

Conflict Management

Causes of Conflict

- - **Demographic changes**
- - **Natural resources competition**
- - **Development pressures**
- - **Structural issues**

Types of Conflicts

Intra Micro-Micro Conflicts (Among communities or villages)

- Disputes over land and resource ownership e.g between private and communal land owners
- Disputes over land boundaries between individuals or groups
- Latent family and relationship disputes
- Disputes due to CBNRM projects being captured by elites and/or those who happen to own the resources of a higher quality
- Breaking of CPR constitutional or operational rules
- Disputes over unfair distribution of work and profits

Types of Conflicts

Inter Micro-Micro Conflicts (Between communities and villages or clusters)

- Conflict between land owners and resource users
- Conflict between indigenous CPR groups and more recent settlers
- Wealth related disparities
- Lack of co-operation between different community groups
- Disputes over renewal arrangements for leased land
- Speculation activities of commercial companies
- Resentment due to lack of representation on village committees

Types of Conflicts

Micro-Macro Conflicts (*Between communities or villages and State*)

- Cultural conflicts between community groups and outsiders
- Project management disputes between community groups and outside project-sponsors
- Disputes by political influence
 - Disputes arising from differences between the expectations of community groups, NGOs or commercial companies

Conflict Management

Objectives are as follows:

- **To transform or mitigate conflicts brought about by externally induced changes**
- **To contain latent structural conflicts such that they do not interfere with the equitable, efficient and sustainable management of the project**

Conflict Management Assessment

CMA aims to acknowledge potential conflicts, manage their excesses and transform the residual into a positive force

- *Focus is on Community Based Natural Resource Management*

Conflict Management Assessment

Scenarios

- **to determine whether the benefits of ‘doing nothing’ outweighs ‘doing something’**
- **if there is a need for intervention, what is the best way to support management of conflict**

Conflict Management Assessment

'Do Nothing' Scenario

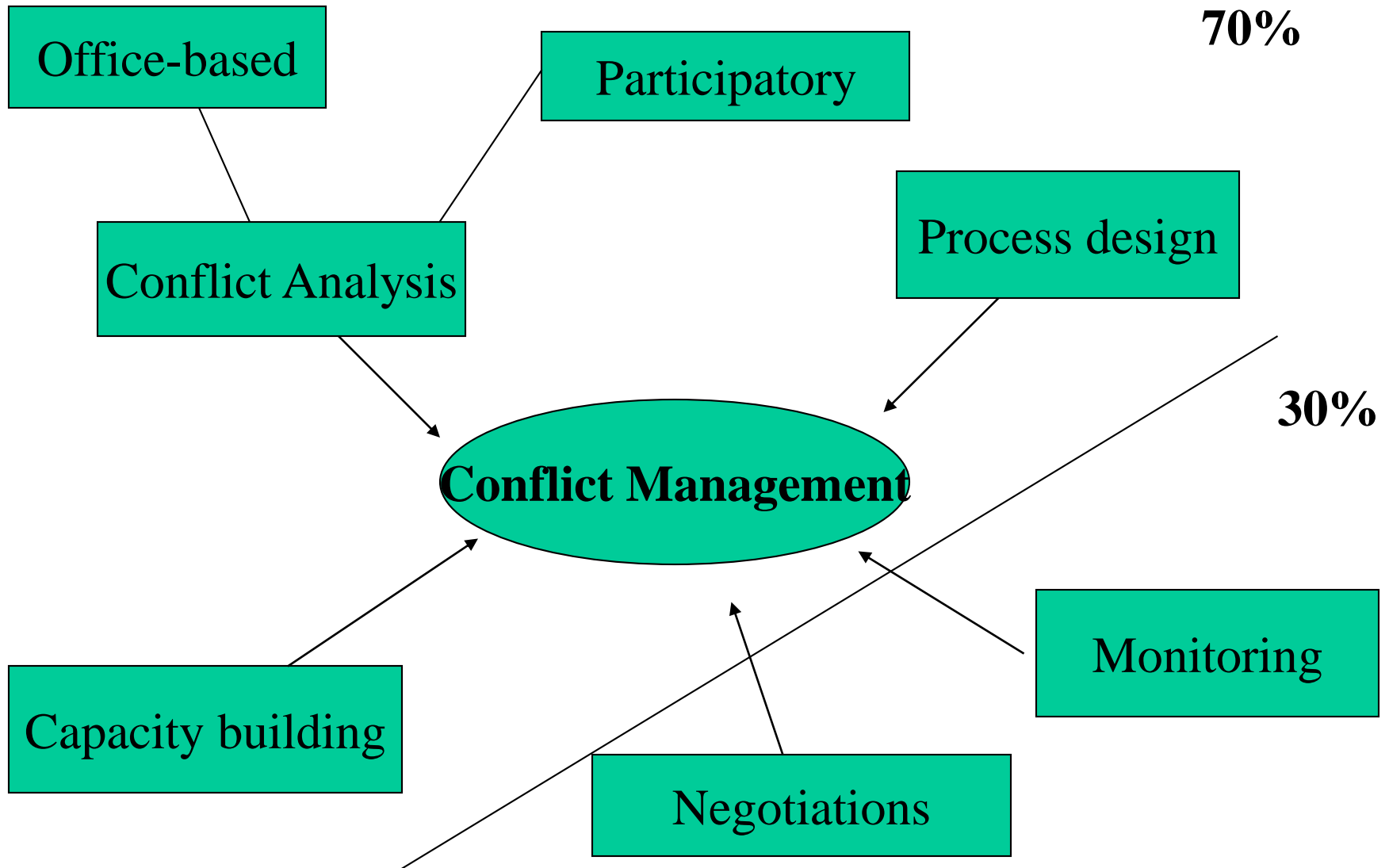
- if the existing customary, institutional and legal mechanisms fail
 - organizational restructuring
- cost-benefit analysis of doing nothing

Conflict Management Assessment

'Do Something' Scenario

- *Force*
- *Withdrawal*
- *Accommodation*
- *Compromise*
- *Consensus*

CMA – the Process (Key Components)



CMA – the Process

Conflict Analysis – office based or participatory

- mapping of the conflicts (magnitude and connectivity)
- geographical distribution of conflict
- prioritization of conflicts
- accordingly identification of stakeholder groups, their motivating objectives, underlying needs and fears

CMA – the Process

Process Design

- Overall strategy of conflict management
- How rapport and communication can be strengthened and maintained?
- How capacity will be built to support the process of conflict management?
- How negotiations will be handled (face to face or thru third party facilitation)?
- What are the logistical requirements for future, human resources, timing of workshops?

CMA – the Process

Capacity Building, Negotiation and Monitoring

- - done after CMA has taken place and after conflict analysis and process design agreed
- - efforts at building stakeholder negotiations

Consensual Negotiations

- Includes conflict resolution, alternative conflict management, principled negotiation and conflict transformation
- Aim is to achieve **‘win-win’** solution

Consensual Negotiations

Management of Community Based Conflicts

- Options for strengthening existing approaches to conflict management through consensual negotiations
- Options for developing independent mechanisms of consensual negotiation

Conflict Management

CMA can be used as a tool:

- Crisis management of ‘live’ conflicts during project implementation and the process of project planning
- Consensual negotiation is not the solution to conflict management – it can only show the way