



CPM: Conflict Prevention and Management-Systems in large Food Security Projects

Katharina Lühr¹, Stefan Sieber¹, Jane Wambura¹, Dirk Sprenger², Christian Hochmuth³, Felix Wendenburg³, Lars Kirchhoff³

Introduction

- **Food security** is among the most pressing challenges to humankind.
- As food security projects are complex in their own nature, conflict potential and need for conflict management rises.
- Unattended conflicts can endanger the success of a project or even lead to its failure.
- To prevent and manage conflicts better, a systematic approach to conflict management is developed.
- Conflict Prevention and Management (CPM-) Systems are well known in the business sector but new to large international and interdisciplinary projects in the field of global change and food security.

The project

Trans-SEC is the pilot project to use a CPM-System in the context of an international research consortium with more than 100 researchers of 15 world-wide institutes to stabilize in a value chain approach the situation of 4000 households in Tanzania.

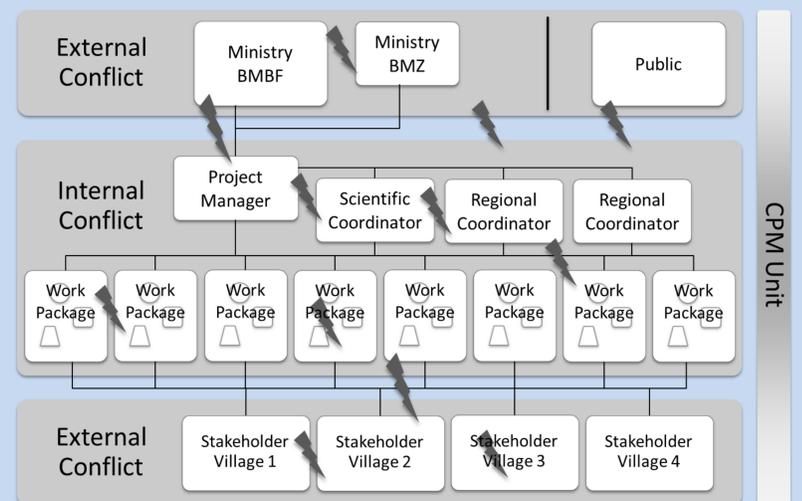


Figure 1 Potential Areas of Conflict in Trans-SEC

The Approach

- Experience and research findings on conflict management systems in the economic sector need to be examined and translated into the field of a research project.
- The **CPM-System** for Trans-SEC is designed and initiated by an expert team, based on expressed needs and with the participation, commitment and involvement of the entire Trans-SEC consortium.
- By means of workshops, focus groups and interviews, recommendations for the design of a CPM-System in research were established.

Result

Recommendations resulted in **guidelines for CPM-System development**

- G1 (Participation):** Develop the CPM-System from within the consortium
- G2 (Clear Understanding):** Have a clear understanding of the scope of the CPM-System before starting to design elements and roles
- G3 (Coordination Unit):** Install a Coordinating Unit for CPM-System Development
- G4 (Autonomy):** Keep the CPM-System separate from management
- G5 (Diversity):** Build a CPM team that is diverse
- G6 (Accessibility):** Create a CPM-System that is easily accessible for everyone
- G7 (Prevention):** Integrate measures of conflict prevention
- G8 (Formalization):** Make CPM an integral part of key documents and structures
- G9 (Voluntariness):** Do not enforce the use of the CPM-System
- G10 (Awareness):** Do not create or exacerbate conflict
- G11 (Feedback):** Inform project members on CPM developments and lessons-learned
- G12 (Evaluation):** Allow flexibility and growth through continuous evaluation

Result

Recommendation of Trans-SEC members for developing a CPM-System in research	D	D	D	I	I	I	I	I	S	S	S	
	G1	G2	G3	G4	G5	G6	G7	G8	G9	G10	G11	G12
Install an external CPM-unit that is outside the project's hierarchy												
Develop the system in a participatory manner												
Solve the problem where it occurs												
People should have same access to the CPM-System in each country and at each institute												
CPM staff should be able to understand both sides and can translate cultures												
Conflict staff need to have authority												
Have male and female CPM staff												
Consider hierarchy												
Have skilled CPM staff in place												
Train CPM staff on CPM services												
Have non-biased external staff												
CPM staff need to develop trust among project members												
Run CPM workshops to develop trust												
Give information on CPM and the different services												
Have clear policies on decision-making in CPM												
Make decisions that are feasible												
Allow for a step-by-step approach --> have different options in place												
Be proactive (do not only react when conflict has occurred)												
Offer services on conflict prevention (e.g. teambuilding, conflict awareness workshops)												
CPM should also be in a learning service												
Give the system time to grow and be accepted												
Review CPM regularly and adapt it to needs												
Use examples from the scientific world												
Use success stories to promote the CPM-system												
System boundaries need to be made clear												
Should not be emergency tool only												
CPM interventions should not make conflict worse												
State what happens if CPM fails												

Figure 2 Recommendations for CPM- Development

Outlook

- A CPM- model for research will be developed for the use in Trans-SEC and comparative projects.
- The Viadrina Component Model of a Conflict Management System will be the conceptual departure point and fundament for the system design.