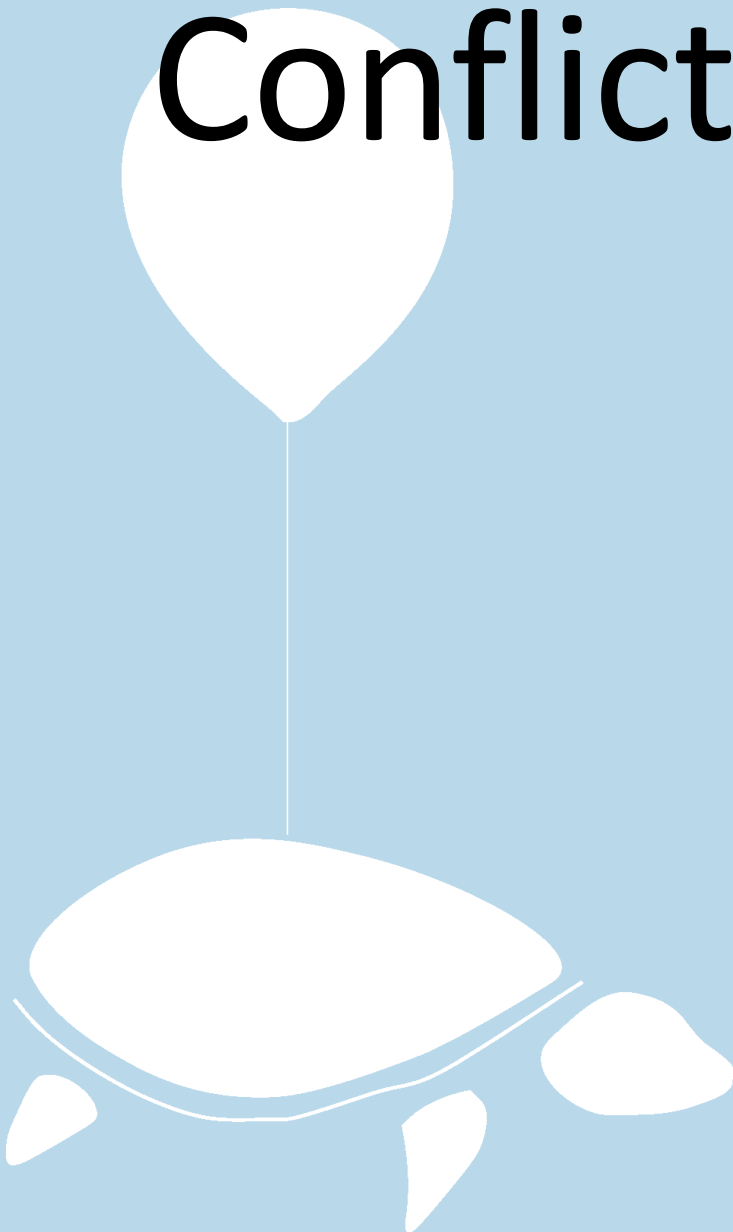


CISV International
Building global friendship

Dealing with Conflict Guide



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Context

CISV International recognises the importance of addressing a broad spectrum of conflicts that affect our global community—from personal disagreements to larger societal disputes. Our dedication to **peace education** and **global friendships** equips us to approach these challenges through educational discussions and constructive engagement, all within a framework that ensures a safe, inclusive environment for all participants.

To foster such an environment, we outline expectations for all CISVers who champion our mission *to educate and inspire action for a more just and peaceful world*.

Our values guide us:

1. **Friendship:** We find common bonds and show kindness to each other.
2. **Inclusiveness:** We are open, culturally sensitive, and respectful of people and cultures.
3. **Enthusiasm:** We bring energy and passion to everything we do.
4. **Engagement:** We participate actively and learn with a positive attitude.
5. **Cooperation:** We work together and support each other towards our common goal.

We believe education is a powerful tool for creating a peaceful world.

Our core purpose is to inspire and equip young people to become active global citizens who engage with diverse perspectives, foster intercultural understanding, and work toward just and peaceful solutions.

We laid out a series of principles, commitments, and goals to help us navigate conversations that can challenge our individual mindsets, beliefs, opinions and perspectives.

Key Principles

1. **Open Dialogue:** We create spaces for open, respectful dialogue across all viewpoints.
2. **Diversity:** We recognise that diverse backgrounds shape individual beliefs.
3. **Understanding and Respect:** We encourage understanding without alienating or antagonising others.
4. **Individuality and Personal Identity:** We acknowledge that each person is unique and represents themselves in CISV, not only representing their country or government.

Our Commitments

1. We are committed to educating Children to **navigate complex global conversations**.
2. We champion our values to **practice mutual respect** and active listening.
3. We help participants understand that **collective harmony** requires permanent personal compromise.
4. We are dedicated to **supporting human rights and peace education**, acknowledging the profound impact that ongoing conflicts have on all involved communities.
5. We understand that actions and symbols often speak louder than words and we do not use **symbols or actions** with the intention to offend or hurt others.

Our goal is not to eliminate differences, but to educate on how to discuss them meaningfully. We believe in a CISV where diverse opinions can coexist, and where participants learn to:

1. Acknowledge human suffering and express solidarity with those affected by conflict.
2. Listen without judgment, seek common ground and find areas of agreement.
3. Recognise the right to hold different viewpoints and beliefs. It is important to be respectful even when we disagree.

CISV is an educational journey towards mutual understanding and peaceful coexistence. We encourage you to refer to our educational resources to address conversations as individuals and create safe platforms where people can share their points of view respectfully.

We must strive together to be brave and engage in courageous conversations. By stepping out of our comfort zones, we can have challenging discussions, listen with the intent to understand and take responsibility for our behaviour by showing up with respect and care. We all ensure that CISV remains a place where everyone can thrive.

Together, we can build a more just and peaceful world.

What is this guide for?

By providing various resources, and template sessions, this guide aims to equip our members with the tools to navigate challenging conversations through the lens of peace education and promote a culture of understanding and respect across all levels of our **international community**.

The guide outlines various approaches which we feel could be useful when instigating and managing challenging conversations, in line with CISV's core values of ***friendship, inclusiveness, enthusiasm, engagement, and cooperation.***

Authors

We acknowledge the importance of diversity and therefore, volunteers who were involved in drafting this guide offer insight and perspective that is synonymous with different committees within the CISV and are reflective of the different groups and viewpoints they belong to personally and professionally.



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Glossary

- **Conflict Resolution:** The process of addressing disputes or disagreements between parties peacefully and constructively.
- **Mediation:** A method of conflict resolution where a neutral third party facilitates communication and negotiation between conflicting parties to help them reach a mutually acceptable solution.
- **Arbitration:** A process in which a neutral third party, called an arbitrator, hears arguments from both sides of a dispute and makes a binding decision to resolve the conflict.
- **Negotiation:** The process of discussing issues and potential solutions to reach a mutually beneficial agreement between conflicting parties.
- **Escalation:** The process by which a conflict increases in intensity or severity, often leading to a worsening of the situation.
- **De-escalation:** The process of reducing tension and hostility in a conflict situation to prevent further escalation and promote peaceful resolution.
- **Conflict Management:** The practice of identifying, addressing, and resolving conflicts in a manner that minimizes negative consequences and promotes positive outcomes.
- **Power Dynamics:** The unequal distribution of power between individuals or groups involved in a conflict, which can influence the dynamics and outcomes of the conflict.
- **Win-Win Solution:** A resolution to a conflict in which all parties benefit and their interests are addressed, often achieved through compromise and cooperation.



- **Zero-Sum Game:** A situation in which one party's gain is exactly balanced by another party's loss, leading to a competitive rather than cooperative approach to conflict resolution.
- **Conflict Transformation:** The process of changing the underlying dynamics and structures of a conflict to promote long-term peace and reconciliation.
- **Truce:** A temporary cessation of hostilities or fighting between conflicting parties, often with the intention of negotiating a more permanent resolution to the conflict.
- **Peacebuilding:** The process of creating the conditions for lasting peace and stability in conflict-affected areas, often through reconciliation, reconstruction, and development initiatives.
- **War Crimes:** Violations of international humanitarian law committed during armed conflict, including acts such as genocide, torture, and targeting civilians.
- **Humanitarian Intervention:** The use of military force or other forms of intervention by external actors to protect civilians or alleviate suffering in conflict-affected areas, often controversial due to sovereignty concerns.

Sources of information and support

Bespoke CISV sources

These resources are tailored to deepen your understanding and improve your effectiveness in handling conflicts, providing a comprehensive suite of information and practical tools. Designed specifically for (and by) CISV members, these resources facilitate effective learning and practical application within the organization's educational framework related to conflict and resolution content area.

The Jirafa Toolbox

Created in 2015 by CISVers in an exchange project between CISV Norway and CISV Colombia called The Jirafa Project. The toolbox contains a wonderful collection of 11 educational activities focusing on conflict and resolution – ready to run in many different settings. Download here: [The Jirafa Toolbox](#)

The Confronting Conflicts booklet

This resource serves as a toolbox for effectively managing and resolving personal conflicts. It encourages the development of awareness and self-reflection, helping you better understand your role in conflicts and enhance your conflict management skills. Download here: [Confronting Conflicts booklet](#)

External sources

In this section, we provide external resources which can assist in situations where the conflict may need to be managed and how to approach this from an educational point of view. These resources offer extensive information and practical tools to enhance your understanding and effectiveness in conflict management.

Global Partnership for the Prevention of Armed Conflict (GPPAC) Preventive Action Toolkit

This toolkit comprises manuals developed by the Global Partnership for the Prevention of Armed Conflict (GPPAC), tailored to support civil society organisations (CSOs) in conducting conflict analysis and mobilising various groups and agencies for conflict prevention and peacebuilding. It includes the manuals "Conflict Analysis Framework: Field Guidelines and Procedures" and "Multi-Stakeholder Processes for Conflict Prevention and Peacebuilding."

While both are useful, we particularly recommend the first manual for CISV-related situations, as it offers guiding principles and practical guidelines for conflict analysis. The primary objectives of the guide are: to enhance the capacity of CSOs for conducting detailed conflict analysis as a basis for preventive action; to promote self-assessment and heightened conflict sensitivity; and to guide design projects and our programs.

UNESCO, United Nations Educational, Scientific and Cultural Organisation Community Course Booklet – Inter-Agency Peace Education Program

This manual is one of the components of the "Inter-Agency Peace Education Program". The program was designed for education managers of ministries dealing with both formal and non-formal education and for agencies which implement educational activities on behalf of the government. The implementation structure is based on the experience acquired over the eight years the program has been in use, from 1998 to 2005. The program has been evaluated by external experts and the new revised materials (2005) incorporate both the suggestions made in the evaluation and the feedback from the specialists who implemented it in the field. Historically this program has been restricted to refugee communities. However, it has expanded and moved into both refugee and returnee situations. The program is currently being implemented across eleven countries in Africa and has been integrated into complementary initiatives in Sri Lanka, Kosovo, and Pakistan. We think this material can be a great support to CISVers to get inspired and know how international agencies deal, from a practical perspective, with conflicts.

Peace Education Network

The Peace Education Network brings together people and organizations committed to building a culture of peace and nonviolence through lifelong learning and their members benefit from professional support, regular skillshare workshops, a forum to share information and resources, and opportunities to work collaboratively. Also, the network offers a download area that provides various activity ideas for conflict resolution with children and youth and can be useful for CISV community.

Communication Theory - All About Theories for Communication - Article: Conflict Management – Skills, Styles And Models

The article on "Conflict Management – Skills, Styles, and Models" discusses various conflict management models, skills required for effective conflict resolution, and different styles of managing conflicts. Models like Khun and Poole's and Rahim's Meta Model offer strategies ranging from distributive to integrative approaches. Essential skills for conflict management include empathy, patient listening, and effective communication. The article also describes five conflict management styles: accommodating, avoiding, compromising, competing, and collaborating, each suitable for different situations in both personal and professional settings.

Other points of reference

1. Folger, J. P., Poole, M. S., & Stutman, R. K. Working through Conflict: Strategies for Relationships, Groups, and Organizations.
 - a. This book offers comprehensive insights into conflict resolution strategies and the dynamics of interpersonal and organizational conflicts, including approaches to addressing conflicts related to child protection and education.
2. Kriesberg, L. (2007). Constructive Conflicts: From Escalation to Resolution.
 - a. This book examines the constructive potential of conflicts and offers strategies for transforming conflicts into opportunities for positive change, including approaches to addressing conflicts that arise in safeguarding and educational settings.
3. Patterson, K., Grenny, J., McMillan, R., & Switzler, A. (2011). Crucial Conversations: Tools for Talking When Stakes Are High.
 - a. Crucial Conversations provides practical advice on navigating difficult conversations and managing high-stakes situations effectively, which can be applied to addressing sensitive issues related to child protection and education.
4. Cloke, K., & Goldsmith, J. (2011). Resolving Conflicts at Work: Ten Strategies for Everyone on the Job.
 - a. This book offers guidance on resolving conflicts in workplace settings, including conflicts that may arise in educational institutions and organisations involved in child protection efforts.
5. Adichie, C. N. (2006). "Half of a Yellow Sun."
 - a. Although not explicitly focused on conflict resolution strategies, this novel offers profound insights into the impact of conflict and war on individuals and communities, particularly in Nigeria during the Biafran War. Adichie's narrative sheds light on themes of resilience, reconciliation, and the human capacity for hope amidst adversity, which can inform discussions on conflict resolution and peacebuilding efforts, including those related to child protection and education.
6. Butler, J. (2009). "Frames of War: When Is Life Grievable?"
 - a. In this book, Butler examines the ways in which certain lives come to be recognized as grievable or worthy of mourning, while others are excluded or rendered disposable

within the context of war and conflict. Butler's analysis delves into questions of ethics, violence, and the politics of recognition, offering insights that are relevant to understanding and addressing conflicts.

7. Puechguirbal, N., & De Grada, M. (2020). "Conflict, Violence and Peace."
 - a. Featuring contributions from various scholars, the book analyses root causes of conflicts, dynamics of violence, and challenges of achieving sustainable peace. Topics include social movements, armed conflicts, transitional justice, and civil society's role in peacebuilding. This insightful volume offers theoretical insights relevant to practitioners and researchers in child protection and education.
8. Brown, A. M. (2020). "We Will Not Cancel Us: And Other Dreams of Transformative Justice."
 - a. Adrienne Maree Brown explores transformative justice as an alternative to punitive approaches, emphasizing community accountability and healing in response to harm. Drawing on personal experiences and intersectional feminist perspectives, Brown offers insights into building peaceful communities grounded in justice and solidarity.

How to use ‘Dealing with conflict and conflict management’ resources in CISV settings?

Incorporating ‘Dealing with conflict and conflict management’ resources into CISV sessions can significantly enhance the educational impact and provide participants with hands-on experience in conflict management and communication.

Here are examples of sessions that can be facilitated to effectively utilise resources in your upcoming CISV sessions.

COMMUNICATION SESSION

Tools:

- **Peace Education Network Activities:** Leverage activities from this resource to illustrate various communication styles, as they can facilitate participants' understanding and practice of effective communication methods.
- **GPPAC’s Conflict Analysis Tools:** Employ the tools from the Preventive Action Toolkit to initiate discussions on the origins of conflicts and the critical role of diverse perspectives in effective communication.

What to include:

1. **Introduction to Communication Styles:** Start with a presentation on different communication styles, drawing on resources from the Peace Education Network.
2. **Interactive Role-Playing:** Utilise scenarios from the "Jirafa Toolbox" to simulate real-life communication challenges, allowing participants to practice and refine their skills in a supportive environment.
3. **Group Reflection:** Facilitate a discussion on how culture and emotions influence communication, using case studies from GPPAC's toolkit to analyse real or hypothetical conflicts.

CONFLICT AND RESOLUTION (C&R) SESSION

Tools:

- **UNESCO's Course Booklet:** Use case studies and exercises from the booklet to contextualize conflict resolution in educational settings, particularly among diverse cultural groups.
- **CISV's Internal Tools:** Deploy activities from the "Confronting Conflicts booklet" to help participants understand their personal conflict styles and develop effective resolution strategies.

What to include:

1. **Identifying Conflicts:** Encourage participants to use materials from UNESCO and GPPAC to identify various types of conflicts and their root causes.
2. **Resolution Strategies:** Conduct conflict resolution activities from the "Jirafa Toolbox" and "Confronting Conflicts booklet," exploring different approaches to managing disagreements.
3. **Skills Application:** Engage participants in role-plays and simulations to practice the skills learned, adapting scenarios from the resources to suit the age and experience levels of the CISV program participants.
4. **Outcome and Reflection:**
 - **Reflective Discussion:** After each activity, host a group discussion to reflect on key learnings and discuss how they can be applied in real-world scenarios.
 - **Feedback and Adjustment:** Collect feedback on the effectiveness of the tools and activities used, and adjust future sessions based on participant responses and observed outcomes.

By weaving these resources into CISV sessions we will detail below, you can make the learning process more dynamic and equip participants with a robust set of skills and insights to address conflicts constructively.

Suggested examples of sessions

Village and Youth Meeting:

Objectives	<ul style="list-style-type: none"> • Introduce participants to CISV values, principles, commitment and goals • Introduce participants to the concept of conflict and resolution. • Provide participants with a methodology to resolve conflict. • Foster cultural understanding and open-mindedness, especially when dealing with conflict.
Resources	<p>Staff and/or leaders: to run and lead the activity by providing participants with guidance and neutral moderation.</p> <p>Use the resources outlined in the guide above.</p>
Material	<ul style="list-style-type: none"> ○ Large world map or globe ○ Index cards or slips of paper. ○ Markers or pens ○ Flipchart or whiteboard ○ Sticky notes ○ Timer ○ Chairs/seating for participants
Time allocation	Three (3) hours.
Grouping	Activity to be completed in groups
Activity overview: and instructions	<p>Introduction and questions (15 minutes): introduce the activity to participants; explain the importance of open-mindedness, consideration and respect whilst discussing different opinions.</p> <p>Mapping our perspectives (20 minutes):</p> <ul style="list-style-type: none"> • Display a world map or a globe in a visible location. • Distribute index cards or slips of paper to each participant.

	<ul style="list-style-type: none"> • Ask each participant to write down one thing they appreciate or value about their own culture or country on their card. • Invite participants to take turns sharing their responses and pinning their cards to the map or globe in the approximate location of their country. <p>Understanding conflict dynamics (20 minutes):</p> <ul style="list-style-type: none"> • Facilitate a brief discussion on what conflict is and the importance of discussing it in a constructive manner. • Explain the different ways of self-expression when it comes to conflict with pros and cons of each. Emphasize that even these don't always work. • Shed light on the importance of peace platforms such as CISV to facilitate such discussions and interfere in the event that conversations take place constructively. • Reaffirm the importance of taking learnings from the activity outside of camp into the real world. <p>Interactive role play (30 minutes):</p> <ul style="list-style-type: none"> • Divide participants into smaller groups with each group facilitated by one or two staff members/leaders. • Assign each group a conflict scenario relevant to everyday situations faced by 11-year-olds. These could be simple examples such as sharing toys or resolving disagreements with friends, as well as more complex ones where there is no alignment on 'what's right'. • Instruct groups to role-play the conflict scenario, focusing on assertive, informed, and polite communication techniques for resolution. • Encourage participants to consider different perspectives. <p>Sharing and Feedback (30 minutes):</p> <ul style="list-style-type: none"> • Upon role play conclusion, reconvene as a group.
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	<ul style="list-style-type: none"> • Participants will present a brief summary of their role play, as well as conflict and resolution strategies. • Facilitate a group discussion on common themes and highlight effective strategies and lessons learnt. • Encourage participants to share their own experiences and insights on conflict and resolution. <p>Debrief and analysis (15 minutes):</p> <ul style="list-style-type: none"> • Distribute sticky notes and ask participants to write down one thing they learned from the workshop and/or one strategy that they will use in the future to resolve conflict. • Collect the sticky notes and display them on a board/chart and ask participants to make a pledge to implement these learnings inside and outside of camp. <p>Conclusion and action plan (15 minutes):</p> <ul style="list-style-type: none"> • Summarise key learnings from the activity and highlight the different ways to deal with conflict.
Debrief	<ul style="list-style-type: none"> • In delegations.
Evidence	<ul style="list-style-type: none"> • Debrief conversations and notes. • Adult observations during activity.

Step Up and Seminar Camp Activity:

This section outlines C&R activity for an older group of participants (15+ year olds). This will focus on advanced conflict resolution skills, fostering cultural understanding, respect and consideration while debating, and empathy. The activity will reaffirm the importance of differentiating between facts and opinions.

Objectives	<ul style="list-style-type: none">• Introduce participants to CISV values, principles, commitment and goals• Raise awareness around the complexity and non-unilateral approach to conflict.• Foster cultural understanding and open-mindedness, especially when dealing with conflict• Provide participants with a methodology to resolve conflict• Understanding of the importance of respect and consideration when carrying out the debate• Understanding of the methodical skills to carry out a debate.
Resources	<p>Staff and/or leaders: to run and lead the activity by providing participants with guidance and neutral moderation.</p> <p>Use the resources outlined in the guide above</p>
Material	<p>Large world map.</p> <p>Index cards.</p> <p>Markers.</p> <p>Flipchart.</p> <p>Sticky notes.</p> <p>Chairs/seating for participants.</p>
Time allocation	Three (3) hours

Grouping	Activity to be completed in groups
Activity overview: and instructions	<p>Introduction and questions (15 minutes): introduce the workshop to participants. Focus on the importance of effective conflict resolution, emphasising the importance of open-mindedness, empathy, and cultural understanding in peaceful resolutions.</p> <p>Mapping our perspectives (20 minutes):</p> <ul style="list-style-type: none"> • Ask participants to share cultural traditions and/or values that are unique to them. • Pin those on the world map. • Facilitate discussions on cultural diversity based on participants' answers and the universality of human experiences. <p>Understanding conflict dynamics (20 minutes):</p> <ul style="list-style-type: none"> • Explain and discuss conflict triggers – emotions and communication styles. • Explain the notion of the negative impact of conflicts on everyone • Allow participants to express themselves during the discussion. <p>Interactive role play (30 minutes):</p> <ul style="list-style-type: none"> • Split participants into groups • Present each group with a complex conflict scenario (e.g., discuss a controversial topic and agree on a way forward). • Role play the scenarios. Allow participants time to try and resolve the conflict amongst each other (with adult supervision/facilitation), keeping cultural understanding and an open mind approach to resolution. <p>Sharing and Feedback (30 minutes):</p>

	<ul style="list-style-type: none"> • Regroup as a team to share learnings, insights, and strategies used during role play. • Allow participants to share challenges they faced and how they overcame them. <p>Debrief and analysis (15 minutes):</p> <ul style="list-style-type: none"> • Distribute sticky notes and ask participants to write down one thing they learned from the workshop and/or one strategy that they will use in the future to resolve conflict. • Collect the sticky notes and display them on a board/chart and ask participants to make a pledge to implement these learnings inside and outside of camp. <p>Conclusion and action plan (15 minutes):</p> <ul style="list-style-type: none"> • Summarise key learnings from the workshop and highlight the different ways to deal with conflict.
Debrief	<ul style="list-style-type: none"> • In delegations.
Evidence	<ul style="list-style-type: none"> • Debrief conversations and notes. • Adult observations during activity.

Who to contact if you need further support dealing with Conflict

Host Chapter or the Host Association

Programme Advisors

Each CISV programme has an allocated Programme Advisor who is responsible for supporting staff and leaders with educational issues that may be occurring in the run-up and during the camp. You can contact Programme Advisors directly through the method of communication which would have been established before the start of the programme or email the programme advisors group via:

- Programmes in APAC: programme-advisor.apac@cisv.org
- Programmes in EMEA: programme-advisor.emea@cisv.org
- Programmes in AMAC: programme-advisor.amac@cisv.org

National Risk Manager (contact details available via myCISV Directory)

Regional Risk Manager

- For programmes in APAC: risk-management.access.apac@cisv.org
- For programmes in EMEA: risk-management.access.emea@cisv.org
- For programmes in AMAC: risk-management.access.amac@cisv.org

Risk Management and Safeguarding Team: safety@cisv.org