



## **Regional Consultancy to Assess the Training Needs and Develop MPA Management Training Materials**

### **MPA Management Training Curriculum**

#### **Module 5.2 Conflict Resolution**



**2026**

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# 1 INTRODUCTION

## 1.1 Module Information

- Focus Areas: Conflict resolution
- Level: Technical and Theoretical
- Total Sections: 5

## 1.2 Module Description

This module addresses the inevitability of conflict in resource management and provides essential frameworks and strategies for effective Conflict Resolution within and around MPAs.

## 1.3 Overall Learning Outcomes

Upon successful completion of the course, learners will be able to:

- Identify and understand key concept and terms related to conflict resolution
- Analyse the root causes of conflict based on the type of conflict
- Incorporate the key principles to ensure resolution is fair and respectful
- Sequence and apply the conflict resolution framework
- Navigate appropriate strategies for dealing with conflict

## 1.4 Module Content Outline

### Section 1: Concepts and terminology

- conflict, resolution, dialogue, stakeholder

### Section 2: Types of conflicts

- intergroup conflicts, conflicts arising from exclusion or marginalisation, poor communication, inequities

### Section 3: Key principles

- focus on underlying interests, involve all significantly affected stakeholders in a fair and respectful process, recognise and navigate stakeholder power dynamics

### Section 4: Framework

- getting started/determining roles, assessment, involving affected stakeholders, implementation and evaluation

### Section 5: Strategies for dealing with conflicts

- negotiation, mediation, litigation/arbitration, adaptive zoning/regulation

## 1.5 Estimated Time Required

An estimate of 60 – 90 minutes per section is reasonable to ensure a deep understanding of the core principles. It is therefore estimated that the module should take anywhere between 5 – 8 hours to complete.

## 1.6 Assessment Strategy

Each section includes a targeted assessment consisting of:

1. Multiple Choice: For factual recall of principles and definitions.
2. Matching: For categorizing services and frameworks.
3. Scenario Analysis: For applying Nexus thinking to real-world conservation challenges.

## 2 MODULE GLOSSARY

This glossary provides a comprehensive reference for the core concepts and terminologies covered in each section of the module.

### 2.1 *Section 1: Concepts and Terminology*

- **Conflict:** An ongoing state of disagreement or opposition between two or more parties who perceive that their interests, needs, or values are incompatible.
- **Dialogue:** A collaborative communication process focused on increasing mutual understanding and building trust, rather than winning an argument.
- **Dispute:** A specific, time-bound manifestation of a conflict, often public, such as a formal protest, legal challenge, or physical confrontation.
- **Resolution:** A collaborative outcome that addresses the root causes of a conflict, leading to an agreement that stakeholders view as fair and sustainable.
- **Settlement:** A temporary or formal "fix" (such as a court order) that may end an immediate dispute but often fails to resolve the underlying conflict.
- **Stakeholder:** Any individual, group, or institution with an interest in or who is affected by a management decision.
- **Primary Stakeholder:** Those directly affected by management, such as local fishers or tourism operators whose livelihoods depend on the area.
- **Secondary Stakeholder:** Those with an indirect interest, such as government agencies, research institutions, or international NGOs.

### 2.2 *Section 2: Types of Conflict*

- **Conflict Tree:** A diagnostic tool used to visualize conflict: **Roots** (root causes like inequity), **Trunk** (the core problem), and **Leaves** (visible symptoms/disputes).
- **Intergroup Conflict:** Disagreements occurring between different user groups with competing goals, such as recreational divers versus commercial fishers.
- **Marginalization:** The social or political process of pushing a particular group to the edge of decision-making, often leading to resentment and non-compliance.
- **Paper Park:** An MPA that exists on maps and in legislation but fails to achieve conservation goals due to a lack of local support, enforcement, or compliance.
- **Structural Inequity:** Conflicts rooted in the unfair distribution of resources, power, or benefits, where one group bears the costs of conservation while others reap the rewards.

### 2.3 *Section 3: Key Principles*

- **Honest Broker:** A neutral person or organization that facilitates a resolution process without having a personal or professional stake in the outcome.
- **Inclusivity:** The principle of ensuring all significantly affected stakeholders, including vocal critics and marginalized groups, are involved in the decision-making process.
- **Interests:** The "Why" behind a demand—the underlying needs, fears, motivations, or aspirations of a stakeholder.
- **Positions:** The "What"—the concrete, often rigid demands or solutions that stakeholders state they want.
- **Power Dynamics:** The unequal distribution of influence, wealth, or access to authority among stakeholders that can skew negotiations if not actively managed.

### 2.4 *Section 4: Framework*

- **Adaptive Management:** A systematic process for improving management policies and practices by learning from the outcomes of implemented strategies.
- **Assessment Phase:** The stage of the framework focused on gathering data, mapping stakeholders, and diagnosing the root causes of the conflict.
- **Convener:** The individual or agency that initiates the conflict resolution process and brings the parties to the table.

- **Engagement Phase:** The stage where actual dialogue and interest-based negotiations take place to generate potential solutions.
- **Ground Rules:** Agreed-upon behaviors for conduct during meetings (e.g., no interrupting, mutual respect) to ensure a safe and productive environment.
- **Memorandum of Understanding (MOU):** A formal, written agreement between parties that outlines their shared goals and individual responsibilities.

## 2.5 *Section 5: Strategies for Dealing with Conflict*

- **Arbitration:** A formal process where a neutral third party (arbitrator) hears evidence and makes a binding decision to settle a dispute.
- **Litigation:** The process of taking a dispute to a court of law for a judge or magistrate to make a binding legal ruling.
- **Mediation:** A voluntary, confidential process where a neutral third party helps disputants communicate to reach their own mutually acceptable agreement.
- **Negotiation:** Direct communication and bargaining between parties in conflict to reach a joint decision without a formal facilitator.
- **Temporal Zoning:** A management strategy that restricts or allows activities at specific times (e.g., seasonal closures during fish spawning).
- **Spatial Zoning (Multi-Use):** Dividing an MPA into different areas where different activities are permitted to reduce interaction between competing users.

### 3 SECTION 1 - CONCEPTS AND TERMINOLOGIES

#### 3.1 *Description*

This section establishes the foundational language and logic of conflict management. It helps learners move from seeing conflict as a purely negative "problem" to seeing it as a manageable "process."

#### 3.2 *Learning objectives*

Upon completion of this section, learners will be able to:

- **Define Core Terminology:** Accurately define and differentiate between the terms conflict, dispute, dialogue, and resolution within the context of natural resource management.
- **Identify Stakeholder Roles:** Categorize different actors (Primary, Secondary, and Vulnerable) and explain their specific interests and influence levels regarding MPA management.
- **Contrast Positions vs. Interests:** Distinguish between a stakeholder's "position" (what they say they want) and their "underlying interest" (the actual need or concern driving that demand).
- **Differentiate Dialogue from Debate:** Explain the procedural and psychological differences between a competitive debate and a collaborative dialogue.

#### 3.3 *Content*

To effectively manage or resolve issues within a Marine Protected Area (MPA), we must first distinguish between different levels of disagreement and understand the role of communication.

##### 3.3.1 **Defining Conflict**

Conflict occurs when two or more parties perceive that their interests, needs, or values are incompatible. In the context of MPAs, this often involves a clash between conservation goals (e.g., protecting a coral reef) and socio-economic needs (e.g., traditional fishing rights).

- **Key Insight:** Conflict is an inevitable part of resource management. It is not necessarily a sign of failure, but rather an indication that different stakeholders care about the resource. The goal is not always to "eliminate" conflict, but to manage it constructively.

##### 3.3.2 **Conflict vs. Dispute**

While often used interchangeably, these terms represent different stages of tension:

- **Conflict:** A long-term, ongoing state of disagreement that may be "latent" (hidden) or "manifest" (visible). It is often rooted in deep-seated issues like power imbalances or historical exclusion.
- **Dispute:** A specific, time-bound disagreement where a conflict becomes public. A dispute usually has a clear beginning and end (e.g., a formal protest against a new zoning rule or a legal challenge to a fishing permit).

##### 3.3.3 **Dialogue**

Dialogue is the primary tool for moving from conflict to resolution. Unlike a debate—where the goal is to "win" or prove the other side wrong—dialogue is a collaborative process.

- **Goal:** To increase mutual understanding and build trust.
- **Process:** Participants listen deeply to understand the perspectives, fears, and aspirations of others. Dialogue focuses on "why" people hold certain positions rather than just "what" they want.

### 3.3.4 Stakeholders

A Stakeholder is any individual, group, or institution who has an interest in, or is affected by, the management of the MPA.

- Primary Stakeholders: Those directly affected by management decisions (e.g., local artisanal fishers, tourism operators).
- Secondary Stakeholders: Those with an indirect interest (e.g., government agencies, international NGOs, researchers).
- Vulnerable Stakeholders: Groups that may have a high stake but low power to influence decisions (e.g., indigenous communities or marginalized women's groups).

### 3.3.5 Resolution

Resolution is the outcome where the underlying reasons for the conflict are addressed, and the parties reach an agreement that satisfies their core interests.

- Resolution vs. Settlement: A settlement might stop the fighting temporarily (e.g., a court order), but a resolution addresses the root causes so the conflict does not immediately return.

### 3.3.6 Summary

#### Shifting the Mindset

| Concept      | Traditional View (Negative)            | Management View (Constructive)                      |
|--------------|----------------------------------------|-----------------------------------------------------|
| Conflict     | A problem to be avoided or suppressed. | An opportunity to address underlying issues.        |
| Stakeholders | People who block progress.             | Partners with essential local knowledge.            |
| Resolution   | Making people "comply" with rules.     | Reaching a fair agreement that all parties support. |

## 3.4 Further Reading

### 3.4.1 Core Learning Resources

- [Managing Conflicts in Protected Areas](#): A foundational handbook designed specifically for protected area managers. It provides a simple framework for responding to different types of conflicts and includes extensive case studies of both short- and long-term resolution strategies.
- [Understanding and Managing Natural Resource Conflicts](#): A comprehensive guide that explores the nature of community-based resource conflicts. It provides detailed tools for root-cause analysis and emphasizes the link between conflict management and sustainable livelihoods.
- [Negotiation and Mediation Techniques for Natural Resource Management](#): A practical manual focused on the "how-to" of mediation and negotiation. This is an excellent resource for practitioners looking for step-by-step process guides for collaborative decision-making.

### 3.4.2 Supplementary Reading

- [Conflict-Sensitive Conservation: Practitioners' Manual](#): This manual helps conservationists ensure that their projects do not unintentionally trigger or exacerbate local tensions. It includes the "Conflict Tree" tool mentioned in this module.
- [From Conflict to Collaboration in Natural Resource Management](#): A toolkit focusing on aquatic and marine resources. It provides specific guidance on how to conduct preliminary conflict assessments in coastal environments.

- [Human-Wildlife Conflict & Coexistence](#): A specific look at conflicts arising from interactions between people and wildlife (e.g., fishing net damage), offering strategies for de-escalating tensions between stakeholders regarding wildlife management.
- [Natural Resources and Conflict: A Guide for Mediators](#): A high-level guide on mediating complex resource disputes, emphasizing the importance of impartial scientific data and nuanced process design.

### 3.5 Assessment

This assessment is designed to evaluate understanding of Section 1. It includes a mix of knowledge retrieval, conceptual differentiation, and practical application.

#### Part A: Multiple Choice

1. Which of the following best describes "Conflict" in the context of an MPA?
  - a) A sign of a failed management plan.
  - b) An inevitable result of differing stakeholder interests and values.
  - c) A situation that must be suppressed to ensure conservation.
  - d) A temporary disagreement that ends once a rule is enforced.
2. What is the primary difference between a "Conflict" and a "Dispute"?
  - a) Conflicts are legal; disputes are social.
  - b) Conflicts are specific events; disputes are long-term states of disagreement.
  - c) Conflicts are the underlying state of tension; disputes are the public manifestation of that tension.
  - d) There is no difference; the terms are synonymous.
3. In a dialogue process, the primary goal is to:
  - a) Win the argument using scientific data.
  - b) Reach a compromise as quickly as possible.
  - c) Persuade the other party to change their mind.
  - d) Increase mutual understanding and build trust between parties.
4. A group that is highly affected by an MPA but has very little influence over how it is managed is known as a:
  - a) Primary Stakeholder.
  - b) Vulnerable/Marginalized Stakeholder.
  - c) Secondary Stakeholder.
  - d) Opposition Leader.

#### Part B: True or False

5. Conflict management aims to eliminate all disagreements within an MPA.  
Reason (if false): \_\_\_\_\_
6. A settlement and a resolution are the same thing.  
Reason (if false): \_\_\_\_\_
7. Stakeholders include not only those who support the MPA but also those who oppose it.  
Reason (if false): \_\_\_\_\_

#### Part C: Short Answer and Application

8. Define "Stakeholder" and provide one example of a *Primary* stakeholder and one example of a *Secondary* stakeholder in a coastal MPA.

9. The "Why" vs. the "What": Explain why focusing on "interests" (the *why*) is more effective for resolution than focusing on "positions" (the *what*).

Scenario Analysis: *Scenario*: A group of local fishers is angry because a new "No-Take Zone" has been established in their traditional fishing grounds. They have started a protest at the MPA headquarters.

10. Identify the Conflict: What is the underlying tension?

11. Identify the Dispute: What is the specific event happening now?

12. Proposed Tool: Would you recommend *Dialogue* or *Debate* to address this? Why?

### 3.6 Answer Key

Answer 1: B

Answer 2: C

Answer 3: D

Answer 4: B

Answer 5: False. Conflict is inevitable; the goal is to manage it constructively, not necessarily eliminate it.

Answer 6: False. A settlement is often a temporary "fix" or legal stopgap; a resolution addresses the root causes.

Answer 7: True.

Answer 8: Anyone affected by or having an interest in the MPA. *Primary*: Local fishers, hotel owners. *Secondary*: Government ministry, international NGO.

Answer 9: Positions are often rigid (e.g., "No fishing here"). Interests (e.g., "I need to feed my family") allow for creative solutions like alternative livelihoods or different zoning that satisfy the core need.

Answer 10: Long-term tension between conservation needs and food security/livelihoods.

Answer 11: The specific protest at the headquarters.

Answer 12: Dialogue. To understand the fishers' needs and find a collaborative path forward rather than just trying to "win" a confrontation.

## 4 SECTION 2 – TYPES OF CONFLICT

### 4.1 Description

This section focuses on moving beyond the surface-level disagreement to identify the specific nature and origin of the conflict. Understanding the "type" of conflict is essential because the strategy used to resolve a data-driven dispute is very different from one used to address deep-seated social inequities.

### 4.2 Learning Objectives

Upon completion of this section, learners will be able to:

- Categorize Conflict Types: Identify and distinguish between the four primary sources of MPA conflict: intergroup competition, exclusion/marginalization, information gaps, and structural inequities.
- Apply the Conflict Tree Tool: Utilize the Conflict Tree methodology to separate visible symptoms (leaves) from core problems (trunk) and deep-seated root causes (roots).
- Analyze Power Imbalances: Explain how structural inequities and power dynamics contribute to long-term instability in marine resource management.
- Differentiate Data vs. Value Conflicts: Determine if a dispute is caused by a lack of information (resolvable through transparency) or a clash of values and rights (requiring negotiation or structural change).
- Synthesize Lessons from Regional Cases: Draw parallels between the theoretical types of conflict and real-world Caribbean examples, such as the Soufrière Marine Management Area (SMMA).

### 4.3 Content

Conflicts in Marine Protected Areas (MPAs) are rarely one-dimensional. They are often a "tangle" of different issues that can be categorized into four primary types.

#### 4.3.1 Intergroup Conflicts

These occur between different sets of users who have competing goals for the same marine space or resource. These are often the most visible conflicts in an MPA.

- Examples:
  - Fishers vs. Tourism: Dive operators wanting to protect a reef for aesthetics while fishers need the same area for harvest.
  - Conservationists vs. Developers: NGOs pushing for "No-Take" zones while coastal developers seek to build marinas or resorts.
- Management Focus: Balancing competing "rights of use" and finding spatial or temporal compromises.

#### 4.3.2 Conflicts Arising from Exclusion or Marginalization

These are "identity-based" conflicts that occur when a group feels their traditional rights, culture, or presence is being ignored by the MPA authorities.

- Root Cause: When local communities, especially those who have used the sea for generations, are not included in the planning process.
- The 'Paper Park' Syndrome: If a community feels excluded, they may intentionally ignore MPA rules as a form of protest, leading to high rates of poaching.
- Management Focus: Improving inclusivity and restoring trust through co-management or community-led initiatives.

### 4.3.3 Conflicts from Poor Communication and Information

These conflicts are often unnecessary but common. They stem from a lack of transparency or a "clash of knowledges."

- Lack of Clarity: Stakeholders may oppose a rule simply because they don't understand its purpose or how it will be enforced.
- Scientific vs. Local Knowledge: Scientists may present data showing a fish stock is collapsing, while local fishers (using different observations) believe the stock is healthy.
- Management Focus: Enhancing transparency, using "layman's terms" in outreach, and validating local ecological knowledge alongside Western science.

### 4.3.4 Conflicts Rooted in Structural Inequities

These are deep-seated conflicts related to the unfair distribution of costs and benefits.

- The "Who Pays?" Problem: Local fishers may bear the "cost" of conservation (lost income), while international hotel chains or the government reap the "benefits" (increased tourism revenue).
- Power Dynamics: When decision-making power rests solely with a distant central government, leaving local stakeholders with no way to influence their own livelihoods.
- Management Focus: Designing benefit-sharing mechanisms (e.g., community grants, employment priority) to ensure those who sacrifice the most for the MPA also gain from it.

### 4.3.5 The "Conflict Tree" Tool

To analyze these types of conflict, managers often use a Conflict Tree:

- The Roots: The structural inequities and historical exclusion
- The Trunk: The core problem (e.g., "The new zoning plan is being rejected").
- The Leaves: The visible "disputes" like protests, illegal fishing, or verbal arguments.

#### *Case Study: The SMMA Conflict Tree Analysis*

In the SMMA, the Conflict Tree tool has been used to unpack the long-standing tensions between artisanal fishers and the yachting/tourism sectors.

#### 1. The Leaves (Visible Disputes/Symptoms)

These are the problems seen on the surface that managers deal with daily:

- Protests by local fishers against "No-Take" zones.
- Yacht anchors damaging coral reefs or fishing gear.
- Verbal confrontations between dive operators and fishers over reef access.
- High rates of "poaching" or non-compliance with marine park boundaries.

#### 2. The Trunk (The Core Problem)

The central issue identified: "Incompatible use of limited coastal space leading to livelihood insecurity and habitat degradation."

#### 3. The Roots (Root Causes)

The Conflict Tree revealed that the surface disputes weren't just about fish; they were rooted in deeper, structural issues:

- Historical Exclusion: Fishers felt they were being pushed out of their ancestral waters to make room for wealthy tourists (Section 2.2: Marginalization).

- **Information Gaps:** A lack of clear communication regarding the benefits of "spillover" from protected areas (Section 2.3: Poor Communication).
- **Economic Inequity:** The perception that the economic benefits of the SMMA were flowing to hotel owners and yacht charters, while the costs (loss of fishing grounds) were borne solely by the local community (Section 2.4: Structural Inequity).

#### 4. How the Tool Changed the Outcome

By using the Conflict Tree, managers at the SMMA realized that simply "enforcing the law" (treating the leaves) would not work. Instead, they had to address the roots. This led to:

- **Zoning Changes:** Creating specific "Fishing Priority Areas" to validate the fishers' rights to the space.
- **Institutionalized Dialogue:** Establishing a stakeholder board where fishers had an equal vote alongside tourism officials, addressing the power imbalance.
- **Benefit Sharing:** Exploring ways for the local community to benefit directly from user fees collected from yachts.

This Caribbean case study demonstrates that once you identify whether a conflict is rooted in inequity or information gaps, you can choose the right management strategy, moving from simple enforcement to genuine resolution.

#### 4.3.6 Learning Activity: Identifying the Type

Think of a recent disagreement in a coastal area you are familiar with. Which of the four types above best describes it? Is it possible that it is a mix of two or more?

### 4.4 Further Reading

#### 4.4.1 Core Analytical Guides

- [Conflict-Sensitive Conservation: Practitioners' Manual](#): This manual provides a detailed walkthrough of the Conflict Tree tool (found in Section 2). It explains how to distinguish between the "effects" (leaves), the "core problem" (trunk), and the "root causes" (roots) in a conservation context.
- [Understanding and Managing Natural Resource Conflicts](#): Refer specifically to Chapter 3: Foundations of Conflict Analysis. It breaks down the different dimensions of conflict, including those rooted in structural inequities and poor communication.
- [Negotiation and Mediation Techniques for Natural Resource Management](#): See Section 4: Conflict Analysis, which provides a variety of tools beyond the Conflict Tree, such as "Conflict Mapping" and "The Onion" (Position/Interest/Need analysis), to help identify the type of conflict you are facing.

#### 4.4.2 Caribbean Case Studies & Context

- [The Soufrière Marine Management Area \(SMMA\): A Case Study](#): A detailed look at the SMMA in St. Lucia. This document explores the historical marginalization and intergroup conflicts that led to the creation of one of the Caribbean's most famous conflict management success stories.
- [Conflict Management in Caribbean MPAs \(CaMPAM/MPACConnect\)](#): The Caribbean Marine Protected Area Management Network (CaMPAM) provides various regional reports and training materials that often highlight how exclusion and poor communication impact MPA success across the Wider Caribbean.
- [Governance and Conflict Management in Coastal Resources](#): This resource explores how structural inequities and power dynamics influence coastal resource management, with specific sections relevant to Caribbean small-island developing states (SIDS).

#### 4.5 Assessment

This assessment is designed to test the learner's ability to move beyond identifying that a conflict exists to diagnosing why it exists using the specific categories and tools discussed.

##### Part A: Matching

Match the conflict scenario on the left with the correct "Type of Conflict" on the right.

| Scenario                                                                                                              | Type of Conflict                  |
|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| 1. A community is angry because a new MPA was designed by a foreign NGO without any local consultation.               | A. Intergroup Conflict            |
| 2. A dive shop owner and a pot-fisher are arguing over who has the right to use a specific patch of reef.             | B. Exclusion/Marginalization      |
| 3. A fishing cooperative rejects a new catch limit because they believe the government's fish stock data is outdated. | C. Poor Communication/Information |
| 4. Small-scale fishers are banned from a zone, while a large hotel is permitted to build a jetty in the same area.    | D. Structural Inequity            |

##### Part B: The Conflict Tree Analysis

5. In the Conflict Tree metaphor, what do the "Roots" represent?

- a) The visible protests and arguments.
- b) The core problem, such as "low compliance."
- c) The deep-seated issues like historical exclusion or power imbalances.
- d) The legal framework of the MPA.

6. Why is it dangerous for an MPA manager to only "trim the leaves" of the Conflict Tree?

- a) Because the leaves are the most important part to fix.
- b) Because without addressing the roots, the conflict will likely regrow or manifest in a new way.
- c) Because the leaves represent the law, and the law cannot be changed.
- d) Because the roots are usually too old to be fixed.

##### Part C: Short Answer and Case Application

7. Communication vs. Structure: Briefly explain the difference between a conflict caused by *Poor Communication* and one caused by *Structural Inequity*. (Hint: Think about whether more information would solve the problem).

8. Caribbean Case Study Application: In the SMMA (St. Lucia) example discussed in this section, name one "Root" cause that was identified. How did the management team eventually address that root cause?

Critical Thinking: Imagine you are an MPA manager. You notice that fishers are consistently fishing inside a "No-Take Zone."

9. If this is an Information Conflict, what is your solution?

10. If this is an Inequity Conflict (they feel they are losing money while others gain), what is your solution?

#### 4.6 Answer Key

- Answer 1: B
- Answer 2: A
- Answer 3: C
- Answer 4: D
- Answer 5: C
- Answer 6: B

- Answer 7: An information conflict can often be solved by providing better data or clearer explanations. A structural conflict cannot be solved by "talking more"; it requires changing how power or money is distributed (e.g., changing a law or providing financial compensation).
- Answer 8: One root was *Historical Exclusion* or *Economic Inequity*. This was addressed by creating "Fishing Priority Areas" and giving fishers a seat on the management board.
- Answer 9: Create better signage, hold community meetings to explain the "spillover effect," or provide maps of the boundaries.
- Answer 10: Develop a grant program for fishers, create tourism-related jobs for them, or adjust the zones so they don't lose their primary source of income.

## 5 SECTION 3 – KEY PRINCIPLES

### 5.1 Description

This section focuses on the ethical and strategic foundation of conflict resolution. These principles ensure that the resolution process is not just a temporary fix, but a fair and sustainable agreement that stakeholders will actually respect and uphold.

### 5.2 Learning Objectives

Upon completion of this section, learners will be able to:

- Distinguish Interests from Positions: Demonstrate the ability to look beneath a stakeholder's rigid demand (position) to identify the underlying needs, fears, or aspirations (interests) driving it.
- Explain the Importance of Inclusivity: Articulate why involving all significantly affected stakeholders, including critics, is essential for the long-term legitimacy and enforceability of MPA regulations.
- Analyze Power Imbalances in Negotiations: Identify common power disparities in Caribbean coastal management (e.g., between international developers and local artisanal fishers) and describe their impact on the resolution process.
- Propose Strategies to Balance Power: Design specific interventions to "level the playing field," such as capacity building for community groups or selecting neutral meeting locations.
- Evaluate the Role of Neutrality: Explain the necessity of an "honest broker" or neutral mediator in maintaining the integrity and trust of all parties involved in a dispute.

### 5.3 Content

To move from confrontation to collaboration, practitioners must adhere to three core principles. These principles help maintain the legitimacy of the MPA management process.

#### 5.3.1 Focus on Underlying Interests, Not Positions

This is the most critical shift in conflict resolution.

- Positions: These are the concrete demands or "what" people say they want (e.g., "We demand that this entire bay remains open for fishing"). Positions are often rigid and leave little room for compromise.
- Interests: These are the "why" behind the demands—the underlying needs, fears, or aspirations (e.g., "We need to ensure our families have enough food" or "We are afraid of losing our cultural heritage").
- The Principle: By focusing on interests, managers can often find creative "win-win" solutions that satisfy the underlying need without necessarily granting the original, rigid demand.

#### 5.3.2 Involve All Significantly Affected Stakeholders

A resolution is only as strong as the people who support it. If a key group is left out of the process, they have no "ownership" of the result and may actively work to undermine it.

- Fair and Respectful Process: Inclusivity isn't just about being nice; it's about effectiveness. Stakeholders must feel the process is transparent and that their input has the power to influence the outcome.
- The "Veto" Power: Even a group with little formal power (like a small local village) can effectively "veto" an MPA by refusing to comply with its rules.
- The Principle: Ensure that those who bear the greatest cost of conservation have the strongest voice in the resolution process.

### 5.3.3 Recognize and Navigate Stakeholder Power Dynamics

In the Caribbean, as in many other regions, power is rarely distributed equally. A wealthy resort owner has more access to government officials than a traditional oyster harvester does.

- **Leveling the Playing Field:** A fair resolution process requires the mediator or manager to actively "balance" power. This might mean providing technical training to community groups so they can understand complex maps, or holding meetings at times and locations that are accessible to working fishers.
- **Neutrality:** The person leading the resolution must be perceived as a neutral "honest broker" who is not biased toward the more powerful party.
- **The Principle:** Silence does not mean agreement. If a marginalized group is silent during a meeting, it may be because they feel they lack the power to speak—not because they agree with the proposal.

### 5.3.4 Summary

#### Principles in action

| The Principle           | Ineffective Approach                           | Constructive Approach                                          |
|-------------------------|------------------------------------------------|----------------------------------------------------------------|
| Interests vs. Positions | Arguing over boundary lines.                   | Asking, "What do you need this specific area for?"             |
| Inclusivity             | Inviting only the leaders who agree with you.  | Seeking out the "vocal critics" and marginalized users.        |
| Power Dynamics          | Expecting everyone to come to a formal office. | Going to the landing site to meet stakeholders in their space. |

### 5.3.5 Case Study: Barbados Marine Spatial Planning & Blue Bonds

#### 1. Focus on Underlying Interests, Not Positions

- **The Scenario:** During consultations, some artisanal fishers held the position that "No new areas should be closed to fishing."
- **Applying the Principle:** Rather than simply arguing over whether to close an area or not, planners engaged fishers to find the underlying interests. They discovered the interest wasn't just about "fishing everywhere," but about livelihood security and predictability.
- **The Result:** By understanding the "why," the process shifted toward "zoning for multiple use." This allowed for seasonal closures or gear-restricted areas that protected the reef (the conservation interest) while ensuring fishers still had viable, productive grounds to maintain their income (the livelihood interest).

#### 2. Involving All Significantly Affected Stakeholders

- **The Scenario:** Marine planning often involves high-level government ministries and international NGOs. However, the coastal waters are used daily by jet-ski operators, "Oistins" vendors, divers, and community members.
- **Applying the Principle:** The Barbados MSP utilized a Thematic Working Group structure. They didn't just hold one-off town halls; they created specific spaces for different sectors—including the "Social and Cultural" group—to ensure that traditional uses and community values were baked into the maps from day one.
- **The Result:** Because the process was inclusive and transparent, the final maps were not seen as "foreign impositions" but as locally negotiated agreements, increasing the likelihood of long-term compliance.

#### 3. Recognizing and Navigating Stakeholder Power Dynamics

- The Scenario: Large-scale tourism developers and international conservation organizations often have more resources and "technical language" than local community groups, creating an uneven playing field in negotiations.
- Applying the Principle: To balance this, the process included capacity-building sessions. Local stakeholders were provided with "spatial literacy" training to understand how to read and contribute to GIS maps. Additionally, facilitators often held meetings in neutral, community-accessible locations rather than government boardrooms.
- The Result: This helped "level the playing field," ensuring that a fisher's local ecological knowledge was given the same weight on the map as a scientist's data or a developer's proposal.

#### 4. How this differs from "Traditional" Management

In many older Caribbean MPAs, a "Top-Down" approach was used:

- Positions were dictated by law.
- Stakeholders were told about the park after it was designed.
- Power remained entirely with the central government.

The Barbados example illustrates the modern shift toward Conflict-Sensitive Conservation, where the process itself is designed to prevent conflict before it starts by sticking to these three ethical foundations.

#### 5.3.6 Learning Activity: The "Why" Exercise

Take a hypothetical MPA "Position": "No scientists are allowed on our beach." List three possible "Interests" (the why) that might be driving that position.

(Possible answers: Privacy for tourists, fear that data will be used to close the beach, or feeling that their traditional knowledge is being disrespected.)

### 5.4 Further Reading

#### 5.4.1 Core Theoretical Frameworks

- [Getting to Yes: Negotiating Agreement Without Giving In](#): This is the seminal text that introduced the concept of Interests vs. Positions. While it is a general negotiation book, its principles are the "gold standard" used by natural resource mediators globally to find win-win solutions.
- [Understanding and Managing Natural Resource Conflicts](#): Refer to Chapter 2: Context of Conflict, which explores the principles of equity and the importance of addressing power imbalances when engaging stakeholders in marginalized communities.
- [Negotiation and Mediation Techniques for Natural Resource Management](#): Specifically, Section 3.2: Distinguishing Interests and Positions. This chapter provides practical exercises to help practitioners strip away rigid demands to find the underlying needs of stakeholders.

#### 5.4.2 Caribbean Application & Power Dynamics

- [The Blue Bond for Ocean Conservation: Barbados](#): Information on how the Barbados Marine Spatial Planning (MSP) process integrates diverse stakeholder interests through a transparent, principle-based framework.
- [Enhancing Stakeholder Participation in Management](#): These guidelines from the Caribbean Natural Resources Institute focus on the principle of Inclusivity. It provides a methodology for identifying "hidden" or marginalized stakeholders who are often left out due to power dynamics.

- [Power and Influence in Coastal Management](#): An in-depth look at the governance of coastal fisheries, emphasizing the need to navigate the unequal power levels between industrial sectors and artisanal communities.

#### **5.4.3 Tools for Practice**

- [The "Onion" Tool: Analyzing Interests and Needs](#): A visual guide to the "Onion" model mentioned in this section, which helps mediators peel away layers of positions to reach the core needs of a group.
- [Stakeholder Engagement Tools for Marine Spatial Planning](#): This manual focuses on the principle of fair participation, offering techniques to ensure that the process is perceived as legitimate by all affected parties.

### 5.5 Assessment

This assessment focuses on Section 3: Key Principles. It evaluates a learner's ability to apply the ethical and strategic foundations of interest-based negotiation and power balancing to real-world MPA management scenarios.

#### Part A: Multiple Choice

1. Which of the following is an example of an "Interest" rather than a "Position"?
  - a) "We demand that the No-Take Zone be moved 5 miles north."
  - b) "We need to ensure our community has a reliable source of protein."
  - c) "We refuse to allow any scuba diving in this bay."
  - d) "The government must pay us \$50,000 in compensation."
2. Why is "Inclusivity" considered a strategic necessity for MPA success?
  - a) It makes the management process faster and cheaper.
  - b) It ensures that the most powerful stakeholders always get what they want.
  - c) Stakeholders who are left out are more likely to ignore or sabotage MPA rules.
  - d) It is required by international law in all Caribbean territories.
3. When a mediator "levels the playing field," they are addressing which principle?
  - a) Focus on positions.
  - b) Navigating stakeholder power dynamics.
  - c) Identifying the "Conflict Tree" roots.
  - d) Enforcing scientific dominance.

#### Part B: Scenario Analysis

Read the scenario below and answer the questions.

The Scenario: A local government is proposing a new marine park. The positions are as follows:

- NGO: "The area must be a 100% No-Take Zone to protect the parrotfish."
- Local Fishers: "We will block the harbour if you try to close our fishing grounds."

4. Identify the underlying Interests: What might be the "why" behind the fishers' position? List two possibilities.
  - Possibility 1: \_\_\_\_\_
  - Possibility 2: \_\_\_\_\_
5. Creative Resolution: Based on the interests you identified, propose a solution that satisfies both the NGO (protecting parrotfish) and the fishers.
  - Proposed Solution: \_\_\_\_\_

#### Part C: Short Answer

6. The "Silent Stakeholder": If a group of traditional seaweed harvesters remains silent during a public consultation meeting dominated by large hotel owners, does this signify agreement? Explain using the principle of Power Dynamics.
7. The Role of the "Honest Broker": Why is it important for the person leading a conflict resolution process to be perceived as neutral? What happens to the process if they are seen as biased toward the "conservation" side?

### 5.6 Answer Key

- Answer 1: B
- Answer 2: C
- Answer 3: B
- Answer 4: Income/livelihood, cultural heritage, fear of being replaced by tourism, food security for their families.

- Answer 5: Instead of a 100% No-Take Zone, propose a "Gear-Restricted Zone" (banning nets but allowing sustainable line fishing) or "Seasonal Closures" that protect the fish during spawning but allow fishing the rest of the year.
- Answer 6: No, silence does not equal agreement. In high-stakes meetings, marginalized groups may feel intimidated by the technical language or social status of more powerful groups. Navigating power dynamics requires reaching out to them in a separate, "safe" space.
- Answer 7: Neutrality ensures that all parties trust the process. If the leader is seen as biased, the "losing" side will feel the outcome was predetermined and will likely refuse to follow the resulting agreement.

## **6 SECTION 4 – FRAMEWORK**

### **6.1 Description**

This section provides a structured, step-by-step approach to managing disagreements. Moving through these stages in sequence ensures that the resolution is grounded in evidence rather than emotion and that the final agreement is sustainable.

### **6.2 Learning Objectives**

Upon completion of this section, learners will be able to:

- Sequence the Resolution Process: Correctly order the four stages of the conflict resolution framework (Getting Started, Assessment, Engagement, and Implementation).
- Define Roles and Responsibilities: Identify the specific functions of a convener versus a neutral facilitator and explain why these roles are established early in the process.
- Conduct a Conflict Assessment: Determine the data requirements (biological, social, and economic) and stakeholder mapping necessary to move from a "dispute" to a "diagnostic" phase.
- Apply Adaptive Management: Demonstrate how to use monitoring and evaluation data to refine or adjust resolution agreements over time as circumstances change.
- Analyze Practical Applications: Evaluate Caribbean case studies, such as the Hol Chan Marine Reserve expansion, to identify how specific framework stages were successfully navigated to reach a durable agreement.

### **6.3 Content**

A successful resolution follows a specific sequence. Skipping to the "solution" before conducting an assessment often leads to agreements that fail during implementation.

#### **6.3.1 Stage 1: Getting Started and Determining Roles**

Before a meeting is even called, the groundwork must be laid.

- Identify the Convener: Who is bringing the parties together? Is it the MPA manager, a government agency, or an outside organization?
- Select a Neutral Facilitator: If the MPA management is a party to the conflict, they cannot lead the resolution. A neutral third party (mediator) should be brought in to ensure the process is seen as fair.
- Define the Scope: Be clear about what is being discussed. Is the goal to redesign a zone, or simply to clarify how a new regulation will be enforced?

#### **6.3.2 Stage 2: Assessment (The Diagnostic Phase)**

This stage uses the tools from Section 2 (like the Conflict Tree) to map the landscape.

- Stakeholder Mapping: Who is affected? Who has the power to block a decision? Who is currently being left out?
- Data Gathering: What are the facts? Often, conflict is fueled by rumors. Bringing objective data (e.g., biological surveys or economic impact reports) can help ground the discussion.
- Conflict Analysis: Identify the core issues—are they about resources (fish), values (tradition), or procedures (how decisions are made)?

#### **6.3.3 Stage 3: Involving Affected Stakeholders (The Engagement Phase)**

This is where the actual dialogue and negotiation happen.

- Setting Ground Rules: All parties must agree on how to talk to each other (e.g., no interrupting, respectful language, confidentiality).
- Identifying Areas of Agreement: Start with what everyone agrees on (e.g., "We all want a healthy ocean for our children") to build trust before tackling the hard disagreements.
- Generating Options: Use "Interest-Based Negotiation" to brainstorm multiple solutions. Instead of one side winning, the group looks for ways to "enlarge the pie."

#### 6.3.4 Stage 4: Implementation and Evaluation

An agreement on paper is only the beginning.

- Formalizing the Agreement: Write down the specific actions, who is responsible for them, and the timeline. This might be a "Memorandum of Understanding" (MOU).
- Monitoring: Create a "Joint Monitoring Committee" where stakeholders (e.g., fishers and scientists) work together to see if the agreement is working.
- Adaptive Management: If the solution isn't working or the situation changes, the framework allows the parties to come back to the table and adjust the plan.

#### 6.3.5 Summary

##### Framework sequence

| Stage             | Key Question               | Goal                               |
|-------------------|----------------------------|------------------------------------|
| 1. Roles          | Who leads the process?     | Legitimacy and Neutrality.         |
| 2. Assessment     | What is really going on?   | Evidence and Understanding.        |
| 3. Involvement    | How do we find a solution? | Collaboration and Agreement.       |
| 4. Implementation | How do we make it stick?   | Accountability and Sustainability. |

#### 6.3.6 Case Study: Expansion of the Hol Chan Marine Reserve in Belize

A practical Caribbean example of this step-by-step framework in action is the expansion of the reserve (Zone E) to include the "Shooting Star" and "Bajon" areas. Disagreements arose between traditional fishers, who feared losing access to prime grounds, and tourism developers/conservationists pushing for total protection.

##### 1. Step 1: Getting Started and Determining Roles

- The Convener: The Belize Fisheries Department and the Hol Chan Management Board acted as the conveners.
- The Facilitator: To ensure the process wasn't seen as "government-imposed," they engaged local community leaders and NGOs (like the San Pedro Tour Guide Association) to facilitate specific dialogue sessions.
- Defining Scope: The scope was clearly limited to the zoning and boundaries of the new expansion area, rather than reopening the rules for the entire existing reserve.

##### 2. Step 2: Assessment (The Diagnostic Phase)

- Stakeholder Mapping: Planners identified three distinct groups: artisanal lobster/conch fishers, fly-fishing guides (catch-and-release), and large-scale resort developers.
- Data Gathering: Biological surveys were conducted to identify critical nursery habitats. Simultaneously, socio-economic surveys mapped where fishers were actually setting their traps.
- Conflict Analysis: The assessment revealed that the conflict wasn't just about "no fishing", it was about displacement. Fishers were worried that if they were moved, they would be forced into deeper, more dangerous waters.

### 3. Step 3: Involving Affected Stakeholders (The Engagement Phase)

- Ground Rules: Meetings were held in San Pedro with strict rules regarding mutual respect and "one voice at a time."
- Finding Agreement: All parties quickly agreed on the core interest: "We want a healthy reef so there are fish and lobster for the future." This created a "win-win" foundation.
- Generating Options: Instead of a single "No-Take" block, the group brainstormed a multi-use zoning plan. They proposed "General Use" zones where traditional trap fishing could continue under certain conditions, and "Exclusive Use" zones for catch-and-release fly-fishing.

### 4. Step 4: Implementation and Evaluation

- Formalization: The boundaries were codified into the Hol Chan Marine Reserve Regulations. A clear map was produced and distributed to all stakeholders so there was no "accidental" poaching.
- Monitoring: The Hol Chan Management Board established a ranger patrol system and a community advisory committee.
- Adaptive Management: The board committed to reviewing the expansion's effectiveness after three years. When monitoring showed that certain fish populations weren't recovering as fast as hoped, they went back to the stakeholders to adjust the gear restrictions in the General Use zone.

### 5. Why this worked:

- By following the framework, the Hol Chan expansion avoided becoming a 'Paper Park'. Because the fishers helped draw the lines in Step 3, they were much more likely to respect those lines in Step 4. The process moved from a "Government vs. Community" dispute to a "Shared Resource Management" agreement.

### 6.3.7 Learning Activity: Mapping the Sequence

Imagine a conflict over beach access for local vendors in an MPA. What is one specific task you would do in Stage 2 (Assessment) before moving to Stage 3 (Involvement)?

## 6.4 Further Reading

### 6.4.1 Core Framework Manuals

- [Understanding and Managing Natural Resource Conflicts](#): Refer specifically to Chapter 5: Process of Conflict Management. This section provides a detailed breakdown of the preparatory stages, including how to set ground rules and design the engagement phase.
- [Negotiation and Mediation Techniques for Natural Resource Management](#): See Section 6: The Collaborative Process. This provides a step-by-step roadmap from the initial "entry" into a conflict through to reaching and monitoring an agreement.
- [Managing Conflicts in Protected Areas](#): Review the "Resolution Strategies" section, which discusses the importance of the assessment phase and the specific roles of conveners and facilitators in a park management context.

### 6.4.2 Caribbean Application and Implementation

- [Governance and Management of the Hol Chan Marine Reserve](#): A primary source for understanding the institutional framework and the multi-use zoning approach that resulted from the collaborative process in Belize.
- [Participatory Processes in the Caribbean \(CANARI Guidelines\)](#): These guidelines focus on the "Involvement" stage of the framework, providing methods for ensuring that stakeholder engagement is meaningful and leads to durable agreements.

- [MPAConnect: Regional Capacity Building](#): This network often publishes meeting summaries and framework templates used by Caribbean MPA managers to guide their conflict assessment and stakeholder engagement processes.

#### **6.4.3 Tools for Monitoring & Evaluation**

- [Scorecards for MPA Management Effectiveness](#): While broader than just conflict, these tools are essential for the "Evaluation" stage of the framework to determine if the resolution is actually improving the management of the area.
- [Adaptive Management: The Open Standards for the Practice of Conservation](#): A technical guide for the final stage of the framework, helping managers "close the loop" by using monitoring data to adapt and improve agreements over time.

## 6.5 Assessment

This assessment tests the learner's ability to correctly sequence the conflict resolution process and understand the specific actions required at each stage of the framework.

### Part A: Sequencing

1. Below are the four stages of the conflict resolution framework, but they are out of order. Place them in the correct sequence (1–4).

- ☐ Implementation and Evaluation: Formalizing the agreement and monitoring results.
- ☐ Involving Affected Stakeholders: The active dialogue and negotiation phase.
- ☐ Getting Started / Determining Roles: Selecting a convener and a neutral facilitator.
- ☐ Assessment: Mapping stakeholders and gathering objective data.

### Part B: Evaluation Checklist

2. Which of the following is a primary task during the "Assessment" stage?

- a) Signing a Memorandum of Understanding (MOU).
- b) Setting up a patrol schedule for the new zones.
- c) Identifying the "Root Causes" using a Conflict Tree.
- d) Telling the stakeholders what the final decision will be.

3. In the "Getting Started" stage, why might an MPA manager hire an outside facilitator?

- a) Because the manager doesn't have the authority to make decisions.
- b) To ensure the process is seen as neutral, especially if the MPA management is a party to the conflict.
- c) Because external facilitators are always cheaper than using internal staff.
- d) To prevent local stakeholders from speaking during the meetings.

4. "Adaptive Management" is part of which stage?

- a) Assessment.
- b) Implementation and Evaluation.
- c) Getting Started.
- d) Involving Affected Stakeholders.

### Part C: Short Answer and Case Application

5. The Importance of Ground Rules: In the Engagement Phase (Stage 3), why is it necessary to establish ground rules before starting the discussion? Provide two examples of common ground rules.

6. Joint Monitoring: In Stage 4 (Implementation), why is it beneficial to involve both fishers and scientists in monitoring the agreement? How does this help resolve long-term conflicts?

Caribbean Case Study Application (Hol Chan, Belize):

7. In the Hol Chan expansion, what specific "Data" was gathered during the Assessment stage to help resolve the disagreement between fishers and conservationists?

8. How did this data allow the group to "Generate Options" in the next stage?

## 6.6 Answer Key

- Answer 1: Getting Started / Determining Roles ☐ Assessment ☐ Involving Affected Stakeholders ☐ Implementation and Evaluation
- Answer 2: C
- Answer 3: B
- Answer 4: B
- Answer 5: They ensure a safe and respectful environment where all voices can be heard without intimidation. *Examples:* No interrupting, no personal attacks, "Vegas Rules" (what is said in the room stays in the room), or using "I" statements.

- Answer 6: It builds trust. If fishers see the data themselves, they are more likely to believe the results. It prevents "Information Conflicts" from returning later.
- Answer 7: Biological surveys (fish nurseries) and socio-economic maps (where fishers placed traps).
- Answer 8: Because they knew exactly where the most important fishing spots and nursery spots were, they could draw "multi-use" zones that protected the nurseries without closing the most productive fishing grounds.

## 7 SECTION 5 – STRATEGIES FOR DEALING WITH CONFLICTS

### 7.1 Description

This section focuses on the "how-to" of resolution. Once the conflict has been diagnosed and the stakeholders are engaged, managers must select the appropriate pathway to reach a conclusion. These strategies range from informal discussions to legally binding court rulings.

### 7.2 Learning Objectives

Upon completion of this section, learners will be able to:

- Differentiate Resolution Strategies: Compare and contrast negotiation, mediation, arbitration, and litigation based on their level of formality, who holds the decision-making power, and the nature of the outcome (Win-Win vs. Win-Lose).
- Evaluate the Role of Mediation: Explain the specific benefits of using a neutral third party in high-tension MPA disputes, particularly regarding confidentiality and the move from positions to interests.
- Assess the Risks of Litigation: Identify the potential negative impacts of legalistic, "adversarial" strategies on long-term community compliance and social fabric in Caribbean coastal settings.
- Apply Adaptive Zoning as a Resolution Tool: Demonstrate how spatial and temporal management (e.g., multi-use zones or seasonal closures) can be used to resolve resource-use conflicts by "sharing the sea."
- Select Appropriate Strategies: Analyze a conflict scenario and recommend the most effective strategy based on the level of trust between parties, the urgency of the issue, and the power dynamics involved.

### 7.3 Content

Choosing the right strategy depends on the level of trust between parties, the urgency of the issue, and the power balance involved.

#### 7.3.1 Negotiation

Negotiation is the most direct and informal strategy. It involves back-and-forth communication between the parties in conflict to reach a joint decision.

- Voluntary: No one is forced to participate.
- Direct: Usually involves only the parties themselves without a formal third party.
- Goal: To find a mutually acceptable solution that satisfies the core interests of both sides.
- Best for: Routine disagreements where parties still have a functioning relationship (e.g., adjusting the timing of a beach cleanup so it doesn't interfere with a local festival).

#### 7.3.2 Mediation

Mediation is a voluntary process where a neutral third party (the mediator) helps the disputants reach their own agreement.

- Non-Binding: The mediator does not make the decision; the stakeholders do.
- Confidential: Allows parties to speak openly about their fears and interests without it being "on the record."
- The Mediator's Role: To facilitate communication, ensure ground rules are followed, and help parties move from "positions" to "interests."
- Best for: High-tension conflicts where communication has broken down but parties still want to avoid the cost and hostility of court.

### 7.3.3 Arbitration and Litigation

These are formal, "adversarial" strategies where a third party makes a final, binding decision.

- Arbitration: An independent person (arbitrator) hears both sides and issues a "ruling." It is faster and more private than a court but still results in a winner and a loser.
- Litigation: Taking the dispute to court. A judge or magistrate decides based on the law.
- The Downside: These methods are often "win-lose." They rarely address the "Root Causes" (Section 2) and can lead to long-term resentment and non-compliance in the MPA.
- Best for: Legal disputes where a law has been broken or when an immediate, binding decision is required and dialogue is impossible.

### 7.3.4 Adaptive Zoning and Regulation

In the context of MPAs, a powerful strategy is to resolve conflict through spatial or temporal management.

- Spatial Zoning: Creating "Multi-Use" zones that allow different activities in different areas (e.g., a "Dive-Only" zone next to a "Line-Fishing-Only" zone).
- Temporal Zoning: Rotating closures (e.g., closing a reef during the spawning season of a specific fish but keeping it open the rest of the year).
- Gear Regulation: Resolving conflict between artisanal and industrial fishers by banning specific destructive gears (like nets) while allowing traditional methods (like handlines).
- Best for: Resource-use conflicts where "sharing the sea" is the goal.

### 7.3.5 Summary

#### Strategy comparison

| Strategy        | Who Decides?               | Formality | Outcome Type            |
|-----------------|----------------------------|-----------|-------------------------|
| Negotiation     | The Parties                | Low       | Win-Win (Collaborative) |
| Mediation       | The Parties                | Medium    | Win-Win (Facilitated)   |
| Arbitration     | The Arbitrator             | High      | Win-Lose (Binding)      |
| Litigation      | The Judge                  | Very High | Win-Lose (Legal)        |
| Adaptive Zoning | The Manager + Stakeholders | Variable  | Compromise (Spatial)    |

### 7.3.6 Learning Activity: Picking the Path

Scenario: A dive operator and a local fisher are arguing over a specific mooring buoy. They have been friends for years but are currently not speaking. Which strategy would you suggest they try first? Why?

## 7.4 Further Reading

### 7.4.1 Core Manuals on Strategy and Technique

- [Negotiation and Mediation Techniques for Natural Resource Management](#): Refer to Section 7: Mediation and Section 8: Negotiation. These chapters provide a practical "toolbox" of techniques for neutral third parties, including how to handle deadlocks and how to facilitate "win-win" outcomes.
- [Understanding and Managing Natural Resource Conflicts](#): See Chapter 4: Conflict Management Strategies. This section compares different approaches—from informal to legal—and provides a decision-making guide on when to use which strategy.
- [Managing Conflicts in Protected Areas](#): Review the section on "Alternative Dispute Resolution (ADR)". It explains the role of arbitration and mediation specifically within the context of park boundaries and environmental law.

#### **7.4.2 Adaptive Zoning and Spatial Strategies**

- [Marine Spatial Planning: A Step-by-Step Approach toward Ecosystem-based Management](#): This is the definitive guide on Adaptive Zoning. It illustrates how creating different "use zones" can resolve conflicts between industry, tourism, and conservation.
- [Marine Protected Area \(MPA\) Management Effectiveness](#): This resource explains how Adaptive Management allows for regulations to be changed based on monitoring results, serving as a long-term conflict resolution strategy.

#### **7.4.3 Caribbean Legal and Institutional Context**

- [The Caribbean Court of Justice \(CCJ\) - Original Jurisdiction](#): For those interested in the "Litigation" strategy, this site provides information on how regional trade and resource disputes (under the Revised Treaty of Chaguaramas) can be settled at the highest regional level.
- [CANARI: Facilitating Participatory Natural Resource Management](#): A Caribbean-specific guide on how to facilitate meetings and mediate discussions between local communities and government agencies to reach consensus.
- [Fisheries Act of Barbados](#): An example of the legal framework that defines how Regulations and Zoning are formally established and enforced in a Caribbean nation, representing the more formal end of the conflict management spectrum.

## 7.5 Assessment

This assessment evaluates the learner's ability to select the appropriate resolution method based on the context, level of formality, and desired outcome.

### Part A: Strategy Identification

Based on the descriptions provided, identify the conflict resolution strategy.

1. A neutral third party facilitates a discussion to help stakeholders reach their own voluntary, non-binding agreement.
2. The parties in conflict communicate directly with each other to find a mutually acceptable solution without an outside facilitator.
3. A legal process where a judge or magistrate issues a binding decision based on established laws.
4. Management adjusts the rules or boundaries of a marine space (e.g., seasonal closures) to accommodate different user needs.

### Part B: Multiple Choice

5. What is a major disadvantage of Litigation or Arbitration in an MPA context?
  - a) They take too little time to complete.
  - b) They usually result in a "win-lose" outcome that can lead to long-term resentment.
  - c) They require the parties to reach a voluntary consensus.
  - d) They are the most informal strategies available.
6. Which strategy is best suited for a situation where two groups are willing to talk but have high tension and a breakdown in communication?
  - a) Litigation.
  - b) Adaptive Zoning.
  - c) Mediation.
  - d) Direct Negotiation.
7. Adaptive Zoning resolves conflict by:
  - a) Forcing one group to leave the MPA permanently.
  - b) Using spatial or temporal "sharing" to reduce interaction between competing users.
  - c) Taking the dispute to a high-level regional court.
  - d) Ignoring the stakeholders and following scientific data only.

### Part C: Scenario Analysis and Application

Choosing the Pathway: *Scenario:* A group of jet-ski operators is accused of speeding through a "Quiet Zone" reserved for kayaks. The kayakers are furious, and the jet-ski operators claim the boundaries aren't clear.

Option A: The MPA manager takes the jet-ski operators to court (Litigation).

Option B: The MPA manager facilitates a meeting to clarify boundaries and set agreed-upon transit lanes (Adaptive Zoning/Negotiation).

8. Question: Which option is more likely to lead to long-term compliance? Explain your choice using the concepts of "Win-Win" vs. "Win-Lose."
9. The Role of Mediation: Explain why "confidentiality" is a key feature of mediation. How does it help a fisher or a developer speak more freely than they would in a public court?
10. Regional Strategy: In a Caribbean SIDS (Small Island Developing State) where community ties are very close, why might informal "Negotiation" and "Mediation" be preferred over "Litigation"?

## 7.6 Answer Key

- Answer 1: Mediation
- Answer 2: Negotiation
- Answer 3: Litigation

- Answer 4: Adaptive Zoning/Regulation
- Answer 5: B
- Answer 6: C
- Answer 7: B
- Answer 8: Option B is better. Litigation is "Win-Lose" and likely to make the jet-ski operators feel targeted, leading to more rule-breaking. Option B creates a "Win-Win" where kayakers get their quiet space and operators get clear, safe lanes they helped define.
- Answer 9: Confidentiality allows parties to admit their true "interests" or fears without worrying that their words will be used against them in a future legal case. This builds the trust necessary to find creative solutions.
- Answer 10: In close-knit Caribbean communities, "Litigation" can destroy social fabric and relationships. Informal methods allow for "face-saving" and maintain the social harmony necessary for community-based management to work.

## 8 FINAL ASSESSMENT

### *Section 1: Knowledge and Terminology*

Match the term with the correct definition.

- A. Dialogue
- B. Interests
- C. Dispute
- D. Settlement

1. ☐ A specific, time-bound disagreement that makes a conflict public.
  2. ☐ A collaborative process focused on mutual understanding rather than winning.
  3. ☐ The underlying needs, fears, or aspirations driving a stakeholder's demands.
  4. ☐ A legal or formal "fix" that may stop a fight without addressing root causes.
5. Which statement best reflects the modern view of conflict in resource management?
- a) Conflict is a sign of management failure and should be suppressed.
  - b) Conflict is an inevitable opportunity to address underlying issues.
  - c) Conflict only occurs when stakeholders are being unreasonable.
  - d) Conflict should be resolved by choosing the most powerful stakeholder's side.
6. Define "Secondary Stakeholder" and provide one Caribbean-specific example.

### *Section 2: Conflict Analysis and Diagnosis*

7. The Conflict Tree: Label the three parts of the tree and explain what each part represents in a conflict analysis.

Categorizing Conflict: Read the short description and identify the primary type of conflict.

8. Scenario A: Fishers in a Small Island State feel that the new MPA was designed by foreign scientists who ignored their traditional knowledge.
9. Scenario B: A hotel chain is granted a pier permit in a "No-Construction Zone" while local villagers are banned from harvesting seaweed in the same area.
10. Briefly explain why "Poor Communication" can lead to conflict even when both parties want the same outcome.

### *Section 3: Principles and Framework*

11. Why is a "Neutral Facilitator" important during the "Getting Started" stage of the resolution framework?
12. Explain the difference between a "Position" and an "Interest" using a Caribbean example (e.g., a dispute between a dive shop and an artisanal fisher).
13. List the four stages of the Conflict Resolution Framework in the correct order.

### *Section 4: Strategic Application*

Case Study Strategy:

Scenario: In a coastal community, a new "No-Take" zone has led to fishers cutting the lines of yacht moorings in protest. Tensions are high, and the government is threatening to arrest the fishers.

14. Diagnosis: Is this a "Win-Win" or "Win-Lose" situation currently?
15. Recommendation: Would you recommend Mediation or Litigation as the next step? Justify your answer based on the goal of long-term compliance.

16. Management Tool: Suggest one way Adaptive Zoning could be used to satisfy both the conservationists (protecting the reef) and the fishers (maintaining livelihoods).

### **8.1 Answer Key**

Answer 1: C

Answer 2: A

Answer 3: B

Answer 4: D

Answer 5: B

Answer 6: A secondary stakeholder is an individual, group, or institution that has an indirect interest in the management of the MPA or is indirectly affected by its outcomes. Example: An international NGO like The Nature Conservancy (TNC) or a regional university like the University of the West Indies (UWI), which provides research and technical support but is not a direct "user" of the resource.

Answer 7: Leaves (Symptoms/Events), Trunk (Core Problem), Roots (Structural/Root Causes)

Answer 8: Exclusion/Marginalisation or Communication

Answer 9: Structural Inequity

Answer 10: Poor communication often leads to conflict because it creates perceptual gaps and misinformation. Even if two parties share the same goal (e.g., "a healthy reef"), a lack of transparency or the use of overly technical language can lead one party to believe the other has a "hidden agenda."

Answer 11: A neutral facilitator is essential for establishing legitimacy and trust in the process. Because MPA managers are often directly involved in the dispute (as the ones setting the rules or enforcing boundaries), they are perceived as a "party to the conflict." If they try to lead the resolution themselves, other stakeholders may feel the outcome is already biased or predetermined.

Answer 12: Position (The "What"): This is a rigid, specific demand that often leaves no room for compromise. Example: An artisanal fisher states, "I will not support any mooring buoys being placed in this bay." Interest (The "Why"): This is the underlying need, fear, or motivation behind the demand. Example: The fisher's actual interest is that they are afraid the mooring buoys will snag their nets or that dive boats will scare away the fish they rely on for income.

Answer 13: 1. Roles, 2. Assessment, 3. Involvement, 4. Implementation/Evaluation

Answer 14: Currently Win-Lose

Answer 15: Mediation (avoids the resentment of arrests and addresses interests)

Answer 16: Temporal closures (spawning seasons) or multi-use zones for specific gear types

## 9    **USEFUL RESOURCES**

- [Managing conflicts in PA](#)
- [Understanding and Managing Natural Resource Conflicts](#)