

**CONFLICT MANAGEMENT
ENLIGHTENMENT TRAINING**

WRITTEN BY:

DR. PROSPER AYAWEI

1.0 CONFLICT MANAGEMENT ENLIGHTENMENT TRAINING

1.1 Introduction

It is evident that the psychosocial and ecological problems of the Niger Delta (Nigeria) worsened by the hazy political scenario has a direct impact on the youths, precipitating various escalating incidents of crime, restiveness due to vandalisation of properties closely associated with the youths most of most are unemployed, because of no academic or vocational skill to market.

In this write up the writers believe that the most viable solution to youth crisis management in the Niger Delta region is well articulated and sustainable youth training (reorientation programme) that will make the youth to resort to dialogue, collaboration, negotiation, reconciliation, mediation, arbitration, adjudication, exploration of common interest, win-win attitude rather than confrontation, the victor and vanquish approach, the winner and the loser approach which has not helped any person at nay generation.

That is why the researchers believe that the grand depositium to diversionary youth crisis management in the Niger Delta region must be what we called an Improved Youth Skill Acquisition Scheme of how to manage their own crisis by them first before embarking on a community based craft development programme. This restiveness, aggression and impudent, uncooperative and delinquent dispositions is more of a psychological problem now than just a confrontation or agitation caused by marginalisation.

We all know that man is egocentric and so is born with some sort of illusive, passive or acute tyrannical tendencies which accounts for his drive to lord, status seeking, climax in society, struggle for political power or patronage, acquire more wealth, strive for communal prestige or colonise as opportune and whenever possible.

Invariably by this singular reason everyman, family, community and country safeguards and protects her against any unnegotiated and uncompensated infringement on their regional or territorial integrity.

As you well know that earth's environs are characterized by heterogeneity (differences), some places are blessed with so much mineral resources. Good climate, vegetation, natural shelter and good food supply therefore survival is purely limited to the benefits in one's environment and its endowments.

This abstract proposes and highlights the possible focus the scheme in the Niger Delta.

2.0 EXPECTATION FROM THE SCHEME

The scheme should comprise of three-day workshop in every Local Government Area comprising youth leaders, women leaders and community development chairmen.

Focus of the scheme

1. To learn skills on how to approach /prevent conflicts
2. How to resolve rural community conflicts
3. To be able to enlighten youths
4. To learn the cause of conflicts
5. Learn how to manage conflicts constructively
6. To acquire formal conflict resolution skills
7. To share experience with fellow trainees/trainers
8. To study, apply and teach conflict analysis and management in one's situation and environment.

3.0 GROUND RULES FOR PARTICIPANTS

- * Listen attentively
- * Timelessness or punctuality
- * Avoid quarrelling
- * Devotion to studies and duties
- * Attempt neatness
- * No side talk or discipline
- * To be aware of workshop or class purpose

- * Participants should be comfortable with themselves
- * No verbal confrontations to any approach campaign within localities
- * Must be ready to carry out non-violent approach campaign the localities.

PROGRAMME FOR DAY ONE

4.0 WHAT IS CRISIS?

4.1 Definition of terms

Negative attributes

Dispute
 Disagreement
 Misunderstanding
 Ideological difference
 Power tussle
 Domination
 Oppression
 Difficulties
 Disgrace
 Fighting
 Insult
 Struggle
 Disharmony
 Disunity

Positive attributes

Peace
 Unity
 Dialogue
 Understanding
 Negotiation
 Resolution
 Love
 Recognition
 Respect
 Forgiveness
 Change
 Progress
 Loyalty
 Reconciliation

The Area of focus:

1. Individual crisis
2. Family crisis
3. Community conflicts
4. Beyond the community conflict

5.0 CAUSES OF CRISIS

5.1 Individual

- * Finance

- * Time
- * Lack of discipline
- * Ambition
- * Depression
- * Health/ill health
- * Indecision
- * Poverty
- * Disappointment
- * Frustration
- * Oppression

5.2 Family

- * Poverty
- * Greed (acquisition of wealth)
- * Lack of trust between spouses
- * Jealousy and favouritism
- * Lack of respect
- * Lack of love
- * Sexual dissatisfaction
- * Problems of extended family
- * Chieftaincy tussle
- * Envy
- * Dishonesty
- * Impatience

53.2 Community

- * Land dispute
- * Chieftaincy tussle
- * Politics
- * Natural resources
- * Power tussle
- * Embezzlement of community funds
- * Deprivation of rights of community
- * Abuse of power

- * Mal-administration of local leaders

5.3 Beyond community

- * Boundary disputes
- * Religion difference
- * Tribal or language differences
- * Marginalisation
- * Murder
- * Destructive criticism
- * Racial discrimination
- * Inter-governmental relations
- * Natural resources
- * Ethnic clashes

6.0 SOURCES OF CRISIS

1. Resources
2. Psychological needs
3. Values-axiological needs
4. Territoriality

7.0 APPROACHES TO CRISIS

1. Avoiding or avoidance
2. Confrontation
3. Problem solving

7.1. AVOIDANCE

- * Go away
- * Flee
- * Ignore
- * Use silence
- * Laugh, pretend, loose living approach

(a) **Advantages**

(b) Saves time

- © Shows maturity
- (d) Avoid trouble
- (e) Safety is guaranteed
- (f) Any expenses saved

(b) **Disadvantages**

Taken for granted
 Cheated
 Undue influence (oppression gain)

7.1 CONFRONTATION (DO IT MY WAY)

- * Rush
- * Slap
- * Force
- * Pull
- * Abuse
- * Fight

(a) **Advantages**

- * Attention
- Recognition
- Immediate development

(b) **Disadvantages**

- * Loss of lives and poverty
- * Poverty
- * Displacement
- * Psychological damage
- * It is difficult to dialogue when there are parties that are injured greatly with this approach.

In confrontation, there is win-loose atmosphere of the victor. We have the winner and the loser. In this type of approach, crisis becomes a contest; a competitor and the winner become a hero or heroine. Confrontation becomes a deadly means to an end.

7.3 PROBLEM SOLVING APPROACH

The problem solving approach is a let us try and resolve it approach. It involves accurate data collection (Case history), clarification of facts, restatement of facts, reflecting of facts, a summarizing of facts and validating of fact. It goes further to reasoning together with their aggrieved parties in win-win approach, no vanquish, no victor approach, no conqueror, no loser approach that could open an atmosphere for dialogue, reconciliation, understanding, forgiveness, mercy, peace, comprise and sincere bargaining.

This scheme should further develop curriculum for crisis progression (method of escalation and de-escalation of crisis) see below for a brief.

8.0 COMMUNITY CRISIS PROGRESSION

Crisis Progression

1. Identification of crisis -problem emerges (unsafe act, unsafe condition or unsafe response)
2. Side forms (people have opinions /view). People associate with similar opinions and disassociate from opposing views. Community is divided)
3. Positions harden (Them versus US)
4. Communication is scarce or stops (misunderstanding, misconceptions, rumours, conflict escalate at this point because of wrong information circulation and deliberate tale bearing.
5. Debates (information is used as propaganda. People talk about each other instead of talking each other.
6. Influential people are out spoken (by using their resources and commit time, money into the crisis)

Due to the money, time invested in the crisis, they want to win at all cost, no matter the lives involved.

Moderate ground for dialogue and reconciliation are ignored most of the times.

Militant youths take over the stage. Then there is anarchy (lawlessness and disorder.)

9.0 CRISIS THAT GO BEYOND THE COMMUNITY

- * Members of the community start looking for help from outside their immediate and even distance environments
- * Government positive or negative outcomes are sought
- * Coalitions are formed. E.g human rights groups in U.S.A, CANADA ETC
- * The community loses identity when outsiders identify with them.
- * Influential rich people look for experts and lawyers so that can help them win.
- * Community loses the conflict. The conflict is expanding beyond control
- * Perceptions are distorted
- * Objectivity and purpose are lost.
- * There are no gray areas
- * Neutral members are seen as enemies
- * Any member of the community cannot be neutral
- * Crisis emerges from this point.

10.0 CRISIS MOMENTS IN A COMMUNITY

The community could be control the crisis because it has overgrown a conflict (signal of crisis)

- * Intimidation
- * Destruction of property
- * Loss of life

Two outcomes of crisis situation

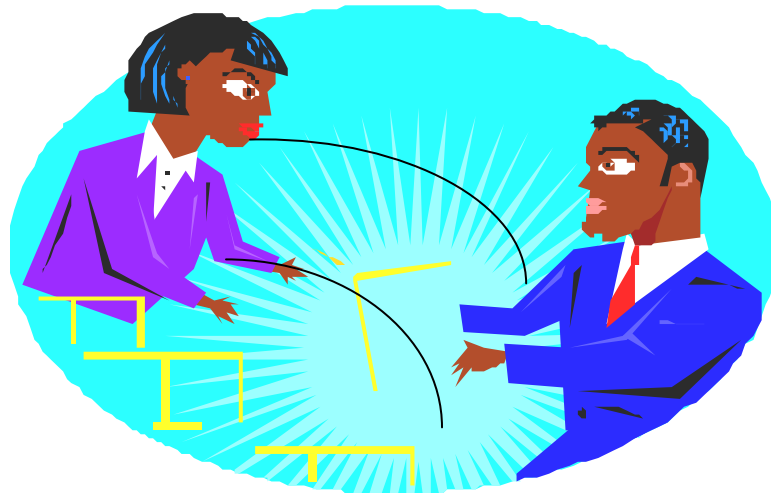
1. Violence cycle of violence
2. The third party intrusion or intervention
Friend, relatives, pastors, counselors, pressure group like club member or leaders, government or litigation etc.

DAY TWO

11.0 THE PLACE OF COMMUNITY IN CRISIS MANAGEMENT

The major concerns in communication are:

1. Information
2. Sending across message
3. Discrimination
4. Transmission
5. Conversation
6. Talking
7. Report
- 7 Inter play of ideas
- 8 Transaction
- 9 Discussion
- 10 Noise
- 11 Poor filtration



Sender encodes the messages

Receiver decodes the messages

Communication is a two way process. (Expressive and receptive)

Factors affecting effective communications

- * Noise
- * Health (ill/hunger)
- * Emotional state

- * Environment
- * Language
- * Means of communicator
- * Culture / dressing
- * Values
- * Educational background
- * Prejudice

Stereotypes/assumptions

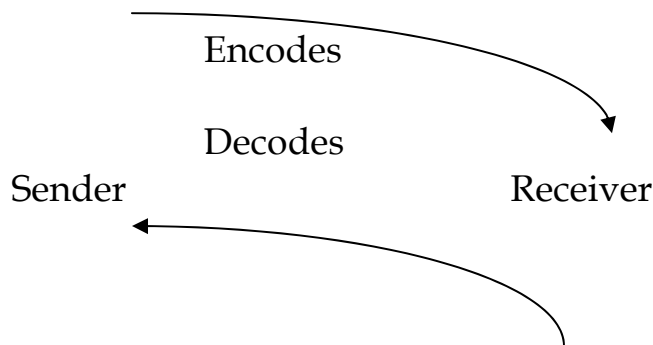
- * Perception respect- openness
- * Values respect - patience
- * Communicator styles - opportunity for education and learning

Avoid any negative use of you and I e.g.

I don't (need, want) etc.

And - You are a lair.

Active listening technique



The role of the receiver

Active listening: In active listening, the listener is able to decode the speaker's words and feelings and emotions behind those words.

Five active listening techniques:

1. Treat the speaker as a VIP (very important person)
 - a. Give the speaker an atmosphere of self worth
 - b. To tell more
 - c. To let the facts
 - d. To relax the state of mind

2. Treat the story as very important
Please saying can you tell me more
Talk now
Please elaborate
I am grateful for this information -if it is a sensitive issue.
 3. **Clarify**
 - a. Get all the facts
 - b. To remove doubt and ambiguity by asking questions
 - c. Discover the details of:
 - d. The why, hen, how, what, where, who
 4. **Rehearse the key points**
 - a. Validate your facts summarizing and highlighting the key words.
 - b. To show understanding
 - c. To know whether you've gotten the real message
 - d. To crosscheck perceptions by putting together the facts and ideas of the person.
 5. **Be reflective and affective**
 - a. The listener should uncovers the speaker's feeling an demotions
 - b. Uncover state of mind
 - c. Understand message
 - d. Use similar words if angry
 - e. Use upset or annoyed, shocked, disappointed.
- CAUTION:** Don't ever have blind love interest or emotional attachment towards a client on a case-you may be deceived -some clients are confident tricksters
6. Be grateful for the audience.
-Treat the speaker and message as important
We appreciate your coming or thank you for coming; it must be difficult for you to have made it.

POOR LISTENING

Bad reception
No encouragement
Un-concern attitude-
(Lack of interest)
Lack of complete information
Fighting
Escalation of conflict

ACTIVE LISTENING

Good reception
Encouragement
Patient
Good tone
Constructive questions
Decrease tension
De-escalated conflict

12.0 CRISIS ANALYSIS

It is pragmatic way of making the parties to understand the problem

You try to dialogue the problem

Try to get a clearer picture of what the issues are in a crisis

12.1 METHODS

Onion method: It sees crisis in layers

It shows that behind every crisis are unsatisfied / unmet needs

2. Mapping method:

- a. Identify parties to the collect to know the primary and secondary parties, and interested / concerned.
- b. Positions of each of the four parties primary, secondary, international and concerned
- c. Fears of each of the parties
- d. Needs of the parties
- e. Common grounds have to be identified

Note: In some cases we also have geographical mapping. You must look for win-win outcome as well.

Note who are the:

Primary parties -----

Secondary -----

Interested groups -----

What are their -----?

Positions -----

Fears -----

Needs -----

Reconciliation

Relationship

- | | | |
|------------------------------|--------|----------------------|
| 1. Settlement | brings | forgiveness |
| 2. Understanding | “ | love |
| 3. Agreement | “ | co-operation |
| 4. Forgiveness | “ | unity |
| 5. Concession | “ | respect |
| 6. Truth | “ | mutual understanding |
| 7. Dialogue | “ | agree to disagree |
| 8. Bringing back together | “ | collaboration |
| 9. Respect each other’s view | “ | humility |
| 10. Peace | “ | joy |
| 11. Mercy | “ | abundant life |
| 12. Justice | “ | purposefulness |

DAY THREE

13.0 NEGOTIATION, MEDIATION AND RECONCILIATION

13.1 Negotiation

Negotiation is a product of letting go our grounds to have a common ground for the purpose of sustainable rapid development and tranquility amongst the conflict must reason with them to take the problem solving approach of:

- | | |
|---------------|---|
| Agreement | lack of trust |
| Understanding | lack of openness |
| Settlement | lack of discipline |
| Making peace | than lack of respect |
| Compromise | lack of truth |
| Dialogue | bad use of language |
| Bargaining | rigidity which cannot aid any negotiation process |

13.2 Positional Negotiation

The process is adversarial and competitive in approach here people bargain for position, not letting go their values, beliefs, status quo, affiliation, enculturation, acculturation, de-individual etc.

Emphasis of this method:

The use arguments, threat in the minds of negotiations, outwitting your opponent, lack of respect cleaving to dangerous histories of territorial integrity, using propaganda, intimidation, use of proverbs and top local and international connections to outwit the other party etc cannot bring the needed atmosphere for negotiation, but are combustible (fuel) to escalate the crisis to un-imaginable dimensions.

13.3 Positional or Collaboration Negotiation

This process is a problem solving approach of win-win atmosphere. Nobody wants to claim ultimate right; rather everybody is talked into believing that living together is better than destruction of life and property. That we came with nothing and we shall go with nothing: that you are a Nigerian, a Japanese, or American by accident.

This reasoning method is the work of the mediator who could be an indigene, Non-Government Organisations (NGOs), Community Based Organisations (CBOs), government and the concerned.

Emphasis of this method:

- Use of partnership approach and problem solving approach
- Mutual learning based on mutual education
- Communication skills
- Active learning -using the why, the who and the where etc conflict analysis approach using the win-win outcome approach

Progressive or collaborate negotiation approach is living, walking, working and planning together. While positional negotiation is the reverse of not letting go no matter what happens.

14.0 ALTERNATE DISPUTE RESOLUTION MECHANISM

14.1 Mediation

Third party (neutral)

Accepted by both sides

Venue (neutral)

Mediation process - (neutral)

50-50

Equity

14.2 Negotiation

a. Face to face

b. Bargaining

c. Goals - brings parties together

14.3 Arbitration

Both parties must accept the third party as the mediator (a judge, umpires) for the settlements of the crisis.

Both to be binding accept third party, facts, experienced, decisions.

14.4 Adjudication

That the third parties judgments, laws and facts are binding on all parties.

15.0 MEDIATION

It is a third party intervention process that must be neutral

There must be neutral venues

Mediator is somebody both parties must agree on

Mediator is possibly a religious body or unbiased prejudice committee that would refuse to be influenced by nay party but committed to the truth and justice

1. **Introduction stage:**

One party comes before the other. As mediator doesn't talk to the first party but on welcoming, set the tone cordial, introduce to mediator (neutral) introduce process- in the process, use ground rule (you ensure confidence)

- Mediator will tell parties names will not be mentions
- Balance power. This brings the strong and weak to balance by given them two or three minutes introduction talk e.g I always start on my right.

2. **Identifying Issues**

- Issues statement: puts together facts and ideas
- Use who, how and etc

3. **Explaining interest**

This is the most important stage. You get at the needs and interest of the parties.

Concerns	Believes
Hopes	Fears
Expectations	Values- this will lead to common ground
Assumptions	Future
Priority	Problem solving

4. **Generating Solution**

You brain storm ideas. Ask question on how to achieve or implement common ground. No question is wrong. Repeat a question to see if somebody has suggestion (how to implement idea)

5. **Agreement**

An oral agreement produces trust among the parties. Please don't write the agreement. Repeat the issues, which caused – what would you commonly do if there were similar conflicts.

Do not make mediation agreement a focus please. Prevent conflict escalation.

16.0 SHORT TERM STRATEGIES FOR CONFLICT MANAGEMENT.

1. **Intervention**

- Immediately by negotiation or mediation

2. **Diffuse on unfounded rumours immediately by:**

- facts finding to see if rumours are true
- investigating the facts
- analysis the facts
- then enlighten the parties and the public

3. **Channels of communication**

In the community level, use the town crier to announce all meetings in the Chief's palace or village square, town hall, church building, market square etc. while in inter-community communication use letters, delegates/emissaries, open meetings in neutral places and the setting up peace and negotiations committees.

DIVIDE WE FALL, UNITED WE STAND

Any house divided against itself cannot stand. And no meaningful progress can come into any place of anarchy and disorder.