

Developing skills in mediation and resolving conflicts

Conflict resolution is essential for both individual healing and the (re) building of the social fabric. By resolving conflict, space is created for peaceful cohabitation, development projects and stronger relationships throughout the community. By providing ways to deal with conflicts more effectively, people are able to work together to address problems arising at an early stage, and therefore feel more confident in the future of their community.

Objectives of this training module

1. Strengthen the capacities of local committee members and community leaders in peaceful conflict resolution in order to resolve and prevent potential conflicts.
2. Increase the capacity of psychosocial facilitators to better organise and conduct training sessions in peaceful conflict resolution for members of local committees and leaders.
3. Make tools available for participants to help guide them in the training of community leaders in peaceful conflict resolution.

Contents of this training module:

A. Defining 'conflict'

Story

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3. How conflicts can also be useful and positive
4. Life cycle of conflict
5. Types of conflicts
6. Attitudes in a conflict situation

B. Techniques for resolving conflicts

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2. Tools to analyse and resolve a conflict
3. Four steps to problem solving
3. Different approaches to conflict resolution
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C. Prepare for role-playing about conflict

1. Foundations of mediation
2. Qualities of the mediator
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STORY

The Kamo family, ethnic Hutus, had fled to Tanzania during the war of 1972. After 30 years of exile, they decided to return to Burundi, to Minago. The family now consists of 6 children and 5 grandchildren. Sadly, the mother of these children died while in exile. The family returned with a lot of luggage on their heads and eventually arrived in the Minango transit camp. The Kamo family remembered their plot of land and their house, which are unfortunately now occupied by a family who came from Matana. The latter, composed of several children and grandchildren, have ownership documents issued by the administration in 1973. The Kamo family starts making contact with the family occupying their land to come to an agreement to share the land. After several months of dialogue, the Kamo family receives an outright refusal to share from the family from Matana. Famine, poverty and disease begin to overtake the Kamo family. Abuse, intimidation and death threats begin to come from all sides. The Kamo family cannot afford to go to court and confide in members of the local committee of Centre Ubuntu.

Questions:

- If the Kamo family came to you for mediation, how would you do it?
- After finding the solution to the problem, how will you strengthen the coexistence of the two families?
- Faced with the destitution and vulnerability of the Kamo family, how will you help them?

A. Defining 'conflict'

Introduction:

Managing or resolving a conflict is a difficult and complex process because it is not always easy to appreciate all of the aspects that surround it.

Both the causes and the nature of conflict are many and varied. The aspects and the actors in a conflict also often change.

Whoever is called to play an active role in conflict management must be sufficiently equipped to carry out a thorough analysis of the conflict in question, and these are often the steps in the process of controlling this conflict.

Below, the key steps of this process are identified.

1. Identify the conflict and the role of each actor;
2. Identify the causes of conflict;
3. Identify aspirations, positions, interests, principles, moral values and vital needs of each actor
4. Identify differences and similarities of interests of the actors;
5. Understand the mind set around the conflict, that

is to say, know and understand the attitudes or behaviours that characterise each actor, or have characterised them during the conflict.

6. Assess the degree of collaboration or cooperation for the settlement of the conflict, and try to diminish or eliminate competitive actions;
7. Conduct an analysis of the degree of trust or mistrust between players, and seek to improve or rebuild the trust between them (an important element for the (re) building of relationships);
8. Identify any obstacles to a negotiated settlement;
9. Assess the willingness of each player for a negotiated solution and try to improve it;
10. Demonstrate creativity and imagination to develop and implement an alternative best suited to create a negotiated solution.

All these steps must be done while keeping in mind the **3 Ps: Problem, People and Process**.

- P "Problem" (definition, life cycles of conflict, stages of escalation of conflict and types of conflict)
- P "People" (The attitudes of a people in the conflict)
- P "Process" (techniques of conflict resolution and details of techniques of mediation)

1. Definition of a conflict

Exercise:

Ask each participant to write on paper:

a) 4 words or phrases that, in her/his opinion, have the same meaning as the word conflict.

Each word or phrase is briefly explained.

b) 4 words or phrases that, in her/his opinion, have the opposite meaning to the word conflict.

Each word or phrase is briefly explained.

This exercise can last from 10 to 20 minutes, depending on the situation.

The responses, as the participants provide them, are transcribed on a flip chart by the facilitator.

The facilitator provides a summary afterwards.

Some possible answers to question (a) include: difference, disagreement, dispute, dissension, antagonism, confrontation, violence, threats, brutality, attack, crisis, and polarisation.

Some possible answers to question (b) include: peace, harmony, tranquillity, serenity, justice, equity, impartiality, tolerance, development (new name for peace).

2. Explanation

Etymologically, the word 'conflict' means the act of confrontation. It describes a situation of clashing opponents, confrontation or shock. Indeed, the word comes from the Latin 'confligere', which is 'cum' = together and 'fligere' = afflict, hurt, destroy.

Julien Freud (sociologist) suggests defining conflict as follows:

"Conflict consists of a confrontation between two people or groups of the same species who demonstrate a hostile intent to each other, usually about a law and who, to maintain, restore or affirm that right, try to break the resistance of the other, possibly through the use of violence, which may even lead to the physical destruction of the other" (Freud, 1983).

Between animals



(Alphonse Twite)

Between humans



(Alphonse Twite)

LEFT: ALL THIS LAND IS MINE. RIGHT: YOU ARE TELLING LIES. I INHERITED THIS LAND FROM MY ANCESTORS.

Several factors contribute to the definition of a conflict:

- All conflicts involving human beings are interactions between two or more parties.
- Conflict is an interaction in which things do not go

harmoniously.

- A conflict arises when several parties are competing with each other, concerning their goals, their values or interests, whether these are perceived or real.
- We are confronted with a conflict because the parties compete in a game of attacks and counter attacks.
- This is a sign that something has changed, is changing, or will change.
- It is an interaction whose purpose is to 'defeat' the opponent.

NB *Violence lurks in any conflict, as it could lead to physical force, or the use of weapons.*

In most cases, therefore, conflict is viewed negatively and may indeed be negative, it can be a trigger for battle, in which each party absolutely wants to win (not minding the cost or consequences, which often devastating to people and property), satisfy personal needs and protect their interests to the detriment of the other party.

Yet, if the parties agree to maintain good relations, or at least feel concerned about the preservation of relationships that exist, or have existed between them, a conflict can have a positive side.

3. Conflict can be positive

A man has squandered the possessions of the family, and terrorised his wife. The wife did not want to reveal this to others because it is not Burundian custom to speak about family problems. However, her neighbor noticed what was happening and advised her that she should fight back by speaking out and get a divorce. When she did speak out to others, the husband changed and now they get on with each other, and respect one another.

'He who has not fought does not know', says a Chinese proverb

Conflicts are often viewed as negative, but they can also:

- Serve to balance the power within a relationship, or society as a whole, or to reconcile the legitimate interests of a group of people
- Produce a greater awareness of diversity and differences between people, organisations and companies
- Serve as a useful support to expose and resolve problems
- Allow the reconciliation of different interests
- Promote the unity of the group

Do not get involved with fighting people when you do not know the cause of the fight, as people who are in conflict with each other are not necessarily enemies. For example, a husband and wife were fighting on the road; a man passed on his bicycle and tried to intervene. He got hold of the husband, but then the wife slapped him in the face and both she and her husband attacked the man and ran off with his bicycle.

The example of conflict in Burundi serves as an example.

Conflict does not have to result in violence:

It is linked to human nature; it is inextricably linked to society. It exists because humans are marked by differences and face similar needs, competition, aggression, Burundians have a common saying 'Aihari abantu hama Hamota urunturuntu', which means 'where two or more persons are living together, there are always clashes and conflicts'.

Conflict may be necessary to achieve change:

It depends on the way it is approached. One can start a conflict to achieve positive change. Clash, confrontation, or shock can be transformed into a state of good relations.

A conflict between two people does not always mean that they distrust each other. For example, two brothers had a land conflict and went to the court to resolve it. People were very surprised to see them go into a bar before they went to court, happily chatting and sharing a beer, and then again after they returned from court. This shows that one does not have to fight to solve a conflict.

Conflict is normal:

Do not try to ignore its existence, or to avoid loopholes that do not actually resolve anything. Realisation that a conflict exists allows it to be tackled. Conflict that is not addressed produces consequences, and will become complex.

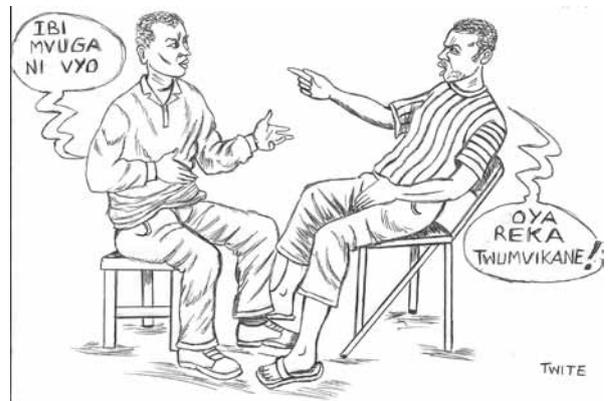
4. Life cycles of conflict

This cycle involves a series of phases, phenomena or situations that follow a fixed order. Thus a conflict generally passes through these four phases:

- Pre-conflict situation
- Birth of the conflict
- Gestation and/or amplification or maturity/crisis
- Result

Phase 1: Discussion/communication

Persons who are discussing



(Alphonse Twite)

RIGHT: WHAT I SAY IS TRUE. LEFT: NO, LET US REACH AN AGREEMENT.

The discussion focuses on interests and options, communication, dialogue, negotiation.

At this stage, therefore, the parties can easily accept a mediator

Phase 2: Tension

The disagreement continues, the tension rises between the parties, criticism is still limited.

Phase 3: Dispute

Two angry men



(Alphonse Twite)

LEFT: IF YOU DO NOT ACCEPT WHAT I SAY, I WILL CRUSH YOU DOWN.

RIGHT: DO WHATEVER YOU WANT, I WILL NOT CHANGE MY OPINION.

Polarization of positions, generalisations, parties become adversaries, the actors seek allies.

We begin to see a change in perception of the other,

stereotypes and prejudices develop. The conflict is now focused on values and identities. Communication is tinged with threats and provocations. The parties begin to create a distance between them.

Phase 4: Separation/hostility

Two men turned away



(Alphonse Twite)

LEFT: THIS BASTARD IS PLANNING TO KILL ME.
RIGHT: THIS CRAZY MAN IS SLANDERING ME AROUND.

The parties become enemies and take extreme positions, communication is no longer possible, this is the real separation. Psychological violence begins

Phase 5: Openly violent

Fighting group



(Alphonse Twite)

LEFT LEFT: KINGI! BE STRONG. WE ARE SUPPORTING YOU.
LEFT MIDDLE: TODAY YOU WILL SEE WHAT I AM ALL ABOUT.
RIGHT MIDDLE: LEAVE ME IN PEACE YOU BASTARD.
RIGHT RIGHT: KORODE! BE STRONG. WE ARE BEHIND YOU. KILL THAT STUPID GUY.

Communication/negotiation is no longer possible; the other must lose, even if there is nothing to gain.

Demonization of the other side, attacks, physical violence (and possible use of weapons).

5. The types of conflict

Intra-personal conflicts:

At this level, an individual is divided, has a conflict within himself and this conflict can be linked to perceived needs (urges, frustrations ...)

Lonely man



(Alphonse Twite)

Inter-personal conflicts are the most frequent.

Two men at table



(Alphonse Twite)

LEFT: YES I KNOW. RIGHT: NO YOU DO NOT KNOW.

The following example illustrates a clear example of conflict over land:

Kamo family, who are belong to the Hutu ethnic group returned to Burundi after having been in exile in Tanzania for thirty years. The family has six children and the mother died while in exile. The family returned with their baggage on their head to Rumonge

where they left their house behind.

When they got to Rumonge, the family saw that their house had been destroyed and their land had been taken up by another family from the Tutsi ethnic group. It involved a large family with nine children. They had obtained a permit in 1973 from administration to occupy that land.

Through discussion in the groups discuss how you this kind of conflict could be resolved.

Conflict in the group or intra-community: These conflicts are related to interests represented within a group that may be a club, clan, ethnic group, or a political party. For example, conflict between churches, between a union and the government, or between states or ethnic groups within a country.

Community conflict



People in front of church (Alphonse Twite)

LEFT: Do NOT DECEIVE PEOPLE. THE CHURCH IS GOD'S CHURCH, NOT YOURS. RIGHT: SHUT UP. IT IS YOU WHO KEEP TELLING PEOPLE LIES. YOU WORK FOR THE DEMON.

6. Attitudes in a conflict situation

6.1 Introduction

The objective of this lesson is to provoke reflection of attitudes and behaviours in a conflict situation, to discuss situations that the participants have been involved in, and to draw the attention of participants to the need to properly analyse behaviour or attitudes that the parties of a conflict have adopted during the conflict. In this way, they can effectively guide the process of resolving the conflict.

6.2 My behaviour in a conflict:

Exercise: each participant notes the behaviour that relates to a conflict situation in terms of a gender position. What are typical styles that men use and what style is used more often by women.

1. Avoid the person
2. Change the subject
3. Try to understand the other
4. Make the conflict into a joke
5. Admit to wrongdoing, even if that is not the case
6. Give up
7. Pretend to agree
8. Apologise
9. Ease the conflict by identifying points of agreement and disagreement
10. Try to reach a compromise
11. Seek arbitration
12. Threaten the other person
13. Physically fight
14. Cry or complain to get what you want
15. Play the martyr

The compromiser: If a person strongly feels that he or she is right but decides to settle for a compromise the person tends to have moderately low confidence and is moderately cooperative. Those who make compromises give less than those who put up with it, but more than those who use competition. They explore the problem more than those who avoid conflict, but less than collaborators. Their solutions often involve “splitting the difference” or make reciprocal concessions.

In short, compromise is ultimately the median attitude, sometimes winning, sometimes losing.

This is the area of mutual concessions.

A conflict is a dispute between two parties and can be resolved through cooperation and compromise.

B. Techniques for conflict resolution

1. Introduction

Conflict management: includes all measures designed to manage or reduce the impact of violent conflict.

Conflict resolution: This is a very complex approach based on elimination of a problem between the conflicting parties. It assumes that the cause of the conflict is explored and that negative attitudes have changed.

2. Analysing tools and conflict resolution:

Only a thorough analysis of the real conflict or problem and its sources/causes may lead to alternatives and appropriate actions. The trend in the process of conflict resolution is to think immediately about solutions, which would only address the effects. By exploring causes it becomes possible to generate possible solutions.

3. Four steps to solve problems

- a. The problem:
At this level, one must describe the symptoms of this situation. The problem is the answer to the question: 'what's wrong?'
- b. Analysis of causes:
Why does the problem exist? (Diagnosis)
This is to make a list of all possible causes of this problem, to ask why the preferred situation does not exist. All these cases are only possibilities, they are not necessarily correct. Moreover, some causes may have sub-causes.
- c. Lists of alternative causes
When there many causes of a problem, there is often also a variety of approaches to address this problem.
The question here is: 'what are the possible methods to address this situation'
- d. Possible solutions
Each listed alternative needs a specific plan to be effective. The questions that arise at this level are, 'what can we do? How can we fix it?'

4. Approaches and techniques to resolve conflict

There are several approaches and techniques to resolve conflict, some seek to directly and actively involve stakeholders (binary relations) and others involve a third party who serves as a mediator in resolving the dispute

Main techniques:

a. Negotiation

Men on chairs at table



(Alphonse Twite)

LEFT: LET US REACH AN AGREEMENT. RIGHT: YES IT IS TRUE. AS GROWN UP PEOPLE WE SHOULD NOT ACT LIKE CHILDREN.

Negotiation is a direct confrontation between two parties in conflict, without any intermediary. Each party

may however be assisted by lawyers or experts to clarify the purpose of discussion or prepare a Memorandum of Understanding.

Here, then, negotiations to resolve the conflict focus on reaching a compromise or a consensus.

b. Arbitration

Three men at table



(Alphonse Twite)

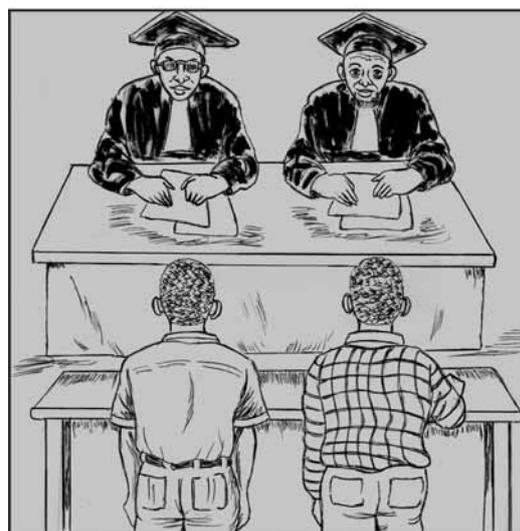
LEFT: YES. RIGHT: WILL YOU AGREE WITH MY PROPOSAL? MIDDLE: YES.

Arbitration is a voluntary process in which people in conflict request another neutral and impartial person to make a decision to resolve a dispute.

c. Judgement

A decision of the Justice department (the courts) to settle the dispute, according to the laws, rules or customs in force.

Men before judges



(Alphonse Twite)

d. Diplomacy

Through using a more discreet communication style, diplomacy aims to harmonise the interests of the parties by avoiding open conflict.

e. Conciliation

The process conducted by a third person to assist the parties in conflict to find a compromise solution, which respects the interests of everyone. The mission is to promote and certify the amicable settlement of disputes, as submitted.

At this level, we can distinguish between a simple conciliator and the conciliators of justice. The last ones are appointed or approved by the authority under the law, while the conciliators are selected or approved by the conflicting parties under a written or oral agreement.

f. Mediation

Definition

Mediation focuses on resolving the conflict. The expected outcome will be the reconciliation of the parties, and the instruments used by the mediators do not include the use of pressure. The focus is on process, rather than outcome. Rather than being focused on strategic considerations, mediation aims to restore empathy and mutual understanding.

6 men around table



(Alphonse Twite)

LEFT: LET ME STATE MY CASE FIRST. RIGHT: I WILL EXPLAIN MY POINT OF VIEW. MIDDLE: PLEASE! TRY AND REACH CONSENSUS.

The strategies adopted by the mediator in this case will have to focus on improving communication.

This kind of mediation reflects a subjective view of the conflict, through which the parties work together to change their perceptions of each other, and to the conflict. It is seen as a problem they share, and which they want to solve. The solution recommended by the

mediation should eradicate not only the obvious causes of the conflict, but also the deeper causes, with the ultimate goal of reconciliation between the parties. The power of a mediator is based on his/her charisma, ideas, the trust he/she is able to build, and that which he/she actually receives. Also important, is his/her creativity to rebuild a positive and effective communication between the parties.

Mediation to resolve a conflict

Mediation is a structured process, in which parties involved in conflict and are eager to resolve it, meet with a neutral third party (mediator). The third person helps the disputing parties, locked in their monologues, to meet and resume communication.

The mediator invites people to find their own point at issue, including creative solutions, in their interests. It has no enforcement power, but simply provides a place, a procedure, know-how and an attitude that can, just as a catalyst in a chemical reaction, encourage dialogue and restore communication.

C. Preparing for role-play in mediation

1. Fundamentals of mediation

Conflict itself is inevitable and healthy. Yet, a conflict that is not resolved can quickly become dangerous. Often a conflict starts not because the parties do not know how to solve a problem, but because they do not want to solve it meaning there is an attitude problem. If you are not prepared to work towards a solution you will not be able to find a solution.

- Those involved in a conflict are generally more likely to find adequate and satisfying solutions to their problems, than an external authority. Mediation is based on the fact that by identifying their own resources, people are able to solve their own problems.
- It is much more likely that solutions to a problem are realised when they were identified and formulated by those who must implement them. In mediation, the parties involved not only control the elements of conflict, but also the nature of decisions to be taken. The mediator uses the information in a flexible way, meaning that he/she adapts their reactions to the particular context of the situation. The mediator defines and controls the process (structure and unwinding)
- In general, a decision is more relevant, and therefore better, when it incorporates the feelings associated with conflict. In mediation, both personal feelings and that the concrete facts are taken into

account. The mediator uses such data or information in a flexible way that is to say, by adjusting the way of doing things or reacting within the specific context of each situation.

- The discussion of values, beliefs and personal convictions of each party may be useful in clarifying issues. Mediation, by definition, promotes understanding and respect for the values of those involved, without asking anyone to change. Mediation encourages people to make choices or offer acceptable and accepted propositions from both sides, irrespective of the values or beliefs of the mediator.

2. Qualities of the mediator

A mediator is a person chosen to facilitate dialogue between two individuals or groups of individuals in conflict.

The mediator is neither judge nor arbitrator; her/his role is not to impose an agreement after hearing both versions of the problem. She/he does not determine guilt or innocence, but simply helps people in conflict to reach a solution without 'losing'.

It is therefore understood that to achieve this, the mediator must have a number of qualities:

Listening is the first quality of a mediator. Indeed, the ability to understand the problem itself and each of the parties involved in the dispute, depends on the ability to serve as mediator and the quality of listening. Some researchers advise the mediator to listen very carefully to the full story and to show that the parties have been heard and understood.

- Active listening
- Welcome
- Pay attention to both the message and messenger
- Paraphrase and reflect the words back to the messenger to verify or correct the accuracy
- Put yourself in the shoes of the messenger (interrupting his own thoughts, feelings, evaluations and judgments).
- Understand exactly what another person thinks or feels from his point of view.
- The mediator must be neutral.

This neutrality is essential in that the mediator does not take sides with one or the other, but one can rather state that she/he is entirely with each party that expresses itself. She/he is with one, then the other. In this sense, she/he is humanely present in the problem experienced by everyone.

3. The mediator's role

- The primary role is to assist the parties to negotiate

for themselves a jointly arranged and consensual agreement.

- The mediator is responsible for conducting the mediation; the parties are responsible for the content. The solutions are developed by the parties and not by the mediator.
- The mediator helps the parties understand as much as possible their feelings and interests and also to express them in the most appropriate way possible. She/he must avoid judging or evaluation of what is expressed. She/he must respect the positions, interests and feelings of all parties.
- The mediator shall ensure that the imbalances of power (personality, hierarchy, persuasiveness, etc.) between the parties does not disrupt the process.
- The mediator shows proof of confidentiality. If mediation fails, either party cannot use him afterwards as a witness or counsel.
- The mediator shall ensure that the solutions developed are realistic and achievable and that the terms of conditions of the 'contract' should be balanced on both sides.
- The mediator may discontinue the mediation if he feels that the proposed solutions are not reasonable, or too unbalanced in favour of one or the other party.

4. Rules of mediation

To facilitate the process of mediation, the mediator invites the parties, from the start of the mediation, to write a commitment to abide by a set of rules.

Below, for example, is the type of rules developed by the University of Peace in Namur, Belgium. [Please create a reference for this]

- Be present at all sessions (mediation lasts 2 to 10 sessions, times and dates agreed between the parties).
- Settle fees if necessary. In any case, they should not be determined based on the outcome of the intervention of mediators. A benefit of any kind related to the result is unacceptable.
- Do not start or continue an enforcement or court action during the mediation process. An action started before the commencement of the mediation will be held in suspense during this procedure.
- However, in emergencies, the parties may, during the mediation, ask a competent judicial authority to use interim measures if considered useful. The mediator should be notified without delay of such a request and the measures taken by the judicial authority.
- Do not modify anything concerning the parties as

at the start of the mediation without mentioning it in the mediation session.

- Do not allow contact with mediators outside the meetings, except when necessary to change an appointment.
- Complete the work required of mediators.
- Thoroughly execute agreements reached.

If my mediation fails

- The parties remain free to resort to other means of conflict resolution such as arbitration or the courts.
- In no case shall anything be reported, especially in arbitration or in court, on positions, proposals, concessions, or partial trade agreement from mediation, which was unsuccessful.

Mediation involves trust. Mediators selected for mediation may not be appointed as arbitrators for the same proceedings.

5. The stages of mediation

The stages of mediation are:

First is the stage of pre-mediation, which includes:

Collecting information and data for the initial private sessions. The mediator meets the parties separately and tries to identify the problem, performs a rigorous analysis to get to know the parties involved, identifies interests and develops options (which the parties need).

1. Introduction (Opening statements by the mediator)

The mediator opens the mediation session. He/she begins the hearing calm and with determination to create an atmosphere conducive to solving the problem. After introducing him/herself, the mediator explains how the meeting will take place in such a way that no participant is caught off guard.

- 1) S(h)e explains the process and procedures (structure, proceedings, duration ...)
- 2) S(h)e tries to get a first agreement on certain rules (privacy, interruptions, respect ...)
- 3) S(h)e defines the roles and responsibilities of each of the participants (mediator, participations, observers) and discusses the respective expectations (the will to solve the problem, personal responsibility, etc.) when there is a result.

2. Opening statements by all parties

This step is comprised of two stages:

First, we give each party the opportunity to present his views without interruption. A good mediator needs to listen carefully, and with understanding at this stage. He encourages the parties to express all the crucial facts and feelings, and tries to identify the underlying causes of the problem.

Second, the parties are asked what exactly they expect from the hearing. He/she then discusses the elements of conflict, identifies and summarises the individual interests, trying to change an individual position to a communal resolution.

3. Solving the problem

This is about forming an agreement, how to select and develop the best solutions.

The mediator takes the different aspects of the conflict one by one, and in an attempt to identify some possible points of agreement. Hence, s(he) encourages dialogue and cooperation between the parties in conflict. S(he) often stops to summarise and clarify the facts, always seeking a basis for negotiation. The mediator may also meet individually with each of the parties to seek a compromise, or ways to meet the needs of all concerned. If despite all of these efforts, an impasse is reached, where no one wants to give in to the other, the mediator shall simply recall the motivations, which the parties had when resorting to mediation. There is no magic formula for reaching an agreement; everyone has to put in a lot of her/himself.

4. Finalising the agreement

If both parties are satisfied with the results of the session and have reached an agreement on key aspects of the conflict, the mediator shall make a summary of the agreement in the presence of all participants. The agreement is specified in writing and signed by both parties. This agreement must be written clearly using the words of the parties. All signatories agree to abide by the terms of this agreement.

5 Adjournment

Before closing the session, the mediator reads the results of the mediation and how the results will be implemented. Subsequently, (s)he officially closes on a positive note.

Conflict	Social status of conflicting parties	Approaches for resolving the conflict	By whom ?	When ?	IOV [define]
1					
2					
3					

References

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