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JNCC
Joint Nature Conservation Committee

Stakeholder Conflict Management
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Presentation Outline

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- Introduction to conflict
- Factors giving rise to conflict
- Perceptions of conflict
- Types of conflict
- Understanding SH perfections
- Conflict analysis

20 Minutes

- Exercise

Introduction

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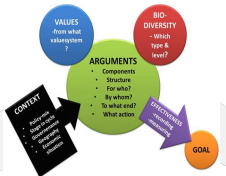Joint Nature Conservation Committee

❝ *Identify the types of conflict that can arise, the different levels of conflict and their root causes. Understand how conflicts can be analysed in order to guide actions needed to find long-term resolution.* ❞

BiodivERsA Stakeholder Engagement Handbook – Section 7

Introduction

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- Part of everyday interactions

- Between individuals, groups, organisations

- Dynamic in nature

- General five stage of conflict:
  - initiation
  - escalation
  - controlled maintenance
  - abatement
  - resolution or termination

Factors giving rise to conflict

Level of conflict may vary depending on factors such as:

- Legal systems
- Political / institutional frameworks
- Economies
- Societal structures
- Cultural values
- Historic events
- Environmental conditions
- Knowledge

Perception of Conflict

Functional Conflict

If managed well can lead to new ways of thinking, innovative solutions, enhanced impact of research.

Dysfunctional Conflict

Conflicting opinions or needs lead to negative discourse between SH causing a break down in relationships and dialogue.

First Steps to Abatement

- Define as a problem.

- Less hostility between SH working together to solve a problem.

- SH contributing to solution – not being part of a problem.

Types of Conflict

Simple classification system (Gordon, 1996):

- intrapersonal conflicts (within an individual)
- inter-personal (between individuals)
- intra-group (conflict within a restricted group)
- intra-organisational (within an organisation)
- inter-group (between different groups)
- inter-organisational (between organisations)

GORDON, J.R. 1996. *Organizational Behaviour: A Diagnostic Approach* (5th Edition). Prentice Hall, New Jersey, USA.

Types of Conflict

Categorised by typology (Moura *et al.*, 2010)

- ***Open conflicts*** - everyone's knowledge.

- ***Hidden conflicts*** - only known by certain people.

- ***Latent conflicts*** - arises when something changes the status quo.

MOURA, H. M. and TEIXEIRA, J. C. 2010. Managing Stakeholders Conflicts. In: *Construction Stakeholder Management*, HINYIO, E. and OLOMOLAIYE, P. (Eds). Wiley-Blackwell, Oxford, UK. 286-316. Available from: at: http://repositorium.sdum.uminho.pt/bitstream/1822/17572/1/Managing%20Stakeholder's%20Conflicts.pdf

Types of Conflict

Conflicts also defined as (Rijsberman, 1999):

Well defined
Clear defined boundaries and constraints with clear solutions to the problem.

Fuzzy or ill defined
Unclear objectives, variables are unquantifiable, SH values not clearly defined, difficult to envisage feasible solution.

RIJSBERMAN, F. 1999. Conflict management and consensus building for integrated coastal management in Latin America and the Caribbean. *Resource Analysis Report for Inter-American Development Bank*, Delft, Nederland. Available from http://www.mungo.nl/Confl_ADB_ENV-132E.pdf

Types of Conflict

Moura *et al* (2010) broadly define causes:

- Cognitive conflicts
- Conflicts of objectives or interests
- Normative conflicts
- Conflicts of relationships
- Conflicts over objectives, needs, interest
- Conflicts over processes
- Structural conflicts

Understanding SH Perceptions

- Levels of interest in research
- Individual goals / aspirations
- How policies affect SH
- Identify preferred futures
- Understand why views held
- Envisaged roles
- Interactions & power relations
- SH information & knowledge
- Compatible or divergent views

Conflict Analysis

- Information requirement case specific
- What's worth knowing?
- Recognise complexity
- Build recognition of need for resolution
- Who benefits from conflict?
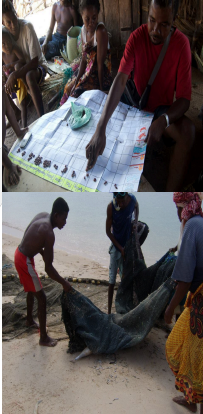- What has worked before?

Conflict Analysis

- Clarify and prioritise issues
- Ascertain impacts of conflict
- I.D. root causes & contributing factors
- Determine motivations
- Gauge SH relationships
- Assess & develop capacity to manage conflict
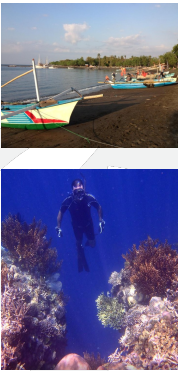- Establish rapport with SH

Conflict Analysis

- Collect & understand broad views
- Examine the wider context
- Review refine the process
- Separate opinion from fact
- Balance emotions and reason
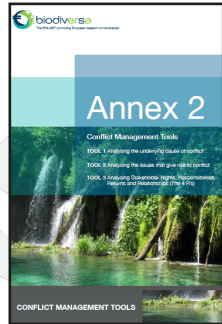- Participatory process

Conflict Analysis Tools

- Constructing conflict timeline
- Identifying and analysing underlying causes of conflict
- Analysing issues giving rise to conflict
- Analysing SH Rights, Responsibilities, Returns and Relationships (The 4 R's)
- Part 8 of *Handbook* – Monitoring & Evaluation

Free to download:
http://www.biodiversa.org/577

Annex 2

Exercise – Assessing Conflict

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- Refer to a relevant case study

- Use this work through summarised process for assessing conflict

- Report back / discussion