PAD 314: CONFLICT MANAGEMENT/
GST 202: PEACE AND CONFLICT MANAGEMENT

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Outline:

1. Meaning, Nature and Causes of Conflict
2. Types of Conflict
3. Benefits and Effects of Conflict
4. Theories of Conflict
5. Basic concepts in Peace Studies and conflict Resolution
6. Peace-Keeping
7. ADR and Conflict Resolution
8. Role of International Organizations in Conflict Resolution: ECOWAS, AU, UN etc

What is Conflict?

1. Conflict is an existing state of disagreement or hostility between two or more people (Nicholson, 1992). By this, it means two or more parties do not have an accord and are as such on two different parallels on the same issue i.e incompatible goals.

Definition Cont'

2. In politics, conflict is more explicitly defined. Conflict is said to exist when two or more groups engage in a struggle over values and claims to status, power and resources in which the aims of the opponents are to neutralize, injure or eliminate the rivals (Jeong, 2000)

Definition Cont'

3. Conflict also connotes different perceptions, which may not necessarily result in hostility. This way, conflict simply means 'a different perception' or view to an issue or situation (Barash and Webel, 2002).

Definition Cont'

4. Conflict may also connote hostility or physical confrontation (Jeong, 2000). When goal incompatibility or perception/value differences reach a buildup, a manifestation of actual hostility or clashes is possible.

Synonyms of conflict.

- These include contrast, disharmony, discord, struggle, contest, strife, antagonism, controversy, clash, rivalry, contest, contention, brawl, fisticuff, fight, battle, feud, combat and war. In politics, it is not too dissimilar; however, conflict technically means an existing state of disconnect between two or more parties on a prevailing issue.

Peace and Types of Peace.

It could literarily mean the absence of conflict and violence in a group or community.

There are two types of peace:

1. Positive: Positive peace transcends absence of violence. It's a state where both parties involved are settled and transformation is in a constructive way.

Peace cont'

2. Negative Peace: One side is not satisfied with the outcome of the peace process. It is not constructive and could have more damaging outcome/effect in the future. It is also referred to as "PEACE OF THE GRAVEYARD"

SYMMETRIC AND ASYMMETRIC RELATIONSHIPS IN CONFLICT

1. Symmetric: Equal ability and strength. Matches each other

2. Asymmetric: unequal ability and strength. Does not match each other

CAUSES OF CONFLICT:

1. Imbalance in relationships and injustice
2. Perception
3. Goals
4. Inequality in social status
5. Poverty
6. Interest

Types of Conflict

Conflict can be classified by the forms and structure. Some different types of conflicts are described below.

1. Individual Conflict: Individual conflict occurs in two ways. One is within individual; other is in between two or more individuals. An intra-psychic conflict is the conflict which an individual experiences within the self. It arises from our drives, instincts and values pulling against one another

Psychological indicators of conflict

- Different societies and individuals create conflicts for different reasons, including pride, prestige, revenge and quest for resources.

Types of conflict

2. **Class Conflict**: The exploitations of one group by another is the main source of class conflicts. This form of conflict grows out of one class holding itself superior and trying to dominate another for its own interests. These interests may be social prestige, religious objectives, or political power or economic advantages

Types of Conflict:

3. **Economic conflict:** Economic conflict is the biggest problem in our society and the world.

People want good life and when this is not achievable, conflict becomes inevitable. Karl Marx's economic orientation also explains this cause.

Types of Conflict:

- 4. **Environmental Conflict:** Modern technology brings forward many advantages in human beings. It has also badly affected our environment. 3G, 4G, 5G controversy and conflict generated.

- Environmental degradation as a result of large amount of toxic by-products, which pollute the air, water and soil, automobiles spew out vast quantities of additional air pollutants, as do power generators and widespread, large scale burning forests and grassland, noise from religious centers all around and resultant consequences.

Types of Conflict:

5. **Social Conflict:** Social conflict is a relationship between two or more parties who believe they have conflicting goals.

The relation between the parties in social conflict are found in:

a) inequality in political power or in property ownership

b) incompatible religions or ideological convictions

c) Some scholars argued that population density; homicides, suicides, alcoholism and urbanization are ever increasing the social conflict.

Types of Conflict:

6. **Religious Conflict:** Religious conflict is more violent and more dangerous than any other conflict. Some fundamentalists believed that their religion is superior to other religions. This is the main issue behind religious conflicts.

Types of Conflict:

- Fundamentalism is not confined to one religious tradition. It is visible in different parts of the world.

i. Roman Catholic theologians have adapted the theory of justwar as liberation theology, arguing that the church supports a justwar which could in principle also endorse just revolution

Types of Conflict:

ii. Some Muslim militants (Boko Haram and Al Shabab) used the word Jihad. It is based on the conception of Islam as a universal religion hence it is always conceived as a battle between Muslims and non-Muslims.

iii. India is a pluralistic society, people believed in different religions, however, in recent times, violent conflicts have corrupted the majority Hindus and minority Muslims

7. International Conflict: At the international level conflict are of two types. One is in the form of:

i)injustice of the dominant nations over the dominated

ii) conflict in the form of war between countries

Other causes of International conflict:

i) Economic exploitation

ii) racialism/discrimination on the grounds of colour

iii) Ideology

iv) disparity among nations in the matter of natural resources and others are the main forms of injustice and exploitations found in the international society

NATURE/PHASES OF CONFLICT:

1 No conflict

2 Latent conflict

3 Open conflict

4 Surface conflict

Nature and Phases Cont'

- No conflict: a peaceful group or society, enduring, lively and dynamic.
- Latent Conflict: conflict not open, below the surface and may need to be brought out before it can effectively be addressed
- Open conflict: it is both deep- rooted and very visible and may require actions that address both the root cause and the visible effects
- Surface conflict: has shallow or no roots and may be only a misunderstanding of goals that can be addressed by means of improved communication.

THEORIES OF CONFLICT

1 **Community relations theory**: assumes that conflict is caused by ongoing polarization, mistrust and hostility between different groups within a community.

2. **Principled negotiation theory**: is of the perspective that conflict is caused by incompatible positions and a zero-sum view of conflict being adopted by the conflicting parties, that is, "have it all syndrome"

3. **Human needs theory**: assumes that deep rooted conflict is caused by unmet or frustrated basic human needs-physical, social and psychological needs. Security, identity, recognition participation and autonomy etc

Theories cont'

4. **Identity theory:** assumes that conflict is caused by a feeling of threatened identity often rooted in unresolved past loss and suffering.

5. **Inter-cultural miscommunication theory:** that conflict is caused by incompatibilities between different cultural communication styles

6. **Conflict transformation theory:** conflict is caused by real problems of inequality and injustice expressed by competing social, cultural and economic frameworks.

Benefits of Conflict

1. making people aware of problems around them
2. promoting necessary change
3. improving solutions
4. raising morale
5. fostering personal development
6. increasing self-awareness
7. enhancing psychological maturity
8. fun

IMPACT OF CONFLICT

- Political
- Economic
- Social
- Psychological
- Health
- Education
- Ecological/Environment

Basic concepts in Peace Studies and conflict Resolution

- CONFLICT RESOLUTION: It is a variety of methods aimed at resolving conflict through the constructive solving of problems distinct from the management or transformation of conflict. Conflict resolution is multifaceted in that it refers to a process, a result and an identified academic field of study

Concepts cont'

Conflict Transformation: This is restoring relationship back to the way it was before. Conflict handling is the hardest way and the last option.

- CONFLICT PREVENTION: It's putting structures in place in anticipation of a conflict and seeking to redress causal grievances to avoid escalation into violence.

CONFLICT MANAGEMENT: This is an interventionist method towards preventing the escalation and negative effects especially violent ones of an on- going conflict. Conflict management is different from conflict resolution. The aim of resolution is to settle disputes by getting to the root (cause/s) of the issue while management is to absolve the issue for a while.

- ALTERNATIVE DISPUTE RESOLUTION (ADR) OR NON VIOLENT ACTION

Is a wide range of procedures and approaches other than litigation that aim to proffer possible resolutions to conflict which will be mutually accepted by the parties.

- Under ADR, we have:

- 1. Arbitration

- 2. Negotiation and

- 3. Mediation.

- ARBITRATION: Is a mechanism for resolving conflict whereby the parties identify their grievances and demands, they fix a procedural process and willingly submit to the decisions or outcomes which are to be binding on them. Arbitration gives room for the parties involved to express their grievances with the help of an arbitrator.

- NEGOTIATIONS: Communication usually governed by pre-established procedures between representatives of parties involved in conflict or disputes as a technique in the management and resolution of conflict

MEDIATION: A voluntary, informal, non-binding process undertaken with an external party that fosters the settlement of differences or demands between directly invested parties. Mediators often have a general interest in the resolution of a given conflict or dispute but theoretically, they are able to operate neutrally and objectively.

ASSIGNMENT

i. Identify five types of conflict 1mark each (5marks)

ii. Explain each of the above very well 3marks each (15 marks)

iii. Give two examples for each of the types of conflict. 2marks each (10marks)

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UNDERSTANDING CONFLICT PROGRESSION

CONFLICT PROGRESSION

— Outcome vary

— A sense of crisis emerge

— Perception are distorted

— Conflict goes outside immediate community

— Resources are mobilized= money, power, influences and position

— Communication stops= (conflict escalation stage of hot/cold war)

— Position hardened

— A problem occurs

_____

Problem is sleeping (Latent

CONFLICT ESCALATION

This explains the increasing intensity of any conflict at any time. Certain factors are responsible for this and these are those factors that can worsen the flow of a conflict:

- Provocation
- Lack of skills
- Insecurity
- Intolerance

Escalation Cont'

- Perception
- Subjection
- Ignorance
- Mistrust

CONFLICT DE-ESCALATION

This explains the decreasing intensity of any conflict at any time (i e, factors that can stem or reduce the course of a conflict in a reverse order downwards.

They include:

- Reversal of all the above, ie the factors that escalates a conflict
- Dialogue/negotiation
- Shifting of positions
- Third party intervention

PEACE-KEEPING

- Peace-keeping is an activity undertaken by the UN to maintain international peace and security. It is the active maintenance of truce between nations and communities especially by an international military force that is neutral.

Peace-Keeping Cont'

The UN pioneered Peace-keeping in 1948 with the creation of UN Truce Supervision Organization (UNTSO) in the Middle East

UN PEACE-KEEPING PRINCIPLES

The UN peace keeping is guided by three (3) basic principles:

1. Consent of the party (stakeholders).

2. Impartiality.

3. Non-use of force except in self-defence of the mandate.

AIMS OF PEACE-KEEPING

UN peace keeping provides

i. security,

ii. political and peace building support to help countries navigate from conflict to peace

iii. helps to maintain peace and

iv. facilitate political process

AIMS CONT'

v. protect civilians

vi. assist in disarmament

vii. demobilization and re-integration of the former combatants

viii. support the organization of election

ix. protect and promote human right and assist in restoring rule of law as well as confidence building.

SOME RECENT ACTIONS BY THE SECURITY COUNCIL

1. In July 2007, the council voted unanimously to deploy a 26,000 strong joint United Nations/African Union mission, in Gabon, in an attempt to quell the violence in Sudan's Western region where fighting between pro-government militia and rebels has killed more than 250,000 since 2003.

2. The council established two (2) international criminal tribunals to prosecute crimes against humanity.

3. Following the terrorist attack on the USA on 11th Sept 2001, the council established its counter anti-terrorism community to help states increase their capability to fight terrorism.

THE ROLE OF INTERNATIONAL ORGANIZATIONS IN CONFLICT RESOLUTION

- An international organization is an organization established by a treaty or other instrument governed by an international law and possessing its own legal personality.

UNITED NATIONS (UN)

- It is a unique organization of independent countries that have come together to work for world peace and social progress. The organization formerly came into existence on Oct 24, 1945 with 51 countries considered as founding members. By the end of 2008, the membership of the UN had grown to 192.

The UN has four (4) Main purposes.

1. To keep peace throughout the world
2. To develop friendly relation among nations
3. To work together, come together to help people live better lives, deal with hunger, disease and illiteracy, and to encourage respect for each other's right and freedom.
4. To be a centre for helping nations achieves its goal.

METHODS ADOPTED BY UN TO ACHIEVE THEIR GOALS

1. Pacific settlement or adjustment of dispute .I.e. seeking peaceful means by the use of mediation, negotiation, enquires judicial settlement, resort to regional agencies (AU, ECOWAS) or arrangement for amicable and peaceful conflict resolution.

2. The use of collective measures .I.e. taking collective actions which are coercive in nature.

Assignment

1. Enumerate the functions of the organs of the UN.

2. List out the countries that makes up the ECOWAS.

ORGANS OF THE UN

- There are six (6) organs of the UN

1. General Assembly

2. Security Council

3. Economic and Social Council

4. Trusteeship Council

5. International court for Justice

6. The Secretariat

FUNCTIONS OF THE SECURITY COUNCIL

- To investigate any dispute or situation, that may lead to international conflict.

- To recommend methods and terms of settlement.

- To recommend actions against any threat or act of aggression.

- To recommend to the General Assembly who should be appointed Secretary General of the United Nations.

ECONOMIC COMMUNITY OF WEST AFRICAN STATE (ECOWAS)

- It was founded in 1975 for economic integration but expanded her scope beyond economy to politics, peace and even security.

- The ECOWAS community court of Justice created by a protocol in 1991 allows the rulings on disputes between states over interpretations of the law which could be in the country.

ROLES OF ECOWAS IN REGIONAL PEACE

1. Early warning and response network.

2. Engagement.

3. Mediation.

4. ECOWAS stand-by force.

5. ECOWAS conflict prevention framework.

Definition of the Peace Education:

There is no universally accepted definition for Peace Education.

According to **Freire** (2006) "Peace education is a mechanism for the transformation from a culture of violence to a culture of peace through a process of "conscientisation"

Betty Reardon defines "Peace Education is the attempt to promote the development of an authentic universal consciousness that will enable us to function as global citizens and to transforms the present human condition by changing the social structures and patterns of thought that have created it".

Peace Education is an attempt to respond to problems of conflict and violence of scale ranging from the global and national to the local and personal. It is about exploring ways of creating more just and sustainable futures. **Laing.R.D**.(1978)

Declaration of the 44th session of the international conference on education held at Geneva in 1994 has listed the following aims of peace education.

i. To develop sense of universal values in every individual.

ii. To prepare citizens to cope with difficult and uncertain situations and fitting them for personal autonomy and responsibility.

iii. To educate the individual and develop the ability to recognize and accept the values which exist in the diversity of individuals.

iv. To strengthen peace, friendship and solidarity between individuals and people.

v. To develop the ability of non-violent conflict – resolution among the individuals.

vi. To cultivate the ability to make informed choices, basing their judgments and actions not only on the analysis of present situations and the vision of a preferred future among the individuals

vii. To teach the citizens to respect the cultural heritage, protect the environment and social harmony.

viii. To cultivate citizens in the line of solidarity feeling and feeling of equity at the national and international levels in the perspectives of a balanced and long-term development.

CONFLICT HANDLING TECHNIQUES

- **1. Competing**
- It means "Standing up for rights", defending a position which we believe is correct, or simple trying to win. It is a style in which one's own needs are advocated over the needs of others. It relies on an aggressive style of communication, low regard for future relationships, and the exercise of coercive power

2. Avoiding

It is a common response to the negative perception of conflict. In this process the people neither address their own concerns nor those of the other individual.

Avoiding might take the form of diplomatically side- stepping an issue, postponing an issue until a better time or simply withdrawing from a threatening situation

3. Compromising

It is moderate in both assertiveness and cooperativeness. The objective is to find some expedient, mutually acceptable solution that partially satisfies both parties. It falls intermediately between competing and accommodating. Compromising gives up more than competing but less than accommodating.

4. Accommodating

It is unassertive but cooperative process which results from a high concern for our group's own interests, matched with a high concern for the interests of other partners.

This strategy is generally used when concerns for others are important. When accommodating, the individual neglects his own concerns to satisfy the concerns of the other person

5. Collaborating

It is both assertive and cooperative – the complete opposite of avoiding style. Collaborating involves an attempt to work with others to find some solution that fully satisfies their concerns. It means digging into an issue to pinpoint the underlying needs and wants of the two individuals

Class Work

- **Additional Activities**
- **Conflict Management - A Business Case:**
- In the business case below, you will be able to apply your knowledge on Conflict Management by advising a client on how to deal with conflict.

- **Case Study:**

You are a management consultant specializing in organizational behavior, and you receive a call from a new client, John. John is the Chief Innovation Officer at Soft Touch, a video game company.

- John: "I am calling you because I am having a very hard time dealing with one of my employees, Ojone. Ojone is one of our leading software engineers, and she just joined the company from Enebita. I have a lot of respect for Ojone, and I'm actually the one that hired her. She is the only engineer that has a Ph.D., and her experience at Enebita is exceptionally precious to the company. She is by far our most talented engineer. She even had higher grades than myself in College.

- Consultant: "Sounds great, so why are you fighting?"
- John: "When asking her to create a video game based on the blueprint I created, instead of building the game, she built a **new** blueprint instead! This upset me tremendously because we have deadlines to maintain, **and I don't think an employee should ever challenge her manager. Even if her blueprint was better** (though I'd never tell her that, I have too much pride), she has no business trying to step on my turf. In response to this, I decided to build the video game myself at night after work using my blueprint. I did not even discuss the issue with her since I knew it would lead to nothing getting done my way. The problem is that I am so exhausted now, I can keep on doing this going forward."

- **Required:**
- What Conflict Management style is John currently using? Explain.
- What Conflict Management do you recommend John to use? Explain.

- **Solution.**

1. The student should identify this Conflict Management style as **Competing** with some degree of **Avoidance** as well.

2. The student should form an answer that considers Ojone's superior expertise and is more cooperative, such as the **Collaborative**, **Compromising**, or **Accommodating** style.