



The Concept of Conflict and Conflict Resolutions: Issues, Approaches and Imperatives

ANENE, CHIDI PENSIVE (Ph.D)

Department of History and International Studies, Imo State University, Owerri

ABSTRACT

Myriads of issues and challenges confront man in the human society which in no small measure generate conflicts and hamper mutual co-existence. Conflict is as old as humanity and it will be a wishful thinking to try to legislate it out of existence. This paper adopted descriptive and analytical method. It relies on secondary sources of data such as the academic journal articles, textbooks, newspaper and online materials. Due to the divergence of views and interests that nurture conflicts, efforts should be intensified and engineered in the mechanisms of resolving the multitude of complicated conflicts and issues confronting humanity in the human society. The imperative of conflict resolution is so paramount and desirable because if this policy is not pursued religiously, the ugly side of the human nature will be activated which has the potentials and capacity to destroy society and its environment. This work extensively examined the concept of conflicts and its underlining implications in the society. Indeed; as we noted in this work, conflict is not always a negative phenomenon, sometimes conflict is an agent and process of positive social change. The necessity of resolving conflicts amicably and effectively was highlighted bearing in mind its multiplier effect in the polity and society at large. In conclusion, various approaches to conflict resolution were analysed in this work which will help in resolving and managing conflicts that will engender peace, harmony and societal development.

Keywords: *Conflict, Arbitration, Peace, Mediation, Conciliation, Negotiation, Adjudication.*

Citation: ANENE, CHIDI PENSIVE (2022). The Concept of Conflict and Conflict Resolutions: Issues, Approaches and Imperatives. *International Journal of Arts, Humanities and Social Studies*, 4(1), 196-203.

INTRODUCTION

Necessity is the mother of invention. It is an indisputable fact that conflict has become a reoccurring decimal in the human society as it's also as old as humanity. Because of the inevitability of conflict, the mechanism of resolving it becomes so expedient in order to foster mutual relationship and good neighborliness among citizens in the society in a bid to engender development because no serious societal development can take place in a situation of chaos, war and anarchy.

Who will be talking of conflict resolution and its attendant issues if the human society were a replica of Garden of Eden as captured in the Bible? [1] As far as human society is concerned, conflict or dispute is a phenomenon that is an important part of human existence as well as a natural part of our daily lives. Indeed, conflicts take place within our Nigerian society and are as a result of several factors. In essence, as long as people and nations pursue different and incompatible interests, disagreements, disputes and conflicts cannot be completely circumvented.

Conflict by its definition, is an intrinsic, and inevitable part of human existence. However, violent conflict in other words means the pursuit of incompatible interests and goals. The worst forms of armed conflict include mass murder and genocide against unarmed civilians. Therefore, conflict resolution scholars argue that conflict has an ontological basis in human needs, and it is the denial which causes violent conflicts, or causes re-solvable differences to degenerate into armed violence or armed conflict.

Indeed conflict resolution is both a principle and process. In concert with communication channels open to parties in a conflict, conflict resolution systematizes intelligence and strategies on "do" and "don'ts" to enhance their capacity building in favour of bargaining, negotiation, mediation, conciliation and arbitration. Conflict resolution is borne out of the belief that conflict cannot be left alone. It needs to be put under control by interacting with the parties to develop common generalization or principles and practices that will return cordial relationship against violence. It must be noted that conflict resolution is specific to a particular conflict case, but the general thrust is to help parties develop common norms, rules and regulations on utterance, attitudes, actions and aspirations to allow peace reign, rather than for violence to reign.

The conception of conflict, its management and resolution have led to terms such as peacemaking, conflict prevention, third party intervention and the focus on mediation and negotiation, preventive diplomacy, peace keeping,

peace enforcement and peace building [2]. Conflict analysis which has to do with a critical investigation into the root, secondary and tertiary causes of conflict, highlighting the actors, structures and dynamics in conflict situations is important in determining intervention, mechanisms, and the management and resolution of conflict.

In our Nigeria today, because of the myriads of problem and challenges facing us as a nation-state, the concept of conflict resolution becomes so expedient in order to engender national cohesion and nation building laced with justice, equity and fair play.

The Concept of Conflict

Conflict is as old as humanity. It is like one's shadow and nature, which she cannot avoid. It impinges on reality and attempts to infect all human actions. Sometimes, it is experienced within the individual, between individual, among groups, states and sometimes transcends to other creatures. The fact that this phenomenon exists in all creation makes it difficult to understand and almost impossible to resolve successfully, especially when its causes are natural.

Conflict and peace have been subjects of investigation in political science, sociology, economics, psychology, and other human sciences. The major concern has been how to give meaning to this phenomenon, diagnose its structure, locate its causes and attempt finding solutions. In spite of the efforts, conflict appears to defy solutions by drawing individuals at dagger points, groups as well as institutions at war and nations at loggerheads. Conflict has been a central concern not only to these categories but also to the international community and development agencies.

The term conflict is originally derived from the Latin verb "Confligere" meaning to clash, engage in a conflict or strike together [3]. This realization is based on the literal meaning of the word. However, empirically, conflict refers to a confrontation between individuals or groups resulting from opposite or incompatible end or means. Various scholars have advanced the definition of conflict in so many ways.

To Wright, "conflict is an opposition among social entities against each other" while Kriesberg sees conflict situation as a relationship between two or more parties who feel they have incompatible goals" [4].

Also Boulding interprets conflict as a goal directed activity designed to improve the position of one party at the expense of the other [5]. Another scholar conceptualizes conflict as situation where each party seeks to achieve an agreed goal upon using a means that is perceived to be incompatible with the wish of the other party. Generally, these views about conflict portend the interaction of people in common environments or relationships.

Analyzing conflict as an inevitable aspect of human interaction. Lartman maintains that:

By nature, man is conflict prone, his needs for survival and actualization make him selfish and he is ready to take opposition against anything regarding as not being consistent with such interest [6].

Sam Momah on his own part, laments that conflicts cannot be wished away, decreed or legislated out of existence [7]. This feeling is predicated upon the fact that the activities of man himself are characterized by intolerance, which in turn makes him vulnerable to conflict. This underlines the fact that rights are more precious than peace and at times, to preserve these rights, conflicts become the order of the day.

Another dimension of the conflict in the human society has to do with the nature of man. Thomas Hobbes was so correct when he stated that "man is a state of nature is wicked, solitary, nasty and brutish. Unless man is domesticated, man will destroy himself and destroy society" [8].

To Professor Godwin Onu, "Conflict can be defined as manifestation of hostile attitude in face of conflicting interests between individuals, groups or states". These conflicting interests can be over resources, identity, power, status or values." It has also been generally seen as a situation in which two or more parties strive to acquire the same scarce resources at the same time [9]. This latter definition of conflict has raised some controversy because of its emphasis on economic factors leaving out sociological and psychological issues of perception and norms, values and belief systems. In resolving this controversy, Swanstrom and Weissmaan suggested a definition that would incorporate perceived differences in issue positions between two or more parties at the same moment. Conflict can be Latent or Manifest [10] When conflicts are barely recognized because of self-delusion, rationalization, lack of knowledge, or suppressed information, we can refer to such as latent conflict. However, when these become consciously expressed and voiced we refer to conflict as manifest.

There are violent and peaceful conflicts. It is peaceful when the issues at crossroads are handled peacefully according to regulated mechanisms. It can also be violent when it takes the form of irredention, rebellion, inter-communal violence and civil war.

Conflicts could be regulated, resolved or transformed. Various factors regulate conflict; national constitution and laws, family and clan structures, court systems, the law of the sea, religious codes, habits of decorum, debate and discourse, among other mechanisms. Violent conflicts occur when parties go beyond seeking to attain their goals peacefully, and try to dominate or destroy the opposing party's ability to pursue their own interest.

It is important to assert that conflicts take place within particular contexts. These contexts include the society in conflict and wider international and regional levels. Within the society, crucial background aspects are culture, governance arrangement, institutions, social roles, norms, the rules and codes in place in a society and its path of development. As globalization proceeds, local conflicts are inevitably influenced by wider economic and political forces.

Causes of Conflict

Different causes of conflict exist but the general categorization identifies three major causes:

1) **Resources:** This conflict occurs when two or more people want the same thing and there is not enough to go round. Conflicts over resources are usually easy to identify because they can be seen and are also more potentially easy to resolve. In such cases, you might often see the parties attacking the resources and the heat of the conflict will be focused on it. Usually, when the resources are made available the conflict is resolved [11].

2) **Psychological Needs/Esteem:** Conflicts over psychological needs are conflicts which cannot be seen but affect the psyche of the individual and its productive capacity. Youths have needs, such as honour, respect, love, security, belongingness, friendship etc. Such conflicts require deep analysis to identify and resolve them [12].

3) **Values:** Human identity is most times defined by values. Conflicts involving values are the most different to understand and resolve. Values are the basis of oneself. They are our belief system and what we can often not prepared to negotiate. When people talk about transparency, honesty, fairness, equality, they are talking about different values. Conflicts over values involve deep-seated emotions and thus making them difficult to resolve [13].

4) **Information:** Also the form of information we receive can trigger conflict. Misinformation, stereotype perception can cause conflicts.

Types of Conflicts

(1) **Intra Personal Conflict:** This is the conflict that occurs within a person. The unguided and unregulated communicative intention of our interacting personality leads to intrapersonal conflicts. These interacting personality systems included ID, Ego and Superego [14].

The id is the primitive part of personality that contains all the psychic or the libido, which motivates our organisms to action. In the id, all the instincts are found and they need to be gratified without delay. The id personality seeks immediate gratification, hence it thrives in pleasure principle- with emphasis on immediate satisfaction.

The ego is the self and could be described as the rationality of the human being. It mediates between the pressures from the id and the superego. It checks and balances on the demands of the two opposing systems trying most of the time to shield itself from the anxieties that emanate from pressures within and without the individual. It operates at the reality principle with emphasis on what is.

The superego, on the other hand, is the conscience of the organism. It is the repository of cultural norms and values. It operates at ideal principles. It emphasizes what should be and the rules and regulations that govern the actions of the ego. Thus at any point in time, the ego is in conflict trying to balance the pressures from the id and superego. This conflict of the ego metamorphosis into intrapersonal conflict. Examples of such are; use of time, choice of partner, moral questions, goals and aspirations, whether what you saw is true or not [15].

If the ego is strong to strike a balance, the conflict is resolved, if otherwise, the unresolved conflict is pushed to the unconscious mind which at a later date will motivate the behavior of the organism. Note that an unresolved or improperly managed intrapersonal conflict leads to interpersonal conflict.

(2) **Inter Personal Conflict:** This is the type of conflict between two or more individuals. Interpersonal conflicts are a situation in which one or both persons in a relationship are experiencing difficulty in working or living with each other. This usually occurs due to different or incompatible needs, goals or styles. The existence of the conflict is usually signaled by negative feelings such as anger, hurt, confusion, etc. At this point each person makes a decision whether to confront the conflict openly or to ignore it; suppress it, or withdraws. The productive resolution of the conflict usually

strengthens relationships, whereas destructive confrontation example blame game, name calling, usually destroys relationship; or the very least, distracts from their satisfaction and usefulness. The use of interpersonal communication skills is necessary in order to clearly describe the behavior that are part of the conflict and the negative feelings that relate to them. A clear and concrete definition and diagnosis of the problem is a prerequisite to clear and concrete solution [16].

(3) **Intra Group Conflict:** This is the type of conflict between individuals within a particular group. Intra group conflict is distinctive in that it occurs between members of a group or team who are theoretically united over a common characteristics or objective; in contrast, inter group conflict occurs between two competing or distinct groups.

Intra group conflict is common in work places that divide employees into specific terms or departments. Intra group conflict is marked by verbal disagreements between group members that could result ultimately in the fracturing of the group into distinct and opposing parts.

(4) **Inter Group Conflict:** This is the type of conflict between groups like organizations or nations. The essence of inter group conflict lives in three elements; incompatibilities, behaviours and sentiments. The primary drivers of inter group conflicts are economic, value power and needs differences. Economic conflict is competition over scarce resources and can occur in all manner of desired goods and services. Resources are typically in short supply, and groups understand this situation and approach it with destructive tendencies in order to out-smart the other.

Value conflicts involve differences in what groups believe in, from minor variances in preferences or principles to major cleavages in ideologies or ways of life. Conflicts can arise over valued means or valued ends. That is, over how goals are achieved or what their nature or priorities are [17].

Power conflict occurs when each group wished to maximize its influence and control in the relationship with the other. This is the struggle for dominance, whether in a corporate office or a region of the globe and is not resolvable in the first instance, often resulting in a victory and a defeat or a tense statement or deadlock.

Needs conflict involves the differences around the degree to which the basic needs of groups and the individual within them, are being frustrated or satisfied.

Is Conflict Always Negative

I do not share the opinion that conflict is always negative. Sometimes it has an element of positive inclinations. In essence not all conflict is bad, conflict is always difficult, but it leads to growth and change which is good. No one likes pain, but pain wakes you up and tells you when to react. When conflict occurs, the results may be positive or negative depending upon how those involved choose to approach it.

Some level of organizational conflict is desirable, its not always dysfunctional. When conflict exists, it generally initiates commitment to organizational goals, because the players are trying to come up with the best solution. This in turn promotes challenges, heightens individual regard to the issues and increases effort without it, an organization will stagnate.

Positive conflict is very useful in group deliberations. When faced with a conflict, most healthy groups will look for more information to resolve it. Because the disagreement was expressed, a more thorough investigation will be conducted. When the group makes a decision, it will be based on the additional information that probably wouldn't have been obtained had the conflict not occurred.

Even though some of the feelings generated by conflicts may be negative, disagreement indicates involvements in the discussion. A good argument may be an effective antidote to apathy. In line with the old expression "let's argue so we can make up".

Indeed, every negative has its positive, every loss has a potential gain and every evil has a hidden good. In line with the above assertion, conflict in the human and Nigerian society, is not always a tale of woes. Sometimes, it is an instrument of social change.

Stating the good sides of conflict, Nwoli states:

The tendency to desire and even enjoy conflict emerges from the fact that it occasionally serves as the engine or propeller of positive change, growth and development [18].

This perception was better expressed by Burton when he maintained that:

Conflict like sex is an essential creative element of human relationship. It is the means to change to values of welfare, security, justice and personal development. Indeed, conflict like sex is to be enjoyed [19].

In fact, conflict is neither negative or positive; it is our response to conflict that determines our conflict outcomes. This is essentially determined by our background, attitudes, perceptions and emotions among other variables.

The Concept of Conflict Resolution

Conflict resolution is conceptualized as the methods and processes involved in facilitating the peaceful ending of conflict and retribution. Committed group members attempt to resolve group conflicts by actively communicating information about their conflicting motives or ideologies to the rest of the group and by engaging in collective negotiation. Dimensions of resolution typically parallel the dimensions of conflict in the way the conflict is processed.

Cognitive resolution is the way disputants understand and view the conflict, with beliefs, perspectives, understanding and attitudes. Emotional resolution is in the way disputants feel about a conflict, the emotional energy. Behavioural resolution is reflective of how the disputants act, their behavior. The term conflict resolution may also be used interchangeably with dispute resolution, where arbitration and litigation processes are critically involved. The concept of conflict resolution can be thought to encompass use of non-violent resistance measures by conflicted parties in an attempt to promote effective resolution.

According to Miller, “Conflict resolution is a variety of approaches aimed at terminating conflicts through the constructive solving of problems, distinct from management and transformation of conflict” [20]. By conflict resolution, it is expected that the deep rooted sources of conflict are addressed and resolved and the behavior is no longer violent, nor are attitudes hostile any longer, while the structure of the conflict has been changed. In essence, conflict resolution refers to the resolution of underlying incompatibilities in a conflict and mutual acceptance of each party’s existence.

Conflict resolution can be both formal and informal. It can either aimed at resolving or terminating conflicts in an open and predictable process in accordance with legal principles or focus on efforts to increase cooperation among the parties to a conflict and deepen their relationship by addressing the conditions that led to the dispute, fostering positive attitudes and allaying distrust through reconciliation initiatives, and building or strengthening the institutions and processes through which the parties interact [21].

Conflict resolution tends to emphasize intervention by skilled powerless third parties working unofficially with the parties to foster new thinking and new relationships. There is also the tendency to explore what the roots of the conflict and to identify creative solutions that the parties may have missed in their communication to entrench positions.

Approaches to Conflict Resolution

Actually, methods of conflict resolution vary according to the nature of the conflict, history of conflict and culture within which the conflict takes place. In Africa, various traditions and religious practices exist. Conflicts are resolved traditionally through various processes in line with these traditions and religious practices and belief systems. The Bible which guides the belief system of Christians prescribed comprehensive ways through which conflicts among believers should be resolved. Centrally, these **methods** bother on obedience to the words of God, which compels adherents to dialogue, and forgiveness for one another. The Bible abhors retaliation. To that extent, Christians emphasizes the principles of forgiveness and prayer.

Muslims and Islamic religion are guided by the Islamic model of conflict intervention that bother on three principles;

- a) Restoring to Islam in messages of peace
- b) Engaging the community in the intervention and resolution process
- c) Adjusting the intervention techniques according to the conflict situation [22].

Africans especially Nigeria utilize the services of traditional institutions, age grades, masquerades and women organizations. There are also council of elders as well as kindred and village meetings. These structures in one way or the other are utilized as instruments of conflict resolution [23].

More importantly, most Nigerians who are either Christians or Muslims still patronize shrines and repose great confidence in their ability to resolve very difficult conflicts. Operators and priests of these shrines are seen as intermediaries and in situations where their intervention is needed, their judgement is seen as final because it falls under customary arbitration, an organ of the Nigerian legal system. In Anambra State, Okija shrine is very popular and is being patronized by both public servants and politicians in the resolution of conflicts.

1. Negotiation:

Negotiation according to Morris is a process in which two or more participants attempt to reach a joint decision on matters of common concern in situation where they are in actual or potential disagreement or conflict [24]. Thus negotiation is a direct process of dialogue and discussion taking place between at least two parties who are faced with a conflict situation. From the definition of negotiation, it can be seen that communication is critical to the process. Thus it can only take place when there is communication between parties.

This entails that negotiation involves direct discussions or communications between the parties with a view to resolving their differences. In most cases, parties to a conflict would usually first explore the chance of resolving the dispute themselves. Sometimes they succeed, sometimes they don't. Negotiations may fail because the parties lack the skills to search for creative options for resolving their dispute. Negotiations may be formal or informal [25].

2. Mediation:

Mediation is a process of conflict resolution in which an impartial third party helps disputants resolve a dispute or plan a transaction, but does not have the power to impose a binding solution. In essence, mediation is assistance by a third party where the parties to a conflict admit that they have a problem which they are both committed to solving, but in which the mediator manages a negotiation process, but does not impose a solution on the parties. It is a voluntary process. Mediation is a common skill that many people have, but which they hardly realize they do. When two friends have a disagreement, for instance, and the line of communication is broken, a common friend could be a mediator in the relationship. This can move on to higher levels of relationship at the group, community and international levels. The objective of mediation is to help parties to a conflict within an environment of controlled communication to reach solution to their problem [26].

Sometimes, it may be difficult for the parties involved in a dispute to negotiate constructively in their direct attempt at the resolution of their differences. Where the parties in the conflict negotiate by themselves, their emotional attachment to their respective positions in the matter may limit their ability to jointly search for a common ground for the settlement of their dispute. Mediation usually helps to overcome this problem. Mediation is indeed a process in which an impartial third party called a mediator is invited or intervenes to facilitate the resolution of a dispute by the agreement of the parties. Basically, the mediator facilitates agreement by improving the quality of communication between the parties in their negotiations. In all, parties to the dispute retain control of both the process and the outcome.

3. Conciliation:

Conciliation is close to mediation. It is a third party activity, which covers intermediary efforts aimed at persuading parties to a conflict to work towards a peaceful resolution. To a large extent, conciliation shares the same characters as mediation and in most jurisdictions both are used interchangeably. Sometimes academics attempt to distinguish mediation from conciliation by emphasizing the following attributes of conciliation.

- A conciliator may give an opinion or suggest a agreement for the parties
- Conciliation is usually statutorily provided for
- Often the conciliator is a government official who is required to act as an advocate of government policy and has a statutory obligation to further the objectives of legislations. Example; the Minister of Labour under the Trade Dispute Act [27].

4. Arbitration:

Arbitration is another type of third party intervention that is a step higher than mediation in the conflict management spectrum. The parties to a conflict, who seeks to use arbitration, even though they choose a non-violated method of settling their disputes, lose control over their situation than those who select mediation and other lower levels of intervention.

By definition, arbitration is the use and assistance of a neutral third party in conflict, who hears the evidence from both parties, and thereafter renders a decision usually called an award which is expected to be binding on the parties.

Arbitration is similar to mediation and chose to adjudication, but different from both. It is different from mediation in the sense that the decisions of the arbitration is binding, while the mediator refrains from reaching or providing any decisions [28].

It must be observed that most of third party intervention in Africa **nay** Nigeria is done through arbitration. Arbitrators fulfill this role by virtue of the positions of authority they occupy in the society. They could be traditional leaders in the family, clan, village, community, ethnic group etc.

5. Adjudication:

Adjudication is a non-violent method of conflict management. This involves the use of courts and litigation processes. Parties to a dispute may chose not use any of the methods listed above, but may instead chose to take their case to a court of law before a judge of competent jurisdiction. Legal counsel may represent them. At the end of the process, the court gives judgement. The judgement is legally binding on both parties [29]. The judgement will be further enforced where necessary, by the law enforcement agencies of the state. Like arbitration, adjudication is, at least is expected to be, a peaceful means of resolving conflicts. However, its peace is only relative. This is because litigation tends to destroy trust, love, respect and other forms of confidence between the parties. It increases suspicion and the bitterness of the litigation lingers on for a long time after the judgement must have been given. Litigations end in win-lose outcomes where the winners appears to take all, and the loser end up with nothing. That way the bitterness stays.

In addition, litigation takes quite a long time to dispose of, and they are expensive but, in all it is still a peaceful and non-violent method of settling conflicts.

CONCLUSION

Peace is not the absence of conflict but the presence of justice. Conflict is inevitable in the human society because of difference in ideas, orientations, opinions, values and psychology but as of people in the society, we must device coordinated means to resolve these conflicts in the human society to pave way for nation building and societal emancipation. Actually, no progress or sustainable development can be achieved in an atmosphere of rancor, acrimony, violent struggle and other forms of man-made conflicts. This is the basis of evolving and sustaining ways and means of peaceful resolution of conflicts to create way for a more prosperous and egalitarian society.

Every conflict is peculiar and requires a peculiar approach, I believe that all the approaches of conflict resolution mechanisms outlined and expressed in this work will go a long way in resolving myriads of conflicts and challenges confronting us a people and as a nation for a better society.

ENDNOTES

1. The Book of Genesis 1:28-30 King James Version.
2. Shedrack Gaya Best (2007); *Introduction to Peace and Conflict Studies in West Africa*, Ibadan Spectrum Books Limited, page 20.
3. Ohajanwa Enyioma. (2011), *Basics of Conflict Resolution*, CINORYZ World Service, Ibadan, page 12.
4. Wright Hernrich. (1997), *Building the Peace Experiences of Collaborate Peace Building in Somalia 1993-1996*, Uppsala, Life and Peace Institute.
5. Boulding J. (1997), *The Power of Non-Conflict*, *Journal of Social Issues*, Volume 33(1).
6. Zartman I. (2000), *Traditional Cures for Modern Conflicts*, *Africa Conflict Machine*, Boulder, Lynne Reinner Publishers, page 267.
7. Sam Momah. (1994), *Global Disorders and the New World Order*, Lagos Vista Books Limited, page 34.
8. Cited in Uba Nnabues'. (2009), *Understanding Jurisprudence and Legal Theory*, Owerri Bon Publishers, page 69.
9. Godwin Onu. (2009), *The Methods of Conflict Resolution and Transformation*, *A Piece on Peace Studies and Conflict Resolution in Nigeria*, Ibadan, Spectrum Books Limited, page 84.
10. Swanstrom and Weissman. (2005), *Conflict, Conflict Prevention, Conflict Management and Beyond*, *A Conceptual Exploration*, A Publication of Central Asian Caucasus Institute.
11. Odoh Ben Uruchi. (2013), *Christlike Approach to Dispute Resolution*, Enugu, His Glory Publications, page 17.
12. Ibid Ibid.
13. Ibid Ibid
14. Ibid page 18
15. Ibid Ibid
16. Ibid page 20
17. Ibid page 23
18. Nwolise O. (2006), *Traditional Models in Bargaining and Conflict Resolution in Africa*, Ibadan University of Ibadan Press, page 6.
19. Burton J. (1972), *World Society Cambridge*, Cambridge University Press, page 93.
20. Milller Christopher., *A Glossary of Terms and Concepts in Peace and Conflict Studies*, Geneva, University for Peace.
21. Shedrack Gaya Best., Op cit, page 94.
22. Godwin Onu, Op cit, page 90.
23. Ibid Ibid.
24. Morris C. (2020), *Definitions in the Field of Dispute Resolution and Conflict Transformation*. Called from www.peacemakers.co.uk Accessed on August 20.
25. Settlement House: (2015) Professional Foundation Course on Dispute Resolution Course Materials, June.

26. Godwin Onu., Op cit, page 92.
27. Settlement House Handbook., Op cit, page 27.
28. Ibid page 28.
29. Shedrack Gaya Best., Op cit, page 109.