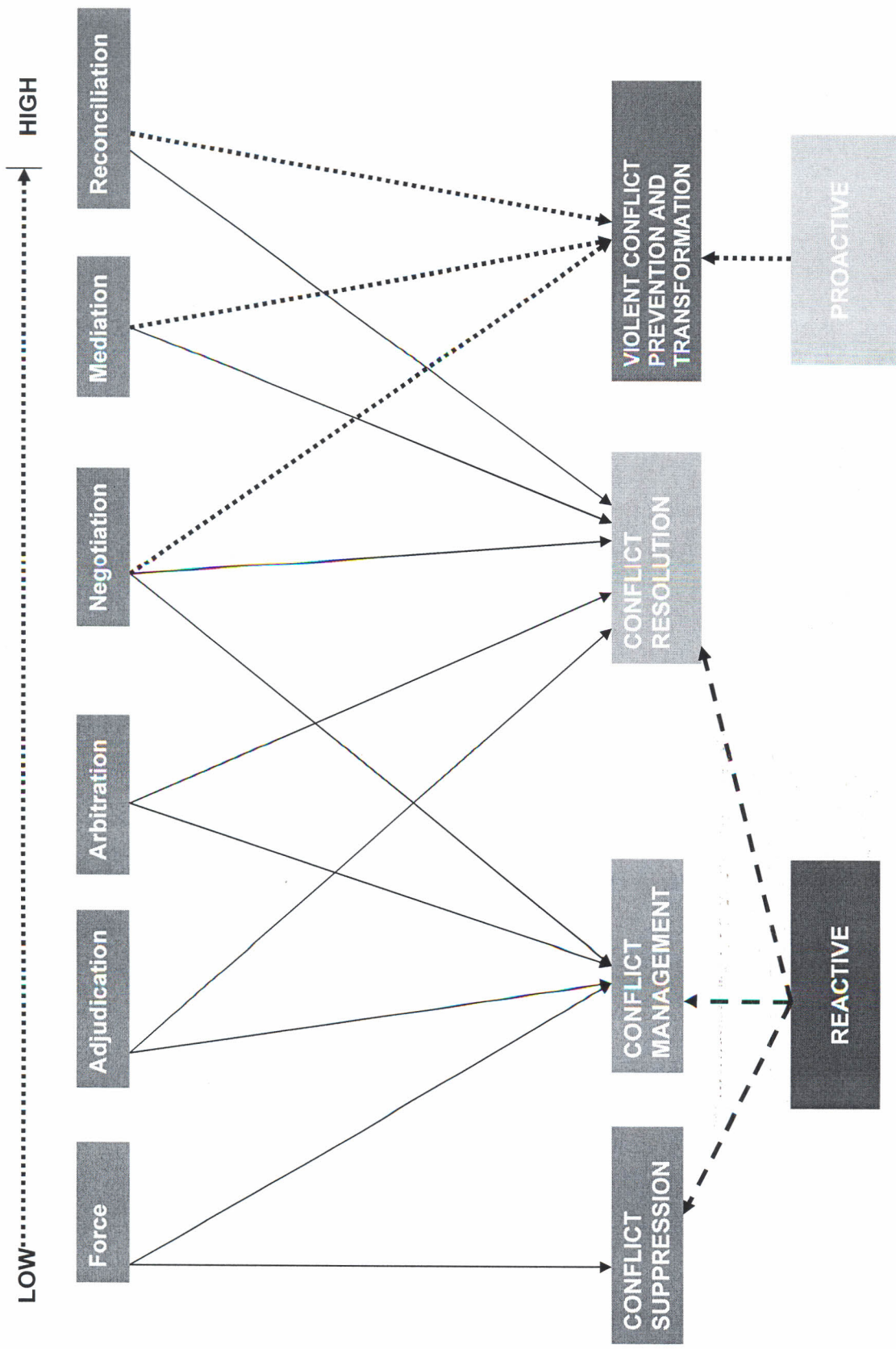
- Instrument of conflict management whereby the conflict parties do not have the opportunity to select a third party; where only one party is needed for an intervention to occur; and whereby the decision making authority is a judge. The focus of intervention is a binding, law-based result which is in the nature of a win-lose outcome

### **Arbitration**

- Traditional method of peaceful dispute settlement whereby a single arbiter or a court of arbitration arrives at a final judgment
- The arbiter is an authoritative and legitimate third party (tribunal or eminent person), superior in strength to the parties to the dispute
- The arbiter adjudicates the conflict between parties, who are voluntarily requesting a verdict
- The recommendation reached by a neutral arbiter after having examined the merits of each case is often considered binding

### **Negotiation**

- A bilateral or multilateral interactive communication technique to manage conflicting interests through direct dialogue between representatives of the parties to a dispute or conflict
- A process of communication back and forth for the purpose of reaching a joint decision
- Talks between conflicting parties who discuss ideas, information and options in order to reach mutually acceptable agreement.



SPECTRUM OF CONFLICT HANDLING MECHANISM

### **Mediation**

- A problem solving negotiation process in which an outside, impartial, neutral party works with disputants to assist them reach a satisfactory negotiated settlement.
- Unlike judges or arbitrators, mediators have no authority to decide between the parties; instead the parties empower the mediator to help them resolve the issues between them. The assumption is that a third party will be able to alter the power and social dynamics of the conflict relationship by influencing the beliefs and behaviour of individual parties by providing knowledge or information, or by using a more effective knowledge negotiation process and thereby helping the participants to settle contested issues

### **Reconciliation**

- Associative peace strategy that brings together former adversaries... in a forgiving dialogue consisting of guilt admissions and a reconstruction and healing period to start a new phase of mutual tolerance or cooperation.
- The attainment of a higher synthesis made possible by common acceptance of a destiny transcending the sectional interests that have led to conflict

### ***LECTURE 5: A MEDIATION PROCESS: AN OVERVIEW***

Mediation is a process designed to meet the needs of disputing parties. Getting people to accept dialogue and come to the mediation table is often critical and challenging

#### **Introduction by mediators**

- A. Greetings/affirmation/seating/logistics
- B. Describe the process and the role of the mediators
- C. Establish ground rules

#### **Storytelling**

- A. Each party describes the situation from their viewpoint/perspective
- B. Mediator summarizes each one's perspective after they speak
- C. Listen for key issues/concerns, feelings, commonalities

#### **Identifying Issues**

- A. Mediator lists joint issues
- B. Check with all parties to make sure list is inclusive
- C. List can include less tangible relationship issues as well as tangible, concrete ones

**Problem-solving/Healing**

- A. Choose one issue and ask each participant to describe the related problem in more depth.
- Help participants discover the interests under their positions; what matters most to them
  - Encourage parties to generate options jointly
  - Note commonalities whenever possible
  - Encourage parties to examine and be open about their feelings
  - Encourage constructive communication (I~messages, active listening, empathy, etc)
  - Help parties focus on the future (“How can we relate peacefully?”) rather than getting stuck on the past (“Who was right/wrong yesterday?”)
- B. Most conflicts include both tangible issues and relationship issues. Which need to be addressed first will vary.
- C. Encourage and acknowledge moments of individual empowerment and/or recognition of the other

**Agreement/Resolution**

- A. Be specific about concrete agreements- who does what, when, where
- B. Be balanced and non-judgmental
- C. Address approach for future problems
- D. Intangible, relationship actions can be noted/summarized in addition to the tangible agreements or in place of them (apologies, acknowledgement of responsibility, affirmation, etc)

## **LECTURE 6: LOCAL APPLICATION AND DEVELOPING WAYS FORWARD**

### **Developing a Conflict Resolution System for the 'Sustainable Uptake of Cassava as an Industrial Commodity' Project**

#### **Issues**

- Outline the key issues of conflict that you have experienced in the project or likely going to experience

#### **Stakeholders**

- Which of the Partners in the Cassava Project do you consider to be main stakeholders?
- What is their role/function in the project?
- Outline their interests and stake in the project.
- How have these stakeholders responded to conflicts in the past?

#### **Conflict Intervention**

- What are the priority issues of conflict that require intervention in the immediate to short term?
- What are the priority issues of conflict that require intervention in the medium to long term?

#### **Coordination**

- What type of conflict management structure do you propose?
- Who should be on the team and how many?
- How often should they meet to consider issues that require intervention and management?
- How should issues be brought to their attention for consideration?

#### **Integration**

- In all aspects of the cassava project, suggest how conflict management should be integrated into the project.

## **GROUP-WORK SESSIONS**

The group work was principally aimed at using the knowledge acquired from the lectures to develop a conflict resolution system for the cassava project. Participants were divided into three groups. Each group appointed a leader to lead the discussions and a rapporteur to report on the proposals of the group to the workshop. Using the checklist outlined in Lecture 6 above each group proceeded to develop proposals that would serve as inputs for developing a system of conflict resolution for the cassava project. Outlined below is a summary of the proposals from all the three groups.

## ***KEY ISSUES OF CONFLICT***

1. Pricing of Commodity (Cassava roots cassava flour, gari, glucose syrup and industrial alcohol, adhesives)
2. Supply of packaging materials (especially for the flour)
3. Grating of cassava roots
4. Transportation of materials
5. Quality Assurance for processed products
6. Community participation
7. Raw material availability
8. Frequent breakdown of processing equipment
9. Provision of equipment to processors (who's responsibility)
10. Availability of processors at all times during production of various products
11. Out-right payment for the processed products by end-uses
12. Attitudes towards work amongst the team members and the coalition partners
13. Storage/ warehousing of produce
14. Extra drying medium
15. Quantity delivery
16. Outside Influence into the partnership
17. Coup group management
18. Timeliness of delivery of products and on project outputs
19. Allocation of Project funds
20. Communication gaps between coalition partners

**MAIN STAKEHOLDERS' ROLES, INTERESTS AND PREVIOUS RESPONSE TO CONFLICT**

<b>Main Stakeholders</b>	<b>Role/Function</b>	<b>Stake/Interest</b>	<b>Previous Response to conflict</b>
Farmers	<ul style="list-style-type: none"> <li>• Production/Supply of cassava roots</li> <li>• Transportation of cassava roots to processing centers</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement in livelihood through good pricing for their produce.</li> </ul>	<ul style="list-style-type: none"> <li>• Compromise on price on conditions of immediate payment.</li> </ul>
Processors	<ul style="list-style-type: none"> <li>• Process cassava flour</li> <li>• Process flour to syrup industrial alcohol, adhesives, bread etc.</li> <li>• Value addition to raw material</li> </ul>	<ul style="list-style-type: none"> <li>• Profit maximisation</li> </ul>	<ul style="list-style-type: none"> <li>• Compromise on price provided minimum profit margin is not eroded.</li> </ul>
Researchers	<ul style="list-style-type: none"> <li>• Technical support</li> <li>• Improving quality</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
Coalition partners	<ul style="list-style-type: none"> <li>• Technical support</li> <li>• Improving quality</li> <li>• Logistical support</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
Agric extension staff	<ul style="list-style-type: none"> <li>• Supervision</li> <li>• Technical advice</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
End-users	<ul style="list-style-type: none"> <li>• Purchase of finished product – constitute a marketing outlet for finished product.</li> <li>• Uptake of project results</li> </ul>	<ul style="list-style-type: none"> <li>• Local alternative for imported products</li> <li>• Lower priced product than imported alternatives</li> <li>• Quantity delivery and timeliness of delivery</li> <li>• Making cassava an industrial commodity</li> </ul>	<ul style="list-style-type: none"> <li>• Rejection of products and reverting to imported alternatives.</li> </ul>

***PRIORITY ISSUES OF CONFLICT REQUIRING INTERVENTION***

<b>Immediate/ Short term</b>	<b>Medium/ Long term</b>
<ul style="list-style-type: none"> <li>• Pricing</li> <li>• Quantity delivery</li> <li>• Timeliness on project out-put delivery</li> <li>• Quality of finished product</li> <li>• Supply of packaging materials</li> <li>• Transportation of raw materials</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of raw material</li> <li>• Allocation of project funds</li> <li>• Communication gap between coalition partners</li> <li>• Installation of Milling machine</li> <li>• Community participation</li> <li>• Maintenance of broken-down equipment</li> <li>• Provision of equipment</li> </ul>

***COORDINATION – CONFLICT MANAGEMENT PROCESS***

<b>Type of management structure</b>	<b>Team membership</b>	<b>Regularity of Meeting</b>	<b>Mode of Communicating Issues</b>
<ul style="list-style-type: none"> <li>• Negotiation and Mediation</li> </ul>	<ul style="list-style-type: none"> <li>• Team of 3 or 5 drawn from technical/dissemination partners</li> <li>• Co-managing partner and two others</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly, but emergency meetings could be convened</li> </ul>	<ul style="list-style-type: none"> <li>• E-mail</li> <li>• Oral/Personal contacts</li> <li>• Letters</li> <li>• Information at quarterly review meetings</li> </ul>



***PROPOSALS FOR INTEGRATION OF CONFLICT MANAGEMENT INTO PROJECT***

- Formation of conflict management team
- Discussions of issues of conflict as a regular item on the agenda of quarterly review meetings
- Drawing up of a code of ethics for all partners to adhere to in times of conflict.
- Equal respect for all
- Mutual understanding and trust
- Regular attendance to meetings
- Group activity
- Timely submission of reports

## **PART II DEVELOPING A CONFLICT RESOLUTION SYSTEM FOR THE CASSAVA PROJECT.**

### **COMPLETING THE MATRIX FOR A CONFLICT MANAGEMENT MECHANISM**

The proposals from the group works formed the basis for developing the conflict resolution system for the cassava project. The summarized proposals from above were discussed and identifiable gaps in the matrix filled appropriately as shown below. The last row of the matrix was then addressed under individual headings as indicated below.

<b>ISSUES</b>	<b>Immediate</b>	<b>Short Term</b>	<b>Medium Term</b>	<b>Long Term</b>
	<ul style="list-style-type: none"> <li>• Pricing of Commodity (Cassava roots cassava flour, gari, glucose syrup and industrial alcohol, adhesives)</li> <li>• Quality Assurance for processed products</li> <li>• Out-right payment for the processed products by end-uses</li> <li>• Extra drying facility for processors</li> <li>• Timeliness of delivery of products and on project outputs</li> </ul>	<ul style="list-style-type: none"> <li>• Supply of packaging materials (especially for the flour)</li> <li>• Transportation of materials</li> <li>• Attitudes towards work amongst the team /group members as well as coalition partners</li> <li>• Quantity delivery</li> <li>• Cooperative group management</li> </ul>	<ul style="list-style-type: none"> <li>• Frequent breakdown of processing equipment</li> <li>• Provision of equipment to processors (who's responsibility)</li> <li>• Storage/ warehousing of processed products</li> <li>• Communication gaps between coalition partners</li> </ul>	<ul style="list-style-type: none"> <li>• Community participation</li> <li>• Raw material availability</li> <li>• Allocation of Project funds</li> </ul>

## STAKEHOLDERS

Key Partners	Role/Function	Stake/Interest	Experience in Conflict
Farmers	<ul style="list-style-type: none"> <li>• Production/Supply of cassava roots</li> <li>• Transportation of cassava roots to processing centers</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement in livelihood through good pricing for their produce.</li> </ul>	<ul style="list-style-type: none"> <li>• Compromise on price on conditions of immediate payment.</li> </ul>
Processors	<ul style="list-style-type: none"> <li>• Process cassava flour</li> <li>• Process flour to syrup industrial alcohol, adhesives, bread etc.</li> <li>• Value addition to raw material</li> </ul>	<ul style="list-style-type: none"> <li>• Profit maximisation</li> </ul>	<ul style="list-style-type: none"> <li>• Compromise on price provided minimum profit margin is not eroded.</li> </ul>
Technical and Dissemination Institutions.	<ul style="list-style-type: none"> <li>• Technical support</li> <li>• Improving quality</li> <li>• Provision of Logistical support</li> <li>• Supervision</li> <li>• Promotion of new technologies</li> </ul>	<ul style="list-style-type: none"> <li>• Uptake of technologies developed</li> <li>• Protection of results of research activities</li> <li>• Credit for research work and technologies developed</li> <li>• Improvement in rural livelihoods</li> </ul>	<ul style="list-style-type: none"> <li>• Mediation between partners</li> </ul>
End-users	<ul style="list-style-type: none"> <li>• Purchase of finished product – constitute a marketing outlet for finished product.</li> <li>• Uptake of project results</li> </ul>	<ul style="list-style-type: none"> <li>• Local alternative for imported products</li> <li>• Lower priced product than imported alternatives</li> <li>• Quantity delivery and timeliness of delivery</li> <li>• Making cassava an industrial commodity</li> </ul>	<ul style="list-style-type: none"> <li>• Rejection of products and reverting to imported alternatives.</li> </ul>

### CONFLICT INTERVENTION

CONFLICT INTERVENTION	Immediate	Short term	Medium Term	Long Term
	<ul style="list-style-type: none"> <li>• Pricing</li> <li>• Timeliness of delivery of products and on project outputs</li> <li>• Quality of finished products</li> </ul>	<ul style="list-style-type: none"> <li>• Quantity delivery</li> <li>• Supply of packaging materials</li> <li>• Transportation of raw materials</li> </ul>	<ul style="list-style-type: none"> <li>• Communication gap between coalition partners</li> <li>• Installation of milling machine</li> <li>• Maintenance of broken-down equipment</li> <li>• Provision of equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of raw material</li> <li>• Allocation of Project Funds</li> <li>• Community participation</li> </ul>

### COORDINATION

COORDINATION	Mediation framework	Composition of Mediation Team	Frequency of Meetings	Mechanism for Raising Issues
	Negotiation & Mediation	Mr. Nanam T. Dziedzoave Mr. Kwasi Oware Mr. E.O. Boateng	Quarterly but with provision for emergency meetings	E-mail Oral/Personal contacts Letters Information at quarterly review meetings

## **MECHANISMS TO ENHANCE PEACE**

### ***OPERATING PRINCIPLES***

- A standing conflict management team (CMT) shall be formed and made operational
- The CMT shall meet quarterly in the 2<sup>nd</sup> month of every quarter
- The CMT shall be responsible for evaluating potential issues of conflict, proposing measures for preventing conflict and receiving complaints and ensuring peaceful resolution of issues.
- The established mechanism for peace enhancement should be reviewed and updated regularly at quarterly review meetings
- A code of ethics shall be drawn up for all partners to adhere to.
- The code of ethics shall be reviewed and updated at all quarterly review meetings
- Work shall always be assigned in such a way as eliminate conflict of interest
- Issues of conflict not amicably resolved should be reported within a week to the CMT
- Frequent breaching of the code of ethics shall attract a form of **sanctioning**.
- Frequent flouting of recommendations of the mediation team shall be subject to some form of sanction as well

### ***CODE OF ETHICS***

- All stakeholders must show equal respect for each other
- There must also be mutual understanding and trust between all stakeholders
- All stakeholders must attend all meetings regularly
- All stakeholders must ensure timely submission of project reports
- Team work should be encouraged at all times by all stakeholders

### ***PROCEDURES***

- At its regular quarterly meetings the CMT shall discuss the issues of conflict listed in the following order of importance; immediate issues, short term issues, medium term issues and long term issues respectively, and propose measures that must be instituted to prevent the eruption of conflicts.
- When issues of conflict arise:
  - The first line of action should be a negotiation between the parties involved
  - When an amicable solution has been negotiated the outcome should be documented and communicated to the CMT.
  - When the negotiation fails the issue should be reported immediately to the CMT

- Depending on the level of neutrality of the CMT as it relates to the issue at stake, the CMT would either mediate between the parties or appoint a team that is judged to have a more credible neutrality to mediate the conflict.
- The outcome of the mediation should be communicated to the CMT
- The CMT shall document all conflicts coming to its attention and report at the quarterly review meetings on the status of the conflict and how it was managed.

#### *SANCTIONS*

- The decision to apply any form of sanction shall be taken at quarterly review meetings.
- The type of sanction to apply shall also be decided at quarterly review meetings.

### PART III EVALUATION, CONCLUSION AND APPENDICES

#### WORKSHOP EVALUATION

At the end of the workshop each participant was given a workshop evaluation form, as shown in Appendix V, to assess various aspects of the workshop. Participants were required to score each activity of the workshop on a seven-point scale as follows:

Level of Assessment	Score
Excellent	7
Very Good	6
Good	5
Fair	4
Poor	3
Very Poor	2
Extremely Poor	1

Below is a summary of the overall assessment of the workshop by participants.

Summary of overall assessment of workshop by participants

*Scoring of Workshop Activities*

Item Being Evaluated	Overall Score
General Organisation (Timeliness, meals, refreshments, handouts etc)	6.62
Content of Lectures Delivered	6.75
Resource Person's Presentation of Lectures	6.87
Group Work Sessions	6.0
Approach to the Development of Conflict Resolution System	6.0

### ***Comments By Workshop Participants***

Some of the participants' comments about the workshop were as follows:

- The workshop was very educative and I think it will help the project so much in resolving conflicts that may crop up.
- The course content was good and this aspect should be inculcated in every project since conflict has no barrier; besides we are working with human institutions.
- Workshops of this nature are very important in projects like this since conflicts can retard the progress of this project. Thanks so much for educating us on this crucial subject. It has really solved most of our problems as an organization.
- It was a good and very necessary workshop for the coalition partners of the project. It opened my eyes to some pertinent issues one should note when working in a group so as to ensure harmony and cohesion.
- An excellent workshop which brings a completely new idea, not only in business but also in life. Besides it comes from a competent lecturer and nice in personality. More of such training is needed and welcome.
- This has been an eye-opening course. The lecturer dealt with even issues that happen in everyday life apart from the project issues. It was really refreshing and thought provoking.
- Very interesting. Needs a follow-up workshop.

### **WORKSHOP IN RETROSPECT**

From the results of the workshop evaluation and the comments from participants it may be concluded that the objectives of the workshop have been achieved. Participants have been exposed to the principles and practices of conflict handling, and they have appreciated the importance of understanding and handling conflicts and how these impact on the success of all projects involving human institutions and most particularly the cassava project. The need to develop a conflict prevention system for the cassava project has been very much appreciated and this is demonstrated by the efforts that participants were willing to put into developing a conflict prevention system - as outlined in this report - to guarantee the sustainability of the cassava project. The system developed is at best a working document which would be subject to reviews and updates as new marketing linkages are established and new issues arise. The work is only half done. Its completion would be when the conflict prevention mechanism established is successfully implemented. The challenge is big but it shall be accomplished.



## APPENDICES

### APPENDIX 1 COPY OF WORKSHOP PROGRAMME

**FOOD RESEARCH INSTITUTE  
DFID/CPHP PROJECT  
ON  
'SUSTAINABLE UPTAKE OF CASSAVA AS AN INDUSTRIAL COMMODITY'  
2-DAY WORKSHOP ON CONFLICT RESOLUTION**

#### PROGRAMME

#### DAY 1 – Thursday 14<sup>th</sup> August 2003

8.30 - 9.00 a.m.	Arrival of Participants	
9.00 – 9.15 a.m.	Welcome Address and Introduction of Resource person	Nanam Dzedzoave, FRI
9.15 - 10.30 a.m.	<b>Session I:</b> Inter-group Conflict Role-play Human Needs Theory and Conflict	Mr E.H. Bombande, Director, WANEP
10.30 - 10.45 a.m.	Coffee Break	Mrs I. Tamakloe, FRI
10.45 - 12.30 a.m.	<b>Session II:</b> Social Conflict in the Context of Proximate and Systemic issues.	Mr E.H. Bombande, Director, WANEP
12.30 - 12.45 p.m.	Group Photograph	
12.45 - 2.00 p.m.	Lunch	Mrs I. Tamakloe, FRI
2.00 - 4.00 p.m.	<b>Session III:</b> Options in responding to Inter-group and Social Conflicts	Mr E.H. Bombande, Director, WANEP







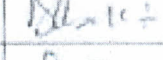






#### DAY 2 - Friday 15<sup>th</sup> August 2003

9.00 – 10.30 a.m.	<b>Session I:</b> Inter-group Mediation. Local Application and Developing Ways Forward.	Nanam Tay Dzedzoave
10.30 - 10.45 a.m.	Coffee Break	I. Tamakloe (Mrs), FRI
10.45 - 12.00 p.m.	<b>Session II:</b> Group Exercise General Discussion & Closing	Nanam Tay Dzedzoave
12.00 – 12.30 p.m.	Lunch	I. Tamakloe (Mrs), FRI

FOOD RESEARCH INSTITUTE  
DFID/CPRP PROJECT  
ON  
'SUSTAINABLE UPTAKE OF CASSAVA AS AN INDUSTRIAL COMMODITY'

2-DAY WORKSHOP ON CONFLICT RESOLUTION

ATTENDANCE SHEET

NAME	INSTITUTION AND CONTACT DETAILS	SIGNATURE
<sup>1</sup> N. A. DANKWAH	FORIG (CSIR) K.M.UST - Box 63, Kumasi	
<sup>2</sup> Daniel Sekyere	FORIG (CSIR) K.M.UST - Box 63, Kumasi	
<sup>3</sup> Kennedy O. Amisano	FARMINDUS	
<sup>4</sup> L. K. KRANSA	MOFA (S.Y.I.)	
<sup>5</sup> FIDELIS OCLEO	UNIV. OF GHANA	
<sup>6</sup> E. C. ISOAEMG	N.B.S.S.I.	
<sup>7</sup> D. D. ABUSAH	FR I	
<sup>8</sup> G. A. ICOMLASH	FR I	
<sup>9</sup> P. FEALO	FR I	
<sup>10</sup> C. K. GYATO	FR I	
<sup>11</sup> Abura, John Kofi	(AAPC) Amasa Agri-Processing	
<sup>12</sup> J. T. Tamalche	Fruits & Flavour	
<sup>13</sup>		
<sup>14</sup> Hanan Ibrahim	FR I	

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THE BOUNTIFUL MANGO TREE:  
INTRODUCTION TO BATNAs

ATTACHMENT 32B

**THE BOUNTIFUL MANGO TREE CASE STUDY**

Sixty years ago, your grandmother planted a mango tree on the edge of your family farm. The tree grew to be very large and now produces many kilograms of mango fruit every year. One of the largest branches of the tree hangs over a neighbour's property, and each year approximately 30 to 50 kg of fruit falls on to that neighbour's land. When you were growing up, your family always had good relations with the neighbours. Every summer your family would join the neighbouring family and spend a weekend together collecting the fallen fruit and making mango chutney and mango ice cream. Your family would then take all the rest of the fruit and sell it to the fruit seller in the market place.

In recent years, however, things have changed. The neighbour's eldest daughter married a man from another town, and he took over managing the neighbour's land. The first year that he joined both families to gather the mangoes, he commented out loud to everyone that it seemed unfair that his wife's family only got the mangoes that fell on their property. He pointed out that, by now, the roots of the tree were extending deeply on to the neighbour's land, and thus, the neighbour should have equal access to all the mangoes.

Although his wife's family did not say anything to support him that first year, over time, they began to feel that he was correct. The father remembered how hard he had worked to dig the irrigation canal that fed the crops along the edge of their property, which also provided the water for the tree to grow as large and produce as many mangoes as it did. The mother recalled, somewhat bitterly, one year when their youngest son was getting married and she had wanted to make additional mango chutney for the wedding banquet. Your mother had said that they would have to buy the mangoes at the market, as the extra fruit had already been sold, even though there was still plenty growing on the tree. So, over the years, the relations between your two families grew increasingly tense, particularly when the mango tree was ripening.

**APPENDIX IV MATRIX FOR A CONFLICT MANAGEMENT MECHANISM FOR THE CASSAVA PROJECT**

**SUSTAINABLE UPTAKE OF CASSAVA AS AN INDUSTRIAL COMMODITY  
CONFLICT MANAGEMENT MECHANISM FOR CASSAVA PROJECT**

<b>ISSUES</b>	Immediate	Short Term	Medium Term	Long Term
<b>STAKEHOLDERS</b>	Key Partners	Roles/Functions	Interests	Experience in conflict
<b>CONFLICT INTERVENTION</b>	Immediate	Short term	Medium Term	Long Term
<b>COORDINATION</b>	Mediation framework	Composition of Mediation Team	Frequency of Meetings	Mechanism for Raising Issues
<b>MECHANISMS TO ENHANCE PEACE</b>	Operating principles	Ethics	Procedures	Sanctions

**APPENDIX V: COPY OF WORKSHOP EVALUATION FORM**

**FOOD RESEARCH INSTITUTE  
FRI/DFID/CPHP PROJECT ON 'SUSTAINABLE UPTAKE OF CASSAVA AS AN INDUSTRIAL COMMODITY'**

**2-DAY WORKSHOP ON CONFLICT RESOLUTION  
WORKSHOP EVALUATION**

ITEM BEING EVALUATED	LEVELS OF ASSESSMENT						
	Excellent	Very good	Good	Fair	Poor	Very Poor	Extremely Poor
General Organisation (Timeliness, meals, refreshments, handouts etc)							
Content of Lectures Delivered							
Resource Person's Presentation of Lectures							
Group Work Sessions							
Approach to the Development of Conflict Resolution System							
General Discussions							

Comments:

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Name:..... Organisation ..... Date ..... Signature .....