

Africal Leadership Institute and Uganda Management Institute Short Course



MODULE: CONFLICT MANAGEMENT IN CONSTITUENCY POLITICS

Module Leader: Dr. Alfred Kenneth Kiiza

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Uganda Management Institute
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CONSTITUENCY POLITICS**

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Table of Contents

1. Introduction	2
2. Module Justification	2
3. Module Aim	3
4. Module Learning Outcomes	3
5. Module Content.	3
6. Assessment Strategies	6
7. Facilitators.	6
8. Reading List	7

1. Introduction

Political Parties perform a central role not only in representing interests, summing up preferences, and forming governments, but also in managing the development processes at all levels of government (Reilly, 2006: 823). Constituency development process requires partnership and collaboration arrangements with stakeholders' which demand for high level of political maturity, knowledge and skills to deal with actors that have different political interests and inclinations. The desire for equitable constituency development calls for the need to listen to the citizen's in the decision making processes. This process provides fertile grounds for conflicts among and within party members as well as other actors and members of the community. For instance, it is observed that '*... some MPs may have poor working relations with some District Local Council Leaders or due to rivalries in the forthcoming elections, such MP's are deliberately not invited to the District Council meetings or invitations to such meetings are sent very late...*' (Parliamentary Score Card, 2018-2019:41) However, the capacity of parties and individuals representing the voice of citizens to manage the dynamics and actual conflicts that emerge in this process is lacking across different levels of decision making. Yet scholars warn that conflict hinders economic cohesion of a society (Rohner, Thoenig, & Zilibotti, 2013: 222); and Bozzoli et al. (2011) analyzed and presented how conflict affects individual expectations specifically in Northern Uganda.

2. Module Justification

The partnership between the politicians, citizens and other actors in the development process usually present challenges of un-equal and or tilted power relations between and among the actors. This engagement process is a fertile ground for conflict situation to emerge hence affecting the development processes of the constituencies. Therefore, the need to design a home grown solution to conflict problems calls for a locally driven approach to achieve 'local ownership of the development processes (Reich, 2006:4). 'This ownership can be attained after having a clear understanding of how management of public affairs is done within the confines of Public Administration and Management through existing policies, structures and; legal and institutional structure. However, difficulties and conflicts associated with the participation of local people in

partnerships with their leaders had been identified in respect to: representation, accountability, continuity and commitment (Purdue, 2001: 2212-2213). However, the capacity of parties and individuals representing the voice of citizens to manage the dynamics and actual conflicts that emerge in this process is lacking across different levels of decision making. This module is designed to enhance policy makers at both Central and Local Governments level discern the importance and contribution of stakeholders to service delivery regardless of their status in the society.

3. Module Aim

To enhance participants' knowledge and skills to handle the 21st Century constituency Management challenges in partnership with other actors and community members..

4. Module Learning Outcomes

At the end of the module, participants should be able to:

- i. Discuss the cause, types, manifestation and effects of conflicts in constituency political engagement;
- ii. Explain the essence and strategies of relationship in constituency management;
- iii. Uphold the values and principles of Community Participation in Constituency Decisions Making;
- iv. Apply appropriate strategies for conflict management in the constituency.

5. Module Content

Day One: Conceptualization of Conflict in Politics

- Define the concept of conflict
- Types / Causes/ forms of conflicts in constituency Politics
 - Usability of constituency funds
 - Political rivalry
 - Desire to remain as King maker
 - Personal Ego /Personality

- Difference in Political inclination and etc.
- Manifestation of conflicts in a constituency
- Emotions during conflict situations
- Effects of conflicts in Constituency social-economic development

Day Two. Constituency Leadership and Management approaches

- Concept of Leadership
 - Importance of Leadership in a Constituency
 - Link between leadership and conflicts situations
- Leadership type
 - Transformational- meaning and it is applied.
 - Transactional- meaning and it is applied
- Leadership style and conflicts management style (Chandolia, & Anastasiou, 2020 & Kohlhoffer-Mizser, 2020:4).
 - Authoritarian style and its effects on Constituency Management
 - Democratic and its effects on Constituency Management
 - Laizzez Faire and its effects on Constituency Management
- Effect of improper management/ leadership style on Citizens (2020: 97)

Day Three: Strategies for Managing Constituency Conflicts

- Conflict Management Styles (Leung, Koch and Lu, 2002)
 - Avoidance,
 - Compromising,
 - Integrating/collaborating,
 - Obliging/accommodating,
 - Dominating/competing,
- Constructive conflict management (Alvarez, Armadans and Parada, 2020; Kay and Skarlicki, 2005)

- Key features of constructive Conflict Management
- Outcomes of effective constructive management strategies
- Challenges of constructive Conflict Management

Day Four: Conflict Management Models

- The “five A’s” of conflict management techniques;
 - Assessment,
 - Acknowledgement,
 - Attitude,
 - Action and
 - Analysis.
- Quantum Skills- New Management skill to deal with conflict situations (Shelton & Darling, 2004),
 - Quantum seeing,
 - Quantum thinking,
 - Quantum feeling,
 - Quantum knowing,
 - Quantum acting,
 - Quantum trusting and
 - Quantum being.

Day Five: Relationship Management in Constituency Politics Interactive lectures

- Self-management
- Guiding principles in relationship management
- Dealing with fellow politicians
- Engaging with Political Structures (Village, Parish, Sub-county and District Councils)
- Dealing with the media houses
- Stakeholder and citizen consultation processes
- Constituency feedback strategies and processes

Teaching and Learning Methods

- Interactive lectures
- Case studies
- Group work

6. Assessment Strategies

There shall be NO assessment because the module is intended to raise awareness and conscientise the learners as a strategy to improve relationship among and with all political actors in the constituency

7. Facilitators

- i. Dr. Kiiza Kenneth Alfred
- ii. Dr. Andama Felix Adibur'u
- iii. Dr. Beinebyabo Adrian
- iv. Dr. Galukandde Kiganda Micheal
- v. Dr. Lubwama Aida
- vi. Mr. Kahiika Giles

8. Reading List

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