



Generating Conflict Prevention Policy Guidance: A Whole-of-Government Analytic Approach

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Agenda



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- Background
- Introduction to Appreciative Inquiry (AI)
- Social Theoretical Underpinnings of AI
- Implementation of AI – Judicious Response
- Key Takeaways and Findings of AI

Appreciative Inquiry



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- An inquiry process that
 - Focuses on what works in the system
 - Describes where the stakeholders want to be based on the high moments of where they have been
 - Builds a set of statements that are grounded in real experience and history
- A living process
- A generative process

What gives life...



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Appreciative Inquiry is the cooperative search for the best in people, their organizations and the world around them. It involves systematic discovery of what gives a system “life” when it is most effective and capable in economic, ecological, and human terms. AI involves the art and practice of asking questions that strengthen a system’s capacity to [apprehend, anticipate, and] heighten positive potential. Cooperrider and Whitney (1999)

A Whole-of-Government Approach



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- Forces participants to move away from rice bowls
- Develop deeper understanding of what is working well
- Challenging of include multiple stakeholders
- New mechanisms of AI to guide analysis
- Goal is to create relevant and meaningful conflict prevention policy recommendations
- Crucial to build conflict prevention policy on resilience

Problem Solving vs. Appreciative Inquiry



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Problem Solving

- Identification of a problem (a perceived “need”)
- Analysis of causes
- Analysis of possible solutions
- Action planning (treatment)

Appreciative Inquiry

- Appreciating and valuing the best of what is
- Envisioning what might be
- Dialoging what should be
- Innovating what will be

Assumptions of AI



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- In every society, organization or group there is something that works
- What we focus on becomes our reality
- Reality is created in the moment, and there are multiple realities
- The act of asking questions of an organization or group influences the group in some way
- People have more confidence and comfort to journey to the future when they carry forward parts of the past
- If we carry parts of our past forward, they should be what is best about the past

Examples of the AI Process



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- U.S. Navy Leadership Summit
 - *To believe that plans are a framework for action. We define our planning methods as open, to include all stakeholders, and believe that a dynamic communications structure is vital for empowerment.*
- United Nations Global Compact
 - *To unite the strengths of business and UNGC toward the Millennium Development Goals*
- EPA – Leadership Initiative
 - *To revitalize the workforce of over 2,000 scientists, engineers and administrative staff to ensure the Earth's vitality*



Judicious Response (JR)

Implementation of Appreciative Inquiry

JR Tasks



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- Review of resiliencies and mitigators as identified through ICAF in the field
- Identification of how resiliencies fit into the peace infrastructures based upon criteria
- Creation of Future Present Scenario Statements (FPS's)
- Providing FPS's for policy memo recommendations

JR Activity Task 1



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- Review ICAF data on social and institutional resiliencies, and conflict mitigators
 - Tell stories and learn what was heard
 - Engage and seek understanding
 - Name the factors which lie at the heart of the resiliency—what enables or bolsters conflict prevention and peacebuilding

Interagency Conflict Assessment Framework (ICAF)

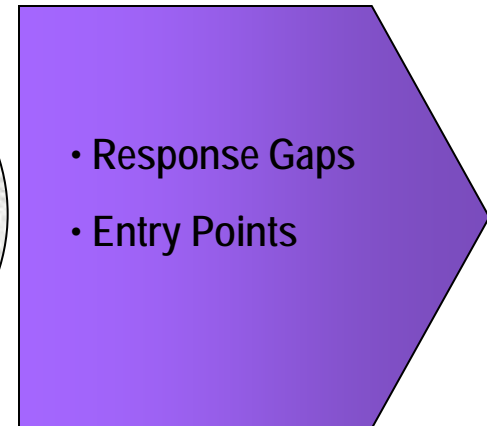
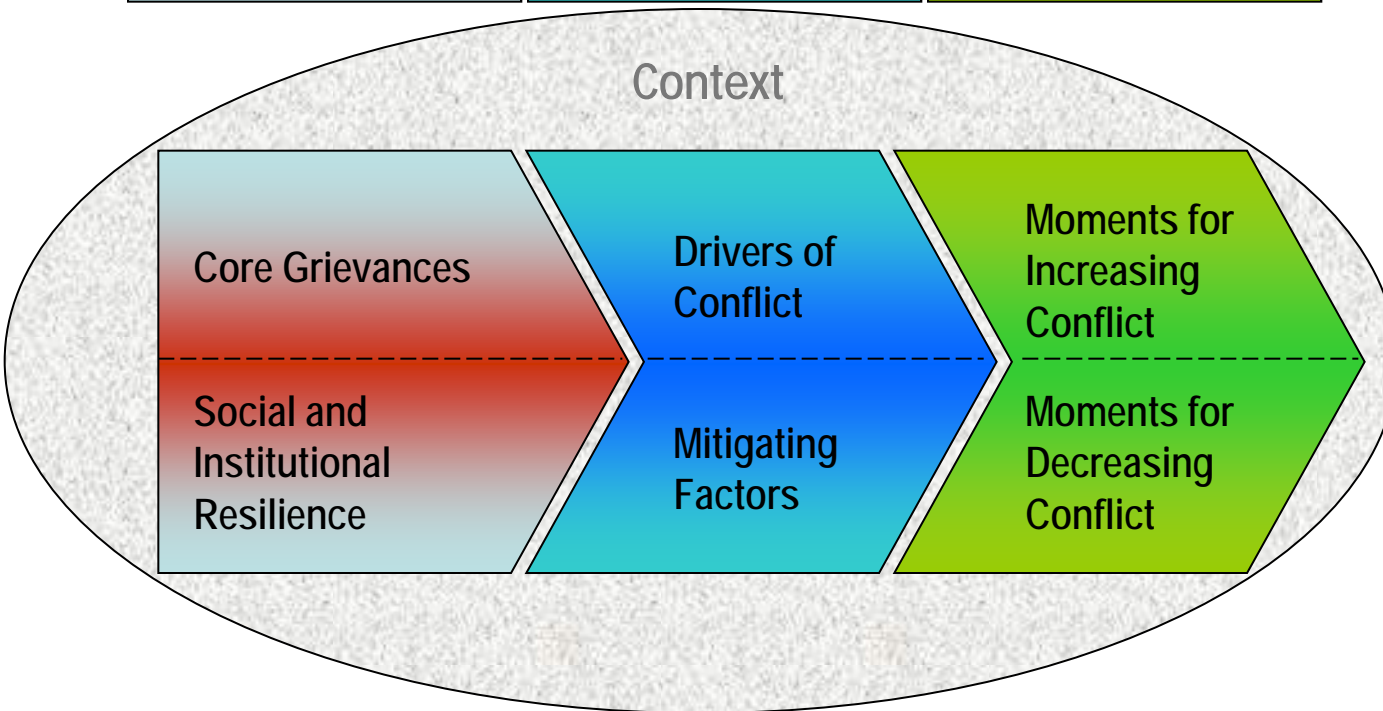


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Task 1: Diagnosis



Task 2: Pre-Planning



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Resiliencies



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- Vision for the Future
- Desire for Change
- Community Cohesion
- Hope
- Respect for Diversity

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JR Activity Task 2



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- Build Future-Present Scenario Statements (FPS)
 - Review the characteristics of peace infrastructures
 - Build FPS statements around each resiliency, for each of the peace infrastructures
- Write in the present tense, as if it is already happening
- Check against the C-I-G model

Peace Infrastructures



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- Decision-Making: the relatively permanent and institutionally legitimized way that communities make decisions
- Institutional practices: routines and procedures that are the established and accepted way of doing things
- Incentives: material and/or psychological rewards that encourage behavior or practices
- Leadership: style and approaches that mobilize a community
- Communication: quality and style that support knowledge sharing and creation

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Understanding Peace Infrastructures

- Support structures that not only maintain or enable resiliency, but also enhance it
- Are interconnected and intermingled—one does not exist without the others
- Might be weak, not easily recognized or hidden
- Are often the target of policy recommendations
- As five elements—useful for analysis, but design is clearer when the interaction between the elements is appreciated

Conflict Prevention Matrix



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Peace Infrastructures

Resiliencies

	Leadership	Communication	Incentives	Practices	Decision-Making
Vision					
Desire for Change					
Community Cohesion					
Hope					
Respect for Diversity					

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Key Considerations for FPS Statements



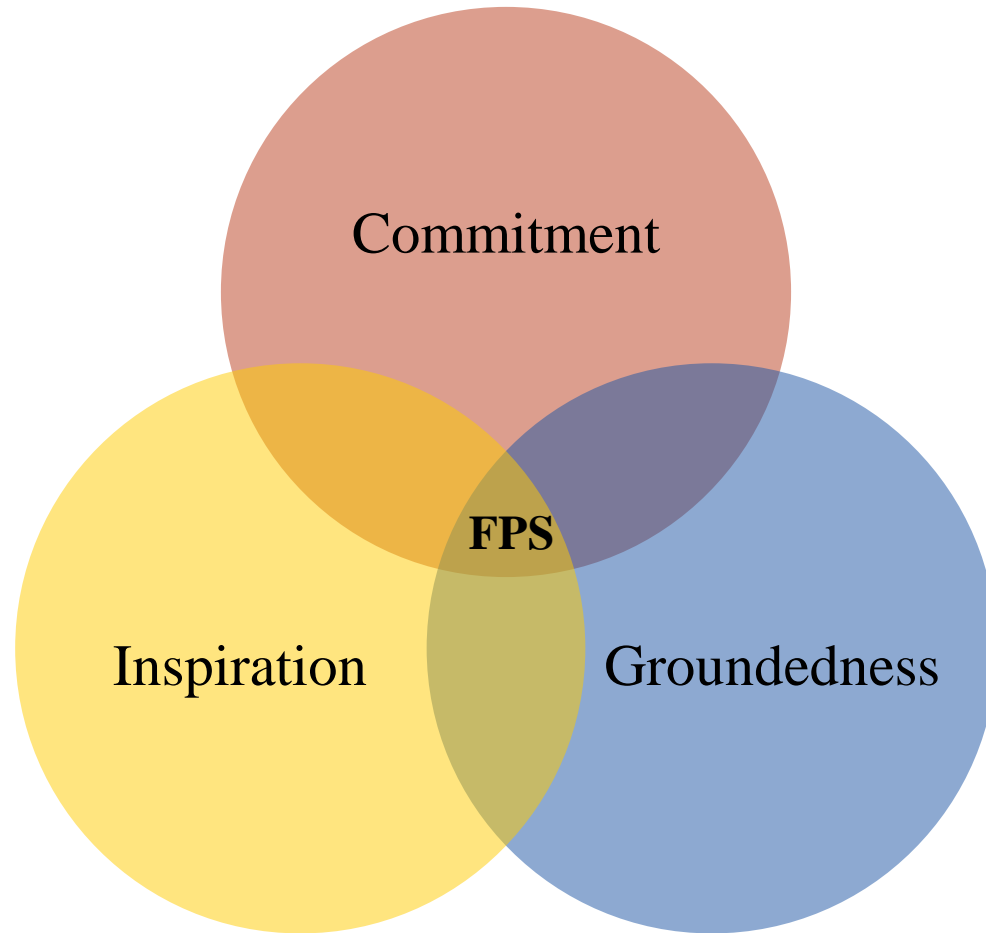
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- Is the statement really challenging or merely a restatement of something already in existence?
- Is it specific, concrete, and tangible, as opposed to something very general and abstract?
- Does it inspire you, the participant?
- Does it stay grounded and connected to the peace enabler (the resiliency, mitigator or opportunity identified) and the conflict prevention infrastructure factor under consideration?

C-I-G Model



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FPS Example: Top Necessity Score



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Individuals at all levels within society are making investments into their communities, as they believe in a better way forward for their country.

Free, fair and transparent elections govern the peaceful transition of governmental authority.

(Hope + Leadership)

FPS Example: Top Priority Score



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Traditional mechanisms are in place and functioning to peacefully settle land disputes (and other disputes).

Formal judicial system supports and includes aspects of the traditional conflict resolution systems.

(Community Cohesion + Practices)

JR Activity Task 3



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- Valence each of the FPS Statements as a means of identifying policy priorities
 - Consider each statement carefully and rate on a likert scale for
 - How much is already present in the system? (Reality)
 - How important is it? (Ideality)
 - Take care to properly color match your votes
 - Tabulate votes and calculate Necessity Index (NI)

Calculating the Necessity Index



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Each Future-Present Scenario Statement is rated on the following likert scales:

- How much is already present in the system? (Reality)

5—4—3—2—1

- How important is it? (Ideality)

5—4—3—2—1

Necessity Index is calculated as follows:

$$NI = \text{mean ideality} \times (\text{mean ideality} - \text{mean reality})$$

Making Sense of the Analysis



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- Considering policy priorities
 - Review the results of the Necessity Index
 - Makes sense of the outcomes of valencing
 - Interrogate high NI statements against US security and policy interests
 - Discuss and determine how policy guidance might be articulated

JR – What Worked Well



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- Useful for interagency processes
- Able to seek positive change core
- Interagency buy-in to policy making
- Gets USG more engaged with the environment

JR – Challenges



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- Getting an understanding of AI approach in a problem-solving environment
- Difficulty with framing statements in the affirmative
- Participants need contact with interviewees to understand meaning of resilience



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AI Next Steps...



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THANK YOU

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