Conflict management in Divided Societies: Theories and Practice is an innovative book that gives a multi-perspective view of conflict management in divided societies in three parts and fourteen chapters. Some authors of this edited volume have an academic background while other contributors have had extensive experience in dealing with conflict; thus, the book effectively covers a wide range of issues. Moreover, the case study technique is used in a very intelligent manner. Although only five cases have been examined in detail, these have been complemented with the use of other cases as appropriate, to facilitate understanding of the practical implications of the different theories discussed and the outcomes of the different processes and activities of the actors considered in the other parts. The comparative method is also used but only to the extent that it helps clarify the lessons the case studies convey.

This book is in three distinctive parts that deal with the following issues. Part I consists of three chapters that discuss theories related to the topic. In Chapter 1, Wolf discusses consociational1 theory to which he attributes two main dimensions of institutional design: power sharing and territorial self-governance. In the following chapter, Reilly considers the theory of centripetalism2 that favors electoral systems that give more chances to parties with a cross-ethnic appeal. Chapter 3 by Roeder examines power dividing or the multiple-majorities approach. This theory is based on the idea that where power is concentrated on too few sets of hands, it is difficult to manage conflict in divided societies.

Part II comprises six chapters that look at a number of measures and actors that pursue managing the conflicts within ‘divided societies.’ In chapter 4, Zartman discusses the developments that have led to the increased role of diplomacy in conflict management. In chapter 5, Collins examines the role of quiet diplomacy, especially its importance in situations where official diplomacy is less likely to work.

In chapters 6, 7 and 8, the conflict management role of the United Nations (UN), the European Union (EU) and the African Union (AU) is discussed. Kittikhoun and Weiss find the role of

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1. Consociationalism posits that the effective representation and participation of identity groups in decision making at the central government level and at the local level is necessary for the maintenance of peace.
2. Centripetalism denotes contends that institutional incentives for cross-ethnic behavior are fundamental for the success of democracy in divided societies. It is thus a diametrically opposed to elite driven approaches like consociationalism which according to its supporters only served to reinforces divisions in fragile societies.
the UN imperfect but indispensable in chapter 6 whereas Tocci observes that the EU's record in conflict management is yet to match its ambition (despite several successes). In addition, Akokpari examines the role of the AU in conflict management in chapter 7. In contrast to the UN and the EU, he finds the conflict management role of the AU remarkably unimpressive. In the last chapter of part II, Papagianni contends that NGOs have contributed significantly to conflict management by creating channels of communication and consequently building trust between conflict parties.

In part III, five case studies are presented. In the case of Rwanda, Clark shows that while an inclusive settlement was reached, it did not benefit all parties. She contends that, in order to be more useful, conflict management theory should be combined with empirical insights and case study analysis. Furthermore, Ladish discusses the case of Guatemala and notes that while a ceasefire, the demobilization of the Guatemalan National Revolutionary Unity (URNG) and the return of refugees were successfully carried out, the peace accords fell short of bringing about a genuine democratic system. Weller attributes the failure of the peace process in Kosovo, mainly to the lack of a concrete agreement between the parties and division in the international community. Yakinthou similarly finds in the case of Cyprus that the international community has not been successful in forging a sustainable peace agreement. Unlike the first four cases, Northern Ireland is presented by Guelke as a success story. To Guelke, the consociational institutions set up have been stable because they cannot be attributed directly to any one agreement.

This book is written in a simple and engaging style. Although written by different authors, the chapters are well arranged and presented in very coherent ways. A good choice of theories of institutional design is made. If we view the purpose of conflict management as seeking and sustaining ‘an institutional arrangement in which conflict parties have greater incentives to abide by political rules of dealing with their conflict than to use, or revert to violence in the pursuit of their incompatible objectives,’ no group of theories provides as comprehensive a framework for analysis as consociationalism, centripetalism and power dividing.

The main strength of the book is that the authors do not just find the theories explored as complementary, but realize that these must be enriched by empirical case studies. For example, the case studies treated in Part III facilitate the understanding of the different theoretical approaches considered in the book. The authors show that there has been some leaning towards the consociational approach. They also successfully bring out some of the reasons why peace efforts fail or succeed. Better put, it is a creative application of theory which thus takes into consideration the specificities of each case that is advised.

The discussion on processes and actors is also very enriching. Zartman for instance in examining developments in conflict management diplomacy, gives a very lucid picture of the arena of intra-state conflicts and the challenges third parties face in dealing with this set. The role of the UN, the EU and the AU in conflict management is well examined. In the same way the examination of the role of NGOs by Papagianni is also well treated. Apart from advancing convincing arguments on why NGOs play a role in managing conflicts in divided societies, Papagi-

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3. Yakinthou and Wolf, 1.
anni compares NGOs with state actors, giving an insight on the practical differences and strengths of each.

This book covers a wide variety of issues relating to institutional design and conflict management. It however fails to address other important factors that can undermine the success of institutional approaches to conflict management like the deprivation of human needs which other analysts like Edward Azar\(^4\) and John Burton\(^5\) have shown to be crucial in the handling of conflict in divided societies. Representation or participation only addresses political access needs. Where any of the institutional designs treated in the book addresses these satisfactorily it is still likely that cultural entrepreneurs default when they can benefit more be manipulating groups whose development or other non-political needs are not addressed by the management process.

Most scholars have focused on conflict resolution or transformation in divided societies. This is so because conflict management has conventionally been associated with conflict containment.\(^6\) Yakinthou and Wolf thus make a strong case in stating that conflict management over time may lead to conflict resolution. This book thus puts conflict management strongly on the agenda as it is usually the first option when dealing with conflict.

Overall, the book is well organized with the parts and chapters arranged in a logical order. The authors have also addressed the key aim of the book which is not to propose ideal ways of dealing with conflict but rather, under what circumstances the institutional alternatives explored here work or fail. It will be very useful especially for students and researchers in international relations, political science and conflict management practitioners at all levels.

Kiven James Kewir
The University of Yaounde II Soa, Cameroon

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