


# Conflict Management Resource Management and and not Resource Planning Conflict Planning

J.J. Verplanke




Elective 9 - PPGIS

## Framework: issues

- Planning of Resources
- Management of Resources
- Use of Resources

GI as record of Changes and Dynamics

*Specific actors*



Elective 9 - PPGIS

## Framework: actors

- Planners → Experts
- Managers → Decision-makers
- Users → Stakeholders

SCI to show Changes and Dynamics

*Specific knowledge*



Elective 9 - PPGIS

## Framework: knowledge

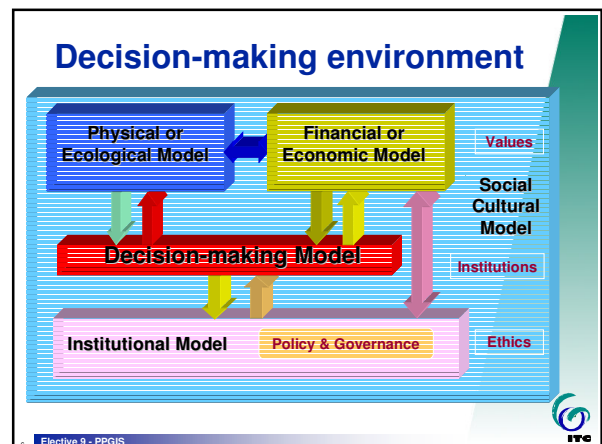
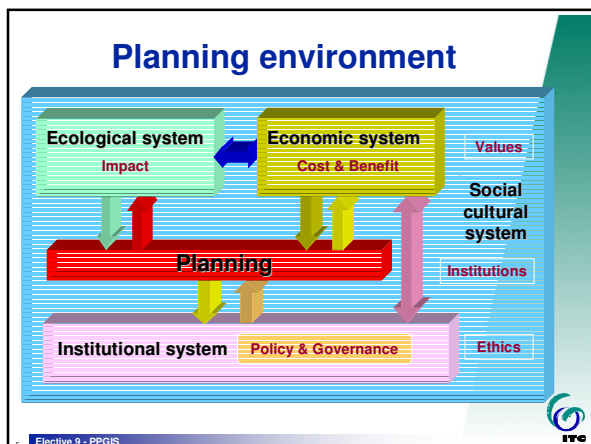
- Expertise → Science & Technology
- Policy → Governance & Institutions
- Indigenous → Experience

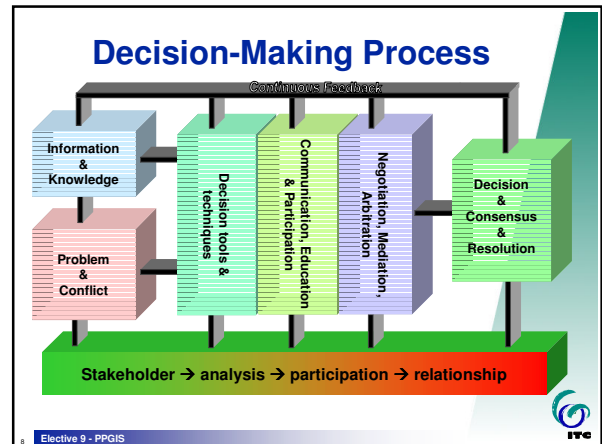
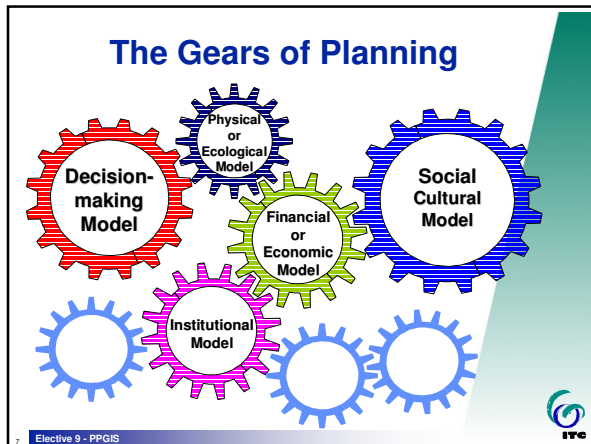
Combining/sharing information = knowledge

*Specific environment*



Elective 9 - PPGIS





- ### Planner
- Planner as a coordinator,
  - Planner as a facilitator,
  - Planner as a negotiator,
  - Planner as a meddler?
- 9 Elective 9 - PPGIS ITC

- ### Planning in Theory
1. Find a problem
  2. Make people aware
  3. Let people participate
  4. Make people understand
  5. Propose a solution
  6. Involve people in decision
- 10 Elective 9 - PPGIS ITC

- ### Planning in Practice
1. Find a problem
  2. Make people aware
  3. Propose a solution
  4. **Make people angry**
  5. **Try to explain**
  6. **Control damage**
- 11 Elective 9 - PPGIS ITC

- ### Planning as a means to:
- Make choices
  - Allocate resources
  - Achieve goals
  - Schedule future activities
  - **Create** conflicts (*inherent*)
  - **Mitigate** conflicts (*consequence*)
- 12 Elective 9 - PPGIS ITC

## Achieving Objectives



Copyright © 2002 United Feature Syndicate, Inc.



13 Elective 9 - PPGIS

## Achieving Objectives

- Impossible to satisfy everybody
- NIMBY
- LULU
- BANANA
- Not In My Back Yard
- Locally Unwanted Land Use
- Build Absolutely Nothing Anywhere Near Anyone



14 Elective 9 - PPGIS

## Stakeholders

- Reading

*“Stakeholder methodologies in natural resource management: a review of principles, contexts, experiences and opportunities”*

Grimble, R. and Wellard, K. 1997;

Natural Resource Institute, the University of Greenwich, Kent, UK; Agricultural Systems, vol. 55, No. 2, p. 173-193.



15 Elective 9 - PPGIS

## Stakeholders

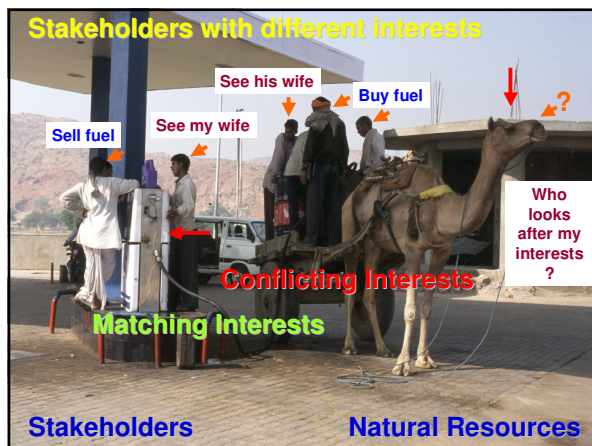
- Reading

*“Stakeholder Analysis”*

Groenendijk 2002, ITC



16 Elective 9 - PPGIS



## Stakeholders

- Who are stakeholders?

- 
- 
- 
- 
- 
- 



17 Elective 9 - PPGIS

## Stakeholders

### ● Who are stakeholders?

- Government
- Directly affected (groups)
- Indirectly affected (groups)

those who are **affected, but** also  
those who **can affect** (the outcome)



19 Elective 9 - PPGIS

## Stakeholders

### ● **active and passive stakeholders:**

those who *affect* (determine) a decision or action,  
and those *affected* by this decision or action

### ● **primary stakeholders** are the *heart* of interest or the *intended beneficiaries* of a project **and** **secondary stakeholders**

### ● **key stakeholders:** significant influence



20 Elective 9 - PPGIS

## Stakeholder Analysis



*an instrument for understanding a system, and changes in it, by identifying stakeholders and assessing their relationships and their respective interests in that system.*



21 Elective 9 - PPGIS

## Stakeholder Analysis

Analysis means?

combining information



22 Elective 9 - PPGIS

## Stakeholder Attributes

### ● The 4 most relevant attributes are:

- interests
- influence
- importance
- interaction



23 Elective 9 - PPGIS

## Interests

### Positions and interests



24 Elective 9 - PPGIS

## Influence = Power

- the power to control decisions.
- the ability to persuade others into a course of action.
- facilitate implementation of a project or affect it negatively.
- *power, mandate, legitimacy*

25 Elective 9 - PPGIS



## Importance

- is the priority given to satisfying a stakeholders' needs and interests
- is most obvious when stakeholder interests in a project converge closely with the project's objectives. (*purpose*).
- is therefore distinct from influence. (*Stakeholders, who have weak capacity to participate and limited power to influence key decisions can have high importance*).

26 Elective 9 - PPGIS



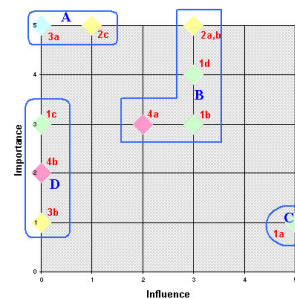
## Influence & Importance

Importance	High	interests are to be protected	ensure coalition of support
	Low	unlikely to be subject of project	source of significant risk
		Low	High
		Influence	

27 Elective 9 - PPGIS



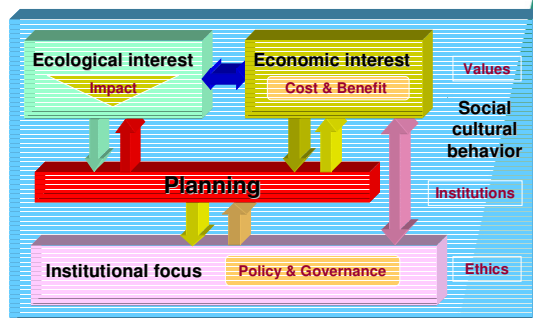
## Grouping stakeholders



28 Elective 9 - PPGIS



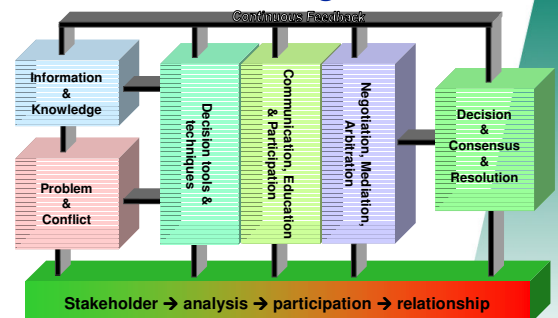
## Stakeholder interaction



29 Elective 9 - PPGIS



## Decision-Making Process



30 Elective 9 - PPGIS



## Conflicts

- Reading  
“A framework for Conflict Resolution”
- Video  
“Water wars”

31 Elective 9 - PPGIS ITC

## Conflict sources

- Different interests
- Factual disagreement Personal
- Relational aspects
- Interdependence Structural & Physical
- Scarcity
- Communication barriers

32 Elective 9 - PPGIS ITC

## Level of confrontation

- The level at which the conflict occurs (international, national, local).
- The relative position or status of the stakeholders (conflicts at the same level or between levels).
- The relative power of the stakeholders (who has responsibilities and who represents significant economical interests)

33 Elective 9 - PPGIS ITC

## Level of confrontation

- Conflict scale
  - Macro & micro
    - Intra-household
    - Intra-community
    - Inter-community
    - Local-national
    - National
    - International

34 Elective 9 - PPGIS ITC

## The Dynamic Environment

35 Elective 9 - PPGIS ITC

## Conflicts

- Conflict dynamics

36 Elective 9 - PPGIS ITC