



OPAPRU

OFFICE OF THE PRESIDENTIAL ADVISER
ON PEACE, RECONCILIATION AND UNITY

Conflict Sensitivity and Peace Promotion:

A Guidebook for Government Communicators



Conflict Sensitivity and Peace Promotion: A Guidebook for Government Communicators

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CSPP

Guidebook Vision

The Communications and Public Affairs Services of the Office of the Presidential Adviser on Peace, Reconciliation and Unity produced this Conflict Sensitivity and Peace Promoting Guidebook for government information officers to be equipped with tools and strategies needed to mainstream CSPP principles across different channels of public communication. The Guidebook shall help government communicators deepen their understanding of the importance of the culture of peace, become conflict-sensitive in crafting various communication content, while also proactively promoting the peace and development agenda of the national government.



TABLE OF CONTENTS

| | |
|--|----------|
| FOREWORD | 9 |
| INTRODUCTION | 10 |
| PANUNUMPA NG MGA TAGAPAGHATID-IMPORMASYON / ALAGAD NG KOMUNIKASYON SA PAMAHALAAN PARA SA CSPP | 12 13 |
| CHAPTER 1: BACKGROUND | 14 |
| Distinction between Conflict Sensitivity and Peacebuilding | 17 |
| Culture of Peace | 18 |
| Conflict-Sensitive Journalism (CSJ) | 19 |
| Peace Journalism (PJ) | 21 |
| What is CSPP communications? | 23 |
| CHAPTER 2: A DEEP DIVE ON UNDERSTANDING CONFLICT | 26 |
| What is violence? | 30 |
| Conflict Escalation | 34 |
| Levels of Escalation | 35 |
| CHAPTER 3: TOOLS FOR CSPP COMMUNICATIONS | 40 |
| Chapter 3.1: Open Space and Open Time Framing with the TimelineTool | 41 |
| Practice: The Timeline | 43 |
| Structured Learning Activity: Creating and analyzing an events chain with the Timeline | 47 |
| Chapter 3.2: Uncovering the Layers of Direct Violence with Galtung's Triangles | 49 |
| Tool Practice: ABC and Violence Triangles | 53 |
| Structured Learning Activity: Getting in-depth in reporting conflict and violence (Part 1) | 58 |
| Structured Learning Activity: Getting in-depth in reporting conflict and violence (Part 2) | 60 |
| Chapter 3.3: Exploring More Angles and Voices with the Actor's Map | 62 |
| Tool Practice: The Actor's Map | 64 |
| Structured Learning Activity: Uncovering new voices with the Actor's Map (Part 1) | 71 |
| Structured Learning Activity: Uncovering new voices with the Actor's Map (Part 2) | 72 |

| | |
|--|-----|
| Chapter 3.4: Peeling Layers and Interests with The Onion | 74 |
| Tool Practice: The Onion | 77 |
| Structured Learning Activity: Establishing common ground with the Onion tool (Part 1) | 81 |
| Structured Learning Activity: Establishing common ground with the Onion tool (Part 2) | 82 |
| CHAPTER 4: PRACTICAL GUIDE FOR CSPP COMMUNICATIONS | 86 |
| How to integrate peace promotion? | 86 |
| Do's and Don'ts in Reporting Conflicts | 88 |
| Gender-Fair Media Language | 90 |
| Gender in the context of conflict and peacebuilding, why does it matter? | 91 |
| The Philippine National Action Plan on Women, Peace and Security | 91 |
| The role of government communicators in implementing the Philippine Women, Peace and Security Agenda | 92 |
| Non-Derogatory Portrayal | 93 |
| Avoiding Stereotypes | 94 |
| Use of Non-Sexist Language | 95 |
| Style Guide for Government | 97 |
| Writing Press Releases | 97 |
| Writing Messages | 99 |
| Writing Speeches | 100 |
| Self-Assessment | 104 |
| References | 106 |

FOREWORD

“It isn’t enough to talk about peace. One must believe in it. And it isn’t enough to believe in it. One must work at it.” - Eleanor Roosevelt

When we talk about progress, peace should always be part of the equation. Therefore, sustainable development cannot be achieved without a just and lasting peace, and vice-versa. Both are intertwined. This is also further elaborated in the government’s long term plan - Ambisyon 2040 and further underscored in Chapter 17 of the Philippine Development Plan 2017-2022.

While the Office of the Presidential Adviser on Peace, Reconciliation and Unity (OPAPRU) is the main agency tasked to implement the country’s comprehensive peace process, our agency cannot carry out this challenging task by itself. Peacebuilding is a multi-stakeholder effort that involves all sectors of society – line agencies, local government units, civil society, the academic, religious and security sectors, and other peace partners.

Through this Conflict Sensitivity and Peace-Promoting (CSPP) Guidebook, our agency aims to continue strengthening the foundations of peace by enlisting the support of our government communicators throughout the country. They are not mere chroniclers of events – they serve a higher purpose. As such, there is a need to develop a better appreciation and deeper understanding of the CSPP principles so they too can become proactive agents of peace.

Effective communication has been a key factor in the successful implementation of the Philippine peace process, particularly in conflict-affected and conflict-vulnerable areas. It is for this reason that the OPAPRU is mainstreaming the principles of CSPP among government information officers, so they can effectively communicate the state’s peace and development agenda among different stakeholders of the country.

This CSPP Guidebook is a supplementary tool for government communicators to ensure that various communications strategies and information materials they implement, disseminate, and produce are conflict-sensitive and designed to push forward the government’s peace agenda.

We are all peacebuilders. Major milestones have been achieved under the Comprehensive Philippine peace process because of the collaboration, cooperation, and synergy among all stakeholders. It is our hope that this CSPP Guidebook will inspire all of us to work even harder in creating an environment where social healing, mutual understanding, peace, reconciliation, and unity can take root and flourish.



SEC. CARLITO G. GALVEZ, JR.

Presidential Adviser on Peace, Reconciliation and Unity

Introduction

For more than three decades, the Government of the Philippines has been carrying out a comprehensive peace process to address complex and dynamic situations of violent conflict throughout the country. Despite the many challenges in its implementation, the peace process is a concrete manifestation of the relentless commitment of the government to bring a just and lasting peace to all Filipinos.


The Office of the Presidential Adviser on Peace, Reconciliation and Unity (OPAPRU), then called Office of the Presidential Adviser on the Peace Process (OPAPP), was created through Executive Order No. 125, s. 1993 which was later amended in 2001 with the signing of Executive Order No. 3, s. 2001. On December 27, 2021, former President Rodrigo Duterte issued Executive Order No. 158 which reorganized and renamed OPAPP into OPAPRU.

The agency's interventions, that are being implemented in partnership with various peace stakeholders, encompass a broad range of initiatives which aim to embed peace, reconciliation and unity in the Philippines' social fabric; enhance the nation's resilience for peace; and help in the country's social, economic, and political re-engineering by addressing the root causes of armed conflict.

Over the years, major gains have been achieved under the comprehensive Philippine peace process. As there is no one-fits-all approach that will put an end to the cycle of violence and armed conflict in the country, the OPAPRU utilized a wide-range of peacebuilding interventions through its major programs which cover the peace processes with the Moro Islamic Liberation Front (MILF), Moro National Liberation Front (MNLF), Rebolusyonaryong Partidong Manggagawa ng Pilipinas/Revolutionary Proletarian Army/Alex Boncayao Brigade-Tabara Paduano Group (RPM-P/RPA/ABB-TPG), and the Cordillera Bodong Administration-Cordillera People's Liberation Army (CBA-CPLA).

OPAPRU is also implementing a Localized Peace and Engagement (LPE) Program to contribute in addressing the decades-long communist insurgency, as well as the Social Healing and Peace Building (SHAPE) Program to encourage social cohesion and mutual understanding among those affected by armed conflicts. Moreover, the agency manages the implementation of the Payapa at Masaganang Pamayanan (PAMANA) Program to bring socioeconomic projects to conflict-affected and conflict-vulnerable communities. These peacebuilding interventions under LPE, SHAPE, and PAMANA aim to streamline gender responsiveness, conflict sensitivity, and peace promotion in the formulation and implementation of programs in conflict-affected and conflict-vulnerable communities, and to help facilitate the transformation of conflict-affected communities into resilient, peaceful, productive, and harmonious units of society.

Furthermore, the agency also spearheads the Philippine National Action Plan on Women, Peace and Security (NAPWPS) which recognizes the unique role and experiences of women and young women in all peace efforts. This is carried out through the empowerment and capacitation of women and young women, especially those who are serving in community and civil society organizations, as well as mechanisms under the comprehensive peace process. For instance, in the Bangsamoro peace process, the major involvement of women



in the peace negotiations helped pave the way for the promotion of women's rights and their meaningful participation in governance.

Much work needs to be done, but the OPAPRU remains steadfast in its commitment to honor all signed peace agreements with revolutionary groups in order to achieve a just and lasting peace for the nation and all Filipinos.

Through this Conflict Sensitivity and Peace-Promoting (CSPP) Guidebook, the OPAPRU seeks to address the major challenges that government communicators are facing, especially those who are assigned in conflict-vulnerable and conflict-affected areas. Their exposure to armed violence has not become a strong incentive for them to help reduce situations of conflict but merely report on events as they unfold.

To be clear, this is not to say that these dedicated civil servants have not performed their mandate. Rather, this is to emphasize that they have the power in their hands to help prevent or at least reduce situations of conflict or violence in their communities.

When President Rodrigo Roa Duterte issued Executive Order No. 70, mandating a Whole-Of-Nation Approach in addressing the communist insurgency, the national government likewise developed and implemented strategic communication initiatives to highlight the anti-insurgency efforts being carried out by the state. These interventions, however, did not include all the necessary tools that would enable public information officers to effectively communicate the comprehensive Philippine peace process, and consequently, help create and mainstream a culture of peace.

The main goal of this handbook is to teach government communicators how to integrate the principles of CSPP into their day-to-day communications and advocacy initiatives. Aside from being grounded in the fundamentals of CSPP, public information officers must be able to apply the key concepts in the various communications materials they produce – press releases, messages, statements, audio visual presentations, and strategic communications plans, among others.

This guidebook also aims to equip government communicators with the proper knowledge to combat misinformation and disinformation, which are considered as emerging barriers against peace promotion and conflict management. These are threats to democracies around the world and should be addressed on different fronts.

It is our hope that this guidebook will not only serve as a reference for government communicators on CSPP principles and approaches, but more importantly, become a source of inspiration to all of us to push forward, build on, and sustain the gains of the comprehensive Philippine peace process.

CSPP Oath for Government Communicators

I, **(name)**, a government communicator from **(agency)** do solemnly swear to uphold the concepts of conflict sensitivity and peace promotion in my line of work.

I am not only a communicator but also a peacebuilder. I will embody this virtue as I fulfill my duties within my agency, in the government, and for our country.

I commit to use best communication practices as I create content using accurate facts, provide full context, and share insightful information.

I acknowledge that my responsibilities go beyond my personal interests and that of my agency, and the government. I will put to heart and practice the CSPP concepts to help realize our collective goal – achieving a just and lasting peace for all Filipinos.

So help me God.

Panunumpa ng mga Tagapaghatid-Impormasyon / Alagad ng Komunikasyon sa Pamahalaan para sa CSPP

Ako si (pangalan), isang alagad ng komunikasyon mula sa (ahensya), ay taos-pusong nangangako na gagamitin ang mga konsepto ng conflict sensitivity at peace promotion sa aking trabaho.

Kaisa ako ng buong bansa sa pagtataguyod ng kapayapaan, at dadalhin ko ang layuning ito sa pagtupad ng aking mga tungkulin sa aking ahensya, sa pamahalaan, at sa ating bayan.

Magiging responsable ako sa paggawa ng aking tungkulin, gamit ang purong katotohanan, malinaw at kumpletong konteksto, at mga impormasyong magbibigay-liwanag sa kaisipan ng ating mga kababayan.

Batid ko na ang aking tungkulin ay higit pa sa aking sarili, sa aking ahensya, at sa buong pamahalaan. Isasabuhay ko ang mga konsepto ng CSPP, upang makatulong na makamit ang ating iisang layunin – ang tunay at pangmatagalang kapayapaan sa bansa.

Tulungan nawa ako ng Diyos.

CHAPTER 1:

BACKGROUND

INTENDED LEARNING OUTCOMES

At the end of this chapter, you should be able to do the following:

- *distinguish the difference between Conflict Sensitivity and Peacebuilding;*
- *demonstrate understanding of the basic concepts of Culture of Peace;*
- *acquire adequate grasp of the fundamental concepts of Conflict-Sensitive Journalism and Peace Journalism; and*
- *define CSPP communications*


The Resource Pack on Conflict-Sensitive Approaches (2004) defines conflict sensitivity as the ability to understand the context in which they operate, understand how interventions interact with the context, and act upon the understanding of this interaction in order to avoid negative impacts and maximize positive impact. This is the definition that is widely used in government-produced manuals and materials about Conflict Sensitivity and Peace Promotion (CSPP).

The Resource Pack (2004) also says that conflict sensitivity should ensure that any intervention should not have any negative impact and should not escalate any existing tension. The Collaborative for Development Action (CDA) meanwhile suggests that focusing on conflict issues is not the main concern of conflict sensitivity, but rather on the anticipation of consequences of any program or intervention in a given context, and the measures to address those consequences.

However, Woodrow and Chigas (2009) said that there is a maximalist approach in conflict sensitivity. This is when the focus also gears towards addressing the root causes of conflict and contributing to achieving peace in the society.

The Conflict Sensitivity Consortium (2012), on the other hand, defines conflict as “parties disagreeing and acting on the basis of perceived incompatibilities.” De Toit (2012), meanwhile, cited South African conflict specialist Mark Anstey who offered a more comprehensive definition of conflict.

Anstey (2008) suggested that “conflict exists in a relationship when parties believe their aspirations cannot be achieved at the same time, or perceive a divergence in their values, needs or interests (latent) and purposefully mobilize the power that is available to them in an effort to eliminate, neutralize, or change each other to protect or further their interests in the interaction (manifest conflict).”



In Anstey's definition of conflict, it is important to highlight that he categorized it into two phases: latent and manifest. This is to acknowledge that conflicts can exist in a latent or concealed state for a period of time until one party takes steps to change the situation. For instance, the people in a neighborhood might face a conflict but most of them are unaware about the issue, or maybe they just prefer not to acknowledge it to avoid escalation. But when the issue is finally talked about by the people involved, the conflict becomes manifest. This is where they use or mobilize their power resources to either escalate the conflict towards violence, or to de-escalate it towards non-violent resolutions.

The National Unification Commission, as cited in the Mainstreaming Conflict Sensitivity and Peace Promotion in the Comprehensive Development Plans Guidebook produced by OPAPP and DILG, identified several root causes of conflict including massive poverty, unequal distribution of wealth, poor governance, corruption, injustice, and marginalization of indigenous communities. This connotes that conflict is not limited to direct violence, which consists of physical and psychological attacks on individuals (Resource Pack, 2004).

Violence exists in different forms. Galtung (1969) explains that structural violence happens when there is an unequal opportunity for basic human needs which therefore results in hunger, poverty, and even deaths. There is also the concept of cultural violence which occurs when people hold the same beliefs that uphold violence in its direct or structural forms such as sexism, racism, and discrimination.

The concept of conflict is so wide that the Resource Pack (2004) uses "context" in the definition of conflict sensitivity rather than "conflict." It claims that "conflict" should be used with caution since it might be confused with "macro-political violence between two warring parties."

Do No Harm

One of the tools to apply conflict sensitivity is the Do No Harm approach. According to the CDA, the Do No Harm approach aims to assess the conflict context such as the dividers and connectors, and the unintended negative impact of an intervention. It enforces the goal of conflict sensitivity to help minimize negative effects and maximize the target positive effects of an intervention.

The first step in this framework is to analyze the dividers and connectors, which are two driving forces in situations of conflict. CDA defines dividers as factors that create division or tension, while connectors are factors that pull groups together. Coupled with an effective conflict analysis, dividers and connectors analysis should be undertaken first before any form of intervention is carried out.

Haider (2014) classified religion as a divider, but explains that it is not necessarily a source of tension. It may be used, however, to cause divisions. Infrastructure, on the other hand, was cited as an example of connectors but may also be used in ways that cause tension.

Haider cited the work of Marthaler and Gabriel (2013) which gave an example of an intervention that lacked conflict analysis. It was a construction of water wells near the remote villages of Kenya. The main purpose of the organization was to help the women in the community so they did not have to walk long distances just to get water supply. But further studies revealed that it resulted in an increase in family conflicts and conflicts among residents in different villages.

Moreover, the project removed an important factor in resolving conflicts in the community because the women would usually discuss, negotiate, and resolve problems and conflicts during their long travels to and from the water wells. To fix this, the organization worked with the women and elders of the community to establish a mechanism for conflict resolution. This could have been avoided if the organization conducted a conflict analysis prior to the construction of water wells.

There are a number of benefits that can be derived from practicing the Do No Harm approach. According to Engalstad et. al (2008), these include:

- Enabling communities and agencies to learn, and to speak, a common language, in particular the language of connectors and dividers
- Supporting careful and well-designed, non-divisive resource transfers (in terms of amount, type, method of distribution and who makes the allocation decisions)
- Encouraging ongoing monitoring and corrections of various aspects of the project, which also makes it easier to engage in post-project evaluation
- Strengthening legitimate local groups and institutions (e.g., markets) identified as connectors

While it has its benefits, the Do No Harm approach also comes with certain limitations. Engalstad et. al (2008) said these are the challenges in implementing the Do No Harm:

- Incomplete organizational commitment and incorporation of DNH in an organization's policies and operational agenda, resulting in inconsistent impacts
- Tendency of agencies to marginalize DNH in relation to general peacemaking activities
- Lack of collaboration among agencies to promote DNH and to provide training

Meanwhile, Goddard (2009) observed that efforts to create new connectors between groups have not been effective and might result in making tensions worse. Due to this, organizations should focus on enhancing existing connectors than creating new ones.

Some organizations sometimes neglect the need for conflict sensitivity due to faulty assumptions that their mandate to build peace automatically results in peace-contributing efforts. These assumptions can lead to "systematic conflict analyses, inadequate planning and uncoordinated approaches to peacebuilding and tenuous claims of success (Resource Pack, 2004)."

Distinction between Conflict-Sensitivity and Peacebuilding

Brabant (2010) clarifies the distinction between conflict sensitivity and peacebuilding or peace promotion. **In the article published by Brabant through the International Peacebuilding Alliance, it was defined that conflict sensitivity tries to minimize the negative impact of interventions on conflict, while peacebuilding seeks to reduce the root causes of conflict.**

The United Nations and CDA have also defined peacebuilding as the set of measures aimed to strengthen institutions in sustaining peace, and to reduce or prevent violence, or the risk of relapsing into conflict.

The CDA's Reflecting on Peace Practice Resource Manual has summarized the main differences between conflict sensitivity and peacebuilding as cited from the Resource Pack (2004) and Woodrow and Chigas (2009) to "strengthen both the effectiveness of peacebuilding practice and the ability of development, humanitarian and other programming to minimize negative and maximize positive impacts on conflict."

Table 1. Comparison between conflict sensitivity and peacebuilding.

| Conflict sensitivity | Peacebuilding |
|---|---|
| Definition Conflict sensitivity refers to the ability of an organization to understand the context in which it is operating, particularly intergroup relations. <ul style="list-style-type: none"> • To understand the interactions between its interventions and the context/group relations. • To act upon the understanding of these interactions, in order to avoid negative impacts and maximize positive impacts. | Definition Peacebuilding refers to measures designed to consolidate peaceful relations and strengthen viable political, socio-economic, and cultural institutions capable of handling conflict, and to strengthen other mechanisms that will either create or support the necessary conditions for sustained peace. |
| Main Aim Work IN the context of conflict to minimize negative and maximize positive impacts of programming (on conflict, but also on other factors). | Main Aim Work ON conflict, seeking to reduce key drivers of violent conflict and to contribute to Peace Writ Large (the broader societal-level peace). |

| | |
|---|--|
| Applied to Whom/What Programming: All programs, of all types, in all sectors, at all stages of conflict (latent, hot, post-war) must be conflict-sensitive, including peacebuilding efforts themselves. | Applied to Whom/What Programming: Peacebuilding programmers are those that articulate goals or objectives aimed at securing peace. Such goals/objectives can be integrated into other programming modes (development, relief) and sectors – or peacebuilding can be a standalone effort. |
| Required Analysis: Requires an adequate understanding of the conflict (e.g., dividers and connectors analysis) to avoid worsening dividers or weakening connectors and reduce dividers and support existing connectors. | Required Analysis: Requires a deeper understanding of the key drivers of conflict and dynamics among factors and key actors, in order to ensure program relevance. |
| Standard/Measure of Effectiveness: At a minimum, the program/project does not make the conflict worse but usually also makes a positive contribution. | Standard/Measure of Effectiveness: Program/project reduces the power of key driving factors of conflict, contributing to Peace Writ Large. |

Culture of Peace

The United Nations, as adopted by Adams (2005), defines culture of peace as “an integral approach to preventing violence and violent conflicts, and an alternative to the culture of war and violence based on education for peace, the promotion of sustainable economic and social development, respect for human rights, equality between women and men, democratic participation, tolerance, the free flow of information and disarmament.”

Table 2. Comparison between culture of war and culture of peace.

| Culture of war and violence | Culture of peace |
|--|---|
| Belief in power that is based on force | Education for a culture of peace |
| Having an enemy | Understanding, tolerance and solidarity |
| Authoritarian governance | Democratic participation |
| Secrecy and propaganda | Free flow of information |
| Armament | Disarmament |
| Exploitation of people | Human rights |
| Exploitation of nature | Sustainable development |
| Male domination | Culture of war and violence |

This framework recognizes the role of media in effectively communicating efforts to prevent violence and promote peaceful alternatives. One of its program areas is the free flow of information and knowledge. According to the United Nations Educational, Scientific and Cultural Organization (UNESCO), the said program area is necessary to “replace the secrecy and manipulation of information which characterize the culture of war.”

UNESCO gives importance to the media as a “powerful partner” in creating a culture of peace. However, there are times when the media is also misused to promote messages of violence. This practice is one the reasons why many young people view violence as more effective than peaceful alternatives.

Conflict-Sensitive Journalism (CSJ)

Conflict-sensitive journalism (CSJ) builds from the concept of peace journalism. **In the Conflict-Sensitive Journalism Teaching Guide: Philosophy and Practice by Rama et. al (2018), CSJ focuses on four main concepts including truth-seeking, active accuracy, focus on relevance, and good writing.** This form of journalism takes its core from the belief that people can build their own opinion which can bring about a just and peaceful society. CSJ requires well written stories that provide context to facts and events presented.

In Howard's (2004) handbook, he defined conflict-sensitive journalism as “something that presents balanced reports and only what is known; chooses words carefully and refrains from emotional terms; seeks explanation and comment from all sides; and looks for solutions.”

These concepts demonstrate that journalism should go beyond the basic reporting of details and provide more comprehensive stories to its audience. This requires journalists to conduct conflict analysis. Howard (2004) said this process mandates journalists to seek out other points of view so they are not limited to just one party. Effective conflict analysis also requires journalists to closely examine the motives of different parties and to fully understand the processes done by both diplomats and negotiators. Through this, journalists can report conflicts more reliably.

Rama et. al (2018) used the Violence and ABC Triangle developed by Galtung (1969) in practicing CSJ. Galtung's Violence Triangle is composed of Direct Violence, Structural Violence, and Cultural Violence. Direct violence is classified as visible aspects while structural and cultural violence are invisible. This model directs journalists to look beyond the stories of direct violence and explore the underlying cultural and structural causes of conflict.

CSJ basically tells reporters that observable violence in conflicts is not the only story to tell. It also underscores the need to understand that stories are not confined within visible events, but also within the underlying processes that lead to those events.

For example, in reporting a murder incident, the direct observable factor is the killing itself, with the focus on the victims, suspects, murder weapon, and other typical details of the crime. But in the CSJ practice, the story should not stop on the killing alone. The journalist should dig

deeper and identify the cultural and structural causations. For cultural causation, the reporter should look into previous similar incidents in the community, possible cultural justifications, and the status of the culture of violence in the area. And for structural causation, the journalist should ask questions about the culture of justice and impunity in the community, and other forms of structural violence that directly or indirectly influenced the conduct of violence. From this process, the journalist can then choose a framing of the story to make it as relevant and comprehensive as possible to the intended audience.

Rama et. al (2018) gave further examples on how to apply the CSJ concepts in covering events that involve conflict. They are listed in the table below.

Table 3. Application of CSJ concepts in observable examples.

| Directly Observable | Cultural | Structural |
|----------------------------------|--|--|
| Killing of the girl | <ul style="list-style-type: none"> • Religious and cultural justifications – honor killing • Culturally-sanctioned beliefs about the rights and privileges of husbands • Patriarchal attitudes • Normalized use of violence within the family or society to address conflict | <ul style="list-style-type: none"> • Lack of punishment for perpetrators of violence (impunity) • Limited legislative and policy framework for preventing and responding to violence • Evolutionary factors such as negative ratio of men to women in the population • Patriarchic system for maintaining class, gender, racial, and heterosexual privilege, and the status quo of power |
| Sexual violence against the girl | <ul style="list-style-type: none"> • Misogynist attitude prevalent in a culture • Fear that speaking out might shame the family • Traditional patriarchal attitudes | <ul style="list-style-type: none"> • Objectification of women through the media (advertisement, pornography, etc.) • Limited economic opportunities (an aggravating factor for men perpetrating violence and a risk factor for women and girls) • High prevalence of alcohol and drugs |

| | | |
|----------------|---|---|
| Child Marriage | <ul style="list-style-type: none"> • Acceptance of male superiority • Attitudes and practices that reinforce female subordination and tolerate male violence • Young males are not considered 'men' until they are married | <ul style="list-style-type: none"> • Female poverty and financial dependency • Low levels of education (for boys associated with perpetrating violence in the future and girls experiencing violence) • Women's insecure access to and control over property and land rights |
|----------------|---|---|

Peace Journalism (PJ)

Another related practice of the media's role in conflict is peace journalism (PJ). Peace journalism was originally developed by Johan Galtung as an attempt to correct the media's tendency to practice war journalism which focuses on violence and equates conflicts to war.

McGoldrick and Lynch (2000) said PJ “uses conflict analysis and transformation to update the concept of balance, fairness and accuracy in reporting.” It involves reporting that promotes alternatives to violence. Continuous and effective practice of PJ can help the society think and speak about non-violence and creativity when dealing with conflicts.

Peleg (2006) laid out the peace journalism model from Lynch and McGoldrick (2005), as seen in the table below. It highlights the difference between peace journalism and war journalism.

Table 4. Comparison between peace and war journalism.

| Peace/Conflict Journalism | War/Violence Journalism |
|---|---|
| 1. Explore conflict formation, x parties, y goals, z issues, 'win-win' orientation. | 1. Focus on the conflict arena, 2 parties, 1 goal (win), war, zero-sum orientation. |
| 2. Open space, open time; causes and outcomes anywhere, also in history/culture. | 2. Closed space, closed time; causes and exits in the arena, who threw the first stone. |
| 3. Making conflicts transparent. | 3. Making wars opaque/secret. |
| 4. Giving voice to all parties, empathy, understanding. | 4. 'Us-them' journalism, propaganda, voice, for 'us'. |
| 5. See conflict/war as a problem, focus on conflict creativity. | 5. See 'them' as the problem, focus on who prevails in war. |
| 6. Humanization of all sides, more so the worse the weapon. | 6. Dehumanization of 'them', more so the worse the weapon. |

| | |
|--|---|
| 7. Proactive: prevention before any violence/war occurs. | 7. Reactive: waiting for violence before reporting. |
| 8. Focus on invisible effects of violence (trauma, damage to structure/culture). | 8. Focus only on visible effects of violence (killed, wounded and material damage). |

Teodoro (2008) acknowledged that criticisms against PJ are heavily anchored on the so-called lack of objectivity. This is because PJ involved a conscious effort of selecting stories that create opportunities for the public to consider non-violent resolutions to conflicts (Lynch and McGoldrick, 2005). Yet in an ideal setting, journalism should just report the facts.

However, Teodoro pointed out that the concept of objectivity is misleading since journalism is “not a mirror of reality but a representation of it.” In current practice, subjectivity is observed when the media chooses to “emphasize one set of facts over others.” Thus, PJ should still pass the test of ethical and competent journalism as long as it adheres to the basic responsibility of representing facts and issues extensively.

In addition, Teodoro (2008) said that PJ does not favor any party in a conflict, as it seeks to look into all sides and identify a common ground that would encourage them to resolve their differences peacefully.

Lynch and McGoldrick (2005) recognized the importance of objectivity in journalism, but said that strictly adhering to this principle may fuel violence. They gave examples of the types of highly objective news that can trigger violence: overtly favors official sources, obviously biased in favor of events over the process, and favors dualism in reporting conflicts.

What is CSPP communications?

To define what CSPP communications is, it is better to discuss first what it is not.

One thing is clear: CSPP is not peace journalism.

The difference between these two schools of thought mainly lies on their purpose. One cannot practice CSPP communications while also practicing peace journalism. Peace journalism focuses on reporting alternatives to violence, while CSPP is more purposive, and can cater to the needs and agenda of government agencies.

In theory, peace journalism only forms a part of CSPP, because peace journalism is not an open advocacy for peace. Integrating peace journalism alone into government communication is not enough to realize the objectives of the government to actively promote and establish a just and lasting peace. **The purposive nature of CSPP communications, which affords government communicators the flexibility to promote their peace agenda and initiatives, is more fit in promoting the government's peace policies.**

Moreover, the origins of peace journalism are anchored on war journalism and armed conflicts. Using the term across public communication might create a connotation that the government only addresses concerns about armed conflicts. It has been discussed earlier that there are several types of conflicts aside from violence.

It is important to note, however, the Center for Global Peace Journalism's assertion that peace journalism can be used to guide reporting about any type of conflict (politics, ethnic, resource disputes, civil unrest, or religion) and not just those that involve violence or war.

However, the use of its concepts is limited mainly because of the criticisms against it. One of its main criticisms focuses on the objectivity of reporters. Moreover, Lynch (2007), himself, who developed the PJ model from Galtung, admitted some limitations of PJ. Lynch said that something could be considered as practice of peace journalism, even with incomplete elements (see: Comparison of Peace and War Journalism table). This means that something can be considered as a practice of peace journalism as long as it is "about creating opportunities for society to consider and to value non-violent conflict responses." In 2005, however, Lynch made clear that background and context are crucial in reporting conflicts. Neglecting these factors equates to distortion of facts.

One of the biggest questions in PJ, posed by Loyn (2007) and as cited by Adebayo and Makwambeni (2019), is where this type of reporting puts the reporter in. In other words, Loyn (2007) asks the specific role the reporter should take on when practicing PJ. Loyn argues that the main task of the reporter is to just be an observer and not a participant in a conflict situation.

Youngblood (2018) as cited by Adebayo and Makwambeni (2019) identified another challenge for peace journalism. It is when journalists unwittingly slide into advocating for peace, to the point that they neglect to report on other newsworthy stories that are unpleasant and volatile. Youngblood (2018) argues that peace journalism should not tell reporters to ignore bad news,

but instead asks them how they should cover it.

Another thing, CSPP is also not conflict-sensitive journalism.

Like PJ, conflict-sensitive journalism (CSJ) does not also promote or advocate for peace (Rama, 2018). As previously discussed, CSJ focuses on truth-seeking, accuracy, focus on relevance, and good writing. It is through these concepts, when applied in practice, that people can build their own opinion towards peace.

What sets it apart from PJ is its reputation among journalists and other scholars. Conflict sensitivity scholar and trainer Jean Lee Patindol (2010), as cited by Jimoh (2014), said that the acceptability of the nomenclature became a primary concern in pushing for conflict sensitivity reporting. Patindol noted the “stiff resistance” among journalists and workshop participants against the term peace journalism, which resulted in a gradual shift in naming the practice. The use of conflict sensitivity as a term also highlights that the concept “applies to the coverage of conflict, and not its exclusion.” Jimoh (2014) added that it is easier to teach journalists to be sensitive in reporting rather than teach them a new methodology.

Patindol (2010) also said that the use of the term conflict sensitivity further enhanced its concepts and focused on the fact that it is more accurate and appropriate to the real work of ethical, responsible journalism. Moreover, the CSJ concept applies to the reporting of conflict and not avoiding it. Adapting the term would also be helpful in educating government information officers about the understanding that conflict is not only confined in violent forms.

Can the practice of conflict-sensitive reporting be done in government communication?

To reiterate, Howard’s (2004) definition of CSJ is that “it presents balanced reports and only what is known; chooses words carefully and refrains from emotional terms; seeks explanation and comment from all sides; and looks for solutions.” Dissecting these into individual criteria (balanced reports, facts, careful choice of words, multi-perspective explanations and comments, and offering solutions) leads to a positive answer to the posed question.

The said criteria of conflict sensitivity reporting adapted from Howard (2003) could be adapted as the minimum standards in producing content for public communication. It should be noted, however, that these criteria are not set in stone, and can be modified to fit the mandates of different government bodies and agencies.

To summarize the concepts, conflict sensitivity goes hand in hand with peace promotion, thus the term CSPP. CS cannot stand alone because in its original concepts, it does not advocate for or promote peace. Conflict-sensitive reporting is preferred to peace journalism because the former addresses the criticism against the latter, most particularly the avoidance of covering conflicts. Lastly, peace journalism cannot wholly substitute CSPP for the mere reason that PJ is not in any way an open advocacy for peace.

The concepts discussed above all aim to tell stories beyond what one empirically sees, and direct communicators to examine more closely the underlying factors that contribute to conflict issues. These concepts aim to avoid exacerbating conflicts, while trying to educate the audience and help them build well-informed opinions.

Equipped with those concepts, communicators in the government and even private media practitioners may be guided in producing communication materials on peace and conflict.

Given these observations, CSPP communications can be defined as a discipline in purposive communication that is characterized by the heavy use of conflict analysis to inform how stories should be approached to avoid conflict and violence escalation, and advance peace.

CHAPTER 2:

A DEEP DIVE ON

UNDERSTANDING

CONFLICT

INTENDED LEARNING OUTCOMES

At the end of this chapter, you should be able to do the following:

- *differentiate conflict and violence;*
- *describe the conditions that may give rise to conflict and violence;*
- *demonstrate how conflict escalates; and*
- *be familiar with the different stages of the escalation ladder*

For government information and communication officers working in, on, and around conflict areas, it is important to be constantly reminded that situations of violence can arise at any time among individuals or groups, and can quickly engulf entire populations and communities. Moreover, they may also trickle in the peripheral areas. Equally important is the knowledge that violence can draw its intensity from previous as well as present conflicts, and not just from the most recent flashpoint. For this reason, violence is rarely commensurate to the conflict that precipitated it.

Unfortunately, conflict and violence are not a standard part of training in communication, leaving government information officers working in conflict areas vulnerable to several reportorial pitfalls.

These pitfalls can include reports that tend to simplify a conflict by focusing on what the parties in conflict are saying against each other and, in so doing, obscuring the issues surrounding the conflict, particularly on the unmet needs that gave rise to the conflict in the first place.

Another pitfall can be to solely focus on the physical violence and, inadvertently, cause the conflict to escalate even further; instead of explaining conflict and violence as social processes where all parties fit the profile of perpetrator, victim, and solution-builder.

Why is it important for government information and communication officers to frame conflict and violence this way?

To have an adequate grasp of conflict-sensitive reporting, communicators must first

familiarize themselves with basic concepts on conflict and violence, as well as escalating and de-escalating conflicts.

For communication professionals working with conflict, it is helpful to be reminded that many situations of violence arise from conflicting relationships at the horizontal level among individuals, groups, populations, and communities.

This is a blind spot for many, particularly those whose training in communication define conflict in rather actor-oriented (who did it to whom) and structure-oriented (who has the lawful right of what) terms, instead of a social process where all parties fit the profile of both perpetrator, victim, and solution-builder.

Conflict, we are told by Deutsch and Coleman (2014), is a situation where two or more individuals or groups try to pursue goals which they believe they cannot share.

Conflict is normal because people have goals, whatever these may be.

And because people do not always want the same thing, or people want the same thing but do not agree on how to achieve it, there will be conflict. If their disagreement or conflict is managed, it can be a positive process. But when conflict is not managed, it becomes violent.

This dynamic of conflict, or how people choose to approach conflict, whether peacefully (collaboratively) or violently (competitively), is deeply rooted in how invested people are towards the goal and how deeply they value their relationships with each other.

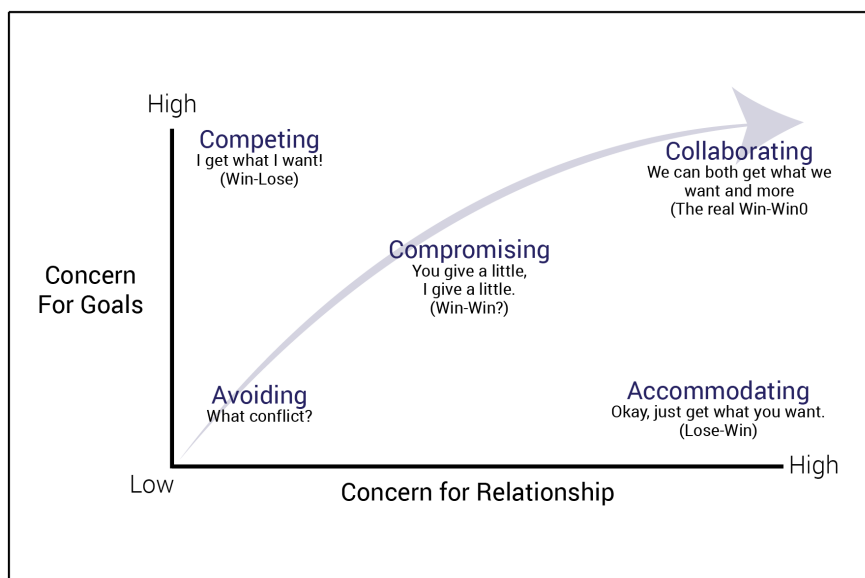


Figure 1. Approaches to conflict by Thomas and Kilmann (1974).

Key point:

When parties give more importance to their goals and less importance to the value of their relationships (or worse, devalue their relationship), they will compete and the conflict escalates.

When we devalue our relationship with others, we fail to recognize the legitimacy of their needs and rights to satisfy their needs. We deny their needs, often because we fail to see them as legitimate enough to warrant a joint exploration of other causes of action (collaboration).

This dynamic of conflict is also tied deeply in the concept of balance of power.

If a power balance exists, the issues that gave rise to the conflict can be made visible, and because it is out in the open, or on the surface, these issues can be threshed out and resolved in a manner both parties see fit.

If there is no balance of power, the weaker side will less likely be willing to engage in assertive confrontation and more likely to give in.

On the surface, there will appear to be no conflict. But the tensions go underground, where it remains latent and grows like a festering infection, until it finds an opportunity to emerge and erupt.

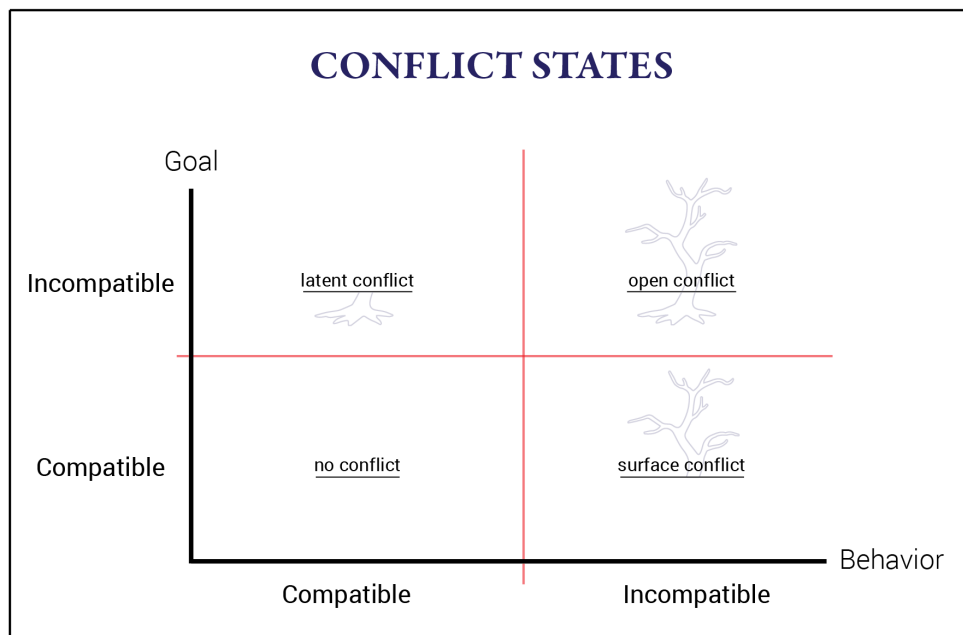


Figure 2. Four states of conflict.

Key point:**There are four types (more accurately states) of conflict:****1. No conflict (theoretical, as conflict is naturally occurring)**

There is no conflict, whether visible or invisible, latent or manifest.

2. Surface Conflict

Surface conflicts, on the other hand, are conflict situations that have outward manifestations. Surface conflicts result when there is an incompatibility of behavior but a compatibility in goals. Both parties want the same outcome but have different preferences on how to achieve it. The conflict is expressed because there is a balance of power and each party can attempt to exert itself unto each other. Surface conflicts are easy to identify because their expression is observable. The lack of a deep-seated tension and apparent power balance makes them easier to resolve.

3. Latent Conflict

Latent conflicts refer to a condition where there is only a potential for expression and escalation (which will be discussed in detail further). There is an incompatibility of goals, though the behavior of parties remains compatible. This compatibility, however, could be because of an imbalance of power, whereby one party cannot exert itself against the other. Latent conflicts are difficult to spot because there are no giveaway behaviors. But they have a tendency to get worse over time because tensions build up under the surface to the point where the slightest trigger and shift in power balance can result in a seemingly disproportionate response.

4. Open Conflict

Open conflicts, meanwhile, may be defined as Latent conflicts that have found an outlet for expression. There are deep-seated tensions that exist and have evolved over time and over the incompatibility of both goals and behavior. The conflict becomes expressed because both parties exist in relative power balance, whether symmetric or asymmetric. Open conflicts are more challenging to resolve because of the presence of deep-seated tension which can be difficult to trace. Moreover, the act of expression can cause further tension which, in turn, result in further expression.

Same goals, compatible behavior – no conflict.

Different goals, compatible behavior – latent conflict.

Same goals, incompatible behavior – surface conflict.

Different goals, incompatible behavior – open conflict.

Discussion points:

- What conflicts are happening (or have the potential of happening) in your immediate surroundings?
- What goal (or need) is involved? How are people satisfying this need or working towards achieving this goal?
- What outcome does competition and collaboration bring?
- What factors will make people want to compete and collaborate?

In summary, it is predictable that conflict will arise in these situations:

1. Resources are scarce and not shared fairly, as in food, housing, jobs or land.
2. There is little or no communication between the two groups.
3. The groups have incorrect ideas and beliefs about each other.
4. Unresolved grievances exist from the past.
5. Power is unevenly distributed.

What is violence?

Fisher (2000) said violence consists of actions, words, attitudes, structures, or systems that cause physical, psychological, social, or environmental damage and/or prevent people from reaching their full human potential.

Violence is more than behavior: it also involves context and attitudes. Most people think of violence as a behavior. Killing, beating, torture, maiming, and so on are all examples of physical violence and there is no shortage of this kind of behavior in communities, societies, and countries all over the world. Wars are a very visible and intense manifestation of this. Much violent behavior occurs also in the private domain, for example, in families where women and children experience abuse (Office of the Presidential Adviser on Peace, Reconciliation and Unity [OPAPRU], 2017).

However, the society's understanding of violence has deepened over the years to include other less obvious forms of violence that can be equally damaging and perhaps even more difficult to address. People have found it unhelpful to draw a clear line, for example, between killing with a gun and killing through deprivation of food and other essentials of life.

There is another deeper layer to the understanding of violence. This relates to less visible, mental processes: the feelings, attitudes, and values that people hold. These are not violent in themselves but can easily become the sources of violence, or at least allow violent behavior and violent structures to operate (OPAPRU, 2017).

Violent physical conflicts – mauling, shooting, stabbing, and destruction of property – are easy to communicate to an audience.

Government information and communication officers will not find it difficult to identify and describe it in their narrative reports because of its highly-visible and its somewhat action-packed components.

The news is full to the brim of reports that involve violent physical conflict between two parties. They are described either as police reports, or blotter reports, or crime stories.

But these are reports about violence. More specifically, these reports depict violent behavior. These are not reports about conflict, which is the core subject of CSPP communications. To report the conflict behind the violence, communication professionals need to see the two other points in what Galtung describes as the ABC (Attitude, Behavior, Contradiction) Triangle.

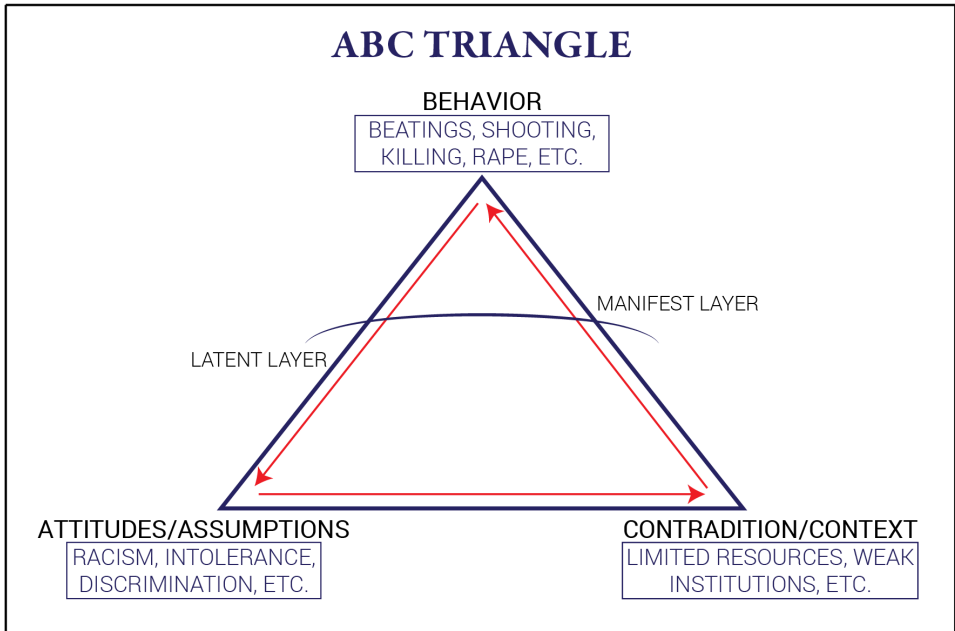


Figure 3. ABC Triangle by Galtung.

Reporting violence the conventional way, regardless of what the story is about, has always been about describing the behavior of the parties involved, as it unfolds.

On the other hand, reporting conflict in the context of CSPP involves determining the attitudes and the assumptions the parties in conflict have with each other, plus the contexts and contradictions that exist in the backdrop. These include what resources or needs, or goals they are fighting over, and how they are undermining or frustrating each other in the process.

The goal becomes making the attitudes and assumptions, as well as the context and contradiction visible, or moving these from the Latent Layer into the Manifest Layer, so that it then can become the subject of discussion, deliberation, and solutions-building, thereby preventing an escalation.

As discussed previously, violence is one strategy that parties avail to resolve a conflict. Violence is NOT another name for conflict. Violence is a strategy, one of many, that can be used to resolve a conflict.

Conflicts transform into violence through a relatively linear process called escalation.

As conflict escalates, communication professionals on coverage will be confronted to add details of the perpetrated violence in their reports, though the primary task is still to explain the conflict that led to the violence.

CSPP communications will do this by not exclusively focusing solely on the physical violence being committed, but also the other types of violence described by Galtung in his Violence Triangle model.

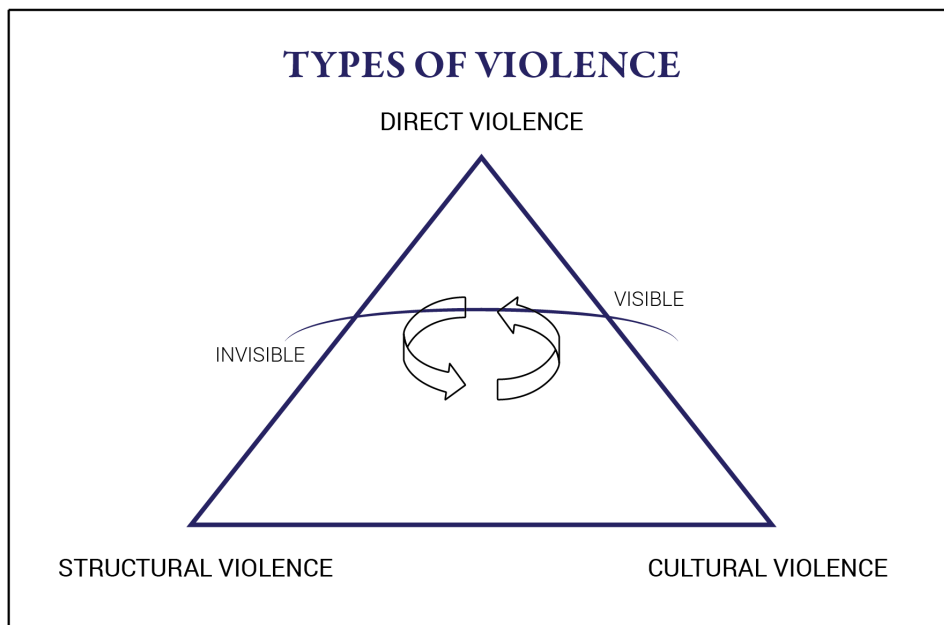


Figure 4. Three types of violence.

The first point, the assault of the physical nature, or in Galtung’s parlance, Direct Violence, is obvious enough. The two other points – Cultural Violence and Structural Violence – are more difficult to spot, describe, convey, discuss, and resolve.

Identifying and discussing these two elements is necessary if the intention of the communication professional is to enable a better understanding of the issues by the parties in conflict and audiences in general for a better social discourse and solutions-building.

Cultural Violence, in the words of Galtung, is “those aspects of culture... that can be used to justify or legitimize direct violence.”

In the case of domestic abuse – the physical assault of a man against his spouse – for example, the Direct Violence is the assault, while the belief that it is a man’s right to discipline his spouse is Cultural Violence.

Cultural Violence is so deeply embedded in a society that people are no longer even aware of just how much it influences their actions, actuations, opinions, value system, and behavior. Below is an example.

People might be conscious about hate speech and racial slurs but their daily conversations might betray a negative perception of cultural minorities or those belonging to a different social stratum through such expressions as “those people.”

People might be aware about the need to respect other people’s beliefs but, in their thought processes, might accept a religious justification for war.

People might be conversant about gender equality but, in the hiring of workers, there might still be preference of one sex over the other because of a perceived superiority of one over the other.

It is important to stress that there are no “violent cultures” as such, but any given culture has aspects that can be used to support and to sustain direct and structural violence, like religion and ideology.

Similar expressions of moral and/or biological superiority that tends to justify and legitimize violence against another can also be found in the arts, language, social discourse, customary practice, or sciences.

Structural Violence, meanwhile, refers to the systematic way in which social, economic, and political structures, which are based on unequal power relations, repress, harm, or disadvantage individuals and groups.

These structures can find expression in laws, regulations, and policies, whether government, corporate, or organizational, which impedes people via unequal access to resources; or social services such as land, education or health; to political power, to education, to health care, or to legal standing.

Manifestations can include the marginalization of sectors of the population because of their race, religion or social class – like a single socialized urban housing masterplan forcibly implemented by a local government unit for all its constituents, including non-urban indigenous peoples.

Structural Violence can justify Cultural Violence, and, in turn, may lead to Direct Violence.

Normalizing Cultural Violence, on the other hand, results in Structural Violence, which then makes Direct Violence accepted and lawful.

Direct Violence, on the other hand, repeated to the point of becoming a norm, forms Cultural Violence which could lead to Structural Violence. All forms of violence are strongly interrelated and interconnected, and contribute to the same level of risk, factors, and consequences. These kinds of violence are extremely important to identify when reporting and analyzing conflict.

In the end, it is imperative that violence is not only understood as physical force, assault, or the infliction of pain, but also includes assaults on the personhood, dignity, sense of worth, or value of others. ***As discussed, violence is not limited to observable occurrences, but covers a wide range of latent layers that can be analyzed given the proper tools.***

The social and cultural dimensions of violence are what gives violence its power and meaning. **Considering only the physical aspects of violence misses the point and transforms any initiative to address it as just literary or artistic exercise (Hughes & Bourgois, 2004).**

In covering violence, therefore, it is imperative that the violence is understood in its entirety, including the invisible forms that allow the visible form to exist while, at the same time, not losing sight of the conflict that gave rise to the violence.

Conflict Escalation

To recall, violence is not synonymous with conflict. Violence is not conflict. Conflict is not violence. Violence is just one of the manifestations of conflict.

But how does conflict escalate into violence? Conflicts transform into violence through a relatively linear process called escalation.

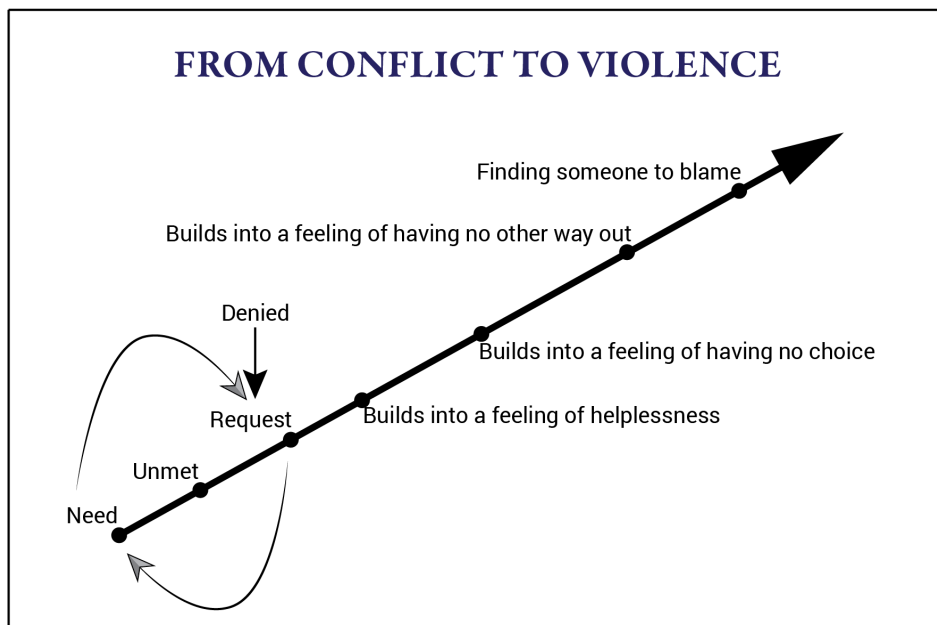


Figure 5. Transformation from conflict to violence by Koop (2009).

The first part of the diagram by Koop (2009) conveys a need expressed by one party which remains unmet over time due to the undermining behavior (conveyed here as denial) by another party.

For easier understanding, let us assume that a power imbalance is prevailing over their relationship, forcing the first party to go into latency (the conflict becomes latent), where a feeling of helplessness and frustration grows, transforming into an ever-intensifying sense of

anger and aggression, until violent behavior erupts.

If communication professionals are able to assist the parties, find common ground so all needs are met in a manner that does not reduce or diminish any party, no further escalation happens.

But what happens when conflict has already begun to escalate and violent behavior has already occurred, whereby, in the words of Kriesberg (2003), there is an increase in the intensity of a conflict and in the severity of tactics used in pursuing the initial goal.

Levels of Escalation

“The fighting itself generates new grievances among members of each side, as the adversaries inflict injuries on each other. In addition, old dissatisfactions and injustices are aroused and responsibility for them is ascribed to the current enemy. Goals tend to become firmer as a conflict escalates, since making concessions seems more difficult after sacrificing so much in waging the struggle. Goals also sometimes expand to include harming the adversary for the sake of retribution. Furthermore, unresolved old issues are often revived, further increasing the goals under contention.” Kriesberg (2003)

When conflict, regardless of whether it is an armed or military conflict, or an unarmed or social conflict, erupts into violence, says Glasl (2000), it unfolds in observable stages that can move up (escalation), or move down (de-escalation) as shown in Glasl’s diagram below.

Because conflict is dynamic, forces that can make it move up or down must exist. An understanding of this dynamic can, therefore, lead to an ability to influence its movement. It is important for communicators to be able to recognize when a conflict has reached a point where violence becomes very likely.

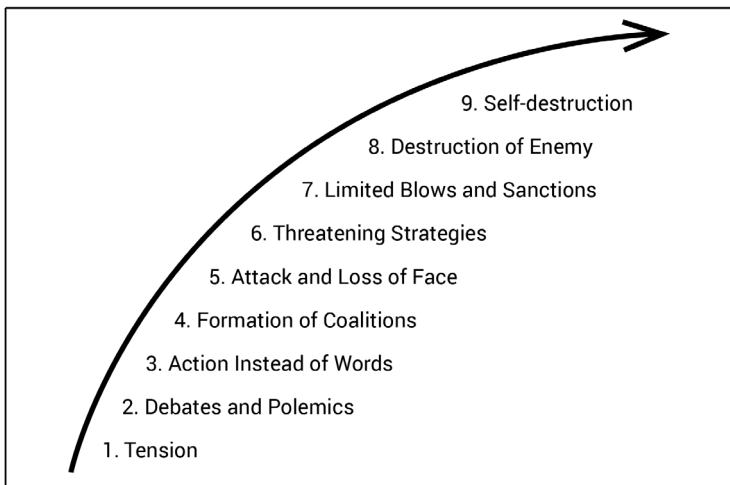


Figure 6. Glasl's diagram showing observable stages of conflict.

By recognizing the signs, communicators are better able to ask the right questions and develop the right stories that raise public awareness about the dangers of a conflict being allowed to escalate and enable the public to encourage interventions before violent outbreaks occur.

Being able to anticipate what might happen also places communicators in a better position to manage their approach to stories more effectively, rather than being caught by surprise when violence erupts and then be caught up in the adrenaline rush that so often accompanies sensational reporting that, in turn, makes matters worse.

There are signs, writes du Toit (2012), that can help a CSPP communications practitioner determine when escalation becomes likely:

- A high level of discontent and frustration on the part of one or all of the groups.
- One or more of the parties is threatened by the demands of another or by the prospects of change.
- There is an absence of trusted forums, procedures, or third parties for negotiation purposes or one or more parties feel that the available systems for regulating conflict are 'rigged' or unfair.
- Systems of social control (e.g., the police force) cannot be trusted.
- Parties cannot see alternatives to violence which might allow them to further or protect their interests.
- Parties believe violence is ideologically acceptable and, given the circumstances, legitimate.
- There is a track-record of violence in the relations between the parties.
- There is a breakdown of social norms as people struggle to find new ways of dealing with difference or change.
- Individuals do not see themselves as responsible within their group for preventing violence.
- There is evidence that group members have lost the ability for empathy.
- Crowd situations create a feeling of anonymity and decreased responsibility.
- Communication channels in the conflict are poor, allowing for rumor of potential attacks and violence and prompting people to misread situations.

An overarching strategy to de-escalate the violence is to uncover and nuance whatever conflict-enabling or conflict-sustaining factors that exist.

Conversely, the one thing communications professionals should avoid is a "war tally" – the mindless description of what violence one side has done to the other and vice versa – as this does nothing to facilitate a better understanding of the prevailing conflict or violence.

Looking at the escalation ladder and attitudes of parties in conflict, a reporting strategy starts to emerge.

Table 5. Formulation of reporting strategy given the stages of escalation.

| Stages of escalation | Attitudes of parties | Escalatory media strategies | CSJ, CSPP reporting | Goals of coverage |
|--------------------------|--|---|---|---|
| Tension | Hardline stance over issues | Intensifying tensions by picking up disagreements and ignoring agreements | Uncover latent conflict; Expose injustices from the past; Expound on efforts to correct past mistakes; Identify common ground; Promote communication; Help clarify the message | Clear and open communication |
| Debates and polemics | Attempt to exert influence via reasoning | | | |
| Actions instead of words | Collapse of verbal communication | | | |
| Formation of coalitions | Parties now see each other as separate groups of opponents; rallies support to their respective causes | Highlighting the division through screaming headlines | Humanize all parties; Explain commonality of interests and needs; Amplify voices of sources with offering alternatives; Highlight past instances where collaboration between parties worked; Address mistrust between parties | Address mistrust; Re-establish relationship |
| Attack and loss of face | Assail the opponent's fundamental values; | | | |

| | | | | |
|-----------------------------|--|---|---|---|
| Threatening strategies | Enforce control of the opponent's actions; Limit opponent's action through strategies | Us-vs-Them reporting; Providing a pulpit upon which to launch threats | Disaggregate coalitions according to individual perspectives; Explain individual interests and needs; Expose how strategies on both sides make things worse | Repair distorted perceptions and negative attitudes |
| Limited blows and sanctions | Hurt the opponent more than he can hurt the group; Group survival becomes rallying cry | Reporting the fighting and fighting statistics (who is winning and who is losing) | Report the cost of the "war" for both sides; Give more voice to peace-makers, less voice to "commanders" | Control hostility; Reduce inequity |
| Destruction of the enemy | Annihilate opponent | | | |
| Self-destruction | Annihilation at any cost | | | |

Key Points:

Four ways Communication Professionals cause conflicts to escalate into violence (DON'Ts):

- 1. Ignoring agreements and focusing on disagreements (usually happens in stages 1 to 3, with the media as a "neutral" reporter);**
 Conventional news reports frame stories around a set of 12 News Values – Threshold, Frequency, Negativity, Unexpectedness, Simplicity, Personalization, Meaningfulness, Elite Countries, Elite People, Consonance, Continuity, and Composition (Galtung and Ruge, 1965). Consistency with these news values, complexed with a short work window and the limitation of space or airtime in a publication or newscast, can compel writers to focus on the controversial aspect of a story. In a story about conflict, this aspect is the area of contention or disagreements. And the effect is that parties can lose focus on the vastness of the common ground that otherwise exists between them.
- 2. Highlighting the division through screaming headlines (happens in stages 4 through 5, as networks conduct "sustained coverage");**
 Beyond announcing to the public what the story is all about, headlines are a news publication's unique selling proposition. People purchase a newspaper, stay to listen,

or watch a newscast based on details hinted by the headline. The more titillating the headline, the more interest it captures for the publication or newscast. And some publications resort to outlandish headlines in an attempt to capture readership. Unfortunately, not everyone who encounters a headline is able to read the story. And even more unfortunate is that people sometimes assume details based only on what the headline hints.

3. Us-versus-Them reporting (done through media platforms which actually becomes the staging point for further disinformation and propaganda); and,

When writers limit the focus of a story between the perspectives of the two opposing parties, the report becomes an us-versus-them story. This kind of reporting escalates a conflict because it causes audiences to pick a side based on incomplete information. Often, the side chosen, because it reflects the value system of the audience making the choice, will be deemed “good.” The other, of course, will be deemed “bad” or evil. And the continuation of the conflict will be justified by the audience itself because it has now become, in their consciousness, a fight between “good” and “evil.”

4. Reporting the fighting and the fight “statistics” (done through media platforms that not only excludes the cost of the violence but also justify it).

These kinds of reports dehumanize a story and de-synthesize audiences to the cost of violent conflict – often death, destruction, displacement, and the like. And because there is no human connection between the audiences and the parties affected by the conflict, there is a lack of impetus to call for a cessation of hostilities and resolve the conflict more creatively and transformatively.

Four ways Communication Professionals can prevent conflict escalation or help in de-escalation procedures (DOs):

1. Keeping communication open to all parties and helping clarify the message (applicable in the first three stages);
2. Addressing mistrust and actively promoting the re-establishment of relationships (applicable in stages 3 and 4);
3. Repairing distorted perceptions and negative attitudes (necessary in stage 6); and,
4. Actively calling for the control of hostility and reduced inequity (necessary in stages 7 to 9).

How will these four above-mentioned DOs support conflict de-escalation and promote non-violence?

1. Clear and open communication is conducive and necessary in settling conflicting goals and interests.
2. Addressing mistrust and actively promoting the re-establishment of relationships paves the way for an openness to mediation and conflict management.
3. Repairing distorted perceptions and negative attitudes sets the stage for being open to arbitration.
4. Calling for the control of hostility and reduced inequality can lead to external interventions like peacekeeping and humanitarian assistance.

CHAPTER 3:

TOOLS FOR CSPP COMMUNICATIONS

INTENDED LEARNING OUTCOMES

At the end of this chapter, you will be able to do the following:

- *demonstrate awareness on the different tools that can be used in crafting CSPP-oriented communications material;*
- *utilize the different tools in crafting stories using the CSPP lens; and*
- *recognize the importance of these tools in writing conflict-sensitive stories*

Informed by the knowledge gained from the discussed concepts on conflict and violence, government communicators will be able to practice nuancing on their reporting and have a credible judgment on how to write stories using the CSPP lens.

There are a number of tools available for government communicators to help them deepen the context of their output and not always rely on event-based reporting. As discussed, conflict and violence are complex concepts that require skilled analysis to identify the different dynamics involved in a story.

Producing a story using the CSPP lens includes discussing the conflict, identifying the factors that led to it, and actively promoting available solutions that could address, de-escalate, or prevent the escalation of the conflict.

But what treatment can government communicators use to give the stories this kind of impact? There are available tools adopted from similar disciplines that will help government communicators achieve the treatment of stories adhering to CSPP communications principles.

1. **The Timeline** – Gathering facts, identifying gaps, and understanding an event in its context. Understanding how a story affects the bigger picture. Helpful in finding a story's relevant frame.
2. **The ABC/Violence Triangle** – Filling the gaps and identifying the root structural and cultural causes of a conflict. Finding an original and meaningful frame for a story.
3. **The Actors' Map** – Identifying the various actors, voices, and perspectives surrounding a particular conflict, especially those that have the potential to impact the conflict's outcomes.

- 4. The Onion** – Analyzing these voices and uncovering the needs and interests behind them, thus building resilience against propaganda.

Ideally, these tools are to be applied on top of one another for a complete and complex tableau, but the conscientious use of even just one or two of the proposed techniques can have a significant impact on the quality of the output.

It is important to note that these tools do not enjoin communicators to unlearn all the communications strategies that they have learned through their experience, but rather offer them an alternative way to treat all kinds of conflict into their stories, and consciously exert efforts to promote the government's peace initiatives.

Chapter 3.1: Open Space and Open Time Framing with the Timeline

INTENDED LEARNING OUTCOMES

At the end of this chapter, you will be able to do the following:

- *demonstrate understanding on the use of the timeline tool in crafting stories*
- *examine a sample story written using the timeline tool; and*
- *draft a revised version of a press release based on the timeline tool*

Communications professionals can borrow a tool from conflict transformation called The Timeline. This tool helps in sorting key events based on an order of occurrence and enables writers to visualize how seemingly disjointed events are actually related within a wider scope.

By listing the events according to their chronological place in a timeframe, writers can avoid being trapped by closed-space and closed-time reporting that is sufficient to tell audiences what happened but not how or why.

Through this, government information officers can better understand a singular event, violent or otherwise, in its entire context, and point to potential consequences. Presentation-wise, this helps in framing a story according to a theme or subject, rather than as a stand-alone occurrence.

Those kinds of stories inform readers about a conflict or an act of violence but rarely facilitates a deep-enough understanding of the conflict dynamics to enable solutions-building.

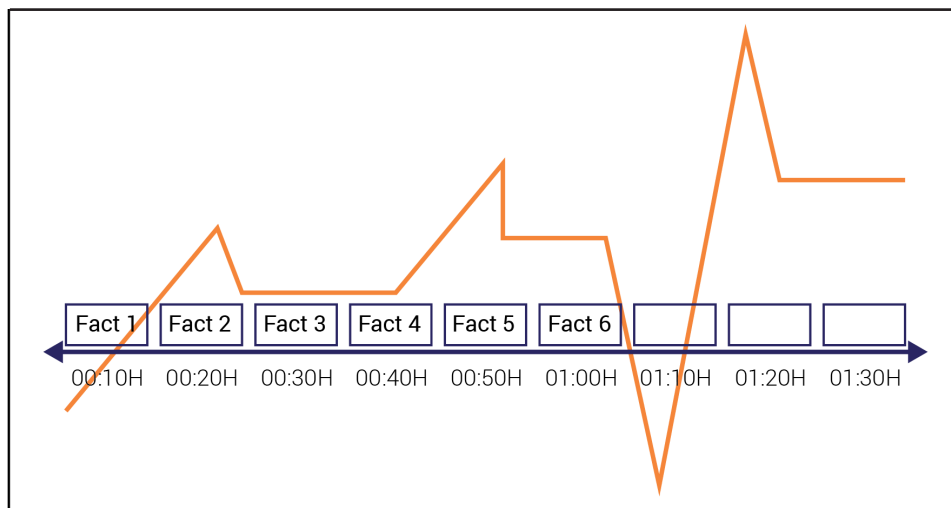


Figure 7. Presentation of facts using the Timeline template.

On a bar, we list events and plot them over time, from the earliest to the latest.

Then, when appropriate, we draw a bar representing tension or frustration over the events. The measurement of tension depends on the public's perception gathered by the writer. The monitoring of these tensions will help the writer determine more context that can be explored in producing the story.

With this strategy, supplemented with data such as the names of the characters involved, writers can now better see which angle or frame is more relevant to hook the story onto. Moreover, the tool also helps writers see gaps in the story, which can then become the basis for a deeper inquiry.

Utilizing the Timeline tool in CSPP communications also enables government information officers and communication specialists to produce stories that provide context. In a story about conflict, this context can be the process of interventions that the government has introduced throughout the years.

The Timeline is a perfect tool to help communicators understand that conflicts do not exist in a closed space. **Conflicts do not happen in a vacuum.** Conflicts exist in an open space and time frame, and each segment of this frame contributes to each outcome. Using this tool enforces the idea that communicators must adhere to process-based reporting, rather than focus on events-based reporting.

Discussion point:

Event-only reporting focuses the audience's attention on the event that transpired and limits the discussion on what happened rather than the processes that lead to it. This reportage adds to what the audience knows but does not support citizen-led problem-solving.

Tool Practice: The Timeline

Let's take this one as an example of utilizing the Timeline tool.

There is a volcanic eruption and your agency is tasked to deliver relief services for the affected residents. It has been a week since the eruption and you are tasked to produce a press release detailing how your agency fulfilled its responsibility of helping the residents.

By using the Timeline tool, you can determine your news angle options by plotting the events related to the output you are expected to produce. In the illustration below, we begin on May 25, when the volcano started to spew ashes. It was followed by the eruption the next day, and the start of relief operations two days after. Also included in the timeline is the beginning of road clearing operations, as well as the return of displaced residents to their homes.

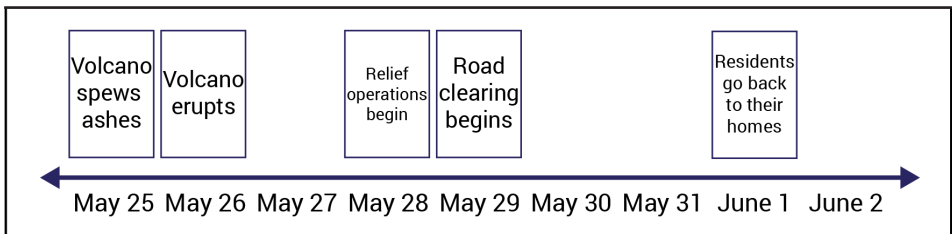


Figure 8. Plotting of events using the Timeline tool.

Using this timeline, you can now develop some angles that will fit the objectives of your press release.

- The number of beneficiaries served in a short span of time (*300K residents provided with immediate relief after volcanic eruption*)
- The swift response of your agency after the eruption (*Agency finishes road clearing less than a week after eruption*)

You can add more angles using the existing timeline, or expand it by going back further to include past-related events. How many times has this volcano recorded eruptions before? When did the PHIVOLCS first issue bulletins about the condition of the volcano? How did the LGU prepare for it? Are those preparations adequate? What can be improved?

These are just some of the questions that will surface once you develop your Timeline tool before drafting your press release.

An unpublished story written by Urot (2022) of the Presidential Communications Operations Office (PCOO) following the CSPP communications workshop conducted by the OPAPRU in the same year also demonstrates the use of the Timeline tool. In the news release below, Urot discussed the issue of misconception about Mindanao, amplified by statements coming from a journalist.

Misconceptions about Mindanao hinders growth in the region

By Ma. Theresa Lugares-Urot, PCOO

MANILA - Misconception about Mindanao remains one of the challenges in bringing in bigger investment to the Island despite its abundance in natural resources and its strategic position for trade and commerce. More so that public figures, including journalists, influence the perception of the public when it comes to the situation in Mindanao.

Early June this year, journalist Raissa Robles received criticisms for her demeaning and sweeping generalization, insinuating that Mindanao is unfit for tourism due to the presence of terrorists and kidnappers.

Her statement came after an aired interview with Incoming Tourism Secretary Christina Frasco on CNN's The Source, where Frasco mentioned her plans to revive the tourism sector and promote tourist destinations across the country that are less traveled or visited but have huge investment potential.

"Apparently, Frasco would like to open up Mindanao to tourism. I'm sure the extremist Abu Sayyaf and other bandits would be pleased by the prospects of so many potential kidnap victims. Way to go, Frasco. Prep yourself for ransom negotiations. ASG might ask you to nego personally," she posted on her Twitter account.

Reacting to journalist Raissa Robles' Twitter post on June 2, Presidential Adviser on Peace, Reconciliation and Unity Secretary Carlito Galvez Jr. said putting Mindanao in a bad light is "worrisome" and "unfair" to the current and previous administrations, local government units (LGUs), and the security sector that put effort on ending conflict in there.

"We are not quite sure about Ms. Robles' intentions but she is instilling fear among local and foreign travelers who wish to visit Mindanao. By doing so, she is creating a negative image of the place in the public's eye which I find worrisome," Galvez said.

The government and private sector are putting more resources in Mindanao so there are more opportunities to generate income and find career advancement, making it a better place to visit and even live in.

Robles later provided context for her earlier comment, stressing that the safety of tourists is paramount. She questioned the country's capacity to provide security for foreign travelers who will come into Mindanao.

"For me, Mindanao is very beautiful and should be visited by tourists. But is all of Mindanao ready to welcome all tourists foreign and otherwise?," she said in an interview on Rappler's Voices from the Regions.

According to reports by the Armed Forces of the Philippines, military operations against the extremist groups have significantly decreased. This after the successful liberation of Marawi City from the hands of the Maute Group, a Daesh affiliate also known as Daulah Islamiyah.

Data from the 11th Infantry Division in Sulu showed that the number of militants active in the area has decreased from about 300 in 2019 to an estimated 100 in 2021.

"Here in Sulu, militants aligned with the Daesh have lost their international support. We are no longer monitoring fund transfers from outside," Maj. Gen. Patrimonio, commander of the 11th Infantry Division said.

Since 2021, there had been no reports of kidnapping incidents perpetrated by the group, and given that there was no inflow of cash for them, AFP said that the militants resorted to trading their own firearms for sustenance.

At The Duterte Legacy Summit in Pasay City on March 30 this year, Defense Secretary Delfin Lorenzana reported that authorities were able to carry out successful operations to neutralize the presence of armed groups in the country.

This included 314 key and ranking leaders of the communist terrorist group; 1,544 members of the extremist Abu Sayyaf Group, 971 Bangsamoro Islamic Freedom Fighters and 1,427 Dawlah Islamiyah members from 2016 up to 2021.

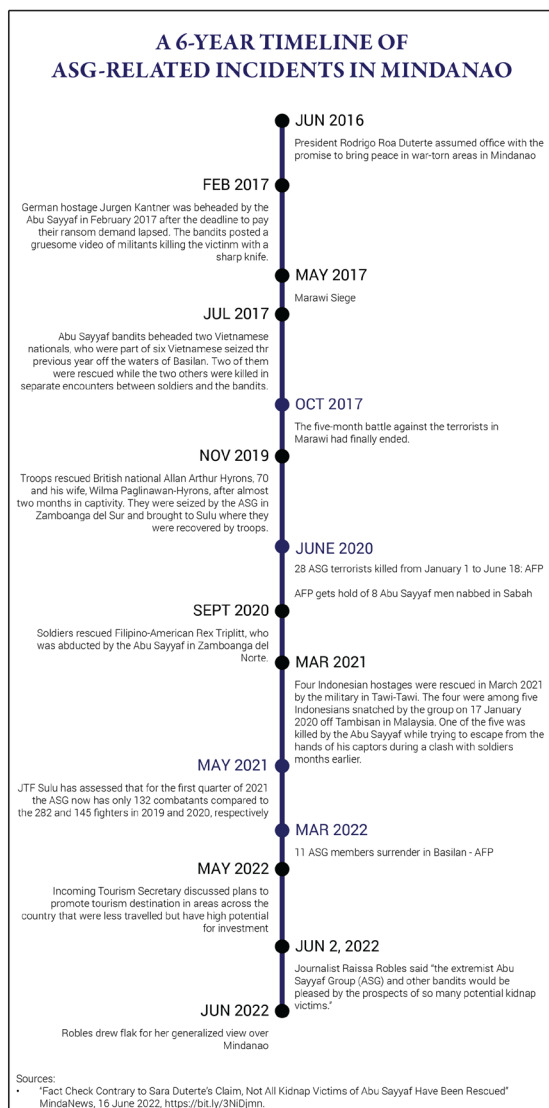


Figure 9. Six-year timeline of ASG-related incidents in Mindanao.

Urot (2022) said the article was drafted by using the Timeline tool. The tool was used to understand and fill in the gaps in the conflict discussed in the article.

The author also said that the tool helped provide a more detailed understanding of what led to the conflict, which she defined in this context as a "disagreement that may have occurred between the parties involved."

By using the Timeline tool, the author had the opportunity to know the reasons why the conflict happened, and at the same time, provided readers more information about the events that led to the conflict.

The conflict in the article centered on Robles' statement which is about her concern for travelers going to Mindanao, considering the activities of the Abu Sayyaf Group in the past year.

Given Robles' statement, it can be implied that her concern is mostly for tourists who will be traveling to Mindanao, considering the activities of the ASG in the past years.

This statement can be damaging to the government's efforts to build peace in Mindanao, but also a good opportunity to highlight the changes in the region in terms of peace and security.

By using the timeline, the readers will be able to see the efforts of the government to neutralize the extremist group and to continuously push for peace in the southern region.

In the last 6 years, the AFP has reported that the influence and power of the ASG has decreased after ramping up efforts to neutralize them. This resulted in the surrender of many members of the extremist

group. Since 2021, there have been no reported cases of kidnapping for ransom by the ASG.

More peace initiatives can be included in the story to reclaim the narrative about the safety concerns in Mindanao. It is recommended and ideal to also include statements from Mindanao residents themselves, to assure the public that it is safe to reopen the tourism sector in the region. The article can also be improved by qualifying the assertion that the misconceptions hinder growth in the region. This can be achieved by quoting experts or qualified stakeholders in the region.

Structured Learning Activity: Creating and analyzing an events chain with the Timeline

1. Read and analyze the press release below, sourced from the Presidential Communications Operations Office.
2. Draw a timeline and plot the events (Marawi crisis) that led to the issuance of the said press release. Identify any gap, missing information in the timeline.
3. Review the output.
 - a. What are identified gaps or missing information?
 - b. Does the press release answer the identified gaps, missing information in your timeline?
 - c. What additional context or information can be added in the press release?
 - d. Given the identified gaps, will you change the angle of the press release or retain the current one?
 - e. Did it include space for peace initiatives/solutions of the government?
4. Draft a revised version of the press release based on your timeline tool.

PRESS RELEASE

Government extends support to affected residents in Marawi City May 29, 2017

The government has been providing assistance to communities affected by the military operations against the Maute group in Mindanao, Presidential spokesperson Ernesto Abella said on Monday, May 29.

Abella, who launched the Mindanao Hour during the press briefing on Monday, told reporters that to date, a total of P1,172,725 worth of assistance has been provided to affected families in ARMM. The assistance was extended by the government through DSWD-FO X and XII.

"As of today, there have been 12,509 families or 59,665 persons displaced in Regions X and ARMM. Of which, 1,018 families or 4,278 persons are still staying in 14 evacuation centers are staying outside the ECs with their relatives or friends," Abella said.

The DSWD Field Office Region 10 immediately placed a Disaster Operation Center in Iligan City on May 23 to augment the operation of the DSWD ARMM.

Also, the Department of Trade and Industry enforced a price freeze on basic necessities and prime

commodities in Mindanao on May 25 after President Duterte declared martial law.

The price freeze covers Regions 9, 10, 11, 12 and Caraga and takes effect for 60 days, as indicated in the declaration.

There is also enough power supply in the region, Abella said, citing NPC Mindanao Generation (NPC MinGen) declaration that the operations of power plants in the Marawi City and Lanao area are normal.

With regard to the security situation, Abella said the AFP and PNP belied reports of checkpoints being conducted by uniformed elements without badges or identifications.

Checkpoints follow strict protocols and are strictly complied with, he said, encouraging the public to document and report unauthorized checkpoints in Mindanao.

Clearing of Marawi of militants still in the area, rescuing trapped residents, and recovering civilian casualties and victims are the security forces' main objectives, according to Abella.

As of Monday morning, Abella reported that there are 15 soldiers and three policemen killed in action fighting the terrorists. There are 61 enemies killed, 42 of which are confirmed by body count and 19 of which are confirmed by eyewitnesses.

Nineteen civilians were killed by the terrorist group and 390 were rescued by authorities, Abella said.

Brig. Gen. Padilla: Government in full control of Marawi City

Brigadier General Restituto Padilla Jr., AFP spokesman, said the security forces have complete control of Marawi City contrary to reports that it remains at the hands of the terrorists.

"It is not true that half of the city is controlled by the rebels. Totally untrue. The Armed Forces and the Police and all armed — our forces are in complete control of the city, except for certain areas of the city where they continue to hold," Padilla said.

These areas are subject of clearing operations that are continuously being conducted by the AFP, he said. Although there is no timeline set, Padilla said they are seeking to end the military operations in Mindanao as soon as possible.

President Duterte declared Martial law in Mindanao on May 23 through Proclamation No. 216 to quell the violence perpetrated by the Maute group, which is said to be aligned with ISIS. The Martial Law in Mindanao will last for 60 days.

Although there is Martial Law in Mindanao, Abella said it does not suspend the operation of the Constitution, does not supplement the functioning of the judicial and legislative assemblies, does not confer jurisdiction on military courts over civilians where civilian courts are able to function.

The Palace introduced the Mindanao Hour media briefing on Monday to provide the public with daily updates on what is happening on the ground in Marawi City and relevant regions in Mindanao.

Mindanao Hour is spearheaded by the Office of the Presidential Spokesperson, the Armed Forces of

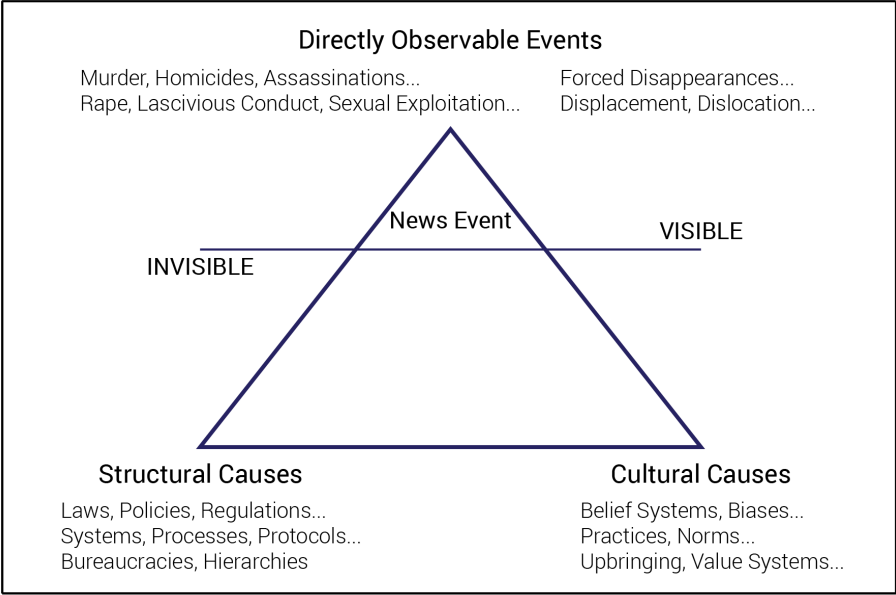
Chapter 3.2: Uncovering the Layers of Direct Violence with Galtung's Triangles

INTENDED LEARNING OUTCOMES

At the end of this chapter, you will be able to do the following:

- describe the three categories of violence as identified by Galtung;
- construct confirmatory and clarificatory questions that highlight structure and culture-related facts as causal factors of a news event; and
- gain in-depth understanding of Galtung's ABC Triangle and the Violence Triangle tool in crafting an effective lead

Another tool that can be used in the practice of CSPP communications is an adaptation of two tools from Galtung: the ABC (Attitude, Behavior, Contradiction) Triangle and the Violence Triangle. According to Galtung, conflict and violence have one thing in common. And that is that they have both visible (manifest) and invisible (latent) layers.



The merged triangles of Galtung allows users to bring the underlying causes of a surface conflict, which may or may not have violent aspects, into the open, where it can be discussed and perhaps addressed.

One of the triangles is the ABC (Attitude, Behavior, Contradiction) Triangle [review Chapter 2]. Galtung said the invisible layer in this model hides the needs that form part of the context or contradiction that as well as attitudes and beliefs that can drive people towards conflict-causing behaviors. Understanding the behavior, he said, necessitates uncovering and understanding these attitudes and contradictions.

The other triangle is the Violence Triangle. Galtung said apart from the physically observable Direct Violence – i.e., that which causes the observable physical harm – there is also Structural Violence and Cultural Violence. These perpetuate Direct Violence.

As previously discussed, Cultural Violence is defined as any aspect of a culture that can be used to legitimize violence in its direct or structural form; for example, leveraging a belief in the superiority of one's race to justify the persecution of another (Galtung, 1990).

Structural Violence, meanwhile, is an “avoidable impairment of fundamental human needs” at the hands of social institutions or systems (Galtung, 1969). This happens when individuals and groups are repressed, harmed or disadvantaged by social, economic, and political structures.

Understanding Galtung's tools enables writers to see that conflict-inducing behavior, and violence, which is also a behavior, does not happen in a vacuum. **Conflict and violence are processes that can be understood and, therefore, should be described and treated accordingly.**

The two tools are used in the determination of causal factors that enable the status quo, followed by the creation and pursuit of a line of inquiry or investigation that seeks to confirm and clarify.

How can communicators maximize these tools?

Writers can begin with something that has transpired – a conflict-inducing behavior perhaps, or, an act of direct physical violence, or something very mundane like a controversy involving a speed limit measure that is being introduced to solve road crashes, but is getting a very lukewarm response from citizens.

- City ordinance proposed to limit vehicle speeds in highways to 30kph
- Opposition councilors say the proposal is “silly” because slow-moving vehicles only cause more traffic jams
- Opposition cites first-world countries having freeways and autobahns
- City mayor supports proposal

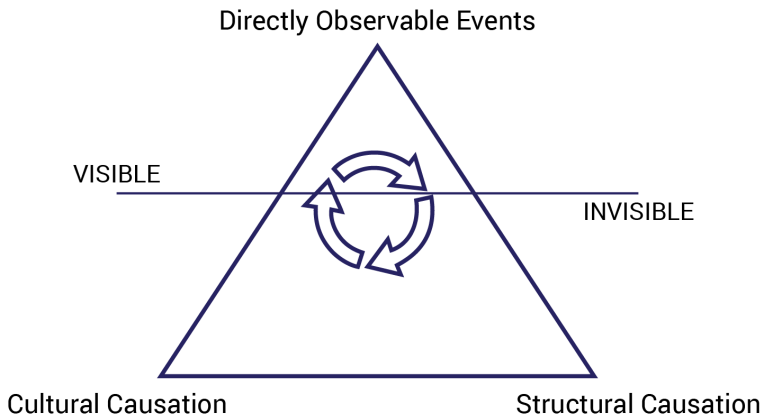


Figure 11. Identification of directly observable events using Galtung's models.

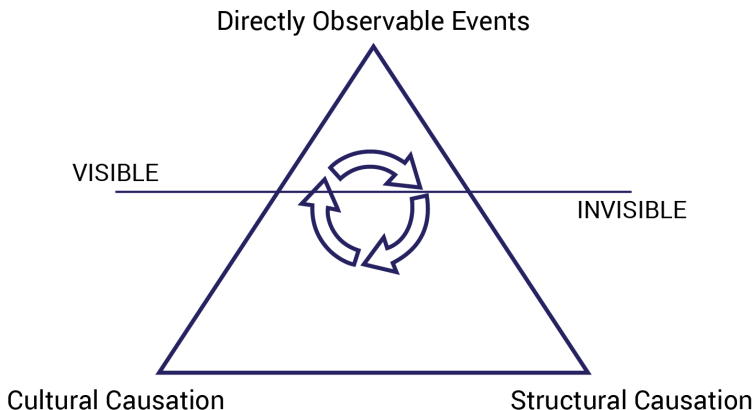
Step two is to jot down possible causal factors that sustain the conflict or enable the act of violence, or, in the case of our speed limits measure, the binding constraints.

In keeping with Galtung's model, causal factors are to be categorized according to whether they are based on internal considerations such as beliefs and preferences, or external factors.

Through these assumptions, a hypothesis can invariably form.

Returning to the road safety example, the beginnings of a more in-depth story start to form.

- City ordinance proposed to limit vehicle speeds in highways to 30kph
- Opposition councilors say the proposal is “silly” because slow-moving vehicles only cause more traffic jams
- Opposition cites first-world countries having freeways and autobahns
- City mayor supports proposal



- | | |
|--|--|
| <ul style="list-style-type: none"> • Ride fast and free and YOLO attitude among the youth • Ban mentality among legislators • Opposition and administration councilors rarely work together on measures because political polarization is strong • City mayor supports proposal, therefore vice mayor and minority block must oppose | <ul style="list-style-type: none"> • Average age of city's workforce is 28-35 years old • Biggest employers are call centers • Dealerships targetting market through cheap down payment schemes on motorcycles and class-one sedans • Vehicle culture is developing • Road Crashes have increased by an average of 10 percent per month • Road crash facilities are high |
|--|--|

Figure 12. Identification of cultural and structural causations using Galtung's models.

What is relevant here? The opposition versus the administration? Better infrastructure versus non-cost intensive solutions? Urbanization versus effective governance?

However, at this point, the writer still has nothing more than a set of assumptions.

The next step is mechanical: transform all assumptions into clarification or confirmatory questions and pursue the answers through interview and inquiry.

The resulting facts should drive the story.

By using Galtung's Triangles in CSPP communications, writers will be able to go beyond simply describing the conditions affecting those involved to exposing internal and external factors that sustain a conflict or condition of violence, or the violence in itself.

Discussion point:

Stories that focus only on direct violence (the visible forms of violence), limit the definition of what the problem is for the audience. Stories should explore the causal factors (which are often other less visible forms of violence like prejudice, inequality, etc.), The more comprehensive the reportage, the more it supports inter-audience discourse and decision-making.

Tool Practice: Conflict and Violence Triangles

The ABC and Violence Triangles can also be used in developing a follow-up story for previous articles that need updating. Let's take the story below as an example. This is a published story by Wilnard Bacelonia and Raymond Carl Dela Cruz of the Philippine News Agency.

The article focused on the apparent dismay of netizens and commuters, following the new window hours policy implemented by the Metro Manila Development Authority (MMDA) on provincial buses. According to Bacelonia, he used the Timeline and the Actor's Map in drafting the article.

The Timeline guided the author in deepening the context of the story by providing details on when and how the conflict started. It also helped him draw up possible scenarios that may arise if the window hours would continue to be implemented.

The Actor's Map, on the other hand, provided different perspectives of the story which included the commuters, a lawmaker, the MMDA, and the Land Transportation Franchising and Regulatory Board (LTFRB). By including multiple voices in the story, readers will be able to better understand the conflict and develop their own informed opinion on the issue.

Read the full article below before we start to use the Triangles in forming a plan for the follow-up story.

MMDA's window hours for prov'l buses spark uproar among netizens

By Wilnard Bacelonia

April 21, 2022

Netizens and commuters called on the Metro Manila Development Authority (MMDA) on Thursday to cancel its implementation of the 10 p.m. to 5 a.m. window hours for provincial buses, saying it will cause inconvenience to commuters traveling from nearby provinces to Metro Manila for work.

This, after the MMDA confirmed on its Facebook post on Thursday that the window hours scheme resumed on April 20 after the agency and provincial bus operators agreed to the request for extension, allowing all provincial buses to traverse Edsa and utilize their respective Metro Manila terminals 24/7 during the Holy Week until April 17.

It was further extended only until April 19.

"Dahil dyan 'yung ibang luluwas no choice at magdadala na lang ng sariling sasakyan papuntang Manila. Ang resulta dagdag sasakyan sa NCR tapos mas traffic (Because of that, other travelers will be left with no choice but to drive their own vehicles going to Metro Manila, more vehicles will flock and there will be heavy traffic in the NCR)," said Jason Munsayac in his comment on MMDA's Facebook post.

Jenny de la Cruz, a resident of Bulacan, appealed to the MMDA to reconsider.

"Pano naman kami araw-araw umuwi ng Bulacan na sumasakay ng Baliwag transit? 9:00 a.m. pasok sa Manila kailangan sa work na uuwi sa 5 p.m. pabalik ng Bulacan. Isipin nyo ung oras nmin. Pinahihirapan nyo mga tao (How about us who are traveling back to Bulacan daily riding at Baliwag Transit? Our work starts at 9:00 a.m. in Manila and returns to Bulacan at 5:00 p.m. Think about our time. You are making it hard for the people)," she said.

Another netizen, Rhea David Manalang, commented that the agency should have thought about how commuters can go to terminals or highways.

"Hindi po lahat ng lugar ay may 24 hours na byahe ng jeep o tricycle. Mas pinapalala nyo lang lalo expenses nila sa pagluwas para mag-hanapbuhay (Not all places have a 24 hour public jeepney or tricycle operations. You are making them spend more on traveling to Metro Manila to work)," she said.

"Kayo po ay Metropolitan Manila Development Authority. Dapat sa ikakaganda at ikabubuti ang mga plano nyo (You are Metropolitan Manila Development Authority. You are supposed to be planning for the better)," commented netizen Miguel Olaer.

In a statement, MMDA chair Romando Artes said provincial buses plying Metro Manila routes are available to commuters at all hours but are required to terminate their routes at the two major land terminals in the region outside the 10 p.m. to 5 a.m. window hours.

He clarified that provincial buses are required to drop off the last of their passengers at the North Luzon Express Terminal (NLET) and the Parañaque Integrated Terminal Exchange (PITX) outside the said window hours based on the existing policies of the Land Transportation Franchising and Regulatory Board (LTFRB).

“Provincial buses are not prohibited from operating beyond the said window hours, provided that they do not terminate the trips at their own terminals, and instead use the integrated terminals,” Artes said.

He said provincial bus operators were allowed to use their own terminals at all hours during the Holy Week which was later extended to Tuesday.

He noted that the MMDA’s role was to implement the traffic rules and regulations set by the Department of Transportation (DOTr) and the LTFRB.

In the last week of March, the MMDA began implementing the 10 p.m. to 5 a.m. window hours for provincial buses which barred the use of their own terminals such as those along the Epifanio de los Santos Avenue.

LTFRB clarification

Meanwhile, the LTFRB clarified in a separate Facebook post on April 20 that it is not a party to the “gentlemen’s agreement” between the MMDA and provincial bus operators.

“Sa umpisa pa lang, nais linawin ng LTFRB na hindi kasama ang ahensya sa nabanggit na kasunduan habang ito ay pinag-uusapan, ngunit ipinaalam naman ito noong nagkaroon ang MMDA ng dalawang linggong dry run ng nasabing window hour scheme, at nirerespeto ng aming ahensya ang naturang polisiya (The LTFRB was not party to the agreement while it was being discussed but we made this known when the MMDA held a two-week dry run on the window hour scheme and we respect the policy),” its Facebook post read.

Nonetheless, it reiterated that compliance with the MMDA window scheme does not mean their services are only from 10 p.m. to 5 a.m.

It added that permits to operate were given to provincial bus operators to transport passengers at any given time when there is passenger demand, and not only at night time.

Beyond the window hours, LTFRB said passengers may go to the following Integrated Terminal Exchange (ITX) where city buses are stationed to ferry passengers:

- * PITX - Quezon, Region 4-A, MIMAROPA, and Bicol;*
- * PITX at Araneta Center Cubao - Region 4-A CALABARZON;*
- * NLET - Region 1, 2, and CAR;*
- * NLET and Araneta Center Cubao - Region 3; and*
- * SRIT - provincial buses from Visayas and Mindanao.*

It also lamented reports of stranded passengers at the Dau Terminal waiting for provincial buses to Metro Manila.

The LTFRB said provincial bus operators should be responsible to abide by their agreement with the MMDA and its duties and responsibilities as a common carrier.

“Dahil sa kanilang hindi pagsunod, at lantaranang paglabag sa kanilang mga special permit at Certificate of Public Convenience o CPC para mag-operate, tinitiyak ng pamunuan ng LTFRB na sila ay papanagutin sa tahasang paglabag na ito (For their non-compliance, which is a blatant violation of their special permits and certificate of public convenience or CPC to operate, the LTFRB will hold them accountable for this flagrant violation),” the LTFRB statement added. (With a report from Raymond Carl dela Cruz/PNA)

This story deserves a follow-up article because it tackles an issue that is of national importance – public transportation. To formulate the angle or possible questions that need to be raised in the said follow-up story, we can utilize Galtung’s merged triangles of conflict and violence to dissect the issue at hand.

Let’s start first by listing down the **directly observable events** in the conflict – the visible layer of conflict. These include the following:

- Imposition of 10 p.m - 5 a.m window hours for provincial buses plying EDSA
- Uproar created among netizens and commuters because of the said policy
- Unclear guidance from the LTFRB and MMDA
- Possible sanctions for provincial bus operators who will not comply with the designated window hours

After identifying directly observable events, you can brainstorm the cultural and structural causations to form assumptions that could later on help you decide on the angle you can use in the follow-up story. Feel free to list the ideas that come to mind because the assumptions under these causations are not facts. These are just reference points on how to develop your possible angle and clarificatory questions.

For **cultural causation**, we can list the following:

- Dependence of most Filipinos on public transportation
- The culture of passing the blame or pointing fingers in times of crisis
- Manila-centric view of progress
- Attitude of Filipinos towards change in routines, systems

For **structural causation**, we can include the following ideas:

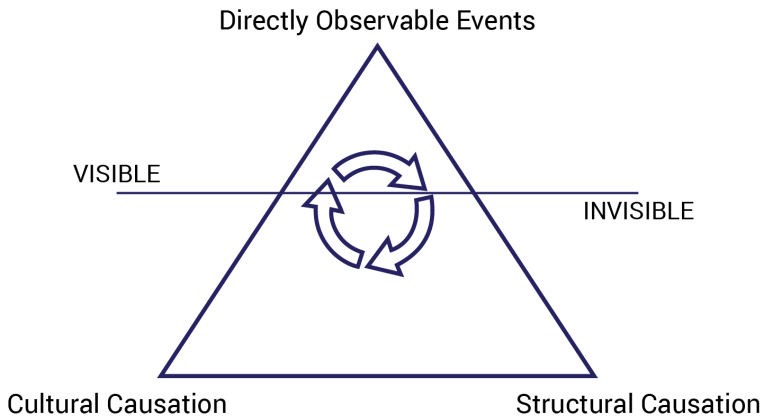
- Inefficient public transportation system
- Inadequate dissemination of public information
- Inconvenient modes of transportation
- Jobs are mainly centered in Manila, fewer development opportunities in the countryside

Imposition of 10 pm - 5 am window hours for provincial buses plying EDSA

Uproar from netizens and commuters because of the said policy

Unclear guidance from LTFRB and MMDA

Possible sanctions for provincial bus operators who will not comply with the window hours



Dependence of most Filipinos on public transportation

The culture of passing blame or pointing fingers in times of crisis

Manila-centric view of progress

Attitude of Filipinos towards change in routines, systems

Inefficient public transportation system

Inadequate dissemination of public information

Inconvenient modes of transportation

Jobs are mainly centered in Manila, fewer development opportunities in the countryside

Figure 13. Identification of causal factors from the MMDA article.

At this point, we can convert these assumptions into questions that will serve as our guide in crafting the follow-up story. Aside from Galtung's triangles, you can still use other tools such as the Timeline and the Actor's Map to add more context to the story.

Since we are using CSPP communications, make sure that your clarificatory questions will resolve the issues being faced by the affected stakeholders of conflict, which in this case, are the commuters.

Let's now try to turn our assumptions into clarificatory questions. By using the ideas that we came up with utilizing Galtung's merged Conflict and Violence triangles, we can ask the following questions:

1. What other options do the affected commuters have? What can they do if they are affected by the prevailing window hours policy for provincial buses?
2. What efforts are the government implementing to address the challenges in the public transportation sector?
3. What is the role of LTFRB and MMDA in this issue? Clarify the policies they implement. Who really set the window hour policy? How can the LTFRB and MMDA come up with a united front to address this issue?
4. How can the government convince the public to adapt to new policies/guidelines which aim to improve the current transportation system? What communications efforts are being done by concerned agencies?
5. Many Filipinos from the provinces still work in Metro Manila because of the lack of opportunities in their hometown. What livelihood programs are available for those living in the countryside? Are those enough to convince them to stay and work there?

You can add more questions in this part based on the cultural and structural causations you identified using Galtung's triangles. At this stage, it will be easier for you to draft your next article.

Structured Learning Activity: **Getting in-depth in reporting conflict and violence (Part 1)**

1. Draw a Conflict Triangle and list the violent behaviors depicted in the story below published in blueink.news in 2017.
2. On the other appropriate ends of the diagram, determine the probable causal factors (attitudes) and (context/contradiction) that likely gave rise to the behavior.
3. Develop guide questions that can confirm or clarify your initial points.
4. Imagine this was a current issue and draft a report that assumes the existence of the causal factors.
 - a. Will explaining the context/contradiction have the effect of escalating, or de-escalating tensions?

NEWS STORY

Rain has come, but losses hound farmers Cotabato farmers hope for quick recovery after the drought By Nef Luczon

COTABATO, PHILIPPINES – Rain has begun falling over the farmlands of this southern province after months of drought, but the change of weather won't solve the farmers' problem at once.

Some of them still have to cope with losses incurred during the dry spell.

Jamida Dayato and her family lost crops worth P25,000 as their five-hectare farm in Matalam town dried up due to the prolonged dry spell caused by the El Niño phenomenon.

"I hope the rain continues, so we won't incur more losses," the 58-year-old said.

The plight of the country's drought-stricken farmers came to the fore when thousands of them blocked a road in Kidapawan City last March to demand for the release of rice subsidy by the provincial government. The protest ended in a violent dispersal that killed at least three and injured hundreds, including police officers.

Rice donations poured in afterwards, swamping the church compound where the protesting farmers took shelter, but taking almost two weeks to reach some villages where other farmers waited for aid.

Farmers in the village of Noa did not receive any aid until a truck arrived on April 12 carrying at least 65 sacks of rice from the Angel In Disguise Network-Philippines, a non-profit group based in Cagayan de Oro City.

While farmers from Noa joined the mass protest in Kidapawan, they were no longer there when the police quashed the activity. They had returned home upon the urging of their village leaders who said protesters would be given rice immediately if they left Kidapawan.

"I was there with my daughter and my wife," said farmer Bobong Ande.

Rain

While the El Niño phenomenon has weakened, it will still be felt in the next few weeks, experts from the state weather bureau PAGASA said.

"El Niño will still have lingering effects," said PAGASA climate specialist Joseph Basconcillo in a report by Sun.Star Cagayan de Oro.

PAGASA weather forecaster Aldczar Aurelio, in a report on gmanetwork.com last April 7, also said that the dry spell may persist until June. The amount of rainfall in June, he said, will not be enough to wet the farmlands in Mindanao. But more rain, he added, should come by July.

The National Disaster Risk Reduction and Management Council has alerted local government units about the rising possibility of La Niña, an opposite phenomenon that brings more rains and

tornadoes. In an April 13 advisory, the council announced that it has started monitoring La Niña.

El Niño

The prolonged dry spell has affected at least 51 provinces in the Philippines, according to the latest El Niño advisory from the National Disaster Risk Reduction and Management Council.

Mindanao has borne the brunt of El Niño because of its proximity to the equator, Anthony Lucero of state weather bureau PAGASA's Climate Monitoring and Prediction Section told rappler.com.

At least four provinces and five cities in Mindanao were placed under a state of calamity for the release of aid to farmers affected by drought, gmanetwork.com reported last April 7.

El Niño, Lucero explained, is a naturally occurring phenomenon, and that its effects can be exacerbated by climate change. Characterized by the unusual warming in the Central and Eastern Equatorial Pacific, El Niño occurs every two to nine years. ###

Structured Learning Activity: Getting in-depth in reporting conflict and violence (Part 2)

1. Go over the news release below, sourced from the DILG-Aurora Provincial Office, published in 2020.
2. Read the story and draw a Violence Triangle, based on the discussion of tools above.
3. Label your triangle with facts that can be found or that can be inferred from the story.
 - a. What details could comprise Cultural Violence?
 - b. What details could comprise Structural Violence?
4. Develop guide questions that can confirm or clarify your initial points.
5. Draft an effective lead or paragraph which sums up the story, if you were to write a report focusing on Cultural and Structural Violence instead of Direct Violence.

NEWS RELEASE

2 soldiers killed in Aurora NPA attack

Two soldiers were killed, while three others were wounded, after some 20 members of the Komiteng Larangang Gerilya (KLG) rebels attacked government forces assisting in the distribution of the financial assistance to indigents affected by the coronavirus disease 2019 (COVID-19) crisis in Barangay Diaat, Maria Aurora, Aurora Province on April 21, 2020.

Major Amado Gutierrez, chief of the public affairs office of the Seventh Infantry Division (7th ID) said the government troops from the 91st Infantry Battalion (91st IB) were conducting security patrol for the distribution of the Department of Social Welfare and Development's (DSWD) Special Amelioration Program (SAP) in the vicinity of Barangay Diaat, Maria Aurora, Aurora when the incident happened at around noon.

Prior to securing the area, they received information about the presence of armed bandits near their location.

But even before they could reach the area, they were fired upon by the suspected New People's Army (NPA) NPA bandits, inflicting fatal wounds on two troopers – one died on-the-spot while the other died in the hospital, and slightly wounding three other troops.

Under heavy fire, the troops defended their location for about an hour and forced the NPA terrorists to retreat to different directions. Pursuit operations were still ongoing.

Meanwhile, Maria Aurora Mayor Amado Geneta expressed his condolences to the families of the fallen troops.

"It was I who requested the 91IB to secure the vicinity of Barangay Diaat against possible interference by the NPA bandits in the distribution of DSWD's SAP, and, true enough, they were there and caused this unfortunate incident." Geneta said.

Lieutenant Colonel Reandrew P. Rubio, Acting Commanding Officer of 91st IB, said they received information that the rebels were demanding a certain percentage from the villagers out of the SAP benefits that they were going to receive from the government. ###

Chapter 3.3: Exploring More Angles and Voices with the Actor's Map

INTENDED LEARNING OUTCOMES

At the end of this chapter, you will be able to do the following:

- apply the Actors' Map as a tool in analyzing a conflict;
- examine a sample article utilizing the Actor's Map as a tool; and
- illustrate understanding of the Actor's Map by identifying as many actors whose voices are not present but whose perspective can greatly improve a given story

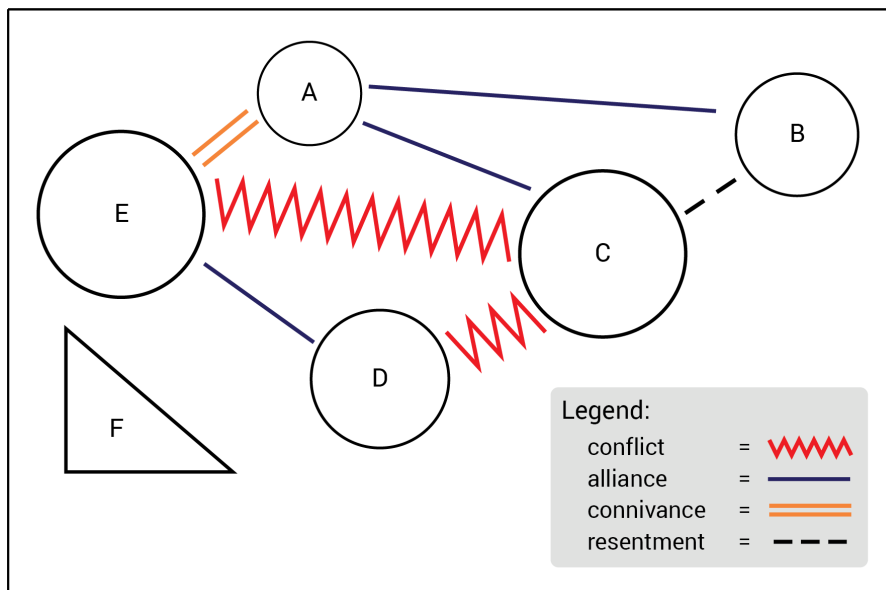


Figure 14. Sample template of the Actor's Map.

In mainstream media, there is disdain for one-sided reporting or when a story focuses solely on one actor or one perspective and isolates other voices. In their view, sustained one-sided reporting promotes a power imbalance because only one perspective dominates the narrative and every other view is muted.

But government communication is purposive. It seeks less to balance perspectives as it is to advance the government position.

Despite this, there is room in CSPP communications to admit a multitude of views, particularly when it facilitates a more nuanced understanding and breaks the long-standing pro-government versus anti-government framing of issues.

"So if one source is not enough, would two sources suffice?"

One of the most counterproductive strategies of storytelling on the subject of conflict and/or

violence is what is referred to as the two-party geometry. It limits the perspectives presented in a report or series of reports to that of the two dominant opposing parties.

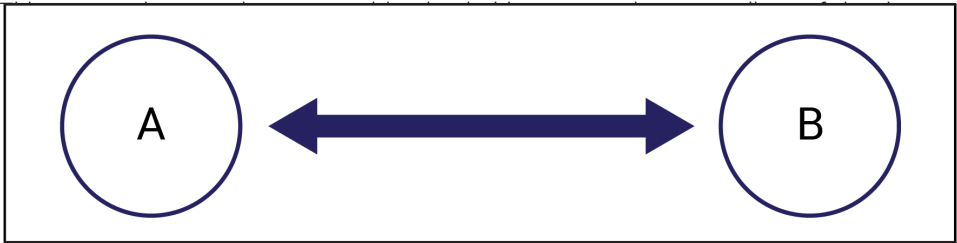


Figure 15. Relation between stories expressed as binary opposites.

Audiences have the potential to be rendered emotional by a two-side narrative, while remaining ignorant of the news' multidimensionality and woefully incapable of meaningfully engaging in nuanced social discourse.

It also leads to what is called the DMA Syndrome – for Dualism, Manichaeism, and Armageddon.

Dualism describes a state where audiences reduce complex issues to two opposing sides; Manichaeism is when audiences begin to label one side as good and the other evil and gravitate towards one side; and Armageddon is the idea that battles, or its equivalent, decide the victors.

Rarely are two sides enough.

Simply saying that two people were killed when soldiers and rebels met on the battlefield does not even begin to touch the surface of the governments' efforts against insurgency and the instability in the countryside that leaves some people vulnerable to recruitment and conversion.

Framing the story as two opposing sides, in the case of armed conflict, could very well escalate the violence, which could mean more killings on all sides.

Breaking the two-party geometry means adding more voices to the mix. And to do that, writers must first have an understanding of the landscape upon which the story unfolds.

How can communicators maximize the Actor's Map?

With the Actor's Map, writers are able to analyze a conflict situation before proceeding to research and write about it. What is gained is a solid starting-point from which to proceed in information gathering and perspective-taking.

In using the tool, a writer begins by simply describing a conflict formation graphically.

Actors will be represented by circles, the size of which will be according to their relative power.

The writer then plots the relationship between the actors according to the nature of the relationship that exists between and among the parties at the present time. **Writers are free to make their own labels and legends to represent any relationship that fits the actors of their story.**

Based on the relationships between and among the parties, a writer can determine who needs to be given “voice” to drive towards a reduction of violence, conflict de-escalation, or simply providing audiences with better clarity.

The writer will also need to determine the “F”, the non-aligned party. This actor is one who is not directly involved in the conflict but whose perspective can impact the conflict outcome. Non-government organizations are an example.

By giving non-elite, non-aligned, or non-dominant parties access to public space, a new narrative can emerge. The difficulty lies in identifying which source or sector can provide that voice. This necessitates an analysis of the complex relationships parties in a conflict might have.

Discussion point:

Stories that limit the focus to only elite (official) sources, also limit the scope of the coverage to only those items that elite sources consider important.

This leaves a lot out of the reporting. Stories should also consider non-elite sources (people from the affected communities, local leaders, and non-government groups) to diversify and enrich the coverage and the resultant ability of the audience to engage in discourse.

Tool Practice: The Actor’s Map

The Actor’s Map is probably the easiest CSPP communications tool to use. In using this tool, you have to bear in mind at least two things: (1) expand your context by including more voices and perspectives and (2) identify who among these perspectives can best promote peace.

The Actor’s Map tells you that any story is not confined within one or two parties only. Limiting your output to one or two parties also limits the opportunity to push for peace initiatives or solutions.

The Department of Social Welfare and Development (DSWD) published this press release in April 2022, entitled “DSWD provides over P1.7M worth of assistance to Taal evacuees.”

***DSWD provides over P1.7M worth of assistance to Taal evacuees
Posted on April 8, 2022 by Social Marketing***

Department of Social Welfare and Development (DSWD) Secretary Rolando Joselito D. Bautista reported that the DSWD has already provided over P1.7 million worth of assistance to families affected by the Taal Volcanic eruption during President Rodrigo Roa Duterte's Talk to the People on April 5.

According to the Secretary, the DSWD delivered 703 Family Food Packs (FFPs), 1,406 ready to eat food, and 703 hygiene kits in Agoncillo, Batangas. In addition, there were 565 FFPs distributed in Laurel, Batangas.

Aside from food and non-food items, the Department also provided financial assistance, under the Assistance to Individuals in Crisis Situation (AICS) program, worth P14,000 to seven beneficiaries in Mataas na Kahoy, Batangas.

As the lead agency of the National Disaster Risk Reduction and Management Council's (NDRRMC) Camp Coordination and Camp Management (CCCM) Cluster, the DSWD, through its Field Office (FO) CALABARZON, also provided psychosocial interventions to displaced families in evacuation centers.

The Department is also working closely with concerned LGUs, to monitor the condition of more than 2,800 families or more than 9,500 persons affected by the Taal Volcano eruption in 21 barangays in Batangas province. Of which, more than 1,100 families or more than 4,000 persons are currently taking temporary shelter in 21 evacuation centers, while the rest are staying with relatives and friends.

As of April 5, 6PM, the DSWD prepositioned food and non-food items amounting to more than P1.19 billion in strategic locations around the country.

Lastly, the Department assured the public that it will continue to render assistance to concerned LGUs in conducting Rapid Damage Assessment and Needs Analysis (RDANA) and other necessary augmentation support, if needed. ###

The story is loaded with details on the initiatives of the agency, but can be further improved by using the Actor's Map. First, you identify the possible stakeholders that can be included in the story. Then you identify the relationships between these actors. After that, you decide which actors should have a voice in your story.

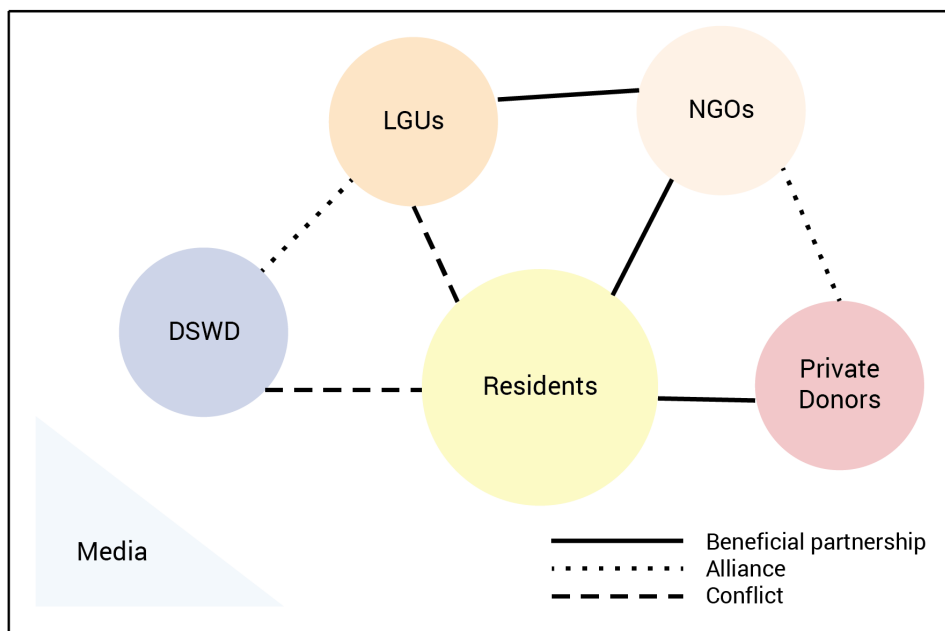


Figure 14. Sample template of the Actor's Map.

In the diagram above, you can see the actors included in the mapping such as the DSWD, LGUs, NGOs, residents, private donors, and the media. The LGUs and the NGOs, the residents and the NGOs, and the residents and the private donors have a beneficial partnership. The LGUs and the DSWD, as well as the NGOs and the private donors, have an alliance. Meanwhile, it can be assumed that the residents have strained relationships or conflicts with the LGUs and the DSWD due to different circumstances related to the Taal eruption. The media is the independent actor in this context.

Given this model of the Actor's Map tool, you have the idea that you can include these actors in your story. In the published press release above, the only actor included is the DSWD. To develop the story and incorporate the CSPP lens, you can consider including the voice of the actors included in the diagram.

Does it mean that you have to include everyone in your actor's map? Definitely not. The unique concept of CSPP is that it is purposive and gives government communicators the flexibility to push its agenda without compromising the basics of reporting.

In this case, the best way to improve the press release is to include the residents affected by the Taal eruption. After all, the angle of the article focuses on the assistance given by the DSWD to the residents. It is imperative to include their voice to further amplify the impact of

the agency's interventions.

How do you do that? First, analyze the relationship between the agency and residents. It would be safe to assume that there is an inherent conflict between these two in times of crisis, like the Taal eruption, because of a number of reasons. These can include the delay of the delivery of relief services or shortage in coverage of relief assistance.

Keeping this relationship in mind, it is best to include personal testimonies from the residents/beneficiaries to let the public know that the agency's interventions reached actual people and not just numbers.

However, separate interviews from government communicators revealed that it is challenging to interview actual sources or beneficiaries on the ground because of several limitations including budget and security. In these instances that it would not be possible to interview actual beneficiaries, it would be best to include some testimonies from the LGUs or NGOs instead.

The assistance coming from private donors and NGOs are not usually highlighted in government press releases. What you can do is highlight the partnership between the government and non-government organizations, and that all donors share the common vision to help all those in need in times of crises and calamities.

The actor's map can also be used in more complex issues or conflicts that require analysis of different stakeholders involved in the issue. Vergara (2022) from the Department of Agriculture published an article entitled "HOR proposes food regulatory agency to combat agri smuggling" following the CSPP communications workshop in May of the same year. Vergara's article below discusses the DA's position in pushing for a regulatory agency to address the long-time conflict in smuggling in the agricultural sector.

HOR proposes food regulatory agency to combat agri smuggling

By Krystelle Ymari A. Vergara, DA

The decades-long struggle against smuggling of agricultural goods in the Philippines brought forward proposed countermeasures such as the strengthening of the country's border inspection and the creation of a Food Safety Regulatory Administration (FSRA) under the Department of Agriculture (DA).

During the House Committee on Agriculture and Food (CAF) Hearing on May 31, members of the legislative branch, national government agencies (NGAs), and the private sector sought to investigate the implementation status of border inspection and food safety regulations, state of first border inspection facilities, and the country's capacity to curb agricultural smuggling, as urged by the House Resolution No. 2282.

The resolution was authored by Representative Argel Joseph Cabatbat following consecutive reports by local farmers, traders, and organizations regarding the sale of smuggled vegetables from China in various markets, with Benguet farmers stating that the practice started way back in 2007.

Following his two-pronged approach against agricultural smuggling, Agriculture Secretary William D. Dar reiterated the need to strengthen border inspections and the need to create an interoperable digital system of recording the entry of goods, to be used in collaborative measures among implementing agencies of the Food Safety Act.

"We could at least tighten institutional cooperation that allows data to be instantly accessible and the regulatory hierarchy to be defined and the procedures harmonized with those of institutions duly mandated to apprehend and sanction," he explained.

The Secretary also recommended the creation of a Food Safety Regulatory Administration (FSRA) under the DA, which will solely focus on ensuring that the provisions stated in the Food Safety Act are being observed. This includes protecting consumers from "trade malpractices and from substandard or hazardous products" such as smuggled agricultural goods.

Large-scale agricultural smuggling is committed when at least P10 M worth of rice and at least P1M sugar, corn, pork, poultry, garlic, onion, carrots, fish, and cruciferous vegetables in either raw, processed, or preserved state is illegally brought into the country, as per Republic Act No. 10845 or the Anti-Agricultural Smuggling Act of 2016.

In a previous statement, DA Assistant Secretary Federico Laciste, Jr., who heads the DA-Wide Field Inspectorate, reported that the Department has recorded P667.5 M worth of technically-smuggled agri-fishery commodities from 2019 to 2022—P10 M of which was apprehended in 2019 and 2020.

The BOC also reported a total of 103 cases filed against violators of the Anti-Agricultural Smuggling Act starting 2016. It has also conducted 542 seizure cases involving P1.99 B worth of agricultural products since 2019.

"Hindi lamang po kita ng ating mga magsasaka ang nakataya kapag hindi natin naagapan ang ganitong mga pangyayari. Kasama na doon ang revenue losses ng gobyerno pati risk ng pagpasok ng mga peste na higit na magpapahirap sa sektor ng agrikultura," stressed Quezon Province First District Representative Wilfrido Mark Enverga, who also chairs the House CAF.

Despite inadequate funding and limited power, the Agriculture Secretary assured that the DA, in collaboration with various NGAs, continues to implement heightened countermeasures against agricultural smuggling, including:

- the Compliance and Regulatory Enforcement for Security and Trade Office (CREST-O) in October 2019 as the DA's unified and integrated regulatory enforcement unit supervised by the Office of the Secretary;
- the creation of the Sub-Task Group on Economic Intelligence (STGEI), co-chaired by the DA and the Department of Trade and Industry (DTI), in February 2021 to hunt down smugglers, hoarders, price manipulators, and profiteers; and
- the signing of the Memorandum of Agreement between the DA and the Subic Bay Metropolitan Authority (SBMA) in November 2021 for the establishment of the country's first Cold Examination Facility in Agriculture (CEFA) to ensure full-scale First Border inspection and control of goods entering via the Subic Bay.

"The Food Safety Act provides for the participation of several national agencies. It would be great if DA can come into it with a more empowered role, even as we upgrade the processes of our own food safety regulatory agencies," the DA chief expressed.

Meanwhile, House Committee on Appropriations Chair Representative Eric Yap warned violators that despite the fast-approaching end-of-term of the 18th Congress members, the fight against agricultural smuggling continues through the incoming 19th Congress.

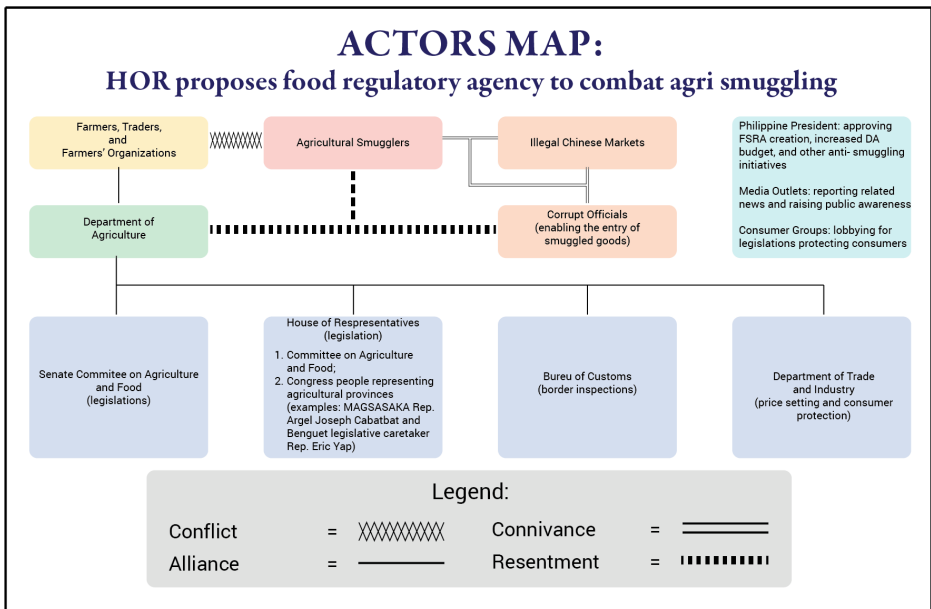


Figure 17. Actor's map used in the creation of the DA article.

Vergara used both the timeline and actor's map tool for this comprehensive article. She said she used the timeline for exploring complexities needed for the historical context of agricultural smuggling and for determining the need for recommending the establishment of the Food Safety Regulatory Administration. She then complemented it with the actor's map to enrich perspectives and determine the various players and their roles in the issue.

By using the actor's map illustrated above, Vergara determined the main players in the agricultural smuggling issue including the DA, the Bureau of Customs, the House Committee on Agriculture and Food, the farmers and agricultural traders, and the agricultural smugglers.

Being a very complex issue, agricultural smuggling has many other key players but Vergara focused on the DA, as an information officer of the agency. She also argued that including too many actors and events in a single article will result in a longer output that might be ignored by their intended audience.

By strategically choosing the inclusion of actors in the story, the author would be able to frame the article in such a way that the spotlight was on how the DA addressed the criticisms against the agency. The article also provided the context behind the agency's limited actions and results, and its next steps to assure the public that the DA is on top of the issue.

Vergara said that using the CSPP lens in writing the article would paint the bigger picture for the audience, which would help them realize that the DA is not turning a blind eye on the issue of agricultural smuggling. This was made possible by the help of the CSPP tools for writing a communications output.

“The use of CSPP tools assured me that contrary to the perception that government communications are simply agenda-setters, we can continue doing our job while also remaining true to what we believe is moral and ethical,” (Vergara, 2022).

Structured Learning Activity:

Uncovering new voices with the Actor's Map (Part 1)

1. Using the press release below from the DPWH, identify as many actors as you can whose voices are not present but whose perspective can greatly improve the story.
2. Determine how these actors are connected or are related to each other, i.e., do they share the same perspective, offer a divergent view?
3. Try to identify the actor or source that can give a perspective that offers the most gain to all parties.

PRESS RELEASE

Nationwide Cases of Truck Overloading Up at 34% in 2021 May 8, 2022

Department of Public Works and Highways (DPWH) Secretary Roger G. Mercado recently ordered all DPWH Regional and District Engineering Offices to intensify Anti-Overloading Operations, as a response to the latest Department report on increased cases of truck overloading nationwide.

DPWH Secretary Mercado, citing a report from the DPWH Bureau of Quality and Safety said that the 2021 Nationwide Cases of Truck Overloading was recorded at 34.11 percent out of all the trucks that were weighed, or an increase of 6.96 percent from 2020 at 27.15 percent.

"Of the 401,785 trucks that were weighed by our 38 truck weighing stations in 2021, a total of 137,029 or 34.11 percent were apprehended for overloading. This is alarming, considering that the cases have worsened from last year," said Secretary Mercado.

"Overloaded vehicles result in premature deterioration of roads and bridges, causing vehicular accidents, and endangering commuters and pedestrians. This also redounds to more government spending on road maintenance," added Secretary Mercado.

The DPWH, in coordination with the Philippine National Police (PNP), and Land Transportation Office (LTO) jointly apprehends violators of overloading nationwide by setting up permanent and mobile weighing stations along national roads. ###

Structured Learning Activity: Uncovering new voices with the Actor's Map (Part 2)

1. Read the story below from the Philippine News Agency, published in June 2022.
2. Draw a conflict map that represents all the perspectives present in the story.
3. Plot the relationship between the actors.
4. Identify a non-aligned party whose view can greatly impact the outcome.

NEWS STORY

Admin raps await 'pastillas' suspects charged with graft

By Benjamin Pulta and Wilnard Bacelonia

MANILA – Bureau of Immigration (BI) employees implicated in the so-called “pastillas” scam will still face separate administrative charges distinct from the suits filed by the Office of the Ombudsman.

The bail for the temporary liberty of each of the 43 BI officials and staff was recommended at PHP90,000 each.

The Ombudsman charged them with violating the Anti-Graft and Corrupt Practices Act after it was uncovered that they conspired in receiving bribe money from Chinese nationals who entered the country without going through regular and stringent profiling or screening.

The money was wrapped like pastillas candies, a milk-based soft delicacy.

The foreigners were reportedly referred by a travel agency and other Chinese nationals in the country.

Department of Justice (DOJ) Secretary Menardo Guevarra said the agency launched a parallel administrative investigation after a fact-finding inquiry by the BI.

“The resolution of the separate administrative case is also forthcoming,” Guevarra told reporters via text message on Tuesday.

He said the respondents in the administrative complaint are not the same set in the criminal complaint submitted by the National Bureau of Investigation (NBI) to the Ombudsman.

“It is the resolution of the administrative case that will determine the disciplinary action that may be taken against the respondents therein,” Guevarra said.

Among those slapped with graft charges were former Deputy Commissioner Marc Red Mariñas and senior immigration officers Grifon Medina, Erwin Ortáñez, and Glenn Ford Comia.

In February 2020, the Senate probed the scheme, after which BI Commissioner Jaime Morente formed a fact-finding investigation committee (FFIC) to look into the alleged irregularity.

The FFIC subsequently issued a report finding prima facie evidence for grave misconduct and

conduct prejudicial to the best interest of the service against the BI personnel.

The FFIC also recommended that a formal administrative investigation be conducted without prejudice to the filing of an independent criminal action.

On Oct. 23, 2020, Guevarra issued a formal charge for grave misconduct, gross neglect of duty, and conduct prejudicial to the best interest of the service against the BI officials and employees.

Success

Senator Risa Hontiveros is thankful for the Ombudsman's move.

"Tagumpay ito ng mga kababaihan at kabataang biktima ng human trafficking, lalo na ang mga naglakas loob magsalita tulad nina Carina at Ivy (This is a success for the women and the youth who were victims of human trafficking, especially the ones who were brave enough to speak like Carina and Ivy)," she said in a statement, referring to the two victims who testified about prostitution rings mostly serving Chinese clientele

Hontiveros, chair of the Committee on Women, Children, Family Relations and Gender Equality that helped bare details of the "pastillas" scam, said the filing of cases showed Senate hearings are indeed of help to the country.

"Pwede maging katuwang ng estado at (We can work with the state and) law enforcement agencies para labanan ang katiwalian (the committee to fight irregularities). Our committee worked very closely with the DOJ, the NBI, the DSWD (Department of Social Welfare and Development)," she said.

In November 2020, President Rodrigo Duterte summoned the suspects to Malacañang where paper bills in "pastillas" wrapper were waiting for them to munch on.

Out of respect for Guevarra who was also at the Palace at the time, the President canceled their "snack" but said he wanted them fired from the service. ###

Chapter 3.4: Peeling Layers and Interests with The Onion

INTENDED LEARNING OUTCOMES

At the end of this chapter, you will be able to do the following:

- *differentiate positions, interests and needs in the light of CSPP-oriented communications material; and*
- *analyze conflict dynamics by exploring the positions, interests and needs of conflicting parties in a given story*

In the book *Working with Conflict*, Fisher (2000) noted that people in peaceful and stable situations act on the basis of their actual needs. But in situations of conflict, parties tend to be mistrusting, doubtful, and secretive. As such, they are less likely to grasp each other's needs and fear the expression of their own.

They mistrust the other's interests and, over time, develop more insular and defensive behavior as expressed in public positions. This hardening alienates parties from each other and, as seen in Glas's model on the escalation of conflicts, leads to a war of words that could just escalate into a war of parties.

Also referred to as the Position-Interest-Needs Tool, The Onion enables those engaged in CSPP communications to navigate the often-conflicting and overlapping information they obtain from parties engaged in conflict situations and violence.

The tool helps by providing writers a handy way to categorize the information they are able to obtain from parties as either Positions, Interests, or Needs.

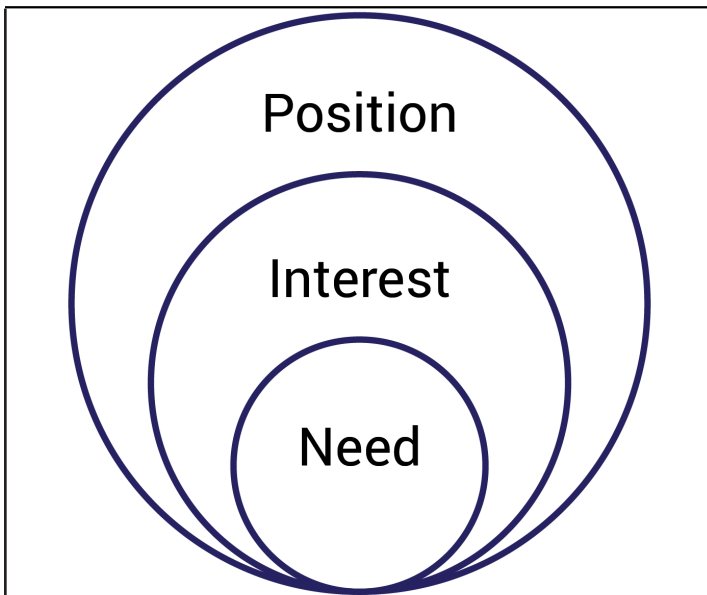


Figure 18. The Onion tool categorized based on position, interests, and needs.

Positions are public stands as manifested in statements, comments, and declarations in which one individual or group announces what they want. In conflict situations, positions are often formulated as demands (what “the other” should do) and contain values couched as a justification or legitimization (why “we” did something or will do something).

Positions are normally the most visible or hearable to the public, so they can be compared to the outer coat of the onion.

Interests are the actual stake the parties have in a conflict. They describe what they really want to achieve and what motivates them in a certain situation. Sometimes they are voluntarily hidden or not even acknowledged by the conflicting parties for fear of weakening the negotiation position.

Frequently, actors, whose relative importance may change over time, may have several subjective interests. The interests of different groups are not always conflicting but can also be compatible. Therefore, the most constructive solutions to a problem are those that meet the greatest number of interests of as many involved parties as possible. Because these interests underlie the official positions, they can be compared to the different intermediary layers of the onion.

Needs are the fundamental requirements that must be fulfilled in order for the conflicting parties to be truly satisfied with the outcome. Therefore, it is crucial that conflicting parties understand their own and each other's core needs, so that constructive and satisfying outcomes can be achieved. Johan Galtung proposed a four-fold table of basic human needs that includes security, welfare, freedom, and identity.

Needs are non-negotiable, but they can be satisfied in different ways. As needs are the source of interests and positions, they can be compared to the core of an onion.

These distinctions are critical, given the deluge of easily available statements from official sources during a time of conflict, armed, or otherwise. Official statements, by their very nature, are an interpretation of facts framed to advance the agenda or position of the speaker, while keeping the speaker's interests or needs hidden.

The tool also provides a good starting point to make assumptions on the motivation of some actors, assumptions that can later become the basis for further inquiry.

Practitioners of CSPP will find the tools very handy when dealing with stories involving sources who are diametrically opposed to each other. Because of their situation, these sources will tend to be defensive to each other, to a point where they become less diplomatic and more extreme.

This hardening of standpoints drives the parties further away from collaborative problem solving even though meeting their specific needs does not require a zero-sum approach.

By uncovering their common needs, the sources are confronted with the commonality of their needs, never mind the mistrust and doubt they created for themselves.

How can communicators maximize the Onion tool?

Using the tool in the context of conducting an interview, the writer needs only to ask the source, or sources, to identify the interests or needs that sustain or drive his or her position, compare it with the needs expressed or uncovered, and establish that they are common.

In using the tool in the context of analyzing existing data or in research, the writer needs to study the position previously given, make assumptions as to the possible motivation of the party or parties, and pursue the assumptions as lines of inquiry or questioning.

During story presentation/writing, the writer must take care to focus on the common interests and needs, and not the official position given by both parties.

Discussion point:

Statements of sources are considered their position or stand on the issue. Often, these statements, though colorful and engaging, are self-serving rhetoric issued to advance an interest.

Reportage should expose what these interests (and needs) are. Often, parties in conflict share the same interest and differ only in the approach.

If the shared interest is uncovered, discourse can flow towards a more cooperative, collaborative, and less competitive (perhaps less violent) means to achieve it.

Tool Practice: The Onion

Using the Onion tool will help us realize that there is always much more to the narrative of a party in what a conflict story tells us. That is, if we care to listen to what was unsaid as much as to what was said.

Unfortunately, government communicators can sometimes be restrained by their own biases and prejudices. Most often, their main goal is to use soundbites and visuals that push their respective agency's agenda. And that may all be well and good, until their position-based output negatively impacts the fragile condition of peace in their areas of coverage.

The story below, written in 2016, unfolds in what used to be a sleepy town in Surigao del Norte until its mineral deposits were uncovered and mining companies began to crop up. Note the competing positions of the parties in the story and where their positions converged.

MINING BOOSTS TOWN INCOME BUT RESIDENTS STRUGGLE WITH DRAWBACKS

Antonio Manaytay

June 29, 2016

CLAVER, SURIGAO DEL NORTE — Change came when rich mining companies converged and began buying and digging up parts of this town less than 800 kilometers southeast of Manila.

But the change hasn't always been for the better for both the Indigenous Peoples (IP) of the Mamanwa, upon whose ancestral domain in the Pulang Lupan mountains the mining unfolds, and for the town of Claver itself.

For Mamanwa Junior Galaneda, the change was in his way of life. He used to plant crops in and shared by other IPs until the mining companies arrived and took over the land.

He was transferred to a housing village built by a mining company as a relocation site.

Though fancy according to the standards of city-dwellers, the accommodation is hardly convenient for Galaneda, who still adheres to the practices of communal farming, hunting, and gathering.

Sometimes, he would go fishing in Claver Bay.

"But now, fish is scarce," he said, pointing to the bay teeming with cargo ships, part of the massive infrastructure supporting mining companies and processing plants that operate in this town.

Mamanwa means first-forest dwellers. They are recognized as one of the country's oldest tribes. They engage in subsistence farming, hunting and gathering by tradition and are also famous for their indigenous arts and crafts, including basket and mat-weaving.

CHANGE

The "change" mining brought hasn't been entirely worthwhile for Claver's Mayor, Eddie Patan Gokiangee too.

Yes, he said, the municipal government's annual income rose from P90 million to P300 million after it was able to collect taxes and fees from the mining operators.

But, he alleged, the money wasn't willingly given. The municipal government had to go to court to make the claim and collect what's due. Also, the mining firms skimmed on paying local taxes.

GROUP OF NINE

Nine of the 35 operators of metallic mines in the Philippines — Taganito Mining Corp., Nickel Asia Corp., Pacific Metals Company Ltd., Sojitz Corp., Sumitomo Metal Mining Corp., Taganito HPAL Nickel Corp., PCD Nominee Corp., Mantra Resource Corp., and Nihao Mineral Resources International — operate in Claver.

Looking to explore the area's rich iron, nickel, copper and silver deposits, the mining companies began popping up in 2009, twelve years after Congress passed the Indigenous Peoples Rights Act (IPRA).

The IPRA, on its face, does not mention mining. However, it enables "the grant of any license, lease or permit for the exploitation of natural resources" within ancestral domains if given "free and prior informed consent" by the affected IP communities.

The law also entitles IP to negotiate the terms and conditions for said "exploration of natural resources" and the payment of royalties — at least one percent of gross production.

It's an amount mining companies are willing to pay IPs; if not the whole tribe, then groups of families that can claim to be a tribe by and in itself.

They are also willing to pay other "benefits" like relocating IPs to concrete housing villages closer to town, where they become examples of "success stories" for corporate social responsibility.

MONEY, CONFLICT

Relative to their operation in Pulang Lupan, the Taganito Mining Corp. paid P51.5 million in royalties to a group of IPs in Claver.

In a Feb. 19, 2009 letter to Atty. Jose Dumagan, then acting regional director of the National Commission on Indigenous Peoples, Taganito Mining president Gerard H. Brimo said the sum "represents 1% of our gross sales of Nickel laterite."

The amount covered royalty payments for July 2006 to December 2007. They paid another P21 million on December 18, 2009 as 1% royalty for the year 2008.

But the release of the amount caused division and conflict among other Mamanwa families living within the same ancestral domain but were excluded in the sharing.

Families led by one Datu Alfredo Olorico and one Datu Reynante Buklas even set up barricade at the entrance to the production site of the TMC because the royalty payments were released to another group of Mamanwa, the Asosasyon sa Madazaw na Panagkaisa nan mga Tribong Mamanwa sa Tag-anito ug Urbiztondo.

Also, an estimated 30 percent of the sum went to people who were able to obtain valid contracts with the Mamanwa, who generally have no conventional schooling, as commission for representing their interest in meetings with the mining firm management.

MUNICIPAL INCOME

Claver's Mayor Gokiangkee said the municipal government also got P90 million as its share of the revenue the National Government collected from mining.

But, he added, the amount "is not enough for all the development needs of the town. He wants more.

He claimed the town did not realize the promised economic benefits also because the mining companies actually didn't pay local taxes owed.

Mining companies are subject to income taxes, excise taxes, VAT, documentary stamp taxes, and other import and customs duties. They are supposedly also subject to annual local business taxes, real property taxes, and occupation fees.

"We even went to court to make them pay what was due us," he said.

PER CAPITA

Claver is a second-class municipality of just over 32,000 and a poverty index of 34.28 as per the 2015 census, despite about eight years of mining activities.

In contrast, the national average was 21.6 percent for that year.

"Nothing has changed since the mining companies came, as far as our sales are concerned," said 48-year-old Marita Galane, who has been selling vegetables for almost ten years.

Those who benefited are those who were able to get jobs within the mining companies.

According to the Department of Trade and Industry, the nine mining companies have employed about 10,000 people. But Galaneda and other local sources quickly pointed out that many of those employed are not from Claver and certainly not from the Mamanwa tribe.

The employees come from other parts of Mindanao, like in Butuan City and Davao City, and send most of their money back home or spend it there. Junior Galaneda and other tribe members were promised local employment by the mining company and, as of press time, were still waiting for the jobs promised

In the meantime, he can only reminisce about better days farming and fishing.

FROM BLUE TO RUST

The once-blue waters of Claver Bay used to teem with fish.

Now the water is the color of rust and teems with ships — at least 20 international cargo vessels dock there each day.

Fisherman Celso Tagamit said his catch dwindled when the waters changed color.

"They said it's because of pollution," said Galaneda. "But I do not know."

The Mines and Geosciences Bureau blamed siltation for the discoloration of the bay. Silting containment plants for stockpiled ores leaked, the agency said, calling it a violation of safety and environmental standards.

The Taganito Mining Corp. denied responsibility for the contamination.

"The reported pollution is not due to siltation from our mining operations but because of rains, a natural phenomenon," it said in a statement.

In developing the story, which he pursued using a grant from the Peace and Conflict Journalism Network, Manaytay, who is based in Zamboanga Sibugay, went to Claver in Surigao del Norte and spoke to affected parties, including some of the sources he eventually selected for the foregoing story, over a span of two week.

From the interviews, he gathered the positions of the sources and, from there, made studied assumptions and inferences which he later transformed into questions he pursued in follow-up interviews.

He was not able to interview an actual representative of Taganito Mining. But, he nevertheless pieced together a story using secondary sources — articles posted in other publications, including internal newsletters.

Table 6. Dissecting the article using the Onion tool.

| | Galaneda | Gokiangkee | Taganito |
|----------|---|---|--|
| Position | Mining disrupted my way of life | They aren't paying local taxes They are hiring non-residents | We're paying royalties We've brought jobs into Claver We've provided relocation sites for displaced families |
| Interest | To be able to farm To be able to work, as promised | To get more revenue | To continue mining operations |
| Needs | To not suffer that much disruption in his way of life | To bring development to the town To grow in influence | Revenue for the company and its stockholders |

Obtaining and presenting the positions, interests, and needs of the actors involved in your story provides you and your readers a deeper context of the conflict discussed. The main purpose of using the Onion tool is for communicators to realize that there are other dimensions in the report that go beyond what the sources say.

In using the CSPP lens together with the Onion tool, it is crucial not only to highlight the positions of our respective agencies, but also on the importance of resolving issues that will lead to improved peace conditions.

The Onion tells you that you should not focus on giving the right “sound bites.” Instead, it compels you to focus on resolving challenges that affect all stakeholders.

Structured Learning Activity: Establishing common ground with the Onion tool (Part 1)

1. From the story in the previous chapter (PNA story on Pastillas scheme), determine the source or sources in the report and what probable Positions they hold relative to the issue.
2. Identify the Interests that their Positions possibly advance.
3. Propose at least five clarification/confirmatory questions that will uncover the Interest behind the Position.
4. Determine the Needs that the Interest will most likely satisfy.
5. Propose at least five clarification/confirmatory questions that will uncover the Needs behind the interest.

Structured Learning Activity:

Establishing common ground with the Onion tool (Part 2)

1. Read the story below.
2. Draw and fill one onion model each for the Positions, Interests, and Needs of (1) China, (2) the Philippines, and (3) the United States.
3. Based on your resultant diagram:
 - a. What are the biggest differences between the various parties?
 - b. Which aspects are non-negotiable? Where do you see common interests?
 - c. What do you consider to be the consequences of a hardening of positions?
 - d. Do you believe that the general public as well as the actors themselves are aware of the Interests and Needs of the various conflicting parties?
 - e. What could and should be the role of the media on contentious issues?
 - f. How can media behavior and reporting styles impact the issue?
 - g. What questions should be asked?

NEWS STORY

South China Sea: The Positions and the Facts

By Yanmei Xie & Tim Johnston

The South China Sea covers an area of some 4 million square kilometers. It has vital trade arteries, with \$5 trillion or about one third of the world's commerce passing through its waters, fisheries that account for 12 per cent of the global catch, and estimated reserves of eleven billion barrels of oil and 190 trillion cubic feet of natural gas.

Claims have been staked to parts of the South China Sea by five countries – Brunei, China, Malaysia, the Philippines and Vietnam – and Taiwan. Indonesia is not a formal claimant, but the Exclusive Economic Zone (EEZ) generated by its Natuna Islands overlaps with China's "Nine-Dash Line".

The Nine-Dash Line line first appeared as eleven dashes on a Chinese map in 1947 – China removed two dashes in the Gulf of Tonkin in 1953. Beijing has never clarified the coordinates of the Nine-Dash Line, nor articulated exactly what it is claiming within it.

China claims all land features in the South China Sea. The Nine-Dash Line loops down from the coast to take in most of the South China Sea and slices into the Philippines' claimed EEZ. The Philippines claims about 50 land features in the Spratly Island chain and the Scarborough Shoal.

The Philippines asked the tribunal to rule on fifteen submissions across three groups of issues.

First, it argues that China's Nine-Dash Line claim is contrary to the United Nations Convention on the Law of the Sea (UNCLOS), to which both are parties.

Second, it requested the tribunal determine the statuses of land features occupied by China. It argues the features are "rocks" and "low-tide elevations", not "islands".

UNCLOS defines low-tide elevations as natural land features that are submerged at high tide, and islands and rocks as those that remain above water. Islands are distinguished from rocks by their ability to “sustain human habitation or economic life of their own”.

States may claim sovereignty over islands and rocks.

Both are entitled to a twelve-nautical mile territorial sea. Only islands are entitled to a 200-nautical mile EEZ. Low-tide elevations may not be claimed, and do not normally generate any maritime entitlements on their own.

Third, the Philippines requested that the tribunal declare that China has violated UNCLOS through its enforcement, construction, and fishing activities.

It argues that China has illegally interfered with the Philippines’ lawful exercise of sovereign rights and has failed to fulfill its obligations to protect the marine environment.

In October 2015, the tribunal ruled that it had jurisdiction on seven submissions. They involve the status of land features, and the lawfulness of China’s practices around the Scarborough Shoal and Second Thomas Shoal.

The tribunal has reserved judgment on jurisdiction over seven other submissions and asked the Philippines to clarify and narrow one submission.

China rejected the arbitration and has refused to participate in the proceedings. It has also repeatedly stated it will not accept the tribunal’s ruling. In December 2014, China issued a position paper arguing the tribunal does not have jurisdiction over the case.

First, China argues that the subject-matter of the arbitration is sovereignty over maritime features, and is thus beyond the scope of UNCLOS.

Second, it argues that the subject-matter concerns maritime delimitation, which it has legally excluded from the tribunal’s jurisdiction.

Third, it says that the two sides agreed to settle their disputes through negotiation, to the exclusion of any other means.

The tribunal is expected to rule on the status of Chinese-occupied land features in the Spratly chain.

If it determines the features are not natural islands, it would limit the legal rights China can claim around them.

Since early 2014, China has reclaimed 3,200 acres of land around seven features, and built airstrips, ports, high-frequency radar facilities, solar arrays, lighthouses and support buildings on them.

Particularly important will be the expected tribunal ruling on the status of Itu Aba/Taiping. Itu Aba (the Philippines name that the tribunal has been using) is the largest natural land feature in the Spratly chain, and hosts a Taiwanese outpost with about two hundred people.

It is claimed by the Philippines, China, Vietnam, and Taiwan. If the tribunal determines that Itu Aba is an island, the feature's EEZ would overlap with that claimed by the Philippines.

Such a ruling would undermine several claims by the Philippines. Therefore, though the Philippines did not directly request a ruling on its status, it has strongly argued that Itu Aba is not an "island" but a "rock".

The tribunal has deferred a decision on whether it has jurisdiction to rule on the legality of the Nine-Dash Line until it assesses the nature of China's claimed rights. If it rules on the issue, it could be momentous.

An adverse ruling on the line would significantly reduce the area that China can legally claim. But because China has offered no legal explanation on the line, the tribunal may lack a basis to directly repudiate it.

The tribunal could instead state that Chinese claims have to strictly comply with UNCLOS, thus leaving China room to gradually bring its claims into compliance.

Among the claimants, Vietnam and Malaysia sent observers to the proceedings. In December 2014, Vietnam submitted a "Statement of Interest" to the tribunal supporting the proceedings and the upcoming ruling, stating opposition to China's Nine-Dash Line claim and reaffirming Vietnam's claims.

Australia, Indonesia, Japan, Singapore and Thailand also sent observers to the proceedings. The U.S. said "the parties are obligated to respect and abide by" the arbitration ruling. The UK, Japan and Australia similarly called for parties to adhere to the ruling. New Zealand expressed support for the Philippines's rights to seek arbitration. The EU and G7 called for respect for arbitration procedures.

Countries that have explicitly endorsed China's position include Sudan, Gambia, Kenya, Russia, South Africa, Zimbabwe and Cambodia. Beijing says the number of countries that support its position is growing, but has declined to provide a specific figure or a list. A few countries, including Fiji, Poland, Slovenia and Bosnia and Herzegovina, have denied claims that they side with China.

The ruling can reduce the scope of the South China Sea disputes, but will not solve them. The tribunal was not requested to and will not rule on sovereignty: it is beyond its jurisdiction to decide on which nation owns the land features. It will not determine maritime boundary delimitation, on which China has exempted itself from compulsory resolution. There are three other claimants who are not parties to the arbitration.

The ruling will be binding on the Philippines and China, but Beijing is unlikely to comply with it in the short term. The process, however, could set an example for other claimants to follow and thus provide incentive for China to negotiate. By providing greater legal clarity and generating international attention, it could reduce the asymmetry between China and other claimants in negotiations. It could even encourage Beijing to reexamine the diplomatic and political cost of its expansive claims.

The ruling is likely to escalate the war of words. Both China and the U.S. are likely to intensify diplomatic maneuvers to win support for their respective positions. If China declares an air defense identification zone in the South China Sea, the U.S. is likely to challenge it with military fly-byes. If the U.S. conducts more frequent and higher-profile freedom of navigation patrols near Chinese-held reefs, Beijing may feel compelled to intercept or even evict U.S. vessels. The risk of military clashes is small, but cannot be ruled out.

Escalation to military standoffs is not inevitable. The ruling could present an opportunity to reverse the collision course.

There are face-saving ways for Beijing to demonstrate respect for international law, beginning with incrementally backing away from the Nine-Dash Line and bringing its claims closer to principles of the UNCLOS.

China can, for example, refrain from taking enforcement actions at the fringes of the Nine-Dash Line.

China can also move to conclude its boundary delimitation negotiations with Vietnam outside the mouth of the Gulf of Tonkin. Success there would show Beijing's sincerity in negotiations. Beijing can help make substantive progress on formulating a Code of Conduct.

This would commit all parties to binding norms of behavior and help restore South East Asia's faith in China's pledge for peace and cooperation.

As long as the U.S. does not itself ratify UNCLOS, it will remain a flawed spokesperson for a rules-based order.

Washington's unilateral display of naval power can send a message of deterrence, but it will take painstaking multilateral diplomacy to persuade China to commit to negotiations with the Association of Southeast Asian Nations (ASEAN) to find a rules-based solution. Washington's military maneuvers and bilateral security arrangements have to be matched by efforts to shore up ASEAN's capacity.

ASEAN, with support from its partners, has to step up and meet China as a firm and coherent negotiating partner.

Acquiescing to Beijing's pressure or overreliance on Washington's deterrence will unravel decades of progress in regional self-governance by consensus and turn South East Asia's nightmare of getting caught between two scuffling giants into reality. ###

CHAPTER 4:

PRACTICAL GUIDE FOR

CSPP COMMUNICATIONS

INTENDED LEARNING OUTCOMES

At the end of this chapter, you will be able to do the following:

- *integrate peace promotion with conflict-sensitivity tools in coming up with communications output;*
- *be familiar with the guidelines that government communicators can observe in producing a CSPP-oriented communications material;*
- *identify the Do's and Don'ts in reporting conflicts*
- *be familiar with the Philippines' National Action Plan on Women, Peace and Security;*
- *analyze examples of gender-fair media practices; and*
- *assess your own output using the CSPP rubric*

How to integrate peace promotion?

After laying the foundations of the story using the CSPP communications tools discussed above, the writer can further refine articles by employing more practical strategies available to truly embody the peace-promoting principles pushed by CSPP communications.


As previously discussed, CSPP communications, unlike conflict-sensitive journalism or peace journalism, allows government communicators to actively push for the state's peace agenda while practicing conflict sensitivity to avoid any escalation of conflicts. This is what separates CSPP from the traditional journalism practice.

To do this, government communicators must always bear in mind that all the information materials they produce should highlight the efforts or initiatives by the national government – or at least by the government agency that they represent – that aim to solve the conflict they are trying to discuss.

Here are some basic guidelines that government communicators can observe in producing a CSPP-oriented communications material:

1. Know what you write.

As a public information officer, you are expected to be knowledgeable on everything



that you write about. Working in the public sector requires communicators to practice due diligence and know everything about the subject you are going to write about. This entails conducting heavy research on topics assigned to you, especially if you are still starting your career in the government. A simple factual error might affect your agency, or the government as a whole, and might cause irreparable damage.

Ignorance has no place for government communicators. Most reports in the mainstream media rely on government sources, including you, as writers. If public communicators neglect their responsibility to be accurate in their reportage and practice due diligence, everything else falters.

2. Know your agency's programs.

It has been discussed that CSPP communications is a purposive way of writing, with the intention of pushing forward the programs and agenda of the government. Every communications output released by your agency is an opportunity to promote the programs, policies and interests of your organization. To effectively do this, you have to know the existing programs of your agency and how it will benefit the public.

3. If reporting about a conflict, ensure to offer solutions.

As previously discussed, conflict is not limited to events resulting in violence. Conflict can come in the form of hunger, poverty, inadequate public transportation, food crisis and so on. When you report about this, it will be useless to just lay down the details of the conflict without offering available solutions.

This part is integral to the peace-promotion component of CSPP communications. It is the government's responsibility to make its presence felt by the public, by offering solutions to conflicts and other issues. You can do this by introducing related programs and policies initiated by your agency or the national government.

4. It's always about the human face.

After giving details about the conflict, solutions, and existing programs and policies of your agency, you must make sure that the voices of your beneficiaries or the affected stakeholders are included in your story.

Writing about government dole outs? Interview the beneficiaries. Writing about typhoon updates? Interview the evacuees and affected residents. Releasing a story about new infrastructure projects? Interview the communities.

Using this approach, your output can help other public agencies determine how to effectively help your stakeholders. The CSPP tools, discussed in the previous chapter, will help you determine the right questions and right persons to ask.

5. Facts always matter.

Anchored on the principles of journalism, the sanctity of facts should always be observed in government communications. Facts are your strongest defense against

crisis and criticisms. All CSPP-oriented materials are based on facts. It is not ethical to publish output based on assumptions without factual basis. Releasing information materials such as PRs or statements with factual errors will reflect on your agency and the government. No matter how conflict-sensitive or peace-promoting your output is, it will be rendered useless if you get your facts wrong.

In drafting a statement, for instance, in response to allegations or criticisms thrown at your agency, it is best to address the issue by stating irrefutable facts. Facts are solid evidence that cannot be easily countered. Keep in mind, however, that all statements released by your agency still adhere to CSPP principles.

As communicators, it is your inherent duty to fight any form of misinformation or disinformation that hinders the government's efforts in creating a peaceful environment. Lucero (2022) defined misinformation as the unintentional dissemination of wrong information. Disinformation, on the other hand, is deliberate and more systemic. It can be weaponized to sow fear, division, hate, and discrimination, among other things. Disinformation is run by well-funded and sophisticated mechanisms, intending to disrupt public debates at a large scale.

Lucero (2022) said communicators can fight disinformation by using mechanisms to report it online, building a stronger information channel with stakeholders and investing time and effort on increasing media and information literacy. From this, you can design your content in such a way that your agency can contribute to building a safe space for accurate information, wherein lies and propaganda will not prosper.

6. Push for the government's mission.

Effective writing of messages means getting more media mileage. This is the most crucial and best way of communicating the government's agenda to the general public so they will know that their institutions are functioning and determined to make their lives better.

It is important to understand that it is the government's responsibility to establish a just and lasting peace among its people. Communicators have a huge role in fulfilling this mandate, and CSPP communications is one of the main tools to achieve this mission.

Do's and Don'ts in Reporting Conflicts

McGoldrick and Lynch (2000), as cited by Howard (2004), offered some guidelines to translate the concepts of conflict sensitivity into practice. These include the following:

1. Avoid portraying a conflict as consisting of only two parties. Explore all sides of the story and reach out to all the groups affected and involved. **(Review Actors' Map)**
2. Avoid portraying parties as the 'good' and the 'bad' in a conflict. This will result in characterizing one party as a threat, that may be justification for violence.

3. Avoid treating a conflict as if it were happening in an enclosed time and space. Try to trace the history, links and consequences of the conflict and how it will affect the people and the community involved.
4. Avoid reporting only about the violence. If the report lacks details and context, it might suggest that the cause of and the solution to violence, is also violence.
5. Avoid focusing only on the visible effects of a violent conflict when reporting about it. Pay close attention also to non-visible effects such as long term consequences of the conflict on the people, including their welfare and behavior.
6. Avoid defining the conflict solely based on the statements, demands and positions of the leaders of the parties involved. Give space for the stories of the ordinary people affected on the ground. Ask about their hopes, goals and the changes they want to achieve and if these are aligned with the position stated by their leaders.
7. Avoid focusing on what divides the parties involved in a conflict. Rather, try to ask questions that will help seek a common ground, then report the answers to these questions to highlight the interests or goals they may share.
8. Avoid dwelling on the suffering and grievances of only one party. Treat all sides' sufferings as equally newsworthy so as not to deepen the divide between them, and to avoid painting any side as the villains or victims.
9. Avoid using words such as "devastated," "defenseless," "pathetic," and "tragedy" to describe what has been done and what could be done by others to a group of people. Only use these kinds of words when quoting someone else who uses them. Also avoid the usage of demonizing adjectives such as "vicious," "cruel," "brutal," and "barbaric."
10. Avoid inaccurate use of emotive words to describe violence. Genocide means killing an entire people or more than half a million people. Assassination is the murder of a head of state. Massacre is the deliberate killing of unarmed and defenseless civilians, thus it is imprecise to use this word on the police and military. Conflict-sensitive reporting does not minimize suffering but requires prudence in using strong language.
11. Avoid using labels like "terrorist," "extremist," "fanatic" or "fundamentalist." These terms are one-sided and make it appear that those branded as such are unreasonable to negotiate with. Instead, call the group or people by the names they give themselves.
12. Avoid making an opinion as an established fact. Always state the name of the source who makes the opinion, so it will not appear that it is the opinion of the writer.
13. Avoid treating stories of peace agreement signing, ceasefire or military victory as the last step in creating peace. Instead, try reporting on the issues which remain unresolved and which may still lead people to commit other acts violence in the future. Ask questions about the measures done to resolve conflicts nonviolently.

14. Avoid waiting for leaders on one side to suggest solutions to conflicts. Explore peace initiatives wherever they come from. Bring up these solutions when interviewing the leaders, and report their response.

De Jesus (2008) of CMFR also laid out similar guidelines in effective peace reporting. The author underscored the importance of well-researched stories to help the audience build mutual understanding among various groups.

1. Identify/Understand peace process initiated by the government.
2. Know who the participants are.
3. Understand the terms or framework of negotiations.
4. Establish the landscape, the terrain of conflict.
5. Search out other factors in the field, innocent victims.
6. Contextualize conflict in reality of the place, effect on daily life.
7. Write about the “dailiness” of life, what stays the same, coping mechanisms during crisis. Military perspective should not be the only perspective in the press.
8. Story should be based on facts that were validated by the reporter themselves.
9. Provide background and context to any outbreak in hostility.
10. Avoid sensationalizing violence.
11. Story should provide a context, not be presented as an isolated, random incident.
12. Clean out the text of stereotypes.
13. Write about peace efforts.
14. Provide options for peace, conflict management and resolution.
15. Get the views of all those involved and affected by violence and war.

Gender-Fair Media Language

Promoting peace also means cultivating an equal space for gender and women.

In *Sex and World Peace*, an extensive analysis on the microlevel gender violence experienced by women and girls in the household when compared to the macrolevel state peacefulness revealed that the very best predictor of a state’s stability is how women are treated (Hudson et al., 2012).

These findings affirm the evidence that women’s meaningful participation in comprehensive peace processes end cycles of conflict and advance stability. However, the women, peace and security (WPS) agenda, and its transformative potential only became formalized and legalized internationally in October 2000 through the unanimous passing of the United Nations Security Council Resolution (UNSCR) 1325 (UN, 2000). The central theme of the Women, Peace and Security agenda, realized through the architecture of the ninety-eight (98) National Action Plans adopted, is the reclamation of the voices of women and girls and their agency in the global peace and security landscape (“1325 National Action Plans (NAPs) WILPF Monitoring and Analysis of National Action Plans on Women, Peace and Security”, n.d.).

Gender in the context of conflict and peacebuilding, why does it matter?

Because gender is codified into both informal and formal social institutions, it is imperative to unpack the gender dimensions in all the steps of Conflict-Sensitive and Peace Promoting (CSPP) Approaches, from (1) Analyzing the Conflict, to (2) Analyzing the Intervention, leading to (3) Understanding a Risk and Opportunity Assessment, (4) Assessing Peace and Conflict Impacts, and down to (5) Enhancing the Intervention. And as more statistical data demonstrate, the relationship between gender equality and conflict prevention, resolution, reduction, and overall improvement of security's stability point to six (6) key contributions of women to the comprehensive peace process: women work across lines, act as honest brokers, stage mass action, access critical information, broaden the agenda, and aid post-conflict recovery ("Women's Participation in Peace Processes", 2022).

The Philippine National Action Plan on Women, Peace and Security

The Philippine National Action Plan on Women, Peace and Security (NAPWPS) mirrors the journey of the UNSCR 1325 in that it was primarily borne out of the initiatives from civil society organizations (CSOs). The current NAPWPS 2017-2022 is already its third generation. Its definitive characteristics include a broader framing of addressing the situation of women in armed conflict and recognizing their contributions to conflict transformation.

It also anchors its vision to achieving the expansion of women's role in the various spaces for peace, while ensuring that inasmuch as there is highlighting of women's agency, the reality of women's vulnerability in situations of various conflict situations still remain. And finally, instead of a top-down vertical implementation of a national action plan at the local level, NAPWPS 2017-2022 reflect the unique contexts of WPS in the local level.

With an impact statement of contributing to the expansion of women's role in the peace process and conflict transformation and to the protection of their human rights in conflict situations, the NAPWPS 2017-2022 has two substantive and two support pillars — Substantive Pillar 1: Empowerment and Participation, Substantive Pillar 2: Protection and Prevention, Support Pillar 3: Promotion and Mainstreaming, and Support Pillar 4: Monitoring and Evaluation.

Filipino women impacted the comprehensive peace process in four meaningful ways.

- Firstly, Filipino women facilitated the building and rebuilding of trust between the GPH and MILF when they were invited to the negotiating table. This became pivotal in the overall success which led to the signing of the Comprehensive Agreement on the Bangsamoro. The enabling environment created by this mutual trust fostered an openness to discuss and exchange information about potential elements that could undermine the peace gains. Specifically, Moro women are more capable of the preservation of interethnic alliances in the backdrop of the escalating tension in Mindanao, as revealed in a subsequent evaluation.

- Secondly, the peace and security agenda was expanded with the close monitoring of CSOs of the inclusion of issues such as access to basic services, women's political and economic participation, as well protection from violence in the substantive agenda of formal negotiations along with the mainstreaming of minority groups and interests previously excluded in terms of the advocacies being pushed.
- Thirdly, women's groups built a wider grassroots support by bridging the formal peace process and the community by elevating grassroots inputs to the former, while being at the forefront of pacifying community reservations toward provisions and resolutions that might have derailed the negotiation process. Intersectional consultations that cut across religious and indigenous people, youth, and other minority groups became a national platform to relay updates of the proceedings to the public.
- Finally, after the 2012 Framework Agreement was threatened to be derailed, peaceful protests led by local women leaders encouraged both parties to reconvene the peace talks ("Women's Participation in Peace Processes: The Philippines Case Study", 2022).

The role of government communicators in implementing the Philippine Women, Peace and Security Agenda

The Philippine NAPWPS 2017-2022's Support Pillar 3: Promotion and Mainstreaming aims to ensure that in the implementation of the WPS agenda, gender perspective is mainstreamed in all initiatives toward conflict prevention and resolution as well as peacebuilding and conflict transformation. Government communicators play a crucial role in the full implementation of NAPWPS 2017-2022 in all relevant mechanisms at the national and local levels. Primarily, it is important to deconstruct existing gendered divisions of labor, particularly in terms of women's capacity to exist outside the confines of being the victims or passive recipients of the peace gains. Government communicators can reframe women's capacity as active agents in the peace and security landscape.

Additionally, taking on normative notions of masculinity and femininity, and its intersection with understanding, peace and conflict can be achieved through mainstreaming initiatives that create a force multiplier that would advocate the WPS agenda in the whole-of-society.

In today's post-truth society where misinformation, disinformation, and malinformation are weaponized to foment discord and division by eroding relationships of trust between and among society, and the government, government communicators should actively push for an enabling environment that directly counter misinformation, disinformation, and malinformation.

This can be done by ensuring accurate information on the implementation of the WPS agenda in the wider context of the Philippine peace and security (e.g., status of the Bangsamoro Organic Law, advocacy for women in the BARMM to occupy leadership positions, and overall influence the implementation direction to one that is gender-sensitive). Ensuring accountability for the protection and prevention of any and all forms of violation of women's human rights can be achieved by ensuring that sex-and-gender-based violence (SGBV) experienced by women and girls, and men and boys are not trivialized and does not result to further dehumanization of the survivors with the use of gender-fair language and survivor-centered narrative recording.

What tools are available to ensure a gender-sensitive, gender-fair and gender-inclusive communications output?

The Philippine Commission on Women led the publication of the Gender-Fair Media Guidebook in 2017 to guide communicators on the basic principles of mainstreaming gender sensitivity into public communication.

Below are the select practical guide points directly lifted from the Gender-Fair Media Guidebook, to help government communicators observe gender-fairness in their CSPP communications practice.

Non-Derogatory Portrayal

- Project the image of women and men-regardless of their age, religion, and social stature-in a dignified manner.
- Refrain from presenting women as inferior beings or the weaker sex, or portray them as having negative sex roles. Do not make degrading comments about the roles of women and men.
- Do not tolerate objectification of women, including the portrayal of women as sexual objects or giving utmost or exclusive importance to their sexuality or physical appearance.
- Avoid ridiculing - or exposing women to public ridicule-and stigma, or giving less importance to people by reason of their gender and sexual orientation, physical attributes such as appearance and disabilities.
- **When dealing with women and children who are victims of violence:**
 - Protect their image and identity. Leave out details that can lead people to identify them or their family members.
 - Do not sensationalize, as this only attracts undue attention to the victim's plight and does not help them to move on.
 - Avoid victim blaming. Depicting or even suggesting that the victim deserved to be abused not only subjects the victim to unnecessary, additional punishment, but also takes the focus away from the real root of the problem: the abuser.
- Avoid stories that depict women as helpless victims. In every sad story, find the positive, empowering angle that is waiting to be told.
- Do not promote pornography, sexual harassment or violence against women and children, directly or indirectly. Do not glamorize acts of violence or harassment towards women.

- Do not publish stories or make any public comments that can potentially incite violence or hatred towards people of a certain sex, gender identity or sexual orientation.
- Promote the view that the roles of women and men-whether at work, in the house, or in the community-are equally valuable.
- Take care to not reinforce gender oppression in any way. Portray or present women and men as having equally powerful roles.

Avoiding Stereotypes

- Pursue stories that berate women and men from rigid standards.
 - Avoid stories that present stereotypical images of women and men.
 - In your story, do not make statements that amount to sexist interpretations of the characteristics and role of women and men.
 - Strive to show a multi-faceted representation of women and men, rather than sticking to the traditional stereotypical images (e.g., women as victims, vixens or homemakers; men as aggressors, responsible providers or womanizers).
 - Avoid associating women and men strictly and exclusively with certain product or service categories (e.g. cosmetics and toiletries, and service occupations for women; pharmaceutical, health and wellness, and leadership positions to men).
- Challenge stereotypical portrayal and rigid gender roles
 - Portray women and men in a wide range of roles, both traditional and non-traditional, in paid work, social, family and leisure activities.
 - Update the image of women to show them in their roles as decision makers and providers of the family. Acknowledge men's roles in household tasks and home management.
 - Project women as significant contributors in academic, business, and livelihood activities as well as in socio-political and cultural/religious endeavors.
 - Portray tasks usually associated with women as equally important as traditional male tasks. Show both women and men performing these tasks.
 - Emphasize gender equality and non-stereotyped gender roles of men and women within the family, in the workplace and in the community.
 - Emphasize women's thinking abilities and men's nurturing abilities.

- Present an inclusive image of the family
 - Portray diversity in family structures. Do not restrict the “family” to heterosexual marriages.
 - Be inclusive by leaving space for single parents and extended families, without prejudice to adopted children and children born out of wedlock to avoid “victimization” of atypical structures.
 - Direct certain subjects like family planning, reproductive rights, welfare, health of the mother and the child, education and upbringing of children to both men and women.

Use of Non-Sexist Language

- Eliminate the use of language that renders women invisible

1. Do not use the generic pronoun “he,” “his” or “him” unless you are certain that you are referring exclusively to a male person or persons.

Example 1: A teacher will always be a part of his student’s life.

- Use plural nouns.
“Teachers will always be a part of their students’ lives.
- Delete “he,” “his,” and “him” altogether.
 “A teacher will always be a part of a student’s life.”
- Substitute articles (**“the,” “a,” “an”**) for “his”; and “who” for “he.”
“A teacher will always be a part of **the** student’s life.”
- Substitute **“one,” “we,”** or **“you.”**
 “As a teacher, **you** will always be a part of **your student’s** life.”

Example 2: Each of the reporters finished his work on time.

- Use passive voice.
 “The **work was finished** on time.”
- Substitute nouns for pronouns
 “The **reporters’ work** was finished on time.”

2. Do not use the generic “man.”

- For “man,” substitute **“person”** or **“people,” “individual(s),” “human(s),” “human being(s).”**

- For “mankind,” substitute **“humankind,” “humanity”** or **“the human race.”**
- For “manhood,” substitute **“adulthood”** or **“maturity.”**
- Delete unnecessary references to generic “man.”

3. Use gender-neutral alternatives for words ending in “man” but which refer to functions performed by either sex.

- Use **“anchor”** or **“anchor person”** for “anchorman.”
- Use **“business executive,” “manager,” “business owner,” “entrepreneur”** for “businessman.”
- Use **“camera operator”** for “cameraman.”
- Use **“chairperson”** or **“chair”** for “chairman.”
- Use **“representative,” “member of Congress”** or **“legislator”** for “Congressman.”

Avoid using language that trivializes women or diminishes their stature.

1. Avoid using feminine suffixes (e.g., “-ess,” “-ette” “-ix,” “-enne”) that make unnecessary reference to the person’s sex. These suffixes suggest that the person referred to is a diminutive or lesser version of the male counterpart.

Use terms such as **“actor,” “aviator,” “comedian,” “hero,”** and **“usher”** to refer to both men and women. After all, a person’s sex is irrelevant to the functions attached to these positions.

2. Avoid using sex-linked modifiers. Inserting a sex-linked modifier before a generic noun is unnecessary and patronizing, and suggests that the position is typically for males. If the sex of the person is relevant to the usage, use the modifiers “female” or “woman” instead of “lady” or “girl.” “Girl” suggests immaturity while “lady” is associated with stereotypical feminine attributes.

- Use the generic **“doctor”** instead of **“lady doctor”** or **“doctors.”**
- Stick to the generic **“lawyer,” “secretary,”** and **“nurse”** even when referring to a female lawyer, a male secretary or a male nurse, respectively.
- Simply say **“hero”** for both males and females instead of making the distinction with “heroic” women.

Style Guide for Government

After deciding on your content, you can refer to this style guide developed by the Presidential Communications Development and Strategic Planning Office (PCDSPO) in 2016 to guide you on the technical aspects or format of your output. This covers the most common communications materials that government communicators produce.

The style guide outlined below are directly lifted from PCDSPO's published material, with some insertions and nuances added by the authors of this guidebook. Some insertions are also based on interviews conducted with some government communicators, media practitioners and peace communications advocates.

WRITING PRESS RELEASES

What do you write about?

The press release should read like a good news story. It reports a newsworthy event—such as a visit by an important guest, an award conferred or received, a commemorative celebration, and a significant accomplishment.

Avoid sending out press releases that serve little to no purpose, or do not provide additional information or insight on a particular program or issue. Avoid sending press releases that, for example, inform people of an event or a milestone best suited for internal dissemination: meetings, personnel accomplishments, etc.

In using the CSPP lens, bear in mind that you are writing for your agency and your beneficiaries. If your story is not mainly focused on these two key factors, go back to the tools and rework the draft.

Start with a good headline

A good news story begins with a good news headline. So should a press release. A good headline is short and clear. It should contain all the important information of the story.

Start titles with meaningful keywords. Use informative and descriptive words to give readers a better sense of the point of the article. Headlines should stand on their own, concisely providing the gist of the article it promotes.

The elimination of government jargon should begin with titles. For example: If introducing a new agency program, don't just provide the program title without context—explain what the program is. **Obscure acronyms should be avoided.**

The following before-and-after examples of press release titles show how the revisions ensure the basic tenets of good headline writing. Notice which information is retained in the revised title, how redundant information, or information that is explicitly stated that can be inferred, is removed.

"DA awards P11-million worth FMR, hanging footbridge to Agusan del Sur" -- "Farm-to-market road

in Agusan completed"

"DBM launches citizen's guide to the 2016 budget" -- "Citizen's guide to the 2016 budget now online"

The examples given above can either work for your agency or not. It is best to identify which releases in the past have a high number of media pickups, and analyze the structure of its headline and content. You can still include the name of your agency in the headline if it works for you.

When giving focus to your agency's programs, it is also advisable to include numbers to make a stronger point.

"Over 100k residents receive gov't aid after Taal eruption"

"DPWH allots P4B for construction of new railways for commuters"

"5,000 farmers restart livelihood through DA's new subsidy program"

Write a lede

It is highly encouraged that you write a lede or a description: one to two sentences on what the piece is about. Think of the lede as what your audience's takeaway should be. (A lede can also be the first paragraph of your press release.) This is especially useful for when you publish your press release online.

Arrange information efficiently

Keep in mind the needs and the behavior of your audience. Although press releases are primarily sent out to the media, online publication broadens your audience; do not alienate the public. You can easily adapt the "F-pattern" theory of online reading when you assemble a press release.

The "F-pattern theory" notes that most users read across the top of the article, and then scan through the article looking at topics of particular interest. So an average reader will read the topmost and the leftmost sides of your article. Normally, your audience will read less and less down the piece. Front-loading—the use of strong, informative, and concise titles and opening paragraphs, as well as the use of subheadings—comes in handy.

Craft an opening sentence that provides the most important information in an efficient way. The next sentences should contain a summary of the press release.

The first paragraph should be an exposition (or expansion) of the title and a summary of the article that follows. Provide as many salient facts as you can, without overwhelming the reader. Eliminate unnecessary content. The first paragraph should not be more than three sentences.

The inverted pyramid model is the recommended organizing principle for web writing and press releases. This structure puts general information at the very beginning of an article, followed by specialized information, and saves the background information for last. Employ

this, keeping in mind the “F-pattern theory” of reading.

Think of your readers who will only want to read the first part of your article—they should be able to get the information they need immediately. Readers who’ll want to know more will read on.

Documents on procedures must detail the process in chronologically ordered steps. Enumerating the steps of the process in a logical sequence makes it easier for the user to apply and follow them.

Following the “inverted pyramid” model for your documents, you can devise a template in which basic information about the agency—like its mandate—or a program of the agency—including, for example, the address, the official in charge, contact numbers—are put at the very bottom.

It is highly encouraged that you provide photos with the press release. The transition to online publication calls for a more visual approach to providing information. Write captions for these photos as well. You should identify who everyone in the photo is, what is going on, and who took the photo. You should also provide links to additional material (such as your website) that will add information and context to the story.

WRITING MESSAGES

A message is a short, congratulatory article included at the start of a commemorative publication (such as a celebration’s program notes, an annual report, or a yearbook). It could also be a short message for a celebration or commemoration of important public events or holidays.

Begin with a greeting

Write a short opening paragraph that greets the reader and acknowledges the occasion. Below is an example of Presidential Peace Adviser Sec. Carlito G. Galvez Jr.’s message for the celebration of Eid al-Adha in 2022.

Assalamualaikum Warahmatullahi Wabarakatuh!
May the peace and mercy of The Almighty be upon us all.

Express appreciation for the person, organization, or its members

Show that you understand who the reader is and what he or she does. This helps to create a connection between your principal and the reader. It is also recommended to include in the message a part which signifies that your principal knows why the event or holiday is being celebrated or commemorated.

Today, we honor the sacrifices made by millions of Hujjaj from all over the world as they conclude their annual Hajj or holy pilgrimage in the blessed land of Mecca in the Kingdom of Saudi Arabia.

Find a common ground

Show that your principal and the reader have something in common. This creates empathy, a sense that your principal understands the reader and that they are on the same side.

As nations across the globe confront the challenges caused by armed conflict, poverty, inequality and the current health crisis, may all of us be inspired by the remarkable journey made by members of the Islamic faith.

When they converged in the Kaabah, the Muslim people demonstrated that despite differences in their nationality, culture or station in life, they are united by their faith in The Almighty Allah.

Link the organization or event with your principal's key thrusts, programs, or ideals

This helps to cement a sense of solidarity, that your principal and the reader stand together. It also creates the impression that your principal is working in the interests of your reader.

It is our hope and prayer that such solidarity shown by the Ummah will serve as a shining example to the Filipino people and encourage them to remain united and work together, as we pursue our collective vision of achieving a just and lasting peace in our country.

End by expressing good wishes

This kind of ending helps to conclude the piece the way it began, with a good word from your principal to the reader.

May this blessed day bring peace, unity, harmony, and spiritual renewal among the Muslim Ummah around the world.

Eid al-Adha Mubarak!

Keep it short

The message is not the heart of the publication it will appear in. Readers will not have patience for a long essay. So be brief. An upper limit of 400 words is a good rule to adhere to.

WRITING SPEECHES

Write for an audience

Write, that is, for the people who will listen. The root word of audience means hear. The speech will be heard, not read. This is the crucial difference between a speech and a written document. Even if a text of the speech is given to the audience afterward, it will first be experienced with the ear, not with the eye.

The audience (literally, the people who are there to listen) will not have time to slow down or speed up their reading of the text, or go back to points that are not clear. They will not be able to press a Pause button if they get tired in the middle of it. So tailor what you write to the way it will be experienced.

Writing for an audience carries the assumption that you know your audience. And you must. Knowing your audience means practicing conflict-sensitivity in your choice of message and language. If you know whom you are speaking for, you will also be able to identify which peace initiatives or advocacies would be most appropriate to highlight.

Decide on a topic

Choose a topic that fits the occasion and the audience. Think about how the topic will be relevant to those who will be there to hear it. Ask: what will they learn from the speech? The occasion and audience will also help you determine how serious or humorous the speech needs to be.

The speech should be about only one topic

Do not be tempted to cram plenty of material, no matter how valuable, into the speech. The audience will probably not want to hear all of it. So choose a topic and stick to it.

Decide on a purpose

Do not just have a topic. Have a purpose. Decide what the speech will do. Focus on just one purpose: may it be to persuade, to explain, to entertain, and so on. A speech that persuades needs to move its audience with powerful words and convincing evidence. A speech that explains should be clear and organized. An entertaining speech has colorful anecdotes and many moments of humor.

Always remember that the purpose for using the CSPP communications approach in your output is to advance your agency's peace agenda and initiatives, and avoid escalating any possible conflict. This can be achieved in speeches, if effectively written.

Be organized

The speech will be much easier to follow if it is neatly organized. It should have the conventional sections of an essay: an introduction, a body, and a conclusion.

Introduction

This is the beginning of the speech, and it should not be wasted. The audience is attentive, perhaps even curious. Do not spend too much time on preliminaries (like greeting the important people present). Start with a bang: a surprising statistic, a catchy quote, a funny anecdote, a probing question. Avoid the predictable, such as quoting a dictionary definition (as in, "Webster's Dictionary defines leadership as . . .").

At the end of the introduction, state the main idea of the speech. State also how the speech will develop this idea. (Such as, Why should we do this? Here are the five best reasons. The body then names and explains these five reasons.) This prepares the listener for the next section, the body of the speech.

This part makes the first impression for your principal and their speech. It will set the tone for the entire speech, so it is best to make it count.

Body

This is the meat of the speech, and its longest, most substantial section. After the thesis has been stated, it is now time to develop it. If the speech means to persuade the audience to do something, the body should be organized into the reasons. Explain, provide evidence, tell stories.

Conclusion

At this point, the heavy lifting is done. The main idea has been stated and developed. But the speech is not over.

The conclusion is the last section, which means it will leave the most powerful impression on the listener. Do not waste it. Summarize the speech by restating the main idea creatively (that is, do not merely say “Indeed, justice will have its day . . .”). Leave the audience with something memorable—a turn of phrase, an image—that will stay with them long after the speech is over. Endings are the part of speeches most often remembered. Make yours worth remembering.

Play to the audience

Tailor the speech to the audience. Age, social status, work affiliation, interests. Use the kind of language they will understand and respond to. Get examples that will be familiar to them. This makes the audience connect with the speaker. Listeners will feel that the speaker is someone who knows them well, which will make them more likely to listen.

If your audience has their language or dialect, it would be a good way to connect with them if you will make an effort to insert some greetings or phrases using their local vernacular.

Mayap a aldo kekayu ngan! (Magandang araw sa inyong lahat!)

Dakal salamat kekayu ngan! (Maraming salamat sa inyong lahat.)

Maayong gab i! (Magandang gabi)

Think pictures

Because your audience will be listening, help them by feeding their imaginations with vivid images, metaphors, and analogies. Having a slideshow or any other kind of visual aid will help, but even without it, your speech should appeal to the imagination of the people listening.

Think sound

Because the audience will be listening, use the sound of your words to appeal to your listeners.

Use parallel constructions

These are especially effective in speeches. John F. Kennedy ended a speech with one of the most memorable statements ever: “Ask not what your country can do for you; ask what you can do for your country.” The use of two clauses that are worded similarly delivers a punch that this passage still has half a century after it was spoken.

Use parallel sentence structure in a similar way to help the audience follow the speech and make its ideas memorable.

Signal ideas clearly

Use first, second, third to make a sequence of ideas clear.

Questions are often effective in transitioning from one idea to the next, so ask a question like “How did we get to this point?” before giving an analysis, or “What do we do about this?” before providing recommendations. Highlight important ideas by saying something like “The lesson for all of us is this.” or “So what is the point of all this?” Then get to the point.

Repeat key words and ideas

It is harder to remember words that are heard than those that are seen or read. So make sure to repeat important words and phrases throughout the speech.

Build in theatrics

Indicate in the text where the speaker should pause for dramatic effect, what gestures should be made (such as looking at the audience, waving a hand, or pumping a fist). Underline words that should be read with great emphasis. Write instructions in the text in brackets or in a different color.

Prepare a copy

Some practical details: prepare a hard copy for the speaker that is easy to read (prefer a serif face like Book Antiqua or Palatino set large, at 14 or 16 points, with plenty of line spacing). Put page numbers at the bottom of the page or in the upper right corner so the speaker knows how deep he or she is into the speech. Staple or bind the pages firmly; just in case they come loose, the page numbers will help the speaker put them back in the right order.

Consider the speaker

If you are writing a speech for someone else to deliver, make it sound like him or her, not you. After all, he or she will be the one standing before the audience. Do not insist on turns of phrase, expressions, or metaphors of your own making if the speaker you are writing for does not feel comfortable using them. Use language that represents the person you are writing for.

Keep it short

No matter how good the speech is, listeners will not forgive the speaker if he or she goes on too long. Take note of the allotted time, and make sure the speech does not go past it. In fact, you do not have to use all the allotted time. The audience will certainly be grateful. A speech that does not wear out its welcome is more likely to be remembered well.

If you are not sure how long the speech is, read it aloud and time yourself. Take note of how many minutes it takes to read one page. You will have a minutes-per-page rate, which will tell you how many pages you need to fill to use the allotted time.

Self-Assessment Tool

The passing score for this rubric is 18. If your score falls below this number, there is a need to reevaluate the material by identifying the criteria where your scores are lowest.

| CSPP Communications Rubric | | | | | |
|----------------------------|--|--|---|--|--|
| Score | Background and Context | Structural Factors Present | Cultural Factors Present | Multi-Party Geometry | Interest of Actors Revealed |
| 5 | Background is comprehensive to provide the reader with the context necessary for a holistic understanding of the issue covered. | The material discusses all relevant structural components (laws, regulations, policies, standards, etc.) and the quality of the enforcement or implementation thereof, as causal factors to the general condition being described or reported. | The material discusses all relevant cultural components (beliefs, mental conditioning, biases, prejudices, etc.), as causal factors to the general condition being described or reported. | The material comprehensively weaves together all relevant perspectives to provide a holistic understanding of the issue covered. | The material discusses the interests behind the positions of all relevant actors in the story. |
| 4 | Background is sufficient to provide the reader with the context necessary for a functional understanding of the issue covered. | The material includes some structural components (laws, regulations, policies, standards, etc.) and the quality of the enforcement or implementation thereof, as causal factors to the general condition being described or reported. | The material includes some cultural components (beliefs, mental conditioning, biases, prejudices, etc.), as causal factors to the general condition being described or reported. | The material sufficiently weaves together a broad number of perspectives to provide a broad understanding of the issue covered. | The material discusses the interests behind the positions of some of the relevant actors in the story. |
| 3 | Background is minimal and provides the reader with enough context for a functional understanding of some aspects of the issue covered. | There is reference to a law, regulation, policy, standard, etc. and the quality of the enforcement or implementation thereto, as a causal factor | The material mentions a belief, mental conditioning, bias, prejudice, etc., as a causal factor to the general condition being described or reported. | NA | NA |

| CSPP Communications Rubric | | | | | |
|----------------------------|---|---|--|---|--|
| Score | Background and Context | Structural Factors Present | Cultural Factors Present | Multi-Party Geometry | Interest of Actors Revealed |
| 3 | | to the general condition being described or reported. | | NA | NA |
| 2 | There is some background to provide the reader with context for a basic understanding of one aspect of the issue covered. | NA | NA | The material presents two opposing views, leaving the reader to choose sides. | NA |
| 1 | There is not enough to no background and the reader is only updated with a development of the issue covered. | The material only reports a general condition. | The material only reports a general condition. | The material presents one view and leaves the reader to accept the perspective presented. | The material discusses the interests behind the positions of one actor or none of the actors in the story. |

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