

**Caribbean Natural Resources Institute (CANARI)
Understanding and Managing Natural Resources Conflicts**

**19th – 22nd July 2005
Trinidad Hilton, Port of Spain Trinidad**

Workshop Report

Summary

The Caribbean Natural Resources Institute (CANARI) held a workshop on “Understanding and Managing Natural Resource Conflicts” in Trinidad from 19th to 22nd July 2005. The target group for the workshop was natural resource managers from the Caribbean islands. The workshop was attended by fifteen participants from the Caribbean (see Appendix 1 for Participants List) and facilitated by Vijay Krishnarayan. Nicole Leotaud served as rapporteur. Full or partial scholarships for attending the workshop were awarded to some participants by the Commonwealth Foundation and under the CANARI-Hivos project “Improving governance through civil society involvement in natural resource management in the Caribbean” funded by Hivos.

The workshop objectives were to:

1. Increase awareness of the potential causes of natural resource conflicts;
2. Improve the understanding of the nature and dynamics of natural resource conflicts;
3. Introduce skills and methods that can help to analyse and manage natural resource conflicts.

Based on feedback from participants, the key outcomes of the workshop were:

- The workshop was highly successful in facilitating networking and sharing of experiences among participant organisations.
- Participants learnt about a variety of cases of conflict from around the Caribbean, and were able to analyse common some themes in these cases.
- Participants gained skills in applying stakeholder analysis and negotiation as tools in conflict management.
- Participants gained an increased appreciation of how individual, third-party and joint action could be applied to resolving disputes.
- Participants developed 12 month action plans for three case studies – Pitons Management Area in St. Lucia, Grande Riviere beach in north-east Trinidad, and Kilgwyn wetland in Tobago.
- Participants were motivated to apply theoretical tools for conflict management to their own situations.
- Participants learnt some key principles for co-management of natural resources through exposure to the successful experience of a community engaging in a co-management arrangement with government to manage a sea turtle nesting beach in north-east Trinidad.
- Participants said that they gained strength from seeing someone else going through similar issues and managing these effectively.

- Participants demonstrated their satisfaction with the quality and relevance of the training provided by CANARI and expressed their interest in attending other CANARI training workshops.

The workshop agenda is attached as Appendix 2. A report of each session follows.

DAY 1

Workshop Opening

Sarah McIntosh, Managing Partner of CANARI, welcomed the participants to the workshop. She introduced CANARI and reviewed its unique partnership governance structure. CANARI was in the midst of a strategic planning process, which would include a review of its capacity building via training workshops. The mission is much broader than natural resource management and included a focus on livelihoods dependant upon natural resources and poverty alleviation.

Participant Expectations

The facilitator asked each participant to introduce themselves, their organisation, outline what experience they have had or are having with conflicts around natural resources, and state what they expected to get out of the workshop. These were recorded on a flip chart as:

- Get opportunity to exchange experiences with others and take back to colleagues
- Take back ideas about managing conflict (versus solving) and build NGO collaboration
- Examine tourism/environment conflicts
- Understand concepts and principles of conflict management – guide work with CBOs
- Conflict around now and future and equitable sustainable tourism
- Understand causes of conflict using real life experiences
- Develop some objectivity around natural resource conflicts
- Help to manage conflict around zoned multi-use marine park and how to involve other players in community
- To transfer learning to young people / negotiate with partners
- Learn how to bridge gaps between stakeholders
- Apply theory to practice

Context for CANARI's involvement in conflict management

CANARI has been testing and promoting the use of participatory planning and management for the past 25 years. CANARI plays a role in conducting applied research, in analysing other experiences, and in advocating these learnings. This has included a substantial training component.

CANARI has found that conflict is a recurring theme across the Caribbean and feedback consistently shows a demand for support materials and training on conflict. However, there is little material available that is relevant to the Caribbean context. Academic literature comes mostly from America, and natural resource related case studies come from Africa, or the Pacific, where the focus is on indigenous rights. Little of this is applicable to the challenges of small island states in the Caribbean.

CANARI has engaged in research and analysis of case studies on Caribbean islands and used these learnings to guide its training workshops on conflict management. CANARI has also developed guidelines on conflict management that will soon be published.

The hypothesis underpinning CANARI's approach to conflict management is that this arises from inequitable power relations and the way that power is used by those that have it. Power determines the distribution of and access to the benefits that accrue from natural resources. This inequality is deeply embedded in the structures of society, which means that conflict will persist. Trends are to increase participation in natural resource management but constraints are also structural (e.g. need for reform of governance structures, perceptions of civil society and concept of leadership).

Introduction of key conflict-related concepts

There are several reasons why conflict is so relevant for natural resource management in the Caribbean:

- Dense population – especially compact in the coastal zone;
- Resources are finite – giving rise to fierce competition among diverse users for uses, some of which are incompatible;
- Natural resource management is only a small piece of policy and decisions and is often dominated by other concerns (e.g. economic, tourism);
- History of resistance to authority and resilience in the face of adversity;
- Systems are changing – social trends (e.g. migration) and economic change (e.g. demise of agriculture); and
- Natural resource management systems were designed for times when natural resources were seen as goods (e.g. fisheries, forestry) but they are increasingly seen as services (e.g. watershed, protected area). This implies greater complexity as resources have to be managed as goods as well as services for multiple stakeholders.

These trends result in vast and deep changes necessitating a change in management approach. Conflict is often triggered by a change in management approaches because this creates a new set of winners and a new set of losers when there are trade offs among stakeholders.

Natural resource managers find themselves in the front line because they have statutory responsibilities to regulate natural resource use and they have close working relationships with natural resource users. However, they are often removed from the processes and decisions that have created conflicts and lack the resources (people, money, skills) to work in this context.

One response to the increasing complexity of natural resource management in the region has been participatory management with the premise being that people who use natural resources need to be involved in the management. However, participation with its emphasis on identifying and involving stakeholders is not a cure all – far from it. It can lead to complex arrangements, which actually reveal conflicts that may have existed below the surface, rather than make them go away. Participatory approaches will reveal conflicts and identify areas for management focus.

Participants were divided into groups in which each participant shared one burning case of conflict that they were currently experiencing. Each group negotiated to choose one case to develop during the workshop.

The groups reported back on the cases chosen:

Group 1: *Carriacou Marina Development*

Virginia Fleary-Noel reported on the proposed marina development in Carriacou which was opposed by the community opposition because of concerns over restricted access, relocation of the market, and the potential for environmental destruction. This development was not originally approved by the planning division in government but this decision was overruled and eventually it was approved. Developers signed a Memorandum of Agreement with the Carriacou Environmental Committee (CEC), an umbrella organisation of NGOs and CBOs. The marina is located within the marine protected area. There are also elements of conflict within groups in the CEC, conflicts between government agencies, and mistrust between government and the NGOs and CBOs.

The group noted that it chose the case on the basis of commonalities with other cases shared and that they didn't want to replicate what other groups were doing.

Group 2: *St. Lucia Pitons Management Area*

The group deliberated on two situations: conflicts between users of a beach in St. Vincent and conflicts surrounding the Jalousie expansion in the Pitons Management Area in Saint Lucia. The latter case was chosen because the group felt the issues were in common with most participants.

Darnell Bobb reported that only 20% of the Pitons Management Area (PMA) is owned by government, the remainder being owned by several small private landowners (see Figs 1 & 2 for maps of the PMA).

The Area is managed by the PMA Advisory Committee (PMAAC). In June 2004 it was designated as a World Heritage Site (WHS). The listing was then threatened by the expansion of the Jalousie hotel located within the area, but the hotel withdrew its proposal for expansion. Currently Jalousie developers have resubmitted a proposal for expansion to up to four times its current size.

Figure 1: THE PITONS MANAGEMENT AREA ZONES

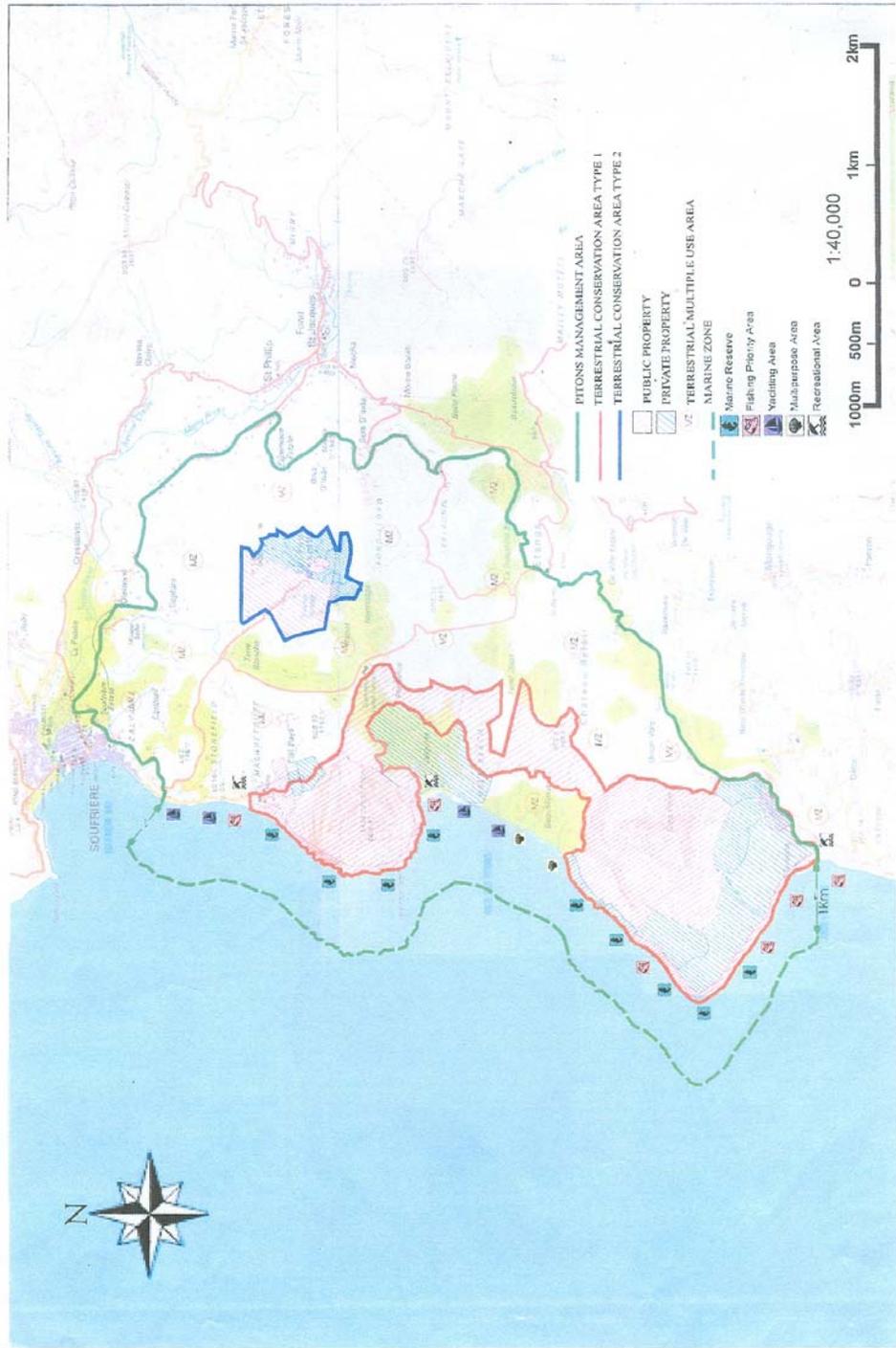
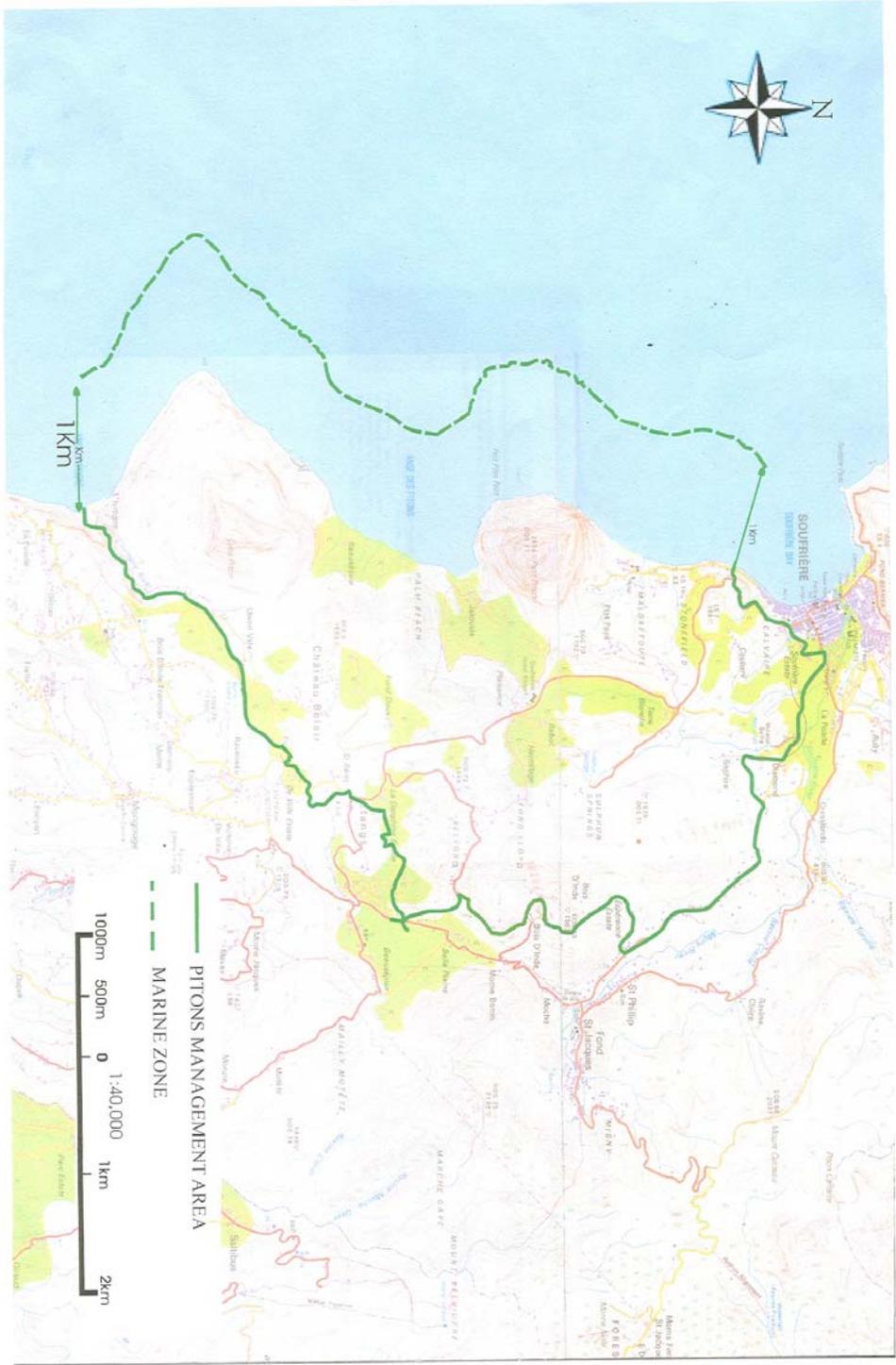


Figure 2: BOUNDARY OF PITONS MANAGEMENT AREA



Concerns are that:

- This expansion could result in delisting of the PMA as a WHS;
- There will be negative impacts on the marine environment from soil erosion during construction;
- There will be a very high demand for potable water from the expanded hotel; and
- Safety of visitors from rock slides from the Pitons will be a problem.

Potential benefits were identified as:

- Employment; and
- Linkages with other industries.

The PMAAC submitted its recommendations to the St. Lucia Development Control Authority (DCA) that the proposed expansion not be approved.

Participants agreed that this was an excellent case demonstrating the complexities of pressures from different stakeholders.

Group 3: Grande Riviere Beach Management

Stephen Poon reported on the current conflict at Grande Riviere beach in north-east Trinidad between day users of the beach and the community group and government that are together managing the beach for nesting sea turtles. The beach has free and open access from 6 am to 6 pm. The concern is that over-use could potentially create long-term degradation and habitat change and negatively impact the population of sea turtles, which are locally and internationally endangered.

Fig 3: Members of Group 3 discussing the case of Grande Riviere beach



Participants discussed the common themes among the case studies as:

- Conflicts exist among government, community and users and between each group (see Fig 3 of model showing where conflict exists between each group i.e. on each side of the triangle);
- There may also be conflicts within stakeholder groups (e.g. Carriacou Environmental Committee (CEC), community users);
- Development pressures conflict with conservation goals;
- Issues revolve around the use of land;
- The agenda of different groups is different – government is interested in economic development, NGOs are interested in environmental conservation, and the community is interested in “bread and butter” issues – so that they are at different points within the triangle in the model shown in Fig 4, but this system is dynamic and the position of stakeholders changes in response to political, economic and social pressures;
- Cases require projecting into the future to assess impacts but data is lacking – note that data may be scientific or traditional knowledge and knowledge is not neutral but part of the power structure; and
- Tradition and culture is conflicting with new technology and ideas.

Fig 4: Model of relationship among stakeholders

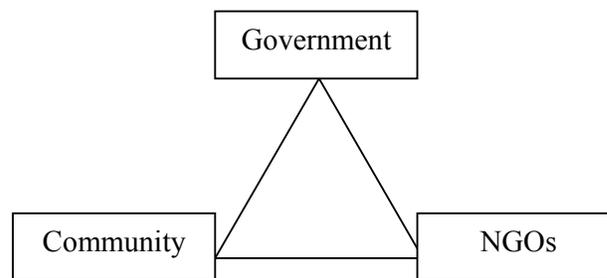
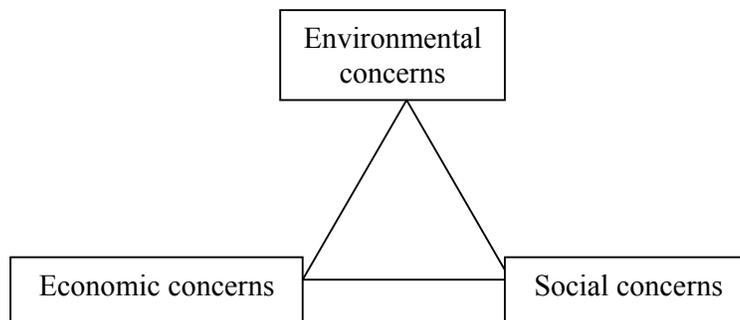


Fig 5: Model of relationship among environmental, social and economic concerns



Working definitions of key terms

The facilitator noted that there are key concepts that need definition before moving forward, for example conflict. Participants agreed that the following other terms also needed definitions:

- Capacity
- Inequality
- Sustainable development
- Stakeholder
- Community management

Participants worked in their groups to construct working definitions of “conflict” and at least two other terms which the groups could select. Groups worked for 30 minutes and recorded their definitions on flip charts. Each group then presented their definitions to the whole group (see Table 1 below) and got comments and suggestions for additions (in italics).

Table 1: Definition of terms

| Term | Working definition developed by groups |
|-------------------------|--|
| CONFLICT | <p>Group 1: A dispute that arises out of the use of resources that prevents stakeholders from achieving their goals.</p> <p>Group 2: A situation where two or more parties have competing or opposing views on a particular issue (may be positive or negative).</p> <p>Group 3: The apparent disagreement between parties based on self interest.</p> |
| STAKEHOLDER | <p>Group 1: Persons or organisations that have a vested interest in the issue at hand.</p> <p>Group 3: Party with a vested interest / stake which may / may not be impacted.</p> |
| CAPACITY | <p>Group 1: The ability <i>and willingness</i> to deliver/achieve an objective.</p> |
| COMMUNITY MANAGEMENT | <p>Group 2: A process whereby a community is empowered to plan, organise, implement and evaluate projects with little or no government influence. <i>Discussion: note that decision-making process BY the community is embedded in this process.</i></p> |
| SUSTAINABLE DEVELOPMENT | <p>Group 2: Wise use of resources by present generation without adversely affecting <i>supply or availability</i> for future generations.</p> |
| INEQUALITY | <p>Group 3: The disproportionate distribution of power.</p> |

Participants discussed some key points for the concept of conflict:

- Participants highlighted the use of word “apparent” to describe differences between stakeholders, noting that once stakeholders started to communicate, they often find that they have common ground as a base to work with.
- Participants discussed the difference between “dispute” and “conflict”. The facilitator used the analogy of an underwater volcano (or iceberg) being the dispute and clarified that conflict happens when dispute appears above the surface.
- Participants emphasised that conflict can involve more than two parties and can therefore be quite complex.
- Participants agreed that the outcome of conflict may be positive or negative. Conflict may be positive if it forces inclusion of different perspectives and uses in management. Dennis Sammy noted that conflict provides an opportunity for creativity in problem solving.

The importance of defining terms was agreed to be the need to make the terms relevant and applicable to the unique Caribbean context on each island. The working definitions were then compared with what others have said as shown on slides:

- **Conflict**: Differences between parties, which are unresolved and definite.
- **Stakeholder**: The individuals, groups and organisations that are involved in or may be affected by a change in the conditions governing the management and use of a resource, space or sector.

The root of conflict can be found in differences in power between stakeholders and the way it is used. Some have more power than others because of their inherited characteristics (e.g. gender, race) and/or their acquired power: wealth, education or the power to regulate.

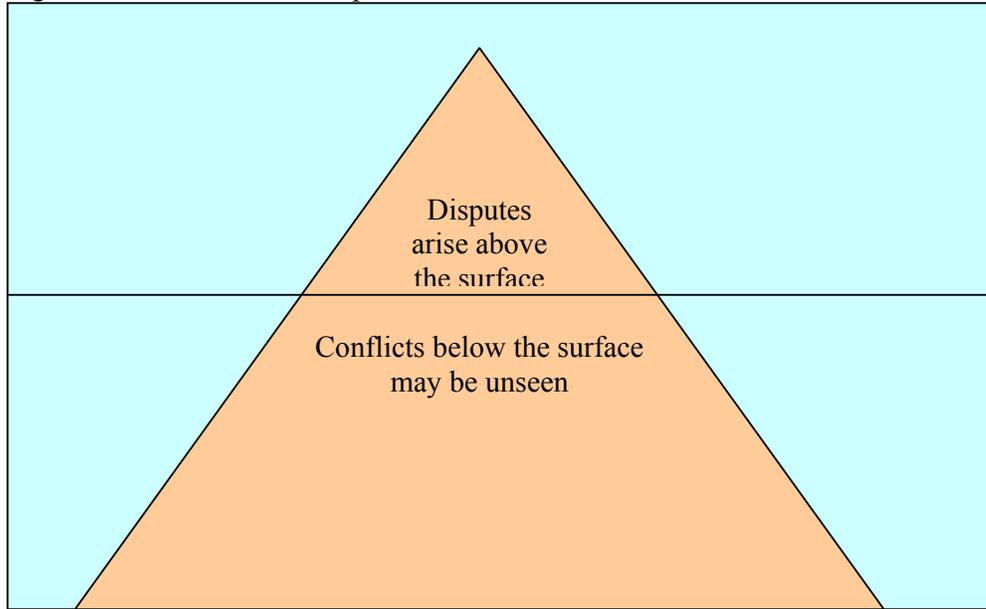
Conflicts were seen as driven by differences between stakeholders, but not just between two sides. Stakeholders have a stake (past, present or potential) in the way that resources are used or managed and are able to influence outcomes of management. In conflicts, dynamic alliances (sometimes unlikely) will be made and broken.

Conflicts arise because of differences between stakeholders which are unresolved. One of the reasons for rules (formal and informal) regulating the right of access to and use of natural resources is to prevent conflict. When rules break down conflicts arise.

Conflicts arise because of differences between stakeholders which are unresolved and definite. If differences are not expressed there is no evidence of conflict. These expressions of conflict are often the focus of resolution and are referred to as disputes.

The focus of conflict management is on outcomes that enable co-existence and the pursuit or achievement of management objectives. There can be pro-active (e.g. stakeholder analysis) and reactive (e.g. negotiation) approaches to conflict management. Using the analogy of underwater volcano (or iceberg), where only the tip visible this is what is treated but there may be a much larger conflict below the surface that is unseen and is therefore not addressed (see Fig 6).

Fig 6: Model of conflict / dispute



Whether the conflict is below or above the water, it will elicit different approaches. For example, if it is below the surface stakeholder analysis can be used to elicit various interests. If above the surface negotiation or dispute resolution may be required.

DAY 2

Introduction to Nature Seekers Inc. (NSI)

Dennis Sammy, Manager of Nature Seekers Inc (NSI), gave a brief overview of the historical development of NSI (see attached slide presentation in Appendix 4).

It was recognised that NSI developed out of a group from four villages that were brought together by the Wildlife Section to receive training in sea turtle biology and tour guiding, with an aim to involve the community as Honorary Game Wardens in nesting beach patrols.

A key point for discussion was the differences between the Wildlife Section and the Forestry Division, where the former existed as a small unit within a much larger and more powerful structure which had a very different philosophy and management approach to natural resource management and collaboration with local communities.

Participants were taken to visit the Matura beach and saw the building where orientations are conducted for sea turtle night tours. They also saw evidence of many recent sea turtle nests on the beach, some of which were marked off as part of a research project being conducted by NSO to examine the impact of compaction on nest success.

Fig 7: Participants visit Matura Beach



Panel discussion

Panelists representing Nature Seekers Inc. were Susan Lackhan, Christopher Mitchell, Marissa Ramjattan, and Dennis Sammy. Ken Fournillier previously worked as coordinator of the sea turtle project for the Wildlife Section, Forestry Division and was also on the panel. The session was chaired by the facilitator.

Some of the early conflicts in the formative years of the sea turtle project and the formation of Nature Seekers Inc. were identified as being:

- Conflict arising when the beach was designated as a Prohibited Area in 1990 without consultation with the community;
- Struggle between the local community and Forestry Division over “ownership” of the beach resources and the right to manage them;
- Conflicts between NSI members who were patrolling the beach and turtle poachers, which led to disputes and in some cases physical aggression;
- Negative statements being made by NGOs that were located outside of the community but who had been conducting some research and education around sea turtles and who felt excluded from the process and resented management authority being given to the local community; and
- Conflicts between NSI members and the Forestry Division as a result of NSI perceptions of abuse of authority and disrespect for the rules and the authority given to NSI by some officers in the wider Forestry Division (not including the Wildlife Section) when they visited the Prohibited Area with guests.

Actions taken by the Wildlife Section to address the early conflict caused by designation of the beach as a Prohibited Area included:

- Issuing free permits to the local community for access to the beach;

- Intensive dialogue with groups and individuals to address the wider concerns of the community as well as their concerns specific to the sea turtle project; and
- Conducting training for the local community in sea turtle biology, research, education and tour guiding.

Panellists identified the conflict management strategies used as:

- Identifying stakeholders;
- Diagnosing the conflicts;
- Negotiation;
- Satisfying the livelihood concerns of the community;
- Using education instead of physical confrontation;
- Identifying partners in the community;
- Communication;
- Listening to concerns;
- Consulting with stakeholders;
- Finding common goals;
- Understanding who had power;
- Knowing what strategies will work at what time;
- Gaining the trust of the community;
- Being consistent; and
- Using external facilitators (e.g. WIDECASST training).

The facilitator summed up by emphasising the key role played by intermediaries in conflict management, whether the intermediaries were individuals (e.g. Ken Fournillier from the Wildlife Section), organisations (e.g. the Wildlife Section), or a counterpart (e.g. the Village Council). The importance of building trust and working within existing structures (rather than creating new ones) were also emphasised.

As a transition to examining more recent conflicts, Dennis Sammy reviewed key turning points for the organisation as being:

- In 1994 when part of the fee for the permit for access to the Prohibited Area was given to NSI for guide fees;
- In 1998/1999 when the requirement for having a tour guide was made a mandatory part of the permit and NSI was given a monopoly for this service;
- Scientific training from WIDECASST;
- Training from Charles Tambiah who worked to bring together stakeholders; and
- The change to the new governance structure in 1999/2000.

Marissa Ramjattan discussed the conflicts that developed within NSI when it was moving from the previous Village Council governance structure to the new structure with a Board and a Manager with Board members concerned over the transfer of responsibility to the Manager. Participants recognised that the same conflict management techniques could also be applied to conflict within groups, which was also a common form of conflict.

DAY 3

Identifying Causes of Natural Resource Management Conflict

Participants brainstormed broad causes of conflict as:

- Differences in interests - motivations, roles, responsibilities, culture;
- Inadequate dialogue with other stakeholders - those left out have no voice, may lead to false perceptions and misunderstandings;
- Change – will always bring about a reaction (may be negative, may be fear), can be uncomfortable (e.g. loss of power);
- Change in environment e.g. status of resource; and
- Leadership styles – consensus versus conflict – enabler versus autocratic – note that different styles may be necessary in different situations – key skills/quality are communication, coaching, able to take risks, having a strong vision, integrity, able to know when to use different management styles, understanding the context.

The facilitator presented causes of disputes that had been identified by CANARI through case studies and participants in other workshops. These were discussed.

Economic and social/cultural reasons:

- Where there are perceptions of threats to livelihoods or insecurity of livelihoods;
- Changing trade conditions (e.g. banana industry); and
- Impacts of globalisation & Caribbean Single Market Economy (CSME).

Policy reasons:

- Where legislation exists but is not detailed enough to give a clear and specific mandate;
- Where a protected area is designated but no boundaries were determined;
- Natural resource policy and legislation lag behind current management needs;
- Issue of security of tenure for management – but need to have capacity to manage – may need collaborative management;
- Note that the pace at which policies are developed and implemented is directly related to political priorities, which are driven by societal needs and priorities, but there may be a disconnect between people and political representatives;
- International policies can catalyse participatory and conservation processes but this can cause conflict when the local institutional context and culture is not in harmony with international drivers; and
- Question of the role of civil society – facilitator, implementer, representative.

Institutional reasons:

(An institution was defined as an arrangement of organisations and rules (laws, policies, systems) needed to make it work.)

- For example whether forestry or fisheries has jurisdiction over sea turtles on land;
- There may also be gaps in management; and

- For example establishment of marine reserve at La Parguera in Puerto Rico that excluded a key stakeholder group – neighbouring village fishermen – in designating areas.

Organisational reasons:

- For example lack of clarity of role – facilitators or enforcers?

The importance of working with stakeholders to identify possible alternatives or modifications to natural resource use was noted.

Cross cutting themes were identified as:

- Change – e.g. if change mesh size of net, those that cannot afford to buy new nets lose out, note that natural resource management is often too de-linked from information on status of resource so that management interventions do not address the priority needs;
- Status of the resource – e.g. fisheries stock declines; and
- Context – natural resource managers need to think in integrated and interdisciplinary ways and interact with other disciplines to best manage the natural resources.

Participants brainstormed responses to disputes as:

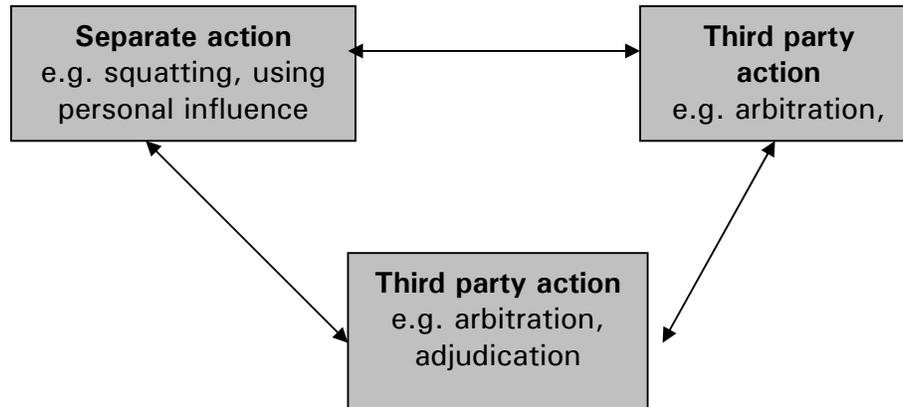
- Placing blame
- Panic
- Fight
- Denial
- Loss of membership in organisation
- Compromise
- Looking for alliances
- Shy away / flight
- Accepting responsibility
- Growth
- Dialogue

The facilitator noted that some of these are responses to disputes and some to conflicts. He presented some responses to disputes as:

- Separate action – ‘better to ask for forgiveness than permission’ – stakeholders therefore do not want to participate in any dialogue or consultation – the lesson is that any participatory process needs to be attractive enough to all stakeholders;
- Third party action; and
- Joint action – important in negotiation to determine what things are negotiable (e.g. interests – what kinds of jobs) and what are not (e.g. religion, beliefs) – mechanisms that bring stakeholders together can help e.g. Soufriere has stakeholder forum that allows grievances to be aired – a neutral facilitator can also help to bring disparate groups together

All these responses are linked, for example if a third party action alienates a stakeholder, may go to separate action or may decide need to try joint action. See the model in Fig 8 below.

Fig 8: Linkages among separate, third party and joint actions.



Participants reflected on what responses have been tried or could potentially be tried for each of the three cases chosen.

- Although the Carriacou marina case went to court and the planning department won the case, the decision went back to the Minister and was overturned.
- In St. Lucia each response was applied. It started with separate action where the Jalousie developer tried to use influence to get to the decision makers. The government recognised the importance of the decision and potential consequences and therefore is not giving the developer the response they would like to hear. The developer is now seeking audience with the Piton Management Area Advisory Committee (PMAAC). A decision on this issue is hampered by the absence of clear policy guidelines on what is negotiable. It is perceived that the developer is willing to go to third party action.
- In Grande Riviere the Wildlife Section is adopting a 'wait and see' approach because of the lack of clear information on impacts. The onus is on them to begin action but it is felt that if the community doesn't see action they will agitate to get something done.

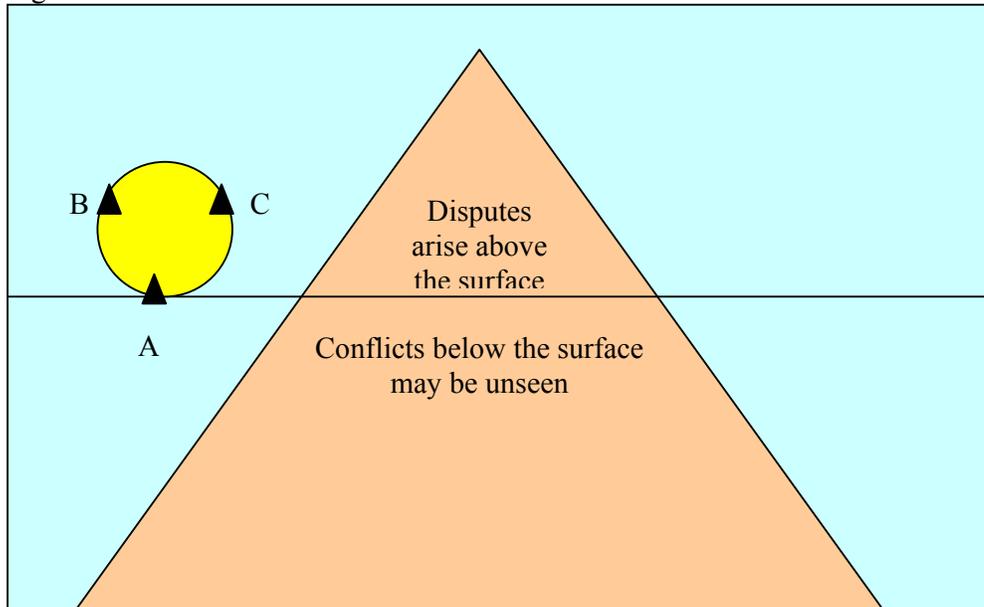
Participants agreed that the distinction between a response to a dispute and a cause is fuzzy, and that these two are closely linked.

Method for analysing natural resource conflicts

The analogy of a volcano or iceberg was used to note that the three types of responses (single, third party and joint) addressed disputes – the part of the volcano or iceberg that was emerging above the surface of the water. There are several things below the surface that can either help or hinder conflicts coming out into the open. The analogy of a beach ball floating on the water was introduced (see Fig 9). Joint action takes place at the point where the surface of the ball meets the water (A), i.e. at the transition point where a conflict is about to emerge as a dispute. Here actions include negotiation, communication, dialogue and partnership. This is where efforts need to be concentrated. As issues continue to emerge and full-blown dispute is created, there

is choice of which approach to use. Third party action and separate action are at points on opposite sides of the ball above the surface of the water (B & C) and either approach can be used when the situation has escalated into a dispute.

Fig 9: Model of choice of actions to be taken



Analysing disputes and conflicts using this analogy (whether they are above or below the waterline) can be used as a method for choosing different conflict management techniques.

It was noted that people sometimes are not clear when they are stakeholders. Also after an action is taken new stakeholders may emerge or be created.

Stakeholder analysis

Participants noted that stakeholder analysis involves understanding who the stakeholders are, what are their interests, how are they involved in decision-making, what are their roles and responsibilities, and what are their needs and driving factors.

Stakeholder analysis was defined as a tool for the systematic identification and analysis of stakeholders to gather information relevant to the management of natural resources.

Stakeholder analysis can be used to:

- Identify sectors, groups, communities, individuals that have a stake in the resource;
- Analyse expectations, rights, responsibilities and relationships;
- Design processes that aim to make decisions or generate options ;
- Reveal hidden agendas and underlying needs; and
- Design other tools (such as communications strategies).

The starting point for stakeholder analysis is what information is needed for management. This determines the key purpose and the questions to ask to structure the analysis. This is different for each conflict and context.

Activities in stakeholder analysis include:

1. Determining the purpose of the exercise – why is a stakeholder analysis needed? What do you want to understand?
2. Listing the stakeholders. More questions can help (e.g. What is the resource used for? Who are the users? Who are the winners and losers?)
3. Analysing the interests of stakeholders. (e.g. What are their interests? Which of these interests conflict with others? Which interests are negotiable?)

Stakeholder analysis should focus on the relationships and interactions rather than the completeness of the list of stakeholders. The analysis should be reviewed regularly as stakeholders come and go. It is a tool for participation, but does not have to be participatory. If stakeholders are involved in the process they may identify additional stakeholders and add information to the analysis and it can help get stakeholders to see each others point of view.

Groups worked for 30 minutes to start stakeholder identification and analysis for one aspect of the conflict in their cases. The process was to identify the issue and from this the question(s) needed to structure the analysis. Then groups were to list broad categories of stakeholders. Groups then reported on their analysis.

Group 3: Kilgwyn Nature Reserve in Tobago

Jean-Claude Petit reported that their group had chosen another case to examine since the person from Carriacou was absent. The new case was the proposed Kilgwyn Nature Reserve in Tobago. Environment TOBAGO has been approached by the local government authority, the Tobago House of Assembly (THA), to assume responsibility for managing this wetland. Several issues exist regarding legal and illegal use of the wetland resources, for example crab catching, harvesting of mangroves for craft production, and sand mining.

Stakeholders identified were:

1. Fisherfolk – need access to the beach for fishing;
2. Private property owners – interested in selling adjacent property for development of nature reserve;
3. Residents – two villages, want to enjoy recreation and use of nature reserve, will be trained as tour guides;
4. Environment TOBAGO and other NGOs – interested in wetland conservation;
5. Tobago House of Assembly (THA) – Fisheries & Department of Natural Resources – responsible for natural resource management;
6. Environment Management Authority (EMA) – responsible for coordinating environmental management;
7. Institute of Marine Affairs (IMA) – interested in research;
8. Other (illegal sand miners) – use the resources illegally.

9. Tour operators – gain an income from using the wetland; and
10. Visitors to nature reserve – locals & tourists – who want to visit the wetland.

The group identified problems that arose as they were doing the exercise as:

1. A new case had to be chosen.
2. The issue of including illegal users as stakeholders. A lot of discussion took place on identifying illegal users and recognising that they may be a key group that was a concern of management although they might not want to be included in inputting into management decisions.
3. It was recognised that not all stakeholders would be involved in the process immediately – the process is fluid and could take place in stages. But it was noted that it may be key to include consideration of them from early on because otherwise they may derail management.
4. It was also noted that illegal stakeholders would find a way to participate as another group (e.g. villagers).

Group 2 – Soufriere World Heritage Site in St. Lucia

The group listed many stakeholder groups but only analysed the top three because of time limitations. They looked at who was responsible for or influenced managing land or resources (developers, PMAAC, Ministry of Tourism, farmers), who used the resources, and who impacted on the resources. Their analysis is recorded in Table 2 below.

The group noted that an outside entity will have to facilitate joint action (self-action has already been taken by each of the three main stakeholders identified) towards sustainable use and development.

They identified limitations in the stakeholder analysis activity as:

- Time management;
- Designing the process; and
- Having a natural resource management perspective but trying to understand the perspective of a developer.

Table 2: Stakeholder analysis for Soufriere World Heritage Site

| | |
|------------------------|--|
| Problem identification | Conservation versus development at Piton Management Area (PMA) |
| Stakeholders | PMA Advisory Committee (PMAAC) Jalousie developers Development Control Authority (DCA) (Ministry of Planning) Ministry of Tourism Farmers Fisherfolk Service providers (taxis, tour guides) |
| Uses | Hotel – hospitality services PMAAC – conserve integrity / sustainable use of World Heritage Site (WHS) Service providers – livelihoods |
| Impacts | Hotel - major employer SMAAC – custodian of WHS / limiting development Service providers – self-interest / over-use of resources |
| Alliances | Ministry of Tourism / service providers Jalousie developers / Ministry of Tourism Constituency representative (government) / community PMAAC / St. Lucia National Trust PMAAC / St. Lucia Archaeological Society PMAAC / St. Lucia Heritage Programme PMAAC / UNESCO Service providers / St. Lucia Heritage & Tourism Programme |
| Role in management | Jalousie developers co-manager through land ownership PMAAC co-manager through legal status / WHS inscription Service providers co-manager through representation on PMAAC |

Group 1 – Grande Riviere Beach in Trinidad

This group identified the purpose of the analysis as the identification of stakeholders for consultation. The natural resources being used were identified as the beach for bathing and as habitat for sea turtles. They identified the stakeholders and their interests as:

Government:

- Forestry – carrying capacity
- Fisheries – beach access
- Police – law & order

Community:

- Community group – conservation
- Residents – beach use
- Hoteliers – visitor access and safety
- Fishermen – beach access

Excursionists:

- Turtle watchers
- Bathers
- Campers

Tour operators:

- Day/night - access

Negotiation

Negotiation assumes that for management to be effective it must meet as many of stakeholders' complementary interests as possible. Therefore stakeholders must be:

- Identified and aware of their interests;
- Willing to give and take;
- Aware of the different layers of conflict (the process and the substance) ; and
- Included (if they impact on the outcome of the negotiation).

Levelling the playing field is essential for negotiation to take place. Issues to consider are:

- Do stakeholders have the capacity to participate?
- Is everyone being heard?
- Who set the agenda?
- Can everyone revisit the outcomes?

There is no template for negotiation but there are some steps to consider.

- Gather information about interests of stakeholders before intervening.
- Clarify areas of ambiguity (e.g. over data, boundaries).
- Be creative about venues, medium for communication, etc. (e.g. Choose an appropriate place to hold the meeting to include all stakeholders and make them comfortable to speak.)
- Feed outcomes back into management.
- Stakeholders need to be involved from beginning but also at the end to revisit the agreement and validate the findings.
- Be creative.
- Monitor and evaluate outcomes.

Groups conducted a role play where the key resource person for each group was the facilitator and other members of group take the part of one the stakeholders. The goal of the negotiation was to bring disparate interests to agreement on one problem in the case. Groups then reported on their negotiation.

Group 1 – Grande Riviere Beach in Trinidad

The issue for negotiation was around setting a quota for beach use. The problem is that the demand from the tour operator and hotelier was exceeding the proposed quota for the beach. The negotiation between them and the Forestry Department resulted in an agreed solution that the quota would not be changed but permits would be sold so that 25% (equals to the full number they asked for) would go to the community users

and the tour operator and the hotel would be able to access 75%. These two stakeholders agreed to negotiate between themselves to allocate their permits. Stakeholders in the negotiation agreed to a trial period of three months for this arrangement while Forestry collected the data needed to evaluate if this quota is an appropriate carrying capacity for the beach to ensure minimal impacts to nesting sea turtles.

The group discussed the main challenges in the exercise that the facilitator was not independent but sided with Forestry and could not separate from his interest. The lesson is that sometimes outside facilitation is needed.

Group 2 – Soufriere World Heritage Site in St. Lucia

Key stakeholders chosen to participate were the Jalousie developer, Development Control Authority (DCA) planning department, PMAAC, Ministry of Tourism, and the service providers.

The meeting was held at a neutral venue, despite pressure from the developer to have it at the hotel. It was recognised that this would prevent stakeholders from having an equal voice in the negotiation.

At the meeting, each stakeholder was asked to introduce themselves and what were their concerns. They negotiated on the basis of a common concern to preserve St. Lucia's natural beauty as a tourism asset and part of its patrimony. They all agreed on the need to use resources sustainably. The developer agreed to fund an independent Environmental Impact Assessment (EIA) coordinated by DCA and PMAAC. The DCA would be willing to concede to the development if mitigation measures were put in place during construction. Certain non-negotiable terms (e.g. no dynamite) were forwarded as well as areas for negotiation (e.g. height of buildings). The stakeholders agreed to inform the wider community and get input from other stakeholders.

Group 3 – Kilgwyn Nature Reserve in Tobago

The negotiation was held between two private property owners and Environment TOBAGO (ET) regarding inclusion of areas privately owned into the proposed Nature Reserve. Debate took place around issues of the length of lease and fencing adjacent private properties. The agreements reached were:

- The private land owners eventually agreed to have special access to the Nature Reserve boardwalk from their property at their own expense.
- Both parties agreed to a 50 year lease.
- ET would construct the boardwalk with no negative environmental impact.
- A fence would be constructed along the boundary to maintain privacy
- Price and terms of lease still to be negotiated after evaluation of property values.

Negotiation was agreed to be a useful tool in conflict management and in a dispute, the negotiator needs to see each party independently, get input, feed this back to each, and establish terms for bringing stakeholders together. The activity revealed some of the complexity and key things to look out for in negotiation.

Fig 10: Jean-Claude Petit from Environment TOBAGO presenting a map showing key features of the proposed Kilgwyn Nature Reserve in Tobago



DAY 4

Recap of causes and responses to natural resource conflicts

The following highlights were emphasised:

- Importance of making connections – dialogue;
- Participatory approaches are one response to systematically involve people in management that can effectively manage conflict, but can lead to complex arrangements, bringing things to the surface that will need to be addressed, and is time intensive;
- Definition of stakeholder encompasses parties outside of formal structures and also includes illegal users if relevant to management;
- Conflict management uses negotiation as a tool to address conflicts (above the surface); disputes (below the surface) need to be proactively addressed before things get bad and stakeholder analysis is a useful tool;
- Cross cutting themes are change, status of resource, and context;
- Responses to disputes are separate action, third party action, and joint action;
- Stakeholder analysis is a tool for analysis and results/information can be used in a variety of ways e.g. designing communication, research, and management interventions;
- Negotiation assumes that for management to be effective it must meet as many of stakeholders' complementary interests as possible; and
- Levelling the playing field is essential in a negotiation.

Conflict can be a good thing when it:

- Reveals issues, and interests;
- Reveals stakeholders and relationships;
- Signals breakdowns; and
- Provides opportunities for problem solving.

Issues of power and equality were discussed. It was noted that the hypothesis that the cause of conflict is inequality of power and how it is used did not imply the converse – equality of power would result in no conflict. It was agreed that there can be equal power and still conflict (e.g. tied elections in Trinidad). It was also noted that situations are constantly in flux and the power balance is always changing. How power is used also needs to be considered. The consensus supported the hypothesis that power is a driver of conflict, whether there is equality or inequality. It was agreed that there may be other key causes of conflict.

It was recognised that conflict around natural resources involving multiple stakeholders had some similarities and some differences with conflicts within organisations. The situation within organisations can mirror the bigger picture when individual people are considered as stakeholders. One difference identified is that within organisations there may be more information about who are the stakeholders and some information about power relations is clear. The importance of individual personalities is critical to consider in both contexts. Although this still does play an important role in conflicts among multiple stakeholders, there is some internal negotiation and balancing out within each stakeholder group.

Fig 11: Christine George, Virginia Fleary-Noel and Jean-Claude Petit discuss conflicts in natural resource management.



Application of lessons in conflict management to case studies

Each group spent 45 minutes developing a 12 month action plan using strategies and techniques learnt in the workshop to manage the conflicts in each case study.

Group 2 – Soufriere World Heritage Site in St. Lucia

The group developed an eight-point action plan for managing the conflict surrounding the proposed Jalousie development within the Soufriere World Heritage Site (Table 3). Participants felt strengths of this case were the logical approach and negotiating the Terms of Reference (TOR) for the legal consultants.

Table 3: Action plan for Soufriere World Heritage Site

| Action | Response | Time line |
|--|--------------------------------|-----------------------|
| Conduct land survey | Department of planning | July 2005 |
| Hold informative meeting with developers, DCA, PMAAC | DCA | Early August 2005 |
| PMAAC lobbies government for policy on Limits of Acceptable Change (LAC) | PMAAC executive | Early August 2005 |
| Negotiate TOR and hire legal consultants to draft LAC policy | DCA in consultation with PMAAC | August-September 2005 |
| Conduct stakeholder analysis | PMAAC | September 2005 |
| Present first draft of LAC policy | Consultant | January 2006 |
| Solicit comments on first draft of LAC policy | All stakeholders | Jan-Feb 2006 |
| Joint negotiation | Mediator | Feb-March 2006 |

Group 3 – Kilgwyn Nature Reserve in Tobago

The group noted that stakeholder identification had been completed since June 2003 but the context and dynamics in Tobago have since changed, including key players in Environment TOBAGO (ET). Therefore there was some value in re-examining stakeholders and conducting a stakeholder analysis.

Funders were added as a stakeholder since ET intends to look for funding for the planning process and management of the wetland.

The group developed the following plan to conduct the stakeholder analysis:

1. Identify benefits stakeholders derive from the resource at present.
2. Identify how they will be positively or negatively impacted by the change of land use.
3. Identify possible areas of conflict.
4. Identify mechanisms to resolve the conflict. Foresee potentially:

- Joint action between ET and the resource users (e.g. fisherfolk and crab catchers), Environmental Management Authority (EMA), Institute of Marine Affairs (IMA), residents and non-governmental organisations.
- Third party negotiation between ET and the land owners to lease or purchase property.
- Third party negotiation between ET and Tobago House of Assembly (THA) to develop a co-management agreement.
- Communication with funders to keep them up to date on the project (time and resource) management.

ET is now in the process of designing the proposed Nature Reserve. They will conduct the stakeholder analysis over next three months. ET has a target date of December 2006 for opening of nature reserve.

Participants felt the strength of this case was including the funders as a stakeholder to manage conflict.

Group 1 – Grande Riviere Beach in Trinidad

The issue on the Grande Riviere Beach is that the resource managers perceive that visitor use is exceeding the carrying capacity. Use is currently at 100 persons/night and unlimited during the day. Research needs to be conducted to determine the impact of visitors on compaction of the sand, which would negatively impact on nest success.

The group developed the following action plan:

- Conduct research on nesting beach to:
 1. Determine current number of persons visiting the beach during the day and the night; and
 2. Examine the impact of compaction on sea turtle nests;
- Hold consultation with stakeholders to share results of research; and
- Make decision on appropriate carrying capacity.

The group saw three possible scenarios taking place in Grande Riviere:

- a. There would be an expansion of beach visitation, which would result in increased demand for management and increased income
- b. There would be sustainable use through negotiation among stakeholders.
- c. Joint action would be taken towards sustainable use and development through agreement.

Participants felt the strength of this case was its focus on conducting research to gather information to inform management and stakeholder consultations.

Principles for conflict management

Participants developed a checklist for conflict management.

- ❑ Define the problem in conjunction with stakeholders – different stakeholders would have different perspectives and a joint definition of the problem would be important.
- ❑ Identify information gaps and seek to collect data.
- ❑ Clarify stakeholders' positions – don't make assumptions about what positions are. Also recognise that interests change.
- ❑ Be self-aware of capacity / limitations /strengths. These will affect choice of actions and where need external assistance for action and where can partner with others.
- ❑ Identify alliances / enemies (can be potential allies).
- ❑ Be flexible and encourage flexibility in others.
- ❑ Identify and involve all stakeholders.
- ❑ Be honest and open to all outcomes.
- ❑ Identify negotiable and non-negotiable issues.

Workshop evaluation & close

Participants completed written workshop evaluations. Some of the key recommendations coming out of these evaluations and daily feedback from the participants were:

- The participants felt the workshop was useful in reflecting on and guiding conflict management approaches in their organisations and enjoyed the application of theory to real case studies;
- The clarity of objectives, course content, materials, facilitation, field trip and relevance to their needs were on average rated as all very good;
- Participants liked the opportunity to share experiences and network with Caribbean colleagues;
- Participants enjoyed the hands-on, practical and participatory methods used;
- The time for the workshop was too short; several participants felt it could be a 5 day workshop;
- More time was needed for group activities and practical exercises;
- Sessions on Day 3 were heavy;
- More case studies of a variety of conflicts from around the Caribbean and CANARI research should be included;
- Cases of conflict from all participants should be examined, not just a few;
- The depth of information covered was good and was not overwhelming;

- The role play negotiation and application of theory to develop a 12 month action plan were favourite activities;
 - The field trip and panel discussion with Nature Seekers Inc. in Matura was excellent;
 - The facilitator was excellent; and
 - The venue (Hilton) was not appropriate.

The facilitator grouped the participant expectations given at the start at the workshop under three headings and asked participants to share if they felt these had been met.

- Sharing (with colleagues): Participants felt that group work on the case studies allowed for cross-fertilisation of ideas and facilitated sharing. This helped to focus thinking on individual experiences. Hearing common experiences around the Caribbean (e.g. politicisation of issues) was reassuring. They felt that sharing of the full range of experiences did not happen, for example individual cases of each participant were not examined.
- Hearing (from Caribbean colleagues): Participants noted that in the group work as well as outside of the workshop informal sharing and hearing of experiences took place.
- Applying theory to practice: Participants noted time limitations were a constraint but the activities on negotiation and developing a 12-month plan for the case study were useful and more emphasis could be placed on these types of activities. There was a suggestion that participants send their case study in advance and participants could each work on these for the final activity and report in the plenary session. May mean the course needs to be increased to 5 days and this would be more fulfilling. Participants asked what the follow-up from CANARI would be after workshop. It was recognised that the onus is on the participants to follow-up with each other and with CANARI and that CANARI is always looking for interesting case studies for research and further collaboration. Additionally, participants would like to be able to continue to share among themselves progress in the future.

Each participant was asked to share a few words on reflections on the workshop. These are summarised below.

- Maxwell Robertson: He found the workshop interesting and relevant to the problems he faces every day. He felt he was in the same place as other participants and was more prepared to face daily tasks. He looked forward to attending other CANARI workshops.
- Lornette Hanley: She felt she was able to reflect on her approaches and identify areas that she needs to strengthen.
- Christine George: She felt the delivery was excellent, and the level was neither too technical nor basic but was comprehensive. She said the reference material was excellent. The workshop was an eye opener and

she felt equipped to manage a conflict. She gained confidence and said the group work especially was great.

- Shemila Ramcharitar-Lalla: She said that she was able to get a better focus on how to apply theory and principles, and was able to apply learnings to managing people in her organisation.
- Damien Hughes: He said that the workshop very practical and applicable, and he had the opportunity to rekindle old friendships and meet new persons. He opined that the most important thing was that workshop dealt with real life issues.
- Jean-Claude Petit: He commended the facilitator for holding the interest of participants for four days. He liked the idea of a listening role each day to get feedback because immediate changes can be made. He liked that these roles kept everybody involved. He opined that the facilitator handled the panel discussion well and in general there was good time management by the facilitator. The workshop was very interactive and he was motivated to visit cases around Caribbean. He has new “tools” in his “toolbox”.
- Darnell Bobb: Darnell said that at first when he got the invitation he was not very interested, but the workshop exceeded his expectations. He liked the participatory approach and the relaxed and open atmosphere. He could take back a practical action plan for his case. He noted that practical tools are useful but there is no one prescription for conflict management. He commended the facilitator for presenting practical examples.
- Dennis Sammy: He was concerned that Nature Seekers Inc. (NSI) would not provide a good case study but was happy that it did. Using it as a case study enabled him to get a better understanding of his own case, especially the historical origins. As a result he started to work on a presentation on the issues surrounding development of NSI. He was also glad that he had the opportunity to raise Grande Riviere issues at the workshop and that the participants took up the opportunity to look at that case.
- Joseph Woodley: Joseph noted that even though he was not directly working in natural resource management he was happy that he attended the workshop because he met people with similar problems and will be better able to handle conflicts he is dealing with in his organisation. He particularly appreciated the sharing of experiences and interacting with people. He commended the facilitator (for example the atmosphere of humour) and especially liked Day 1 when the groundwork was laid. He gained information and had fun.
- Carl Hanson: He said that he was exposed to new techniques and now has the challenge to employ these. He learnt that conflict may be between several stakeholders and that conflicts are not resolved but managed. He said the challenge was as a single person to try to apply concepts in his organisation. He had wanted a full last day.

- Ayana Dardaine: She said that she felt privileged for the opportunity. She appreciated the logical steps in conflict management and objective approach and learnt that there doesn't have to be only one winner.
- Dovenue Noel: She said that she learnt a lot and will try to apply it.
- Virginia Fleary-Noel: Virginia said that she is surrounded by conflicts every day, and was tired of attending workshops that may not help deal with the problems of her organisation. She noted that the Nature Conservancy (TNC) did an assessment of her organisation and identified the problem that people don't feel a part of the decision-making. TNC partially sponsored her attendance. She felt that the workshop opened doors through strengthening her to know that she is not the only one dealing with conflicts. She admired Dennis Sammy for managing the conflicts in NSI. She commended the facilitator and said that she learnt a lot and felt more confident.
- Vinishah Cudjoe: She said that she was new to environmental issues, and was mainly involved in women's issues. She had been pulled into being a member of the CREP stakeholders Board for Carriacou and this workshop helped clarify what her role should be in this Board and as an individual living in a community facing conflict around the development of a marina.

Maxwell Robertson then read thoughts he had composed that morning about the workshop:

Poem by Maxwell Robertson
CANARI workshop July 2005-07-29

For Our Children's Children

There'll never be another week like this week
At least not another five-day session like this one

Monday... like no other
Was so drenched with heavy rain
That is only fate
That kept me coming over Belle Isle
Through the muddy rivers
Appearing from everywhere.

Sheer determination was what got me to T&T
Just in time
To board the 5:45 p.m. flight
Via Point Saline to Piarco
Destined to this workshop at Hilton.

In anxious anticipation
Arriving participants were picked up at Piarco
By Harry (the bus man)

And guess
Here's where I first met Lornette
Then Darnell
All destined on a mission
To this CANARI workshop – at Hilton
Trinidad - -
One mission
To the workshop
At the Hilton.

Yes - - I must confess
I couldn't care less
'Bout all the luxury
Nor the magnitude
Or this monstrous accommodation
At what ever price
Nor was I
In any way impressed
By the seeming endless influx of visitors
Registering at the front desk
Amidst the intimidation
Of the process
At the Hilton
Not at all.

Not fascinated
For more than less - - alienated
In spacious accommodation
In and out of elevators
Volunteer prisoners
Longing all night
For tomorrow
At the Hilton.

Faces lit up
Maraval Hall
Smiles & hugs
Embrace new acquaintances
Sparking chatter
In glorious colours
Birds of a feather
With enough reasons
Flock together with one focus
On understanding
And managing resource conflicts
For the next few days

Wide spread representation
Span the region
Sharing experiences

And expectations
Binding resilience
And dedication to our civilization
In search of common methods of solution
To the endless conflicts
We encounter daily.

From morning
All day until evening
Knocking heads – reasoning
See Darnell & Vinishah
Ayana & Virginia
Tarry wid - -
Carl – Christine – Lornette
Damien – Vijay – Nicole
Dovenue – Jean-Claude – Stephen
Joseph – Shemila
Maxwell and Dennis
Delving for solution
At the Hilton.

But – of course –
Can we ever forget the East Coast?
“Nature Seekers”
Dear Matura
You give us Hope
Susan, Chris and Ken
... There is no end
Conserving and protecting
For our children’s children

YES CANARI WE THANK YOU - -

Fig 12: Maxwell Robertson of North Leeward Tourism Association reading his poem



Sarah McIntosh expressed that participants now faced the challenge of how to go back to their organisations and apply learning. She noted that CANARI would like to keep in touch and get ideas of how to this goes. She expressed thanks to Vijay Krishnarayan, to CANARI staff Nicole Leotaud and Alisa Mitchell, and to all the participants and closed the workshop.

Appendix 1

Caribbean Natural Resources Institute

Regional workshop:
Understanding and Managing Natural Resource Conflict
19-22 July, 2005
Trinidad and Tobago

Participants List

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Appendix 2: Agenda

Caribbean Natural Resources Institute (CANARI)
Understanding and Managing Natural Resource Conflicts
Trinidad
19-22 July 2005
Workshop agenda

Conflicts pose many challenges to those seeking to manage natural resources sustainably, but there are methods and approaches, that can help. To build the region's capacity to meet those challenges the Caribbean Natural Resources Institute (CANARI) has organised a four-day workshop on conflict management aimed at:

- Increasing awareness of the potential causes of natural resource conflicts;
- Improving the understanding of the nature and dynamics of natural resource conflicts; and
- Introducing skills and methods that can help to analyse and manage natural resource conflicts.

| Tuesday, 19 July | Objective: <i>To exchange experiences and agree a common understanding of key concepts.</i> |
|-------------------------|--|
| 8.30-9.00 | Registration |
| 9.00-10.00 | Workshop opening |
| 10:00 – 10:30 | Break |
| 10.30- 11.15 | Participants' introductions and expectations |
| 11.15-11.30 | Workshop logistics |
| 11.30- 12.30 | Discussion of participants' experiences of conflict (groups) |
| 12:30 – 1:30 | Lunch |
| 1.30-2.30 | Introduction of key conflict related concepts (e.g. defining conflict) |
| 2.30- 3.30 | Selection and elaboration of four cases from participants' experiences (group work) |
| 3:30 – 3:45 | Break |
| 3.45-4.15 | Initial observations and identification of issues and themes |
| 4.15- 4.30 | Summary of first day and close |

Wednesday, 20 July**Objective: *To improve awareness of the complexity of natural resource management conflicts***

| | |
|--------------|--|
| 8.00 | Assemble for field trip to Matura |
| 10.00-10.45 | Rendezvous with Manager of Nature Seekers Incorporated for introductory briefing on the development of collaborative management of Leatherback Turtle nesting beach and initial questions |
| 10.45-12.00 | Site visit to turtle nesting beach at Matura |
| 12:00 – 1:00 | Lunch (With members of Nature Seekers) |
| 1.00-3.30 | Panel discussion on conflicts related to the management of the nesting beaches |
| 3.30- 5.30 | Return to Port-of-Spain |

Thursday, 21 July**Objective: *To provide an introduction to strategies and techniques that can help manage conflict.***

| | |
|---------------|--|
| 9.00- 9.30 | Further reflections on field trip |
| 9.30- 10.30 | Identifying causes of natural resource management conflicts |
| 10:30 – 10:45 | Break |
| 10.45- 11.30 | Identifying responses to natural resource management |
| 11.30- 12.30 | Developing a methodology for analyzing natural resource management conflicts |
| 12:30 – 1:30 | Lunch |
| 1.30- 2.15 | Stakeholder analysis as a tool for conflict management |
| 2.15- 3.30 | Developing stakeholder analyses for cases developed on day 1 (group work) |
| 3:30 – 3:45 | Break |
| 3.45- 4.30 | Introducing negotiation as a conflict management tool |
| 4.30- 4.45 | Summary of third day and close |

Friday, 22 July

Objective: *To define principles to help manage natural resource conflicts.*

| | |
|--------------|--|
| 9.00- 9.30 | Recap of causes and responses to natural resource conflicts |
| 9.30-11.30 | Extraction of lessons learned from practical cases developed on day 1 (group work) |
| 11.30- 12.00 | Development of principles that can guide natural resource conflict management |
| 12.00- 12.30 | Course review and close |
| 12:30 – 1:30 | Lunch |