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Presents



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International Executive Certificate in Peacebuilding, Cultural Diplomacy & Global Development (IECPCDGD) Level 4

FEB. 23-28 7PM-9PM
WHATSAPP/ZOOM/TELEGRAM

COURSES:

1. International Cultural Diplomacy & Africa Continental Free Trade Area (ICDACFTA)
2. Introduction To International Peace & Conflict Resolution (IIPCR)
3. Introduction To International Development (IID)
4. Refugee And Migration Studies (RMS)

WHATSAPP NUMBER
BELOW TO
PARTICIPATE:



INTRODUCTION TO INTERNATIONAL PEACE AND CONFLICT RESOLUTION (IIPCR)



Evolving Nature of Global Conflict

(Level 4 – Executive Insight)

Ladies and Gentlemen,

If you are still thinking about conflict the way it was described in history books — two armies, two borders, one battlefield — you are already behind.

Global conflict has evolved. And as executives in peacebuilding, you must evolve faster than the instability you are trying to prevent.

Today, wars are not always declared. They are engineered.

They are fueled by narratives, manipulated identities, economic desperation, cyber interference, and climate pressure.

Conflict is no longer confined to trenches. It operates in:

- ▶ Social media platforms
- ▶ Financial systems

- ▶ Electoral processes
- ▶ Ethnic and religious fault lines
- ▶ Fragile governance spaces

You are not just dealing with weapons.

You are dealing with information warfare, disinformation campaigns, and ideological radicalization.

From Interstate Wars to Intrastate Fragmentation

Traditional wars were state versus state.

Modern conflicts are increasingly internal — militias, extremist cells, separatist movements, insurgencies, criminal networks.

Weak institutions create vacuums. Vacuums attract power struggles.

In fragile regions, competition over land, minerals, oil, water, and even grazing routes can escalate into protracted violence. Add unemployment, political exclusion, corruption, and identity politics — and you have a volatile ecosystem.

Conflict today is hybrid.

It blends political grievance, organized crime, terrorism, and economic sabotage.

If you cannot analyze these layers simultaneously, you will misdiagnose the problem.

Digital Acceleration of Conflict

Technology has amplified conflict dynamics.

A rumor that once took weeks to spread now takes seconds.

A manipulated video can trigger riots before facts are verified.

Extremist recruitment happens in encrypted spaces.

Conflict actors understand algorithms.

Peace actors must understand them better.

Ignoring digital spaces is no longer an option. It is negligence.

Climate & Resource Pressures

Climate change is not just environmental — it is geopolitical.

Drought fuels migration.

Migration fuels competition.

Competition fuels identity tension.

Water scarcity, food insecurity, and land degradation are emerging conflict multipliers.

Executives in peacebuilding must understand the climate–security nexus. Stability planning without environmental forecasting is incomplete.

Fragile Governance & Legitimacy Crisis

Where citizens lose trust in institutions, instability grows.

Corruption, electoral manipulation, exclusion of minorities, and economic inequality erode state legitimacy.

And once legitimacy weakens, non-state actors step in.

Peacebuilding at this level is not about temporary ceasefires.

It is about restoring governance credibility.

Your Executive Responsibility

At Level 4, you are not observers. You are strategists.

You must be able to:

- ▶ Identify early warning indicators
- ▶ Distinguish between surface triggers and structural causes
- ▶ Analyze power networks behind violence
- ▶ Anticipate escalation patterns
- ▶ Design preventive interventions

If you only react to violence after it erupts, you have failed in preventive diplomacy.

Peace leadership today requires strategic intelligence, cultural sensitivity, and systems thinking.

Conflict is evolving.

Your analysis must be sharper.

Your frameworks must be broader.

Your interventions must be sustainable.

Because in modern geopolitics, instability anywhere can ripple everywhere.

And as executive peacebuilders, you are expected to think beyond borders.



Contemporary Conflict Trends

(Intra-State, Transnational & Hybrid Conflicts – Level 4 Executive Insight)

If you are preparing to lead in peacebuilding at an executive level, you must understand one reality clearly:

Conflict today does not wear a uniform.

It does not respect borders.

And it does not operate in predictable patterns.

Let us break this down strategically.

1 Intra-State Conflicts: The Internal Fracture

Most modern conflicts are no longer country versus country.

They are within states.

Civil wars.

Insurgencies.

Ethnic militia violence.

Political power struggles.

These conflicts emerge where governance is weak, institutions lack legitimacy, and sections of the population feel excluded.

Intra-state conflicts are complex because:

- ▶ The actors are multiple
- ▶ Loyalties are fluid
- ▶ Funding streams are hidden
- ▶ Civilians are deeply entangled

In many cases, the battlefield is not a border — it is a community.

And when conflict becomes internal, rebuilding trust becomes harder than signing agreements.

As executive peacebuilders, you must ask:

Who feels marginalized?

Who controls the narrative?

Who benefits from instability?

If you cannot answer those questions, you cannot design meaningful intervention.

2 Transnational Conflicts: When Instability Crosses Borders

Conflicts today spill over.

Armed groups operate across frontiers.

Weapons flow through porous borders.

Extremist ideologies travel digitally.

Human trafficking networks exploit instability.

Terrorism, organized crime, piracy, cybercrime — these are not confined to one jurisdiction.

A local grievance can become a regional crisis.

That is why regional bodies such as ECOWAS and the African Union increasingly play critical stabilization roles.

Peacebuilding can no longer be purely national.

Your strategies must integrate:

- ▶ Cross-border intelligence coordination
- ▶ Regional economic stabilization
- ▶ Multilateral diplomacy
- ▶ Shared security frameworks

If peace planning ignores regional dynamics, instability will simply relocate.

3 Hybrid Conflicts: The New Battlefield

This is where it becomes more complex.

Hybrid conflict blends:

- ▶ Conventional force
- ▶ Irregular militias
- ▶ Cyber warfare
- ▶ Economic sanctions
- ▶ Information manipulation

► Political destabilization

It is warfare without formal declaration.

A state may not invade — but it may destabilize through:

► Election interference

► Disinformation campaigns

► Proxy actors

► Economic pressure

Hybrid conflicts blur the line between war and politics.

And here is the hard truth:

Many societies are already experiencing hybrid pressure without recognizing it.

If you only monitor troop movement and ignore digital propaganda, you are blind to half the battlefield.

4 Why This Matters for You

You must be able to:

- ▶ Detect early escalation signals
- ▶ Understand overlapping conflict layers
- ▶ Anticipate spillover risks
- ▶ Integrate diplomatic, economic, and cultural tools
- ▶ Design prevention frameworks — not just response mechanisms

Contemporary conflict is multidimensional.

It is economic.

It is informational.

It is environmental.

It is ideological.

And peacebuilding must be equally multidimensional.

If your analysis is narrow, your intervention will fail.

If your strategy is short-term, instability will return.

Modern conflict is adaptive.

Your peace strategy must be more adaptive.

That is the expectation at this level.



“Stabilizing Zamora: A Multidimensional Conflict Assessment”

An international stabilization consortium has been invited to assess the situation in the West African state of Zamora.

The consortium is neutral.

It is not a combatant.

It is not a political party.

It is not aligned with any ethnic bloc.

Its mandate is clear:

Assess the evolving conflict landscape and recommend a strategic, multidimensional peace framework.

◆ CONTEXT BRIEFING

Zamora is not officially at war.

However, recent developments suggest escalating instability across three interconnected layers:

- 1 Internal political fragmentation
- 2 Cross-border destabilization
- 3 Emerging hybrid pressures

The consortium must analyze the situation without becoming entangled in domestic political narratives.

◆ LAYER ONE: INTRA-STATE TENSIONS

Over the past 18 months, Zamora has experienced:

- ▶ Disputed electoral outcomes
- ▶ Increased protests in marginalized northern regions
- ▶ Mobilization of local self-defense militias
- ▶ Heavy-handed state security responses

The national government frames the unrest as criminal insurrection.

Opposition figures frame it as systemic exclusion.

Civil society organizations warn that youth unemployment and governance deficits are driving radicalization.

The consortium's field reports indicate:

- ▶ Fragmented loyalties within local leadership
- ▶ Informal political financing networks supporting armed actors
- ▶ Civilian populations caught between state forces and militias

The conflict is not centralized.

It is community-based, politically layered, and identity-sensitive.

The question for the consortium is:

Is this a security crisis — or a governance legitimacy crisis manifesting as violence?

◆ LAYER TWO: TRANSNATIONAL DIMENSIONS

While domestic tensions intensify, regional dynamics complicate the situation.

Independent intelligence assessments show:

- ▶ Arms trafficking routes linking Zamora to two neighboring fragile states

- ▶ Fighters moving across porous forest borders
- ▶ A regional extremist network attempting ideological recruitment
- ▶ Trade corridors disrupted, affecting three ECOWAS member states

Refugee flows are increasing.

Smuggling networks are expanding.

Regional confidence in Zamora's stability is declining.

The consortium recognizes that:

Even if internal reconciliation progresses, cross-border dynamics could reignite instability.

This is no longer a purely national matter.

◆ LAYER THREE: HYBRID PRESSURE

Simultaneously, digital analysts within the consortium identify:

- ▶ Coordinated disinformation campaigns targeting electoral legitimacy
- ▶ Fabricated atrocity narratives circulating online
- ▶ Foreign-linked media amplification of polarizing content

- ▶ Currency volatility triggered by online panic narratives

There has been no formal declaration of external aggression.

Yet institutional trust is eroding rapidly.

Public discourse is fragmented.

Economic confidence is weakening.

Polarization is intensifying.

The battlefield now includes:

Information systems.

Economic perception.

Digital influence networks.

◆ THE THIRD-PARTY DILEMMA

The consortium must now design recommendations for:

- ▶ Zamora's national executive council
- ▶ Regional stabilization partners
- ▶ Multilateral development institutions

However, constraints include:

- ▶ Limited financial resources
- ▶ Political sensitivity around sovereignty
- ▶ Competing regional interests
- ▶ Civilian distrust of foreign involvement

The consortium must remain neutral while advising assertively.

It must balance:

Security intervention

Governance reform

Economic stabilization

Digital resilience

Regional coordination

Without appearing to undermine national sovereignty.

◆ STRATEGIC QUESTIONS FOR EXECUTIVE REVIEW

As third-party actors, the consortium must ask:

- How can intervention support local ownership rather than replace it?
- Which conflict layer poses the most immediate escalation risk?
- How should sequencing occur — security first, or governance legitimacy first?
- How can regional mechanisms reinforce, not complicate, national stabilization?
- What safeguards prevent the consortium from being perceived as partisan?

◆ **CORE INSIGHT**

From a third-party perspective, Zamora's instability is not a single conflict.

It is an overlapping ecosystem of:

Intra-state grievance

Transnational reinforcement

Hybrid destabilization

Addressing only one dimension risks strategic failure.

The consortium's role is not to control the conflict.

It is to:

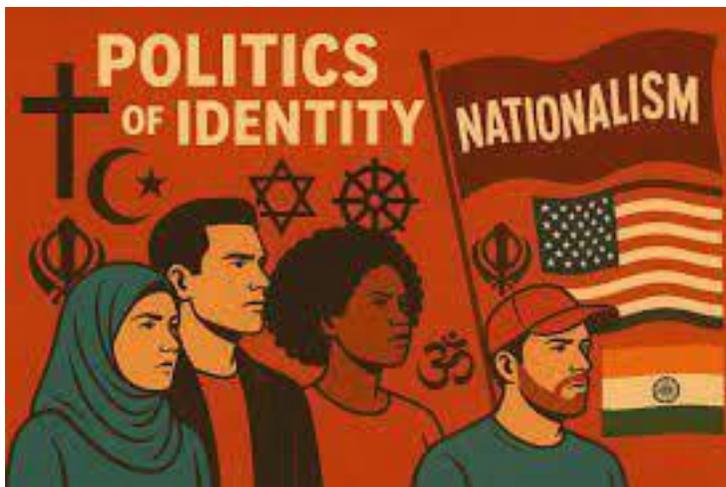
► Diagnose accurately

- ▶ Anticipate escalation
- ▶ Recommend integrated prevention frameworks
- ▶ Strengthen institutional resilience

Modern conflict is adaptive.

A third-party strategy must be even more adaptive — and politically intelligent.

That is the executive expectation at this level.



Identity Politics, Extremism & Resource Competition

To understand modern instability, you must understand these three drivers. They are not surface issues — they are structural pressures shaping today's conflicts.

1 Identity Politics: When Difference Becomes Division

Identity — ethnicity, religion, culture, language — is natural. It becomes dangerous when politicized.

When leaders frame power as “us versus them,” governance shifts from inclusion to exclusion. Once that happens, compromise becomes weakness, and political competition becomes an existential struggle.

Here is the executive truth:

Most identity conflicts are not really about identity. They are about access — access to power, opportunity, and state resources.

If groups feel excluded, identity becomes the mobilizing tool.

Your role at this level is to think structurally:

- ▶ How inclusive are institutions?
- ▶ Who feels marginalized?
- ▶ What narratives are being amplified?

Suppressing identity tension is temporary. Reforming governance structures is strategic.

2 Extremism: Radicalization in Fragile Environments

Extremism thrives where there is injustice, unemployment, corruption, and weak state presence.

It offers belonging, purpose, and sometimes economic survival.

Modern extremist movements are organized, digitally savvy, and ideologically strategic. Military force alone may disrupt them — but without addressing root grievances, they regenerate.

Executive peacebuilding requires:

- ▶ Prevention strategies (education, employment, inclusion)
- ▶ Counter-narratives
- ▶ Reintegration programs
- ▶ Strengthening institutional trust

Extremism is rarely just a security issue. It signals governance failure.

3 Resource Competition: The Silent Trigger

Land, water, oil, minerals, food security — these are not neutral in fragile states.

When access is unequal and regulation is weak, competition escalates. Climate change intensifies scarcity, migration pressures, and economic tension.

Resource conflicts are often framed as ethnic or religious — but beneath the surface, they are about survival and economic access.

At this level, you must ask:

- ▶ Is resource allocation transparent?
- ▶ Are environmental pressures factored into security planning?
- ▶ Are dispute mechanisms in place before violence erupts?

Temporary settlements will fail if structural inequality remains.

Strategic Perspective

Identity politics, extremism, and resource competition are interconnected. One fuels the other.

If you treat them separately, your intervention will be fragmented.

If you analyze them as a system, your strategy becomes durable.

At Level 4, your responsibility is not to manage tension — it is to design stability.



Fragile States and Governance Deficits

Let us be direct.

Most prolonged conflicts today do not begin with weapons.

They begin with weak institutions.

A fragile state is not simply a poor country.

It is a country where institutions cannot effectively deliver security, justice, economic opportunity, or public trust.

And when the state cannot perform its core functions, instability fills the vacuum.

What Makes a State Fragile?

Fragility emerges when there is:

- ▶ Weak rule of law
- ▶ Corruption and elite capture
- ▶ Politicized security forces
- ▶ Electoral manipulation
- ▶ Poor service delivery
- ▶ Exclusion of key groups from governance

When citizens lose confidence in institutions, legitimacy erodes.

And legitimacy is the foundation of stability.

Without legitimacy, enforcement becomes coercion.

And coercion is not sustainable governance.

Governance Deficits: The Silent Risk Factor

Governance deficits are not always dramatic.

They can appear gradual:

- ▶ Delayed justice
- ▶ Unpaid public workers
- ▶ Youth unemployment
- ▶ Inconsistent policy direction
- ▶ Lack of transparency in resource management

These gaps create frustration.

Frustration creates grievance.

Grievance creates mobilization.

Non-state actors understand this dynamic very well.

Where the state withdraws, alternative power structures emerge — militias, criminal networks, extremist groups.

Fragility is not only about poverty.

It is about institutional weakness.

Why This Matters for Executive Peacebuilders

At Level 4, your analysis must go beyond surface violence.

You must ask:

- ▶ Is this conflict driven by governance failure?
- ▶ Are institutions inclusive and credible?
- ▶ Are security forces trusted or feared?
- ▶ Is economic opportunity equitably distributed?

If the structural governance gap remains, any peace agreement is temporary.

Peacebuilding in fragile states requires:

- ▶ Institutional reform
- ▶ Anti-corruption mechanisms
- ▶ Inclusive political processes
- ▶ Strengthened judicial systems
- ▶ Economic stabilization strategies

Ceasefires stop violence.

Governance reform prevents its return.

Executive Responsibility

Fragility is predictable.

Escalation signals are visible long before collapse.

Your responsibility is to identify early warning indicators and advocate for structural correction before crisis erupts.

Because when governance fails, conflict is not an accident —
it is a consequence.

And at this level, you are expected to think in systems, not symptoms.



Somalia is regularly ranked among the most fragile countries globally on the Fragile States Index (FSI).

✔ Security vacuum: where state security is weak, non-state armed actors and alternative authorities step in.

✔ Rule of law gaps: justice institutions struggle to function consistently nationwide.

✔ Service delivery failure: limited state ability to provide reliable public services fuels low trust and legitimacy.

This is the “weak institutions before weapons” pattern in its purest form.



🌐 Impact of Globalization and Digital Disinformation

Globalization has connected the world in unprecedented ways.

But connection without regulation creates vulnerability.

Today, instability travels faster than diplomacy.

🌐 Globalization: Opportunity and Exposure

Globalization has expanded trade, migration, technology transfer, and cultural exchange. It has created economic growth and cross-border cooperation.

But it has also:

- ▶ Increased economic inequality within states
- ▶ Accelerated migration pressures
- ▶ Enabled transnational criminal networks
- ▶ Made financial systems globally interconnected
- ▶ Exposed fragile economies to global shocks

A financial crisis in one region can destabilize another.

A political uprising in one country can inspire unrest elsewhere.

In a globalized system, local instability is rarely local.

As executive peacebuilders, you must think beyond borders.

Security, economics, migration, and digital communication are now interlinked.

 Digital Disinformation: The New Conflict Multiplier

This is where the landscape becomes more volatile.

Digital platforms have democratized information — but they have also weaponized it.

Disinformation can:

- ▶ Manipulate elections
- ▶ Incite ethnic violence
- ▶ Radicalize vulnerable populations
- ▶ Undermine trust in institutions
- ▶ Damage diplomatic relations

False narratives spread faster than corrections.

Emotion spreads faster than facts.

A single manipulated video can destabilize a region before authorities respond.

This is no longer theoretical. It is operational reality.

The Strategic Risk

When citizens cannot distinguish truth from manipulation, trust erodes.

And without trust:

- ▶ Governance weakens
- ▶ Polarization increases
- ▶ Extremist narratives gain traction
- ▶ Diplomatic engagement becomes harder

Digital disinformation turns perception into a battlefield.

Peacebuilders who ignore digital ecosystems are operating with incomplete intelligence.

Executive Responsibility

At Level 4, your responsibility includes:

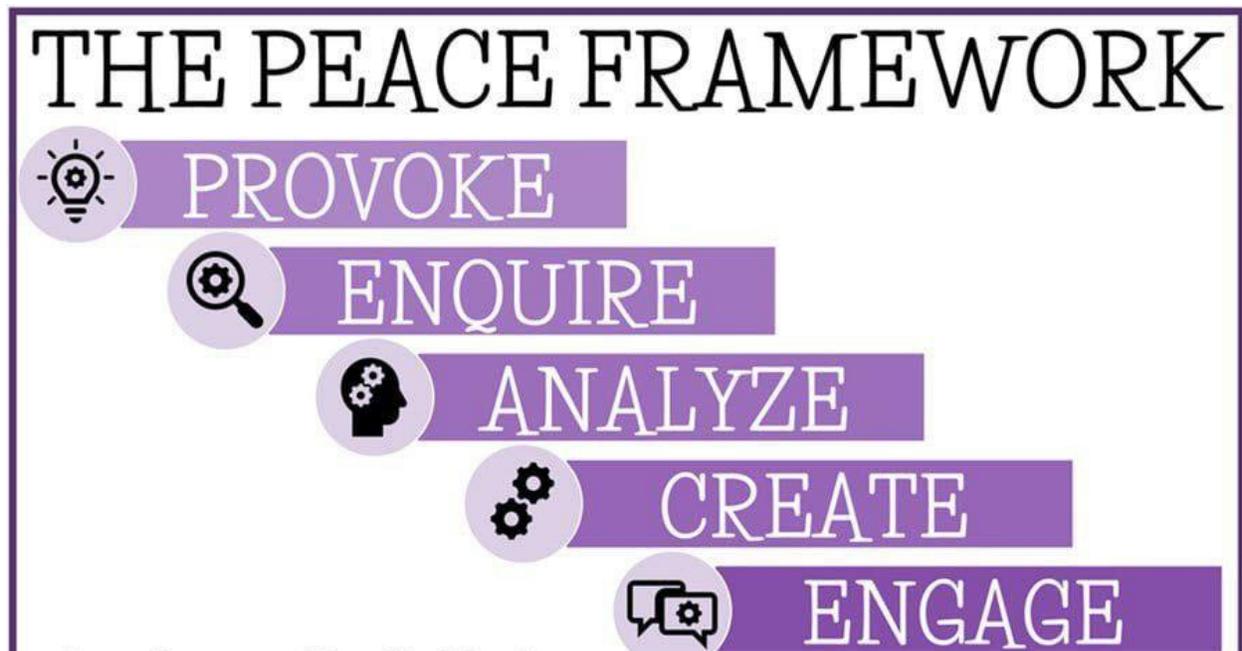
- ▶ Understanding digital influence networks
- ▶ Integrating media literacy into peace strategies
- ▶ Supporting regulatory frameworks
- ▶ Strengthening institutional communication credibility
- ▶ Anticipating narrative-based escalation

Modern conflict is no longer only territorial — it is informational.

Globalization connects us.

Digital disinformation destabilizes us.

Your challenge is to design peace frameworks that account for both —
because in today's environment, perception can be as powerful as force.



 Peace Architecture & International Frameworks

Peace is not accidental.

It is structured.

Behind every ceasefire, every mediation table, every stabilization mission — there is an architecture. A system of institutions, legal frameworks, diplomatic channels, and enforcement mechanisms designed to prevent collapse and manage instability.

At this level, you must understand that peacebuilding is not only about dialogue. It is about structure.

 What Is Peace Architecture?

Peace architecture refers to the network of global, regional, and national institutions that work together to prevent, manage, and resolve conflict.

This includes:

- ▶ Preventive diplomacy mechanisms
- ▶ Peacekeeping and observer missions
- ▶ Sanctions regimes
- ▶ Mediation support units
- ▶ Transitional justice systems
- ▶ Post-conflict reconstruction frameworks

Key actors in this system include institutions such as the United Nations, the African Union, and regional blocs like ECOWAS.

These bodies do not operate randomly. They function within defined mandates, legal instruments, and diplomatic protocols.

International Frameworks: Rules That Shape Response

International peace efforts are guided by principles such as:

- ▶ Sovereignty and non-interference
- ▶ Collective security
- ▶ Responsibility to Protect (R2P)
- ▶ International humanitarian law
- ▶ Human rights conventions

These frameworks determine when and how the international community can intervene.

Understanding them is critical.

If you do not understand the legal and diplomatic boundaries, your peace strategy will lack legitimacy.

Why This Matters at Level 4

At an executive level, you are not simply facilitating dialogue at community level.

You must understand:

- ▶ How global governance influences local stability
- ▶ How mandates shape intervention limits
- ▶ How funding and political interests affect peace missions
- ▶ How regional cooperation strengthens enforcement

Peace architecture determines what is possible — and what is politically realistic.

Strategic Perspective

Peace is sustained when institutions are coordinated, mandates are clear, and political will aligns with legal authority.

Where architecture is weak, responses are delayed.

Where coordination fails, instability deepens.

As executive participants, your role is to operate within — and sometimes influence — these frameworks.

Because durable peace is not just negotiated.

It is institutionalized.



 Preventive Diplomacy

Preventive diplomacy is not reactive.

It is intelligent anticipation.

If you wait for violence before you engage, you are already late.

Preventive diplomacy is the deliberate use of dialogue, negotiation, mediation, and political engagement to stop disputes from escalating into armed conflict.

It is quiet work.

Often invisible.

But strategically powerful.

What Preventive Diplomacy Really Means

Preventive diplomacy involves:

- ▶ Early engagement with political actors
- ▶ Confidence-building measures
- ▶ Quiet shuttle diplomacy
- ▶ Election monitoring and stabilization support
- ▶ Fact-finding missions
- ▶ Back-channel negotiations

Its purpose is simple:

Address tensions before they harden into violence.

At this level, you must understand that many wars are preventable — but only if warning signs are taken seriously.

Early Warning, Early Action

Preventive diplomacy depends on recognizing indicators such as:

- ▶ Rising hate speech
- ▶ Electoral disputes
- ▶ Military mobilization
- ▶ Economic shocks
- ▶ Constitutional crises
- ▶ Sudden breakdown in dialogue

The tragedy in many fragile environments is not lack of warning — it is lack of political will.

Information often exists.

Action is delayed.

Executive peacebuilders must close that gap.

Who Engages in Preventive Diplomacy?

Institutions such as the United Nations, the African Union, and regional organizations like ECOWAS frequently deploy envoys and mediation teams before crises escalate.

But preventive diplomacy is not limited to global institutions.

It also involves:

- ▶ Regional leaders
- ▶ Former heads of state

- ▶ Eminent persons
- ▶ Civil society intermediaries
- ▶ Religious and cultural leaders

Prevention is multi-layered.

Executive Responsibility

At this level preventive diplomacy requires strategic thinking:

- ▶ Can this political tension escalate?
- ▶ Who has influence over key actors?
- ▶ What incentives can de-escalate hostility?
- ▶ What confidence-building steps are realistic?

Preventive diplomacy is less dramatic than peacekeeping.

It rarely makes headlines.

But it saves lives, resources, and institutional credibility.

The strongest peace interventions are the ones the public never realizes were necessary — because conflict was prevented before it erupted.

And at this level, prevention is the benchmark of effective leadership.



KE Kenya – 2013 Post-Election Prevention

After the deadly 2007–2008 post-election violence in Kenya (over 1,000 killed), the 2013 elections were a high-risk flashpoint.

What happened?

- ▶ The African Union deployed observers early.
- ▶ The United Nations provided technical and diplomatic support.
- ▶ Regional mediators — including former African leaders — engaged political actors before results were announced.

▶ Legal disputes were channeled to the Supreme Court of Kenya instead of the streets.

Result:

Despite tension, violence did not return at the 2007 scale.

That is preventive diplomacy in action:

Early engagement, confidence-building, institutional pathways for dispute resolution.



● Responsibility to Protect (R2P)

The Responsibility to Protect — widely known as R2P — is one of the most debated and powerful doctrines in modern international relations.

It challenges a long-standing principle: absolute sovereignty.

R2P asserts a simple but profound idea:

Sovereignty is not just control. It is responsibility.

What Is R2P?

The Responsibility to Protect was endorsed by member states of the United Nations in 2005.

It applies specifically to four atrocity crimes:

- ▶ Genocide
- ▶ War crimes
- ▶ Ethnic cleansing
- ▶ Crimes against humanity

Under R2P:

- 1 The state has the primary responsibility to protect its population.
- 2 The international community should assist states in fulfilling that responsibility.
- 3 If a state is manifestly failing to protect its population, the international community must be prepared to take collective action — through diplomatic, humanitarian, and, as a last resort, coercive measures authorized by the UN Security Council.

This is not a casual doctrine.

It is a framework tied to mass atrocity prevention.

Why R2P Matters

R2P emerged from the failures of the 1990s — when the world watched genocides unfold with delayed or inadequate response.

The doctrine attempts to prevent repetition.

However, it sits at the intersection of:

- ▶ Human rights protection
- ▶ State sovereignty
- ▶ Political interests
- ▶ Global power dynamics

And this is where complexity begins.

Strategic Tension

R2P is not automatically triggered.

It requires political consensus.

Questions always arise:

- ▶ When is intervention justified?
- ▶ Who decides a state is “failing”?
- ▶ How do we prevent misuse for geopolitical interests?

- ▶ Does intervention stabilize — or destabilize further?

Executive-level analysis requires acknowledging both its moral necessity and its political sensitivity.

R2P is powerful — but controversial.

Executive Responsibility

At Level 4, you must understand:

- ▶ R2P is primarily about prevention, not intervention.
- ▶ Early diplomacy and institutional support are core pillars.
- ▶ Military action is a last resort — not the first option.
- ▶ Legitimacy and multilateral authorization are critical.

R2P redefines sovereignty as accountability.

It sends a message:

When a state cannot or will not protect its people from mass atrocities, the responsibility does not disappear.

It shifts.

And as executive peacebuilders, your role is to understand both the ethical foundation and the geopolitical realities of that shift.



RW The Genocide in Rwanda (1994)

Why it matters to R2P:

In 1994, approximately 800,000 Tutsis and moderate Hutus were killed in 100 days.

The international community had peacekeepers on the ground — but failed to act decisively.

The world debated terminology (“genocide” vs. “acts of genocide”) while mass killing continued.

This failure directly influenced the creation of R2P in 2005.

Strategic Lesson:

R2P emerged because sovereignty was used as a shield while atrocities unfolded.

Rwanda represents the moral argument for R2P.



● Peacekeeping vs Peacebuilding vs Peace Enforcement

At this level, you must be precise with terminology.

These three concepts are not interchangeable.

If you confuse them, your strategy will be flawed from the start.

Peacekeeping.

Peacebuilding.

Peace enforcement.

They operate at different stages, under different mandates, and with different levels of force.

1 Peacekeeping – Stabilizing After Agreement

Peacekeeping typically occurs after a ceasefire or peace agreement.

It involves the deployment of neutral forces — often under the mandate of the United Nations — to:

- ▶ Monitor ceasefires
- ▶ Separate conflicting parties
- ▶ Protect civilians
- ▶ Support humanitarian delivery
- ▶ Assist in political transitions

Peacekeeping is based on three principles:

- ▶ Consent of the parties
- ▶ Impartiality
- ▶ Limited use of force (primarily for self-defense and civilian protection)

It is not designed to defeat one side.

It is designed to maintain stability while political processes unfold.

Peacekeeping manages fragile peace.

It does not create it.

2 Peacebuilding – Addressing Root Causes

Peacebuilding is long-term and structural.

It begins during or after conflict and focuses on:

- ▶ Institutional reform
- ▶ Governance strengthening
- ▶ Economic recovery
- ▶ Rule of law development
- ▶ Reconciliation processes
- ▶ Social cohesion

Peacebuilding asks the harder question:

Why did the conflict happen in the first place?

If you rebuild infrastructure but ignore exclusion, corruption, inequality, or injustice, conflict will return.

Peacebuilding transforms systems — not just situations.

It is slow.

It requires patience.

And it demands political will.

3 Peace Enforcement – Imposing Stability

Peace enforcement is different.

It does not require full consent of all parties.

It involves coercive measures — including military force — authorized under international law, typically by the UN Security Council, to:

- ▶ Stop aggression
- ▶ Protect civilians under imminent threat
- ▶ Enforce sanctions
- ▶ Restore order

Peace enforcement is used when violence continues despite diplomatic efforts.

It is not neutral stabilization.

It is active intervention.

This is where sovereignty debates intensify.

Strategic Clarity at Level 4

Understand this progression:

Peace enforcement may stop violence.

Peacekeeping may stabilize the ceasefire.

Peacebuilding prevents relapse.

If you only enforce, instability may resurface.

If you only keep peace without reform, fragility remains.

If you attempt peacebuilding without security, reforms collapse.

Effective strategy integrates all three — sequentially and intelligently.

At Level 4, your responsibility is to know:

- ▶ What stage is the conflict in?
- ▶ What mandate is appropriate?
- ▶ What risks accompany each approach?
- ▶ What is politically feasible?

Peace operations are layered.

Your analysis must be equally layered.

Because durable peace is not achieved through one mechanism —

it is achieved through coordinated strategy.



Role of Multilateral Institutions

No major conflict today is managed by one state alone.

Modern peace and security are shaped within multilateral systems — structured platforms where states coordinate, negotiate, and sometimes confront one another diplomatically.

If you intend to operate at executive level in peacebuilding and global development, you must understand how these institutions function — and where their power begins and ends.

What Are Multilateral Institutions?

Multilateral institutions are organizations formed by multiple states to address shared challenges.

They create:

- ▶ Diplomatic platforms
- ▶ Legal frameworks
- ▶ Sanctions regimes
- ▶ Peace operations mandates
- ▶ Development financing mechanisms
- ▶ Mediation channels

Key examples include the United Nations, the African Union, regional blocs like European Union, and sub-regional bodies such as ECOWAS.

These institutions are not symbolic. They influence intervention legitimacy, funding flows, and political alignment.

Why Multilateralism Matters

Multilateral institutions serve several critical functions:

- ▶ Legitimizing intervention
- ▶ Coordinating collective security
- ▶ Preventing unilateral escalation
- ▶ Providing neutral mediation spaces

- ▶ Supporting post-conflict reconstruction

Without multilateral endorsement, interventions risk being viewed as geopolitical interference rather than stabilization.

Legitimacy is power in international relations.

⚠ Structural Realities

However, multilateral institutions are not neutral in practice.

They are shaped by:

- ▶ Political interests of member states
- ▶ Funding dependencies
- ▶ Power imbalances
- ▶ Veto dynamics
- ▶ Regional alliances

Decision-making can be slow.

Consensus can be difficult.

Political compromise can dilute action.

As executive peacebuilders, you must understand both their authority and their limitations.

Multilateralism & Global Development

Peace and development are intertwined.

Multilateral institutions often coordinate:

- ▶ Development aid
- ▶ Humanitarian assistance
- ▶ Electoral support
- ▶ Governance reform programs
- ▶ Climate-security initiatives

In fragile contexts, stabilization without development collapses.

Development without security is unsustainable.

Multilateral frameworks attempt to align both.

Executive Responsibility

At Level 4, you must ask:

- ▶ Which institution has the mandate to act?
- ▶ Where does legitimacy come from?
- ▶ What political interests shape decisions?
- ▶ How can coordination be strengthened?

Peacebuilding at the executive level is rarely unilateral.

It is negotiated within multilateral architecture.

Understanding these institutions is not academic knowledge —

it is operational intelligence.

Because in global diplomacy, influence flows through institutions.



 African Union

The African Union (AU) is Africa's principal multilateral body for peace, security, and development. Established in 2002 to replace the OAU, it was designed to move from non-interference to non-indifference — especially in cases of mass atrocities and unconstitutional changes of government.

Strategically, the AU plays key roles in:

- ▶ Conflict prevention and mediation
- ▶ Election observation
- ▶ Peace support operations
- ▶ Sanctions against unconstitutional regimes
- ▶ Post-conflict reconstruction and governance reform

Through its Peace and Security Council, the AU can authorize interventions and coordinate regional stabilization efforts.

However, like all multilateral institutions, it operates within political and resource constraints. Funding gaps, member state interests, and sovereignty sensitivities shape its effectiveness.

At Level 4, you must understand the AU as both a political and operational actor — central to continental stability and increasingly assertive in shaping Africa's peace architecture.



United Nations (UN)

The United Nations is the world's primary multilateral institution for maintaining international peace and security.

Established in 1945 after World War II, the UN was built on a central premise:

Prevent another global catastrophe.

It operates through multiple organs — but in peace and security matters, the United Nations Security Council holds primary authority.

The UN is not merely symbolic.

It is operational, political, diplomatic, and normative.

Strategic Roles in Peace and Security

The UN engages in:

- ▶ Preventive diplomacy and special envoys
- ▶ Mediation in civil wars
- ▶ Peacekeeping deployments
- ▶ Sanctions regimes
- ▶ Authorization of force under Chapter VII
- ▶ Electoral support missions
- ▶ Post-conflict state-building

It operates across the entire conflict cycle —
from early warning to reconstruction.



European Union

The European Union (EU) is not just an economic bloc — it is a political union with growing influence in global peace and security.

Originally formed to prevent another devastating war in Europe, the EU itself is a peace project. Economic integration was used as a stabilization strategy — proving that shared markets can reduce the likelihood of armed conflict.

Strategically, the EU contributes to peacebuilding through:

- Diplomatic engagement and mediation
- Sanctions and regulatory measures
- Election observation missions

- ▶ Civilian and military crisis management operations
- ▶ Development and humanitarian funding

Through its Common Security and Defence Policy (CSDP), the EU deploys missions focused on training, institutional reform, border management, and stabilization.

However, EU action depends on consensus among member states. Political alignment determines the speed and strength of its response.

At Level 4, you must recognize the EU as a hybrid power — economic, regulatory, diplomatic, and increasingly security-oriented.

Its influence lies less in force projection and more in economic leverage, policy standards, and institutional support.

And in modern geopolitics, regulatory and financial influence can be as powerful as military intervention.



The ECOWAS (Economic Community of West African States) is one of the most active regional bodies in Africa when it comes to peace and security.

Although founded for economic integration, ECOWAS evolved into a security actor because instability in one member state quickly affects the entire region.

Strategically, ECOWAS plays roles in:

- ▶ Conflict mediation and preventive diplomacy
- ▶ Election monitoring
- ▶ Sanctions against unconstitutional governments
- ▶ Deployment of regional peace support missions
- ▶ Political transition facilitation

It has intervened diplomatically and militarily in situations involving coups, civil unrest, and electoral disputes.

The key strength of ECOWAS lies in proximity.

Regional actors often understand local political dynamics better than distant global institutions.

However, ECOWAS also faces challenges:

- ▶ Political divisions among member states
- ▶ Funding and logistical limitations
- ▶ Sovereignty sensitivities
- ▶ Public perception and legitimacy issues

At Level 4, you must view ECOWAS as a frontline regional stabilizer — balancing diplomacy, sanctions, and, when necessary, intervention.

In West Africa, regional peace architecture often moves through ECOWAS before it escalates to global platforms.

Understanding its mechanisms is essential for any executive operating in the region.



Advanced Conflict Analysis Tools

At this level, opinion is not enough.

Emotion is not analysis.

And assumptions are dangerous.

If you misdiagnose a conflict, every intervention built on that diagnosis will fail.

Advanced conflict analysis tools exist for one reason:

To move you from reaction to precision.

Why Advanced Analysis Matters

Modern conflicts are layered.

They involve:

- ▶ Political grievances
- ▶ Economic inequality
- ▶ Identity tensions
- ▶ External interference
- ▶ Historical trauma
- ▶ Institutional weakness

Surface triggers — elections, protests, violent incidents — are rarely the root cause.

Your responsibility is to see beneath the surface.

Core Analytical Approaches

At the executive level, conflict analysis typically integrates several structured tools:

- ▶ Conflict Mapping – Identifying actors, alliances, power structures, and relationships.
- ▶ Stakeholder Analysis – Determining interests, influence levels, incentives, and resistance points.
- ▶ Political Economy Analysis – Examining how money, resources, and power intersect.

- ▶ Root Cause vs. Proximate Cause Analysis – Distinguishing structural drivers from immediate triggers.
- ▶ Early Warning Indicators – Identifying escalation signals before violence erupts.

These tools force discipline into your thinking.

They reduce bias.

They expose hidden dynamics.

They clarify leverage points.

Strategic Warning

Many peace initiatives fail because they focus on visible actors while ignoring power brokers behind the scenes.

If you negotiate with spokespersons but ignore financiers, sponsors, or external influencers, the agreement will collapse.

Advanced analysis requires asking uncomfortable questions:

- ▶ Who benefits from instability?
- ▶ Who funds the conflict?
- ▶ What structural inequalities sustain grievance?
- ▶ What narratives are being weaponized?

At this level conflict analysis is not an academic exercise.

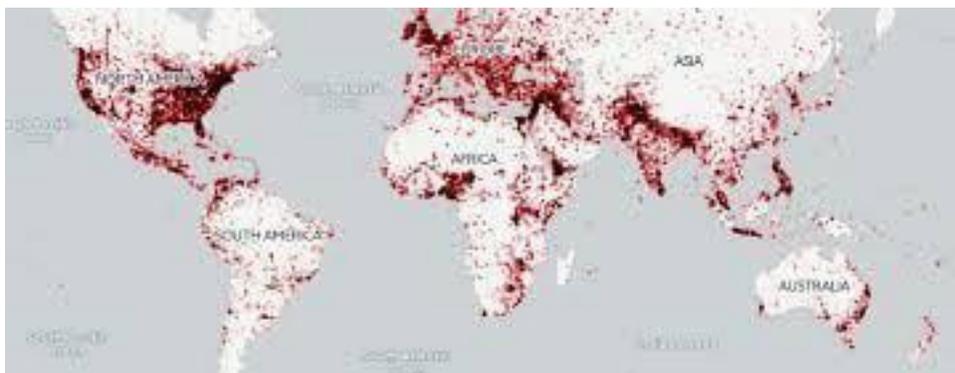
It informs:

- ▶ Diplomatic strategy
- ▶ Mediation positioning
- ▶ Resource allocation
- ▶ Risk forecasting
- ▶ Policy design

Without structured analysis, peacebuilding becomes guesswork.

And at this level, guesswork is unacceptable.

Precision precedes prevention.



 Conflict Mapping & Stakeholder Analysis

If you cannot clearly see who is involved in a conflict, how they relate to one another, and what they truly want — you are not ready to intervene.

Conflict mapping and stakeholder analysis are foundational executive tools. They turn chaos into structure.

🗺️ Conflict Mapping – Seeing the Full Picture

Conflict mapping is about visualizing the conflict ecosystem.

Not just the visible actors.

All relevant actors.

It requires you to identify:

- ▶ Primary parties directly involved in violence
- ▶ Secondary actors influencing from behind the scenes
- ▶ External sponsors or regional influencers
- ▶ Civil society groups
- ▶ Traditional or religious authorities
- ▶ Economic beneficiaries of instability

You also examine:

- ▶ Alliances and rivalries
- ▶ Power hierarchies
- ▶ Communication channels

- ▶ Points of tension and escalation

Conflict mapping answers one central question:

Who is connected to whom — and how?

If you ignore informal networks, shadow financiers, or ideological influencers, your intervention will be incomplete.

Stakeholder Analysis – Understanding Interests and Influence

Mapping shows structure.

Stakeholder analysis shows motivation.

At this level, you must distinguish between:

- ▶ Positions – What actors publicly demand.
- ▶ Interests – What they actually need or seek to protect.

These are rarely the same.

Stakeholder analysis evaluates:

- ▶ Level of influence
- ▶ Degree of interest

- ▶ Capacity to disrupt or support peace
- ▶ Incentives and fears
- ▶ Potential for alliance-building

You must ask:

- ▶ Who gains from peace?
- ▶ Who loses influence if stability returns?
- ▶ Who has veto power?
- ▶ Who can act as a bridge-builder?

Peace agreements collapse when hidden veto actors are ignored.

Strategic Reality

Conflicts are rarely binary.

They are multi-layered systems of actors with competing incentives.

Some actors speak loudly but hold little power.

Others remain quiet but control resources.

At Level 4, your task is to separate noise from influence.

Executive Application

Conflict mapping and stakeholder analysis guide:

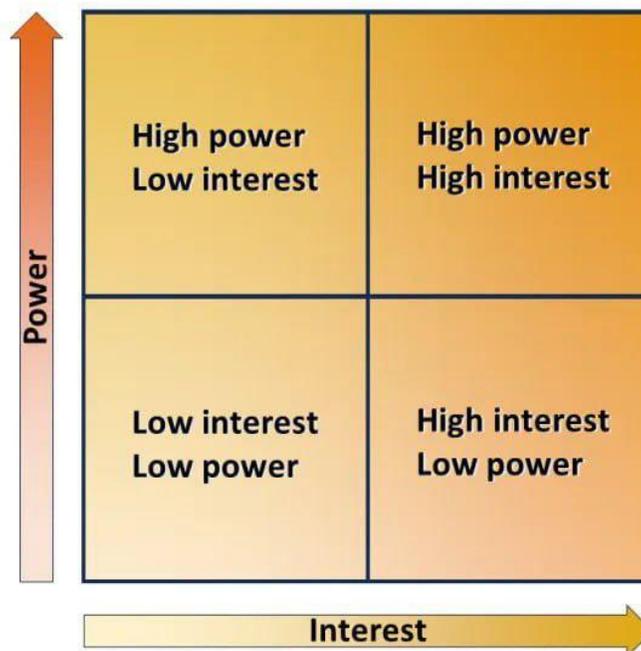
- Negotiation strategy
- Mediation sequencing
- Confidence-building measures
- Risk assessment
- Intervention timing

Without structured mapping, you negotiate blindly.

Without stakeholder analysis, you misjudge leverage.

Effective peacebuilding begins with clarity.

And clarity begins with disciplined analysis.



Power–Interest Grid

At executive level, not everyone in a conflict deserves equal strategic attention.

Some actors have power but little interest.

Some have interest but little power.

Some have both — and they determine outcomes.

The Power–Interest Grid is a simple but powerful tool that helps you prioritize engagement.

It forces you to answer two critical questions:

- 1 How much influence does this actor have?
- 2 How much stake do they have in the conflict outcome?

Understanding the Grid

The grid is divided into four quadrants:

- 1 High Power – High Interest

These are your key players.

They can influence outcomes significantly and are deeply invested in the conflict.

Engage closely.

Consult regularly.

Involve them in negotiation design.

If they are excluded, the process will likely fail.

2 High Power – Low Interest

These actors may not appear engaged, but they have the ability to disrupt or shape the process.

Keep them satisfied.

Monitor their posture.

Prevent them from becoming spoilers.

Ignoring them is risky.

3 Low Power – High Interest

These stakeholders care deeply but lack influence.

Keep them informed.

Build their capacity.

Ensure they feel represented.

Marginalizing them can create grievance that escalates later.

4 Low Power – Low Interest

Monitor with minimal effort.

They are unlikely to shape immediate outcomes but should not be entirely ignored, especially if circumstances change.

Strategic Importance

The mistake many practitioners make is focusing only on the loudest actors.

Volume is not power.

Influence may lie with financiers, political patrons, regional backers, or institutional gatekeepers operating quietly.

The Power–Interest Grid helps you:

- ▶ Allocate engagement resources strategically
- ▶ Identify potential spoilers
- ▶ Build strategic alliances
- ▶ Sequence negotiation properly
- ▶ Anticipate resistance

At this level you are expected to think strategically, not emotionally.

You must constantly reassess:

- ▶ Has someone's power increased?
- ▶ Has someone's interest intensified?
- ▶ Has an external actor shifted alignment?

Power is dynamic.

Interest fluctuates.

Effective peacebuilding requires updating your grid as the conflict evolves.

Because if you misjudge influence,
you miscalculate strategy.

And at this level, strategic miscalculation is costly.



● Political Economy Analysis

If you analyze conflict without following the money, the incentives, and the power structures behind it, you are only seeing half the picture.

Political Economy Analysis (PEA) forces you to confront a hard truth:

Conflicts are not sustained by anger alone.

They are sustained by interests.

What Is Political Economy Analysis?

Political Economy Analysis examines how political power and economic resources interact to shape conflict dynamics.

It looks beyond public narratives and asks:

- ▶ Who controls resources?
- ▶ Who benefits financially from instability?
- ▶ How are institutions captured or manipulated?
- ▶ Where do economic grievances intersect with political exclusion?

This tool shifts your lens from symptoms to systems.

Why It Matters

Many conflicts are framed as ethnic or ideological.

But underneath, you often find:

- ▶ Competition over land, oil, or minerals
- ▶ Corruption networks
- ▶ Illicit trade routes
- ▶ Patronage systems
- ▶ Youth unemployment

► Unequal access to economic opportunity

Violence can become profitable.

Armed groups may tax communities.

Political elites may consolidate power through instability.

Criminal networks may thrive in weak governance environments.

If conflict generates revenue, it becomes self-sustaining.

And peace becomes economically threatening to some actors.

Strategic Questions You Must Ask

At Level 4, you must examine:

- What economic incentives are driving this conflict?
- Who would lose financially if peace is achieved?
- How do patronage systems reinforce instability?
- Are state institutions being used for private gain?

Peace agreements that ignore economic incentives collapse quickly.

If you dismantle grievances but leave corruption intact, fragility remains.

Executive Application

Political Economy Analysis informs:

- ▶ Sanctions design
- ▶ Resource governance reform
- ▶ Anti-corruption strategies
- ▶ Economic stabilization programs
- ▶ Post-conflict reconstruction planning

Peacebuilding is not only moral or diplomatic work.

It is structural economic reform.

At this level, you must recognize:

Where power and money intersect,
conflict either escalates — or can be transformed.

And effective executive leadership requires understanding both.

**PROXIMATE VS ROOT CAUSES
KEEP DIGGING TO FIND THE
ANSWER**

 Root Cause vs. Proximate Cause Differentiation

One of the most common strategic errors in peacebuilding is confusing triggers with drivers.

A protest erupts.

An election is disputed.

A violent incident occurs.

These are often proximate causes — immediate triggers.

But they are rarely the root causes.

If you treat triggers without addressing structural drivers, you are managing symptoms — not resolving conflict.

 What Are Proximate Causes?

Proximate causes are short-term events or incidents that ignite violence.

They include:

- ▶ Contested election results
- ▶ Arrest of a political figure
- ▶ A land dispute
- ▶ A violent confrontation
- ▶ A viral inflammatory message
- ▶ A sudden economic shock

They are visible.

They attract media attention.

They demand immediate response.

But they are often sparks — not fuel.

What Are Root Causes?

Root causes are deep, structural conditions that create persistent tension over time.

They may include:

- ▶ Systemic political exclusion

- ▶ Chronic inequality
- ▶ Weak rule of law
- ▶ Corruption and elite capture
- ▶ Historical grievances
- ▶ Resource mismanagement
- ▶ Youth unemployment
- ▶ Institutional discrimination

These are slower, less dramatic — but more powerful.

They create the environment in which proximate triggers ignite.

Why the Distinction Matters

If you only address the proximate cause:

- ▶ You may calm the immediate crisis
- ▶ You may negotiate temporary settlement
- ▶ You may restore short-term stability

But the structural drivers remain.

And if the root causes remain unresolved, another trigger will eventually surface.

That is why some countries experience recurring cycles of instability.

Different sparks.

Same fuel.

Executive Responsibility

At Level 4, your analysis must separate:

► What happened

from

► Why the system was vulnerable to it

You must ask:

► Is this incident a symptom of deeper institutional weakness?

► What grievances have accumulated over time?

► What structural reforms are necessary to prevent recurrence?

Effective peacebuilding requires both:

Immediate response to proximate causes

and

Long-term reform addressing root causes.

If you fail to distinguish the two, your strategy will be reactive rather than transformative.

And at this level, transformation — not temporary calm — is the goal.



🔍 Early Warning Indicators

Conflicts rarely erupt without warning.

The signs are usually there — visible, measurable, and escalating.

The problem is not absence of warning.

It is failure to interpret it — or act on it.

Early warning indicators are signals that instability is building beneath the surface. At this level, you are expected to detect them before violence becomes inevitable.

🔍 What Are Early Warning Indicators?

They are patterns, behaviors, or shifts that suggest a system is moving toward crisis.

They may appear political, social, economic, or informational.

Your responsibility is to recognize them as interconnected signals — not isolated events.

Political Indicators

- ▶ Escalating hate speech or divisive rhetoric
- ▶ Electoral disputes without credible resolution mechanisms
- ▶ Sudden constitutional amendments benefiting incumbents
- ▶ Politicization of security forces
- ▶ Shrinking civic space or suppression of opposition

These signals often indicate eroding institutional legitimacy.

Economic & Social Indicators

- ▶ Rapid increase in youth unemployment
- ▶ Sharp rise in food or fuel prices
- ▶ Resource allocation disputes
- ▶ Regional development imbalance
- ▶ Mass protests linked to economic hardship

Economic pressure often amplifies political grievances.

Informational Indicators

- ▶ Coordinated disinformation campaigns
- ▶ Viral inflammatory narratives
- ▶ Ethnic or religious scapegoating
- ▶ Increased online radicalization

Digital escalation frequently precedes physical escalation.

Security Indicators

- ▶ Unusual troop movements
- ▶ Increase in small arms circulation
- ▶ Rise in localized violent incidents
- ▶ Armed group mobilization

These are late-stage warnings.

By this point, prevention becomes more difficult.

Executive Responsibility

At Level 4, early warning must lead to early action.

You must ask:

- ▶ Are these indicators isolated — or systemic?
- ▶ Is escalation accelerating?
- ▶ Who has the authority to intervene early?
- ▶ What diplomatic or structural steps can de-escalate tension?

The tragedy in many fragile environments is not that violence was unpredictable — it is that warnings were ignored.

Effective peace leadership means:

Monitoring continuously.

Analyzing objectively.

Acting decisively — before crisis becomes catastrophe.

Prevention is not guesswork.

It is disciplined observation followed by timely intervention.



Conflict Patterns within the Horn of Africa

The Horn of Africa is not simply a region of recurring crises.

It is a strategic corridor shaped by geopolitics, fragile governance, identity tensions, and resource competition.

To analyze conflict patterns here, you must think regionally — not nationally.

The Horn includes states such as Ethiopia, Somalia, Eritrea, and Djibouti. Their political, security, and economic dynamics are deeply interconnected.

1 Protracted Intra-State Conflicts

One dominant pattern is prolonged internal instability.

- ▶ Ethno-federal tensions
- ▶ Armed insurgencies
- ▶ Regional autonomy disputes

► Power centralization struggles

In some cases, constitutional arrangements designed to manage diversity have instead intensified identity competition.

When governance legitimacy weakens, regional grievances escalate.

Conflict in one part of a country often triggers displacement, economic disruption, and regional spillover.

 **2** State Fragility & Non-State Armed Actors

In contexts like Somalia, prolonged state fragility has enabled armed non-state actors to entrench themselves.

Weak institutions, clan-based political systems, and limited territorial control create vacuums where extremist groups operate.

These groups exploit:

- Economic marginalization
- Youth unemployment
- Weak border enforcement
- Maritime trade routes

Fragility becomes cyclical.

Resource & Climate Pressures

The Horn faces recurring droughts, desertification, and water scarcity.

Climate stress intensifies:

- ▶ Farmer–pastoralist clashes
- ▶ Migration pressures
- ▶ Competition over grazing land
- ▶ Cross-border resource disputes

Environmental insecurity intersects with political instability.

Climate becomes a conflict multiplier.

Geopolitical Competition

The Horn sits along the Red Sea corridor — one of the world’s most strategic maritime routes.

This attracts external actors seeking military presence, trade access, and political influence.

Geopolitical competition adds another layer to local tensions.

Regional rivalries sometimes intersect with global power interests, complicating peace efforts.

Cyclical Peace and Relapse

Another pattern is negotiated settlement followed by relapse.

Peace agreements may reduce violence temporarily but fail to address:

- ▶ Institutional reform
- ▶ Economic restructuring
- ▶ Inclusive governance
- ▶ Security sector transformation

Without structural reform, fragility persists beneath the surface.

Executive-Level Insight

Conflict in the Horn of Africa is rarely isolated.

It is:

- ▶ Cross-border
- ▶ Multi-actor
- ▶ Resource-driven
- ▶ Identity-influenced
- ▶ Climate-amplified
- ▶ Geopolitically entangled

At Level 4, your analysis must integrate all these dimensions.

Peacebuilding here requires:

- ▶ Regional coordination
- ▶ Climate-security integration
- ▶ Institutional strengthening
- ▶ Economic stabilization
- ▶ Careful diplomatic balancing

If you treat crises in isolation, you misread the pattern.

The Horn of Africa demonstrates a key executive lesson:

Where fragility, identity politics, resource pressure, and geopolitics intersect — conflict becomes systemic.

And systemic conflict requires systemic strategy.

