

Chapter 6 Multiparty conflict cases

CASE STUDY 6.1 FOREST CONFLICT IN AN INDONESIAN PROVINCE

CASE STUDY 6.2 FACILITATING PARK MANAGEMENT IN BALANGA

CASE STUDY 6.3 SETTING A NEW AGENDA FOR PICORDA



Multiparty conflict cases

This chapter presents three case studies for use in simulations and role plays. The case studies are designed to demonstrate the dynamics of forest-related conflicts and various conflict management strategies and procedures.

Role play exercises form the basis for examining the stages and steps of a conflict management process. First, they can be used to explore “convening” activities, which are conducted after a conflict analysis to help parties and intermediaries understand the dynamics of a conflict, the feasibility of implementing a collaborative approach to resolving it and, when appropriate, procedures for engaging parties in a negotiation process. Second, role play can be used as practice in preparing for and engaging in various steps and stages of mediated negotiations. The case studies in this chapter are for use as extended role plays conducted over several days.

To prepare for the exercise, participants should read all of the relevant overview and background material for each case, as well as the instructions for the specific roles that they have each been assigned.

CASE STUDY 6.1 FOREST CONFLICT IN AN INDONESIAN PROVINCE

The following case study is fictional, but many of its features are based on real events, issues, problems and conflicts that have occurred in the forest sector in Indonesia.

Overview and background to the conflict

Background history

The island of Kalimantan has many ongoing conflicts over and resulting from forest land, timber harvesting, social and economic development, impacts on local indigenous communities, and transmigration. Historically, this region has been occupied by Dayaks, the indigenous people of the island. Originally, Dayaks from the seven main tribes lived in villages and longhouses along rivers. They cultivated rice, fruit trees and rattan gardens, hunted and gathered fauna and flora from nearby forests and harvested small amounts of timber for their own use or to sell to visitors to the region. As pressures on the coast were increased by the influx of outsiders, many Dayaks moved inland.

Some Dayak social and agricultural practices were, and still are, nomadic. Tribes and clans moved from area to area in search of new agricultural land to replace that which was exhausted from multiple years of planting. This nomadic lifestyle led to claims and counterclaims over landownership among Dayak groups; more recently, there have also been conflicting claims from the Government of Indonesia.

Under the Netherlands colonial rule, almost all land in Indonesia not explicitly designated as private property was considered to be owned by the State, with the government empowered to dispose of it as it wished. In Kalimantan, the vast majority of territory claimed by Dayaks was designated as State land. These lands and landownership arrangements were inherited by the new Indonesian government in 1949, after the war of independence from the Netherlands.

During the years of President Suharto's rule (1965 to 1998), forest concessions on Dayak lands were liberally distributed to the regime's political and business allies. Some of these timber concessions were harvested. Others were held in reserve by companies that planned to harvest them in the future.

When timber companies began to operate in Kalimantan, there were frequent conflicts with local Dayak communities. In some cases, indigenous people were forced off their lands by armed groups hired by the companies. In other situations, timber operations and the destruction of the local environment made Dayak lifestyles unsustainable, and communities moved on their own volition.

Many local chiefs of Dayak communities protested to the central government about perceived illegal land concessions or grabbing by outside companies and parties. They demanded that their local

communities should be able to keep their territories or receive adequate compensation for loss – the destruction of lifestyles, fruit trees, rattan gardens and access to trees for community use. In most cases, the chiefs were ignored or silenced. People who voiced complaints against a company that was supported by the government risked being beaten up by company agents, put in jail by the police or army, or worse. A number of local leaders were killed or disappeared.

Recent history

With the fall of Suharto in 1998 and the resulting devolution of government powers to provinces and local districts (kabupaten) through Laws 22/99 and 25/99, decision-making authority over the granting of forest concessions was given to district governments. These governments began to issue natural resource exploitation permits as a means of increasing local taxes and gaining the support of local political elite groups. However, local government officials' limited long-term vision and lack of forest planning training and experience often led to arrangements that did not favour the interests of local populations.

Another problem is that Decentralization Law 22/99 and Forest Law 41/1999 contradict each other. The first gives authority over government land and the management of forest resources to districts, while the second leaves such authority with the central government's Ministry of Forestry. Confusion between the two laws has resulted in competition between the central and district governments, and many conflicts over the legal rights to concessions on the ground.

The increased political transparency and resultant reform following collapse of the Suharto regime also led to a resurgence of local indigenous communities reclaiming the traditional lands that they had lost in previous years, or seeking to secure adequate compensation for what had been destroyed by timber and plantation companies. Many companies view these claims as a result of "reformation euphoria", and believe that they are unreasonable. Companies often resent what they perceive as a rebellious mood on the part of local communities towards outside companies and forest resource exploitation.

Landownership, forest concessions and conflict

In one district, there has been a particularly challenging resurgence and escalation of conflict between a local Dayak community and two companies. The issues involve the ownership and right to use lands that the local Dayak community considers their own historic territory.

During the Suharto administration, the ABC Company was granted a major forestry concession in Kalimantan by the Ministry of Forestry. Subsequently, the company harvested a portion of this land. Sustained cutting was not easy, however, as the local Dayak community resisted with hit-and-run raids on loggers and the burning of lumber camps. While Suharto was in power, the military and police were able to keep the situation under relative control, and harvesting could continue. With the devolution of powers to local governments, however, the security situation has deteriorated. It has been hard for ABC to move into and cut a new area that is much closer to the local Dayak community.

A second problem for ABC is that this new area is also claimed by another company, XYZ. This company was formed by four brothers, who consolidated the concessions they had each been granted by the local district government. They had just begun cutting on this land when they were blocked by a court order from ABC and by increased conflicts with the local Dayak community.

Each of the three parties – the Dayaks and the two companies – believes that it has valid title to ownership or concessions, through either traditional and historic use, or valid awards granted by a government agency. The companies have been arguing between themselves over the border separating their respective properties, and both of them have gone to court to clarify their claims. The final judicial decision is unpredictable, however; it could result in a considerable loss to one or both parties, and may not be forthcoming for a long time, especially if either of the parties decides to appeal.

At the same time, the Dayak community has petitioned the government for recognition and return of its historic lands, which occupy some of the territory in the companies' concessions. The community has also tried, without success, to talk with both companies and persuade them to give back this territory, which it owns, or provide adequate compensation for losses and damage. So far, neither a decision by the central government nor cooperation from either of the companies has been forthcoming.

In addition, the Dayaks have claimed that ABC failed to implement an effective forest village development programme as part of a compensation package for the earlier cutting of some Dayak lands. This is in fact the case. Although such plans were required for some of the concessions granted under the Suharto government, little effort was made by companies to implement them or by the government to enforce them. (Forest development plans are not required for concessions issued by the district. XYZ has been extremely reluctant to discuss this issue with local villagers.)

Workers from outside the area

ABC, the larger of the two companies, has brought in workers from the island of Madura to harvest timber, and has hired relatively few local citizens, especially Dayaks.

Historically, many managers in companies such as ABC came from outside Kalimantan, and often viewed the citizens of Kalimantan and other outlying islands as having low levels of expertise, skills and training. Many managers also seem to perceive the Dayaks as lazy. When they have been hired by these companies, local citizens have been given only the most menial and temporary day-labour jobs, and very rarely obtain administrative positions. They have been assigned difficult tasks or sent into the jungle to perform exhausting work for long periods.

Workers from outside Kalimantan are of two minds regarding the employment situation. While they recognize that the failure to hire locals has probably been discriminatory and has undoubtedly caused significant social envy and friction between them and the villagers, they also view the latter as relatively unskilled, unpredictable and lazy. They believe that management should be free to hire whomever they want, and they do not want to lose their own jobs to local workers.

Tensions between local citizens and outsiders

In the past, there have been a number of violent conflicts in Kalimantan between local people and outside workers. These clashes have resulted in significant losses of life. Both those involved and independent observers have attributed the conflicts to transmigration and immigration of outsiders, competition over economic resources and jobs, discrimination and culture differences.

Views of different levels of government

Government agencies at the national, provincial and district levels have different views on the conflicts, the parties involved and who is responsible. Central government agencies believe that they had the right in the past to issue forest concessions on State lands, and that any arrangements that they had authorized are still valid and should be recognized by the district government and local people.

The district government believes that central government reforms and the devolution of powers have given it the right to grant local concessions, and that any previous concessions not yet harvested are eligible to be re-granted to other parties. Many local government leaders also believe that the central government has always been allied to the big companies, which have totally ignored the needs and interests of local communities. The district government believes itself to be the only entity that can and will protect local interests.

The security situation

Security issues are also complicated. During the Suharto years, BAFINSA, an extension of the army based in villages, provided the area's main security forces. BAFINSA had excellent intelligence sources and could often act to prevent conflicts from emerging or escalating into mass action, damage to property (primarily that owned by the company, but sometimes also the homes of workers or local people seen as collaborators) or violence. New government policies since reform have made it difficult for BAFINSA to continue in this role.

Local police no longer have intelligence gathering capabilities, and thus can act only after a conflict has escalated. They have not been able to control the escalation of conflicts.

There are also unconfirmed rumours that some police agents are on the payroll of the ABC Company. Some local people claim that the police have either escalated the conflict for their own benefit or failed to intervene and protect Dayaks in clashes with outside workers. A number of local villagers have been arrested and charged with disturbing the peace or destroying company property; these people remain in jail with no judicial decision having been made about their guilt or innocence.

Involvement of local and national NGOs

Several local and national non-governmental organizations (NGOs) and research institutions have also become involved in the conflict. These groups have primarily served as investigators and analysts of conflict issues, advocates for human rights, trainers for local institutional capacity building, and informal intermediaries with companies. Many have made efforts to resolve the conflicts. LBH, an Indonesian legal aid NGO, has a local office in the area.

Trigger events and escalation

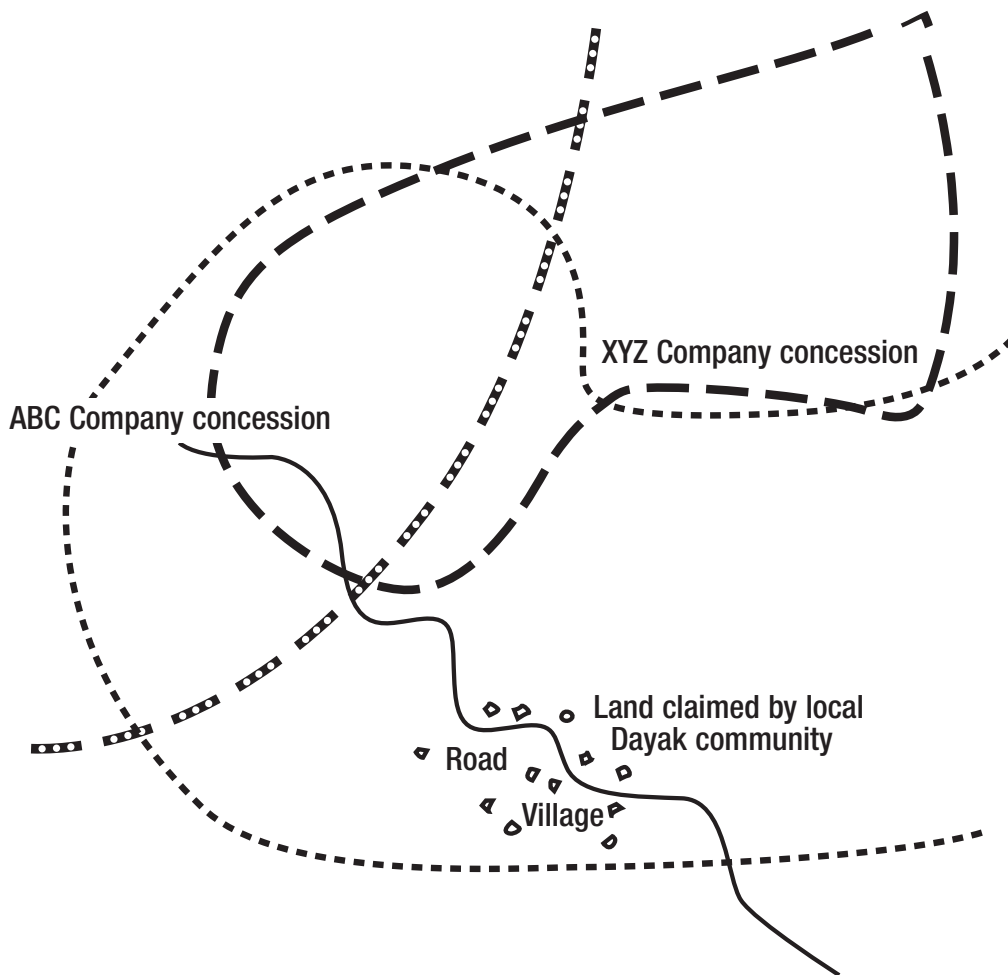
Although past conflicts over forest concessions in the region were relatively low-key and involved only sporadic violence, recent events have led to a significant escalation of tension and actions. A series of incidents over the last two months has pushed all parties to consider how to deal with contested land claims and concessions, destruction of property and violence. These events include:

- ABC's announcement of and subsequent actions to expand its logging activities on land contested by both XYZ and the local Dayak community;
- the construction of a road through land claimed by the local Dayak community, which has been a safety hazard; a construction truck struck and injured a child, and there have been increased truck traffic, noise and dust during construction – conditions that are likely to continue as harvesting expands and more logging trucks are put on the road;
- beatings or attacks on outside workers by Dayaks, and counterattacks by workers on members of the local community in towns near the forest concessions, leading to five deaths – three workers and two Dayaks;
- the burning of four company base camps – two belonging to each of the companies – by unknown parties;
- damage or total destruction of valuable heavy logging equipment owned by the two companies, through sugar in their fuel tanks, burning, etc.;
- seizure of six bulldozers, four trucks and three pieces of timber moving machinery by locals, and their detainment at an unknown location;
- a number of shooting incidents in the forest, involving outside workers as victims; many workers now fear for their lives, and have refused to return to work in the forests until their safety can be guaranteed;
- a large demonstration at which 300 local people voiced their opposition to the operations of ABC and XYZ, resulting in rock throwing and the burning of a car. Ultimately, the demonstration was broken up by the police. Fifteen people ended up in hospital, and 30 were arrested. Protesters' demands included:
 - the return of their traditional lands;
 - adequate compensation for past losses of life style, land and property;
 - comprehensive implementation of the forest village development programme by ABC;
 - access to the forests for local community members' traditional uses – hunting, agriculture and subsistence logging;
 - infrastructure development in indigenous villages;
 - a share in all logging profits.

This situation has resulted in a work stoppage by workers at both companies, who are refusing to return to the forest.

The companies have not yet responded to the community's demands. All parties seem to be trying to figure out how to manage the conflict, minimize future violence and address some of the issues raised, but some may be thinking of using more violence or repression to achieve their own ends.

FOREST CONFLICT IN AN INDONESIAN PROVINCE



- Border for ABC Company concession
- Border for XYZ Company concession
- Historic border for Dayak community lands
- Total ABC Company concession _____ ha
- Total YXZ Company concession _____ ha
- Total land claimed by Dayak community _____ ha

Attachment 6.1.A Parties in the conflict

ABC Company: One representative in the simulation; five to eight in real life.

XYZ Company: One representative of three families in the simulation; three in real life.

Dayak villagers: Two to three representatives in the simulation; five to ten in real life.

Company workers (from outside the area): One or two representatives in the simulation; five to ten in real life.

Central government/Ministry of Forestry: One representative in the simulation; four to six in real life.

District government: One representative in the simulation; five to ten in real life.

Local and national advocacy NGOs (optional): One representative in the simulation; three in real life.

Security forces (optional): One representative in the simulation; three in real life.

Mediator(s): Two mediators in the simulation; one to twelve in real life.

Attachment 6.1.B Issues/topics for discussion

1. Competing ownership claims or concessions, resulting from contradictions among traditional law regarding community forest lands and legal arrangements between companies and the central government's Ministry of Forestry or district government agencies.
2. Unclear boundaries between timber companies' concessions and the Dayak community.
3. Companies' willingness to discuss community land issues and operations in areas near the local Dayak community.
4. The Dayak community's loss of access to traditional economic resources and natural resource management rights, including timber.
5. Compensation to the Dayak community for lost land and/or lost access to traditional economic resources.
6. Allotment of production fees.
7. Construction of a road through the Dayak community, and resultant impacts.
8. Safety and security of company personnel and members of the Dayak community.
9. Damage to or loss of company property (heavy equipment and base camps).
10. Design, implementation and monitoring of the forest village development programme.
11. Other demands for social funding for local community needs.
12. Improvement of village facilities and infrastructure.
13. Use of outside workers by the companies.
14. Availability and types of jobs for Dayak community members, and education/skills development programmes.

Attachment 6.1.C Why talk/negotiate?

For all parties

- Actual and potential loss of life on the part of local villagers and outside workers.
- Difficulty for public security forces to keep the peace.

For companies

- Bad publicity and loss of image due to conflict, poor local reputation, etc.
- Damage to, loss of or replacement costs for heavy equipment and burned base camps.
- Cost of paying for protection of heavy equipment.
- Payments to retrieve heavy equipment held hostage.
- Stalled production because of costs.
- Compensation to employees injured in conflicts.
- Payments to workers who cannot attend work.
- Expenses of participation in negotiation.

For the Dayak community

- Finding funding to continue the conflict, from community members, village development funds and other supporting parties, such as well connected community members who belong to the district parliament. One village spent US\$20 000 on a year of conflict.
- Cost of holding heavy equipment seized from companies and base camps invaded during the conflict.
- Expenses of sending people to the district capital to have claims settled.
- Expenses for food and lodging while claims are being processed.
- Expenses during meetings.

For the district government

- Preserving peace.
- Clarification of authority over land issues among central and district governments and the Dayak community.
- Resolution of land issues between companies and the Dayak community.
- Generation of taxes and revenues from district concessions.

For the central government

- Preserving peace.
- Clarification of authority over land issues among central and district governments and the Dayak community.
- Resolution of land issues between companies and the Dayak community.
- Generation of taxes and revenues from central government concessions.

For security forces

- Need to keep the peace.
- Need for some officers to maintain income from “after hours” work for private companies.

Attachment 6.1.D Role of the ABC Company, private information

Since receiving its timber concession, ABC has conducted logging operations in the contested area for a number of years. It avoided cutting some of the area closest to the Dayak community, however, because of tensions between the company and the community over landownership and forestry concession issues. When it decided to cut this area and sent in surveying teams, Dayaks attacked workers and destroyed company property.

ABC believes that the situation has got out of control. The contested land issues, violence between the different ethnic groups, the costs of damaged or lost equipment and base camps, and bad press from the demonstration are becoming too expensive. Payments that the company has made to private guards to protect company property and make up for the local police's inability to keep the peace have not resulted in the stable environment necessary for expanded harvesting in contested areas.

While hostility in the company's concession area will not force it out of business, company management wants greater stability. Ideally, this should be developed through talks among all concerned parties, but if the situation does not improve, ABC will consider increasing its security expenditure, paying the police and making life difficult for local people until they let the company proceed with its work. This strategy would be both expensive and risky, and is definitely not the company's first choice of action.

As a Vice President of ABC, you believe that a negotiated solution is probably the only way to resolve some of the problems that have plagued your company and the local community. You would like to work out an arrangement with XYZ and the Dayak community that recognizes your right to harvest the forest land in your concession, but you want to make it clear that the company has no formal claims of landownership. You would be willing to encourage the government to give the land back to the community after you have harvested the timber. Perhaps local people could use the cleared land for agricultural purposes.

You recognize that ABC will probably have to make favourable offers or concessions to both XYZ and the community in order to achieve its goals. However, an agreement with either of them alone would probably not solve ABC's problems.

Concerning the community, you are willing to discuss implementing a community development plan, but you do not want to be forced into a very expensive scheme if you do not get commensurate recognition of your right to harvest the forest. You will need to hear what the community wants and to find out how much it will cost before making any final agreements.

ABC would prefer to put money into projects that benefit the local community, rather than making financial payments. Financial settlements could create a precedent, resulting in demands for the same treatment from the communities near other ABC concession operations. In addition, local communities may squander cash settlements, and request even more money in the future. Tangible construction projects guarantee that something is built for the community, and will remain after cutting is completed.

You are also willing to consider different harvesting practices, at least for some areas in the forest nearest the Dayak community. These might protect the community's access to the land for traditional uses, and might include not clear-cutting all of the land in the concession.

ABC wants a predictable and skilled workforce. Ideally, the company wants to keep the workers it has, and gradually add new ones. You are open to discussing how to increase the number of Dayak people employed in your operations, as long as they have the expertise to do the necessary jobs.

ABC Company issues and interests

Issues	Interests
Competing claims of landownership	Protect legal rights to the concession granted by central government Resolve concession rights issues at the least possible cost Willing to consider alternatives that meet other parties' interests, if these do not require giving up legal rights to harvest timber
Unclear boundaries between timber companies' land and the Dayak community	Clarify boundaries in a way that is favourable to you, but also prevents ongoing conflict
Company's willingness to discuss community land issues and operations in areas near the Dayak community	Willing to discuss a range of issues with the community, if it stops the conflict, seizure/damage to company property and violence
Dayak community's loss of access to traditional economic resources and natural resource management rights, including timber	Willing to explore ensuring the Dayak community has some access to land in your concession for traditional uses – agriculture, hunting, etc. – and giving it access to timber or lumber for village use, possibly with small amounts for sale
Compensation to local Dayak community for lost land and/or access to traditional economic resources	As above, plus: Addressing some of the village development, social, infrastructure and job issues below Prefer to provide projects rather than cash settlements so that community obtains tangible results and funds are not squandered
Allotment of production fees	Willing to discuss this, but need to know what the community wants Keep costs low for the company, while being reasonable to the community
Construction of a road through Dayak community, and resultant impacts	Willing to discuss how the road is operated, timing and speed of truck traffic, etc. Willing to re-route the road and traffic if necessary
Safety and security of company personnel, especially outsiders, and the Dayak community	Must have assurance that workers will be safe
Damage to or loss of company property (heavy equipment and base camps)	Immediate return of equipment that is held hostage so that it can be used in forest harvesting Some sanctions for the burning of base camps; willing to discuss what these should be
Design, implementation and monitoring of forest village development programmes	Willing to discuss and implement a mutually agreeable programme that is reasonable and does not cost the company too much money
Other demands for social funding for local community needs	Open to hearing the community's proposals; will then decide on feasibility
Improvement of village facilities and infrastructure	Open to hearing the community's proposals; will then decide on feasibility
Use of outside workers by the company	Want to continue using outside workers, but will consider using more Dayaks
Availability and types of jobs for Dayak community members	Will consider using more Dayak people; open to discussing how they can gain qualifications for a wider range of job opportunities Do not want to hire locals just because they are Dayaks. They must have qualifications in order to secure jobs

Attachment 6.1.E Role of the XYZ Company, private information

XYZ is a company formed by you and your three brothers. You are all from Kalimantan, but are not recognized as Dayaks. Your grandmother was a Dayak, so you have some blood relationship to the local community.

Your company is composed of four concessions, all of which were awarded by the local district government. You have a valid concession agreement, which you will show to anyone who wants to see it.

You and your brothers believe that the situation near your concessions has got out of control. The contested land issues, violence between the different ethnic groups and the costs of damaged or lost equipment/base camps are becoming too expensive. You cannot afford payments for private guards or to the local police to protect company property. Some of your workers are refusing to go into the forests, fearing for their personal safety.

You need to begin harvesting soon if you are to stay in business. You have invested in machinery and hired workers, but they are reluctant to go into the forest. It is imperative that some solution to the current conflict be found.

You and one other brother think that a negotiated solution is probably the only way to resolve some of the problems that have plagued your company, ABC and the local community. You would like to work out an arrangement with ABC and the Dayak community that recognizes your right to harvest the forest in your concession.

Your other two brothers think that strong-arm tactics may be necessary to change the situation, but they are willing to let you try negotiations before resorting to more serious action.

You and your supportive brother believe that XYZ must form a coalition with either ABC or the Dayak community, to meet your company goals. You do not want to be coopted or taken over by either of them, however, and recognize that a deal with only one of them would probably not resolve all the problems that the parties are facing.

XYZ was not required to provide a community development plan to exercise its rights to the concession, but the company is willing to hire Dayak people as long as they can do the job. If necessary, XYZ might also carry out minimal community development work, as long as it is not too expensive. You and your brothers are willing to work with the local government to achieve this goal. You hope that these measures will be enough to gain the Dayak community's support for your concession and to allow you to harvest timber.

You are also willing to consider different harvesting practices that would protect the Dayak community's access to the land for traditional uses. These could include not clear-cutting all of the land in the concession.

XYZ Company issues and interests

Issues	Interests
Competing claims of landownership	Protect legal rights to the concession granted by district government Resolve concession rights issues at the lowest possible cost Willing to consider alternatives that meet other parties' interests, if these do not require giving up legal rights to harvest timber
Unclear boundaries between timber companies' land and the Dayak community	Clarify boundaries in a way that is favourable to you, but also prevents ongoing conflict
Company's willingness to discuss community land issues and operations in areas near the Dayak community	Willing to discuss a range of issues with the community, if it stops the conflict, seizure/damage to company property and violence
Dayak community's loss of access to traditional economic resources and natural resource management rights, including timber	Willing to explore ensuring the Dayak community has some access to land in your concession for traditional uses – agriculture, hunting, etc. – and giving it access to timber or lumber for village use, possibly with small amounts for sale
Compensation to local Dayak community for lost land and/or access to traditional economic resources	As above, plus: Addressing some of the village development, social, infrastructure and job issues below
Allotment of production fees	Willing to discuss this, but need to know what the community wants Keep costs low for the company, while being reasonable to the community
Construction of a road through Dayak community, and resultant impacts	Willing to discuss how the road is operated, timing and speed of truck traffic, etc.
Safety and security of company personnel, especially outsiders, and the Dayak community	Must have assurance that workers will be safe Want an end to shooting in the forest Want an end to ethnic fights in local towns
Damage to or loss of company property (heavy equipment and base camps)	Immediate return of equipment that is held hostage so that it can be used in forest harvesting Some sanctions for the burning of base camps; willing to discuss what these should be
Design, implementation and monitoring of forest village development programmes	No interest; not required for your concession Willing to explore ways of addressing some of the other community interests identified below, as long as they do not cost too much and are commensurate with the size of concession
Other demands for social funding for local community needs	Open to hearing the community's proposal's; will then decide on feasibility
Improvement of village facilities and infrastructure	Open to hearing the community's proposal's; will then decide on feasibility
Use of outside workers by the company	Want to continue to use outside workers, but will consider using more Dayaks
Availability and types of jobs for Dayak community members	Will consider using more Dayak people; open to discussing how they can gain qualifications for a wider range of job opportunities Do not want to hire locals just because they are Dayaks. They must have qualifications in order to secure jobs.

Attachment 6.1.F Role of the Dayak community, private information

You are the grandson of a village chief who has protested the seizure of your clan's traditional lands since the 1950s. You do not want to let down your ancestors, clan members or extended family by not settling this conflict favourably.

Your community feels the greatest animosity towards ABC Company, which in the past forced you off your lands, clear-cutting a large part of its concession and leaving your community with nothing.

Some of the other community members believe that the only way to resolve this dispute is to fight and make business for the companies so difficult that they will leave, as has happened in other areas of Indonesia. Other members are concerned about the escalating violence, the arrests of community members and the strength of the opposition, especially ABC Company. They believe that ABC's management may be ruthless enough to kill people to get its way.

You and some other community members want to pursue a middle strategy by keeping up the pressure for change, while remaining open to negotiations. Your community wants to gain recognition of its ownership of traditional lands, but understands that this may take a long time. In the meantime, you want to win some tangible benefits for the community. If you can achieve these, you believe that you will be able to control some of the dissident community members who want to escalate the conflict, and encourage them to comply with any agreements you make with the companies, such as returning some of their heavy equipment.

Your community wants reparations for past losses and an effective forest village development programme while landownership issues are being resolved. After consultations with the community, you will tell the company exactly what it wants.

Ideally, you think the Dayak community should get a cash settlement for past losses and to cover the costs of future socio-economic development. This will ensure that community members obtain something besides empty promises. You are sceptical about ABC's following through on the community building projects it has promised. You want to make sure that any development plan includes both a government and a participatory community monitoring and enforcement component. You do not want a plan that is never implemented or is unenforceable.

Two additional concerns of your community are the timber harvesting process used by the companies, and access to forest lands for traditional uses. You do not want the land clear-cut, as this would eliminate the possibility of hunting, gathering plants, subsistence timbering or harvesting trees for sale. It would also force animals out of the forests into your fields, with resultant crop damage. If possible, you want an agreement on limited or selected cutting, so that the forest can be sustained and the community will be able to use it in the future.

Your community members want both companies to hire more Dayak people and develop a training programme that helps them to obtain better jobs than the few menial ones that ABC has provided in the past. Ideally, you want an agreement that ABC will send some of the outside workers home.

The outside workers are often disrespectful of and disdainful to Dayak people. You suspect that this attitude is based on both cultural and religious differences. (Dayaks are generally Christian or animist, while the outside workers are Muslim.) If outsiders stay, they will need to change their attitude and behaviour towards the local community.

Your community has been supported by both local and national NGOs in its efforts to reclaim its land. You want to build an effective coalition with these NGOs to help your people in negotiations.

Dayak community issues and interests

Issues	Interests
Competing claims of landownership	Want government recognition and return of traditional lands If not, want either compensation or other benefits from companies
Unclear boundaries between timber companies' land and the Dayak community	Want clear boundaries between Dayak lands and those used by the companies Do not want more incursions on Dayak land, such as occurred with construction of the road
Companies' willingness to discuss community land issues and operations in areas near the Dayak community	Want respect from the companies, and concern for the well-being of the community and its traditional life styles and practices (farming, hunting, subsistence timbering, etc.) Want companies to be open to discussing issues of concern to community
Dayak community's loss of access to traditional economic resources and natural resource management rights, including timber	Want to have some forest land left standing for traditional uses, with access for the community Want rights to cleared land for agriculture Want access to timber for community use, and also to sell on the market Want a sustainable forest management plan so that not all trees are cut and the community is left with this resource
Compensation to local Dayak community for lost land and/or access to traditional economic resources	Want compensation for loss of land and traditional uses on land that has already been cleared Open to discussing what such compensation should be
Allotment of production fees	Want a percentage of production fees for use in village development
Construction of a road through Dayak community, and resultant impacts	Ideally, do not want road near community; if this is not possible, want agreement on numbers of trucks, speed, etc.
Safety and security of company personnel, especially outsiders, and the Dayak community	Willing to discourage community members from taking direct action, if acceptable accords on other issues are reached
Damage to or loss of company property (heavy equipment and base camps)	Willing to talk with parties who have seized company equipment to seek its return in the best condition possible, if agreements are reached on other issues Want to limit the sanctions, especially financial or legal, for illegal seizure of equipment or burning of company base camps
Design, implementation and monitoring of forest village development programmes	Want companies to develop and implement forest village development programmes Will propose what the community wants from these
Other demands for social funding for local community needs	Very concerned about community health and education; want companies to help address these issues
Improvement of village facilities and infrastructure	Interested in the development of a community health centre Want educational training programmes to help Dayaks obtain jobs and to develop sustainable employment after timbering is completed
Use of outside workers by the companies	Want outsiders to go home, or their numbers reduced so that there is less competition for jobs and fewer tensions between cultures
Availability and types of jobs for Dayak community members	Want companies' commitment to hiring a significant percentage of Dayak workers and to opening up a broader range of positions for their employment

Attachment 6.1.G Role of the company workers, private information

You represent workers from outside Kalimantan, who work for ABC and XYZ companies. A significant number of the workforce of the ABC Company are outsiders, who account for a far smaller proportion of workers at XYZ. The latter is just starting operations.

The people you represent are concerned about their personal safety, and about keeping their jobs. They want to be free of fear from attack when they are in the forest or in local towns. They also do not want to be laid off and have to return home, where job opportunities are limited.

You recognize that some of the workers from islands other than Kalimantan neither like nor respect the Dayaks. These workers are Muslims, and the Dayaks are either Christians or animists. You believe that the attitudes between workers and the local community must change, or the conflict will continue. You are willing to explore ways of making this happen, if the Dayak community agrees to cooperate.



Company workers issues and interests

Issues	Interests
Competing claims of landownership	No specific interest, as long as any solution does not affect your employment
Unclear boundaries between timber companies' land and the Dayak community	Would like clear boundaries if it would prevent future conflict
Companies' willingness to discuss community land issues and operations in areas near the Dayak community	Want a solution soon so that workers can go back to work and be free from fear for their safety
Dayak community's loss of access to traditional economic resources and natural resource management rights, including timber	No specific views on this issue
Compensation to local Dayak community for lost land and/or access to traditional economic resources	No specific views on this issue
Allotment of production fees	No specific views on this issue
Construction of a road through Dayak community, and resultant impacts	Understand why the community does not want the road going through or near the village. Truck traffic is a nuisance Willing to support the community in any changes it wants to the operation or route of the road
Safety and security of company personnel, especially outsiders, and Dayak community	Protection and safety of workers is a paramount concern If securing the safety of workers requires a corresponding agreement not to harm Dayak people, you will take measures to assure that this happens
Damage to or loss of company property (heavy equipment and base camps)	Need equipment to work, so damage of equipment must stop and all machines held hostage should be returned in good condition
Design, implementation and monitoring of forest village development programmes	No view on this issue, but want companies to use funds to improve the workers' communities
Other demands for social funding for local community needs	No specific views on this issue
Improvement of village facilities and infrastructure	No specific views on this issue
Use of outside workers by the companies	Want to keep jobs and types of employment Want to avoid unfair competition from Dayak workers
Availability and types of jobs for Dayak community members	Same as above

Attachment 6.1.H Role of the central government/Ministry of Forestry, private information

The two issues that the Ministry of Forestry is most concerned about are recognition of its authority over concessions granted by the central government, and stopping conflicts between concessions issued by the district government and the local Dayak community.

As a Deputy Minister, you do not have a particular view about indigenous landownership issues, but you do have the authority to make recommendations to the Minister on this issue. If you discover relevant information during talks, you are willing to convey it and your views to the Minister.

The Ministry of Forestry wants the district government to recognize the central government's authority over concessions that were granted in the past. It also wants the district government to refrain from making decisions about central government concessions, and not to re-grant them to other parties if the central government grantee has not exercised its concession or is still within the time frame of the grant.

Ideally, you would also like to help other parties to work out their differences so that ABC Company can continue its business, revenues for the central government are generated and conflicts related to the concession are resolved.



Central government issues and interests

Issues	Interests
Competing claims of landownership	Resolve issues over who has authority to issue forestry concessions Resolve indigenous land conflict issues
Unclear boundaries between timber companies' land and the Dayak community	Resolve contested boundary issues amicably and fairly, to solve and prevent future conflict
Companies' willingness to discuss community land issues and operations in areas near the Dayak community	Want ABC Company to talk with community and resolve issues
Dayak community's loss of access to traditional economic resources and natural resource management rights, including timber	No specific views on this issue, but would like companies to accommodate some community concerns
Compensation to local Dayak community for lost land and/or access to traditional economic resources	No specific views on this issue, but would like companies to accommodate some community concerns
Allotment of production fees	No specific views on this issue; was not relevant when the concession was granted, but recognize it is more important now
Construction of a road through Dayak community, and resultant impacts	No specific views on this issue, but think the company was insensitive in its dealings with the local community
Safety and security of company personnel, especially outsiders, and the Dayak community	Of high importance, but you have no authority over this issue
Damage to or loss of company property (heavy equipment and base camps)	Of high importance, but you have no authority over this issue
Design, implementation and monitoring of forest village development programmes	Companies should develop a plan with the community Agency will provide oversight Agency would like to enforce the terms of the plan, but has limited ability to do so other than publicizing non-compliance
Other demands for social funding for local community needs	Interested in having this as part of the forest village development programme
Improvement of village facilities and infrastructure	Interested in having this as part of the forest village development programme
Use of outside workers by the companies	No specific views on this issue
Availability and types of jobs for Dayak community members	No specific views on this issue

Attachment 6.1.I Role of the district government, private information

The two issues that the district government is most concerned about are recognition of its authority to grant forest concessions, and stopping conflict in the district.

You and other elected district government officials recognize that historic indigenous land rights were not respected by the central government. Now that authority to grant land concessions has been devolved to district governments, however, the district government does not want to give land back to the Dayak community because this would mean a loss of local tax and other revenues. If a solution to this problem can be found, district officials might consider supporting a return of at least some land to the community.

The district granted the brothers who own XYZ Company a valid lease to harvest timber in the district. The concession was granted on land that ABC Company had previously been allocated by the central government, but ABC had not exercised its right to cut timber in the disputed area for a number of years. Because of ABC's lack of action, the district granted a new concession to XYZ. The district government wants the concession that it granted to be recognized and respected by the central government, the Ministry of Forestry and ABC.

District officials would like the property damage, financial loss to companies and violence between Dayak people and outside workers to stop. The conflict has become expensive in terms of loss of life and property, and law enforcement costs. Ongoing disputes also hinder the companies' operations, which produce – directly and indirectly – local taxes and revenues.

The district officials you represent want you to do whatever is required to help settle the issues and concerns related to conflicts in the area. They would like you to encourage the companies to hire Dayak people and create village development plans and initiatives that would increase economic prosperity for the district and its citizens. They would also like you to work with the companies and the local community to find ways of improving interethnic relations.



District government issues and interests

Issues	Interests
Competing claims of landownership	Resolve issues over who has authority to issue forestry concessions Resolve indigenous land conflict issues
Unclear boundaries between timber companies' land and the Dayak community	Resolve contested boundary issues amicably and fairly to solve and prevent future conflict
Companies' willingness to discuss community land issues and operations in areas near the Dayak community	Want XYZ Company to talk with community and resolve issues
Dayak community's loss of access to traditional economic resources and natural resource management rights, including timber	Would like companies to accommodate some community concerns
Compensation to local Dayak community for lost land and/or access to traditional economic resources	Would like companies to accommodate some community concerns
Allotment of production fees	Would like companies to do this, but do not have authority to require it
Construction of a road through Dayak community, and resultant impacts	No specific views on this issue, but you think ABC Company was insensitive in its dealings with the community
Safety and security of company personnel, especially outsiders, and the Dayak community	Of high importance, but you have no authority over this issue
Damage to or loss of company property (heavy equipment and base camps)	Of high importance, but you have no authority over this issue
Design, implementation and monitoring of forest village development programmes	Not required under district concession, but would support it for ABC Company
Other demands for social funding for local community needs	Not required under district concession, but would consider encouraging XYZ to make contributions
Improvement of village facilities and infrastructure	Not required under district concession, but would consider encouraging XYZ to make contributions
Use of outside workers by the companies	Would be highly desirable to hire both outsiders with more skills and Dayak people
Availability and types of jobs for Dayak community members	Want more community people hired for diverse positions Think companies should help train Dayak people

Attachment 6.1.J Role of the local and national advocacy NGOs, private information

Members of your organizations believe that the rights of local people, especially the Dayaks, have been trampled on in the past by the central government, and are now being ignored by district authorities. After careful analysis of the situation and conflict in the district, your organizations believe that the Dayak community should obtain either clear title to lost lands or significant compensation for past and potential future losses due to timber harvesting. You will work with the Dayaks to help them get what is due to them.

If the companies propose development plans, you want to make sure that promises are carried out. Your groups have seen too many promised projects remain uncompleted or even uninitiated. Work that is done often fails to meet communities' expectations or interests.

Your groups want any development plans that are created to empower – and not disempower – the community. This means involving community members throughout the process.

You want the government and local people to oversee the completion and enforcement of village development plans and projects.



NGOs issues and interests

Issues	Interests
Competing claims of landownership	Want government recognition and return of traditional lands so that local community can control its natural resources and maintain traditional ways of life Otherwise, want compensation or other benefits from companies
Unclear boundaries between timber companies' land and the Dayak community	Want clear boundaries between village lands and those used by the companies Want to prevent future incursions on village land, such as occurred with construction of the road
Companies' willingness to discuss community land issues and operations in areas near the Dayak community	Want companies to respect the community and demonstrate concern for its well-being, traditional life style and practices (farming, hunting, subsistence timbering, etc.) Want companies to be open to discussing issues of community concern
Dayak community's loss of access to traditional economic resources and natural resource management rights, including timber	Want some forest land left standing for traditional uses, with access for the community Want a sustainable forest management plan so that not all trees are cut, leaving the community without this resource
Compensation to local Dayak community for lost land and/or access to traditional economic resources	Want compensation for loss of property and traditional uses of land that has already been cleared Open to discussing what compensation will be
Allotment of production fees	Want a percentage of production fees for use in village development
Construction of a road through Dayak community, and resultant impacts	Want to support the community to obtain what it wants on this issue
Safety and security of company personnel, especially outsiders, and the Dayak community	Want all parties to be safe and secure
Damage to or loss of company property (heavy equipment and base camps)	Will talk with parties who have seized company equipment to ensure its return in the best possible condition, as long as agreements are reached on other issues Recognize that there may have to be sanctions for those who have seized equipment or burned company base camps; would like to limit the punitive nature of these, perhaps opting for some form of community service
Design, implementation and monitoring of forest village development programmes	Want companies to develop and implement forest village development programmes Will decide what you want from these programmes
Other demands for social funding for community needs	No specific views on this issue; will follow the community's lead
Improvement of village facilities and infrastructure	No specific views on this issue; will follow the community's lead
Use of outside workers by the companies	Want rights for all workers, and want to find a way of reducing competition for jobs and tensions between cultures
Availability and types of jobs for Dayak community members	Want companies' commitment to hiring a significant percentage of Dayak workers and to opening up a broader range of positions for them

Attachment 6.1.K Role of the security forces, private information

The local security forces would like the most violent conflicts related to landownership and concessions in the district to come to an end. The current situation has got out of hand, and is almost beyond the control of the security forces.

The police have not been able to lower the number of shooting incidents in the forest or to apprehend perpetrators, prevent the destruction of company equipment and base camps or recover stolen property. The demonstration by local people was almost out of police control.

As a representative of the police, you would like to help involved parties to reach acceptable agreements on their differences. You will do whatever you can to achieve this goal, but you recognize that some members of your force have benefited from the conflict. They have taken money from at least the ABC Company for protecting company property and retaliating against villagers who they believe to be agitators or perpetrators of crimes. These officers may not want the conflict to stop if it means a loss in earnings for them.



Security forces issues and interests

Issues	Interests
Competing claims of landownership	No specific views on this issue; for the courts or central government to decide
Unclear boundaries between timber companies' land and the Dayak community	Want boundaries clarified to make law enforcement easier
Companies' willingness to discuss community land issues and operations in areas near the Dayak community	Want parties to try and resolve their differences
Dayak community's loss of access to traditional economic resources and natural resource management rights, including timber	No specific views on this issue
Compensation to local Dayak community for lost land and/or access to traditional economic resources	No specific views on this issue
Allotment of production fees	No specific views on this issue
Construction of a road through Dayak community, and resultant impacts	No specific views on this issue
Safety and security of company personnel, especially outsiders, and the Dayak community	Safety and security should be assured for all
Damage to or loss of company property (heavy equipment and base camps)	Perpetrators should be apprehended and punished Property should be returned
Design, implementation and monitoring of forest village development programmes	No specific views on this issue
Other demands for social funding for local community needs	No specific views on this issue
Improvement of village facilities and infrastructure	No specific views on this issue
Use of outside workers by the companies	No specific views on this issue
Availability and types of jobs for the Dayak community members	No specific views on this issue

CASE STUDY 6.2 FACILITATING PARK MANAGEMENT IN BALANGA

Background

In Balanga, the national Wildlife Department recently established a new protected area. It selected the site for protection because of its extensive diversity of native plants and animals, including numerous rare and endangered species. The government is very proud of the protected area, and the region has been targeted as a future ecotourism destination.

Several tribal communities have lived in the region for generations. Before the park boundaries were formally established, a community team worked with local communities to identify their traditional and contemporary land-use needs and practices. The final park boundary lines were drawn following a collaborative planning process, which allowed selective harvesting and continued access for the communities in the vicinity.

This region also has an extensive wild goat population. Wild goats were introduced to the area more than 250 years ago, and over the centuries they have become well-established as part of the wildlife. The local communities who live around the park have been hunting the goats for generations and rely on their meat as a principal part of the family diet. There is also a strong cultural tradition attached to goat hunting, a method that is passed from father to son as part of a male rite of passage to adulthood. The tooth of the goat is used in wedding ceremonies, and on the birth of a child the family must offer a community feast of at least 25 goats. Another important part of local culture is the use of forest plants for medicinal and cultural purposes. Several times a year, people gather the roots, berries and leaves of various plants to cure illnesses or for spiritual offerings.

Environmentalists have recently raised serious concerns about the wild goats with the Wildlife Department, however. The environmentalists have determined that the goats are a great threat to the region, as they forage on native plants, causing serious damage to forest habitat. The environmentalists' report has been circulated in government offices, and warns that if the goats are not controlled, the region will lose its value as an ecotourism destination within five years.

The Wildlife Department has decided to fence off the park and eradicate all the wild goats in the region to ensure that the remaining native plants can survive. Local communities held a public protest when the first line of fence was established, claiming that it would restrict their access to the park and their pursuit of hunting and cultural practices. They demanded that the Wildlife Department meet them to ensure that their needs and interests are considered. The Wildlife Department has requested the assistance of a neutral facilitator to lead the discussion. The stakeholder representatives who have agreed to participate in the negotiations include a wildlife official, a goat hunter, a community member and an environmentalist.

These four stakeholders will participate in a facilitated meeting to try to reach agreement on proposed changes to the management plan for the protected area.

Attachment 6.2.A Role of the community representative

You have been selected to represent the four major communities that are situated along the periphery of the protected area.

You have many years of experience in dealing with government officials, and you do not have a great deal of trust in their promises to support community interests. You have come to the meeting to ensure that the communities' interests are met. You have promised to repeat each of their points during the course of the meeting, over and over if necessary, to ensure that they will be met.

The communities have agreed that you may negotiate with the other stakeholders, using the following four central points to ensure that the four communities' interests are considered:

- The communities all agree that plants, goats and people are interdependent.
- They do not want fences around the whole park.
- They agree that some plants are increasingly endangered.
- Most important, the communities insist on their right to gather plants for their medicinal and cultural needs.

Attachment 6.2.B Role of the wildlife manager

You have been selected to represent the interests of the Wildlife Department in discussing a preferred management plan.

You have a great love of the wildlife environment, but you are also concerned about the pressures on local communities whose traditions you see being rapidly eroded. As a government official, you are constrained by policy issues, but have learned over the years that policies can be changed when the need is clear. Now that a facilitated meeting has been called, you and the other stakeholders hope that a solution will emerge that addresses the problem of protecting the wildlife ecology while assuring community access needs.

The Wildlife Department has agreed that you should negotiate with the other stakeholders, using the following four central points to ensure that its interests are met:

- The Wildlife Department is required to protect the wildlife and ensure that local communities' interests are respected.
- Biologists have determined that goats have an ecologically negative impact on native wild plants.
- The department would like to fence the protected area and remove the goats to protect the most pristine parts of the wildlife environment.
- The department is aware that the number of goats in the forest has already declined significantly, but is not sure why.

Attachment 6.2.C Role of the environmentalist

You come from a city in central Balanga and have a biology degree from the university. Although you live and work in the city, you have a great love of the wildlife regions of the country. Over the years, you have grown concerned about the growing quantities of scientific data proving the long-term damage to native vegetation growth caused by goats. You are convinced that if people understood the scientific methods for measuring environment change, they would agree and support the need to eradicate the goats.

You have been selected to represent a consortium of environmental interests in discussing a management plan for the nature park. The consortium has agreed that you can negotiate with the other stakeholders, provided you uphold the following four points to ensure that its needs and interests are met:

- Goats should not be in the protected areas of the forest because they destroy the rapidly diminishing native plants.
- Invasive, non-native plants will become established in areas where native plants were. This will cause further degradation to the ecosystem.
- Environmentalists are concerned about the local communities, and respect their cultural traditions.
- The environmental community is very willing to consider alternative management ideas that enhance protection.

Attachment 6.2.D Role of the goat hunter

You have been selected to represent the interests of goat hunters from the four communities along the periphery of the nature park. You are the leader of the largest goat hunting group, which supplies goats for families and for special community events, such as harvest festivals and religious ceremonies. Over the years, all the hunters have noticed a continual decline in the numbers of goats in the forest. There have been many discussions among the hunting groups about the need to coordinate and regulate the number of goats taken annually.

The goat hunters have all agreed that you may negotiate with the other stakeholders, provided you uphold the following four points to ensure that their interests and needs are considered:

- The hunters all want to ensure that there will always be goats in the forest to hunt.
- The hunting community does not believe that goats commit any long-term damage to the environment. Instead, hunters believe that goats benefit the land by uprooting the soil, thereby encouraging new plants to grow.
- Goats need enough space to move around. If fences are put up, goats will become concentrated in even smaller areas and then they may damage the native environment.
- There are fewer goats in the forest these days, as more people are hunting. The hunters want assurance from the Wildlife Department that it will not eradicate all the wild goats.

CASE STUDY 6.3 SETTING A NEW AGENDA FOR PICORDA

Background

Picorda, a country renowned for the exquisite natural beauty of its upland forests, currently faces an environmental crisis. Commercial exploitation of Picorda's forests has been occurring for centuries, but there was a rapid increase in these activities that peaked in the mid-1970s. By that time, the President had awarded more than 400 timber licence agreements and special permits to his relatives and business and military partners. By the late 1970s, only 20 percent of the forest cover remained, and less than 5 percent of the primary old-growth forests. This rapid decline in the natural resources of Picorda was caused by a sharp rise in exploitation, coupled with political disregard for social welfare on the part of a small group of privileged people. The cumulative impact led to a popular movement to remove the President. The new government was charged with the task of stimulating economic recovery and environmental revitalization.

A new community-based forest management programme (CBFMP) was established within the Department of Environment and Natural Resources (DENR), the State agency responsible for managing and protecting the country's natural resources. The CBFMP was primarily conceived as an upland (land on a slope of at least 18 percent) development initiative, and significantly shifted the government's primary focus from supporting privately owned forest production to supporting community stewardship and livelihood enhancement projects. The CBFMP is now integrated into Picorda's development process, along with its multiple land-use management objectives of income generation, forest protection and food production. The CBFMP implementation process is democratizing access to forest resources through NGOs' collaboration in addressing the prevailing issue of upland rural poverty, while protecting residual forest.

Developed countries have been willing to use multi- and bilateral funding institutions to support programmes that deal with deforestation and sustainable forest management, such as the Picorda CBFMP. However, despite the huge sums of money put into the programme, and its wide political and legal support, disturbing contradictions have recently emerged that bring into question both the quantitative results and the qualitative impact of the CBFMP. Enormous financial support from international funding agencies enabled DENR to implement the programme fully, but created a pattern for faulty assessment of the existing environmental crisis.

Local communities have been protesting that government officials support ecologically damaging side-businesses to generate foreign revenue support for ecological revitalization. This is leading to a growing cycle of institutional corruption. In addition, there have been increasing accusations that, even though the legal framework for the stewardship programme is in place, there is a structural conflict between government agencies and local communities about programme "territoriality". There is now a clear need to assess the policy and programme contradictions of community forest management in Picorda.

Current situation

A Picorda working group has been formed, with representatives from the local community, the CBFMP, DENR and the international funding agency. The group's first meeting aims to determine the agenda of discussion issues. The meeting participants have compiled lists of critical issues for discussion, including: establishing rational environmental measurements; identifying corrective needs within agencies; increasing support for communities to help them comply with programme objectives; and determining territorial boundaries.

Attachment 6.3.A Role of the community representative

You have been selected to represent the four major communities situated within the CBFMP jurisdiction. People have high expectations of the programme, but it has been difficult to accommodate all of the new responsibilities that have arisen: there are so many meetings and so many conflict issues to address. It gets a little easier every day, however, and on the whole everyone is still working well together. The major issue is that last month the government cut 50 ha of timber in your region, without warning and without involving any local people. Outsiders were brought in to do the harvesting, and all the logs were taken away. Everyone is furious, and people have demanded that you present the following four agenda items:

- Recent timber harvests in the region must be addressed. Who is responsible? Where did the timber and profits go? Why were outsiders brought in?
- Territorial rights must continue to be addressed.
- More government technical support is needed for income-generating programmes.
- Funding support should be requested from a local NGO to assist the building of organizational capacity, such as finance management, leadership and conflict management skills.

Attachment 6.3.B Role of the community-based forest management field officer

The Director of the CBFMP has told you to put forward only two items, but you feel that there is an additional issue that must be addressed, so you have added the last one yourself. You are taking a professional risk by proposing the last item, but you believe in the CBFMP mission to support local community interests first, and you feel that the programme is at risk because a few government people are abusing the system:

- The top priority is to address environmental indicators.
- Forest protection must have tighter enforcement mechanisms.
- Institutional abuse must be addressed.

Attachment 6.3.C Role of the DENR programme coordinator

You are very angry about having to attend this meeting. You feel that the only reason it has been called is because the CBFMP has been poorly run, and you are embarrassed that the international funding programme officer will be attending as he/she might decide to withdraw the programme's support. You are aware that there has been a contending mission within DENR to expand timber sales, and recently there has been a large cut in the near vicinity of the CBFMP region. You do not want this on the agenda, however, as it does not officially pertain to the CBFMP, and is none of its business. Your agenda items focus on forcing greater accountability on the CBFMP officers and the local community and include the following:

- Tighter systems for monitoring CBFMP operations need to be established.
- Local communities must be more accountable for following programme objectives.
- Weekly and monthly reports should be required.

Attachment 6.3.D Role of the international funding programme officer

You oversee programmes in six countries. You have just flown in a few hours ago, and can only stay for two days. This particular country programme has been a real challenge for you because you love the people and the country, but are very frustrated by the government bureaucracy. The individuals with whom you work are decent people, but they are caught in a system that breeds inefficiency and corruption. You realize that you are limited in how much you can contribute to the meeting, other than providing encouragement to participants in their problem solving efforts. You have an extra sum of money available, which could be used for corrective activities, if necessary, but you are also keenly aware that misuse of funds is one of the core conflict issues that has led to this meeting. You have decided to introduce the following three agenda items:

- Democratic norms should be the basis for determining programme priorities.
- A transparent financial system should be established so that all parties are aware of what money is available for all activities, as well as how and when the money is to be dispersed.
- Accountability across all levels must be addressed. The responsibility of each stakeholder should be clearly defined.

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This publication contains learning activities designed to support training in natural resource conflict management, being the third in a series of training materials on natural resource conflict management developed by FAO's Livelihood Support Programme. It supplements the discussions presented in the *Conceptual guide* and is complemented by a case studies and lessons learned publication based on recent real-life experience of applying the processes and principles of consensual negotiation to address natural resource conflicts in Africa.

