

STUDENT GUIDE



HOW TO RESOLVE CONFLICTS:



Take time to cool down.



Let each person tell his or her side of the problem.



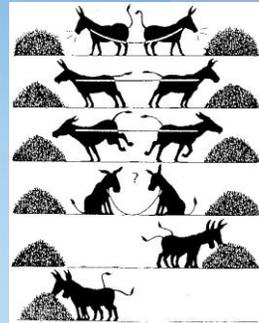
Try to see the other person's point of view.



Brainstorm solutions together.



Act on your solutions.



Conflict Resolution in Community Settings

Compiled by
S.Rengasamy

**We are a
nation
of many
cultures,
but only one
species.**
So let's make
respect part of our
common heritage.

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Conflict Resolution

Why to resolve Conflicts

It is a new field (dating from the 70's, bringing together various other disciplines, such as Political Science, Psychology and Sociology. Different cultures have different approaches to conflicts. Some cultures choose to address the dispute directly and some choose to avoid facing the clash. In some cultures, voicing frustrations is regarded as normal, and yet in others it is rude to do so. Even the word 'conflict' itself might have diverse connotations in different languages.

Conflict resolution is a range of methods for alleviating or eliminating sources of conflict. The term "conflict resolution" is sometimes used interchangeably with the term **dispute resolution** or **alternative dispute resolution** (ADR). Processes of conflict resolution generally include **negotiation, mediation & diplomacy**. The processes of **arbitration, litigation & formal complaint** processes such as **ombudsman** processes are usually described with the term **dispute resolution**, although some refer to them as "**conflict resolution**." Processes of **mediation & arbitration** are often referred to as alternative dispute resolution.

Different types of strategies in approaching to Conflicts

There are many ways to resolve conflicts - surrendering, running away, overpowering your opponent with violence, filing a lawsuit, etc. The movement toward Alternative Dispute Resolution (ADR), sometimes referred to simply as conflict resolution, grew out of the belief that there are better options than using violence or going to court. Today, the terms ADR and conflict resolution are used somewhat interchangeably and refer to a wide range of processes that encourage nonviolent dispute resolution outside of the traditional court system. The field of conflict resolution also includes efforts in schools and communities to reduce violence and bullying and help young people develop communication and problem-solving skills.

Common forms of conflict resolution include: * Negotiation * Mediation * Arbitration * Mediation-Arbitration * Early Neutral Evaluation * Community Conferencing * Collaborative Law * Negotiated Rulemaking * Peer Mediation

Why to resolve Conflicts

- be harmful to individuals or groups
- have positive results
- help define and sharpen community issues to improve decisions
- help gain recognition for a group
- increase bitterness, alienation, and divisiveness
- increase unity, cohesion, and solidarity within a group
- strengthen group boundaries
- aid in the formation of a new group
- weaken or destroy a group
- increase tension within or between groups
- result in restructuring a group
- lead to alliances with other groups
- disrupt normal channels of cooperation

Different types of strategies in approaching to Conflicts

Conflict Prevention: An approach that seeks to resolve disputes before violence breaks out.

Conflict Management: Aims to prevent the eruption of *destructive* conflict by facilitating a move from violent to spoken conflict

Conflict Transformation: Enabling a transformation from conflict to lasting peace by addressing root causes and effects of conflict.

Peacemaking: Peacemaking transforms the conflict from violent to spoken, and further, toward the definition of a common peaceful solution.

Peace keeping: Peacekeeping missions are often required to halt violence and preserve peace once it is obtained.

Peace building: It is utilized to prevent the recurrence of violence, by addressing the root causes of conflict and creating a stable and durable peace.

Diagram: Conflict Management

CONFLICT MANAGEMENT - WHAT TO DO?

WHAT CAN YOU GET OUT OF CONFLICT? IS THERE ANYTHING POSITIVE?

FEAR
STRESS
UNHAPPINESS
POOR SELF-ESTEEM
LONELINESS
ANGER

HERE SOME WAYS YOU CAN RESOLVE YOUR CONFLICT...

COMMUNICATION

THINK ABOUT THE PROBLEM.

causes
who

PRESENT YOUR POINT OF VIEW.

EXPLAIN YOUR POINT OF VIEW.

$\sqrt{x+y+z}$
 x^3-5
 $(+x)^2$

SHOW AN UNDERSTANDING OF THE PROBLEM...

IMPLEMENT YOUR PLAN.

NEGOTIATION

ACCEPT THE NEED FOR COMPROMISE.

CHOOSE THE FAIREST SOLUTION.

WHAT ARE THE POSITIVE EFFECTS OF CONFLICTS?

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Conflict Resolution - Strategies of Community Organization

A strategy is the general framework of or orientation to the activities undertaken to achieve a goal. It is not a particular action but rather a series of actions that take in to account, the anticipated maneuvers of people. [Supporters as well as opponents]

A strategy is an orchestration of individual attempts' that brings together and consciously blends a variety of different components of action. A strategy takes in to account the actions and

reactions of key allies and adversaries as they bear upon achievement of the proposed goal.

There are four strategic approaches pursued in community organization

Confrontation Negotiation Co-operation Co-optation

Confrontation	Negotiation	Co-operation	Co-optation
It involves bringing the demands of one party to the attention of another and forcing compliance	It is a process of bringing parties with different needs and perspectives to an agreement	It exists when parties share resources to accomplish a common goal	It results when parties share common beliefs about matters and when success or failure of one party produces similar feelings
Situation for which a particular strategy may be appropriate			
Target refuses to meet with us. Target is unresponsive. Need to crystallize or dramatize the issue. Need to energize the issue. Need to attract the allies.	Unable to sustain confrontation effectively. Unable to neither convince nor force the respondent into full compliance with our demands. To see progress toward accomplishing some gain. When the opponents have recognized the legitimacy of the demands. When both sides want to gain or build relationship.	The respondents have resources we need and from which we can benefit. When we have resources to offer. Situation of mutual benefit. Want to increase the respondents' dependence on us. Respondent is O.K and we want to work together.	Opposite group is uncooperative and is not a good target for confrontation. Key individuals in the opposite group are amenable to some sort of affiliation. Weakening the opposite by putting them in our agency where their opinion is silenced.
Strengths of a Particular strategy			
* Fighting with an external opponent may strengthen group cohesion * Winning provides tremendous emotional uplift * Mere threat of confrontation may be sufficient to accomplish our purpose	* Likely to end up more favorable condition, even if you don't get everything you want * Other sides ability to gain some thing makes them more accepting of your gain * Positive relationship may develop	* Combined resources * More people to work * More dependence of others may alter the balance of power	* Silencing a potentially harmful critic * Gain some insights into the working of the competition * Gaining access to a community that has been closed to you
Limitations of the strategy			
* Loss can be discouraging And may lead to internal puckering * Non cooperation from the other side	* Settle for to little that may weaken the future demands	* More energy is needed to maintain the relationship * Loss of autonomy * Others may take credit for the success	* Letting a fox in the hen house * Co-opted members may manipulate your transparency



Methods of Conflict Resolution
Strategies of Community Organization
'Thou shalt have the situation dictate the strategy'

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A. Steps in Managing Conflict

There are five steps to managing conflict.

These steps are:

1. Analyze the conflict
2. Determine management strategy
3. Pre-negotiation
4. Negotiation
5. Post-negotiation

Avoiding....doesn't deal with the issue
Accommodating ...just smoothes things over
Competing ... divides groups and creates win/lose
Compromising ... helps find the middle ground
Collaborating....helps people to work together to find best solution for everyone

Step 1: Analyze the conflict.

Conflict Analysis Exercise		
Groups involved	Who are the groups involved?	Who do they represent?
How are they organized?		
What is their power base?	Are the groups capable of working together?	What are the historical relationships among the groups?
Substance	How did the conflict arise?	How are the main and secondary issues described?
Can negative issues be reframed positively?	Are the issues negotiable?	Have positions been taken and, if so, are there common interests?
What information is available and what other information is needed?	What values or interests are challenged?	
Possible strategies	Would consensus serve all interests?	Are there external constraints or other influences that must be accommodated?
What are the past experiences (if any) of the groups working together?	What is the timeline for a decision?	How will the public and the media be involved and informed?
Will an outside negotiator be needed?		

Step 2: Determine

management strategy.

Collaboration
 Compromise
 Competition
 Accommodation
 Avoidance

Step 3: Pre-negotiation

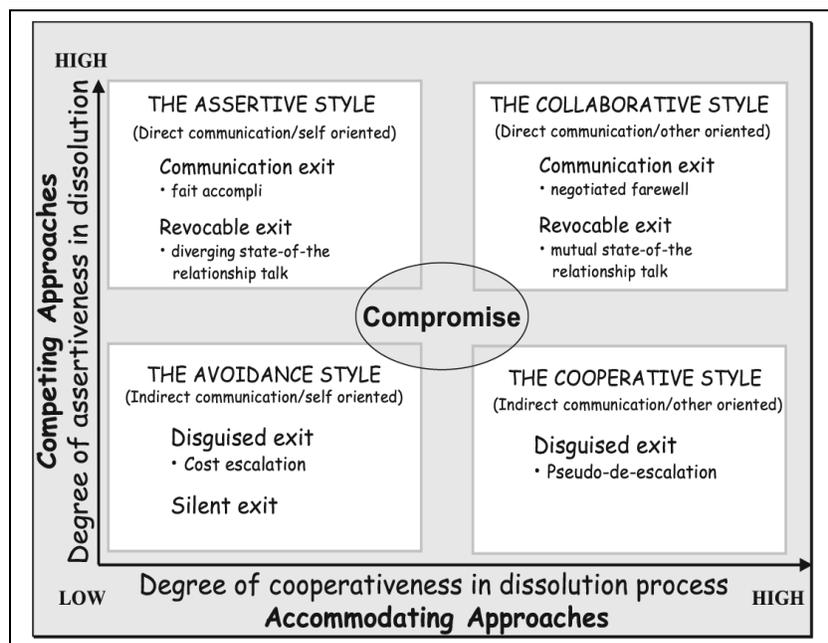
Initiation
 Assessment
 Ground rules and agenda
 Organization
 Joint fact-finding

Step 4: Negotiation.

Interests, Options, Written agreement

Step 5: Post-negotiation.

Ratification
 Implementation



Key features of conflict analysis

Key features of conflict analysis

What is the conflict about?

A conflict is often more complex than it seems. How do the participants frame the conflict? To what extent are their views alike, and how do they differ? How do others frame the conflict? What seem to be the immediate or proximate factors behind the conflict? Are there deeper livelihood, institutional, political or other structural factors behind the conflict? Trying to manage a conflict as a single, isolated event may be of little use if it is intertwined with wider problems or issues.

Who is involved in the conflict?

Effective consensus building depends on engaging all the stakeholder groups that are relevant to a conflict. It is therefore important to identify stakeholders accurately. Are there any groups who are not present but who have a direct or indirect role in the conflict, such as administrators, resource users from neighboring communities or migratory populations (herders, farmers or laborers)?

What motivations or incentives exist for the parties to settle their conflict?

Trying to get people to settle their conflict through ACM or other means may be difficult if the parties do not feel or perceive a need to manage or resolve it. In addition, there may be economic, political, cultural or other incentives that influence the parties' willingness to engage in conflict management. Equally important is to find out whether there are people who would benefit from continuation of the conflict, or who would resist attempts to stop conflict (do some people have an interest in perpetuating the conflict?).

What conflict management strategies have been tried in the past?

It is very important to consider what strategies have already been tried to resolve the conflict. What were the results of these efforts? What are the advantages or disadvantages of pursuing the same strategy or strategies for the present conflict?

Tips for Transforming Conflict

Tips for Transforming Conflict

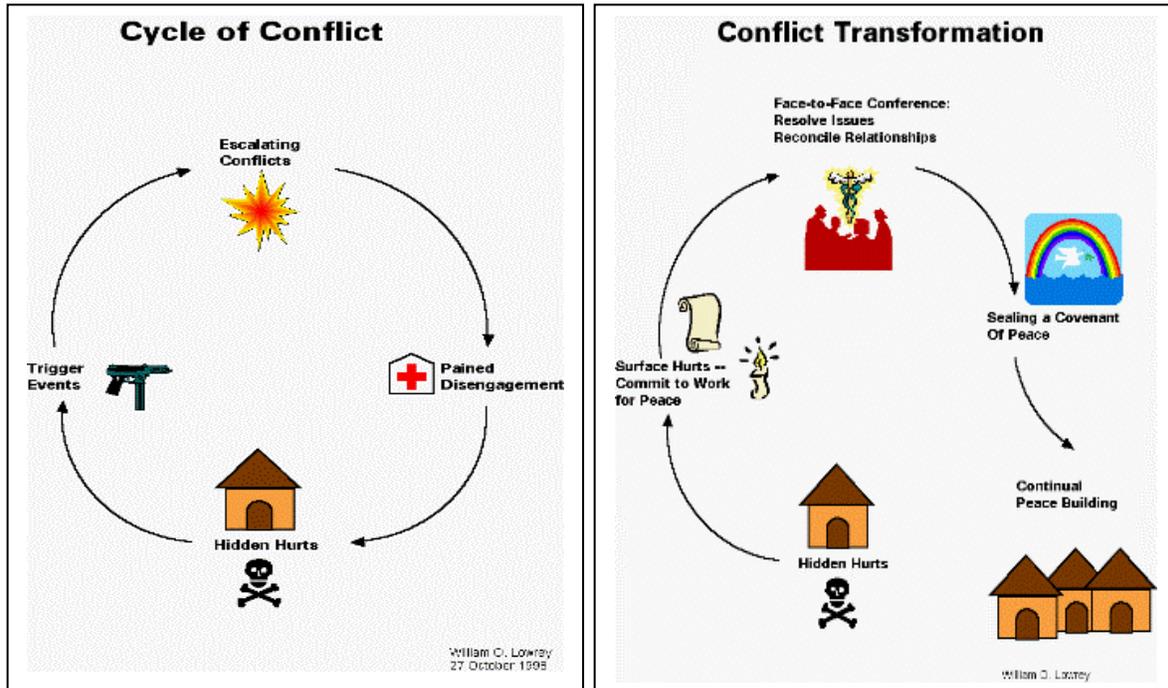
When conflicts arise, many of us automatically fall into adversarial ways of thinking—you vs. me. Doing so typically means there is a winner and a loser. However, in reality both sides usually lose something because the relationship is damaged and the problem is often not truly resolved.

Most of us are aware that there is a more constructive way to deal with conflict. Typically called a win-win, collaborative or cooperative approach, it can be applied to all kinds of conflict, from small everyday disputes between individuals to large ones that divide communities. This strategy is called as the common ground approach, where the parties involved understand and honor their differences and find a mutually beneficial agreement based on shared interests—their common ground.

Here are a few tips that might help to achieve common ground:

- 1. Accept that conflicts are a natural part of life**
- 2. Treat conflict as an opportunity to grow, learn and improve relationships**
- 3. Be aware of your initial reaction and take a deep breath**
- 4. Choose your approach**
- 5. Listen and learn**
- 6. Discover what's important**
- 7. Respect each other**
- 8. Find common ground**
- 9. Be creative**

Cycle of Conflict & Conflict Resolution



CONFLICT RESOLUTION DAY
An Annual International Celebration

Methods of Conflict Resolution

Methods of Conflict Resolution

Promoting pro-social behavior:
Human beings have at least as much potential for caring, sharing and cooperating as they do for aggression, competing and destroying. Pro social behaviors are activities that have positive social consequences for others.

Approaches to managing conflict:
Ones approach to manage conflict differ as per ones assumptions 1) people, 2) about conflict, 3) characteristic attitudes, 4) behaviors and typical outcomes.

The Win-Win approach is a conscious and systematic attempt to maximize the gains of both parties through collaborative problem solving.

1. **Forcing-** an antagonistic, competitive approach that pushes for an all or nothing solution
- Lose-Lose** approach is characterized in many ways
1. **Avoidance** of conflict is preferred to open competition and half loaf is better than one loaf.
2. **Withdrawing-** avoiding conflict by retreating or remaining silent
3. **Smoothing-** playing down differences, emphasizing commonalities and avoiding discussions on contentious issues
4. **Compromising-** a simple splitting of differences through negotiation

Two-dimensional model of conflict management:
This model states that assertiveness (to satisfy others concerns) and cooperativeness (to satisfy others concerns) are both necessary to understand peoples approach and behavior towards conflict. This model yields five conflict modes

Third Party Consultation:

Arbitration: Involves a third party judgment that is arrived at by considering the merits of the opposing cases and their imposing a settlement.

Mediation: Involves a skilled third party who attempts to help clients reach a compromise on specific issues that are amenable for negotiation

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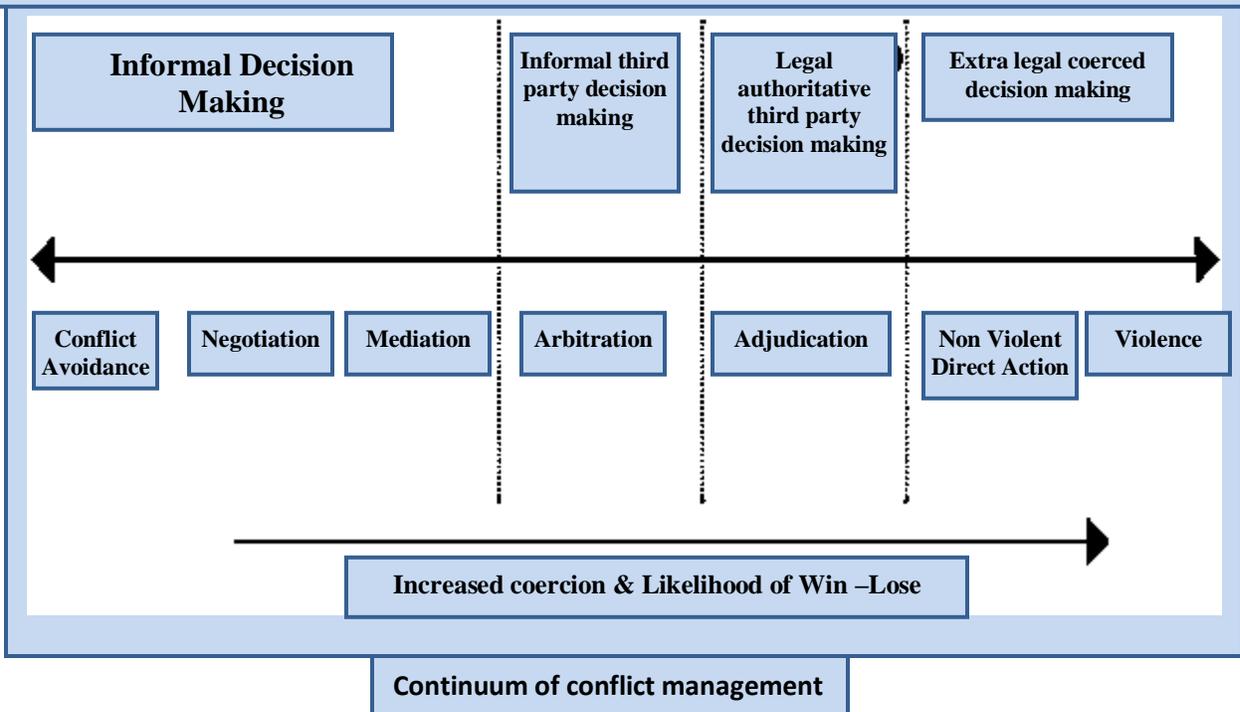
Different options for managing conflict

Different options for managing conflict

There are number of options to manage conflicts. One must carefully consider the pros and cons of each possible option to decide which approach provides best advantage. No approach for managing natural resource conflicts works in all situations. Each has its own strengths and limitations. Deciding on the most appropriate and legitimate means of addressing the conflict will depend on the situation. The following discussion of the various options is to assist people to make informed decisions. The various conflict management options vary in terms of

- the legal recognition of process and outcome;
- the privacy of the approach;
- the specialization required of the third party that might be assisting in conflict management;
- the role and authority of any third party that might be involved;
- the type of decision that will result;
- The amount of coercion that is exercised by or on the disputing parties.

The diagram shows a continuum of conflict management approaches. These range from conflict avoidance at one extreme to physical violence at the other. In between these two extremes, there are many different approaches and options for managing conflict. Moving from left to right in the diagram, the approaches become progressively more directive and coercive in terms of decision-making. The further towards the right of the diagram, the less the influence that the conflict parties have on the process and outcome of conflict management.



Box: Managing Conflict

Managing Conflict

Robinson and Clifford (1974) advocate "managing conflict toward constructive action since a conflict can seldom be completely resolved." When conflict arises, we need to be able to manage it so that it becomes a positive force, rather than a negative force threatening to disrupt the group or community. As Parker (1974) notes: *Conflict not managed will bring about delays, disinterest, lack of action and, in extreme cases, a complete breakdown of the group. Unmanaged conflict may result in withdrawal of individuals and unwillingness on their part to participate in other groups or assist with various group action programs.*

Boulding discusses several methods of ending conflicts: **(1) avoidance; (2) conquest; and (3) procedural resolution** of some kind, including reconciliation and/or compromise and/or award. As stated previously, avoidance of conflict often leads to intensified hostility and may later cause greater problems for the group. Therefore, one of the first steps in conflict management is to recognize that a conflict situation exists. Don't ignore it and count on it disappearing by itself. As Boulding (1962) notes: *"The biggest problem in developing the institutions of conflict control is that of catching conflicts young. Conflict situations are frequently allowed to develop to almost unmanageable proportions before anything is done about them, by which time it is often too late to resolve them by peaceable and procedural means."*

Avoidance in a particular situation might conceivably be the best answer, but this step should be made only after conflict is explicitly recognized and alternative ways to manage it are examined.

Conquest or the elimination of all other points of view is an approach seldom applicable to community development programs. It is mentioned here only as a recognized approach.

Boulding's third method of ending conflict - **procedural resolution by reconciliation and/or compromise** - is generally the method most appropriate in community development programs. There are several means to reach a compromise. Various practitioners and academics theorize as to the best means available. In reality, the means for conflict resolution by reconciliation is dependent on the situation. No one type can apply to all situations.

There are always risks involved when dealing with hostilities or conflict. Research indicates that accepting these risks will result, when the conflict is managed (even in varying degrees), in stronger, more cohesive groups. Ignoring or openly fighting the opposition can greatly weaken group structure and group action.

Compromise involves adjustments and modifications with regard to the territories, values, goals, and/or policies of the involved parties. For example, a possible strategy for reducing conflict over how to reach an agreed-upon goal might be to redefine the situation in terms of new means toward the acceptable goals - a new bond issue rather than depleting existing funds. Territories may also be redefined and made less exclusive in order to diminish conflict.

An outline of suggestions for use in managing conflict within and among community groups is presented below:

1. Recognize and Acknowledge that Conflict Exists.

2. Analyze the Existing Situation.

- Know exactly what the conflict is about. Does it involve values, goals and means to goals, territory, or a combination of these?
- Analyze behavior of involved parties: members of the groups(s)).
- Determine if the conflict approach is being used by the concerned party (as discussed in previous section).
- Find out how other, similar conflicts have been resolved.
- Find out how other, similar conflicts have been resolved.

3. Facilitate Communication.

- Enhance communication. Open the lines for free discussion and involve all members.
- Encourage accurate communication and feedback because negotiation (discussed below) depends on good communication.
- Listen and raise questions.
- Allow free expression. Constructive disagreement should not be suppressed.
- Supply information and facts.
- Maintain an objective level (not emotional).
- Stay on issues, not people.
- Provide the tact needed to "save face" for parties.

4. Negotiate.

"Techniques used in labor disputes offer potential in community problem-solving."

Some useful principles based on negotiations between labor and management, and in business affairs may be applied in conflict management in community groups. As Nierenberg (1968) states, "Whenever people exchange ideas with the intention of changing relationships, whenever they confer for agreement, they are negotiating." He adds, "The satisfaction of needs is the goal common to all negotiations," and that "negotiation is a cooperative enterprise; common interests must be sought; negotiation is a behavioral process, not a game; in a good negotiation, everybody wins something."

The importance of discovering common interests, or "points of common agreement," is stressed by Nierenberg: *Always be on the alert*

to convert divergent interests into channels of common desires. In exploring these channels, both parties to the negotiation may be stimulated by the idea of sharing common goals. These goals are reached by finding mutual interests and needs by emphasizing the matters that can be agreed upon, and by not dwelling on points of difference.

5. Make necessary Adjustments, Reinforce and Confirm.

6. Live with Conflict. All conflict cannot be resolved.

Sometimes, individuals or groups do not feel it is to their collective interest to resolve a conflict. The price is too high. Resolution involves compromise or capitulation. If a party is unwilling to compromise or to capitulate, then the conflict is likely to continue.

Many social analysts believe that the middle class in Western industrial nations has embraced an anti-conflict, anti-violence value orientation. This has resulted in rule by consensus and conflict avoidance. Some or most community leaders find conflict both embarrassing and distasteful. This attitude is especially useful to those who use a conflict strategy - that is, they exploit peace at any price. But, it may not always be in communities' interest to compromise or capitulate on these terms. Learning to live with conflict may be a real community service. As close knit groups have demonstrated for centuries, communities can live with conflict when they collectively determine it is necessary.

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Box: Process & Types of Conflict Resolution

Conflict resolution is a range of processes aimed at alleviating or eliminating sources of conflict. The term "conflict resolution" is sometimes used interchangeably with the term **dispute resolution or alternative dispute resolution**. Processes of conflict resolution generally include **negotiation, mediation and diplomacy**. The processes of **arbitration, litigation** are usually described with the term dispute resolution, although some refer to them as "conflict resolution." Processes of mediation and arbitration are often referred to as **alternative dispute resolution**.

Conflict management refers to the long-term management of intractable conflicts. It is the label for the variety of ways by which people handle grievances — standing up for what they consider to be right and against what they consider to be wrong. Those ways include such diverse phenomena as gossip, ridicule, lynching, terrorism, warfare, feuding, genocide, law, mediation, and avoidance. Which forms of conflict management will be used in any given situation can be somewhat predicted and explained by the social structure. **Conflict management is often considered to be distinct from conflict resolution**

Negotiation is a dialogue intended to resolve disputes, to produce an agreement upon courses of action, to bargain for individual or collective advantage, or to craft outcomes to satisfy various interests. It is the primary method of alternative dispute resolution. Negotiation occurs in business, non-profit organizations, government branches, legal proceedings, among nations and in personal situations such as marriage, divorce, parenting, and everyday life. The study of the subject is called negotiation theory. Those who work in negotiation professionally are called negotiators. Professional negotiators are often specialized, such as union negotiators, leverage buyout negotiators, peace negotiators, hostage negotiators or may work under other titles, such as diplomats, legislators or brokers.

Mediation, a form of alternative dispute resolution (ADR) or "appropriate dispute resolution", aims to assist two (or more) disputants in reaching an agreement. The parties themselves determine the conditions of any settlements reached— rather than accepting something imposed by a third party. The disputes may involve (as parties) states, organizations, communities, individuals or other representatives with a vested interest in the outcome.

Advocacy is the pursuit of influencing outcomes — including public-policy and resource allocation decisions within political, economic, and social systems and institutions — that directly affect people's current lives.

Advocacy can be seen as a deliberate process of speaking out on issues of concern in order to exert some influence on behalf of ideas or persons. Based on this definition, Cohen states that "ideologues of all persuasions advocate" to bring a change in people's lives. However, advocacy has many interpretations depending on the issue at stake, which can be different from this initial value-neutral definition.

Diplomacy is the employment of tact to gain strategic advantage or to find mutually acceptable solutions to a common challenge, one set of tools being the phrasing of statements in a non-confrontational or polite manner.

Activism, in a general sense, can be described as intentional action to bring about social or political change. This action is in support of, or opposition to, one side of an often controversial argument.

The word "activism" is often used synonymously with protest or dissent, but activism can stem from any number of political orientations and take a wide range of forms, from writing letters to newspapers or politicians, political campaigning, economic activism (such as boycotts or preferentially patronizing preferred businesses), rallies, blogging and street marches, strikes, both work stoppages and hunger strikes, or even guerrilla tactics.

In some cases, activism has nothing to do with protest or confrontation: for instance, some religious, feminist or vegetarian/vegan activists try to persuade people to change their behavior directly, rather than persuade governments to change laws. The cooperative movement seeks to build new institutions which conform to cooperative principles, and generally does not lobby or protest politically.

Critical pedagogy is a teaching approach that attempts to help students question and challenge domination, and the beliefs and practices that dominate. In other words, it is a theory and practice of helping students achieve critical consciousness. Critical pedagogue Ira Shor defines critical pedagogy as "Habits of thought, reading, writing, and speaking which go beneath surface meaning, first impressions, dominant myths, official pronouncements, traditional clichés, received wisdom, and mere opinions, to understand the deep meaning, root causes, social context, ideology, and personal consequences of any action, event, object, process, organization, experience, text, subject matter, policy, mass media, or discourse."

S.Rengasamy-Conflict Resolution in Community Settings (Part II)

Table: Strengths and limitations of various methods of conflict resolution

Strengths and limitations of customary systems for managing conflict	
Strengths	Limitations
<p>Encourage participation by community members, and respect local values and customs.</p> <p>Are more accessible because of their low cost, their flexibility in scheduling and procedures, and their use of the local language.</p> <p>Encourage decision-making based on collaboration, with consensus emerging from wide-ranging discussions, often fostering local reconciliation.</p> <p>Contribute to processes of community empowerment.</p> <p>Informal and even formal leaders may serve as conciliators, mediators, negotiators or arbitrators.</p> <p>Long-held public legitimacy provides a sense of local ownership of both the process and its outcomes.</p>	<p>Have been supplanted by courts and administrative laws.</p> <p>Are challenged by the increasing heterogeneity of communities resulting from cultural change, population movements and other factors that erode the social relationships supporting customary conflict management.</p> <p>There may also be long-standing problems of access on the basis of gender, class, caste or other considerations.</p> <p>Often cannot accommodate conflict among communities or between a community and the State.</p> <p>Local leaders may use their authority to pursue their own self-interest, or that of their affiliated social groups or clients.</p> <p>Decisions and processes may not be written down for future reference.</p>
Strengths and limitations of national legal systems	
<p>Use of official legal systems strengthens the rule of State law, empowers civil society and fosters environmental accountability.</p> <p>Are officially established with supposedly well-defined procedures.</p> <p>Take national and international concerns and issues into consideration.</p> <p>Involve judicial and technical specialists in decision-making.</p> <p>Where there are extreme power imbalances among the disputants, national legal systems may better protect the rights of less powerful parties because decisions are legally binding.</p> <p>Decisions are impartial, based on the merits of the case, and with all parties having equity before the law.</p>	<p>Are often inaccessible to the poor, women, marginalized groups and remote communities because of cost, distance, language barriers, political obstacles, illiteracy and discrimination.</p> <p>May not consider indigenous knowledge, local institutions and long-term community needs in decision-making.</p> <p>May involve judicial and technical specialists who lack the expertise, skills and orientation required for participatory natural resource management.</p> <p>Use procedures that are generally adversarial and produce win - lose outcomes.</p> <p>Provide only limited participation in decision-making for conflict parties.</p> <p>It may become more difficult to reach impartial decisions if there is a lack of judicial independence, corruption among State agents, or an elite group that dominates legal processes.</p> <p>Use the highly specialized language of educated elite groups, favoring business and government disputants over ordinary people and communities.</p>
Strengths and limitations of alternative conflict resolution methods	
<p>Can help overcome obstacles to participatory conflict management that are inherent in legislative, administrative, judicial and even customary approaches.</p> <p>Promote conflict management by building on shared interests and finding points of agreement.</p> <p>Involve processes that resemble those already existing in most local conflict management systems, including flexible, low-cost access.</p> <p>Foster a sense of ownership in implementation of the solution process.</p> <p>Emphasize capacity building within communities so that local people become more effective facilitators, communicators, planners and managers of conflict.</p>	<p>Often fail to address structural inequalities, and may serve to perpetuate or exacerbate power imbalances.</p> <p>May encounter difficulties in getting all stakeholders to the bargaining table.</p> <p>May not be able to overcome power differentials among stakeholders, so vulnerable groups such as the poor, women and indigenous people remain marginalized.</p> <p>May result in decisions that are not legally binding.</p> <p>May lead some practitioners to use methods developed in other contexts and cultures without adapting them to local contexts.</p>

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Diagram: The ten steps of conflict management



Table: The major elements we need to understand before deciding a strategy

Elements	Things to know
Issues	Basic facts; causes and effects of problems; solutions applied in other places; rights and obligation of parties
Target	Probable reaction to specific tactic; principal decision makers; degree of rationale for support or opposition; strengths and vulnerabilities; cohesion
Your Troops	Degree of commitment; numbers; probable reactions to opponent's tactics; cultural norms; strengths and vulnerabilities; cohesion
Other Resources	Awareness of needed additional resources; availability and location of resources; steps required to gain additional resources

S.Rengasamy-Conflict Resolution in Community Settings (Part II)

Box: Resolving Conflict - Making a community to perform

<p>III. UNITY -</p> <p><u>Issues</u> Who are we? Are we working well together to get to our goal? Can we switch roles? Can I lead/follow?</p> <table style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p><u>Feelings</u></p> <ul style="list-style-type: none"> •Pride •Togetherness •Sense of belonging •Optimism •Respect & Trust </td> <td style="width: 50%; vertical-align: top;"> <p><u>Behaviors</u></p> <ul style="list-style-type: none"> •A sense of team cohesion •Support for others •Encouragement •Honesty •Powerful interaction •Express criticism constructively </td> </tr> </table> <p><u>Results</u> As team members begin to work out their differences, they now have more time and energy to spend on the project. Thus, they are able to make significant progress.</p>	<p><u>Feelings</u></p> <ul style="list-style-type: none"> •Pride •Togetherness •Sense of belonging •Optimism •Respect & Trust 	<p><u>Behaviors</u></p> <ul style="list-style-type: none"> •A sense of team cohesion •Support for others •Encouragement •Honesty •Powerful interaction •Express criticism constructively 	<p>II. CHAOS -</p> <table style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p><u>Issues</u> Who has power? Can we work together?</p> <p><u>Feelings</u></p> <ul style="list-style-type: none"> •Pressure/stress •Left out/unincluded •Competitive •Jealous •"Pecking order" •Disunity • Anger <p><u>Results</u> Because of the disunity, team members have little energy to spend on progressing toward the team's goal. But they are beginning to understand one another.</p> </td> <td style="width: 50%; vertical-align: top;"> <p>How will I fit? Will there be cliques?</p> <p><u>Behaviors</u></p> <ul style="list-style-type: none"> •One person domination •Struggling for position •Little listening •Resistance to task •Try to rely solely on personal experience </td> </tr> </table>	<p><u>Issues</u> Who has power? Can we work together?</p> <p><u>Feelings</u></p> <ul style="list-style-type: none"> •Pressure/stress •Left out/unincluded •Competitive •Jealous •"Pecking order" •Disunity • Anger <p><u>Results</u> Because of the disunity, team members have little energy to spend on progressing toward the team's goal. But they are beginning to understand one another.</p>	<p>How will I fit? Will there be cliques?</p> <p><u>Behaviors</u></p> <ul style="list-style-type: none"> •One person domination •Struggling for position •Little listening •Resistance to task •Try to rely solely on personal experience
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Resolving Conflict - Making a community to perform

Conflict Management

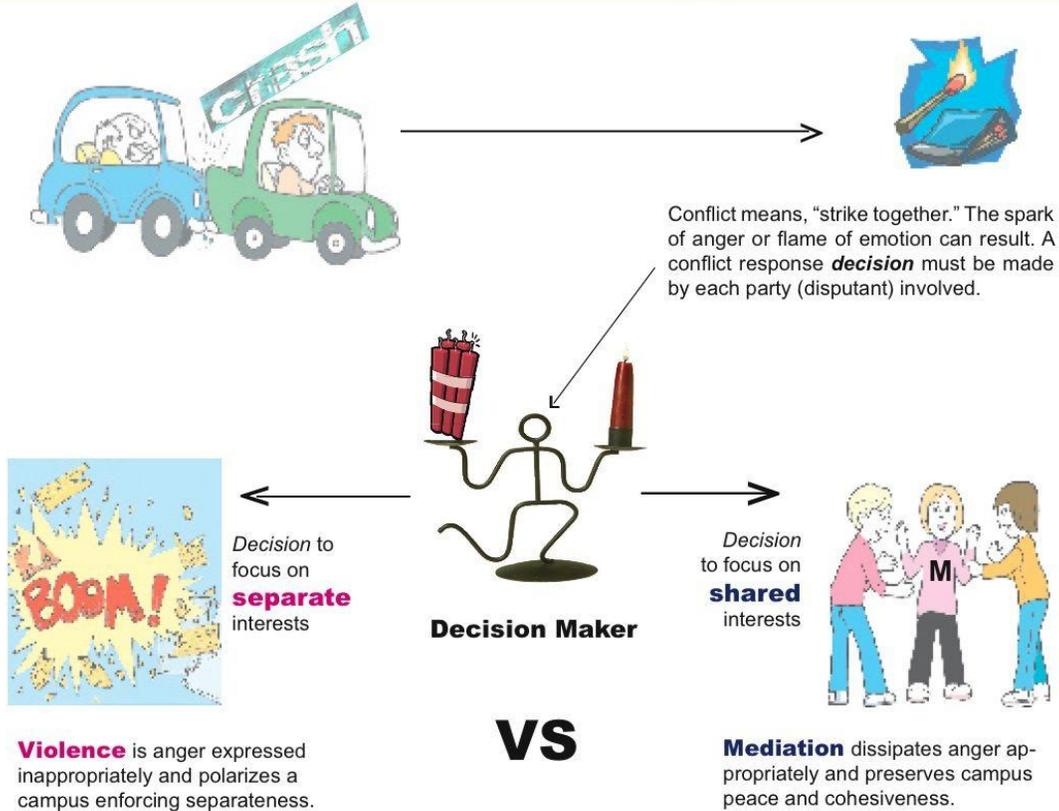
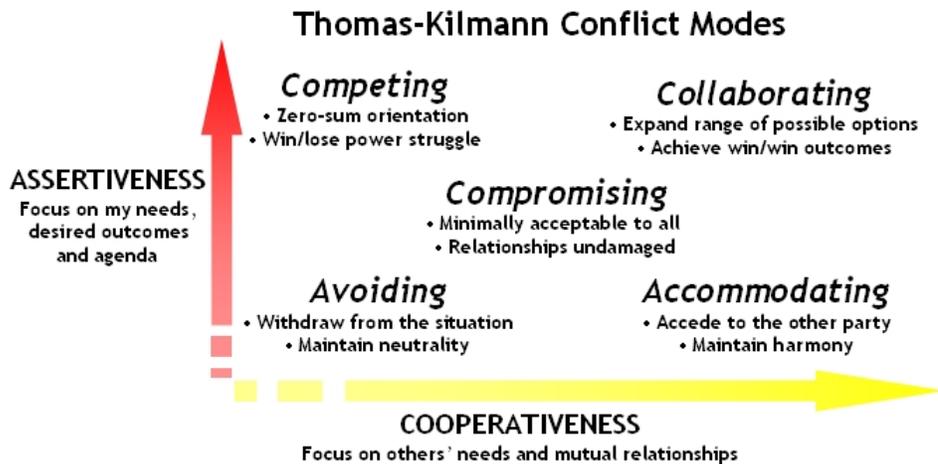


Diagram: Thomas and Kilmann Conflict Modes



S.Rengasamy-Conflict Resolution in Community Settings (Part II)

Table: Basic Causes, Causes that Escalate and Institutional Capacity to handle conflict

<p>BASIC CAUSES OF CONFLICT</p> <p>1. ETHNIC AND RELIGIOUS DIVISIONS</p> <ul style="list-style-type: none"> •Is the relationship between ethnic/religious groups characterized by dominance, potential dominance, or high levels of fragmentation? •Where do these groups live and in what numbers? Are they concentrated in regional pockets or dispersed? If they are concentrated, do they form a majority or a minority in the area? •What is the history of relations between groups? Is there a pattern of systematic discrimination or have relations been relatively peaceful and inclusive? •Do other divides, for example political exclusion or economic inequality, reinforce ethnic divisions? •Are there elites who face an economic or political incentive to mobilize violence along ethnic lines? •Is extremist ethnic or religious rhetoric increasing? Are elites beginning to create or promote ethnic 'myths'? <p>2. ECONOMIC CAUSES</p> <ul style="list-style-type: none"> •Is the economy (of the country/region) growing, stagnant, or declining? By what percent? •Is the country (or region) low income? •Are there large socio-economic disparities? Do these reinforce other lines of division, such as ethnicity? •Is the economy heavily dependent on primary commodities? Are these commodities easily 'lootable'? •Is economic power tied to political power? •How pervasive is corruption or patronage? Does it flow along ethnic or other lines of division? •If there is a large informal economy, is it legal or illegal (i.e. based on drugs, trafficking in humans)? <p>3. ENVIRONMENTAL CAUSES</p> <ul style="list-style-type: none"> •Are there major resource scarcities? •What are the primary causes of scarcity? •Has scarcity led to resource capture? •Has scarcity led to population transfers? •Do the effects of scarcity (resource capture, population transfers) reinforce other divides (ethnic, religious, economic) and/or generate competition between groups? 	<ul style="list-style-type: none"> •Do elites compete over the control of valuable natural resources (both renewable and non-renewable), scarce or not? •Are certain resources (such as land) used as a tool in political competition? <p>4. DEMOGRAPHIC TRENDS</p> <ul style="list-style-type: none"> •Do population growth rates differ across distinct, adjacent communities? •Are there other factors (e.g. economic migration) that are tipping the demographic balance toward one group? •Is the rural population expanding? If so, is there access to land or are there other safety valves for population pressures (e.g. migration to adjacent states/economic opportunity in urban centers)? <p>CONFLICT ASSESSMENT FRAMEWORK</p> <ul style="list-style-type: none"> •What are rates of urbanization? Is the urban population expanding in a period of economic growth or decline? •What is the size of the youth cohort relative to the adult population? •Are there particular areas (urban centers, distinct regions) where the youth cohort is disproportionately large? •Are young people radicalizing? If so, around what issues? If not, what is keeping this from happening? •Are there rapid increases in young, educated professionals who have no opportunities for political or economic advancement? <p>5. INTERACTION EFFECTS</p> <ul style="list-style-type: none"> •Are there many incentives for violence (both greed and grievance) or only a few? •Are they longstanding and chronic or of fairly recent origin? •Do incentives for violence overlap and reinforce each other or cut across lines of division? For example, does access to economic opportunity overlap with ethnic difference or cut across ethnic difference? •Is there an alignment between grievance and greed? Are elites with a political or economic incentive to mobilize violence well-positioned to tap into a strong grievance?
CAUSES THAT ESCALATE CONFLICTS	
<p>II. MOBILIZATION: ACCESS TO CONFLICT RESOURCES</p> <p>1. ORGANIZATIONAL RESOURCES</p> <ul style="list-style-type: none"> •Do organizational structures bridge or reinforce differences in a society? For example, are civil society groups mono-ethnic or multi-ethnic? •Are there well-established ethnic or religious associations that could be used to mobilize violence? •Have these structures stepped in to provide important services, such as access to employment or education, in the context of a weak state? •How closely do organizational resources (e.g. ethnic groups or patronage networks) align with incentives for violence? •If incentives and organizations are aligned, are these organizations capable of monitoring group behavior and punishing 'defectors' from group goals? <p>2. FINANCIAL RESOURCES</p> <ul style="list-style-type: none"> •Are groups with an incentive to mobilize violence affiliated with foreign support groups (e.g. diaspora, foreign governments, transnational religious or ethnic groups) that could provide funding? •Can those motivated to engage in violence obtain control of "lootable" primary commodities? 	<ul style="list-style-type: none"> •Are resources available through government corruption or patronage networks? •Can sufficient resources be gained through smuggling, kidnapping, banditry or other activities on the black or gray market? <p>3. HUMAN RESOURCES</p> <ul style="list-style-type: none"> • Is there a population of ready recruits (e.g. unemployed young men in urban or semi-urban areas) available to actors motivated to engage in violence? <p>4. GENERAL QUESTIONS</p> <ul style="list-style-type: none"> • Do groups with incentives for violence have access to all conflict resources organizational, financial, and human - or only a few? • What level of resources do groups have and what level do they need to achieve their goals? Is there a match? <p>This section is intended to help the conflict assessment team diagnose the conflict 'problem' in particular country context.</p> <ul style="list-style-type: none"> • Where do these resources come from (e.g. natural resources, corruption/patron-age networks, diasporas, foreign recruits, local/international sources) and what does this imply about ease of access and sustainability?

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<p>III. INSTITUTIONAL CAPACITY AND RESPONSE</p> <p>1. REGIME TYPE AND LEGITIMACY</p> <ul style="list-style-type: none"> •Is the regime democratic, authoritarian, or mixed? •How long has it existed in its current form? •Is it in a period of transition or erosion? •Are there generally accepted rules for political competition? •What is the overall level of respect for national authorities? <p>2. INCLUSION/EXCLUSION</p> <ul style="list-style-type: none"> •Do government policies favor one group over another? For example, are government services provided equally across different ethnic or religious groups, are exclusive language policies in place? •Has the collapse or erosion of state institutions led groups to turn to more immediate forms of identity for survival? •Do civil society groups reinforce or bridge lines of division? •How robust are multi-ethnic or multi-religious organizations? Do they have a mass base (e.g. trade unions, business associations) or are they limited to a narrow elite layer? •How are issues of ethnicity/religion taught in schools? •Does the press promote ethnic or religious intolerance? <p>3. RULE OF LAW/PROVISION OF SECURITY</p> <ul style="list-style-type: none"> •How strong is the judicial system? •Are civil and political freedoms respected? •Are other basic human rights respected? •Does unlawful state violence exist? •Does civilian power control the security sector? •Is the government able to exercise effective control over its territory? •Does the security sector (police/ justice sector) effectively and impartially settle disputes between groups or is there a perception of bias? •To what extent is the security sector involved in 'shadow' economic activity? •Do government institutions effectively regulate legal arms trade and prevent illegal arms trades or do they participate in it? <p>4. ECONOMIC GOVERNANCE</p> <ul style="list-style-type: none"> •Does economic policy encourage economic growth or impose obstacles? •Is policy conducive to macro-economic stability? •How pervasive is corruption in state institutions? 	<ul style="list-style-type: none"> •Do government institutions/civil society groups effectively monitor and enforce financial transparency and accountability? •Is the government able to exert economic control over the territory of the state or are there large pockets of autonomous economic activity? •Does government policy encourage a good match between available skills and the demands of the market? •Do state economic policies favor one group at the expense of another? •Are local governments able to encourage local economic growth and investment and respond to local economic problems? •Do grassroots and/or national institutions constructively engage underrepresented and marginalized groups in economic development activities? • Do government programs constructively engage potential recruits, such as unemployed youth? <p>5. NATURAL RESOURCE MANAGEMENT</p> <ul style="list-style-type: none"> •Does government policy seek to improve the sustainable management of natural resources? •Are there institutions in place that effectively mediate competing claims to natural resources such as land or water? •Do local/national elites earn significant off-budget income from the exploitation of natural resources? •Do government institutions effectively regulate trade in "lootable" commodities? •Are natural resources viewed by state elites as a useful tool or prize in a larger political competition? •Are state institutions able to respond to environmental shocks or natural disasters? <p>6. DEMOGRAPHIC FACTORS</p> <ul style="list-style-type: none"> •Are government policies causing demographic shifts, for example through government-sponsored transmigration or agricultural programs? •Are government institutions able to respond to new demands created by demographic change? For example, are voting rights tied to place of residence or birth (meaning will uprooted populations be able to voice demands through political channels)?
REGIONAL AND INTERNATIONAL FACTORS	
<p>IV. REGIONAL AND INTERNATIONAL FACTORS</p> <ul style="list-style-type: none"> •Are ethnic and/or religious divisions reinforced by parallel relations in neighboring countries? •Does environmental degradation have cross-border causes or effects? 	<ul style="list-style-type: none"> •Is economic activity (both legal and illegal) closely tied to regional or global dynamics? •Is the economy highly vulnerable to global economic shocks? •Are demographic shifts tied to regional events? •Is mobilization facilitated by support from other governments or ethnic and religious groups outside the country?
V. WINDOWS OF VULNERABILITY	
<p>V. WINDOWS OF VULNERABILITY</p> <p>1. PREDICTABLE</p> <ul style="list-style-type: none"> •Are major government reforms planned that could result in shifts in political or economic power (e.g. decentralization, anti-corruption, security sector reform)? •Are contentious elections approaching? <p>2. UNPREDICTABLE</p> <ul style="list-style-type: none"> •Is the country vulnerable to natural disasters? •Does the government effectively respond to mitigate the damage done by natural disasters? •Is the economy highly vulnerable to global economic shocks? •Do government institutions have a history of effectively 	<ul style="list-style-type: none"> responding to political and economic crises? •Do local governments effectively and constructively respond to local instability? •What is the capacity of the formal/informal economy to absorb new entrants? •What is the unemployment rate, particularly for young men in urban areas? •Is there a match between the skills of new entrants and the needs of the economy? •Are these economies heavily dependent on access to global markets? How susceptible are they to economic shocks?

Negotiation

In trying to solve certain problems, Community Organizations often find it necessary to negotiate with other parties. **“Negotiation is an attempt to hold discussion with those who evidence varying degrees of resistance, in the hope of ultimately arriving at an agreement. This is the essence (i.e. arriving at an agreement through discussion) and the end point of the negotiating process.** In this context a negotiant is anyone whom the community organization is trying to influence. A negotiant can be undecided, neutral or hostile.



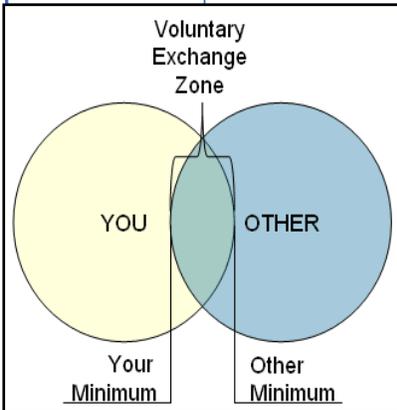
E.g. Strike by the govt. staff. Activism against lock up deaths.

Negotiation is the process of searching for an agreement that satisfies various parties. An agreement may be reached either through barter or through real negotiation. A barter allows only one party - the party in a position of power - to "win"; the other party is forced to accept something of lesser value. A real negotiation implies a "win-win" situation, in which all parties are satisfied.



The common element in all these examples is that the community organization attempts to hold discussions with those who evidence varying degrees of resistance in the hope of ultimately arriving at an agreement. Thus negotiation implies a conflict and the promotion of a cause or certain interests.

In successful negotiation both parties ideally perceive that they have given up something of limited value to gain something of major value. If one party feels defeated then that party won't show any interest in making the agreement stable and may be provoked into laying plans for future retaliation.



Problems in Negotiation:

Many community organizations do not always have within their capacity the power to gain success to decision-makers. Unlike in industrial negotiation, community groups lacking power frequently find themselves prevented from the negotiation process. So community organizations have to develop their position and power that allows them to sit at the negotiating table

To gain access to negotiations and enhance their bargaining positions, community organizations use a variety of tactics.



Tactics used by the Community Organizations to get into the negotiating table:

1. Supporting Survival Needs

Eg. Helping politicians in their campaigns: Supporting local

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departments to get more budget allocations. Assisting in fund raising campaigns.

2. Demonstrating public support and sympathy:

It means demonstrating the decision-makers that they espouse a cause, which has widespread community support

E.g. Holding mass rallies.

Conducting letter-writing campaigns.

Circulating petitions.

Increasing membership.

Obtaining editorial support.

Organizing leading citizens to contact their legislators.

Signature campaigns.



3. Forming Alliances:

Alliances can be formed with other organizations whose members have similar values. Broader the base of the alliance more power can be exerted in the negotiating process.

E.g. – Net working and mutual support between NGOs; Solidarity Groups; Coalition

4. Conducting Behind – The Scenes Discussions

In most of the political situations certain people bear major responsibility for what happens.

Through quiet discussions with these persons, the key decision-makers can be convinced to carry

out a course of action promoted by the community organization. In fact these key leaders sometimes become the crusaders of the cause, and the initiating community organization may have to be satisfied with little credit even though their objective is achieved.

5. Targeting pressure points:

Selecting targets that are vulnerable to the special kinds of pressure a community organization can bring to bear.

E.g. – Road Blockade

Agitation during assembly session

Wearing Black Badge.

6. Threatening:

Negotiation often involves a degree of threat.

The fact that rewards can be withheld or punishment inflicted constitutes a threat.

E.g. – Threat of a Lawsuit.

Threats to withdraw support or boycott.

7. Waging campaigns against persons or institutions:

Direct action.

