Lesson-sharing exercise on UNOCI's contribution to social cohesion, conflict prevention and management through local-level mediation, advocacy and intercommunal dialogue in the Western Region of Côte d'Ivoire

Context and history

A decade of civil war

A stable country for decades, Côte d'Ivoire saw its first coup in 1999, leading to the accession of the military to power. Following a 10-month transition, contested elections were held in 2000.

Massive and serious violations of human rights were committed, undermining the social fabric and plunging the country into a grave socio-political crisis. This difficult situation grew even more complex on 19 September 2002 when an attempted coup-turned-rebellion led to the partition of the country into two separate regions, North and South. Following eight years of negotiations, the 2010 elections, which were to herald the return to a constitutional order, deepened the crisis, plunging the country in a second post-electoral crisis.

The crisis and subsequent degradation of the socio-political climate led to many physical and psychological casualties, the destruction of private property and subsequent community tensions and cleavages, seriously undermining social cohesion.

With the end of the post-electoral crisis in April 2011, the political and security situation gradually normalized. The parliamentary elections of December 2011 and regional and municipal elections of April 2013 completed the resumption of political life. The presidential election of October 2015 took place without serious incidents and was a decisive step in the consolidation of peace in the country.

Economic situation

Following the end of the civil war, Côte d'Ivoire has since achieved remarkable economic progress, with growth rates of 10.7% in 2012, 8.7% in 2013, 7.9% in 2014 and 8.5% in 2015. This growth was primarily driven by the completion of major socio-economic infrastructure projects incurred by the government and, to some extent, by the resumption of commercial activities. These significant economic advances have enabled a slight decrease in poverty to 46.3% in 2015, down from 48.9% in 2008. The government committed to address the many pressing needs of the population to maintain a strong and inclusive economic growth, necessary for the consolidation of stability.

Consequences of the crises on the social fabric

Long-term political instability has exacerbated regional disparities and created social and communal tensions. The massive displacement of people fleeing combat zones and a climate of insecurity had fuelled fear and distrust, and undermined national cohesion. The loosening of community ties and increase in poverty and individualism also inadvertently contributed to the erosion of communal solidarity and family ties, undermining peaceful coexistence and mutual acceptance. The issue of mismanaged land ownership has been a factor of inter- and intra-communal disputes, in particular in the areas of production of cash crops and exploitation of natural resources. Moreover, a sense of exclusion and marginalization progressively grew out of the post-electoral crisis of 2011 and the detention of political actors, weakening the socio-political climate.

Government responses

In its desire to restore the foundations of social cohesion, the government initiated dialogue with social groups and political parties. In addition, Côte d'Ivoire developed several structures to take charge of reconciliation and social cohesion, among which the Observatory of Solidarity and Social Cohesion (OSCS), the National Programme for Social Cohesion (PNCS) and the National Commission for Reconciliation and Compensation for Victims of Crisis (CONARIV), which replaced the Commission on Dialogue, Truth and Reconciliation (CDVR).

Despite these achievements, concerns remain in several localities, most notably in relation to local governance (chieftaincy disputes, inter- and intra-party political bickering), access to justice, the fight against poverty, land issues, access to natural resources and the practice of some clandestine activities in relation to farming, gold mining, agriculture and fisheries and transhumance.

Key challenges the country still faces include: (i) the effective support of victims and the socio-economic reintegration of vulnerable populations, (ii) the consolidation of the security framework, (iii) the continuation of dialogue and reconciliation among and within the political class, and (iv) the strengthening of the judiciary and the settlement of contentious issues (such as nationality, land tenure, etc.).

In order to address these challenges, and following resolutions of the UN Security Council urging the Ivorian government to "take effective measures to prevent inter-communal violence and respond by trying to forge a broad national consensus on how to resolve issues of identity and land ownership", UNOCI, through the Civil Affairs section, supported the development and establishment of platforms for dialogue between local and national stakeholders, including via the organization of intercommunal dialogues.

The various crises experienced by Côte d'Ivoire have weakened the social fabric and exacerbated tensions. Several types of conflict were recorded, namely land conflicts linked to illegal gold mining, traditional leadership and the recurrent conflicts between farmers and pastoralists.

- Land disputes lead to the decreased influence of regular actors (administrative authorities, community leaders and traditional mechanisms) and to the creation of new and parallel mechanisms for conflict prevention and resolution (implication of NGOs, land tenure management frameworks and their own dispute settlement systems), sometimes with conflicting jurisdictions;
- Disputes related to traditional leadership focus on the dismissal of leaders, bicephalism in some villages, the growing lack of respect for traditional authorities by youth, which are especially worrisome where land pressure is the highest; and
- Community disputes between "natives" and "non-natives" stem from competition in accessing and controlling natural and economic resources (farmers/herders, foreign fishermen/locals; illegal gold mining, etc.) and the interference of political leaders in the management of the disputes.

Since 2008, UNOCI, through the Civil Affairs Section, has supported the efforts of the Ivorian Government in promoting peace and strengthening social cohesion by organizing mediation activities and intercommunal dialogues. These aim at establishing a culture of structured and

constructive dialogue between communities as a main means of dispute resolution. It is in this context that dialogue facilitation activities between communities were conducted in partnership with local administrative authorities and in synergy with other components of the Mission (Political Affairs, PIO, Human Right, and UNPOL, among others) as well as UN agencies and NGOs.

Intercommunal dialogues are a set of activities designed to provide a framework for exchange between communities in latent or open conflict in order to (i) facilitate the process of reconciliation and consolidate social cohesion and (ii) strengthen peaceful coexistence and social cohesion between communities. They are an opportunity for people who disagree to themselves put forward relevant solution, through a participatory and inclusive dialogue, and engage in the path to reconciliation.

Objectives and deliverables

Regardless of their causes, intercommunal tensions, when they occur, tend to carry strong emotions. Feelings of frustration and discrimination from one or more communities develop and, should they fail to be addressed properly and in a timely fashion, can escalate to physical violence. When they occur, these instances of violence usually go beyond their scope, triggering an event(s) and lead to community-wide exactions and repercussions. The risks associated with tensions descending into violence make early mediation especially important wherever tensions are noted. Identifying the root causes of the tensions, if they are unknown, is the first step towards addressing the situation.

Depending on the level of tensions between communities (lingering tensions vs. voiced complaints) and the segments of population involved (e.g. limited to youth group vs. spreading to the the entire communities), the format of mediation will differ. For smaller-scale mediation, so-called "round tables" or workshops may suffice. For larger groups, an intercommunal dialogue is organised. There are no clear, definitive distinctions between the various formats and the differences reflected in the names are mainly a matter of choice, as the underlying goals and methodology are somewhat similar. Out of simplicity, since the main difference is that of size, we will here use "mediation activity" and "intercommunal dialogue" interchangeably.

Objectives of mediation efforts

In the context of Côte d'Ivoire, mediation efforts consisted of a series of activities which aimed at providing an inclusive exchange framework between two or more communities in latent or open conflict in order to solve their differences. UNOCI's role was to coordinate the practical organisation of the event and facilitate exchanges. The dialogue that ensues was to be the starting point of a broader reconciliation process and relied on ownership by the communities. The success of the process was later evaluated through monitoring activities.

The main goal of the mediation was to strengthen cohesion and reconciliation between the communities at odds. More specifically, this was done by managing existing conflicts, addressing latent sources of tensions, reinstating communication channels between the communities,

fighting prejudice and misunderstanding, supporting communities in identifying solutions and strengthening local mechanisms for dispute resolution.

A key aspect of mediation activities is the way they are perceived by the communities themselves. Activities must be inclusive of all segments of the population and that everyone who wished to speak felt free and at ease to do so. Only when all issues are voiced and discussed does the mediation stand a chance of leading to a lasting resolution. This dialogue also provides an opportunity to present participants with a methodology for non-violence dispute resolution. It therefore doubles as a capacity-building exercise.

Mediation efforts can be organised after the eruption of violence. In such cases, a prerequisite for talks is the end of hostilities. There can be no open and free dialogue as long as communities are engaged in violent acts against each other. A second prerequisite is the direct involvement of all stakeholders. Administrative and traditional authorities, opinion leaders and parties to the dispute must all be convened and present or represented.

Deliverables

The success of mediation efforts is hard to assess. Since tensions can remain latent for months or years, it is virtually impossible to declare that a problem has been fully solved and a root cause entirely eliminated. It is, however, possible, by following up with the population and through impact studies, to measure tangible progress and assess the positive contribution of UNOCI's activities.

In this context, deliverables were the short-term return to peaceful coexistence between communities and, in the medium term, the strengthening of community relationships. Peaceful coexistence was the first step of social cohesion, whereby communities can live side-by-side in a non-violent setting, be it physical or verbal violence or even the threat of violence. UNOCI strived to go beyond this point, nudging processes towards an absence of tensions over an extended period of time, with communities rebuilding harmonious and fruitful relationships. Through the mediation process, UNOCI strived to equip communities with the tools to peacefully manage potential disputes.

Process mapping & methodology

Collaborative approach

The organisation of intercommunal dialogues – like that of other mediation efforts – relies on a participative and inclusive approach that requires close and continued collaboration between UNOCI, local communities, administrative authorities and elected officials, relevant ministries and civil society organisations. Many working sessions were held with stakeholders and administrative authorities in order to find the right option to address a particular crisis.

Intercommunal dialogues and other mediation activities are also the result of a consistent approach of collecting, analysing and sharing data with the different substantive components within the Mission (Political Affairs, Human Rights, Gender and PIO). The involvement of these

sections was a very important addition in the discussions on human rights, citizenship, rural land tenure, the role and mission of national institutions, etc.

The process usually involved three major steps: preparatory consultations, the intercommunal dialogue itself, and follow-up activities. All three phases are organised under the direct supervision of a local administrative authority, such as a Préfet or Sous-Préfet.

Preparatory phases

With local administrative authorities
Ahead of the mediation, UNOCI meets with representatives of local administrative authorities in order to better understand the context of the situation and evaluate the opportunity of a mediation. If a decision is made to proceed with mediation, administrative authorities take on an important role. As such, they are tasked with supervising the events (presiding over meetings, ensure the peaceful unfolding of the encounters, and act as a moral guarantor), mobilising funds, human resources and relevant actors, ensuring the dissemination of related information, providing spaces for the meetings if necessary, and directly contributing to the mediation.

With traditional authorities and community leaders
In order to refine its understanding of the situation, UNOCI meets with traditional authorities and community leaders to collect their perceptions, ensure their involvement in the initiative and ensure the mobilisation of their respective communities.

With civil society organisations
Civil society organisations are crucial partners on the ground. First and foremost, their presence is a key enabler for local ownership; it ensures the UN's actions and methods are internalised and, if need be, reused by local communities. It is therefore important to build their capacities and give them the tools to handle similar challenges in the future. Civil society organisations also contribute their expertise and allow for a better understanding of the situation at hand. Furthermore, should they prove impartial, civil society organisations can provide a useful technical and logistical help for the mediation.

This first phase aims at building a solid understanding of the dispute and its protagonists. It can therefore stretch for weeks, until the situation is clear and the timing right.

Intercommunal dialogue phases

Listening sessions in communities
Separate listening sessions are an opportunity for people of each community to freely express their grievances and detail their stories and concerns. They also allow organisers to evaluate the willingness of communities to participate in the dialogue.

The community listening sessions can bring together the whole community or be divided into specific sub-groups (typically traditional leaders, women, youth, etc.) depending on the nature of the conflict and the resources available. These sessions can be time-consuming and are usually organized over several days.

Separate listening sessions serve several purposes. For the organisers of the mediation, they provide a better understanding of the problems, their root causes and specific facts (what has happened? what responses have been made? what are your responsibilities and contributions to solve the problem?) and help identify perceptions and specific concerns of each group. They also allow communities to feel confident and more freely express themselves without being influenced, to vent out anger, and to consider appropriate responses.

Group sessions
Group sessions are the bulk of the mediation and the moment to bring together groups of opposing communities to address the conflictual situation. They allow participants to present the problems they face, to propose solutions and define the roles of each in the next resolution.

Unlike listening sessions in communities, groups are composed of representatives of all the communities involved in the dispute. They remain, however, divided by category, including traditional, community and religious leaders, women, youth and politicians and cadres. Other target groups may be established in the case of a specific dispute, such a conflict between farmers and herders. The key element of the group session is to bring together people of different communities, yet at similar points of their life, and put them face-to-face to allow them to present their grievances to one another so they become aware of each other's/group's grievances.

Group sessions follow a simple methodology and strive to get each group to (i) identify the issues at hand, (ii) suggest proposals to those issues, (iii) present its commitments to help implement these proposals, and (iv) formulate recommendations for other stakeholders. UNOCI moderates the discussions and ensures that everyone is given the chance to speak.

Plenary sessions
The intercommunal dialogue includes two plenary sessions that mark the beginning and end of the mediation. This first Plenary brings together the participants and presents the mediation process and the main orientations. That of the end allows for the restitution of commitments and recommendations and for community outreach activities in the presence of officials.

Follow-up phase

After the holding of the meeting, it is necessary to monitor the implementation of commitments and recommendations to ensure their proper implementation. Depending on the outcome of the intercommunal dialogue, a monitoring committee can be established to follow up on the commitments and recommendations. This committee would be composed of local authorities and representatives of each group involved in the mediation.

Identify best practices

With tensions between communities running high, intercommunal dialogues and mediation efforts in general are sensitive undertakings. However, since the ultimate resolution of the dispute can only lie with the participants themselves, UNOCI's role was to provide a proper enabling environment for the communities. A successful contribution therefore hinges on practical items

and attention to detail. Throughout its activities, the Civil Affairs Section has strived to build on its experience and improve its procedures.

Assembling the mediation team

The first component of the mediation process is the mediation team. A solid mediation team matches several criteria: commitment, size and competence. Mediation processes can be long and sometimes tense. It is rare that tensions escalate to physical violence during the mediation but communities have sometimes suffered and oppositions can be fierce. It is therefore important to gather a team that is committed to moving the situation forward and supporting communities in their reconciliation process. The team must also be numerous enough. In the case of intercommunal dialogues, four or more groups may be at work at the same time, with each group requiring at least two UN staff.

Finally, the team needs to have the proper competencies, both at the personal level and at the team level. At the personal level, staff members involved in the mediation need to have the ability to facilitate discussions in a respectful and firm manner. If possible, team members should receive prior training on mediation. At the team level, members can pool their individual characteristics to ease the mediation. The team should therefore ensure the proper representation of nationals, women, and youth who can better relate to and interact with the population.

The efficiency of the mediations also greatly benefited from the personal involvement of the Special Representative of the Secretary General. Her support and direct participation in these activities was a testimony to the communities of the importance of this process and contributed to its lasting effects.

Preparing reference documents

During the preparatory phase, in parallel meetings with stakeholders, UNOCI developed reference documents, namely the terms of reference (TOR), the thread, the programme of the meeting, the budget and specifications, the lists of presence and landfills, language elements and possibly a draft speech for the authority presiding over the plenary.

Choosing a location

The implementation phase is the practical organization of the listening sessions, group work and plenary sessions. The selection of a site for the mediation is very important for the success of the activity. It must make consensus among participants and meet a number of criteria, such as impartiality (the place of the meeting must agree to all the parties and not favour one group over another, with official buildings often accepted as safe zones), accessibility (the site must ensure space for participants and be easily accessible to all wherever possible), security (the meeting must meet basic safety standards), and conditions on the ground (it is important to take into account the temperature, ventilation, the capacity of the venue, as well as access to electricity).

Setting up the organisation committee

In order to ensure a smooth and collaborative organization of the mediation, UNOCI put in place an inclusive organization committee, including representatives. It is necessary to define the roles and responsibilities of each member in order to ensure better supervision and coordination tasks.

This committee is responsible for the logistical organization of the mediation and will serve as an interface between the organizational structure, local authorities and communities.

Selecting an implementing partner

The choice of an implementing partner – in charge of logistics – is made by local authorities in partnership with the organizing committee. The organizing committee must ensure the physical and financial capacity of the implementing partner to manage the number of participants in terms of chairs, tarpaulins, sound, food, generator, transport, etc. A working meeting is essential to ensure proper understanding of the specifications and expectations of the organizational structure. The meeting should stress the importance of compliance with specifications and punctuality, as well as keeping the organizing committee informed of any difficulties. The committee should designate a focal point for interactions with the implementing partner.

Conducting the intercommunal dialogue

The sessions consist of active listening with open questions, reformulations and capitalization of recorded information. A separate group for women must be provided, in order to ensure the proper inclusion of their views.

In order to guide and moderate discussions, a "thread" can be drafted ahead of the discussion. Questions can include: what are the problems that undermine social cohesion? What solutions can help solve these problems? What commitments can you take to implement these solutions? What recommendations can you make? The thread is not made to curtail participation or ideas but ensure that the goal of the session is reached. It can start with general questions before being progressively narrowed to more specific ones relating to the conflict.

Discussions are conducted by the president of the group, with technical support from the Mission, including time management.

The moderator will promote social diversity within the group and encourage participants to mingle. A circular set-up promotes equality among participants.

During the session, the floor must be given to all those who request it. The moderator can intervene to allow the inclusion of all stakeholders, including ensuring the presence of key people. In particular, the presence and active participation of women is essential. In most cases, women will have their dedicated group so as to provide an environment where they can freely talk. As previously stated, it is important for the mediation team to include women, as this may help women of all community feel more at ease.

Drafting agreements

At the close of mediated discussions, each group provides a summary of the commitments and recommendations participants have made. UNOCI assists in drafting these summaries, ensuring accuracy of their content.

Planning community outreach activities

During the plenary, outreach activities, including artistic performances, animations or dances, are a useful way to bring participants together. It is important to seize this opportunity to disseminate

messages of social cohesion and enable different communities to share moments of entertainment, reflection and percolation of matters just discussed. Similarly, communities can be enlisted to carry-out, together, some activities, such as cooking or sports.

Conducting Plenary meetings

The plenary sessions, especially the closing session, are co-chaired by administrative authorities and the SRSG (or her representative). Upon arrival, the SRSG is briefed on the situation and the progress accomplished through the mediation. It is important, if time allows, to provide a moment of direct encounter between the SRSG and each group (or their representatives) in order to better absorb the content of the exchange. It is also an opportunity to showcase the work of communities.

The restitution of each group's work involves the public reading of the commitments and recommendations by a spokesperson for each group. It is important that the representatives of each community accompany the spokesperson of their group for r.

After the restitution of agreements by the various groups, the co-chairs intervene to respond to the presentations that were made, advise participants and answer to concerns raised. It is important that commitments made by the State or Mission not be seen as incitement to inter-communal tensions; each commitment should be made in light of the message it is intended to send to the communities and their neighbours.

Writing the final report

The Mission drafts the final report that summarizes all the work and sets out the arrangements for monitoring recommendations.

Following up on impact

With many factors coming into play, assessing the impact of mediations is not easy. It is, however, an important aspect of the mediation process. Following up on the outcomes and on the implementation of recommendations and resolutions, as explained above, is an imperative, but following up on the impact of the mediation activities is what provides guidance for future exercises.

Results

Impact of inter communal dialogue

In its attempt to capitalise on the work achieved, the Civil Affairs Section undertook a studys of the impact of the intercommunal dialogue organised by UNOCI. The study revealed ambiguous, yet positive,s results.

Several months after the intercommunal dialogue, very few participants were able to recall the commitments they had made during the mediation. When asked about the reasons for organising the intercommunal dialogue, few responders could name the issues that had triggered the

dialogue in the first place. In particular, in cases where "native" and "non-native" communities were at odds, "natives" communities rarely seem to have changed their perception of other communities. The satisfaction expressed is less related to a new-found brotherhood than at the fact that other communities have "returned to their place".

However, if intercommunal perceptions seldom seem to have evolved, the goal of strengthening social cohesion is unambiguously recognised as having been achieved. As such, almost all responders rejoice that relationships between the communities are now peaceful, more harmonious and more cooperative. Most intercommunal dialogues have managed to end instances of violence, or the threat thereof, and increased the level of intercommunal exchanges.

Implementation of Quick Impact Projects

During the intercommunal dialogues, stakeholders' list points of contention between the communities. Based on this analysis, UNOCI strived to identify projects that could help bring the communities together. Should proposals be assessed as feasible and commensurate budget available, Quick Impact Projects (QIPs) were then initiated to strengthen peace and build trust. Projects may include, for instance, the renovation of health centres, schools, sport facilities, administrative buildings or infrastructure for tradesmen and traditional authorities. Responders to the impact study listed QIPs as one of the most important and lasting result of the mediation process.

Strengthening of the technical capacity of local and national actors

Beyond intercommunal dialogues, UNOCI mediated disputes through capacity-building of local and national actors. Experts from national institutions, including relevant technical ministries, were brought in to help clarify legal points of dispute by informing stakeholders and civil society of the content of relevant laws. These include rural land tenure; role, responsibilities and conditions of appointment of traditional authorities; administrative management of villages; and activities such as fishing, cattle herding, etc.

Follow-up on recommendations by the administrative authorities

Following intercommunal dialogues, stakeholders make commitments and recommendations to promote peace and strengthen peaceful coexistence. Prefectural authorities organise periodic assessment workshops, field visits and briefings with traditional and opinion leaders to assess the level of social cohesion and the implementation of these commitments. These assessments usually take place three or six months after the dialogue meeting.

Areas of improvement

As the impact study shows, the improvement of relationships between communities is not always synonymous with a change in people's perceptions of other communities or of the links between communities. In several cases, native communities still see themselves as the sole owners of the land and deny other Ivoirian communities the rights they enjoy, despite their citizenship. This attitude is the root cause of tensions in many locations around the country, as it creates a rift

between citizens based on their ethnic group, akin to segregation. Findings of the impact study seem to indicate that this issue may not have been adequately addressed, in particular through civil rights awareness-raising.

In the organisation of intercommunal dialogues, UNOCI has strived to involve stakeholders, ranging from the population, to local civil society organisations, to administrative authorities. However, other actors have not been involved in these processes. In particular, the judiciary, which Ivoirians admit they seldom referred to in the management and resolution of their disputes, and has remained outside of mediation initiatives. While mediation, by definition, is an out-of-court process, it could be beneficial to include actors from the judiciary and raise awareness of their role among the population, in order to help solve specific legal issues.

With the departure of UNOCI, its mediation role has been progressively taken over by local administrative and traditional authorities, supported by the Government. Throughout its mediations, UNOCI has strived to include local authorities and build their capacity to peacefully settle disputes. With the Mission's departure and in the absence of open conflict, this capacity-building process must continue to be expedited. The Ministry for Women, Child Protection and Victims' Compensation would do well to similarly build its capacity in this regard – which it is already doing – in order to become a credible national representative in local mediation processes.

Conclusion

In light of the experience gained, the following recommendations can be made to better contribute to achieving the Mission's objectives:

- **Organise mediations, they're worth it.** When properly prepared and undertaken, mediations are a cost-effective and efficient way of diffusing tensions and preventing their escalation to physical violence. They require a long-term perspective and investment, and are far more advantageous than reactive, security and humanitarian options.
- **Commit the appropriate level of resources.** Mediation processes require time, knowledge and involvement. Ideally, some of the mediators already know local actors and the broad strokes of the situation in the area; this is why the Civil Affairs Section, with its strong presence in the field, is a recommended mediator. The mediation team should be diverse and include, at the very least, nationals and women. A high-level presence is also a strong asset, as it is a testimony to the communities of the importance of solving their dispute through the mediation.
- **Involve local authorities and civil society.** Despite its involvement and sometimes proximity to local actors, the Mission remains a foreign entity. As such, it needs all the help it can get to increase the weight of the mediation and ownership by local communities. Key stakeholders are, on the one hand, the holders of authority (both traditional and administrative) and, on the other, informal representatives of the population (civil society organisations). The Mission should therefore reach out to these actors and seek their support and active involvement. The mediation team should seize this opportunity to build

the capacity of these actors in order to enable them to carry out similar mediations, should the need arise, after the departure of the Mission.

- **Use QIPs mindfully.** Quick Impact Projects allow the mission to bring communities together with limited funding and within a short time-frame. The impact study showed that QIPs are oftentimes the most memorable element of the mediation. However, QIPs must not become, or be seen as, a reward for tensions or violence. Instead, they should be used sparsely, as an incentive to bring communities together, to collaborate and interact peacefully. This implies a review of all requests of spossible projects, and a careful selection of the ones that directly benefit the population and community relationships. It also implies holding off projects that could lead other communities to tensions in the hope of receiving their own projects.

- **Follow up on outcome implementation and impact.** The mediation process does not end with the commitments and recommendations. On the contrary, the outcome of the dialogue opens a new phase where communities are expected to change their behaviour or launch projects. The mediation team, in close contact with key stakeholders, must periodically follow up on the implementation of these commitments. The Mission is also strongly encouraged to periodically evaluate the impact of its mediation after a previously-agreed period of time. Following up on the outcomes of the mediation will ensure that communities actively work towards the resolution of their disputes, while following up on impact assesses the effectiveness of the mediation and allows for feedback and lesson-sharing.