



HANDBOOK

TO SUPPORT DISPUTE RESOLUTION IN
MULTICULTURAL COMMUNITIES

July 2012

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Introduction



Purpose of the Handbook

The purpose of this Handbook is to provide an overview for citizens, local governments and community-based organizations on practices that can be used to resolve disputes in multicultural communities. This Handbook also aims to orient its readers with local resources that can be called upon to help resolve community-based disputes.

How to Use the Handbook

For individuals who are not professionally engaged in the field of dispute resolution, the vast amount of information on the subject can be complex. Moreover, while dispute resolution has proven to be a useful and cost-effective way of preventing and mitigating conflict in multicultural settings, it is not always immediately clear to local leaders how to begin such engagements.

This Handbook aims to provide an easily accessible starting point for community leaders who wish to access experts to help mediate disputes. The Handbook includes practical information on the different methods for dispute resolution, while including examples of success stories that result from such application.

This Handbook does not advocate that the reader mediate or settle a dispute directly. Rather, it aims to inform the reader of the various community-based dispute resolution approaches that might be considered. In doing so, it aims to direct the reader towards available community- and national-level resources that can help resolve such disputes.

About Dispute Resolution in the Handbook

The focus of this Handbook is on the practices that can help resolve community-based disputes in multicultural settings.

The Handbook primarily explores the ways in which to overcome public (for example, inter-ethnic, resource-related, or school-based) rather than private disputes. Some exception is made for inter-personal disputes, which can become a community issue if not resolved properly and expeditiously.

This Handbook does not include methods that are related to judicial or official processes. Certain extra-judicial processes related to alternative dispute resolution -- mechanisms that are an alternative to full-scale court processes -- are also not included.

It is important for the reader to note that the practices advocated in this handbook -- including those that correspond to alternative dispute resolution -- cannot substitute the formal justice system. In cases such as the derogation of rights or an act of crime, the formal legal system should be used.

Indeed, alternative dispute resolution alone cannot redress pervasive injustice, discrimination, or the violation of human rights. The formats described in this Handbook are voluntary and do not seek to replace mandatory processes including those determined through the *Law on Mediation*.

While the forms of dispute resolution presented in this Handbook can generally be used as means to seek informal justice or to apply equity to particular cases, these formats should not be expected or used to change legal or widespread social norms. For this reason, additional formats or processes might be required or might need to take precedence over community-based dispute resolution efforts.

These processes may include:

Judicial procedures such as litigation and other court-based procedures that usually end with adjudication;

Arbitration in which a third party has the power to issue a binding or a non-binding decision;

Collaborative law under which two parties each ask their respectful lawyers to reach an agreement under strict contractual terms;

Restorative justice in which the focus is on the needs of the victims, offenders and communities rather than strict legal principles; and

Ombudsman which is a service provided to protect the constitutional and legal rights of citizens.

To help readers understand the full range of possibilities that can help resolve disputes, this handbook includes information on available resources in the appendix, including support to official and legal dispute resolution processes.

Part 1:
The Conceptual
Framework

Disputes in Multi-cultural Communities

Disputes between individuals and groups form a natural part of human relations. At times, such disagreements are part of the shared history of a community or a component of its traditions. In this way, disputes can characterize a community in positive ways, especially through folklore, customs or traditions. They may also characterize a community in a negative way: disputes can undermine good relations, especially if they become entrenched in the community due to compounded factors, such as economic disparity or the politicization of social relations.

Since personal and group relations occur in manifold styles and intensities – from positive to negative -- so too then do disputes. The diverse nature of disputes thus requires multiple ways for their resolve.

How and why do disputes start?

Disagreements start when two or more parties find that they have incompatible views or goals. As disagreements grow, those parties that are involved might begin to coerce or provoke one another, leading to a dispute. If the parties are not able to compromise between themselves -- or at least walk away from the problem -- they might resort to obstruction, inaction, protest or violence to prove their side in the argument.

In multicultural settings, when such disputes are not resolved, the risk that the parties might perceive their differences to be stem from cultural or other social differences increases. In such communities, the risk that these inter-personal disputes will be seen through a cultural, racial, religious or ethnic lens might also rise if there are perceptions or previous cases of discrimination against one or more community groups in the society. Even when such differences are only perceived, a perception alone may be sufficient to bring the dispute from a personal to a wider, community level.

When a dispute reaches the community level, it can quickly become more complex. It immediately involves more people who might not possess sufficient information on the source of the dispute. At times, these additional parties can decide to support one of the disputants over the other based on cultural affiliation or a shared perception of differences with other communities.

It is therefore important to identify the most appropriate mechanism to solve disputes in diverse municipalities at an early stage. Such effort can help ensure that when a small dispute erupts, it does not affect the wider community.

Inter-community disputes can be defined as involving two or more groups influenced by cultural background (history, ethnicity, identity, language, color, religion, profession, age) arising from real or perceived differences (power, social, economic or decision-making structures). If left unresolved, disputants might resort to inaction, obstruction or violence to reach a solution that matches their goals.

This Handbook introduces the many creative and successful problem-solving approaches and community-based dispute resolution efforts that can help leaders in multicultural municipalities prevent disputes early.

This diagram illustrates a conflict spiral.

Moving upwards in the spiral, each disputant's problem, issue or concern grows while the background behind the original issue usually becomes more distant. Each reaction is a reason to retaliate.

Gradually, there is a sense of crisis. Disputants become stuck in their positions and want to win at all costs regardless of the toll that doing so might take. This state is known as 'entrapment'.

Increasingly, disputants lose trust in one another. As a result, it becomes more difficult to establish the facts that are required to analyze the dispute. By this time, even technical problems can be considered by each side to be intentional.



Resolving Disputes: An Overview

Dispute resolution is a process of human interaction in which parties try to resolve their differences through non-violent means. In some cases that interaction may call for the voluntary assistance of an accepted third party.

One of the easiest and most natural ways to resolve a dispute is through direct negotiation between the disputants. This method, which is further described in the Handbook, is often effective for resolving inter-personal conflict.

If the dispute is more complex, especially if groups and institutions are involved, if the emotions of the disputants are charged, or if the dispute has been ongoing over a longer period of time, a different form of dispute resolution might need to be applied. This Handbook explores some of the other types of approaches that are available.

What to do when there is a dispute

Depending on the case, the classical approach of disputants is often to seek the decision of a higher authority through litigation. Alternative dispute resolution (ADR) is another type of approach whose processes and techniques fall outside of the judicial process.

Given the Handbook's unique focus on social issues and resolving disputes in multi-cultural municipalities, it might be more useful for readers to think of ADR not as alternative dispute resolution but as appropriate dispute resolution. There are a few reasons why this name is suitable in the context of multicultural municipalities.

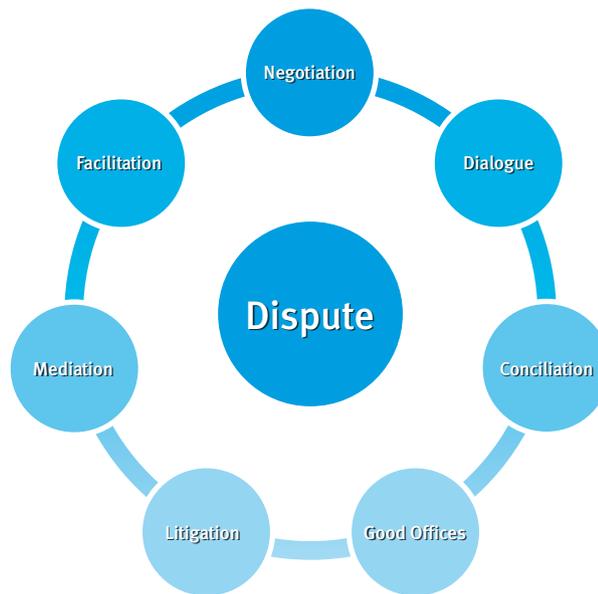


Figure 1: Dispute Resolution Mechanisms

The main idea behind appropriate dispute resolution is not just to provide an alternative to litigation, which often finds support in its out-of-court cost-savings and efficiency, but to also adapt the system of how disputes are resolved in the municipality.

Appropriate dispute resolution mechanisms can fit different cultures and communities, as well as the different dynamics of disputes that take place in multicultural contexts. In this way, appropriate dispute resolution mechanisms can reflect the diversity of municipalities while identifying and employing unique and pertinent solutions.

To provide orientation and to help identify appropriate dispute resolution mechanisms, the main aspects and formats of dispute resolution are explained later in this section.

Exercise: Take a moment to examine the following fictional example of a dispute that could happen in a multicultural municipality. Reflect, based on your instinct, what you believe would be the best way to resolve the dispute. We will re-visit this case in the next chapter and provide an example of one approach that can be used to resolve it.

Example of a dispute in a multi-cultural municipality

There is a non-Governmental Organization (NGO) operating in one multi-ethnic municipality that works on improving community relations. It set up a small youth centre with a training programme and language courses, to which it opened a call for applications for scholarships with clear guidelines. Many applications were received. However, the process of selection was alleged to have not been transparent. There are rumors in the community that the NGO used preferential treatment to recruit more members of one community over another.

As a result, there is resistance from community leaders from one ethnic group as well as local businesses to co-operate with the NGO. The NGO needs the support of these local leaders and the community's businesses in order to start the training programme. If the program does not begin soon, the NGO has warned that it will need to move to another municipality where local leaders are more receptive to collaboration.

If that happens, the municipality will lose an important opportunity for youth from various communities, who together face widespread unemployment and lack of training.

All sides clearly have an interest in the success of the project.

Part 2:
Putting Concepts
into Action

Practical Guidance on Community-based Dispute Resolution

How to Analyse Disputes

As a first step, a community leader who sees the need to become active in resolving a dispute within the municipality should undertake a dispute analysis. Not doing so could jeopardize the outcome of the process and could do more harm than good.

In order to conduct an analysis, the parties to a dispute should be consulted. The parties may choose not to co-operate – they are free to decline interference. In the end, the parties' willingness to take part in the process is important since an enforced dispute resolution effort will usually not be sustainable.

There are many ways of how to analyse disputes. Below is a simple yet holistic way to look at a dispute and to identify what kind of intervention would be most helpful.

The following four categories represent the stages that should be utilized for dispute analysis:

Identify the Problem

Establish a Diagnosis

Consider Approaches

Include Specific Actions

Exercise: Take a moment to think about the dispute that you have just read about or one that you would like to resolve within your own community. Now, take some time to reflect on how you would answer the following questions.

Identify the problem

- What is the background of the dispute?
- Who are the actors?
- What are the main issues?
- What are the interests?
- What areas of cooperation exist?
- Who are possible spoilers?

Establish a Diagnoses

- What are some assumptions about the dispute?
- How does each side perceive the other?
- How does each side perceive themselves?
- How does each side perceive the argument of the other side?
- What are some possible causes of the dispute?

Consider Possible Approaches

- What other actors are involved?
- What intervention strategies have been tried?
- What are some possible general ideas to help with the problem?

Include Specific Actions

- What are some specific actions or steps that need to be taken to alleviate the problem?
- What are the positives and negatives of each suggestion
- Who should be involved?
- Are there third actors who might benefit from participation?
- Why should each actor agree to come? What's in it for them?

Principles of Dispute Resolution

Before we consider the various options available for community-based dispute resolution, the following principles should be reviewed and adhered to:

- **Confidentiality.**
The dispute resolution practitioner or those negotiating a settlement, including disputants, must be sure to establish a safe space for parties. Information about interests and challenges must be subject to confidentiality and be handled with sensitivity.
- **Gender sensitivity.**
Problem-solving processes are enhanced by ensuring not only that both women and men participate in them but also that a gender filter is added to any conflict analysis. Gender-related aspects of disputes and the terms of their settlement must be handled appropriately.
- **Inclusiveness.**
In an effort to ensure maximum gains for problem-solving it is important to ensure that all relevant voices are heard from and integrated into the dispute resolution process. This might include parties that may be seen as hard-line or otherwise difficult to reach compromise with.
- **Omni-partiality.**
While it is a core principle not to take sides or show preference, it is equally important to work within multiple understandings of the dispute. It is important to ensure that the result of the effort is fair play and that fair outcomes result through transparent assistance to each side as needed, including advice, brainstorming, and skills-building.

- **Responsibility.**
The credibility of the process increases if local parties take responsibility for implementation without being forced by external actors. This requires adaptation to the needs of the parties and stakeholders. Community-based dispute resolution should be flexible, dynamic and focused on providing services that enhance local responsibility.
- **Reflecting the realities of the stakeholders.**
Community-based dispute resolution works best when interventions reflect the realities of the stakeholders and adapt to their needs. The political, social and economic realities of the stakeholders should be considered to ensure that commitments and efforts by parties are realistic, transparent and acceptable to all parties.
- **Result-oriented.**
Community-based dispute resolution should focus on what can be achieved at a specific level at a specific moment and through identification of the appropriate levels of responsibilities and tangible results.
- **Confidence-building.**
A mutually trusting environment among participants is conducive to problem-solving and dispute settlement. It is the glue that holds community-based dispute resolution processes together and must quickly be established and maintained so that parties can start to envisage ideas around joint gains and, eventually, joint contributions.

Dispute resolution formats

Now that you understand the concepts of dispute resolution and the ways to analyze conflicts, it is now time to understand how these ideas can be put into action.

The following sections present the relevant formats for community-based dispute resolution that are of particular benefit to multicultural municipalities.

Since the choice of the most adequate dispute resolution format depends on many variables, there is no one-size-fits-all solution. The following section provides a snap-shot of each format. It also helps explain how the various formats can be applied to specific challenges by using examples. This should help you identify the most relevant model to use for a particular context.

Dispute resolution types covered in this guidebook:

<u>Negotiation</u>	27
<u>Mediation</u>	45
<u>Facilitation</u>	36
<u>Dialogue</u>	54
<u>Conciliation</u>	62

Negotiation

What is negotiation?

Negotiation is the most direct process of exchange among disputants. It happens when two or more parties in conflict want to find an agreement. In direct negotiation there is no third party involvement. This format is included in the Handbook because it is important to understand how dispute resolution works when the disputants use negotiation.

Parties should always be encouraged to solve their disagreement directly with each other. Before offering third-party assistance, one should assess if the parties have exhausted the potential for direct negotiations.

Problem-solving negotiation

Problem-solving negotiation is a situation where two or more stakeholders are involved not simply for achieving individual outcomes but to achieve favorable outcomes for all sides. The goal of this form of negotiation is to negotiate solutions that allow all sides to win.

Principles of problem-solving

In problem-solving, you try to understand the other side's real needs and objectives (underlying causes) and take the time and attention to listen to them.

You have a dialogue with the other side about their and your preferences and what everyone's priorities are.

There is a free flow of information between all sides involved in the problem-solving process. Everyone tries to make information readily available, in all languages necessary.

As a person involved in a problem-solving process, you try to emphasize the similarities between the needs of the different sides rather than focusing on the differences. It is important to be constructive throughout the process.

You search for joint solutions that meet the objectives of both sides. That means you are creative when it comes to developing options for the resolution of the issue. "Think outside the box" and feel free to come up with creative options.

Although they are unlikely to be chosen, they often lead to new options that otherwise would not have been considered.

There are several ways in which people approach negotiation. Not all of these approaches end up resolving disputes. Five common negotiation strategies for resolving disputes are:

- Accommodation
- Aggression
- Compromise
- Avoidance
- Collaboration

One of the best strategies for successful negotiation is “problem-solving” rather than competition. This means that participants want to work together to find a solution that is acceptable to everyone rather than find a solution that benefits only one side. This is particularly important in reaching compromise since merely dividing or allocating resources for the sake of winning rarely produces the results that each party anticipates. Approaching negotiation in this way can help build trust and respect and maintain the self-esteem of the individuals involved.

While a problem may seem like “win-lose” at the beginning, a process of “joint exploration” and discussion can lead to finding the “win-win” agreement. After listening to the interests of all sides, options can be developed so that everyone benefits from the solution.

Problem-solving negotiations include a free flow of information as well as joint efforts to explore the problem and generate options.

A brother and sister are fighting over the last remaining orange in their kitchen. Both siblings are preparing holiday dishes for their parents. The brother is preparing a meat dish that requires fresh orange juice while his sister is preparing a dessert that requires fresh orange peel. After their fight leads nowhere, the siblings decide to compromise by splitting the orange. The brother uses half of the juice he needs and throws away the remainder of the orange. The sister uses half of the orange peel she needs while discarding the remainder of the orange. In the end, neither the main course, nor the dessert, turns out despite a negotiated compromise.

TO THINK ABOUT



Here are ten main principles that can be applied for effective problem-solving negotiation:

1. Before any negotiation takes place, stakeholders should agree negotiation is the preferred format to be used.
2. Those negotiating should decide on the problem to be addressed.
3. The problem should always be separated from the persons involved. People should not be seen as problems. Any agreement reached should seek at a minimum to not damage the relationship that exists between the stakeholders.
4. Likewise, facts should be presented as facts and opinions should be presented as opinions. Opinions should not be presented as facts, and vice versa.
5. Good communication during the negotiation is necessary. This includes assertive communication that is direct and straightforward, as opposed to passive or aggressive, without a hidden agenda. The goal is to make informed and sensible decisions.
6. Stakeholders should demonstrate empathy during the negotiation. Responding to statements with phrases such as “I appreciate your point of view” during a disagreement can often lead to more flexibility in the discussions and the negotiated decisions.
7. Participants should focus on meeting the interests of all sides as opposed to arguing strictly over their positions.
8. It is important to have as many options as possible and to evaluate them based on transparent criteria. It may be necessary to include others outside of the negotiation to see those options.
9. The agreement reached should be realistic. Decision-makers need to jointly stand behind those agreements.
10. Problem-solving negotiations that take place in diverse communities need to be culturally sensitive and respectful to cultural and other differences between those negotiating.

Many people do not use problem-solving negotiation since this format requires a certain amount of risk-taking and openness. People often opt to follow an offer and counteroffer approach in which the parties move under pressure toward the middle. When promoting problem-solving negotiation, it is important to win people over to the problem-solving approach. To do this, one should encourage the person with whom he or she is negotiating to step out of a position of confrontation. One way to sell the end result as a win-win scenario is to approach the effort as a joint venture from the outset.

When is it used?

Negotiation can be used in a variety of situations. Usually we observe it in our daily lives when we interact with people to exchange information, products, working conditions or other matters. Negotiation is also useful when there is disagreement over how to achieve goals, meet interests and fulfil wishes. In a third situation it is useful in helping to identify rules and procedures for cooperation. Most importantly negotiations are very successful when the parties are relatively equal in power or when the desire to negotiate is greater than the desire to use coercion.

Who does it?

Negotiations are done by everyone on a daily basis. Most persons have both positive and negative experiences with negotiation. Negotiation is part of all forms of dispute resolution, as there is always room for negotiation if one has goodwill and the right intentions. Therefore, it should be considered in every process and encouraged when the parties hint at being ready for such an undertaking.

Why is it helpful?

The most helpful aspect of problem-solving negotiation is the feeling of satisfaction at a job well done. No one likes to ask for help or accept an imposed solution. It is the most empowering form of dispute resolution and can in some cases be a form of trust-building.



Negotiation in practice

Two local villagers who live next to each other wish to farm their respective land. The two villagers have not spoken to one another for a long time due to their busy daily schedules. Over the years the natural border between the two properties has disappeared. Neither of the villagers knows where one's property begins and the other's ends.

During this time, the sheep from one of the villager's farms have been grazing on the other villager's meadow.

To prevent the sheep from grazing on the land, one of the villagers decided to erect a fence around her family's land. The fence was constructed according to her recollection of the original border of the family's property. Her neighbor disagrees with the location of the fence and claims that it is now on his property.

Over the years, the documents that provide the demarcation of the property have become old and are not clear. Neither side wishes to give in. But both sides think that it will take a long time and cost a lot of money to take the case to court. There is no guarantee of who will win.

Neither side wants to initiate the first step. The two neighbors' cultural and linguistic differences are also believed to divide them.

You are asked as a respected person from your community to bring the two villagers together. You agree to do so and suggest that the villagers follow the principles set out above. You suggest that before your involvement, the two villagers negotiate their case directly together in order to find a mutually satisfactory agreement.

The two begin to negotiate and immediately realize that they both have needs that they can meet if they work together. They approach the issue by looking for a win-win scenario to realize that in the end, they can help each other. They do this by agreeing that one of the villagers agrees to open parts of the fence to the sheep next door several days each week in exchange for eggs, vegetables and fruits from the neighboring farm.

Facilitation

What is facilitation?

Facilitation is a collaborative process in which a third party assists a group of individuals or parties with divergent views to exchange and discuss their ideas and interests openly. The third party structures the conversation between the conflict parties in order to support a mutually beneficial outcome.

During facilitation the third person enables a space in which the disputants feel willing to exchange their thoughts, feelings and needs. The facilitator, however, never pushes the disputants to do so. Rather, the facilitator manages the conversation and stays out of the discussion as much as possible.

When is facilitation used?

Facilitation is a mild form of intervention to a dispute. Because emotions and differences might be high, facilitation uses a structure to help control the negotiation process. This might be needed to initiate the meeting and co-ordinate the discussion.

A person may become a facilitator within a meeting simply by way of bringing order to a discussion, allowing people to finish their points, ensuring that minutes are taken or that other accepted means are used to ensure that nothing is lost during the discussions.

In practice, it is sometimes difficult to determine where facilitation ends and mediation -- another type of dispute resolution we will be examining -- begins. It is important to note that while a mediator might sometimes act as a facilitator, a facilitator does not mediate between parties. A facilitator, may, however, employ certain mediation techniques, which we will explore later, to keep the effort focused and co-ordinated.

Who facilitates?

A facilitator is someone who keeps meetings on track, makes sure each party has a chance to speak, enforces ground rules and stimulates discussion by asking relevant questions. For these reasons the facilitator is usually someone who has strong communication skills.

The facilitator does not become as involved in the substantive issues as the mediator does. The facilitator is not always an outsider. A group or institution may have their own facilitator or the disputants may agree on a person from within their group to facilitate the process. However, the use of impartial facilitators is increasingly common.

The importance of the position and background of the facilitator in the community should not be under-estimated when selection is considered. Depending on the nature of the dispute and the parties involved, the facilitator should have an important role in society or in local affairs, depending on the context. Usually, the facilitator should be influential and respected in the community and, ideally, in a multi-cultural setting, familiar to and trusted by all groups to the conflict. This type of profile will lend credibility to the facilitator and should therefore make the start of the facilitation process easier.

Why is facilitation helpful?

Usually in discussions or negotiations that have become more complex, some form of facilitation is used. It primarily helps the disputants to stay on track towards reaching a goal, or complete a task to the mutual satisfaction of the participants. It is a form of intervention that would be considered mild from the level of authority of the facilitator but which may be quite powerful in preventing escalation or the overheating of a debate.

When parties with diverging interests discuss a problem, the re-telling of circumstances or the background of the conflict may sometimes become confusing. It might also get emotional and may not always be fair. While an open dispute may be constructive, even cathartic, in reaching an understanding of the real needs, interests and emotions of a party, it is usually helpful for a third party to take part in keeping the disputants focused, providing an overview and summary as things progress, and balancing the tension, all of which serve as the functions of facilitation.

Exercise: You will recall from the previous chapter the fictional example of a dispute that could happen in a multicultural municipality. Consider your initial instinct and then see how facilitation was used to successfully resolve the dispute.



Facilitation in Practice

Example of a dispute in a multi-cultural municipality

There is a non-Governmental Organization (NGO) operating in one multi-ethnic municipality that works on improving community relations. It set up a small youth centre with a training programme and language courses, to which it opened a call for applications for scholarships with clear guidelines. Many applications were received. However, the process of selection was alleged to have not been transparent. There are rumors in the community that the NGO used preferential treatment to recruit more members of one community over another.

As a result, there is resistance from community leaders from one ethnic group as well as local businesses to co-operate with the NGO. The NGO needs the support of these local leaders and the businesses to start the training programme. If the program does not begin soon, the NGO has warned that it will need to move to another municipality where local leaders are more receptive to working with it.

When community leaders realized that if they do not resolve the dispute the youth in the municipality will suffer the most, they decided to pull together. They approached a person long recognized for successfully working between the municipality's different communities but who was not affiliated with a party in the dispute.

The facilitator sought for an agreement between the two sides that they would work together with her to find a solution. The facilitator then began the facilitation process by organizing a series of meetings that she led in a community centre that was easily accessible by all parties.

The facilitator successfully managed to reduce the initial tensions by focusing on the stated problem, not the people involved. She asked both sides to present their stories while raising important questions, clarifying details and summarizing points of agreement between each side.

To the surprise of the community leaders, far fewer applications were received from some groups in the community than they had presumed. The facilitator asked the NGO if it had used multiple languages or other types of outreach to interest youth from certain communities.

On learning that the NGO had only used the language spoken by the majority and its press, the facilitator inquired how many seats were still available. When presented with a number that was adequate to all parties, the facilitator was able to reach an agreement that the NGO would launch a separate call for applications for members of the smaller language communities using the available press in the other languages.

The community leaders and businesses resumed their co-operation with the NGO, whose youth programme was strengthened by the involvement of a group that represented the diversity of the municipality.

How to Develop Options

Once you have analysed the dispute and understood the interests of the parties involved, you are at a point where you may develop options for resolving the dispute. This is a creative thinking process – try not to limit your ideas on how the dispute could be resolved.





TIPS

The following tips and questions might help to generate ideas on the best way to resolve the dispute:

- Separate the development of ideas from the evaluation of those ideas.
- Brainstorm all possible options without regard to practicality.
- Link options to mutual gains and shared interests.
- Try to maximize the gains that would result from the solution.
- Try to uncover opportunities.
- Include interests that are not shared.
- Consider tangible and intangible interests equally.
- Identify what can be achieved that is low cost and of high benefit.
- Identify if there is something that is of high value for one side and of low value for the other.
- Identify if it might be possible to combine resources to create new opportunities that might appeal to both or all sides.
- Identify if other actors might be willing to combine similar resources to reduce the cost or increase the reward for both sides.
- Seek improvements to each option.
- Consider the intangible.
- Be sure to put all options on the table.
- After the brainstorming phase is completed, be sure to prioritize options based on their practicality.

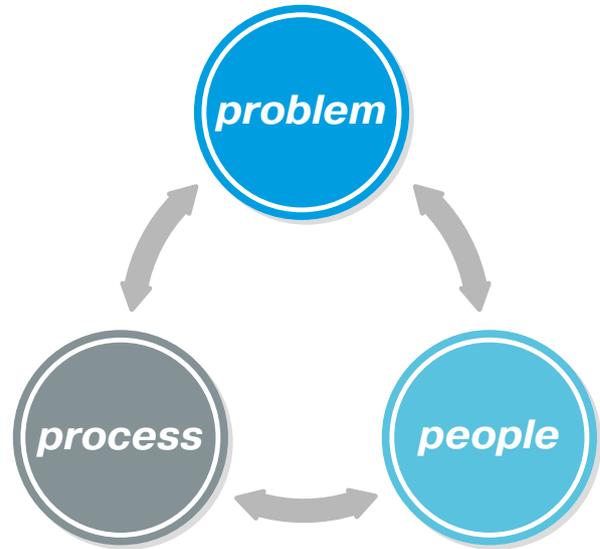
Mediation

What is mediation?

Mediation is a tool that helps parties in conflict find joint solutions to their problem. Mediation is done by an uninvolved third party who supports the conflicting parties to build trust among each other while identifying common interests.

As a first step, mediation supports the conflicting parties to establish a common understanding of the problem. It then assists the stakeholders to identify a process that acknowledges the needs and interests of all parties. It then helps the parties in conflict to work on the level of personal relationships, by identifying the problem and then creating options and identifying solutions to the problem.

Participation in a mediation process is voluntary. The aim is to find a formal agreement to which the parties will adhere. Depending on the focus of the problem, there are various styles of mediation that can be used:



Facilitative mediation:

- the mediator asks questions, validates and normalizes parties' perspectives on the conflict
- tries to uncover interests underneath the positions
- assists in finding and analyzing options without making recommendations

Evaluative mediation:

- is based on legal concepts of fairness and rights
- the mediator (a judge) assists parties in reaching solutions
- analyzes and evaluates a case (points out the weaknesses)
- might make formal or informal recommendations
- often takes place in separate meetings

Transformative mediation:

- the mediator supports the parties in recognizing each other's needs, interests and perspectives
- empowers the parties to transform their relationship

Mediation can be described as a process in which an accepted third party assists conflicting parties to resolve their differences non-violently.

When is mediation used?

Mediation is used when parties involved in a dispute agree to solve their differences non-violently and ask for the support of a neutral third party to assist them in finding a mutually-agreeable solution. When parties to a conflict have achieved a stalemate and realize that their current approach is not producing a solution, they may look for alternative ways to exit the dispute. If both parties agree to seek the assistance of a third party, mediation is often the best approach. This often happens when parties are in a conflict spiral with no visible exit and a lack of direct communication.

Who mediates?

Mediation is done by a mediator who is generally neutral and, ideally, omni-partial (meaning that the mediator can empathize with all involved parties without taking sides). Mediators can be persons who have an official accreditation as a mediator or persons who have gained knowledge and experiences in mediation through trainings or traditional practices of dispute resolution. Mediators may also be persons who have not had any professional experience in mediation but who might have good relations in their community and who are capable to fulfil the requirements of a mediation process.

Mediators often have to take on several roles in a mediation process. Mediators may take the role of a communicator by simply opening up channels of communication as a first step of initiating dialogue. A mediator can also have the task of an advocator, analyzing the problem and giving propositions on who can advocate different issues. Moreover, a mediator may also have the task to network and connect the different stakeholders, who may be useful in the creation of options. Another role of a mediator might be as a clarifier and educator, in which the mediator explains rules, regulations or laws and helps the parties contribute to taking responsibility for their actions.

Why is mediation helpful?

Finding an ideal solution to a dispute is often difficult to achieve. Parties involved in a dispute may sometimes believe that in order to benefit from mediation, they simply need to arrive at a compromise. Mediation is a different approach. It helps identify joint interests and to find solutions that are acceptable to both parties. Mediation is helpful because it helps find win-win solutions.

Mediation as a process has the potential to create trust among parties. It can also foster a climate that is conducive for the continuation of community dialogue.

Mediation is helpful in sensitive situations since outcomes can remain private if the mediating parties so wish. This can happen even when an outcome is explicitly positive for all parties. Nevertheless, a successful case of mediation in a multicultural municipality can still reduce broader inter-group tensions. Mediation can also strengthen other non-violent conflict resolution efforts or prevent similar types of disputes. In post-conflict contexts, mediation can also help ensure that the responsibility for the implementation of the peace process remains in the hands of local stakeholders.

When is mediation difficult?

Mediation is especially difficult to provide after protracted violent conflict. If conflict parties have a history of prolonged violent conflict, they may not share a culture of accommodation. It may then take more time to (re)build trust among conflict parties.

Mediation might also be difficult, or inadvisable, if power asymmetries are present in the relationship between the parties or their proxies. Mediation is based on the voluntary participation and accommodation of the conflict parties. If power asymmetries lead or may lead to the dominance of one party, mediation will not be possible.

Furthermore, mediation may require an extended period of time to arrive at positive results. At times, the parties in dispute may not have the patience to allow mediation to fully develop. For these reasons, it is important to consider the amount of time that might be required in order to meet the expectations of the mediation process.



Mediation in Practice

The case of inter-religious coexistence

The citizens of a municipality belong to different ethnic and religious communities. In some parts of the municipality, the citizens are the same group as the majority community in the country. In other areas, the majority of the population is from communities that comprise the country's national minorities.

The municipalities have a strong history of coexistence. In some villages, two religions share sacred spaces. Nearly everyone celebrates the fact that the municipality has a long tradition of sharing between members of the different communities and showing their goodwill, especially towards neighbors on religious holidays.

A religious leader from one of the villages has recently found that the sacred space that two religious communities share has been vandalized. He speaks to the religious leader from the other community and they agree to discuss the matter with their community members.

Some of the community leaders from one religion try to blame the other religious community for the problem. The communities in the two municipalities begin to react negatively. After the incident is repeated on another sacred space, the incident begins to spiral.

You are a trained mediator with good relations with people in the municipality. Although you share the same ethnicity as the country's majority, you profess to the religion that is a minority. As a result, you have always been seen as a trusted community leader by all sides.



You first analyze the situation to try to determine what the problem is. Although the media starts to see the conflict between the two religious leaders, you see that the religious leaders share the problem. You understand from your analysis that the problem is the vandalism that happened to their property. You also know that a group of youth has been making claims at the local school that they were behind the incident because “there is nothing better to do in the village.”

As a result of your analysis, you decide to bring the two religious leaders together with youth to discuss their issues. You quickly identify that the religious leaders are not only concerned about the vandalism: they do not want the dispute to damage the good relations between the communities. You also learn that the youth are angry because they have no place to go after school and frequently break into the religious facility to escape the cold in the wintertime.

You agree to support both parties to help them find a mutually acceptable resolution. After mediating between the parties, you come to a decision that suits everyone: the religious leaders agree to open their building across the street to youth and to work with the local village mayor to prepare inclusive after-school youth activities in the centre. The youth in the meantime agree to no longer vandalize the religious facilities.

Although the decision is not made public, tensions are abated and the communities continue their tradition of co-existence.





The role of gender in mediation

To be successful, dispute resolution must analyze and take into account gender roles and gender dynamics during all stages of the resolution process. Applying gendered approaches to inter-personal relations and gender perspectives to analyzing and understanding the conflict will produce more favourable, just and inclusive results.

Gender perspectives are important to understand from the first stage of the dispute resolution process. This includes the analysis of the gendered nature of the initial cause of the dispute. For example, the inequality that can exist between men and women can make violent behaviour against women acceptable based on the traditions of a society. In this case, there can be social tolerance towards physical, psychological, sexual, and economic violence against women. Perpetrators may be family members, friends or colleagues at work. Women can be vulnerable because of their social status, their lack of economic power, and their lack of representation in public life.

During the mediation process, mediators indeed must be neutral and, ideally, omnipartial as discussed in this Handbook. However, when one or both parties expresses gender prejudices or when the mediator becomes aware of a gender-related power imbalance between the parties, the mediator should take actions to balance the power difference in the mediation process. The mediator can do this by stipulating that the process will be gender neutral. The mediator might need to take the parties aside to talk about prejudices if they continue, either individually or together.

Dialogue

What is dialogue?

Dialogue is a conversation between the parties of a dispute, or a potential dispute, for a variety of purposes like building relationships and trust, defining a problem, developing approaches to solve the problem or exchanging information.

When is dialogue used?

Unlike the other practices mentioned, dialogue is not necessarily focused on resolving a dispute. It is sometimes used to improve the trust between parties, which might be necessary before the application of other types of dispute resolution methodologies.

Facilitated dialogue, which is structured by incorporating facilitation, may also be used as an early warning intervention within the toolkit of alternative dispute resolution. It is usually used when conflict between parties has not yet escalated into a phase where the parties avoid communication on the disputed subject matters, but are willing to jointly discuss their options.



Dialogue is the conversation between parties that takes place for a variety of purposes such as building relations and trust, defining a problem, developing approaches to solve a problem or exchanging information.

ПОВЕЛИ
ВО
МОЈОТ ДОМ

URDHIËRO
NE
SHTËPINE TIME

WELCOME

SHUKAR
ALJAN
KO MO
KNER

ИЗБОРИ
МОЈУ Д

- ПУТЕВНИ РЕСУРСИ
- ФИНАНСИСКА ПОДДРШКА ОД ОПШТИНА БИТОЛА
- МЕДИУМСКА ПОДДРШКА
- ОЧЕКУВАНИ РЕЗУЛТАТИ
 - ПОДИГАЊЕ НА СВЕСТА НА МЛАДИТЕ ДА МЕЃУЕТНИЧКА ТОВАРАНИЈА

Who does dialogue?

Dialogue takes place by the disputants themselves as they directly discuss their problems, feelings, experiences and expectations. However, a third person or outside party can be responsible for structuring the conversation. This party should be accepted and respected by all participants and must not be inflicted with any of the parties seeking to overcome the dispute. The person responsible for the process in the third party should be capable of separating the dialogue that takes place among the participants and the decisions that are reached during or as a result of the dialogue process.

Why is dialogue helpful?

Dialogue is especially helpful in ending adversarial negotiation positions and assisting disputants to have an open and honest conversation with one another. It supports the parties in overcoming the barriers to a constructive bilateral discussion that usually occur as a result of a conflicted relationship over a contentious issue.

Dialogue is also helpful because -- unlike mediation or negotiation which usually focuses on resolving or mitigating the proximate causes of the dispute -- it can address the deep-rooted underlying factors that have contributed to the dispute but that are not necessarily under discussion during its resolution. In this way, dialogue can help address structural causes of conflict such as long standing differences between communities that might have become deeply rooted in society.



Dialogue in Practice

A mountain village is in a remote part of the country, far from the centre of the municipality. The population of the village is comparatively poorer than other villages. In the village, the majority of the community members belong to a minority ethnic community, which is distinct from the majority in the municipality's capital.

For several years, waste collection, which is the responsibility of the municipality, was infrequently performed in the village. More recently, waste has not been collected at all.

Village leaders have accused the garbage collection company of purposefully not collecting the garbage. The leaders claim that garbage collection in their remote village is more expensive than in the capital of the municipality. They assert that the garbage company is saving money by not collecting the garbage. The leaders also claim that the municipality tolerates this lack of action as a form of punishment since the majority of the members of the village did not vote for the party that is in power in the municipality but rather, for their own minority party.

The manager of the garbage collection service defends himself with the argument that the municipality did not pay its bills on time. His company has started to avoid dealing with the municipality due to concerns that for political reasons the company can be blamed by the opposition for issues that are beyond its control. The manager points out that the municipal centre has always paid its bills and since it has a large population is the priority for the garbage collection company.



As the uncollected trash begins to pile up outside the village, leaders start a protest in front of the mayor's office of the municipality. The leaders are convinced that the Mayor is to be blamed. The leaders are not willing to enter mediation or any other type of assistance with their own village Mayor or the garbage collection company.

You are the leader of a local NGO and you have been working on community issues for a long time. As a result, you have trust on all sides. You discreetly bring all sides together – including the two mayors, the company and the village leaders – and discover that the bills are indeed unpaid. But you are also aware of the other underlying issues. After informal bilateral discussions, you begin facilitating the dialogue.

In the end, the process not only resolves the immediate issue of garbage collection by getting the village to pay its bills on time, it also helps build trust between the communities and leads to further investments in the village by the municipality after hearing directly about the longstanding concerns of the village leaders and the general isolation of the community that they discussed during the meetings.

Early warning systems and dialogue

Early warning is a strategy that provides an opportunity for effectively preventing a dispute before it erupts into conflict by tracking its development early. A successful early warning system gives third-party interveners the opportunity to put positive, confidence-building measures into place. Using a technique such as dialogue allows disputants time to identify outstanding issues while offering the third-party a chance to identify possible early actions to prevent a wider dispute and the opportunity to forewarn relevant authorities of the possible need for early action.

The third-party intervener may ask the following questions as part of early warning:

- Is there a problem emerging?
- Where and how quickly is it developing?
- In what areas should an in-depth assessment be concentrated?
- Who are the most vulnerable groups?
- What and how much is needed; what is the best response?
- To what extent are local capacities and provisions of services overwhelmed?
- What are major logistical and resource needs?

Nine steps to link early warning and early action:

Early warning is the first step of action to prevent the escalation of a dispute. The following nine steps can be used to ensure early action for effective dispute resolution:

- 1** Assessing the Stage of the Dispute (Consultations)
- 2** Establishing Data (Research/Trend monitoring)
- 3** Mapping the Dispute (Stakeholders, Issues, Positions, Interest, Options)
- 4** Creating and Sustaining Trust (Relationship re-building)
- 5** Creating an Inclusive Mediation Process (Outcome-oriented)
- 6** Engaging Participants in a Wider Multi-track Process (Engaging State and Local Actors)
- 7** Facilitating Decision-making and Action Documentation (Governance)
- 8** Monitoring and Evaluation (Follow-up)
- 9** Advocacy (Stakeholder buy-in)

Conciliation

What is conciliation?

Conciliation is a function of ADR involving a third party that provides a link between the disputants for the purpose of identifying and discussing major issues with the aim of resolving a dispute. Conciliation initially brings the disputants together with the aim of reducing tensions or hostility. The manner of involvement of the third party in the process distinguishes conciliation from mediation. In conciliation, the third party actively assists the disputants in exploring options and negotiating a settlement, as in mediation. Unlike the mediator, who is trying to find win-win situations that appeal to the needs of all parties, the conciliator often uses formats that seek to intervene or influence the outcome through concessions. Due to this difference and the possibility that disputants might not wish to directly show their concessions, the conciliator often shuttles between the parties. Therefore, unlike mediation, the parties rarely sit face-to-face at the negotiating table.

When is conciliation used?

Conciliation can be used at any stage of disagreement between parties that are not able to work out an agreement. The parties use the conciliator to assist them in clarifying issues and providing services to enable the parties

Conciliators are focused on encouraging the parties to negotiate and reach agreement through third party support.

to reach a mutually acceptable settlement. In its pure form conciliation is not always as affirmative as mediation, since the parties might be asked to “give in” to enable them to reach an agreement.

Who does conciliation?

Since conciliators are focused on encouraging the parties to negotiate and reach an effective agreement through third party support, the conciliator must have the trust of the parties and be respected by them. The conciliator should also have an active network of potential support as well as additional resources to assist the parties logistically. Finally, the conciliator should play a strong role in clarifying and identifying the issues and finding ways to explore possible concessions to be made. In doing so, the conciliator will help create a safe space for successful negotiations while keeping participants focused on the intended results.

Why is conciliation helpful?

This form of dispute resolution can be particularly helpful in situations in which parties feel that it will be difficult to reach an agreement without another person developing options or suggesting a certain course of action to enable them to reach a settlement. However, since conciliation is generally focused on the interpersonal aspects of a dispute and less on the interventions around substantive matters, there is usually flexibility in this approach. Conciliation opens the door for participants to come together and clarify issues in the process of or beyond reaching a mutually accepted settlement.

Lastly, conciliation can be especially helpful when parties are accustomed to certain power levels and structures and wish to maintain a degree of control during the dispute settlement process. In this way, conciliation can allow parties to “work their way down” from a high to a low negotiation threshold through various concessions.



Conciliation in Practice

The secondary school in your municipality is ethnically mixed. Although the principal has successfully promoted an integrated format for education that aims to bring the ethnic communities closer together, the community outside of the school has become increasingly divided over the past several years. Recently, the parents' association, a voluntary community-based association run by parents that provides services to the school and that has always been ethnically mixed, split along ethnic lines into two associations.

The associations are in a dispute over their access to school funds. For the past ten years, the parents' association has received a small budget that it has effectively used for after school activities. Now, each association aims to access the funds to promote the same after school activities. Since the total amount of this year's funds remains unchanged as to previous years, the total amount that each association will receive is exactly half of the total budget that the association received before its recent split. Alone, the funds are now not large enough to cover the same after school activities as previously, yet the associations are not willing to pool their funds.



You are a former school principal now in retirement. You approach the two associations with an offer to help settle the dispute after negotiations have failed. You decide to use the format of conciliation to help the parties resolve the dispute after you have analyzed the situation. You have also concluded, following initial consultations with the parties, that although they maintain their strong positions, they appear to be willing to make some concessions.

You meet with each association separately and ask them to each draw up a list of all of the activities they aim to conduct for the year. You then ask each of the parties to prioritize the activities. You then compare the lists and realize that the two parties have different priorities. You return to each of the parties to explore if they would be willing to concede some of those activities that are not their priorities. You agree that each party will only implement its top priority activities, shifting the workload between the two associations. In the end, conciliation allows all of the activities to be implemented.

Some Useful Tips for Resolving Disputes

Dealing with Different Types of Trust

Trust takes a long time to be established but can be destroyed very quickly. It is important when there is little or no trust to establish clear rule of engagement and to develop task-oriented behavior to deal with either a breach of trust or for reducing distrust.

- Agree explicitly on what has to be done and set deadlines.
- Implement agreements timely and transparently
- If agreement cannot be implemented inform other side timely and give evidence of the obstacles.
- Increase other's awareness of the perception about loss of trust.
- Don't assume you have the same understanding of expectations.
- Develop enough institutional trust activities to define expectations.
- Reaffirm commitment to the trust relationship.
- Using the trust assessment tool work on specific trust-building tasks
- Develop confidence-building measures (jointly developed, implemented and sustained).

What can be done to improve general trust-building between governments' efforts in dispute resolution and local communities and groups?

The following are different types of trust and some of characteristics of trust:

Task-oriented Trust

(based on working together)

- Common task to achieve.
- Limited personal interaction.
- Success and trust-building is dependent on outcomes
- Serves as a basis for building other forms of trust.

Inter-personal Trust

(based on relationship)

- Common interests.
- Common goals and objectives.
- Similar reaction.
- Situation in which both can identify the same values.

Institutional Trust

(based on repeated interaction)

- Predictability, reliability and consistency.
- Meeting deadlines.
- Performance and implementing commitments.
- Follow up and dialogue about problems.

A Dispute Resolution Success Story:

Keeping the Lights on in a Roma Neighborhood

Gizdova Mahala is the poorest part of the city of Dupnitsa in Bulgaria. There are few services, most of the roads are unpaved and 90 percent of the inhabitants receive government social assistance. The majority of Gizdova Mahala's 2,000 inhabitants are from the Roma community.

It had long been difficult for residents to pay their electricity bills. The electric company was unable to collect back payments or control illegal electrical usage in the neighborhood. On the other hand, residents were overwhelmed by a complicated payment system that made repayment of debts and payment of current bills difficult. At the end of 2005, total electricity debts in the neighborhood exceeded \$100,000.

Local leader Georgi Georgiev had long worried about the future of the neighborhood's young people. For that reason, he became an active mediation practitioner. When police started to come into the community alongside the electric company when they were to cut off the power of non-paying clients, Georgiev became concerned. He also identified a potential source of conflict as tensions began to rise between ethnic-Bulgarian neighbours and non-paying Roma.

Georgiev decided to work with the Mediation Center in Dupnitsa and organized a roundtable with all parties including neighborhood representatives, the mayor's office, and representatives from the electric company. The parties were all very skeptical that an agreement could be reached.

But when Georgiev presented a suggestion all sides were pleasantly surprised. A solution immediately emerged that was agreeable to all parties: a less complicated individual payment plan for the more than 100 affected households that allowed them to make small back payments credited towards outstanding debt combined with current amounts due.

Initially, following the agreement, re-payments were sporadic. But slowly, and with the support of follow-up meetings the original outstanding debt began to be collected through small \$5-\$10 a month payments over long-term periods up to 10 years. Some residents paid off the debt faster, while some households who did not initially take part in the process nor sign an agreement started to contribute due to the positive peer pressure from their neighbours.

Part 3:
Resources

Community dispute resolution is not an easy task and requires time, resources and support. Listed below are some of the institutions, sources of information and support which might be helpful when you are seeking to access services to help resolve community-based disputes.

Institute for Sociological and Political and Juridical Research – ISSPI

Forty-five years ago, the University Council of the University “St. Cyril and Methodius” in Skopje founded the Institute for Sociological, Political:

- scientifically examine sociological and political-legal phenomena in the country and to encourage and organize the study of issues of sociological and political-legal sciences and the development of society;
- to elaborate and refine research methods in the social sciences;
- to work on the development of scientific staff and to prepare scientific offspring in the field of sociological, political and legal sciences;
- to provide material and other conditions for study and research;
- to organize various forms of work with professional staff, for their training for independent scientific work;
- to organize a collection of documentation for conducting practical classes and exercises classes at universities and social science faculty;
- to provide instruction on all levels in Social Science for all faculties of the University in Skopje;
- to organize the presentation of problems of Sociological Political and Legal sciences through workshops, discussions and other convenient forms;
- to provide and immediately announce the results of their research work;

- to issue publications;
- to develop comprehensive scientific cooperation with relevant institutions, organizations and individuals dealing with the study of sociological, political and legal sciences at home and abroad (the decision).

This decision by the University Council, according to former procedure, confirmed the Executive Council of the Assembly of SRM 1965 at 5:02 and the Institute began operation on October 18 that year.

Address and contacts:

bul. Partizanski odredi bb, Skopje
02/3061-760; 02/3061-119 ext 204
<http://www.isppi.ukim.edu.mk/index.html>

Center for Human Rights and Conflict Resolution

The Center for Human Rights and Conflict Resolution is a research and training facility, with the overall goals of:

Helping citizens of the country take an active role in resolving seemingly intractable conflicts rooted in ethnic and other differences and Promoting the concept of human rights and basic freedoms as an essential part of the political, juridical and social transformation that is going on in the country.

Address and contacts:

PO-Box: 1020 Karpos
PO-Box 39 Skopje
+ 389 (0)2 3065 953
+ 389 (0)2 3065 954
+ 389 (0)2 3065 955

Web: www.chrcr.org.mk
e-mail: chrcr@chrcr.org.mk

Center for Support to Resolving Interethnic Disputes

The Center for Support to Resolving Interethnic Disputes is a unit within the institute for Sociological Political and Juridical Research. The Center helps helps communities to facilitate the resolution of disputes and conflicts.

The Center co-operates with institutions, organizations and individuals that form part of a facilitator network that is prepared and has the capacity and skills to participate directly in the processes of dispute resolution or to otherwise support these processes.

The Center provides the following services:

- Participation in facilitating direct involvement of experts for resolving disputes.
- Monitoring the relief process – the presence of Helps to guarantee the objectivity and impartial-ity of the efforts.
- Establishes links between interested parties and organizations and institutions at local and national levels.
- Consults and provides guidance to interested parties in relation to conflict resolution processes.
- Maintains a Database for organizations and individuals who are part of a network of dispute resolution practioners who have undergone appropriate training and can be engaged for dispute resolution.

- Provides support to networks of facilitators by providing ongoing education, consulting, materials and contacts.
- Maintains a website that is available with information about the networks of facilitators, mediators, local and national organizations and institutions, publications and documents related to conflict resolution processes.

The Association of the Units of Local Self-Government – ZELS

ZELS promotes and encourages mutual cooperation and exchange of information among its members - 84 municipalities and city of Skopje.

ZELS aims to:

- represents the interests of local governments in front of the central government;
- promotes local democratic values, contributes to the development of local democracy and the successful implementation of decentralization process;
- establishes relationships with national and international associations of local authorities;
- organizes training courses and conferences for its members.

Address and contacts:

Zenevska bb,
1000 Skopje
Tel. 02 3099 033
contact@zels.org.mk
www.zels.org.mk

Centre for Common Ground

The Centre for Common Ground was born from the Search for Common Ground, which has been working toward reconciliation, interethnic relations and stability in the Western Balkans since 1994.

CCG works across demographics but especially with children and youth to counter prejudice and empower the next generation of leaders. Programming takes a youth perspective and incorporates young people in decision-making processes.

CCG has been creating multi-faceted projects and initiatives, especially using media and education, designed to facilitate inter-ethnic communication on all societal levels, improve community co-operation, promote peaceful co-existence and encourage cross-cultural dialogue in the country. CCG supports multicultural, bilingual education, and engages youth from diverse backgrounds on issues around participatory democracy and human rights through Arts & Culture.

Address and contacts:

Leninova 72/1-10
1000 Skopje
Phone: 02 3118-572
Fax: 023-118-322
E-mail: vilma@sfcg.org, ccg@ccg.org.mk
www.ccg.org.mk

Nansen Dialogue Centre

Nansen Dialogue Center is a local non-governmental and non-profit organization, established in 2000 supported by the Nansen Academy from Lillehammer, Norway. NDC Skopje is

part of the Nansen Dialogue Network that consists of Nansen Dialogue Centres in the Western Balkans and the Nansen Academy in Norway.

The organization's vision is of a democratic society in which dialogue is the everyday tool for conflict resolution between individuals, groups or communities. A society in which peace, multi-ethnic cohesion, integration, equality and tolerance are the core values.

NDC's mission is to support active and effective inter-cultural and inter-ethnic dialogue processes at local, national and regional level with the aim of contributing to conflict prevention, reconciliation and peace building through various program activities, in particular within the educational area.

Address and contacts:

Naroden front 31/10
1000 Skopje
E-mail: ndcskopje@nansen-dialogue.net
Telephone: 02 3209 905
Fax: +389 (0) 2 3296 906
Contact person: Sasho Stojkovski, Chief Executive Officer
sasho.ndcskopje@nansen-dialogue.net

Roma Community Center "DROM"

RCC "DROM" is a Roma NGO that cooperates with relevant institutions in and out of the country. It also advocates, motivates and actively works for higher living standards and higher level of integration of Roma in the social life through projects and programs of educational, humanitarian, social and emancipation character, as well as respect for gender differences.

Address and contacts:

III MUB Street No. 14
1300 Kumanovo
Tel: 031 411 406
info@drom.org.mk
www.drom.org.mk

Local Development Agency

LDA-Struga is a citizens' organization that aims to improve the quality of life for residents of the municipality of Struga and the region through strengthening the interethnic dialogue and col-laboration between different ethnic communities, supporting local civic initiatives, establishment of new sustainable forms of tourism, organizing cultural events, stimulating local businesses and promoting the volunteerism.

Through cooperation with various actors from this country and neighboring countries, LDA will contribute to creating sustainable solutions for the overall development of the municipality of Struga and the region.

Through cooperation with various actors from the country and neighboring countries, LDA will contribute to creating sustainable solutions for the overall development of the municipality of Struga and the region.

Address and contacts:

Vlado Maleski nn
6330 Struga
Tel: 046 784 151
contact@lداstruga.org
www.lداstruga.org

Union of Women “Ezerka”

Union of Women “Ezerka” - Struga is a female association is: Non-governmental, Non-partisan and Non Profit organization

- State of “vigilance”, multiethnic network of RM Anti-trafficking and organized crime, and the Macedonian Women’s Lobby
- Improving the socio - economic status of women
- Greater participation of women in power and decision making processes
- fight violence, abuse and trafficking of women and children
- Fighting drug addiction, delinquency and prostitution
- fighting AIDS through education and prevention

Address and contacts:

Gradski Pazar, megju sprat
Struga
Tel: 070 536-592
ezerka.struga@yahoo.com
www.ezerkastruga.com

SIRMA Association of Women

Equal possibilities for the women, human rights, gender equality, women in politics, fighting the violence against women

Address and contacts:

ul. Boro Prčan 26
Kumanovo
Tel: 070 839 631
www.zenskicentarku.org

Centre for Intercultural Dialogue

The mission of the Centre for Intercultural Dialogue is to promote and support intercultural understanding and cooperation, peace and solidarity through active youth participation in the society, and especially through volunteer involvement on local and international level

- Peace and Human Rights
- Active youth participation // Empowerment
- Interculturalism
- Voluntary involvement
- Respect for the Environment
- Social, Ethnic, Religious, Cultural, Gender inclusion and equality
- Transparency and Partnership

Address and contacts:

ul. Vera Kotorka 39
Kumanovo
Tel. 031 421 330
contact@cid.mk
http://cid.mk/

Community Development Center

The Center focuses on encouraging the citizens to participate actively in the development of their local community and create a climate of effective inter-ethnic cooperation, as well as set up partnerships between the non-governmental organizations, business sector and Local Government. CDC Kicevo’s strategic goals are as follows:

- Strengthening the capacities for creation of partnerships between the non-governmental

- organizations, business sector and Local Government
- Democracy development and citizens' activation in the process of local governance
- Integration of ethnic communities in local development

CDC Kicevo's target groups are the following:

- Civic organizations in the Kicevo region
- Different ethnic communities present in the region
- Public institutions
- Active young people, students
- Informal citizens' groups

Address and contacts:

Ljubica Bogeska 4
6250 Kicevo
Tel. 045 223390
www.ngocenters.org.mk

Permaculture Peacebuilding Center (PPC)

PPC was established to address the following needs:

- Peacebuilding amongst multiethnic groups
- Active participation of citizens in the processes of democratization
- Institutional and professional approach in solving environmental issues
- Self sustainability and self employment of young professionals in various fields

The Organization operates under the following themes:

- Permaculture and environment
- Peacebuilding and wellbeing
- Human rights and gender policy
- Youth and Culture

Address and contacts:

bul. Brakja Ginovski bb
1230 Gostivar
web: www.ppc.org.mk
Email: ppc@ppc.org.mk
Tel: + 389 (0) 42 216 999
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This is a publication of the United Nations Development Programme (UNDP) and the Association of Local Self Government Units (ZELS).

Its purpose is to provide an overview for citizens, local governments and community-based organizations on practices that can be used to resolve disputes in multicultural communities. It also orients readers with local resources that can be called upon to help resolve community-based disputes.

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