

TOPIC

**CONFLICT ANALYSIS TOOLS/MODELS, RESOLUTION
STRATEGIES, METHODS AND PROCESSES**

BY

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MENTAL CONFLICT

**HIE! 100 BIRDS, HOW ARE YOU?
WE ARE ALL FINE, BUT WE ARE NOT 100 WE NEED
HALF OF US PLUS YOU TO MAKE 100.
HOW MANY BIRDS WERE GREETED TO MAKE THEM
100?**

- A. 88**
- B. 49**
- C. 66**
- D. 77**

INTRODUCTION

*Bees can be many,
but you must know
the one that has
stung you (Malawian
Proverb)*



INTRODUCTION

What is a Conflict?

A conflict is a perceived divergence of interests or a belief that the parties current aspirations cannot be achieved simultaneously



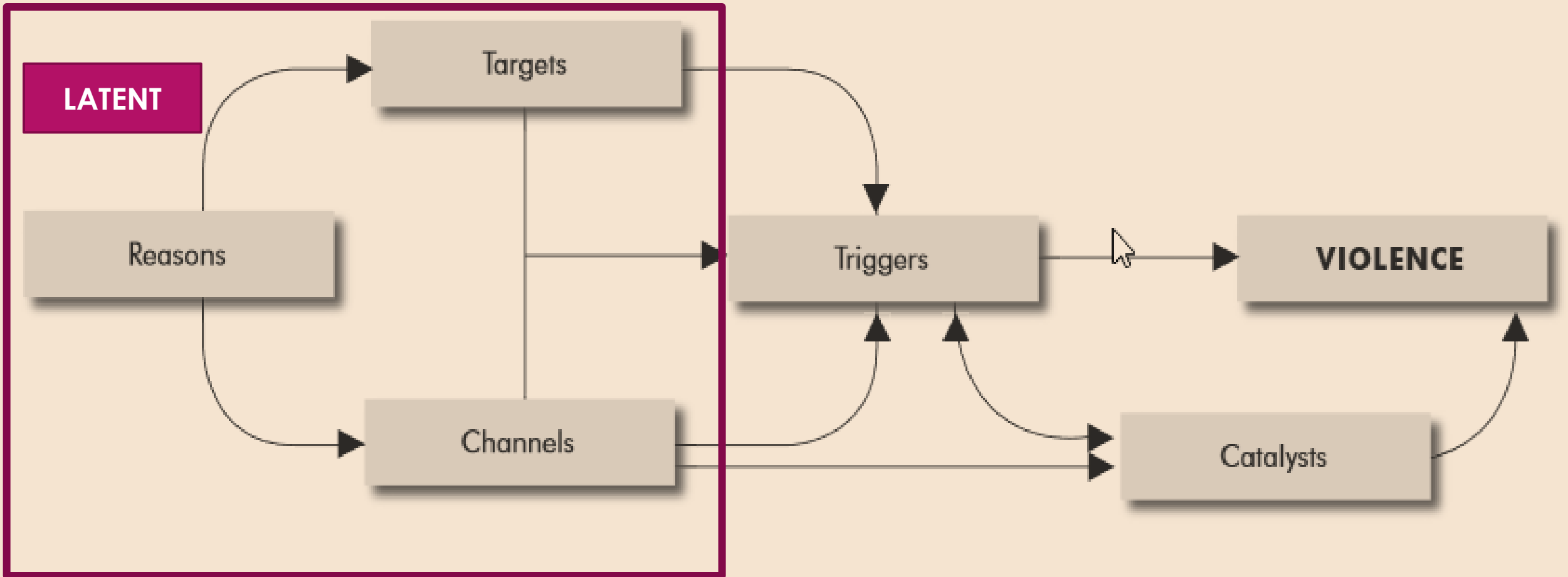
INTRODUCTION(CONT)

VIEWS OF CONFLICT

- ▶ **Traditional view:** The belief that all conflict are harmful and must be avoided.
- ▶ **Human Relations view:** The belief that conflict is a natural and inevitable outcome in any group.
- ▶ **Integrationist view:** Conflict is not only a positive force in groups but that it is absolutely necessary for a group to perform effectively.

INTRODUCTION(CONT)

Violent Conflicts DO NOT Suddenly Occur



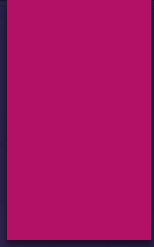
INTRODUCTION(CONT)

- ✓ **Conflict Prevention:** Refers to the activities undertaken to prevent existing tensions from escalating into violence and to address sources of danger before violence results.
- ✓ **Conflict Management:** Refers to measures that limit, mitigate and/or contain a conflict without necessarily addressing the underlying causes.
- ✓ **Conflict Resolution:** Process by which conflict parties reach a peaceful resolution of a dispute/conflict by addressing the underlying incompatibilities (root causes) of the conflict.
- ✓ **Conflict Transformation:** Conflict transformation is the art of turning animosity, hatred, and domination into a spirit of collaboration. Note should also be taken that conflicts can transform into negative outcomes.

INTRODUCTION (CONT)

- ✓ Conflict resolution requires objectivity and neutrality rather than personal experience and strong emotions.
- ✓ Understanding then forms the basis on which strategies can be developed and actions planned.
- ✓ **Conflict analysis** is, therefore, a practical process of examining and understanding the reality of the conflict from a variety of perspectives.
- ✓ The product of the analysis will determine the **strategy** to adopt in resolving the conflict and
- ✓ Ultimately, this will guide the **method/process** to employ in resolving the conflict
- ✓ All these can be done sequentially and/or concurrently

INTRODUCTION (CONT)



✓ ASSUMPTIONS

- ✓ The Human Relations view is the most appropriate way of viewing conflict
- ✓ Kinetic measures alone cannot be used to resolve conflicts
- ✓ The employment of non-kinetic measures alone can be used to resolve conflicts
- ✓ The tools, strategies and methods/processes highlighted in this lecture may be adopted in a traditional setting
- ✓ Members of the audience may be part of a conflict resolution committee set up at international/national/state level

AIM

**TO DISCUSS CONFLICT ANALYSIS TOOLS/MODELS,
CONFLICT RESOLUTION STRATEGIES AND
METHODS/PROCESSES**

SCOPE

1

CONFLICT ANALYSIS TOOLS/MODELS

2

CONFLICT RESOLUTION STRATEGIES

3

CONFLICT RESOLUTION METHODS/PROCESSES

4

CASE STUDY OF THE NIGER DELTA CONFLICT

5

CONCLUSION

CONFLICT ANALYSIS TOOLS/MODELS

- ✓ **Conflict mapping**
- ✓ **The ABC (Attitude, Behaviour, Context) Triangle**
- ✓ **The Onion**
- ✓ **Pillars**
- ✓ **The Pyramid**

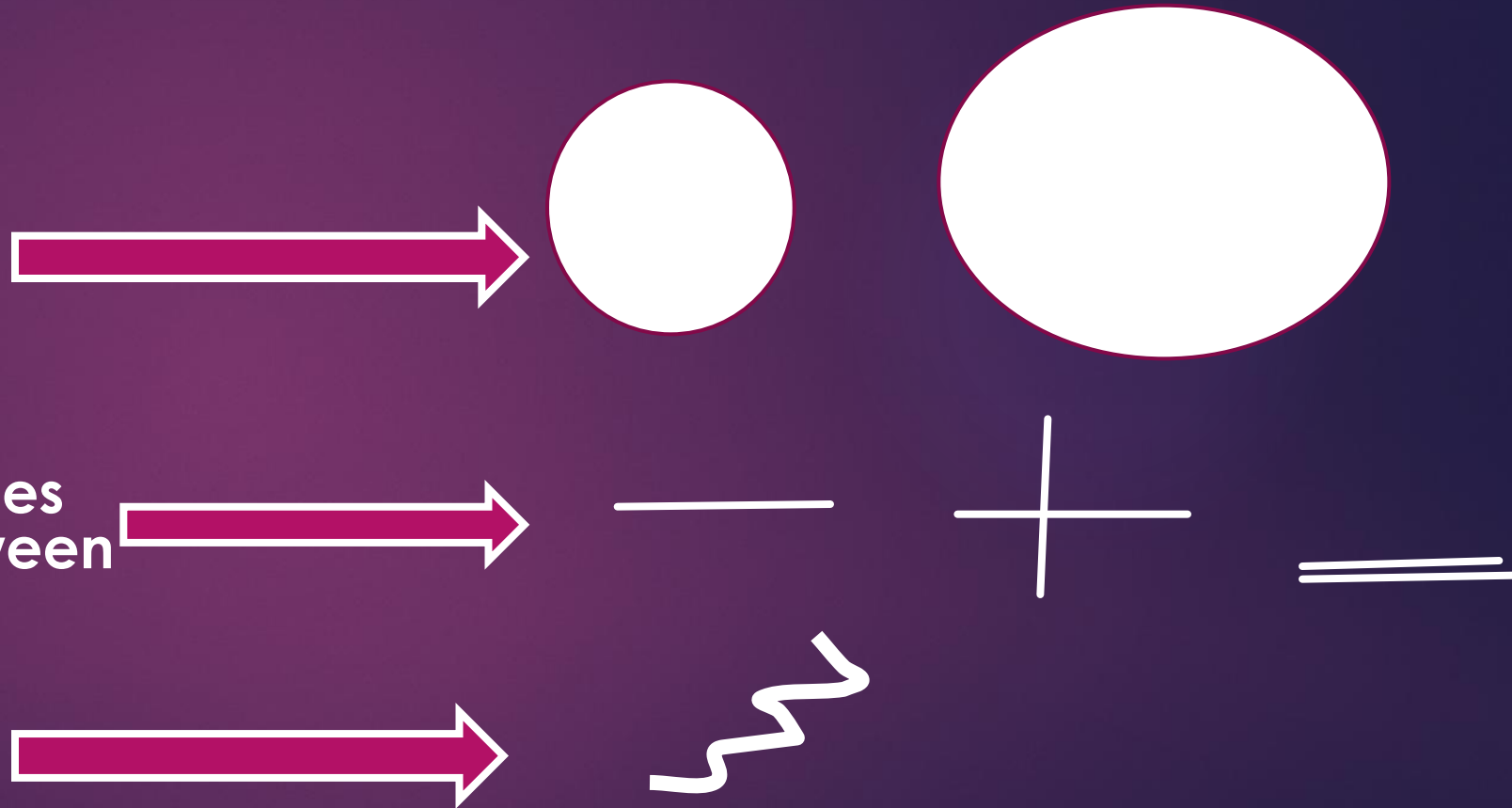
CONFLICT MAPPING

- ✓ **Developed by Paul Wehr in 1970**
- ✓ **Visual technique used to represent a conflict graphically**
- ✓ **Places the parties in relation to the problem and to each other.**
- ✓ **It only provides some insight into the nature of a conflict**
- ✓ **Underlying issues may not be addressed by conflict mapping**

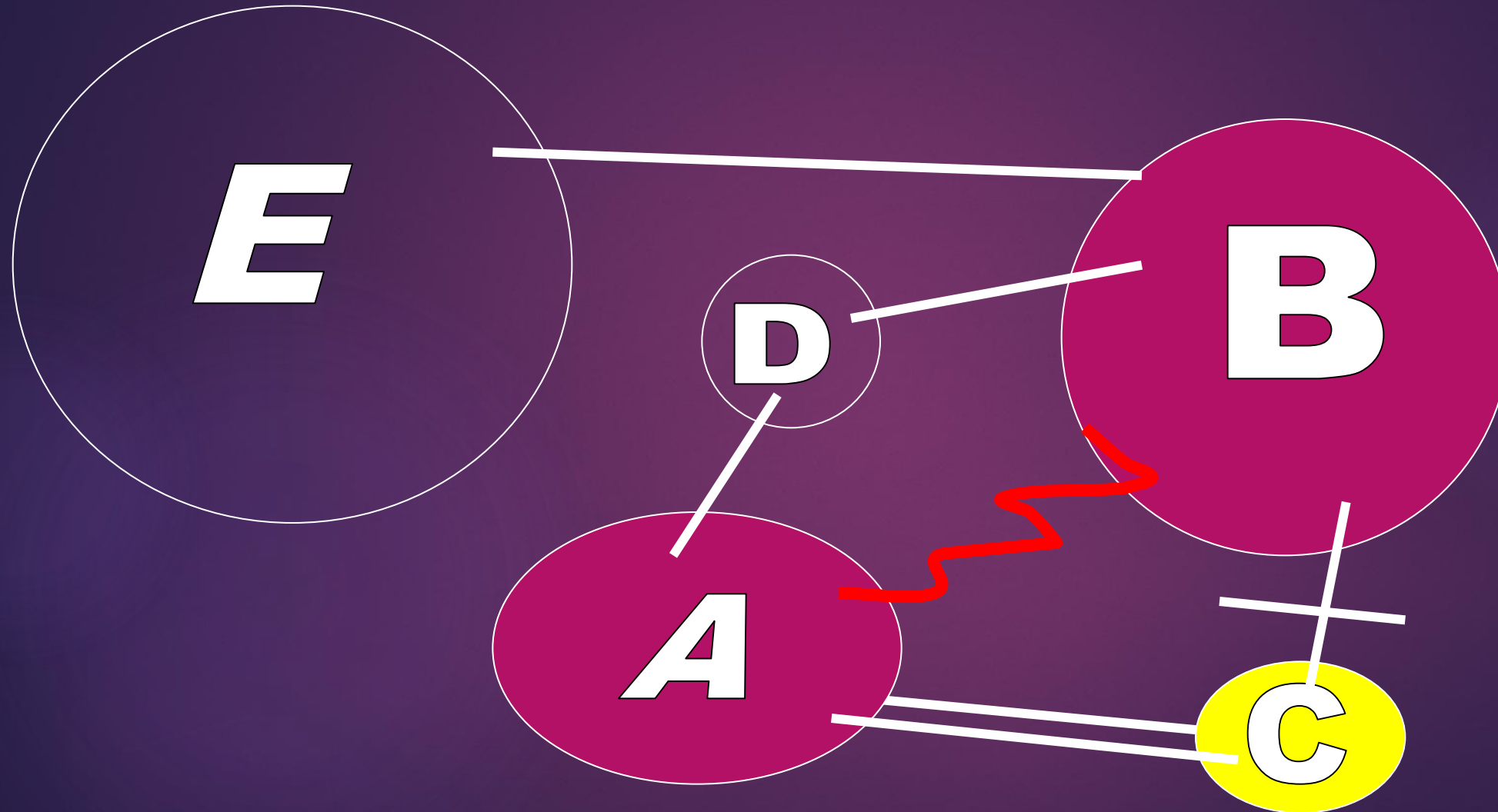
CONFLICT MAPPING

The Main Elements

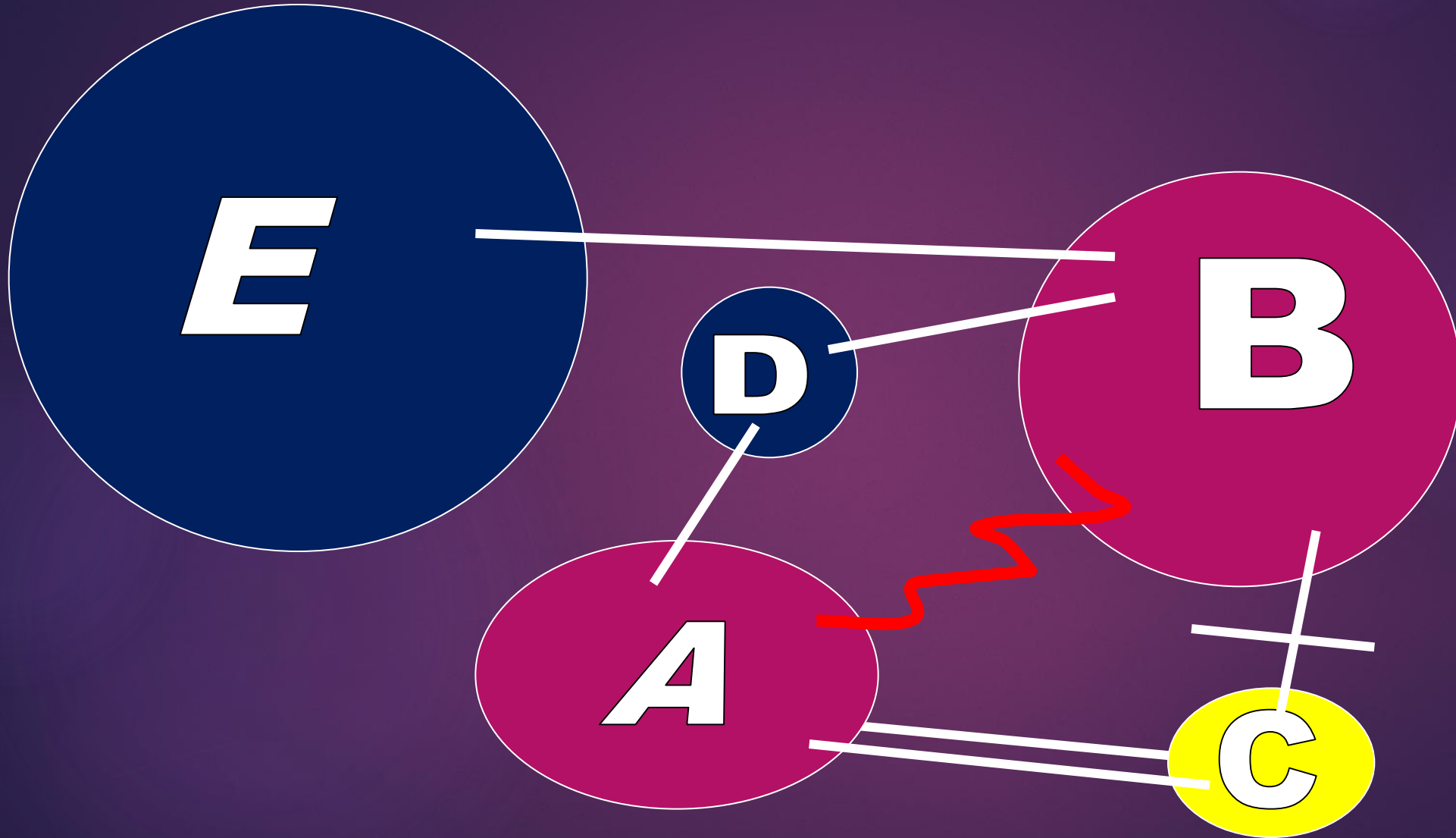
- ✓ Identify Actors (who are involved)
- ✓ Map power dynamics
- ✓ Identify and assess alliances (i.e. Map relationships between actors)
- ✓ Issues
- ✓ Ultimate aim is to look for possible intervention points



CONFLICT MAPPING – MAP RELATIONSHIPS



CONFLICT MAPPING – MAP RELATIONSHIPS



CONFLICT MAPPING (CONT)

When to use it

- Early in a process to gain understanding of a complex conflict situation especially with many stakeholders
- Later to identify possible entry points for action or to help the process of peace building
- Not too useful for protracted conflicts

THE ABC CONFLICT TRIANGLE

- ✓ Developed by Prof Johan Galtung in the 1960s
- ✓ This analysis is based on the premise that conflicts have three major components:
 - ✓ the **A**ttitudes,
 - ✓ the **B**ehaviour of those involved and
 - ✓ the **C**ontext of the conflict or situation

ABC TRIANGLE

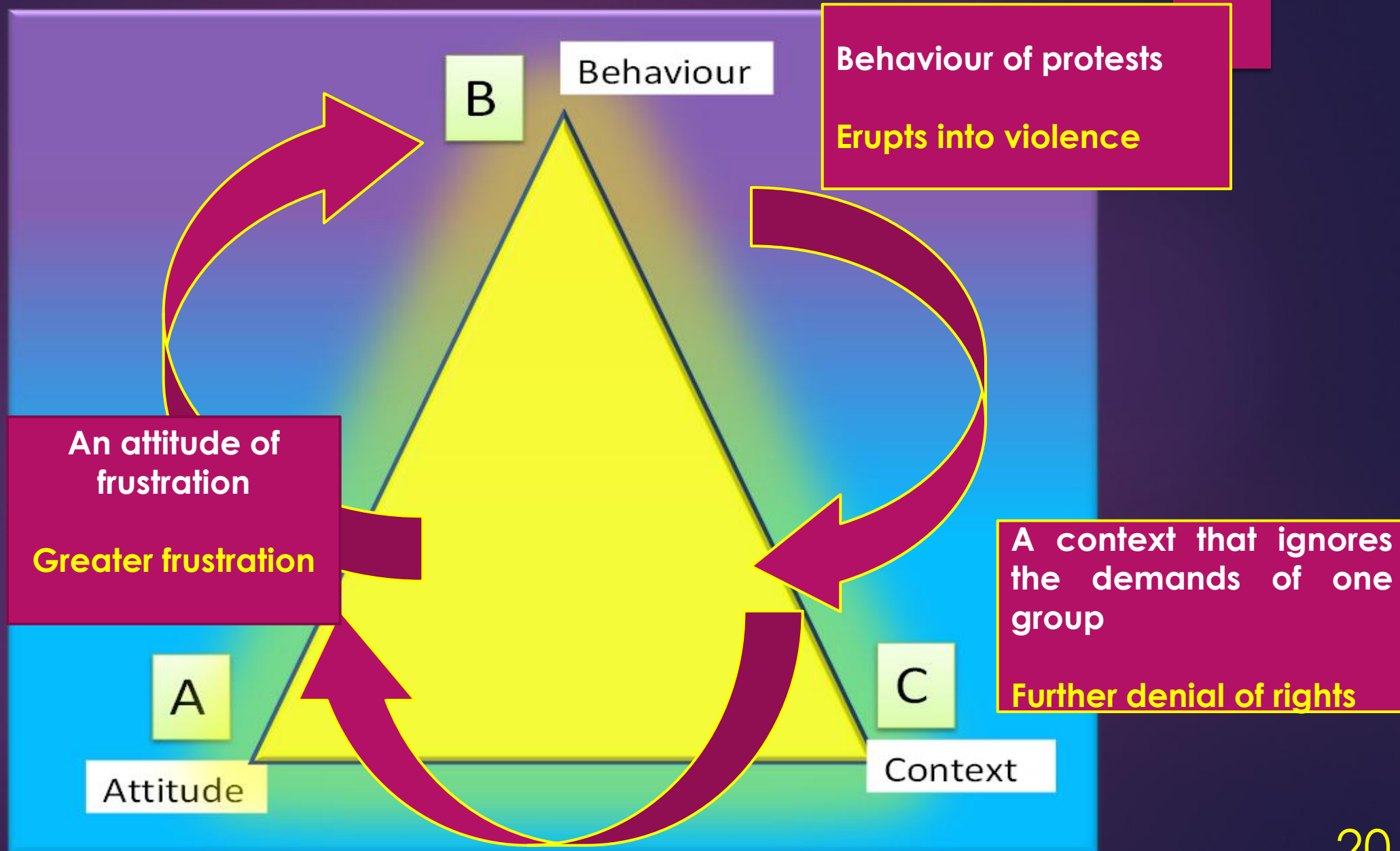
What is it?

- An analysis of factors related to Attitude, Behaviour and Context for each major parties.

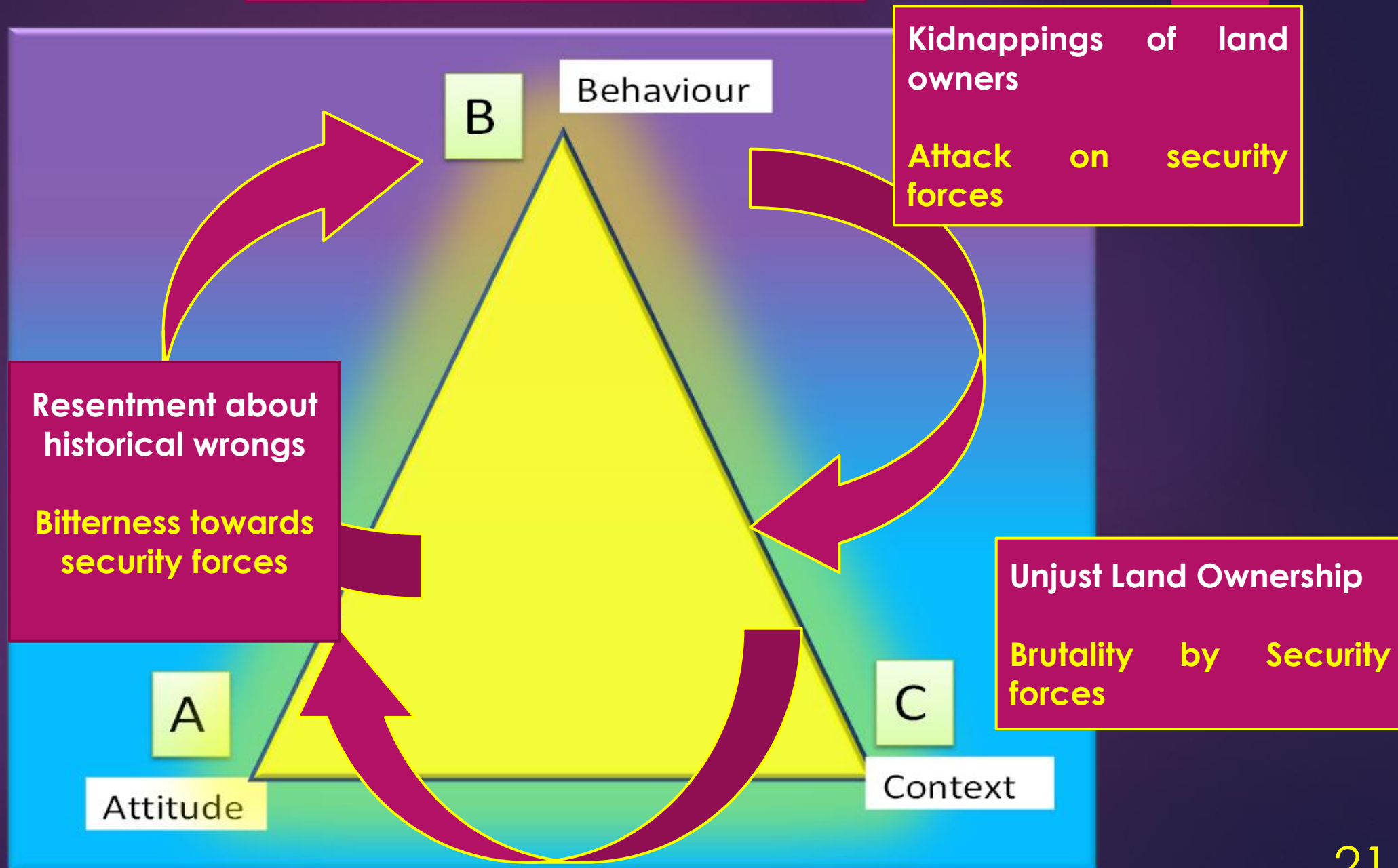
Purpose

- To identify these three sets of factors in relation to each of the major parties.
- To analyse how these influence each other.
- To relate these to the needs and fears of each party.
- To identify a starting point for the intervention in the situation.

ABC TRIANGLE



ABC TRIANGLE

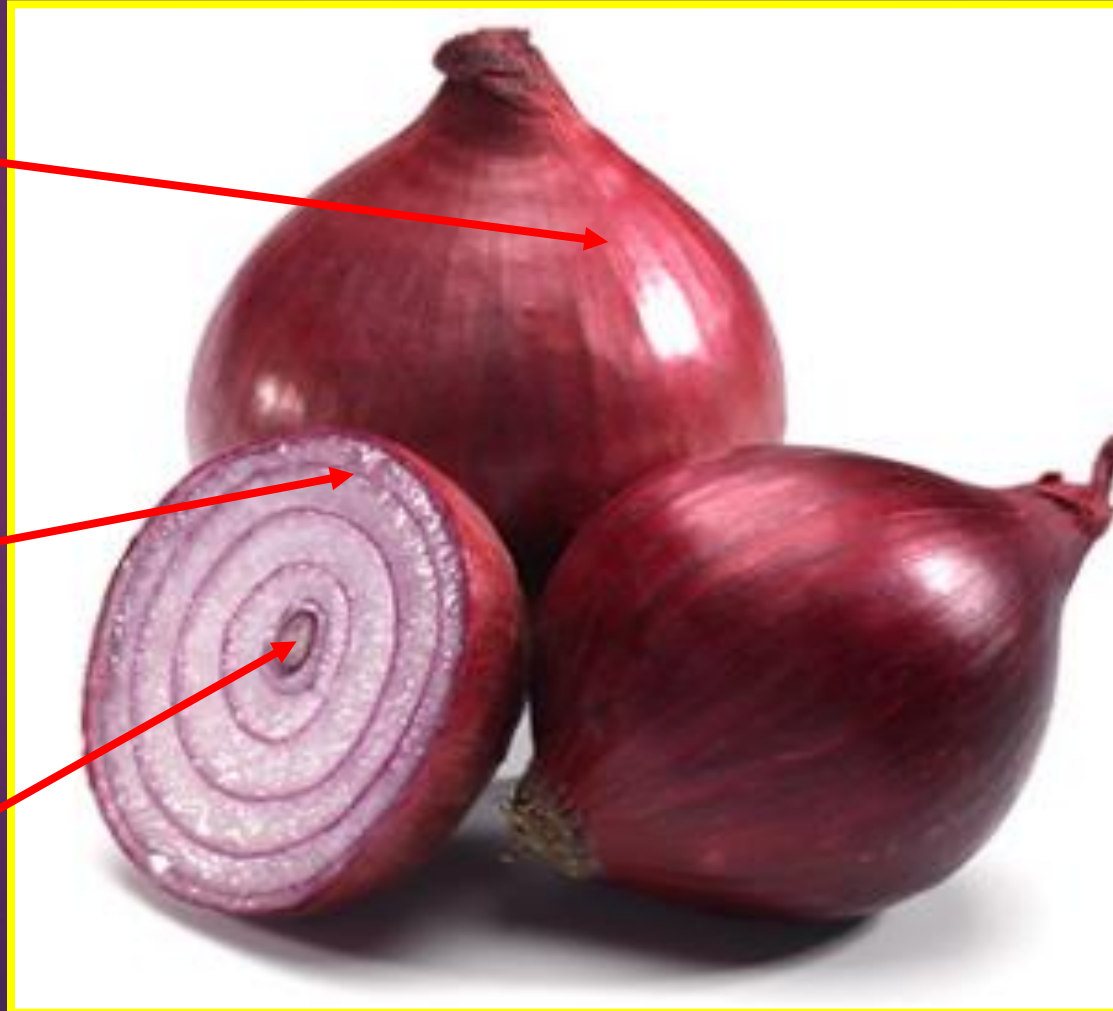


THE ONION TOOL

Positions: What actors **SAY** they want

Interests: What they **REALLY WANT**

Needs: What they **MUST HAVE**

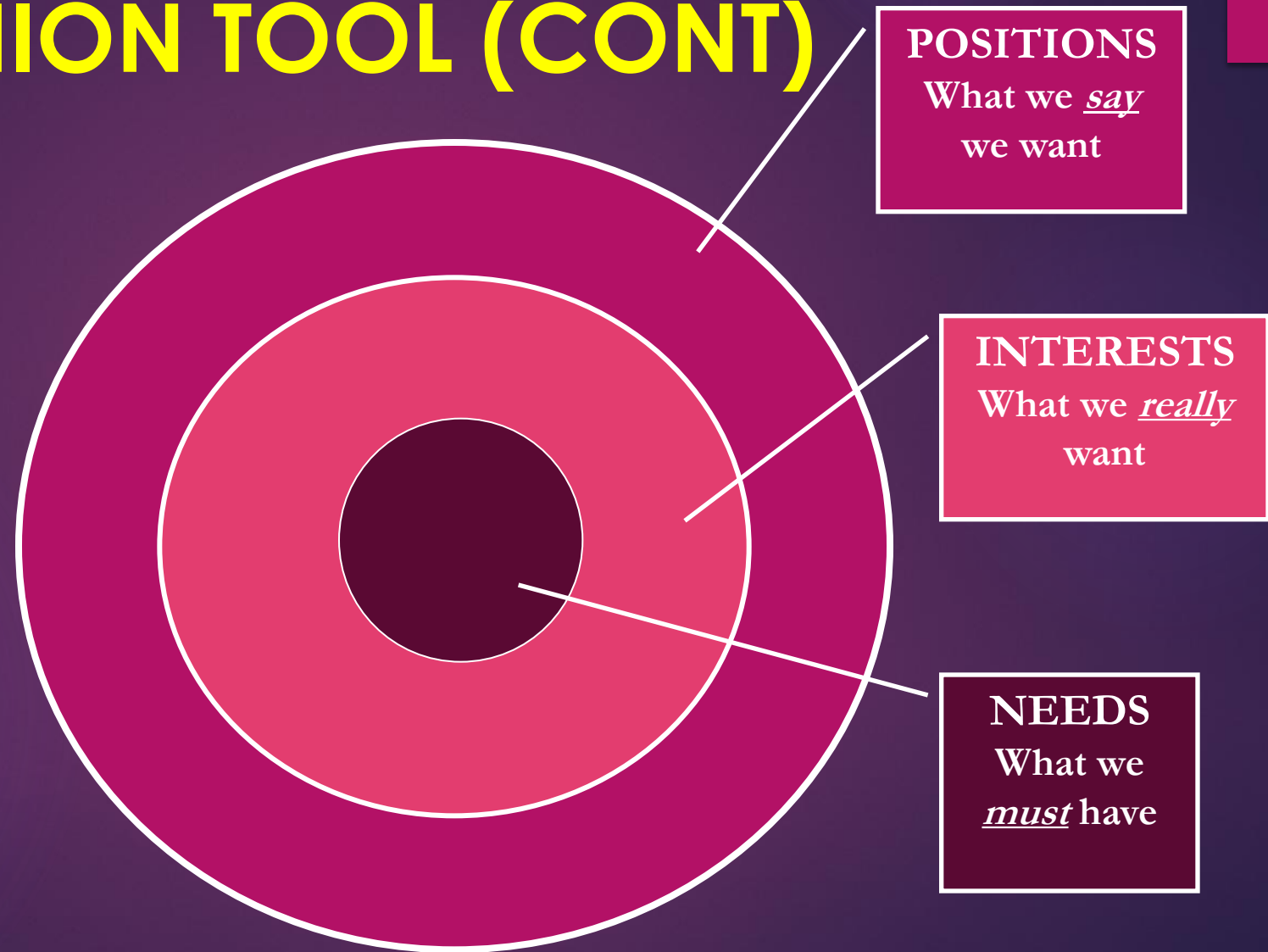


Developed by:

Simon Fisher
Dekha Ibrahim
Richard Smith
Steve Williams
Sue Williams

In the 2000s

THE ONION TOOL (CONT)



THE ONION TOOL (CONT)

Disputant A

- *Position:* I want that orange
- *Interest:* To make juice from the flesh
- *Need:* The flesh of the orange

Disputant B

- *Position:* I want that orange
- *Interest:* To make marmalade from the peel
- *Need:* The peel of the orange

THE ONION

USA

POSITIONS
I want
Greenland

POSITIONS
We won't
Concede
Greenland

DENMARK

INTERESTS
To increase control
in the Arctic
thereby keeping
America Safe

INTERESTS
To continue to
maintain historical
control over
Greenland

NEEDS
Consolidation
of their
Unipolar Super
Power Status

NEEDS
Sovereignty
over
Greenland

THE ONION TOOL (CONT)

When to use it

- To understand the dynamics of a conflict situation.
- In preparation for facilitating dialogue between groups in conflict.
- As part of a mediation or negotiation process.

THE PYRAMID

- Developed by John Paul Laderach in 2005
- Used to analyse conflicts that have more than one level
- Identify the key parties or actors at each level

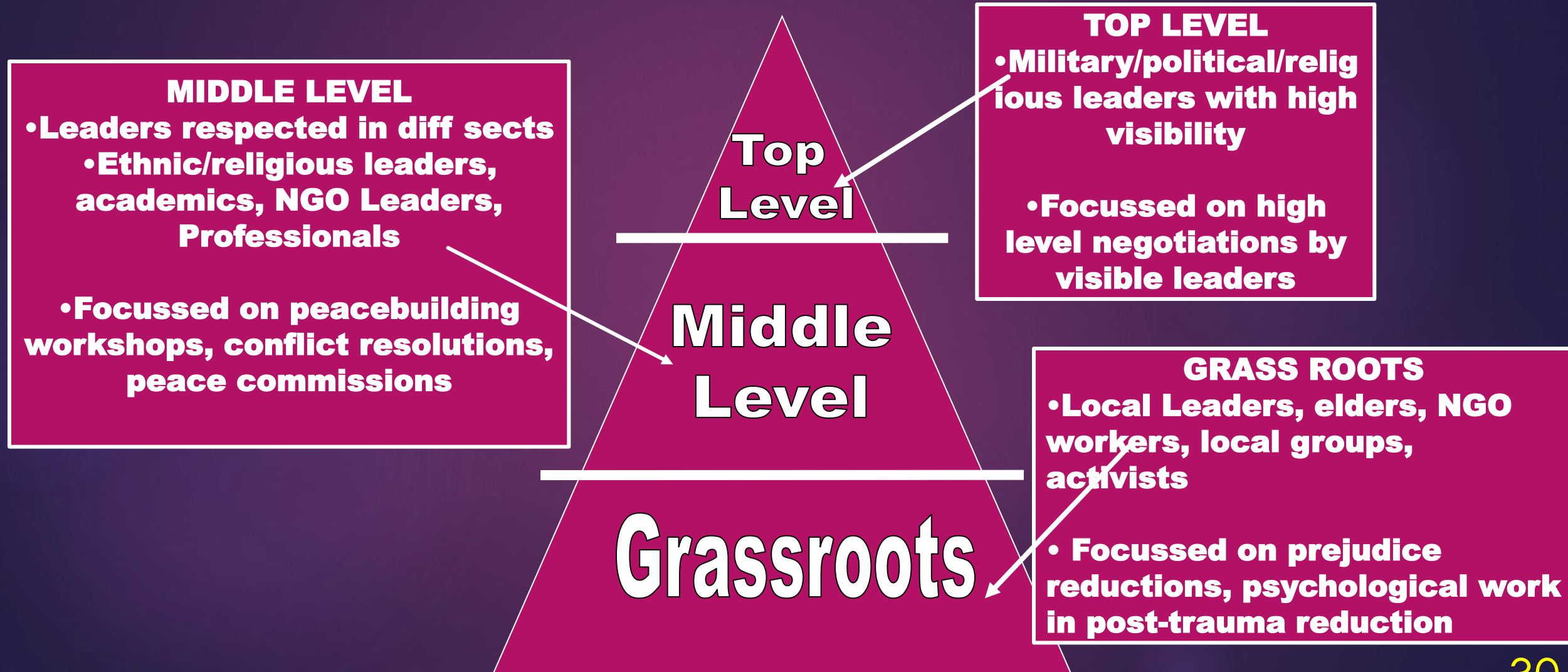


THE PYRAMID (CONT)

When to use it?

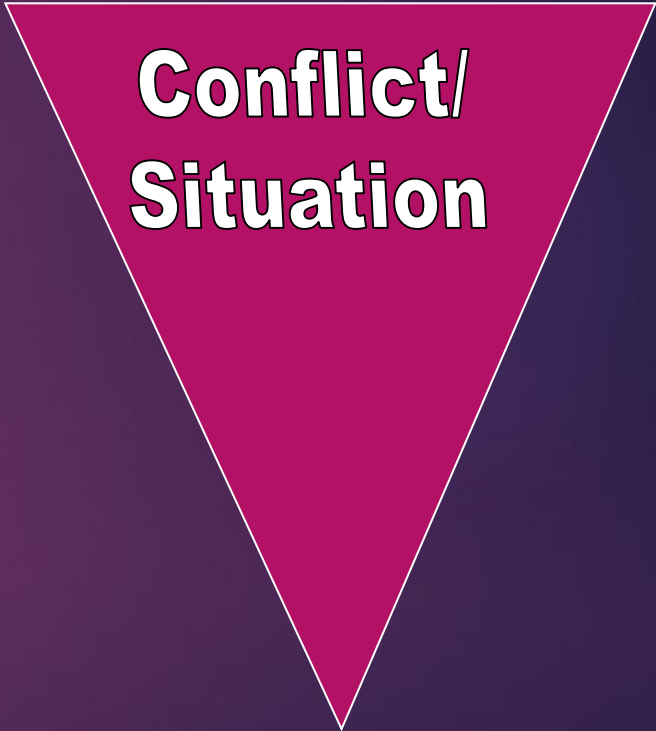
- ✓ When analysing a situation that seems to include actors at various levels
- ✓ When planning actions to address a multi-level conflict
- ✓ When deciding where to focus one's energy

THE PYRAMID (CONT)



PILLARS ANALYSIS TOOL

- ✓
- ✓ Presents the conflict situation as an inverted triangle which depicts an unstable situation
- ✓ A graphic illustration of elements or forces that are 'holding up' or supporting an unstable situation



**Conflict/
Situation**

PILLARS ANALYSIS

Purpose

- ✓ To understand how structures are sustained
- ✓ To identify factors that are maintaining an undesirable conflict/situation
- ✓ To consider ways to weaken or remove these negative factors or perhaps to change them to more positive forces

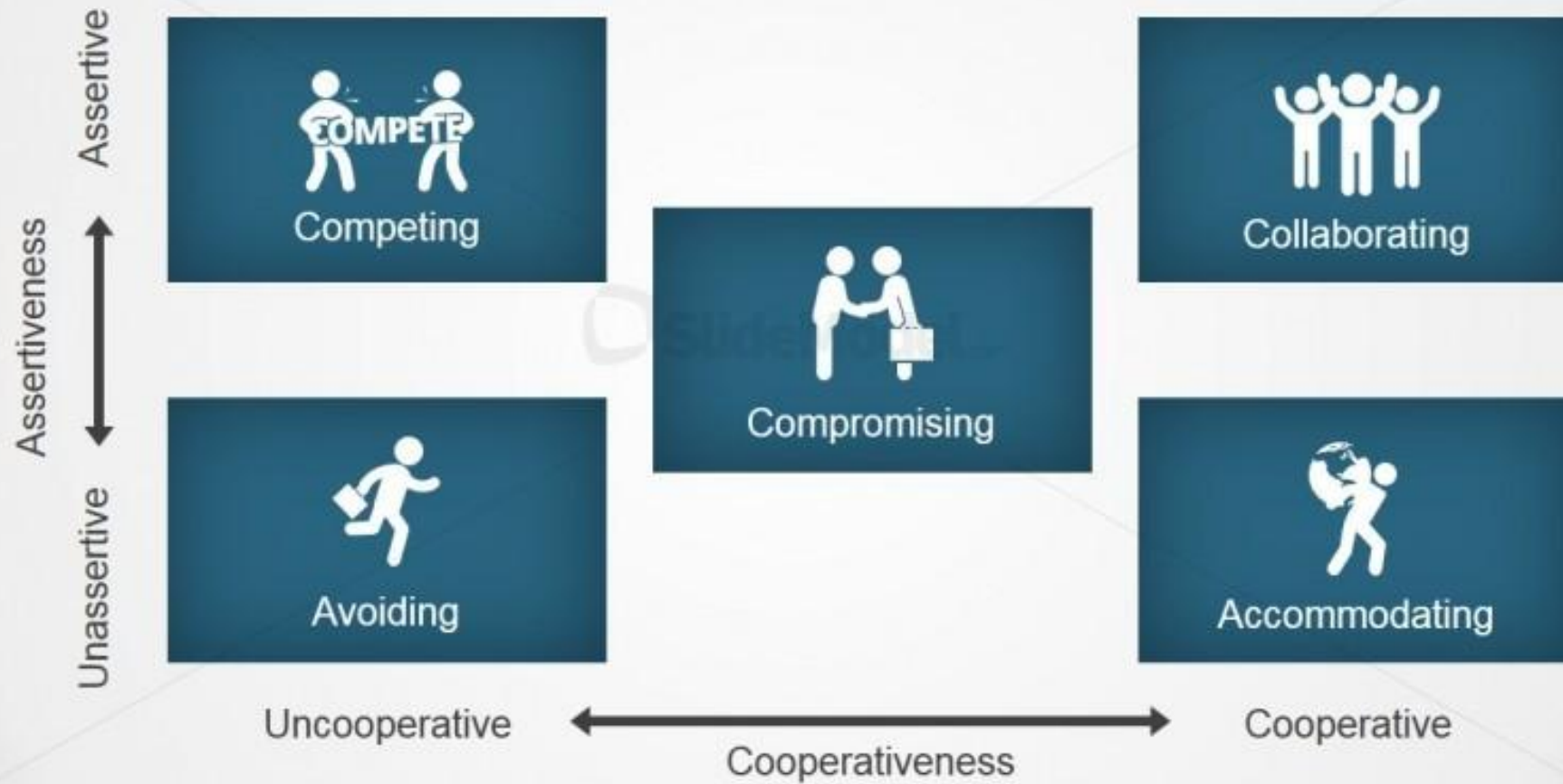
PILLARS ANALYSIS TOOL (CONT)

TENSION BETWEEN ETHNIC GROUPS



CONFLICT RESOLUTION STRATEGIES

CONFLICT RESOLUTION STRATEGIES



ACCOMMODATING



- A strategy where one party gives to the wishes of others.
- Avoiding the conflict are viewed as ways of protecting the relationships.
- It is a **lose/win** situation.
- Usually used when one party is willing to :
 - forfeit their position.
 - indicate a degree of fairness.
 - encourage others to express their own opinion.
 - recognise that the issue or problem is more important to the other party concerned.
 - safeguard the relationship rather than argue about the issue.

COMPROMISING



- Participants are partially cooperative & assertive.
- Objective is to find a mutually acceptable solution that partially satisfies the interests of all parties.
- Persuasion and manipulation dominate this style.
- A **win/lose – win/lose** situation; all involved gain and lose through negotiation and flexibility.
- The main goal of this approach is to find common ground and maintain the relationship.
- Compromise is best used:
 - when all parties have equal power.
 - for temporary resolutions of complicated matters.
 - for settlements when time or other circumstances are constrained.

AVOIDING



- The approach takes the form of diplomatically side-tracking an issue, postponing an issue, or simply withdrawing from a threatening situation.
- It is a **lose/lose** situation. Neither party takes action to address the issues involved in the conflict; meaning that it will remain unresolved.
- This approach is best used when:
 - all concerned feel that the issue is a minor one and will be resolved in time without any fuss.
 - parties need a chance to spend time apart.
 - other people are able to resolve the conflict more effectively than the parties concerned.
 - more time is needed before thinking about dealing with the issues.
 - the impact of dealing with the situation may be damaging to all parties involved.

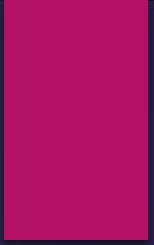
COMPETING/CONTROLLING



- A competing strategy is followed by the people who enter into a conflict planning to win.
- They are assertive not cooperative.
- Competing is a **win/lose** situation. One party attempts to win the conflict through dominance and power.
- This approach is best used:
 - when all other methods have been tried and failed.
 - in emergency situations when quick, immediate and decisive action is called for.
 - in situations where unpopular changes need to be applied and discussion is not appropriate.

COLLABORATING

- Mostly used when parties are cooperative & assertive.
- It is a **win/win** situation. Requires trust and commitment on all sides to reach a resolution.
- Parties need to understand each other's situation.
- Collaboration is most appropriate:
 - when parties are willing to explore alternative solutions together.
 - when trying to get to the source of problems that have continued for a long time.
 - when upholding objectives that cannot be compromised on any side while still preserving the relationship.
 - when parties from different backgrounds and experiences are involved.



CONFLICT RESOLUTION METHODS/PROCESSES

CONFLICT RESOLUTION METHODS/PROCESSES

NEGOTIATION

MEDIATION

CONCILIATION

ARBITRATION

JUDICIAL SETTLEMENTS

NEGOTIATION

- **Entails communication, governed by pre-established procedures, between representatives of parties involved in a conflict or dispute (University for Peace, 2013).**
- **A process where two or more parties are communicating for the purpose of influencing each other's decision (Fisher R,1981).**
- **Usually takes place during the early stages of conflict when communication between parties is existent and good.**
- **Also takes place at point of de-escalation when communication has been restored.**
- **Can be distributive(win-lose) or integrative(win-win)**
- **Types: Principled Negotiation, Team Negotiation, Multiparty Negotiation and Adversarial Negotiation**
- **Adopted to end apartheid in South Africa(1990-1993)**
- **Adopted by ECOWAS to restore peace and stability and ended the dispute between Senegal and The Gambia.**
- **NLC negotiations with the FGN**

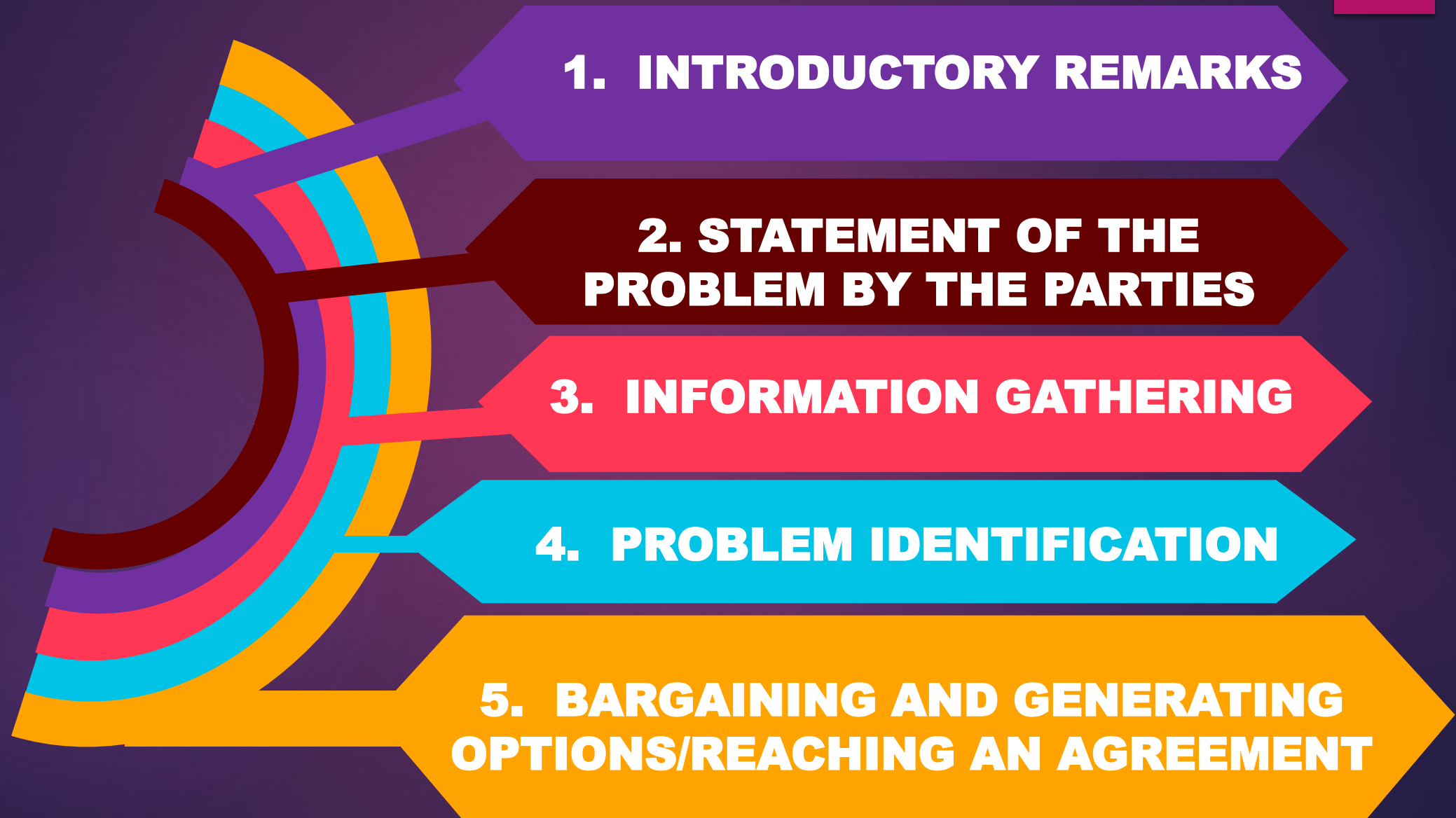
THE NEGOTIATION PROCESS



MEDIATION

- Mediation is the intervention by an **acceptable third party** who has **limited** or no authoritative decision making power but assists disputing parties in voluntarily reaching a settlement (Moore, 2012)
- The decision-making authority remains with the parties; the mediator has no **authority to give judgment** on any issue of the dispute.
- The mediator's role is to facilitate communication and assist the parties to reach a settlement by clarifying issues where necessary.
- Principles of mediation include impartiality, confidentiality, self-determination, voluntariness, empowerment and education.
- Mediation was employed:
 - The Camp David Accords in 1978 between Egypt and Israel (Jimmy Carter).
 - Guinea Bissau conflict (Ibn Chambas was Chief Mediator).
 - Liberian Conflict (Abdulsalami Abubakar was Chief Mediator).
 - Disputed 2008 National Elections in Zimbabwe (Thabo Mbeki was Chief Mediator)

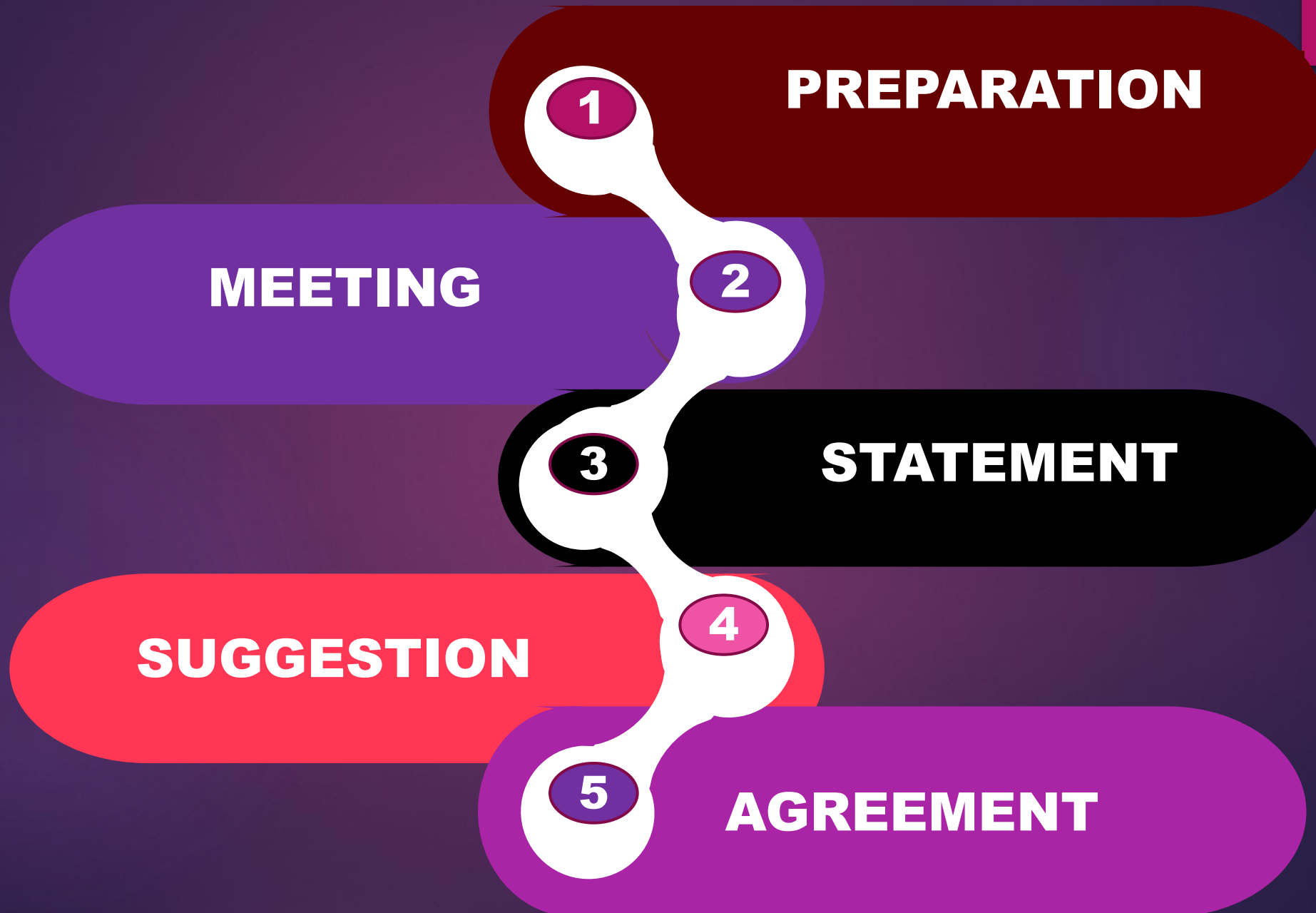
THE MEDIATION PROCESS



CONCILIATION

- The voluntary referral of a conflict to a **neutral external party** who either suggests a **non-binding** settlement or conducts explorations to facilitate more structures or techniques of conflict resolution.
- Confidential discussions may take place with the disputants or assistance may be given by the conciliator during a pre-negotiation phase.
- Functions of a conciliator include: helping the parties to communicate with each other effectively; facilitating pragmatic rather than emotional discussion of issues and diffusing flaring tempers.
- Conciliation was employed in the Jan Mayen maritime border dispute between Iceland and Norway in 1981.

THE CONCILIATION PROCESS



ARBITRATION

- **Arbitration refers to the use and assistance of a neutral third party in conflicts, who hears the evidence from both sides, and gives a decision or award which is binding on the parties.**
- **The parties to arbitration have greater control over virtually all aspects of the proceedings; they identify the issue, choose the arbitrators, select rules of procedure, and decide time and location of hearings.**
- **Adopted by ECOWAS in the border dispute between Sierra Leone and Guinea which led to the signing of a MoU between both countries.**
- **Adopted to settle claims between the UK and US in the Alabama claims arbitration of 1872, which resulted in the U.K paying compensation for damages caused by a confederate warship built in the UK.**
- **Success encouraged further arbitrations such as the British Guiana and Venezuela boundary arbitrations at the end of the Nineteenth Century.**

THE ARBITRATION PROCESS

**Filing &
Initiation**

1

**Arbitrator
Selection**

2

**Preliminary
Hearing**

3

**Info Ex &
Prep**

4

Hearings

5

**Post
Hearing
Submission**

6

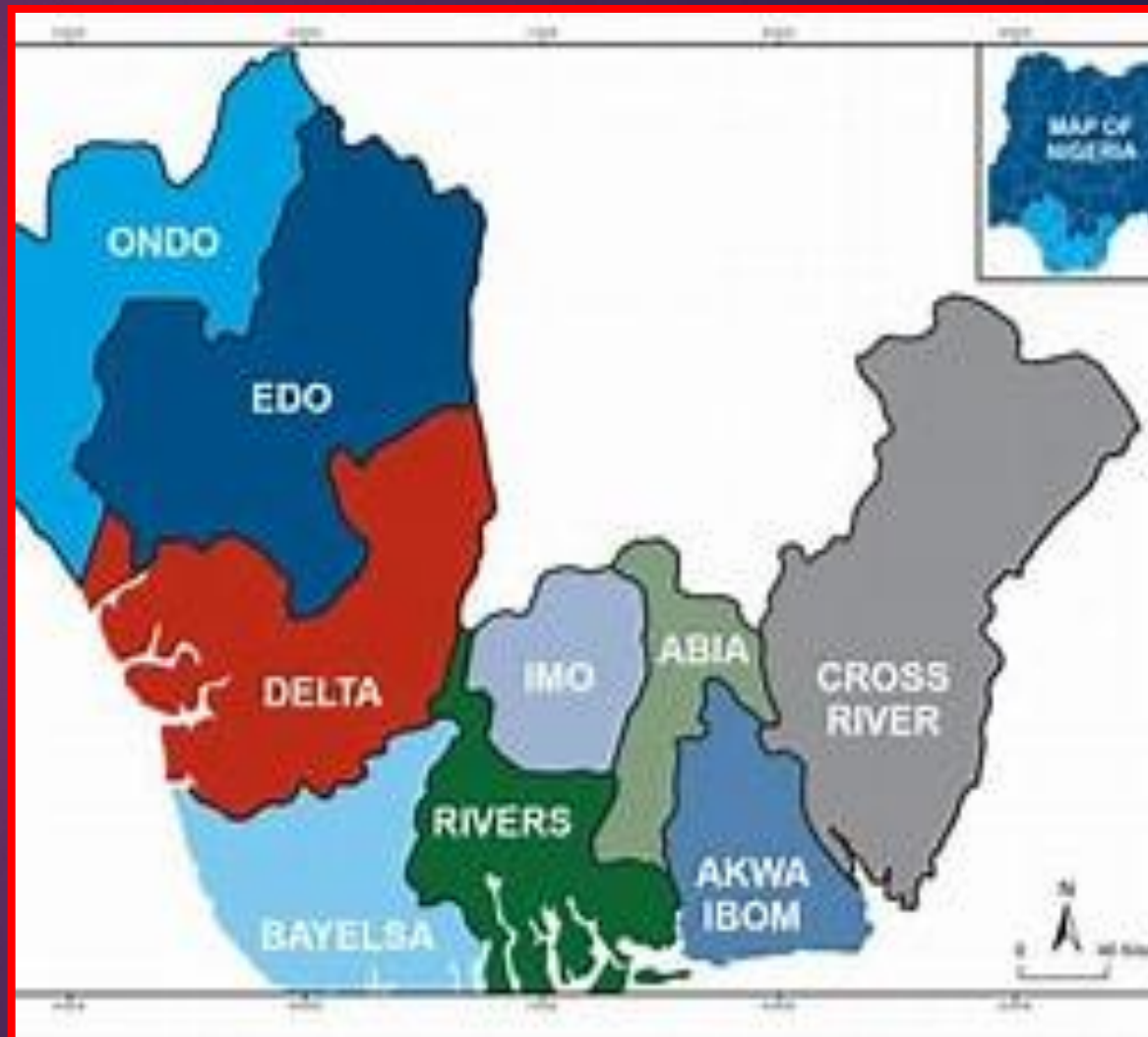
**The
Award**

7

JUDICIAL SETTLEMENTS

- **Follows strictly the rules of law**
- **Most times ends with a win – lose situation.**
- **Most likely does not address underlying issues**
- **Parties to the conflict are not in control of the process; they surrender their initiatives to the courts**
- **Open process. It is not confidential**
- **Examples of such conflicts resolved by judicial settlements**
 - **Akwa Ibom- Cross River over oil wells**
 - **Nigeria – Cameroon over the Bakassi Peninsula**

CASE STUDY(THE NIGER DELTA CONFLICT)



THE PILLARS ANALYSIS TOOL



MILITANTS/LOCALS

THE ONION

FGN

POSITIONS

Absolute ctrl of oil resources
Expulsion of oil coys
Payment of compensation
Employment opportunities

INTERESTS

Political leverage
Power & Relevance
Reclaiming ancestral lands

NEEDS

Restoration of Ecosystem
Identity and Recognition
Justice and Equity
Fair Share of Wealth

POSITIONS

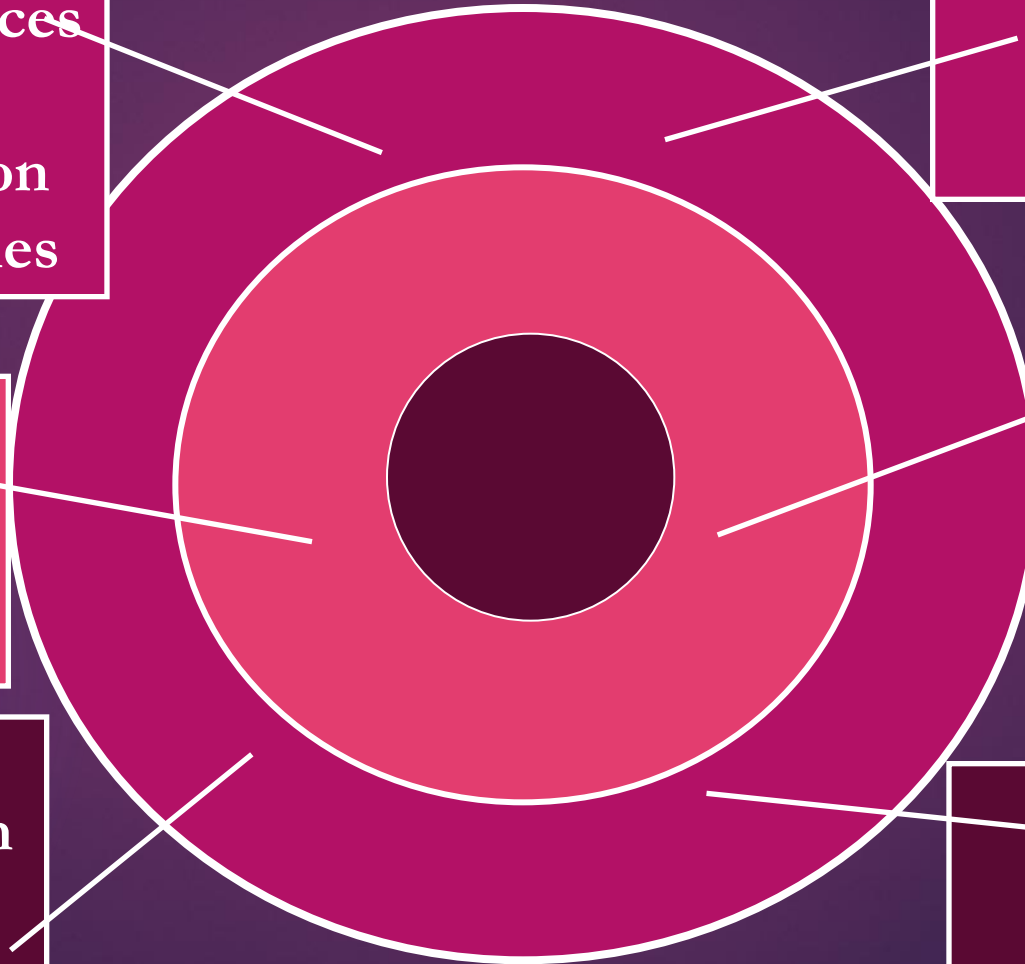
Cessation of hostilities

INTERESTS

Uninterrupted oil production
Maint of National Sy

NEEDS

Increased Oil Revenue
Favourable Endorsement
from Intl Community



CONFLICT RESOLUTION STRATEGIES

- **COMPETITION (BEFORE THE AMNESTY PROGRAMME)**
 - **Attk on security forces, kidnapping of oil expatriates**
 - **Neutralisation of militants, Destruction of illegal oil refineries**
- **COLLABORATION**
 - **Community (Tantita Security Svcs) & FGN**
- **COMPROMISE**
 - **13 percent Derivation**
 - **NDDC**
 - **Amnesty Programme**

CONFLICT RESOLUTION METHODS

THE NIGER DELTA CONFLICT

➤ **NEGOTIATION**

- FGN negotiation with militant leaders
- FGN negotiation with Niger Delta Leaders

➤ **MEDIATION**

- Rev Mathew Kukah
- Coventry Cathedral Intl Reconciliation Centre

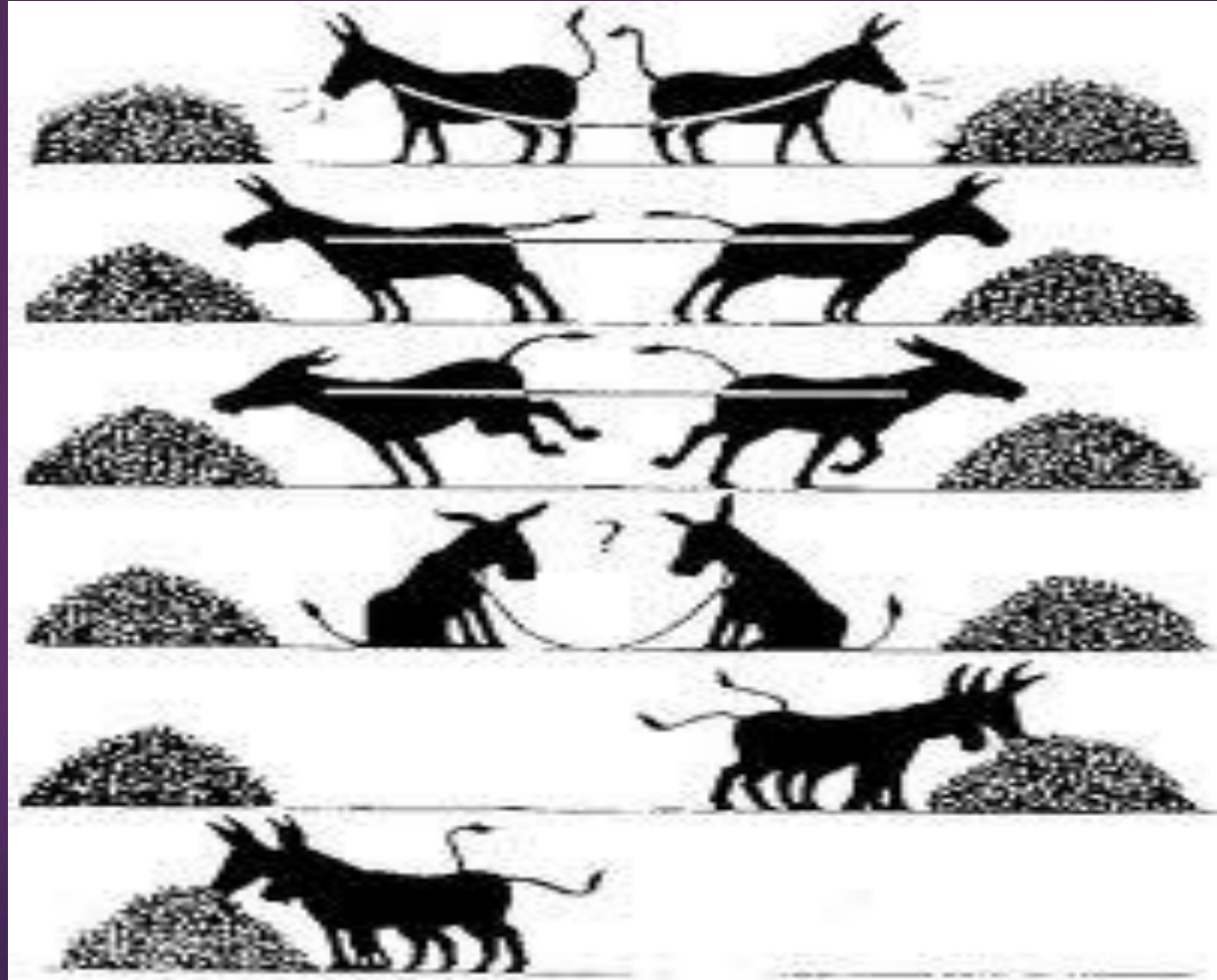
➤ **ARBITRATION**

- FGN acted as arbitrator in the Funiwa 5 oil well disaster where compensation was paid to locals
- Ministry of Lands arbitration between Oil companies and Oil Communities

JUDICIAL SETTLEMENTS

- Oil Spillage cases
- Cases involving MNCs
 - SPDC Vs Ambah

CONCLUSION



► Lets Always Resolve Conflict



REFERENCES

- Simon Fisher et al Working With Conflict(Online)
- Getting to Yes
- Accord.org .za Conflict Management in the Niger Delta Region(My whatsapp)
- Dean G Pruitt et al Conflict; Escalation, Stalemate and Settlement(My Whatsapp)

