

BAP/18/51

SEC: Conflict and peace Building

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Q. Explain Conflict management and conflict resolution?

Conflict can be defined as a mental struggle resulting from incompatible or opposing needs, drives, wishes and external or internal demands. Where there are people, there is conflict.

According to Stockholm International Peace Research Institute a major armed conflict is defined as use of armed forces between the military forces of two or more governments or of one government and at least one organised armed group resulting in battle related deaths of at least thousand people in incompatibility concerns control of government and territory.

According to George Simmel, "Conflict is a form of socialisation" and that certain amount of discord, inner divergence and outer controversy is organically tied up with the very elements that ultimately hold the group together.

### Classification of Conflict

Intrapersonal

Intergroup

Interpersonal

Intergroups



**Conflict management**: works to mitigate such conflicts and build sustainable peace.

Conflict management refers to peace, and looks for alternative channels for dialogue and negotiation.

Conflict management helps conflicting parties when traditional dispute management methods fail. It is in between official and unofficial grassroots peace efforts.

Some recent wars which played havoc in the modern times; 4 million people killed in Democratic Republic of Congo, 2 million killed in Sudan, genocides in Rwanda, Recently armed conflict between Armenia and Azerbaijan over disputed region of Nagorno-Karabakh.

→ Conflict management/control has become both a diplomatic task and a branch of military strategy. If conflict control is not prevented, may take more radical form as; terrorism, extremism, illegal trade in drugs and arms are not brought under firm legal control.

→ Conflict management which includes;

- **Conflict resolution** - for solving existing problems/conflicts.
- **Conflict control** - controlling the state of conflicts, above all the level of violence.
- **Conflict prevention** - which stresses the



## - avoidance of conflicts in the future.

for example: The end of Cold war between US and USSR by mutual efforts of strategic arms reductions, joint activities in settling some regional conflicts and confidence-building in Europe. Evolution of World Trade Organisation, the end of oil crisis of 1974, which followed the major conflict of interest between oil consumers and the producers of oil and development of Organisation of Petroleum Exporting Countries (OPEC) a reliable vehicle for conflict resolution through market regulation.

### • Methods of Conflict management :

→ It varied from coercive measures through legal processes to third party intervention and multilateral conferences.

- \* Unilateral methods (one-party threats)
- \* Bilateral methods (bargaining and negotiation, deterrence)
- \* Multi-lateral methods (third party intervention)

→ There are 5 strategies of conflict management, each conflict management strategy addresses specific problems.

- \* Conflict prevention: politicisation, militarisation, escalation:
- \* peacemaking: perceived incompatibility of interests



- \* **Peacekeeping**; violent behaviour/military activity.
- \* **Peace-building**; negative attitudes / socio-economic structure; and
- \* **State building**: collapsed states and weak or non-existing civil and political institutions.

- **Conflict prevention**: is an approach that seeks to resolve disputes before violence breaks out.

- **peace-making**: Transforms a conflict from a violent hostilities towards a common peaceful solution.

- **peacekeeping**: Peacekeeping missions are often required to halt violence and preserve peace once it is obtained. peacekeeping involves activities from the inception of conflict management to the process of agreement and its subsequent implementation.

It includes mediation, facilitation and Agreement support. mediation and facilitation refers to direct support to a conflict management process both high level political negotiation and community-based processes.

- **Peace-building**: reflects to evolution of policy thinking within the international community from the concept of peacekeeping to a more comprehensive approach it encompasses range of activities concerned



with building a sustainable and lasting peace. particularly focusing on gaps in post-conflict governance. These including security sector reform; institutionalising the rule of law; supporting disarmament, demobilisation and reintegration; promoting reconciliation; managing transitional justice and building institutional capacity.

- State building: It is a process of reconstructing weak or collapsing infrastructure and institutions of a society - political - economic and civil - in order to function normally in the civil society.

### • methods and techniques of Conflict management

Ways of managing organisational conflict are varied as its causes, origins and contexts.

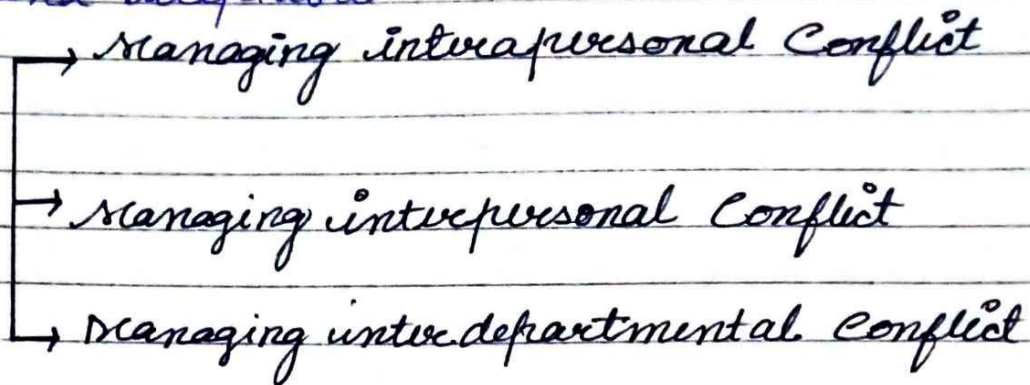
The purpose of conflict management, whether undertaken by the parties in conflict or involving the intervention of an outside party, is to affect the entire structure of a conflict situation so as to contain the destructive components in the conflict process and help the parties possessing incompatible goals to find some solution to their conflict.

∴ Conflict can be effectively managed by:

- (i) Minimising disruption stemming from the existence of a conflict.



(2) providing a solution that is satisfactory and acceptable.



### \* Managing Intrapersonal Conflict

Intrapersonal conflict is predicated upon an incongruity between individual needs and organisational requirements. Intrapersonal conflict unfolds over time and manifests itself in a complex and multifarious range of attitudinal and behavioural consequences. These may vary from psychosomatic consequences e.g. frustration behaviour. As such consequences are obviously correlated with decreased performance and work-motivation, managing intrapersonal conflict will help the individual to promote his capacity for adaptation and attain equilibrium in his relationship with the organisation.

It is divided into Cognitive strategies and Behavioural strategies.

- Cognitive strategies are also called defence mechanisms, which helps an individual to falsify, distort or deny a particular conflict.
- This includes suppression, rationalisation,



fantasy or even denial of reality.

- Behavioural strategies for coping with interpersonal conflict include escape withdrawal and aggression. These strategies can't resolve interpersonal conflict in any permanent way.
- The strength of this approach to conflict management is that it helps an individual to concentrate on his situation and on ways to evaluate alternatives that may have gone unnoticed.

## \* Managing Interpersonal Conflict

→ Interpersonal conflict is an essential aspect of organisational life. The causes of interpersonal conflict in organisations can be ascribed to personal differences (interaction between dissimilar people maximises conflict potential).

On the whole, interpersonal conflict generates new ideas and work patterns but when it is augmented by personal distrust, misperception and competition, it can very easily be transformed into destructive and costly behaviour.

- Techniques of intervention in interpersonal conflict:
  - (i) identifying conflict issues.
  - (ii) defining alternative issues
  - (iii) reality-testing
  - (iv) informational procedures



such as clarifying issues, encouraging and gathering information, increasing frequency, openness and accuracy of communication.

### \* Managing Interdepartmental Conflict

Conflict between departments is a natural consequence of organisational activities.

→ Traditional approaches to managing interdepartmental conflicts are:

(1) conflict avoidance (separating departments - by relocating them physically)

(2) regulating a conflict by introducing new rules and procedures,

(3) seeking a form of legalistic solution (by appealing to higher legislative authorities)

(4) Using departmental representatives to reach a compromise agreement

(5) Seeking mediation or arbitration from an outside body.

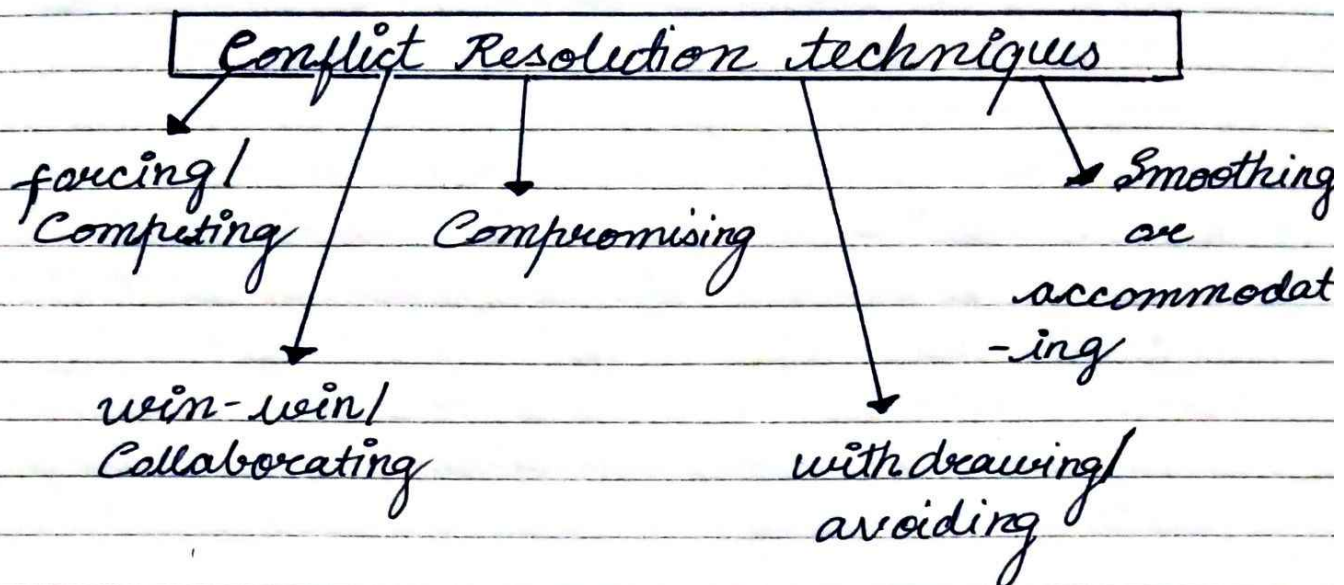
### • Modes of Conflict Management:

Conflict situations are an important aspect of the workplace. A conflict is a situation when the interests, needs, goals or values of involved parties interfere with one another.

Different stakeholders may have different priorities. It is not necessarily ~~to~~ means that conflict is always bad.



- It is important to understand and apply various conflict resolution techniques.



\* These 5 conflict resolution methods has been given by Kenneth Thomas and Ralph Kilman (1970);

→ **Competitive**: Individual who tends towards a competitive style take a firm stand and they know what they want. This style is useful when there is an emergency and decision needs to be made fast. when the decision is unpopular.

→ **Collaborative/ win-win**: when the individual is willing to meet the needs involving all the other people. They are highly assertive, they cooperate effectively and acknowledge that everyone is important.



- **Compromising**: Here everyone is expected to give up something and want to solve the problem as early as possible. It is useful when the cost of conflict is higher than the cost of losing ground.
- **Accommodating**: This style indicates a willingness to meet the needs of others at the expense of the person's own needs. Accommodation is appropriate when the issues matter more than the other people may get return from this.
- **Avoiding**: This type of style is used when dealing controversial decisions, accepting default decisions and not wanting to hurt anyone's feelings.

- **International Conflict management:**

International Conflict management refers to international, political, legal institutional mechanisms available to be used by the states and international institutions to manage conflict.

It sometimes involves force and includes sanctions. It attempts at reducing, manoeuvring and mitigating conflict.

→ It may involve alliances, procedures of international law for dispute settlement, arms control, disarmament and use of UN for peacekeeping in general.



## \* International conflict:

Armed conflicts around the world take place usually for gain (territorial or resources) dominance, historical animosity or prestige.

- The 20<sup>th</sup> Century witnessed the growth of new institutional and legal mechanisms for management of conflict, especially during inter-war period.
- Conflict between states and within states represent - a different interests, incompatible perspectives as perceived by the parties concerned.
- Two features of the post 1945 world related to
  - (a) reduction of conflict between states in the developed world
  - (b) The occurrence of most conflict between less developed and developing countries geographically.
- Nuclear weapons and other weapons of mass destruction seem to have restrained those
- **Conflict Resolution:** The development and implementation of peaceful strategies for settling conflicts - alternatives to violent forms of language - are known as conflict resolution. Charter of the United Nations lists some methods by which conflict can be resolved between states. Article 51 lists methods for peaceful settlement of disputes between



states, However, recourse to conflict resolution has been steadily increasing and has become more ~~to~~ redefined. Confidence Building measures (CBM) such acts by adversarial nations can reduce or mitigate conflict. However, unilateral conciliatory acts may be rebuffed and conflict can result. In fact, on occasions, an aggressive state may consider such behaviour as an exhibition of weakness.

→ In today's world of international politics, improved instruments of conflict resolution. International law, international organisation and supranational organisations have contributed to resolution of conflict.

#### • Methods of Conflict Resolution:

Whenever conflict intensifies into a probable armed conflict, a formal adjustment becomes necessary. National prestige can become an impediment to conflict resolution. Conflicts in such case can be resolved through diplomatic, political and judicial methods.

#### • Diplomatic method:

→ **Negotiation**: between the nations in a conflict can be either bilateral or multi-lateral. These can be conducted directly between heads of state or Ambassadors or special representatives of the countries involved. Negotiation can be held between



conflicting parties through an international conference also

Negotiation, good offices, mediation, conciliation and inquiry are methods of settlement of disputes less formal than judicial settlements or arbitration.

Eg: The Australia-New Zealand free trade Agreement of 1965 has provisions for consultation - on. The 1963 US-Soviet Hot Line Agreement implied negotiations and consultations.

### • Good Offices and Mediation

It involves a friendly third state which assists in bringing about an amicable solution to a dispute.

- The party offering good offices or mediation may be an individual or an international organisation or a state. The distinction between good offices and mediation is mostly one of degree. In good offices, a third party offers its services to bring the disputing parties together and to making of a settlement without actually participating in the negotiations.

mediation on the other hand involves the mediating parties in a more active role which involves active role which includes participating in negotiations and helping reach a peaceful solution. Eg: The former Soviet Union mediated a settlement between India and Pakistan at Tashkent in 1965.



→ Eg: The Netherlands offered its good offices to resolve the Sri Lanka dispute with the LTTE.

→ **Conciliation**: includes Conciliation and mediation. An individual or a Commission works to bring about conciliation between disputing parties. The UN has resorted to this method to solve several disputes since 1945.

- It includes variety of methods including inquiry and mediation. An individual or a Commission works to bring about conciliation between disputing parties. The UN has resorted to this method to solve several disputes since 1945. It usually involves proposals of settlement after investigation of facts and an effort to reconcile opposing viewpoints.
- Conciliation Commissions have been provided for the Hague Convention of 1899 and 1907 for peaceful settlement of international disputes.
- The Commission would investigate and report on situations of fact. However, the investigation and report are not binding. The Pact of Bogota of 1948 provides for conciliation commissions.

→ **Arbitration**: Arbitration involves the reference of a dispute to certain persons called arbitrators freely chosen by the parties, who make an award without being bound.



by any strict legal considerations.

- Several treaties between states have included provisions for arbitration of disputes between them. The Jay Treaty of 1794 between US and Great Britain recognises arbitration in case of disputes between them.

- The Alabama Claims Award of 1872 between US and Great Britain has given arbitration as a method of solving dispute.

- The 1899 Hague Conference codified the law related to arbitration and laid down the foundations of permanent Court of Arbitration. The permanent Court is neither a Court nor permanent. It includes a list of members appointed by states which are parties to the Hague conventions.

- The permanent Court of Arbitration by itself has no specific jurisdiction. It's a procedure involving consensus. States cannot be compelled to arbitrate against their wish. Their consent is necessary to determine the nature of even the tribunal that is appointed. The advantage of arbitration lies in the fact that it doesn't involve publicity and parties can agree the awards be not published.

### • Judicial Methods:

There are basically two judicial procedures for conflict resolution: arbitration and adjudication. The arbitration award and



Judicial decision in dispute are binding on the conflicting parties.

Arbitration is done by an ad hoc tribunal or by the permanent Court of Arbitration, the Hague. Adjudication is sought from the International Court of Justice.

Eg: Chile and Argentina gave their border problems to a panel of Latin American judges in the 1980s.

- Judicial settlement is brought about by a properly constituted international judicial tribunal applying rules of international law. Judicial settlement can be had through the International Court of Justice (ICJ) at the Hague. ICJ is a successor of the permanent Court of International Justice created after the first World War.

→ The Manila declaration of 1982 on peaceful settlement of international disputes has been approved by General Assembly. This may be considered as a code of rule on the subject and a manifesto of guidelines.

- The Manila declaration emphasizes the importance of direct negotiations fact-finding, Judicial settlement and the role of Secretary General in bringing to notice of Security Council, any matter which considered as threatening the maintenance of international peace and security.



- Non-violent and Coercive procedures  
Short of war

→ These methods involves recall of diplomats, expulsion of diplomats, especially de marches, suspension of treaties and agreements, blockade, embargo, gunboat diplomacy or sabre rattling.

- Citizen-Diplomacy

When at times states donot take the initiative to reduce conflict, ordinary citizens may attempt to raise the awareness of mutual advantages in the resolution of conflict.

This is termed as Track II diplomacy or citizen diplomacy. This can led to formal confidence building measures between rival states and truly leads to resolution of conflict.

Ex: Cultural exchange between two nations  
: Cricket match between the two nations.  
: regional-connect between people to people of the particular two nations.

∴ Conflict management, conflict settlement and conflict resolution methods can melt a violent conflict into peaceful negotiations through various conflict resolution and peace building methods.