

Natural resource conflict management case studies: an analysis of power, participation and protected areas



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edited by **A. Peter Castro** and **Erik Nielsen**

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ACRONYMS AND ABBREVIATIONS

ANRS	Amhara National Regional State (Ethiopia)
BASIS	Broadening Access and Strengthening Input Market Systems programme (United States)
BASIS CRSP	BASIS Collaborative Research Support Programme
BC	British Columbia (Canada)
BFAR	Bureau of Fisheries and Aquatic Resources (Philippines)
BINP	Bwindi Impenetrable National Park (Uganda)
BKSDA	Agency for the Conservation of Natural Resources (Indonesia)
CAMPFIRE	Communal Areas Management Programme for Indigenous Resources
CARE	Cooperative for Assistance and Relief Everywhere
CATIE	Tropical Agriculture Research and Higher Education Center
CBCRMP	Community-Based Coastal Resource Management Program (Philippines)
CBNRCM	community-based natural resource conflict management
CBNRM	community-based natural resource management
CBT	Clayoquot Biosphere Trust (Canada)
CCLUC	Cebu City Land Use Committee (Philippines)
CFMA	Community Forestry Management Agreement (The Gambia)
CIFOR	Center for International Forestry Research
CIIFAD	Cornell International Institute for Food, Agriculture and Development (United States)
CIO	Central Intelligence Organization (Zimbabwe)
COATLAH	Regional Agroforestry Cooperative of Atlantic Honduras
COHDEFOR	National Honduran Corporation for Forestry Development
CORE	Commission on Resources and the Environment (British Columbia, Canada)
CRB	Central Region Board (Canada)
CSSDSSC	Clayoquot Sound Sustainable Development Strategy Steering Committee (Canada)

CSSDTF	Clayoquot Sound Sustainable Development Task Force (Canada)
CUSW	Cebu Uniting for Sustainable Water Foundation (Philippines)
DA	District Administrator (Zimbabwe)
DENR	Department of Environment and Natural Resources (Philippines)
DFID	Department for International Development (United Kingdom)
DFO	Divisional Forestry Officer (The Gambia)
DILG	Department of Interior and Local Government (Philippines)
DNPWLM	Department of National Parks and Wildlife Management (Zimbabwe)
DRL	People's Council of Lampung (Indonesia)
DTC	Development Through Conservation (CARE project)
EIA	environmental impact assessment
ENGO	environmental non-governmental organization
EPRDF	Ethiopian People's Revolutionary Democratic Front
ESSC	Environmental Science for Social Change
FAO	Food and Agriculture Organization of the United Nations
FCC	Fuelwood Crisis Consortium
FEEDER	Foundation for Economic Empowerment, Development and Environmental Recovery (Philippines)
FFW	food for work
FONP	Forestry Policy and Institutions Branch (FAO)
FTPP	Forest, Trees and People Programme (FAO)
GGFP	Gambian-German Forestry Project
GMP	General Management Plan
GTZ	German Agency for Technical Cooperation
ICRAF	International Centre for Research in Agroforestry
IGAD	Intergovernmental Authority on Development
IGCP	International Gorilla Conservation Project
IKADIN	Advocacy Association of Indonesia
IMA	Interim Measures Agreement (Canada)
IPAP	Initial Protected Area Plan (Philippines)

ITFC	Institute for Tropical Forest Conservation
IUCN	World Conservation Union
KCMU	Karya Canggih Mandiri Utama (Indonesian private corporation)
KOPPESDA	Natural Resources Research and Coordination Team (Indonesia)
LATIN	Indonesian Tropical Institute
LBH	Legal Aid Institute (Indonesia)
LGU	local government unit
MARENA	Natural Resource Management Institutions project (United Kingdom)
masl	metres above sea level
MB	Macmillan-Bloedel (Canadian timber company)
MBIFCT	Mgahinga and Bwindi Impenetrable Forest Conservation Trust (Uganda)
MCWD	Metro Cebu Water District (Philippines)
MGNP	Mgahinga Gorilla National Park (Uganda)
MOU	Memorandum of Understanding
MWDA	Mananga Watershed Development Authority (Philippines)
NACO	National Consultancy on Forestry Extension and Training (The Gambia)
NEMA	National Environment Management Authority (Uganda)
NES	Nucleus Estates Smallholder Development Projects (Indonesia)
NGO	non-governmental organization
NIPAP	National Integrated Protected Areas Programme (Philippines)
NIPAS	National Integrated Protected Area System Act (Philippines)
NORAD	Norwegian Agency for International Development
NTCDC	Nusu Tenggara Community Development Consortium (Indonesia)
OLAFO	a CATIE project in Honduras
PA	protected area
PAC	Public Accounts Committee (Uganda)
PAMB	Protected Area Management Board (Philippines)

PAR	participatory action research
PCFMA	Preliminary Community Forestry Management Agreement (The Gambia)
PCSD	Palawan Council for Sustainable Development (Philippines)
PDIP	a political party in Indonesia
PEC	Programme on Environment and Community (Cornell University, United States)
PPL	Panji Padma Lestari (an Indonesia private corporation)
PRA	participatory rural appraisal
PRAP	participatory rural appraisal and planning
PWG	Philippine Working Group
RDC	Rural District Council (Zimbabwe)
SAFIRE	Southern Alliance for Indigenous Resources
SEP	Strategic Environmental Plan (Philippines)
SNV	Dutch Technical Cooperation
TWG	Technical Working Group
UIA	Uganda Investment Authority
ULC	Uganda Land Commission
UMA	Uganda Manufacturers' Association
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
USAID	United States Agency for International Development
UWA	Uganda Wildlife Authority
UWFA	Uganda Woodfarmers' Association
WASDAL	a task force for resolving the dispute in Indonesia
WATALA	Family of Nature and Environmental Clubs (Indonesia)
WFP	World Food Programme
ZANU (PF)	Zimbabwe African National Union (Patriotic Front)
ZIMTRUST	Zimbabwe Trust
ZRP	Zimbabwe Republic Police

Natural resource conflict management case studies: an analysis of power, participation and protected areas



OVERVIEW

by **A. Peter Castro and Erik Nielsen**

Syracuse University and FAO

INTRODUCTION

Natural resource management is in many ways a form of conflict management. Traditions, customs, rules, laws and policies dealing with issues of access to, and use and management of, natural resources all aim to bring order and predictability to situations where competition and conflicting interests – even in the smallest communities – are present. Such institutions and practices can be termed “proactive” responses seeking to manage the potential for tension and conflict. Although resource management and conflict management are closely linked, only recently have policy-makers, State resource managers, practitioners, academics and others attempted to address the connection.

This recent attention may reflect a growing awareness of the scope, magnitude and implications of natural resource conflicts. Increased competition for natural resources among multiple stakeholders with diverse interests is occurring worldwide within the current trends of globalization, democratization, decentralization and urbanization. Given this new situation, communities often have a greater need and opportunity to participate in sustainable resource management. Along with these new needs and opportunities there are often tensions and conflicts, including disagreement over access rights and lack of consensus on management objectives. Policy and economic changes affecting natural resource management can set in motion new conflicts or cause old ones to escalate.

Conflict situations present a significant challenge to achieving participatory resource management and sustainable livelihoods. Rising tensions and disputes can undermine the formal and informal institutions and rules that govern resource use, resulting in environmental degradation and economic decline. Poor households are especially vulnerable to these shocks, but the entire fabric of society can unravel if conflicts escalate and violence erupts. The merging of resource conflicts into wider, destructive social conflicts can end in collapsed production systems, uprooted communities and chronic insecurity.

The ability to manage and resolve conflicts in a peaceful, participatory and equitable manner allows for more secure access to, and better management of, natural resources. The capacity of communities, resource managers and policy-makers to address resource conflicts can be enhanced by developing and implementing effective approaches, methods and tools for their management and resolution. Training in conflict management processes offers an important opportunity for the development of human and social capital in this regard. However, it should be noted that training alone is not likely to address all societal needs regarding natural resource conflicts. Socio-economic and political factors that constrain local participation in conflict management processes may require attention as well, through appropriate reform of policy, legislation, institutions and other realms of the policy environment.

The purpose

Natural resource conflict management and resolution is a priority area of the Forestry Policy and Institutions Branch (FONP) of the Food and Agriculture Organization of the United Nations (FAO). FONP has been actively involved in this area for more than eight years, including issuing working papers, conducting an electronic conference, devising training materials and holding international, national and regional workshops on the topic. All these activities aim to support diverse and multiple stakeholders in managing conflicts that will inevitably arise in the protection, use and control of forests and other natural resources. A related goal is to strengthen the role and recognition of local resource users, particularly among disadvantaged groups, by building up their capacity to participate in resource management.

FONP continues with these capacity building goals in presenting this collection of case studies focusing on natural resource conflict management and resolution. FONP's experience in addressing natural resource conflict issues suggests that much can be learned through comparison of diverse situations. The 12 cases presented here deal with a range of intervention strategies, methods and tools used to address community-based natural resource conflicts in a variety of social, environmental and regional settings. The collection includes cases from Africa, Asia

and the Americas. The cases were selected by FONP as representative of general trends in the field of natural resource conflict management and resolution as identified in its previous publications, including *The role of alternative conflict management in community forestry* and the proceedings from its electronic conference and the XI World Forestry Congress satellite meeting on natural resource conflict management.

Each case guides readers through an in-depth analysis of the strategies, processes and tools utilized by different stakeholders and interested parties to address the conflict(s). The studies are focused and concise, and include guiding questions and discussion prompts for use by trainers and educators in the field of community-based natural resource management and conflict management.

These case studies complement FONP's Community-based Forest Resource Conflict Management Training Package, developed in collaboration with the Regional Community Forestry Training Centre, based in Bangkok, Thailand. The training package is prepared primarily for trainers who work with organizations and individuals on participatory and collaborative resource management.

Target audience

The case studies are intended for specialists, educators and trainers in the field of conflict management who seek analytical materials based on real-life cases for training purposes. However, the cases will also be of strong interest to a broader audience that includes policy-makers, project and programme managers and staff, extension officers, researchers and others concerned with the interface between community-based natural resource management and conflict issues.

WHY CASE STUDIES?

The case studies aim at building skills on how to address conflicts in a participatory and equitable way by presenting readers, in a concise manner, with the context, interests, problems and options of resource managers and other stakeholders in diverse situations. The case method offers a learning tool that stimulates the reader in:

discovery: to examine key issues in natural resource conflicts as manifested in the selected case, identify primary and secondary stakeholders, explore the historical background, analyse contemporary causes, review the role of local and wider institutions and markets in the conflicts, assess past and present attempts at conflict management and resolution;

probing: to explore stakeholder agendas, analyse social and power relations among the interested parties, evaluate the benefits and costs of conflict management and resolution options for each stakeholder, examine social variables that influence the implementation of conflict management and resolution processes, consider the outcomes from different stakeholders' viewpoints;

practice: to help readers build knowledge by providing real-life examples in a clear and concise form, which can serve to sharpen analytical and technical skills (such as negotiation and mediation) through discussion, role playing and other forms of learning;

contrast and comparison: to provide a range of situations allowing for reflection on key issues regarding how and why people engage in conflict management and resolution processes, what happens when they do so and whether things learned in cases can be adapted to readers' situations.

Each study includes a brief guideline that provides questions and discussion prompts aimed at exploring broad themes in addition to specific aspects of each case.

A focus on processes of conflict management and resolution

The cases focus on processes of conflict management and resolution: the different ways and means that interested parties seek to address natural resource conflicts. They examine not only the intervention strategies, methods and tools employed by the different actors, but also their underlying interests and their assessment of options.

The case studies also explore the outcomes of the conflict management and resolution processes: What happened? Why? Who benefited? Who did not benefit? What are the criteria for evaluating the outcomes? The editors have avoided labelling individual case studies as "successes" or "failures". Instead, the authors and the readers have been invited to make their own assessments.

Although all cases have their unique aspects, the intention is to stimulate analysis of conflict management and resolution strategy and practice through a global exchange of experience. The intent is for readers to analyse what is occurring in other circumstances, both similar to and different from their own, and to consider the specific and general lessons from each case. Through analysis of successful and unsuccessful cases, the reader is stimulated to reflect: Why did this particular strategy work while others did not? How can approach X be modified to my situation? It will also offer readers the opportunity of comparison: What sort of conflict can be anticipated in our project if we do not consider factor Y? What should be done to avoid this? The case studies can help sharpen analytical skills that can be used to anticipate conflicts as well as to deal with existing ones.

Diverse settings, approaches, actors and themes

This collection covers cases involving conflicts and conflict management processes in a wide range of sectoral, ecological and regional settings. The studies include conflicts between urban and rural residents over the management of watersheds, between large- and small-scale agricultural producers over land, between members of different communities over use of forests, and between villagers and state officials over access to, and use of, protected areas. The ecological settings range from equatorial Africa to the northern latitudes of Canada, from tropical beaches of Pacific islands to mountains in the interior of China. Overall, the set consists of five case studies selected from Africa, five from Asia and two from the Americas.

The studies deal with a number of strategies, methods and tools used in natural resource conflict management and resolution, including indigenous/local practices, legal systems and alternative conflict management approaches. In most of the cases more than one approach is used in addressing conflict, as the stakeholders and other interested parties pursue their concerns in a dynamic manner, attempting to explore the options offered by their particular situation. Although the focus is on community-based natural resource management regimes, the case studies themselves often involve a wide variety of interested parties or actors, including governments, corporations, non-governmental organizations (NGOs) and technical assistance agencies.

THE 12 CASE STUDIES

The Table on p. 11 lists the authors of the case studies and the countries where the conflicts described take place. It also presents a concise summary of the conflict setting, the key theme and the conflict management processes featured in each of the case studies.

Despite their diverse locations and themes, all the cases share a concern with issues of participation, power and policy in conflict management processes. Lack of participation in decision-making is often a major source of conflict, while fostering widespread participation in conflict management processes offers a major avenue for attaining equitable agreements. Yet widespread and effective participation is not easily achieved in situations where enormous power differentials exist among different stakeholders. Even within small, seemingly homogeneous communities, access to conflict management processes can be constrained by differences in gender roles, age, class, caste, political affiliation or other variables.

All of the case studies also highlight the importance of the wider political and economic setting in which conflict occurs. The policy environment – the complex of state institutions, policies, legal structures and their connections, from the global to the local level – casts a broad influence on the nature, incidence and intensity of natural resource conflicts and on the operation of conflict management processes. For example, several authors mention top-down government decision-making as a major source of conflict, since policy is made and implemented with little involvement of the affected populations. The conflicts covered in this collection arose directly or indirectly from policies promoting decentralization, conservation or economic development.

Conflict management considerations cannot be divorced from considerations of participation, power and policy. These central elements need to be assessed and addressed in all situations, as they strongly shape the motivations of stakeholders and their ability to act. Indeed, the likelihood that a conflict can be “resolved” or “managed” will be highly influenced by the complex interplay of participation, power and policy.

Sequence of chapters

The sequence of cases is based on the conflict settings. It starts with those focusing on the urban-rural interface, where the expansion of the cities of Cebu in the Philippines (Hafner, Schlarb and Pinili) and of Kampala in Uganda (Kazoora) poses a challenge for the management and use of natural resources, including forests, watersheds and agricultural land. Other cases in the collection mention the pervasive role of urban areas in stimulating rural commercial activities. Rapid urban, suburban and peri-urban growth is one of the major social changes occurring worldwide, and urban-rural conflicts over natural resources are likely to increase in the future.

The next two case studies analyse multiple land-use conflicts in largely agricultural areas. Pankhurst describes tensions and disputes arising out of competition over forests, pasture and water for irrigation in South Wello, Ethiopia. Suporahardjo and Wodicka examine land conflicts between smallholders and the state (including a government-supported private plantation) in southern Sumatra, Indonesia. Both case studies underscore the fact that in any area a number of conflicts are likely to be taking place simultaneously, whether they be between the local population and “external” agents (such as government agencies or outside businesses) or within the community itself.

The case studies then shift to conflicts among forest users in Honduras (Prins, Castillo and Almendares), China (Grinspoon), The Gambia (Sonko and Beck) and Canada (Parai and Esakin). Although these cases cover very different types of populations, forests and policy environments, they all confront the issue of try-

ing to reconcile the diverse interests of different resource user groups. This is a very common situation. The world's forests have long been the source and site of conflicts within communities, and between local and "outside" interests, including the nation state, corporations and conservation organizations.

The final four case studies in the collection deal with conflicts arising from the declaration of protected areas. Whether in Zimbabwe (Chidhakwa), Indonesia (Moeliono and Fisher), Uganda (Blomley) or the Philippines (Pilien and Walpole), rural people have resisted having their lands taken without consultation for conservation purposes. Such policies are generally made in ignorance of the role that local populations have played in maintaining biodiversity through their resource management and user patterns. Outside conservation agents often learn quickly that it is impossible to protect resources without community cooperation, yet that can be difficult to achieve because of local hostility and conflict. Resolving or managing conflict becomes a prerequisite for sustained resource management.

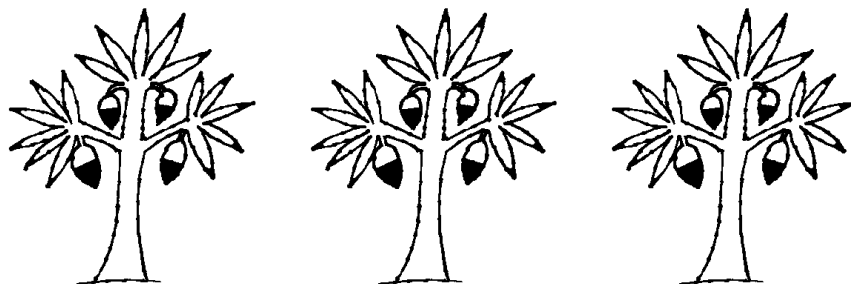
Organization of the cases

Each case study includes guiding questions and prompts for discussion about its key issues, concepts and themes prepared by the author in collaboration with the case study editors. FONP selected individuals and organizations with experience in natural resource conflict management and resolution to participate as case study authors.

Each case study focuses on the following six areas:

1. Key issues: What are the principal issues, concepts and themes to be addressed in the proposed case study? What is the relevance of the case study to other community-based natural resource conflict situations?

2. Context: Where does the case study take place? What is its environmental and social setting? What resources are involved? Who are the stakeholders and other interested parties? What is the role of local, regional, national and global institutions and markets?



3. Conflict background or history: What is the history of the conflict? How did it manifest itself? What seem to be its causes?

4. Conflict management and resolution processes: How have people tried to address the conflict? What strategies, methods and tools have different groups used? Why? Did they seek to manage the conflict or to resolve it?

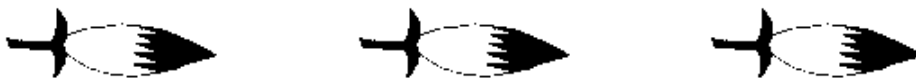
5. Conflict management and resolution outcomes: What was accomplished by the efforts at conflict management or resolution? Was an agreement reached? If so, what sort? How was it to be enforced? How did the various stakeholders and other interested parties feel about the outcome? Has the conflict continued (or have related conflicts surfaced)?

6. Lessons learned: What specific lessons are to be learned from this case? What are the implications for initiating conflict management and resolution processes? What are the lessons learned regarding policy, legal frameworks and institutional structures? What does the case reveal about the roles of gender, of power relations and of intracultural and intercultural variation in conflict management and resolution processes? Are there lessons about the ability to manage versus resolve conflicts?

CONFLICTS AND CONFLICT MANAGEMENT CONCEPTS¹

People often have different values and priorities regarding the management and use of a natural resource. Disagreements and disputes over natural resources are common. Such conflicts exist to some degree in every society, whether publicly acknowledged or not. The existence of conflicts over natural resources is not necessarily negative; such conflicts can be useful in defining the competing needs for resources within communities and society.

The form and intensity of natural resource conflicts vary widely by place and over time within any location. The ways in which communities and their members respond to conflict also vary considerably, often reflecting local diversity in terms of material wealth, social status and power. Sometimes people may decide not to address a grievance publicly because of fear, distrust, peer pressure, financial constraints, exclusion from certain conflict resolution procedures, or for strategic reasons. A lack of public disputes does not mean there is no conflict.



1. Adapted from Castro and Ettenger, 1997; and FAO, 2000.

Submerged conflicts may be ready to erupt at any time. Similarly, “resolved” disputes may resurface long after their “resolution” because the underlying conflicts remain.

All communities possess ways of resolving or managing natural resource conflicts. These means may be violent or peaceful, formal or informal, participatory or restrictive, equitable or not. While the specific mechanisms may vary, people generally rely on the same fundamental procedural modes to handle conflicts: avoidance, coercion, negotiation, mediation, arbitration and adjudication.

Avoidance: acting to keep a conflict from becoming publicly acknowledged.

Coercion: trying to impose one’s will through the threat or use of force, including violence, protests, exertion of economic dominance and political contacts.

Negotiation: following a voluntary process in which parties reach agreement through consensus.

Mediation: using a third party to facilitate the negotiation process.

Arbitration: submitting a conflict to a mutually agreeable third party, who renders a decision.

Adjudication: relying on a judge or administrator to make a binding decision.

All of these mechanisms are used in at least one of the case studies. Most of the cases involve the use of more than one mechanism by its participants.

People may seek to *resolve* a conflict, reaching a decision that removes the cause of the disagreement or dispute. However, sometimes the goal of resolving a conflict may prove challenging. The source of a conflict may be too complex, too deeply rooted in the local culture or history, for a final settlement to be attainable. Instead, people may seek to *manage* a conflict, finding ways to address it and its causes in both the short and the long terms.

Conflicts can also be anticipated, and sometimes people try to deal with them *proactively*, taking preventive measures. Proactive conflict measures can range from policy reforms, to development interventions, to training in conflict management techniques.

The approach that people take to address conflict may depend on a number of considerations: their knowledge of available options; their assessment of possible support from allies and strategic contacts; their evaluation of the costs; and their relationship with the opponent. Access to conflict management processes may be restricted because of gender, class, caste and age. The nature of the conflict itself may exclude the use of certain legal procedures. People may attempt to address conflicts as individuals or as members of a group. *Coalition building* – the collaboration of several groups or associations – has emerged as an important strategy for dealing with resource conflicts.

In seeking to resolve or manage conflicts, people will use other techniques and tools to further the process of negotiation, mediation, arbitration or adjudication.

Facilitation: a third party assists in organizing or moderating meetings, or in making other logistical arrangements.

Fact-finding or research: the parties, or appointed neutrals, gather information pertaining to the conflict, its background and possible agreements.

Conciliation: a third party meets individually with the conflicting parties, attempting to help them focus on addressing the conflict through negotiation.

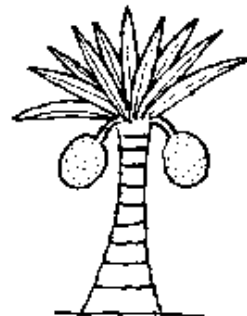
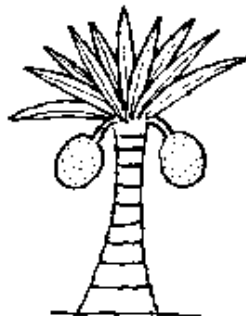
All three techniques appear in the collection, with the cases varying in their usage.

Effective prevention and management of natural resource management conflicts requires skills and tools often lacking in many communities, organizations, institutions and agencies. It is hoped that this collection of case studies, along with other training materials produced by FONP, will contribute to capacity building in conflict management. Yet having such information by itself will not result in the management or resolution of conflicts. People need to apply this knowledge, but they also need policy environments that enable all stakeholders to be able to negotiate or pursue other strategies in an open and equitable manner.

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FAO. 2000. *Conflict and natural resource management*, by V. Matiru. Rome, FAO.



SUMMARY OF THE CASE STUDIES					
TABLE	Authors	Country	Conflict setting	Key theme	Conflict management processes
	Hafner, Schlarb & Pimili	The Philippines	Expanding city seeks to manage land use in its surrounding watersheds despite rural and other opposition	Coalition-building facilitates the convening of stakeholders for participatory land-use planning as a means of mediating conflicts. Power imbalances and diversity of interests limit collaboration	Proactive engagement of stakeholders by coalition and capacity building, facilitation, mediation, negotiation, legislation, long-term approach
	Kazoora	Uganda	New industrial park displaces a state peri-urban forest consisting of individually held woodlots	Farmers organize an association to pursue their compensation claim through administrative, political and legal remedies	Negotiation, mediation, political process and adjudication, including the use of courts
	Pankhurst	Ethiopia	Policies and market forces contribute to conflicts within communities and between local and external agents over water for irrigation, pasture and forests	Local, informal dispute settlement fora still operate but state institutions increasingly control conflict management processes. Outcomes depend on type of conflict, the identity of the stakeholders and the power relations between them	Avoidance, peer pressure, mediation by elders and religious leaders, supernatural sanctions, coercion, appeals to authorities, adjudication
	Suporahardjo & Wodicka	Indonesia	As a result of top-down government policies, small farmers face competition for land from plantations and the Forest Department	Communities with weak organizational capacity and poor access to information are unable to negotiate with powerful stakeholders. But those engaged in coalition building can effectively address conflicts	Coercion, appeals to authorities, coalitions, mediation by a task force, mediation and adjudication by a multistakeholder team, policy advocacy

Table continued

Authors	Country	Conflict setting	Key theme	Conflict management processes
Prins, Castillo & Almendares	Honduras	Members of three communities compete over access to, and use of, a communal forest	A project of the Center of Investigation, Education and Outreach in Tropical Agriculture and Natural Resource Management uses a participatory, multistakeholder approach to help build local capacity to address conflicts	Development activities to build trust, facilitation, mediation, negotiation, collaborative planning, monitoring, addressing policy environment
Grinspoon	China	In implementing decentralization, local leaders sold the use rights to a communal forest without informing the community about the transaction	Community members pursue several strategies, eventually relying on personal connections among township authorities, to remedy the situation	Appeals to authorities, threat of litigation, police investigation, strategic use of personal connections to reach authorities
Sonko & Beck	The Gambia	With rising market pressures, and in the midst of decentralization, members of three communities have conflicts over the use and control of local forests	Local and state authorities attempt to address the forest conflicts through mediation, arbitration and adjudication, but the issues have been difficult to resolve. Much misunderstanding among the parties remains	Coercion by villagers, mediation and arbitration by local elders and authorities, negotiation and adjudication by appointed committee and by an administrator
Parai & Esakin	Canada	Indigenous groups, local residents and conservationists oppose state-approved timber harvesting by a multinational corporation	Active, balanced and cooperative participation of multiple stakeholders in land-use planning and resource decision-making helps resolve conflicts. Innovative policies and institutions can allow more equitable power sharing, facilitating collaboration	Activism, coercion, public consultations, litigation, ombudsman, consultative panels, engagement of media, coalition building, negotiations, co-management agreements and joint ventures

Table continued

Authors	Country	Conflict setting	Key theme	Conflict management processes
Chidhakwa	Zimbabwe	Forests managed by rural people for religious and economic purposes were declared botanical reserves by the government, restricting local access and use	Conflict management processes need to take into account differences in power and in management objectives among the stakeholders. Use of participatory data collection methods can facilitate local engagement in negotiations	Adjudication by local authorities (in the past), coercion, public dialogues, facilitation, adjudication by officials, needs assessment, local development committee, participatory rapid appraisal workshops, stakeholder meetings and negotiations
Moeliono & Fisher	Indonesia	Forced relocation of upland peoples is followed a few years later by the declaration of large areas as protected forest and marine reserves	Officials, stakeholders and local, national and international groups develop a collaborative conflict management design based on participatory action research, mediation processes, public meetings and workshops to empower local communities to participate more effectively in defining issues and negotiating key positions	Coercion, participatory action research, public dialogues, workshops, interagency meeting, activist mediation, negotiation and planning meetings
Blomley	Uganda	Conversion of forest reserves into national parks restricts local access to and use of forest resources	An international NGO facilitates a negotiated conflict mitigation process with officials and communities to re-establish limited local access to forest resources	Rapid vulnerability assessments, participatory research, facilitation, meetings and other fora, negotiations, multiple use resource programme, participatory monitoring
Pillien & Walpole	The Philippines	Conflicts arise from intense competition among diverse resource users and the declaration of the Malampaya Sound as a protected area	Conflict management requires local participation in a collaborative process involving public dialogues, consultation, networking, planning and techniques such as community mapping	Consultation, negotiations, community mapping, strategic planning workshops, task forces, coordination among agencies and communities

ANNEX

Using the conflict management case studies: some guidelines for facilitators

INTRODUCTION

A case study is a training tool to develop analytical skills by drawing examples from real life. Case study exercises concentrate on probing and understanding the complexities of particular situations. The cases can be treated separately, but they can also be compared and contrasted. It is important to understand more than just *what* happened or *how* it happened in each case. You need to consider *why* it happened: What led people to select particular options? What motivated them? What constraints did they perceive or encounter? As you and other participants discuss the cases, it will become clear that multiple interpretations are possible for most situations. The clearest understanding often emerges through the weaving together of multiple views.

EXERCISE DIRECTIONS

The goal of case study exercises is to encourage the participants to discuss the cases in a thoughtful and thorough manner. Participants must have the opportunity to read the entire case and time to reflect on it. Given the length of the studies, it is advisable to ask participants to read them before attending the discussion session. A rushed reading of the cases will undermine participants' ability to understand and analyse the materials thoughtfully.

The cases are best discussed in small groups where all participants have plenty of opportunity to share their views. Thus, it may be necessary to split large gatherings into smaller groups to facilitate discussion. The trainer or facilitator should provide direction and guidance for the discussion, but in a way that allows sufficient time for participants to discuss their views about the materials. Each case study includes a series of guiding questions to serve as the focal points for discussion.

Facilitators can follow the following procedures in carrying out the case study exercises. These are not the only way to conduct such exercises; they are simply provided as potentially useful techniques. Again, what is important is to foster a

setting where participants have the opportunity to reflect thoughtfully and exchange ideas about the cases.

Step one

Introduce the case study as an active learning method. A key point is that each case is only a piece of a story, an interpretation of what occurred and not a full history. The purpose of engaging in case study analysis is to sharpen problem-solving skills. One gains an appreciation of the need to assess probable causes and determine what additional knowledge is needed to design a conflict management strategy. One also recognizes the importance of evaluating different options in deciding what strategy to pursue.

Step two

When opening the discussion of a particular case, reviewing the content helps determine whether all the participants understood the materials (and how well they did their reading!).

Rather than simply opening with the broad question of “what happened?”, provide a series of guiding questions:

- What was the conflict about?
- How did the conflict manifest itself?
- Who were the other stakeholders or interested parties?
- Why, and how, did the parties seek to resolve the conflict?
- Did the community members seek help from outsiders? (Or did outsiders intervene?)
- What resources were expended in the conflict management/resolution process?
- What was the outcome of the conflict management/resolution process?
- Did any information seem to be missing that might have helped you understand the case study better?

Step three

Having reviewed what happened, the bulk of the discussion time should next be opened to the more important consideration of why it happened, and what alternative actions and processes were possible. In addition, participants should explore the broad lessons learned from the case study and how these relate to (or contrast with) the circumstances and situations they themselves have faced.

The following questions can be useful in encouraging discussions analysing why it happened:

- Why did the conflict arise?
- Did it have a single cause or multiple causes (and how does one determine that)?
- Could the conflict have been anticipated?
- What was the role of power or power relationships in the conflict?
- Is a level playing field necessary to resolve conflicts?
- What was the role of gender in the conflict?
- What other socio-economic considerations influenced the conflict management process?
- Why did the conflict parties seek to resolve their conflict?
- Why did the conflict parties pursue their particular conflict resolution strategy?
- What other conflict resolution options were (or might have been) available?
- Were sufficient resources available for addressing the conflict?
- If you had been consulted by the parties in the conflict, what conflict resolution strategy would you have recommended?
- If the parties used negotiation, what factors contributed to their success or failure?
- How would you have conducted negotiations in the case?
- Was the conflict adequately addressed by the selected conflict management/resolution processes?
- Was the conflict resolved or simply managed?
- What are the three main lessons to be learned from this case study?
- In your experience, have you met with a similar conflict or conflict management/resolution process?
- Comparing the case with other cases you are familiar with, what conflict management or resolution processes seem to work best?

These questions can also be given to subgroups of the participants to discuss on their own. After a specified time all the subgroups can reconvene and exchange their views. Then it might be possible for the group as a whole to reach consensus about the answers.

ALTERNATIVE USES OF THE CASE STUDY ACTIVE LEARNING APPROACH

Role-playing

An alternative method for exploring the cases is to generate group findings through role playing. In this method the trainer asks each group to assign the character roles from the case study and develop a script that addresses its conclusions.

Provide 15 minutes per group presentation. Guiding points to the script development include:

- ◆ Identify the individual characters and their involvement in the conflict.
- ◆ Develop a scene where the characters interact, either in discussion or in a conflict situation, highlighting their interests and underlying concerns.
- ◆ Include a summary scene that explains the group's findings or proposed outcome.

Resolution design and application tool

Any conflict situation can be developed as a case and used as an analysis exercise, or as a resolution component. If stakeholders are to develop a conflict case as part of a facilitated resolution meeting, a Case Study Development Forum can be initiated to develop the ideas and provide a structure.

The purpose of the meeting is to provide time for the various participants to weave their various stories together in a single version representing all the issues that led to the conflict. A basic format for guiding the Case Study Development Forum includes the following steps:

- ◆ An introduction to the background information on the conflict, such as the social and physical environments, and the wider institutional, political and economic setting.
- ◆ A summary of the conflict, including the stakeholders, basic issues and any underlying needs and concerns.
- ◆ Identifying conflict management or resolution strategies, including communication and negotiation practices.
- ◆ Documenting the results to date and any recent or outstanding issues.