

Conflict in Resource Management: A Comparative Study of Mobilization of Marginalized Groups


NIMFA BRACAMONTE, DAVID BRADFORD,
ANUPMA KAUSHIK, EDUARDO MARIÑO,
INONGE MBIKUSITA-LEWANIKA, and JULIANA PARKER

Abstract

"Conflict in Resource Management : A Comparative Study of Mobilization of Marginalized Groups" attempts to investigate the dynamics of resource management and mobilization of marginalized groups. Employing the comparative method, 5 case studies of marginalized groups represent 3 continents such as Africa (Sierra Leone and Zambia), Asia (India and Philippines), and Latin America (Nicaragua).

The study shows that internal conflict may emanate from incompatibilities over management of resources and create cleavages between the deprived and disadvantage groups and the state itself. In economic modernization, whenever some sectors do not benefit from what is considered "development," they resort to mobilization to redress their grievances. In this respect, collective action is enhanced through the community, organization, and governmental factors. The community factor which gives the marginalized groups a sense of identity and collective interests appears to be the convergence of the 5 cases.

The study further manifests the discrepancy between the nature of resource management and level of mobilization which may be attributable to the par-

 This paper was prepared by the following participants to the 1997 Advanced Conflict and Research Training in Uppsala, Sweden: NIMFA L. BRACAMONTE, a faculty of the Department of Sociology, MSU-IIT in Iligan City, Philippines; DAVID BRADFORD, the incumbent Executive Director of CIDCA in Managua, Nicaragua; ANUPMA KAUSHIK, a PhD holder in Political Science in a university in India; EDUARDO MARIÑO, an official of CEI-Uniandes in Bogota, Colombia; INONGE MBIKUSITA-LEWANIKA, a Parliament member in Lusaka, and JULIANA PARKER, an NGO director in Freetown, Sierra Leone, Zambia.

icularities/specificities of the country. For instance, the political atmosphere or efforts of the government towards effective resource management matters. Proper resource management embodies the factors of empowerment, sustainability, transparency, and equity in the distribution of scarce resources.

Introduction

Cognizant of the significance of prevention, management and resolution of internal conflicts in nation-building, this study seeks to investigate the dynamics of resource management and mobilization of marginalized groups. Using the comparative method in five different geographical locations, it hopes to identify emerging patterns to clarify the conflict situation as a modest attempt to contribute to the field of peace and conflict research.

Nowadays, it is evident that the move towards modernization and development is a growing phenomenon among nations aiming to attain material prosperity. These processes are generally based on the assumption that cultural and ethnic differences within nation-states tend to disappear. Modernization theory has always argued that greater political and economic interaction among people and widespread communication network would break down people's "parochial" identities with ethnic groups and replace them with loyalties to larger communities. This is highlighted in the following quotation:

In the 1950s and 1960s many scientists thought economic development, the migration of rural peoples to societies, and growing literacy would lead to the creation of complex and integrated societies throughout the world. ... (cited in Gurr and Harff, 1994:78).

However, there is tension between modernization and ethnicity where development strategies may have unintended effects on the population. This particularly pertains to development strategies that ignore minorities and concentrate on certain groups (Rupesinghe, 1992:58-59).

In this regard, the experiences of developing nations show that, as they march towards economic modernization and inevitably utilize their resources, conflict emerges when a segment of society does not benefit from the fruits of development and instead becomes disadvantaged. What are the possible consequences of conflict in resource management? What is the nature and extent of the mobilization

tion of marginalized groups? What are the factors that bring about mobilization of these groups?

This paper endeavors to study how conflict in resource management affects the mobilization of marginalized groups in five case studies. In particular, the study aims to know the following: to define the nature of effective management of resources; to identify the factors that bring about mobilization; to determine the level of mobilization of marginalized groups when resources are managed effectively/ineffectively, and to put forward proposals towards conflict resolution in resource management.

While it is recognized that various factors cause mobilization of groups, this study focuses only on conflict in resource management to explain the levels of mobilization of marginalized groups.

Towards a Conceptual Framework

Conflict is an ubiquitous phenomenon and an endemic feature of society. As a widespread phenomenon, it is usually defined as a condition where at least two actors mutually compete for incompatible goals that manifest the desired future values or outcomes. According to Wallensteen (1988:120), conflict is a social situation where two parties strive at the same moment in time to acquire the same set of resources. In the same vein, Stagner (cited in Mitchell, 1981:15), defined this as "each party is mobilizing energy to obtain a goal, a desired object or situation; and each party perceives the other as a barrier of threat to that goal..."

Intra-State Conflict and Competition for Scarce Resources

Conflict may be analyzed in the level of the state, i.e., internal conflict when within the confines of a particular state. This internally-driven conflict is called intra-state conflict (Brown, 1996) or "second image" (North, 1990:16-17) conflict. In theory, internal conflicts can be triggered by internal and external factors. In the case of the former, it may be caused by mass level factors or bad domestic problems and elite-level factors or bad leaders (Brown, 1996:575). Internal conflict may also be galvanized by rapid economic development and modernization (Mitchell, 1981:7-8). Brown succinctly puts it:

... the scholarly literature on the causes of internal conflict emphasizes the importance of the first two sets of factors: internal,

mass-level factors such as economic development and modernization (Brown, 1996:575).

It is worthwhile to note that some conflict situations result from value incompatibilities regarding the distribution of scarce resources such as wealth or land. For instance, several authors have cited that competition for scarce resources is a potential condition for conflict (Mitchell, 1981:7; cf Hauge and Ellingsen, 1997:1; Hommer-Dixon and Percival, 1997:3-9). In this regard, Rupesinghe has recognized the environmental conflict. To quote him:

Environmental conflicts...are broadly resource-based conflicts over land, water, the control of rivers, and the protection of forests. There are two categories of environmental conflicts: environmental conflicts between man and nature and conflicts between states and population groups caused or exacerbated by environmental problems (Rupesinghe, 1992:53).

In addition, Rupesinghe (1992:57) has emphasized that there is strong possibility for states to resort to military action to ensure continuing access to what they perceive as natural resources such as oil, water, rivers, mining, and forests. In this context, groups who are deprived with the utilization of these resources may resort to mobilization.

Mobilization of Groups

Mobilization as a term is usually associated with action. As a process, it refers to the motivation and recruitment of members of organizations; and as a variable the extent to which the group pursue shared interests through collective action (Gurr, n.d.:7). According to Drury (1994:16), ethnic mobilization is a process wherein members of an ethnic group are characterized by the following conditions:

1. develop heightened levels of group consciousness vis-à-vis other groups;
2. employ cultural criteria or other symbols of unity to sharpen the boundaries between themselves;
3. prepare, organize and consolidate their resources in order to take action; and
4. take action, usually of a political kind, in order to defend, promote and/or

create collective goals.

In this case, a sense of common identity and common interests are necessary for the group to transform from 'a group in itself' to a 'group for itself'. The hypothesis is that when members of ethnic minorities perceive that they are being denied equality of opportunity and an equal share of society's resources, and if they believe that there are very few alternative avenues to social and economic mobility, ethnic mobilization is likely to occur.

Furthermore, Drury underscores the resource mobilization theory that ethnic mobilization is more likely to increase when and after an ethnic group has achieved some mobility. This means that a group which is internally cohesive, bonded together by shared sociocultural values, has an effective leadership, high levels of organizational solidarity, and geographical concentration of members is more likely to mobilize and take collective action than one which lacks such resources (*Ibid.*, 1994:16-19).

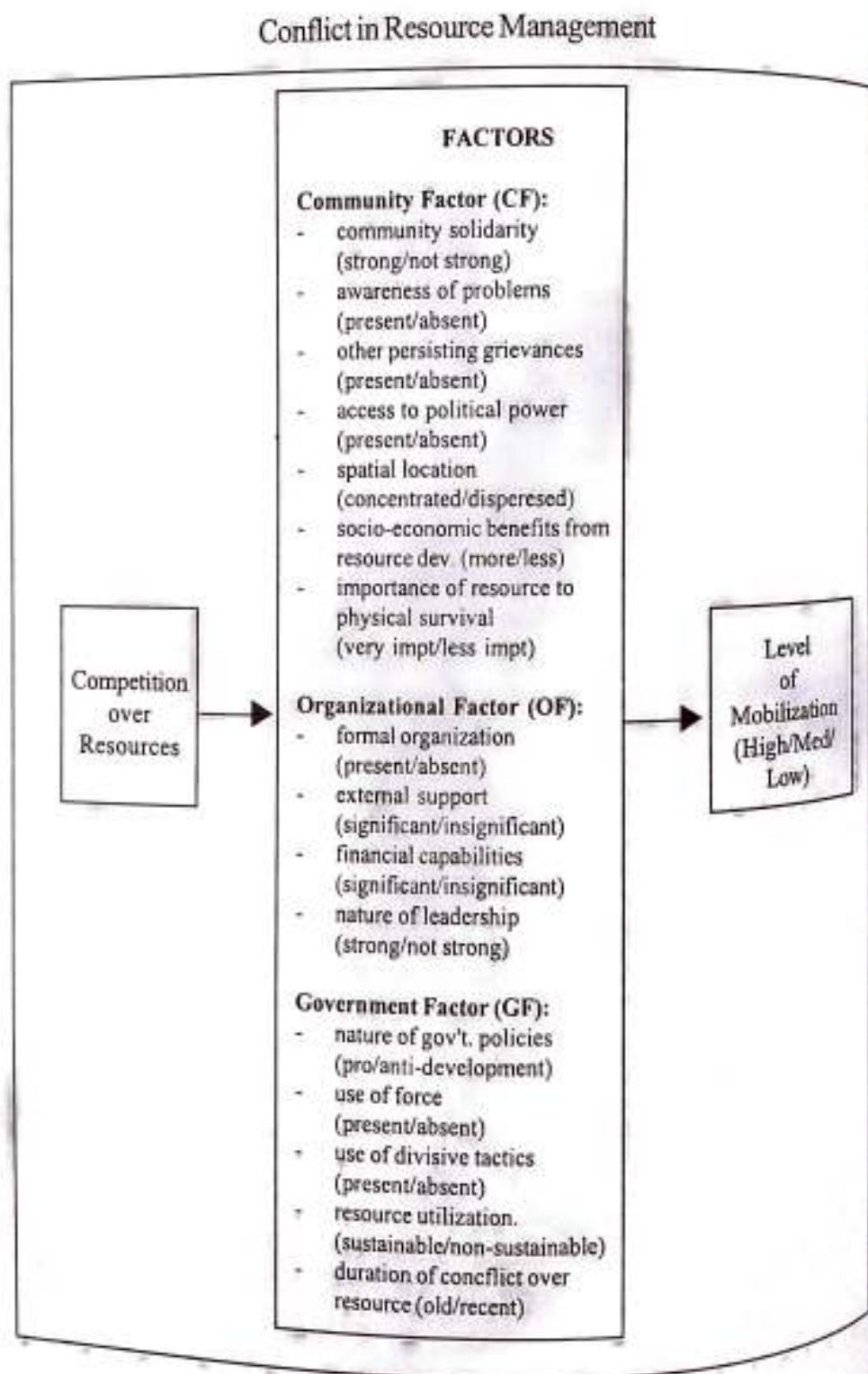
In the same context, Brown further said:

... power struggles are most likely to lead to widespread violence when 3 conditions are met: political elites are vulnerable, group histories are antagonistic, and domestic economic problems are mounting. When all three factors are present, permissive conditions and active catalysts come together, and the potential for violence is great (Brown, 1996:576).

A related study has been undertaken by Gurr and Harff (1994) entitled "*Ethnic Conflict in World Politics*" which focuses on why and how ethnic groups mobilize or organize for political action and enter into conflict with the government. The study generally contends that disadvantaged people resort to mobilization to redress their grievances. Two concepts such as discrimination (or extent of socially derived inequalities in group members' material well-being or political access in comparison with other groups) and ethnic group identity are used to explain ethnic mobilization (cf Gurr, n.d.:7). The factors which are associated with collective action include group cohesion, strategies/tactics of leaders or ethnopolitical leadership, political environment, severity of force used by governments, and outside encouragement.

In 1970, Gurr has also published an interesting work "Why Men Rebel" which utilizes the relative deprivation theory. This primarily anchors on the discrepancy

Figure 1. Conceptual Framework for the Analysis of Conflict in Resource Management.



between the "ought" and "is" of collective value satisfaction that leads men to violence. Among others, the theory asserts the discrepancy between value expectations (goods/conditions of life to which people believe they are rightfully entitled) and value capabilities (goods/conditions they think they are capable of getting and keeping). It advocates that the potential for collective violence varies strongly with the intensity and scope of relative deprivation among members of a collectivity. Simply stated, it means that the greater the intensity and scope of relative deprivation, the greater the magnitude of collective violence.

In this context, it is also worthwhile to quote Hirsch:

... that success in conflicts over position often provides, in addition, continued and unequal success to material goods, leading to the development of a social structure based upon a whole set of have and have-nots (or have-less) groups. These differences can stratify into permanent divisions where the have, have-not lines reinforce each other. . . In such circumstances, goal incompatibilities tend to follow a similar pattern, and social entities possess whole inter-linked sets of goal incompatibilities leading to situations of almost wholly conflicting interests (cited in Mitchell, 1981:20).

In addition, a very significant study entitled *Ethnicity and Resource Competition in Plural Societies* (Despres, 1975) noted the interplay of economic interests and ethnic sentiments in developing areas in Asia, Africa, and Latin America. Various case studies in this regard illuminate the notion that competition for limited environmental resources is related to the dynamics of interethnic relations. Among others, it suggests that a competitive relationship can exist between groups only if they share a subjective assessment of the resources for which they are competing, and they enjoy relatively equal access to these resources. The resource domain also varies objectively dependent on whether they are open or closed and according to the technologies available for their exploitation. This implies the importance of resource management.

Resource Management

The above illustrates the need to manage resources effectively and efficiently to avoid conflict. Generally speaking, local resources play a significant role in the

socio-cultural, spiritual and economic life of indigenous groups. In many instances, communities take a wide range of actions at the local level to manage and protect their resources; not only to prevent environmental decline but more importantly to maintain and improve their quality of livelihood. Thus, local knowledge, skills and technologies built over time ensure the continued functioning of systems established for the sole purpose of achieving the above. Regrettably, however, the historical processes of foreign conquest, colonialism and associated "modernizing forces" have undermined or modified the operation of such resource management systems in many areas of the world. Rather, confiscation of resources by foreigners, assertion of control over common resources by new authorities - most often the state - and the introduction of new technologies, often times very destructive, together with the development of mines, dams, irrigation canals and the like, usually take up large areas of land. The communities affected are bound to react. Increased environmental degradation with virtual exclusion of the traditional "resource managers" from sharing in the benefits may eventually lead to mobilization which could be reflected in the form of protest and/or political action.

Resource management as a term usually refers to the process of manipulation or control involving inputs of resources (natural, capital, labor) and outputs of valued goods or services (Carley and Christie, 1992: 3-7; Taylor, *et al.* 1996: 4). Most management activities include maintenance or increase in value as an end product, but the current trend of increasing awareness of environmental degradation has led governments and industries to pay closer attention to the unvalued outputs such as environmental pollutants and other negative consequences.

Based on the above arguments, an effective management of resources could be synthesized as possessing the following components: 1) precaution and sustainability; 2) transparency and procedural equity; 3) empowerment of local people; and 4) equity in the distribution of benefits (Smith, 1997). On the other hand, the absence of the above components could indicate ineffective resource management. This components could very well fit the notion of sustainable development that is currently widely used.

As regards utilization of natural resources and the creation of conflict, Svensson (1976: 26-27) used the concept of ecological niche where two or more groups utilize different resources in the same area. For instance, one group may utilize the resources in a traditional way for subsistence (e.g. fishing, hunting, slash and burn agriculture, etc.), while the other is more interested in the extractive method to supply the demands of governments for economic development. In the latter, the resources exploited include minerals, forests, water for hydroelectricity, and the

like. When there is no provision agreed upon regarding the utilization of these resources, most likely, as it has been argued above, conflict will arise. In this regard, applying Galtung's methods of transcending conflict, utilization of different resources in the same niche must be able to expand and explore the notion of effectiveness in resource management to diminish the occurrence of conflict, or to find a typical compromise situation when the contested resources are the same.

Hence, internal conflict may emanate from incompatibilities over scarce resources, create cleavages between the state and the deprived/disadvantaged groups and eventually bring about mobilization. Unless proper resource management is put in place, the affected groups resort to mobilization to advance their valued goals and interests.

Conceptual Framework: Informed by their propositions and concepts in the preceding section, Figure 1 shows the schematic diagram of the conceptual framework.

The diagram assumes that competition over resources is an indication of ineffective management of resources. When these resources are managed ineffectively most likely this leads to a high level of mobilization of marginalized groups. In this respect, it is assumed that the more ineffective the management of resources, the higher the level of mobilization. Further, it is assumed that the factors that bring about mobilization in relation to resource management are namely: community, organizational, and governmental factors. Hence, most likely the more there is solidarity/cohesion in the community, the presence of awareness of problems, the absence of access to political power, the presence of other persisting grievances, the concentration of the group in a geographical location, the presence of formal organization, the significance of financial capability and external support of the organization, the strength of leadership in the organization, the presence of anti-development governmental policies, the presence of the use of force, the importance of the resource to physical survival, the longer the duration of the conflict over resources, and the lesser the socioeconomic benefits derived from resource utilization and the sustainability of resource utilization; the higher the level of mobilization.

Operationalization of Variables: The variables are operationalized as follows:

Resource Management. Four criteria are used for determining effective resource management as previously mentioned in the section on resource management.

They are namely: sustainability and precaution, transparency and procedural equity, empowerment, and equity in the distribution of benefits. These are translated in this study under the governmental and community factors such that *sustainability and precaution* with regards to the utilization of the resources and the nature of governmental policies towards the utilization of such resources (*transparency and procedural equity*) represent the former factor. The latter factor involves community empowerment which is defined as access to political power, and equity in the distribution of socioeconomic benefits.

Each of these four criteria is assigned one (1) value, and the scale for measuring the effectiveness of resource management is as follows:

Score	Qualitative Value
4	High
3-2	Medium
1	Low

Mobilization. Mobilization is used here as a process which may be transformed into a political action. The factors which have a bearing on mobilization can be classified under the following sub-categories:

Community Factor (CF): community solidarity, other persisting grievances, awareness of problems, access to political power, spatial location of members, socioeconomic benefits derived from resource development, and importance of resource to physical survival (a total of 7 factors).

Organizational Factor (OF): formal community organization, external support, financial capabilities, and nature of leadership in the organization (a total of 4 factors).

Governmental Factor (GF): nature of government policies, use of force, use of divisive tactics, resource utilization, and duration of conflict over resources (a total of 5 factors).

These factors are operationalized as follows:

	Score	Qualitative Value
By Category:		
<i>Community Factor:</i>	7-5	High
	4-3	Medium
	2-0	Low
<i>Organizational Factor</i>	4	High
	3-2	Medium
	1-0	Low
<i>Government Factor</i>	5-4	High
	3-2	Medium
	1-0	Low
All Factors Combined (used to determine the level of mobilization):		
	16-12	High
	11-7	Medium
	6-0	Low

Definition of Terms

1. *Community Solidarity* - refers to the unity and cohesion of the members of the group.
2. *Other Persisting Grievances* - the presence of previous demands / grievances of the group against the government which can compound or aggravate the conflict situation.
3. *Awareness of Problems* - this refers to the correct knowledge and information relayed to the community wherein members internalize and appreciate the impact of these problems (related to resource utilization) to their situation.
4. *Spatial Location* - refers to the geographical location of the members in the community (either concentrated or dispersed).
5. *Access to Political Power* - this is the effective representation of the community in various governmental structures.
6. *Socioeconomic Benefits From Resource Development* - this is indicated by access to any of the following: a) use of resources, b) jobs, c) practice religion and observe ceremonies/holidays, d) education, health, and housing services

- e) use of communication media.
7. *Formal Community Organization* - refers to the existence of an organization in the community purposely for advancing the interests of members.
 8. *External Support* - this is the assistance (financial, moral, etc.) given by other organization/institutions.
 9. *Nature of Leadership in the Organization* - refers either to the presence or absence of the commitment and strength of leadership to the cause of the group.
 10. *Financial Capabilities* - is the availability of financial resources for the organization to pursue its programs/activities.
 11. *Nature of Governmental Policies* - may be classified as pro-development when they are for the general welfare of the affected populace or anti-development when otherwise.
 12. *Resource Utilization* - refers to the sustainability or non-sustainability in using resources.
 13. *Use of Force* - this is the situation when state uses its force against the opposing group.
 14. *Use of Divisive Tactics* - this refers to the use of cooptation, bribery, and the like by the government to create division in the organization/community.
 15. *Importance of Resource to Physical Survival* - refers to the degree of importance of a particular resource to the basic needs of the people.
 16. *Duration of Conflict Over Resources* - is classified as old if the duration is prior to 1980 or recent if the duration of the conflict is after 1980.

Methodology

Scientific inquiry usually requires the triangulation of theory, method and empirical data to explain and describe social phenomena.

This study uses the comparative method where five case studies of marginalized groups represent 3 continents (2 case studies from Africa, 2 case studies from Asia, and 1 case study from Latin America) focusing on conflict on resource utilization and mobilization.

To describe the dynamics on conflict in resource management and mobilization of marginalized groups, it uses both primary and secondary data. The latter were drawn from experiences and observations of the conditions in the area where the researcher dwells. Thus, validity and reliability of data hinge on the fact that the writer is familiar with the conditions in the area. On the other hand, sec-

ondary data were obtained from books, journals, news articles, and other publications to supplement the primary resources. It is worthy to mention that a brief historical background of each case was presented to better understand the specificity of the local context.

The comparative method in general seeks to describe the emerging patterns particularly the similarities and differences of the case studies. This also provides direction to infer on the causation and nature and extent of relationships (association or correlation) of the different variables as to give meaning and/or provide new insights of theoretical formulations as the case may be.

In this study, simple frequency counts were primarily used to describe the data. Some historical events of each case were also employed to enrich the description of the social phenomena. The results were used as basis to discern the diverging and converging patterns to explain the causes as well as to infer the significance of these to the level of mobilization of marginalized groups and the effectiveness of resource management. To some extent, the findings were also linked with theories and key concepts culled from the related literature. In particular, an attempt was made to put forward a framework for analyzing the conflict arising from utilization and management of resources and the factors that bring about mobilization.

To clarify the key concepts used, these were defined. The variables were also operationalized through indicators and parameters through a simple scale. Due to time constraint and unavailability of some needed data, this study is limited to proceed to in-depth analysis.

Discussion of Findings

Presentation of Five Case Studies

CASE STUDY 1:

Marginalization in Resource Management - the Sierra Leone Experience

Introduction: Sierra Leone, a country with a population of approximately 4.2 million has seventeen ethnic groups with the Temne, Mende and Limba as the three largest.

In addition to the vast arable land which the country owns, it is also blessed with vast mineral resources. Sierra Leone economy has been fuelled, until the

rebel war in 1991, mainly by mining. Mineral production is carried out chiefly in the Eastern and Southern Provinces of the country - an area inhabited by the Kono and the Mende. Mineral commodities such as bauxite and diamond mined in these provinces are of strategic importance as they contribute to the major export earning of the country. In spite of its advantageous economic position, the country remains very poor and the living standards of the people continues to drop. Social services such as schools, hospitals, roads exist only in name. The level of disrepair in the roads network has been extremely bad. Health services are non-existent for the majority of the population who cannot afford to pay for private doctors. The country's staple food, rice, which is in the 1930s was even exported, has now become an import commodity. This makes life more difficult for ordinary people, especially as the Leone, the national currency, is being devalued continuously.

Current Situation: Ownership in the mineral industries run the spectrum from companies fully owned by the government to entirely private firms. A lot of fortune can therefore be derived from these mining areas either at the state or individual level. Though illicit mining cannot be dismissed, in the Kono area, legal mining is carried out by territorial "foreigners". It therefore stands to reason that the value of the minerals are realized and benefited by "strangers". The indigenous people are only given pittance in the form of menial job opportunities and a few scholarships for school-going children; neither does the state extend developmental projects to these areas in the form of compensation. The standard of education is relatively low while the infrastructure and social amenities are either inadequate or completely absent. The situation worsens when with the advancement of mining activities the land is overtaken by water, thereby diminishing farming activities. As a consequence, young people tend to give up farming and either migrate to the cities or join in illicit mining in a bid to find fortune overnight.

At the moment there is no collective action, either in the region or among the people most affected. This may probably be due to the fact that an ethnic conscious elite who could rally the people together has not yet emerged. Nevertheless, increased awareness raising and conscientization among the communities deprived of both land and minerals can be influenced by international events, and therefore left with no other alternatives will begin to demand some amount of compensation for the use of their land.

The fact that a lot of refugees who as a result of displacement have been exposed to city life and in the process imbibed its attitudes, behavior, and values lend support to this prediction. Grumbings in informal circles by the local people

show dissatisfaction and also corroborate this fact. Mobilized pressure groups are bound to emerge. Something needs to be done now to avoid an imminent state/territorial conflict/confrontation.

CASE STUDY 2: Narmada Valley Project - India

Introduction: The Narmada is the largest west flowing river on the Indian peninsula. The idea of tapping the waters of the Narmada was moved in 1946. However, due to disagreements among the states of MP, Gujarat and Maharashtra the idea could not be implemented for a long time.

The Narmada Valley Development Project (NVDP) is the largest single river project in India to date. The project involves the construction of 30 major, 135 medium and 3000 minor irrigation schemes along the river Narmada and its tributaries.

The project is expected to irrigate millions of hectares of land, supply water for industrial and domestic use, generate electricity, check floods, enable pisciculture to be carried out, promote tourism, and others. However, most of these benefits will accrue mainly to the wealthy - both urban and rural.

Present position: The Sardar Sarovar is one of the biggest among the dams envisaged in NVDP. The foundation stone for Sardar Sarovar Project (SSP) was laid by J.L. Nehru in 1961. It is being constructed in the western state of Gujarat, near the border with the neighboring states of Maharashtra and MP. It will submerge 19 villages in Gujarat, 33 in Maharashtra and 182 in M.P. (Srinivasan, Prajapati and D'Costa, 1993:339). About 41,000 families living in these villages will be displaced hitting out directly at the weaker sections and the more disadvantaged. It will lead to major social, economic and cultural disruption in their lives.

The Government neither has the resources nor any will to ensure speedy and equitable rehabilitation of the displaced, such as compensation for land and houses, transport costs, and others. However, these rehabilitation efforts are far from satisfactory. This is because the directives have not been always adhered to and they themselves contain serious loopholes and omissions.

This has been confirmed by an independent review commission by the World Bank. The report (Wood, 1993:979-980) of this commission clearly states that:

1. Neither the Indian Government nor the World Bank carried out adequate assessment of the human impact of SSP; in particular, there was no consultation with the people to be affected by the project.
2. There was no recognition of the special needs of the tribal population involved.
3. The compensation packages for MP, Maharashtra and some Gujarat 'oustees' did not meet WB standards.
4. It voiced similar concerns on environmental issue.

Over the years, the main actors in the field have been two NGOs -the Arch Vahini and the Narmada Bachao Andolan (NBA or Save Narmada Movement); the three state governments of Gujarat, MP and Maharashtra (Rajasthan, the fourth beneficiary has never surfaced); the central government; and international funding agencies, the most prominent being the World Bank.

Among the two NGOs, the Arch Vahini moved in during early 1980s and Medha Patkar arrived in late 1985. The Arch Vahini and the NBA have different views regarding the NVP the Arch Vahini holds the view that the SSP will bring the promised benefits to Gujarat, the oustees will be given full and satisfactory resettlement with land compensation and reforestation will make up for lost forests. The N.B.A. rejects all three positions. It believes that the project will not deliver on promises, that the displaced will never get proper rehabilitation for there is no land available, and the damage to forest will never be recouped.

The N.B.A. under Medha Patkar has consistently opposed the S.S.P. and resisted the government's attempts to evacuate the people. It has remained non-violent despite every possible provocation applied by the state ranging from tiring harassment to brute force. The tactics adopted by the N.B.A. range from mobilization of the affected through Gandhian tactics of mass mobilization such as rallies, sit-in's, marches, blockades, demonstrations, fast on to death and save or drown to petitioning the S.C. and attracting international attention through seminars.

Conclusion: It is highly unlikely that the SSP will be terminated because the faith in this model as a harbinger of modernization is very deeply implanted. It continues to shape ideas, images, resources and people. Any task of a basic alternative is seen as a throwback to a 'primitive' past. This is also the reason why a large section of intellectual community in India does not support the N.B.A. Moreover, a majority of individuals to be affected are marginal people who are relatively unconnected or peripheral to national politics and to the middle class.

CASE STUDY 3: The Maranao Muslims in Southern Philippines

Background: As an archipelago of 7,100 islands and islets, the Philippines is a cultural pluralistic society with Christians as overwhelmingly the dominant group. The country continues to manifest the residues of colonial heritage (Spanish and American colonization), notably the division of the constituents into majority and minority. In the southern part of the country, the Muslims, the largest in number among the cultural communities (or ethnic minorities). Mindanao is considered the homeland of the Filipino Muslims.

Like her Asian neighbors, the Philippines has recognized the central role of industrialization in development and adopted a fast-track economic strategy to attain the status as a Newly-Industrializing Country (NIC) by the year 2000. This has caused mixed reactions among various sectors engaged in the development debate. While others regard the attainment of NIC status as a dream, to some it is delusion. While diverse views are expressed on strategies to achieve national development, it is a reality that in the country efforts towards industrialization prevail. To implement the plan, among others, the government has identified Mindanao as the loci of the country's most inexpensive source of power by developing geothermal and hydro-energy resources. In the case of the latter, the water coming from Lake Lanao, the traditional abode of the Maranao Muslims, is being harnessed to serve hydroelectric power plants.

It is worthwhile to mention the existence of animosity between Muslims and Christians in the country. In fact, Moro (term used to refer to Muslims in the country) revolutionary groups such as the Moro National Liberation Front (MNLF) and Muslim Independence Liberation Front (MILF) have been established to rally for self-determination on the ground that they have been excluded from equal access to political and economic resources among others. Their grievances against the government have gained support and concern of the Organization of Islamic Countries (OIC), an organization of about 44 Islamic countries. The latter facilitated the signing of a Peace Agreement between the MNLF and the Republic of the Philippines in 1996.

Present Situation: In this case study which focuses on Mindanao, the National Power Corporation (or NPC, a government body) has built a power plant known as the Agus 1 hydroelectric power plant in the heart of Marawi City, a traditional abode of the Maranao Muslims. The site for Lake Lanao is considered precious as it is a source of life and survival for the group. Notwithstanding its

domestic purposes, the lake is utilized for plying trade as many of the communities are located around the lake. The lake is also a main source of fish (this is a main staple diet and about 20 endemic fishes are reportedly vanishing) as well as source of irrigation for rice fields. Further, the lake is utilized for ablution (washing ritual before praying) so that many of the mosques are located near the lake.

The construction and operation of the plant was marred by social disturbances. It took about 14 years or so for it to operate. As of 1994, according to an NPC Manager, 17 towers have been blown up and about 71 persons have been killed/ambushed. Scores have been kidnapped. Ancestral lands were also affected (issue of traditional concept vis-à-vis modern concept on land ownership). More importantly, there was stiff opposition from the community spearheaded by SALLAM or Save Lake Lanao Movement ("Sallam" in Arabic means "peace") with persistent leaders.

In addition to the above, the opposition rests on the fact that the lake is sitting on an earthquake belt that opens the community to possible disaster. The tunnels built underneath the heart of the city (about 100 meters in width and 1.7 kilometers long) continues to hound the community. Simply stated, the plant operation and alteration of the level of the lake has far-reaching repercussions on the economic, sociocultural, and environmental aspects of the lives of Maranao Muslims.

The community opposition was characterized by unity of all sectors in the society transcending class lines (professionals, students, workers, military, local government leaders). It is interesting to note that some sectors from the academic and NGOs who are non-Muslims (Christians) gave their support. The case was brought to the court. An investigating body was thereby formed by the national government and a committee was also created to take care of the development of the lake with SALLAM and NPC representation. In one of the meetings, it was demanded that a coffer dam be built and a certain level of the lake be maintained.

In 1995, the plant was given clearance by the government to operate. However, one (1) unit remains unoperational. The opposition which was strong and formidable suddenly became silent. There were reports that some of the leaders have been recipients of some rewards. There were a few who were caught between employment and guardianship of the lake resources. The nagging problems of the community remain. What are the chances of mobilization in another form? The pattern of sacrificing the minority in the name of development continues. For whom is development? And at whose expense shall it be pursued?

CASE STUDY 4:
BULOZI - Western Province of Zambia

Introduction: Bulozhi is the original name of the Western Province of Zambia. It was called Barotseland during the colonial days up to the early 1970s when the then president unilaterally named it Western Province. It is located in the south-western part of Zambia, bordering Angola to the west and Namibia to the south.

Bulozhi was an expanding territory in state formation when it was colonized by the British government. It was given a Protectorate status, on the same lines as Lesotho and Botswana, because of its advanced political and government system which incorporated strong democratic principles and practices. The system impressed the colonialist to the extent of institutionalizing internal self government. Bulozhi was joined to Zambia for colonial administrative purposes but loosely left to internal self rule with the Royal Establishment in charge of land use and distribution, and all matters pertaining to customs and traditions.

The first missionaries to come into Zambia were received in Bulozhi in 1884 by the king (Litunga) and his court (Kuta). This resulted in education and schooling being first established in Bulozhi. By the time of independence in 1964 most of the nation's one hundred university graduates came from Bulozhi.

The origin of the conflict: The state formation in southern Africa included battles, conquests or voluntary alliances. Although Bulozhi kingdom was well established within the Zambia territory, they were threatened by the king Lobengula of the Matcheles in South Africa. The Lozi king asked for a Pact of Friendship and protection from the British Queen after consultation and advice from his counterpart in Botswana (Mangwato).

With the long and precarious communications of those days, the response was delayed. The anxiety of the impending Lobengula invasion was getting high. It was at this time that Cecil Rhodes appeared on the scene and posed as the envoy from the Queen of England. The Royal Establishment quickly signed what they thought was a Pact with the British government but turned out to be a treaty giving Rhodes Mineral Rights. The king of Bulozhi and his court were furious when they discovered that they had been tricked by Rhodes. The king tore up the treaty in anger and proceeded to write the Queen of England, explaining what had happened. When no response came, the king persisted in writing but the British government never responded to the query to this day.

Rhodes claimed all the territory under Bulozhi as part of the Mineral Concessions. Among this territory were areas where the rulers had decided to pay tribute

to Lozi Royal Establishment instead of going into battle. Clearly, Rhodes incorporated in the treaty areas not directly under Buluzi but were in other forms of partnerships. To scale down the anger of the Royal Establishment, Rhodes gave the Royal Court mineral royalties. It is not surprising that the royalties were insignificant while Rhodes and his, British South African company (BSA) scooped unproportional amounts of wealth. These are the fortunes that contributed to the Rhodes economic empire up to the Anglo-American Corporation today.

The winds of political change in Southern Africa found some people in Buluzi already trying to get complete independence from Britain. Although the Royal Establishment and the British government has amicable relations, their partnership had some misunderstandings. Among these were the "Treaty", boundaries changes by the colonial government and the usurping of the king's powers. The move to independence got caught up in the general struggle for Zambia as a whole.

Among those from Buluzi who championed the total Zambia liberation against the internal government move to full independence of Buluzi were well educated sons of senior indunas (non royal administrators). While their fathers favored Buluzi independence, this generation worked towards the eradication of the Royal Establishment. It is believed that among their motives were to be "equal" and may be superior to their age mates who belonged to the royal family.

The long and heated debates in the Kutas ended with the decision to integrate into an independent Zambia. As a compromise, the famous Barotseland Agreement was signed by the first president of Zambia, KD Kaunda, the king (Litunga), Sir Mwanawina III and the last British Governor. The essence of the Agreement was to Review any concerns, queries or issues that may arise. The signing of the Agreement assured those who were apprehensive about joining the rest of Zambia.

Kaunda annulled the Agreement at a public political rally in the capital city and denounced the special status of Buluzi as feudalistic, elitist and traditionalist, which was meant to be a negative term. The rest of Zambia welcomed the move since it cemented the ill feelings most people had towards Buluzi regarding their political administration, educational and other standards. Little did the Zambian know that Kaunda would use the same method to alienate the other provinces.

Those in Buluzi who called for the review of the Agreement were sent into detention. The Agreement was now treasonable. Kaunda organized parliament bills and a Referendum which abolished all agreements. The Referendum was massively defeated in Buluzi but Kaunda used the other provinces who had voted positively for his legitimacy. So it was thought that the Agreement matter was laid

to "eternal rest".

The 1991 Zambian political revolution scared Kaunda enough for him to invite Malozi (people in Buluzi) to discuss the Agreement. This move was to ensure Lozi vote which is decisive in Zambian politics. Kaunda lost the election and, the Royal Establishment acted on the invitation given by Kaunda as head of State. The new government held the same views on the Agreement and refused discussion. The insistent conclusion and position was that the matter was dead and buried.

The Royal Establishment in frustration has appealed to the Organization for African Unity and United Nations with a view to open doors for discussion.

Current Situation: Buluzi has been marginalized in resource allocation, basic services, development projects, employment and participation in decision making. This has added to the grievances and suspicion towards both the previous and present government. The climax was the 1996 Land Act which puts Zambian land, including traditional holdings, in the hands of the president. Furthermore, the land has now been translated into monetary value for Zambians and non Zambians on the same footing. Most of the people in Zambia and Buluzi do not have the financial resources to compete for land.

While the Buluzi Royal Establishment had systematic regulations governing access and utilization of land, the government structures lead to destruction and mismanagement. In addition, most of the resources are used to benefit urban areas at the expense of Buluzi. The people have been severely impoverished and incapacitated. As a result, they tend to vote against the government and are turning into an opposition.

The government, on the other hand, think Buluzi is a difficult and an uncooperative area. They exercise their power by denying the area and the people access, benefit and participation. There is growing discontent and resentment. The number of people who want open confrontation is growing.

These circumstances may lead to conflict. What is the best way to promote discussion? Are there guarantees that the people will remain silent despite frustrations and failed attempts to resolve the issue?

CASE STUDY 5:

The Agricultural Frontier in Nicaragua: a Challenge for Effective Natural Resource Management

Introduction: the Caribbean Coast of Nicaragua is a territory that covers 56% of the total surface of the country. Politically and administratively this territory constitutes two autonomous regions, inhabited by six ethnic groups, whose total population corresponds to 10.67% of the country's 4.35 million inhabitants.

In terms of natural resources, the region is an enormous reservoir of timber and non-timber forest resources, as well as mineral resources (mainly auriferous) and fisheries, which play a strategic role for the socio-economic development of the region and the country.

In the last few years migrant farmers from other regions of the country have been advancing in the autonomous regions, substituting the forests for pasture to raise cattle. This agricultural frontier is creating a serious problem of forest degrading, which is threatening the traditional ways of life of the ethnic communities that inhabit the area, by reducing their territorial as well as their social space.

The origins of the conflict: The agricultural frontier is the main cause of deforestation in the Caribbean Coast of Nicaragua, about 150,000 ha/year. This natural resources management problem is the product of a series of factors that have their origin in the country's incipient cash crop economy in the 1930s, 40s, and 50s (first coffee and later cotton), that expelled thousands of mestizo residents from the fertile soils of the Pacific towards the central and Caribbean regions of the country. Other causes are the extreme interest of almost all the displaced peasants in raising cattle (maybe for being one of the most viable and stable sources of income in a region of high precipitation); the short term logic of profit maximization in the exploitation of the natural resources; problems of uncertainty concerning the land rights of indigenous people and poor peasants; and the lack of enforcing law and regulations regarding the use of natural resources.

Current Situation: Key factors in this conflict are poor peasants, cattle ranchers, indigenous peoples, and government officials. The last being critical since there are incentives by the government that favor cattle-raising, expressed in some-how in economic policies, and bank loans and credits for beef production, which is the country's third source of foreign exchange.

The central government officials have also shown a lack of interest in legally defining the competence of the autonomous government in the internal affairs of the regions. This leads to overlaps and sometimes double subordination when it

comes to addressing issues of conflict over resource management like the one presented here.

The reason why the current government has not sanctioned the law is because Autonomy was part of a negotiation with previous government to end an armed conflict, and this government does not seem interested in that agreement, keeping autonomy at an impasse, where it exists but it is not really functioning.

The law of Autonomy recognizes, at least on paper, that the ethnic communities of this region have the right to the use and enjoyment of the natural resources found in their region; a right that has been historically denied to them. This law implicitly accepts the notion of "commons", when it comes to the use of resources by the ethnic communities of the region, which is not the case of the poor mestizo peasants and cattle ranchers, whose vision of private property and ownership of the resources is very much ingrained.

The issue is a complicated one that includes national policies, different cultural attitudes and approaches to the problem, and historical demands of territories (Autonomy). However, the level of consciousness of the regional leaders is clear in terms of managing the natural resources efficiently, because of the almost total dependency on these resources for the development of the region.

Since this is not the problem stemming from the technological paradox, of the environment being degraded as we advance towards an industrialized state, an ecology-centered perspective is far more applicable here than a technological type of solution. Although intensification of cattle production is definitely part of the solution.

Clearly, there are different perceptions of the problem and its potential solutions in the various factors involved in this issue, and trying to agree on a common view and a solution is an enormous challenge, that has to be dealt with urgently to avoid a more serious situation that could lead the region back to an armed conflict.

Comparative Analysis

Using the comparative method, this section contains the salient findings of this study. Table 1 presents the background information of the five case studies such as the geographical location, the factors or parties to the conflict, the contested resource and the present status of the conflict. In this study, case 1 is represented by Sierra Leone, case 2 by India, case 3 by Philippines, case 4 by Zambia, and case 5 by Nicaragua.

A close review of the results of the study reveals striking similarities and differences. It should be noted here that to some extent the scoring system adopted

Table 1. Background Data of the Five Case Studies.

Location	Actors/Parties	Contested Resource	Present Status
AFRICA Bulozi in the Western Province of Zambia	Bulozi Royal Establishment, few ind. and polit.	Land and Land prod. e.g. timber, cattle, rice, etc.	Gov't Land Act- land under control of the president
Eastern Province of Sierra Leone	Gov't/foreign invest., local communities	land and diamonds	land degradation, poor social services
ASIA: Narmada Valley Project in Western India	Save Narvada Movement (NBA) vs State	land and water	dam under construction
Marawi City in Southern Philippines	Maranao Muslims (SALLAM) vs. the State	lake water	hydrelectric power plant operated in 1995
LATIN AMERICA: Caribbean Coast of Nicaragua	Poor peasants, cattle ranchers, indigenous peoples, central and aut. govt.	Land and related natural resources	Autonomy law not sanctioned, demands for legalizing com- munal lands

Table 2. Tabulate Summary of Effectiveness in Resource Management

Cases	Dimensions			equity in dist. in benefits	TOTAL
	precaution/ sustainability	transparency/ procedural equity	empowerment		
Case 1 (SL)	-	-	-	-	0(L)
Case 2 (IN)	-	-	-	-	0(L)
Case 3 (PH)	+	-	+	-	2(M)
Case 4 (ZA)	-	+	-	-	0(L)
Case 5 (NI)	-	-	+	-	1(L)

Legend: + indicates presence of efforts towards effectiveness in resource management while - indicates absence

may be arbitrary. Table 2 presents in a summarized form the four main components or dimensions considered in this study as important for effective resource management. In general, it can be said that in all cases resource management could be classified as currently being ineffective, with the exception of the Philippines where there are efforts exerted towards resolution. In this case, empowerment is present since the people affected can voice their complaints through their representatives in the state (that also applies to the Nicaraguan case).

It could also be said that in the same case the government is trying to reduce the negative environmental impact caused by the construction of the hydroelectric plant. This made the Philippine score medium in terms of effectiveness in resource management.

Table 3 presents the tabulated summary of the community factor in mobilization. The data show that in all of the cases, there is less socioeconomic benefits derived from utilization of the resource development indicating the marginalized status of the groups. Likewise, it appears that all of the cases confirm that the resource/s involved is very important to physical survival. There is also commonality under the community factor such as solidarity, awareness of problem, and other persisting grievances. Thus, the community factor rate high in all four cases and medium in 1 case.

Some variations are found in the organizational factor. In 2 cases, it was low and in 3 cases it was medium. However, a deeper analysis of the four cases reveals the presence of a formal organization which plays a vital role in mobiliza-

Table 3. Tabulated Summary of the Community Factor (CF) in Mobilization

Cases	CF1	CF2	CF3	CF4	CF5	CF6	CF7	Total
Case 1 (SL)	-	-	+	+	-	+	+	4 (M)
Case 2 (IN)	+	+	-	+	+	+	+	6 (H)
Case 3 (PH)	+	+	+	-	+	+	+	6 (H)
Case 4 (ZA)	+	+	+	+	+	+	+	7 (H)
Case 5 (NI)	+	+	+	-	-	+	+	5 (H)

Legend: + indicates a positive association while - a negative association with mobilization.

CF1: community solidarity; CF2: awareness of problems; CF3: other persisting grievances; CF4: access to political power; CF5: spatial location; CF6: socio-economic benefits from resource development; CF7: importance of resource to physical survival.

tion. Lack of significant external support and financial capabilities were common variables in these cases as gleaned in Table 4. One case has no formal organization to pursue the problems/complaints of the community since the conflict situation is not well defined yet. It appears that the cases in this regard are quite divergent when it comes to the leadership issue.

Table 5 presents the variables classified under the government factor. In this case, variations are present as seen in 4 cases where the result was medium but high in 1 case. Taking the particularities of the situation, some common interesting variables include the anti-development policies, use of force and divisive tactics

Table 4. Tabulated Summary of the Organizational Factor (OF) in Mobilization

Cases	OF1	OF2	OF3	OF4	Total
Case 1 (SL)	-	-	-	-	0 (L)
Case 2 (TN)	+	-	-	+	2 (M)
Case 3 (PH)	+	+	?	+	3 (M)
Case 4 (ZA)	-	-	-	-	1 (L)
Case 5 (NI)	+	-	-	+	2 (M)

Legend: + indicates a positive association while - a negative association with mobilization. OF1: formal organization, OF2: external support, OF3: financial capabilities, OF4: nature of leadership.

Table 5. Tabulated Summary of the Governmental Factor (GF) in Mobilization

Cases	GF1	GF2	GF3	GF4	GF5	Total
Case 1 (SL)	-	-	+	+	n/a	2 (M)
Case 2 (TN)	+	+	-	+	-	3 (M)
Case 3 (PH)	+	+	?	-	+	3 (M)
Case 4 (ZA)	+	+	-	+	+	4 (H)
Case 5 (NI)	+	-	-	+	-	3 (M)

Legend: + indicates a positive association while - a negative association with mobilization. GF1: nature of government policies; GF2: use of force; GF3: use of divisive tactics; GF4: resource utilization; GF5: duration of conflict over resource.

by the government which enhance mobilization. Moreover, the resource utilization is noted to be non-sustainable. As regards the duration of the conflict, 2 cases are regarded as "old" (before 1980) while 2 are "recent" (after 1980). In 1 case, the seems to be no clear conflict situation as mentioned earlier.

A close look of Table 6, all the factors (community, organizational, and governmental) that determine mobilization are presented. It can be discerned that overall where all these factors are considered, 3 cases appear to have a high level of mobilization. On the other hand, 1 case falls in the medium and 1 case in the low level of mobilization. It is interesting to note that in all the cases where there is high or medium levels of mobilization, there is a consistent pattern of high community factor. The differences more lie in the organizational factors.

Table 6. Summary of the Mobilization Factors

Cases	Community Factor	Organization Factor	Governmental Factor	Overall (*) Factors
Case 1 (SL)	4 (M)	0 (L)	2 (M)	6 (L)
Case 2 (IN)	6 (H)	2 (M)	3 (M)	11 (H)
Case 3 (PH)	6 (H)	3 (M)	3 (M)	12 (H)
Case 4 (ZA)	7 (H)	1 (L)	4 (H)	12 (H)
Case 5 (NI)	5 (H)	2 (M)	3 (M)	10 (M)

* This is used to determine the level of mobilization.

Table 7 presents the summary of the relationship between effectiveness in resource management and mobilization factors. An analysis of resource management reveals that in most cases it is low and none is high. Thus, we have the common variable of a low or medium level of resource management in all cases indicating that a conflict or problem exists necessitating for a resolution. However, when it comes to mobilization we get a very divergent picture. In 3 cases mobilization is very high although in 2 of them resource management is poor while in 1 case it is medium. In addition, mobilization is medium in 1 case and low in 1 case, but both show a low level of resource management.

What could be the possible reasons behind the discrepancy between the effectiveness of resource management vis-a-vis the level of mobilization? It should be noted that in the formulated assumption it was advanced that ineffectiveness in

Table 7. Summary of the Relationship Between Effectiveness in Resource Management and Mobilization Factors

Cases	Effectiveness in Resource Management	Mobilization Factors
Case 1 (SL)	0 (L)	6 (L)
Case 2 (IN)	0 (L)	11 (H)
Case 3 (PH)	2 (M)	12 (H)
Case 4 (ZA)	0 (L)	12 (H)
Case 5 (NI)	1 (L)	10 (M)

resource management is an indication of conflict arising from competition over scarce resources, so that if the effectiveness of resource management is low then most likely the level of mobilization of the marginalized group is high.

The situation calls for the consideration of particularities of specific cases. Taking a close glimpse of the situation in each country, for instance, in the case of Sierra Leone, the level of mobilization is low although the resources are managed ineffectively. In this case, it is important to note that Sierra Leone has been an authoritarian state for more than two decades. This could be one of the reasons for the people's lack of a sense of freedom of thinking and expression, even though seeds of discontent seem to manifest through complaints in informal conversations arising from the lack of concern of the state. Also the level of mobilization would probably become high should the ineffective management of resource worsens in a situation where there shall be a real democratic space for people to openly rally their demand.

In the case of Nicaragua, there is medium level of mobilization with low level of resource management. However, according to the hypothesis, the level of mobilization should have been high. This is not so because the government has made efforts to involve and to respect the concerns of the affected constituents by granting them autonomy. However, the people still feel marginalized because the autonomy has not been fully implemented. The prediction in this case is that mobilization may go from medium to high if resources decrease and no effort is made towards effective management of resources. On the other hand, the level of mobilization may go from medium to low if the resource are managed effectively with the people's involvement.

In the case of the Maranao Muslims in Southern Philippines, there is a slight discrepancy. The level of resource management is considered medium while the level of mobilization is high. With respect to the latter, this can be attributed to the fact that the issue has reached the level of the national authorities after a strong collective action of protest was launched. There were efforts on the side of the government through a body purposely created in relation with resource management although much remains desired. The high level of mobilization can be explained by the importance of the resource to them with religious, economic and ecological values. More importantly, the development project has an ingredient of the Muslim-Christian animosity between the marginalized groups and the dominant ethnic group. But in this case, mobilization may taper down to medium or low level because of the initial positive response of the government. This implies that mobilization through a collective or organized protest can be an effective instrument for the state to respond to persisting problems.

The other 2 cases, Narmada Valley project in India and Bulozzi-Western Province of Zambia, are classic proofs of our hypothesis that the low level of resource management will result into a high level of mobilization. The simple deduction is that the present situation of mismanagement and non-involvement of the aggrieved people will lead to more mobilization and possible conflict. The grand question is how to manage and resolve the conflicts.

The results of the data, although limited in depth, show the features or characteristics of how societies respond to conflict situation arising from competition over resources which indicates ineffectiveness in resource management. In this context, the marginalized groups most often resort to mobilization when the conditions are ripe to pursue their persisting problems and demands. The factors that may bring about mobilization include the community, organization, and government factors. There are reasons to believe that competition over resources is a symptom of mismanagement in the utilization of resources that may pave the way for disruption of order in countries aiming to join economic modernization. Therefore, mobilization is a powerful instrument to redress the grievances of marginalized groups.

Conclusion

Although much leaves to be desired, the results show that when there is ineffective management of resources there are indications towards the occurrence of competition and conflict over utilization of scarce resources. The case studies

confirm the discrepancy of access to resources creating marginalized sectors in society. It is the case that in economic modernization, not all sectors benefit from what is regarded as "development." In this respect, the society is potent for marginalized ones to resort to mobilization to redress their grievances.

Through a collective action the voice of the deprived and disadvantage groups will be heard. This will be more enhanced by factors found in the community, organization and government. The community factor which gives the marginalized groups a sense of identity and collective interests appears to be the convergence of the cases. Most likely, when all the 3 factors are present in a high intensity, mobilization may move on to a higher degree without discounting the possibility of a political movement that may threaten the security of the nationstate in the long run.

The discrepancy in some cases between the ineffectiveness of resource management and level of mobilization may be attributable to the particularities or specificities of the country. The political atmosphere such as the democratic space or effort of the government towards effective resource management matters.

Therefore, internal conflict may emanate from incompatibilities over scarce resource and may create cleavages between the deprived and disadvantaged groups and the state itself. This eventually brings about mobilization unless proper resource management that embodies empowerment, sustainability, transparency, and equity in the distribution of resources are put in place.

It is also worthwhile to note that this study further manifests the importance of the comparative method that facilitates data analysis particularly in discerning the patterns of similarities and differences for better understanding of social phenomena.

Recommendations

1. Due to the limitation of the data, a comparative research of more extensive and focused nature may unveil more significant findings to theory building in the social sciences. In this regard, a study on resource management and mobilization of marginalized groups may be enriched by increasing the size of case studies and employing sophisticated tools in statistics such as correlation and multivariate analysis. The data can also be strengthened through a field work or participant observation method.
2. For countries to meaningfully achieve development, it is imperative to provide

a mechanism to ensure effective management of resource utilization where groups within the state do not become excluded in the process but in the end become beneficiaries of the fruits of development. With respect to policy-making and effective resource management, nation-building must always consider the following:

According to Roger Richman (1987:162) there are mainly two ways of resolving the environmental conflicts. The traditional way, that is, adjudication which is present in every political system, often leads to a zero-sum result because courts specialize in adjudication, not negotiation. The problem arises when this traditional dispute settlement system encounters the conditions of environmental conflicts -- conditions of issue complexity, multiple parties with stakes in the outcome, uncertain facts and inadequate data. There is a need for a new approach, as a complement to the old one, for the new conflicts are more a question of joint accommodation to a common course of action. In other words, a positive-sum or win-win result is needed. To achieve this, the following proposals are put forward:

2.1 Culling lessons from China and Japan

2.1.1. Participation of the affected people from planning to execution-- people may have better ideas, this may lessen misunderstandings and lead to better execution of programs.

2.1.2 Holistic approach towards the problem instead of following a step-by-step, case-by-case approach, e.g., agrarian reforms in Japan and China.

2.1.3 Powerful, coherent and strong willed government to ensure efficiency

2.2. Better management of resources

2.2.1. Have a cost-benefit analysis of present model of development, e.g., How useful large dams are in the long run?

2.2.2. Search for better alternatives, e.g., Can the solar energy or

smaller dams be better source of energy?

- 2.3. Empowerment of the powerless, without which one is simply supporting the status-quo (Joseph A. Scimecca, 1987:32).
- 2.4. Involvement of all levels of government to ensure efficient management (Bruce Dostson, 1987; 158)
- 2.5. Galtung's method of transcending the conflict through utilization of different resources in the same niche
- 2.6. Ethan T. Smith (1987:151) lists a number of options which can be utilized: factfinding, conciliation, negotiation, facilitation, mediation and arbitration.

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Appendix 1

Conflict in Resource Management

Level of Analysis: Intra-State Conflict



KEY CONCEPTS:

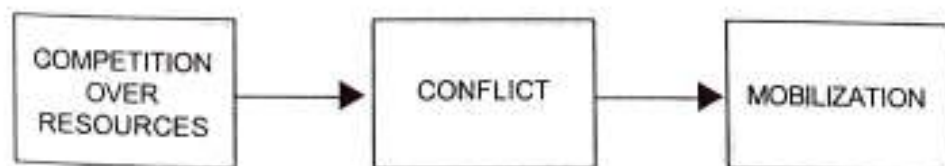
- MOBILIZATION
- RESOURCE MANAGEMENT

GUIDING THEORIES:

- THEORY OF RELATIVE DEPRIVATION
- RESOURCE MOBILIZATION THEORY

Appendix 2

Conflict in Resource Management



RESOURCE MANAGEMENT

ineffective	yes	yes
	no	low
effective	yes	yes (tends to exist)
	no	no

