

ANNEX B) SUNDAYS' HANDOUTS

Conflict and Communication - Seminar

Outline of workshops facilitated by Sunday

Page 2: Is there any Need to Analyse Conflict?

Page 3: Conflict stages

Page 5: ABC triangle

Page 6: Conflict Mapping

Page 8: Conflict tree

Page 9: Styles of Conflict Management

Is there any Need to Analyse Conflict (CA)?

A lot of people would rather come and say, I have a problem, can you resolve this conflict, or how can I resolve this conflict? I have also met a number of people whom I trained who say, if I go back to my organization or community, they will ask me the same question, since I have attended conflict resolution course. So!

What is Conflict Analysis (CA)?

Usually the concept of conflict analysis can seem quite remote especially for those who are engaged in practical work on conflict. Conflict analysis can be seen as a practical process of examining and understanding the reality of the conflict from a variety of perspectives. This is the basis on which strategies can be developed and actions can be planned and taken. Sometimes you may be required to include participants from the different sides of the conflict for analysis. We need to understand perspectives of conflicting parties before going intervening or rudely said “jumping into concluding solutions”. There are many ways of analysing conflicts. We do it every day sometimes without understanding it. Therefore, there are a number of simple, practical and adaptable tools and techniques. Conflict analysis is not a one-time exercise; it can and should be an on-going process, as the situation develops, so that you can adapt your actions to changing factors, dynamics and circumstances.

According to responding to conflict (RTC), CA tools and techniques are not rigid processes; you can adapt them to suit particular circumstances under analysis. You do not need to follow suggested steps if they don't seem to work in your context. It is important that you are as creative as possible in the approach you take.

Why do you need to analyse conflict?

- To understand the background and history of the situation as well as current events;
- To identify all the relevant groups involved, not just the main or obvious ones;
- To understand the perspectives of all these groups and to know more about how they relate to each other;
- To identify factors and trends that underpin conflicts;
- To build a common understanding and reduce misconceptions between opposing groups in a conflict situation;
- To learn from mistakes as well as successes.

Some of the tools of conflict analysis are:

- Stages of Conflict
- Conflict Mapping
- Attitude, Behaviour, Context (ABC) Triangle
- Conflict Tree

There are many other CA tools like, Timelines, Onion (or the doughnut), Force-field analysis, Pillars, Pyramid, and others which can be developed and adapted locally.

CONFLICT STAGES

Description of Stages of Conflict:

(SC) is a graphic representation that shows the increasing (escalation) and decreasing intensity (de-escalation) of conflict plotted along a chosen period of the conflict. The purpose is to follow the trend in the escalation and de-escalation of conflict, to inform as a wake up call and begin to discuss where the situation is now or even to predict future patterns of escalation with the aim of preventing these from occurring. All these will help in finding appropriate strategies to intervene.

We should be aware that conflict changes over time (dynamic). It dies and flares again. Some equate it to weather, others to a growing child. Conflict stages can be identified by the activity, intensity, tension and violence. It is helpful to recognise these stages and use these together with other tools to analyse the dynamics and events that relate to each stage of the conflict.

There are five different stages which generally occur in the order given here (although there may be variations in specific situations) and may recur in similar cycles. These stages are:

Pre-Conflict - This is the period when there is an incompatibility of goals between two or more parties that could lead to open conflict. The conflict is hidden from general view, although one or more of the parties are likely to be aware of the potential for confrontation. There may be tension in their relationships and/or a desire to avoid contact with each other at this stage.

Confrontation - Now the conflict has become more open. If only one side feels there is a problem, they may engage in demonstrations or other confrontational behaviour. Occasional fighting or other low levels of violence break out between the sides. Each side may be gathering their resources and perhaps finding allies with the expectation of increasing confrontation and violence. Relationships between the sides are becoming very strained leading to polarisation between supporters of each side.

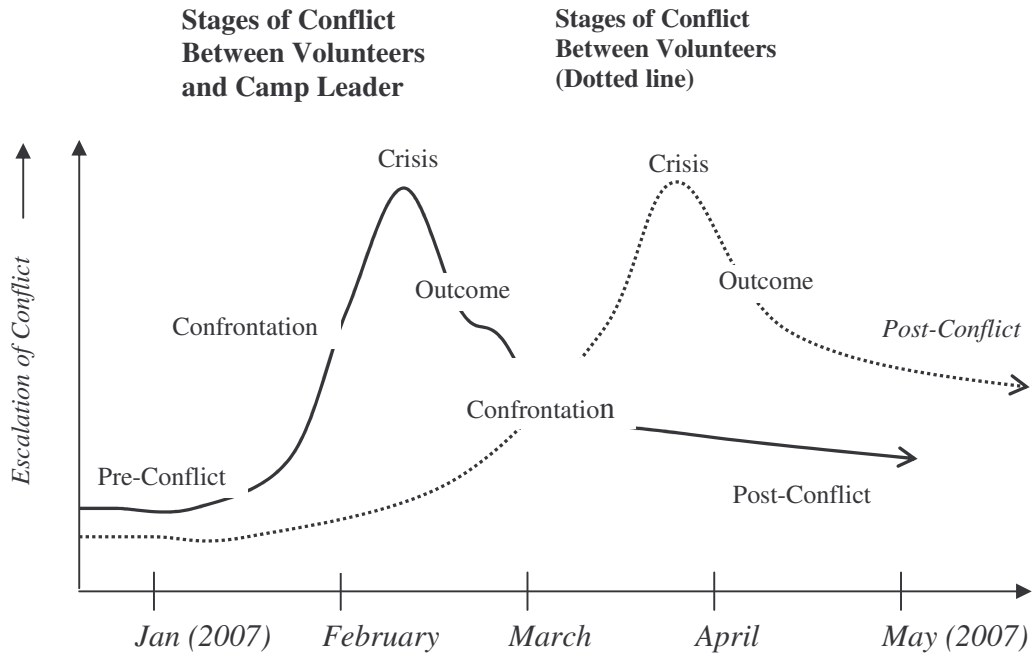
Crisis - This is the peak of the conflict, when the tension and/or violence is most intense. In a large-scale conflict, this is the period of war, when people on all sides are being killed. Normal communication between the sides has probably ceased. Public statements tend to be in the form of accusations made against the other side(s).

Outcome - One way or another the crisis will lead to an outcome. One side might defeat the other side(s), or perhaps they will call a cease-fire (if it is a war). One party might surrender or give in to the demands of the other party. The parties may agree to negotiations, either with or without the help of a mediator. An authority or other more powerful third party might impose an end to the fighting. In any case, at this stage the levels of tension, confrontation and violence decrease somewhat with the possibility of a settlement.

Post-Conflict - Finally, the situation is resolved in a way that leads to an ending of any violent confrontation, to a decrease in tensions and to more normal relationships between the parties. However, if the issues and problems arising from their incompatible goals have not been adequately addressed, this stage could eventually lead back into another Pre-Conflict situation.

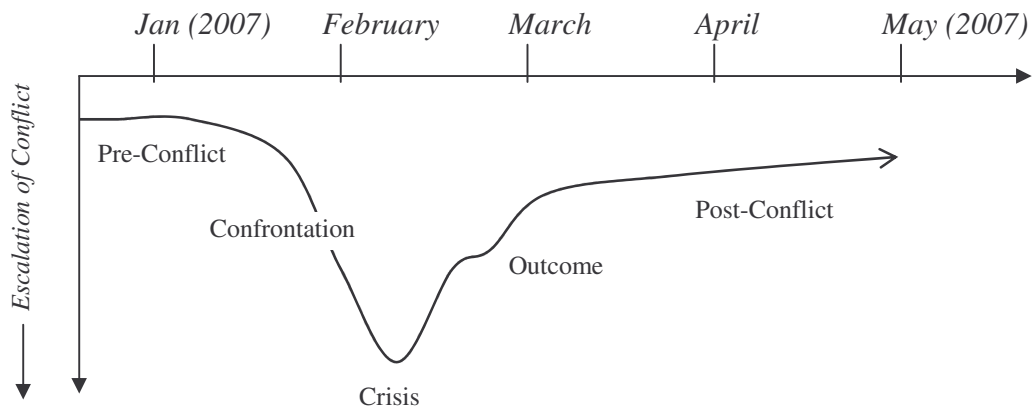
Graphical Example of Stages of Conflict

There are many ways of doing it. You may also have two lines represented on the same graph, meaning while this conflict is going on, another group are also undergoing similar conflict. The stages could look different.



This example illustrates the conflict between volunteers and camp leader while there was also another conflict going between volunteers. All these happened between January, 2007 to May, 2007. In this case, there is need to analyse and understand the conflict from the perspectives of both the volunteers and camp leaders.

You can also represent your stages of conflict like the figure below.

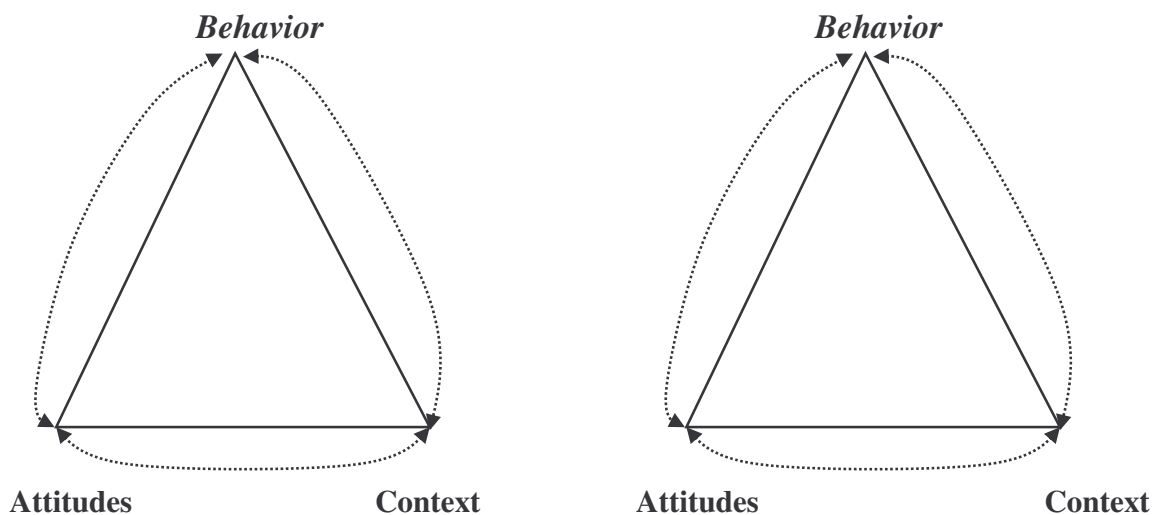


Attitude, Behaviour and Context (ABC) TRIANGLE

Description of ABC – Triangle

ABC triangle is an analysis of factors related to Attitude, Behaviour and Context for each of the major parties. The purpose is to identify these three sets of factors for each of the major parties. Then you should be able to analyse how these factors influence each other, how they relate to the needs and fears of each party how to identify a starting point for intervention in the situation.

This analysis is based on the premise that conflicts have three major components: the context or the situation (Johan Galtung calls it Contradiction), the behavior (when attitude is manifested in some action) of those involved, and their attitudes (what we feel and have in mind and heart). These are represented graphically as the corners of a triangle.



These three factors influence each other - hence the arrows leading from one to another. The behavior of my camp leader influences the attitude of volunteers, for example, if my camp leader demands from volunteers more working hours without prior agreement and volunteers react by becoming resentful. That attitude has an effect on the context as for example when volunteers are so annoyed about job demands that it pushes job agreement requiring that all other forthcoming volunteers may demand for a written terms of reference. This written term of reference will in turn affect volunteer's behavior and attitudes, and so on. If the conflict situation is to improve, one or more likely all of these will have to change.

How to use this tool

Like in the above example, make a separate ABC Triangle for the situation between camp leader and volunteer. On each triangle, list the key issues related to attitude, behavior and context from the viewpoint of camp leader. Also do the same for volunteer. If the camp leader and volunteers are participating in the drawing of their own ABC triangle, allow the camp leader to his/hers while the volunteer does hers/his. You can then compare the two triangles later and see the differences in views from both sides. Indicate for each party what you think are their most important needs and/or fears in the middle of their own triangle.

CONFLICT MAPPING (CM)

Description of Conflict Mapping

CM is a technique for graphically showing the relationships between parties in conflict. It is to allow parties understand the situation better, to see more clearly the relationships between parties, to clarify where the power lies, to check the balance of one's own activity or contacts, to see where allies or potential allies are, to identify openings for intervention or action, and to evaluate what has been done already.

Steps in Mapping a Conflict

1. Decide *what* you want to map, *when*, and from *what point* of view.

If you try to map the whole history of a conflict, the result may be so time-consuming, so large, and so complex that it is not really helpful. It is often very useful to map the same situation from a variety of viewpoints, as this is how the parties to it actually do experience it. Trying to reconcile these different viewpoints is the reality of working on the conflict. It is good discipline to ask whether those who hold this view would actually accept your description of their relationships with the other parties.

2. Don't forget to place yourself and your organization on the map.

Putting yourself on the map is a good reminder that you are part of the situation, not above it, even when you analyze it. You and your organization are perceived in certain ways by others. You may have contacts and relationships that offer opportunities and openings for work with the parties involved in the conflict.

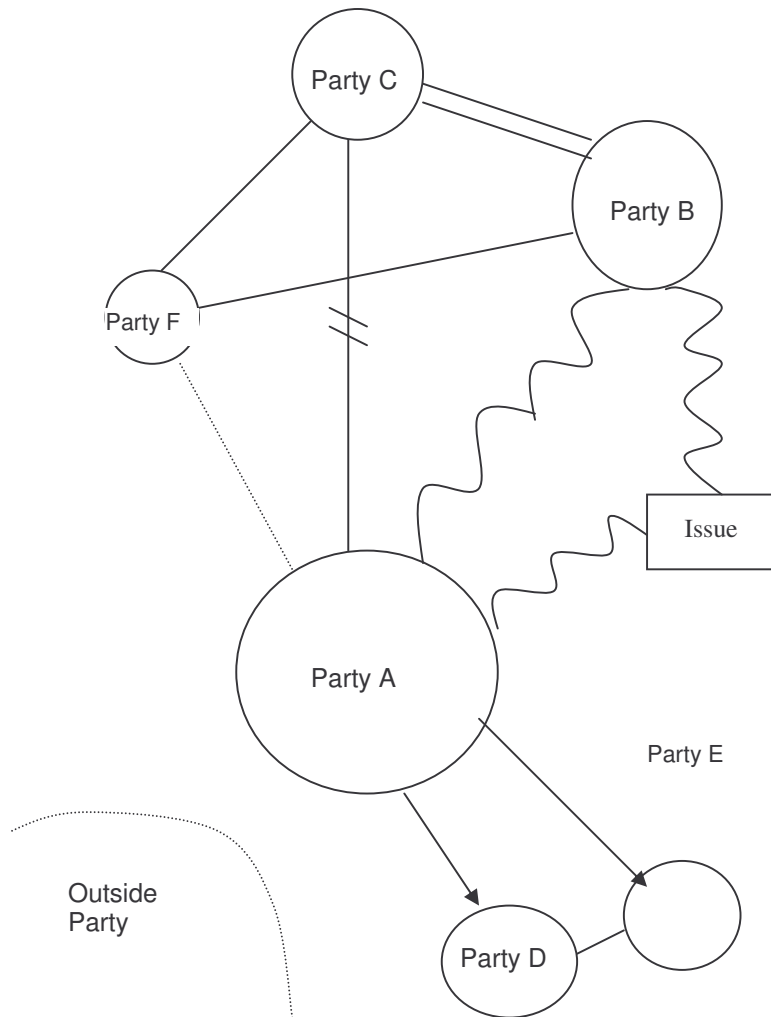
3. Mapping is dynamic -- it reflects a changing situation, and points toward action.

This kind of analysis should offer new possibilities. What can be done? Who can best do it? When is the best moment? What groundwork needs to be laid beforehand, what structures built afterward? These are some of the questions you should ask as you doing the mapping.

4. You might want to do this when analysing the attitudes, behaviour and context from the viewpoint of different parties using the ABC Triangle, another tool for analysis. Identifying needs and fears can give you a greater insight into what motivates different parties. It can help you to better understand some of the misunderstandings and misperceptions between parties, and also to understand the actions of parties toward whom you feel least sympathetic. Again, it is important to ask whether the parties would agree with the needs, fears, or perceptions you ascribe to them.

MAPPING: EXAMPLE

Below is an example of what a conflict map might look like:



Try making a map of a situation that you are currently working on. Some questions you might ask are:

- Who are the main parties in this conflict?
- What other parties are involved or connected in some way, including marginalised persons and external parties?
- What are the relationships between all these parties and how can these be represented on the map? Alliances? Close contacts? Broken relationships? Confrontation?
- Are there any key issues between the parties that should be mentioned on the map?
- Where are you and your organisation in relation to these parties? Do you have any special relationships that might offer openings for working on this conflict situation?

KEY: In mapping, we use particular conventions. You may want to invent your own.



- circles indicate parties to the situation; relative size = power with regard to the issue



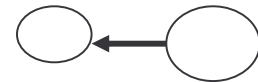
- straight lines indicate links, that is, fairly close relationships;



- a double connecting line indicates an alliance



- dotted lines indicate informal or intermittent links



- arrows indicate the predominant direction of influence or activity



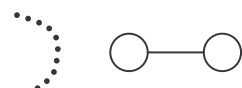
- lines like lightning indicate discord, conflict



- a double line like a wall across lines indicates a broken connection



- a square or rectangle indicates an issue, topic, or something other than people



- a shadow shows external parties which have influence but are not directly involved

THE CONFLICT TREE (CT)

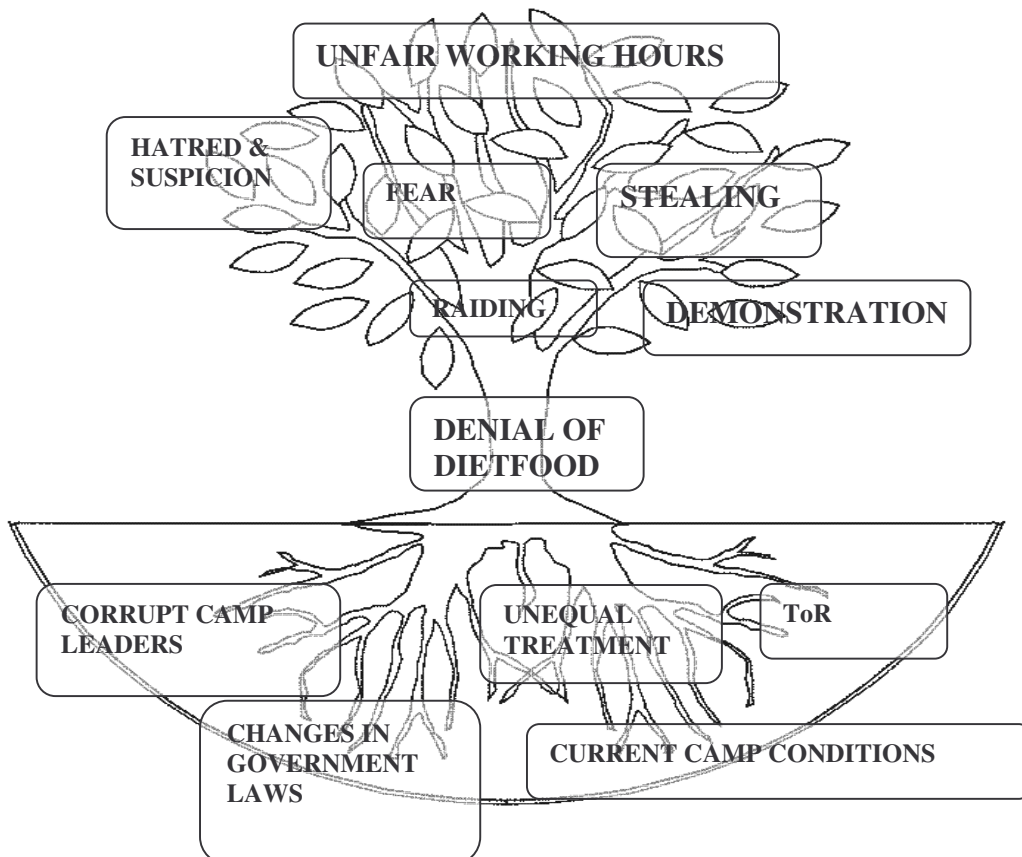
Description of Conflict Tree (CT)

People from development studies call CT a “Problem Tree” but you will recognise that here it has been adapted for use in conflict analysis.

ACT is a graphic tool, using the image of a tree. CT is best suited for stimulating discussion about causes and effects in a conflict, to help camp leader and volunteers or even conflicting volunteers themselves to agree on the core problem, to assist the volunteer or a team leader (camp leader) to make decisions about priorities for addressing conflict issues, and to relate causes and effects to each other and to the focus on your organisation.

In many conflicts, there will be a range of opinions concerning questions such as: What is the core problem? What are the root causes? What are the effects that have resulted from this problem? What is the most important issue for our group to address?

In order to identify these, allow everyone who is participating in the exercise to write all what he/she thinks (1) core problem(s), (2) causes and (3) effects of the conflict. Categories everybody’s ideas and put them in tree figure with causes in the root, core problem in the trunk and effects or symptoms in the branches (leaves) of the tree.



THE CONFLICT TREE (CT)

STYLES OF CONFLICT MANAGEMENT

High Concern for
Personal Goals

