

Proceedings of the Workshop on

**CONFLICT RESOLUTION  
AND  
NATURAL RESOURCE MANAGEMENT**

**April 2- 6, 2001- Bhopal, India**



**Indian Institute of Forest Management, Bhopal**  
*In Collaboration with*  
**World Bank Institute, Washington DC**

## **Glossary of Acronyms and Abbreviations**

ACTS	Africa Centre for Technological Studies
ADR	Alternative Dispute Resolution
ART	Africa Resources Trust
BATNA	Best alternative to a Negotiated Agreement
CBNRM	Community Based Natural Resource Management
DFID	Department for International Development
DFO	Divisional Forest Officer
DIET	District Institute of Education and Training
FPC	Forest Protection Committee
IGNFA	Indira Gandhi National Forest Academy
IIFM	Indian Institute of Forest Management
PARC	Program on the Analysis and Resolution of Conflicts
PRADAN	Professional Assistance for Development Action
REEDS	Research in Environment, Education and Development Society
SRIJAN	Self-Reliant Initiative through Joint Action
TERI	Tata Energy Research Institute
VFC	Village Forest Committee
WBI	World Bank Institute
WII	Wild Life Institute of India

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## Foreword

Forests are the most valuable Natural Resource, which have been nurturing the need and greed of man since time immemorial. They are the source of timber, water, fuel and fodder and are looked upon as the most critical link in photosynthesis and as a shelter of biodiversity having an immense importance for global eco-systems. While the need-based utilization conforms to the norms of sustainable utilization, greed often leads to unsustainable extraction leading to degradation of the resource as well as conflicts. The rapid development in the last few decades has put a lot of pressure on the forest all over the world, which has raised serious concerns among the global communities. As a result of the Rio Summit in 1992, a number of developed and developing countries committed to sustainable development and agreed to adopt legally non-binding forest principles of which sustainable forest management was the main component. As a follow up of this the signatory countries then took the initiative to develop the criteria and indicators for measuring Sustainable Forest Management.

In the process of sustainable management of forests and natural resources, one can't deny the role of local communities who are dependent upon them for their livelihood. These communities have been managing these resources in their own traditional and indigenous ways. Today, the collaborative management of the natural resources has increased the number of stakeholders in this sector, which is not limited to the foresters and the villagers, there are many others. This has increased the possibilities of conflicts.

The incredible costs associated with the use of courts to settle disputes have forced people to think for alternative methods to resolve conflicts. Alternate dispute resolution methods require participation of a trained person, who has a good understanding of conflicts in natural resource management and skills to resolve them. The Government of Madhya Pradesh envisages establishing over 1500 Gram Nyayalaya (village courts) spread over 22000 Village Panchayats. These emerging institutions definitely need trained persons. There are around 220000 Panchayats in India. Imagine how gigantic is the task for the whole country! A collective effort of large number of individuals, institutions and NGOs working in the natural resource management would be required to develop countrywide ability to design effective conflict resolution system. Such efforts need to be integrated even at international level. Experiences at the grassroots level in this country can also help inform conflict resolution issues at similar levels in other countries and vice versa. We can learn from experiences across states, countries and regions.

One of the objectives of the workshop was to initiate preparation of short-term training module for village level mediators in local languages. The other objective of the workshop was to facilitate the establishment of a functional network of institutions and individuals so that the collective knowledge can be synthesized and shared. The present report on the deliberations of the workshop would be very useful to the various stakeholders of natural resources apart from the participants of the workshop.

**Dr. Ram Prasad, IFS**  
Director, IIFM

## ***Acknowledgements***

There were a number of people and institutions involved in planning and implementation of the workshop on “Conflict Resolution and Natural Resource Management” held between 2-6, April 2001 at IIFM, Bhopal in cooperation with the World Bank Institute, Washington DC. Both the institutions would like to extend their gratitude to a number of institutions/organisations, who made this workshop a successful event by sending their representatives to participate in the workshop in spite of their busy schedules. Prof. John Murray of Maxwell School, Syracuse University, Syracuse, New York provided invaluable assistance in designing and facilitating the workshop. We would like to thank the Dutch Government for providing financial assistance through the WBI. Grateful thanks are due to Ms. Michele de Nevers, Manager, Environment and Natural Resource Division, WBI for his support. We also wish to extend thanks to the representatives of New Delhi office of the World Bank and DFID.

Special thanks are due to the representatives of Africa Resources Trust (ART), South Africa and Africa Centre for Technology Studies (ACTS), Kenya for sharing their experiences.

District Institute of Education and Training (DIET), Pachmarhi; The National Law Institute University, Bhopal; Tata Energy Research Institute (TERI), New Delhi; Indian Statistical Institute, Kolkata; Forest Research Institute (FRI), Dehradun; Wild Life Institute of India, Dehradun deserve a special acknowledgement for sending their representatives.

A special vote of thanks goes to various Non Governmental Organizations who sent their representatives as participants in the workshop. They include: Eklavya, Samarthan, PRADAN and Douglas Memorial from Madhya Pradesh; Jeevan Jyoti Rural Development Association, Vasundhara and Wildlife Society of Orissa from Orissa; Vasudha Mahila Munch, Surguja Grameena Vikas Samarthan and Lok Shakti from Chhattisgarh; Research in Environment Education and Development Society (REEDS) from Andhra Pradesh; Sri Christa Sharan, Tribal Educational & Environmental Development Trust and Chintana Foundation from Karnataka; Seva Mandir from Rajasthan; SRIJAN, New Delhi and Aga Khan Rural Support Programme, Ahmedabad.

Active participation of different state governments through their forest officers who have been constantly dealing with conflicts in natural resource management at field level made the workshop more meaningful. The state forest departments of Orissa, Karnataka, Andhra Pradesh, Gujarat, Maharashtra, Manipur, Madhya Pradesh, Rajasthan, Uttar Pradesh and Chhattisgarh need special thanks for the same.

Our grateful appreciation to the staff of the IIFM, particularly the support team who were very critical support during the workshop. We would like to thank Dr. Jyotsna Tiwari for her assistance in writing this report.

## *Executive Summary*

Past experiences have shown that centralized management of natural resources, based on a culture of exclusion and rules, has not contributed to the sustainable management of natural resources. This important realization has led to a series of policy changes in the recent past that provides an ever-widening democratic space to the local community for articulating their needs and managing natural resources. Promotion of participatory approaches for the management of natural resources has, in recent times, gained considerable support from Governments and consequently, the number of actors in the decision making process has dramatically increased. Efforts to redefine the 'right regime' by allocating natural resources to communities for management has placed restrictions on the use of natural resources by members outside these communities. While improving incentives for community participation in management, this situation has, however, increased the possibility of conflicts in areas where a large number of people need to compete for access to or control over scarce natural resources for their livelihoods. While, on the one hand, due to the absence of state support, traditional systems of conflict management have become ineffective, on the other hand, people are reluctant to use the formal legal system for conflict resolution due to prohibitive costs associated with litigation and police action. These factors have forced individuals and organizations to search for alternative methods to resolve conflicts.

There cannot be a single method that can be efficient, equitable and administratively practicable in all types of conflicts. There is therefore a need for alternative methods of dispute resolution and capacity building for persons engaged in natural resource management. The collective effort of a large number of individuals, institutions and non-governmental organizations working in natural resource management would be required to develop a countrywide ability to design effective conflict resolution system. Such efforts need to be integrated even at the international level. Experiences at the grassroots level in one country could also help inform conflict resolution issues at similar levels in other countries and vice versa. We can learn from experiences across states, countries and regions. While there is a perceived need, there is, at the present time, no concerted effort to harness such experiences and build a network of practitioners involved in conflict management for natural resources management. Few institutions at present have the capacity to offer courses and training programs for the particular needs arising out of new institutional arrangements affecting natural resources management in developing countries. This workshop was therefore organized to initiate capacity building activities in the area of conflict resolution in natural resource management. The major objectives of the workshop were to:

- Build the capacity of trainers so that they could in turn build the capacity of village level mediators
- Establish a functional network of individuals and organizations working in the area of conflict resolution in natural resource management.
- Identify areas for future research and collaboration, including the documentation of case study and policy level interventions.

The workshop was attended by more than 60 national and international participants. The broad range of participants included foresters, lawyers, field workers, academicians, representatives of donor agencies, international and national NGOs.

The workshop was conducted in a highly interactive mode in which the participants were encouraged to convert their experiences of the workshop into usable lessons that they could apply to appropriate situation in the future. Participants were asked to write best practice notes every day and share the same with other participants.

Different instructional strategies like the case method, games, action learning, group discussion, individual and group presentations; and group exercise were employed during the five days of the workshop. Several tools for conflict resolution were discussed that included 4-quadrant problem analysis, 7-element preparation tool, dealing with difficult negotiators and negotiations etc. During the concluding session, the participants in their professional capacity made several commitments that varied from including Conflict Resolution in Natural Resource Management in the curricula of training programs, to the use of skills learned during the workshop and preparation of training manuals for local and village level training

As a follow up activity of the workshop an e-group has been formed for discussion among participants. The main activities planned for the year 2001 by the IIFM, Bhopal includes publication of a Newsletter and case studies on conflict resolution in natural resource management. The cases would be commissioned in four states of India and used as training material in future training events.

The workshop was organized in partnership with the Indian Institute of Forest Management and the World Bank Institute. The organizers are especially indebted to John Murray of the Program on Analysis and Resolutions of Conflicts (PARC), Maxwell School Syracuse University, New York and the Conflict Management Institute, Washington DC, for both his conceptual input and training. The organizers express their sincere gratitude to the Government of the Netherlands, which provided most of the financial support for this event.

This initiative is only one step in the long and arduous process of improving resource management, managing conflicts and improving the livelihoods of that dependent on these resources. Through this initiative the organizers hope to build on the rich experience of the participants and improve our combined ability to manage ecological conflicts at the local, national and international level.

## ***Background***

Appropriate and productive use of natural resources is central to sustainable development. Exploitation of natural capital for the pursuit of short-term economic gains continues to be one of the central destructive elements within developing countries. This has inevitably affected the social fabric among societies caught within these areas. Most conflicts amongst and between communities and local government officials are related to misconstrued conceptions and ill-conceived plans aimed at short-term gains.

The alarming rate at which degradation of natural resources has been occurring in India is responsible for the recent paradigm shift in the management of natural resources, towards a more decentralized and community based system of management. Past experiences have shown that centralized management of natural resources, based on a culture of exclusion and rules, has not contributed to the sustainable management of natural resources. This important realization has led to a series of policy changes in the recent past that provides an ever-widening democratic space to the local communities for articulating their needs and managing natural resources. This increase in the number of actors within the decision making process, has however, also increased the possibility of conflict situations where a large number of people compete for access or control over scarce natural resources for their direct as well as indirect needs.

The country has begun to appreciate the need for integrating development initiatives with conservation efforts. Against this backdrop of decentralized and multi-objective natural resource management, conflicts between governments, their agencies, civil society organizations, private sectors and local communities as well as within and among communities are likely to increase in number and severity without adequate institutional strengthening. Whereas traditional systems of management have tremendous value in community based natural resource management, these systems have been eroded over time. Strengthening these systems while ensuring that they meet the development and conservation needs of their communities is an important part of resolving the conflicts that are rampant within this sector. Similarly, as the authoritative role of government agencies responsible for natural resource management changes, they too must learn new skills of participation, communication and should become open for an increased level of dialogue and accountability.

The use of the formal system of conflict resolution has raised the issue of high procedural costs and time involved. These factors have forced individuals and organizations to search for alternative methods to resolve conflicts. There cannot be one method that can be efficient, equitable and administratively practicable in all types of conflict. Since formal methods of dispute resolution, such as litigation, are not appropriate in every situation it needs to be complemented with alternative methods of dispute resolution. These alternative methods such as mediation, negotiation and arbitration require participation of a trained third party who has a good understanding of conflicts related to natural resources in his area and skills to resolve them. However, neither such training programs are organized in the country nor the institutions have the ability to provide such training. Therefore, there is a need to develop and operationalize effective conflict



resolution system that could help improving the relations between the conflicting parties and improve the health of the natural resources.

The IIFM, Bhopal intends to build the capacity of identified village level mediators and key staff of the organizations managing natural resources as mediators through a network of individuals and institutions. It is envisaged that the networks would also help in generating learning resources on conflict resolution.

The objectives of the workshop were to initiate a process of capacity building and also to use this opportunity to establish networks which trainers and others working in the area of conflict resolution in natural resource management can continue to benefit from. The agenda of the workshop is given as Annex I.

### ***Pre workshop Preparations***

After the formal announcement of the workshop, geographical regions and institutions were selected for initiating long-term capacity building program in conflict management. Informal contacts were established with the selected individuals from the selected regions to ascertain their interest in capacity building. The initial invitation letters sent to different prospective participants included Personal Memorandum and Preliminary Situation Assessment forms. The Personal Memorandum Form carried information about the participants' background and expectations from the workshop whereas the Preliminary Situation Assessment Form contained information regarding a real life conflict situation in participant's area. The participants provided information on various issues causing conflicts among different agencies and communities some of them are listed below:

- People's dependence on National Parks and Sanctuaries for collection of NTFP for a sustainable livelihood
- Communities as partners in conservation activities in National Parks
- Closure of grazing in parks
- Encroachments and their removal
- Control over the forest area for joint management with forest department
- Political interference
- Leadership issues within the community
- Resettlement of communities
- Development activities taken up by various departments and agencies
- Destruction of spawn and seedlings of various fish species
- Illegal fishing
- Ownership rights over land and natural resources by traditional practice or legal and common rights
- Growing awareness
- Participation of local communities in forest management
- Amendments in existing policy and law
- Sharing of resources

- Loss of government property/ forests
- Pollution from effluent discharge
- NGO involvement and participation
- Use of degraded / government land
- Loss of control over natural resources, land and culture

### ***Participants Background***



More than 60 national and international participants belonging to different organisations participated in the five-day workshop. They included Foresters, NGOs, NGIs and Academicians from Orissa, Maharashtra, Karnataka, Rajasthan, Chattisgarh, Madhya Pradesh, Andhra Pradesh, Gujrat, Uttar Pradesh, Manipur and Delhi. The forest bureaucracy included from the Chief Conservator of Forests to the Range Officer. Project Director and Chief Executive Officer representing developmental sector also participated in the workshop. Also, the representatives of important institutions like Wild Life Institute of India, Dehradun; Forest Research Institute, Dehradun; National Law Institute University, Bhopal, Indian statistical Institute, Kolkata; Tata Energy Research Institute, New Delhi; and District Institute of Education and Training, Pachmarhi participated in the workshop. Representatives from important NGOs like Aga Khan Rural Support Programme, based at Ahmedabad; PRADAN, Samarhan, Douglas Memorial and Eklavya of Madhya Pradesh; Seva Mandir from Rajasthan; Vasundhara, Wild Life Association of Orissa and Jeevan Jyoti Rural Development Association from Orissa, Chinthana Foundation, Sri Christa Sharan and Tribals Educational & Environmental Development Trust from Karnataka; Surguja Gramin Vikas Sansthan, Vasudha Mahila Manch and Lok Shakti from Chattisgarh; REEDS from Andhra Pradesh; and SRIJAN, New Delhi, sent their representatives to participate in the workshop. Several individuals with special interest in the subject from India and Nepal also participated in the workshop.

International delegates participating in the workshop, Mr. Japhet Ngubane of Africa Resource Trust, South Africa and Mr. Raymond Kitevu, ACTS, Kenya shared their experiences of managing conflicts in South Africa and Sub-Saharan Africa and enriched the deliberations of the workshop. Dr. Virendra Sharma, representing DFID-India and Mr. Shankar Narayanan from the India office of the World Bank also participated in the workshop as did a number of faculty members of IIFM with special interest in area of Conflict Management.

The workshop was designed and facilitated by Prof. John Murray of Program on Analysis and Resolution of Conflicts (PARC), Maxwell School, Syracuse University and supported by Dr. Gayatri Acharya and Mr. Nathan Belete of the World Bank Institute; and Dr.R.K.Singh of the IIFM, Bhopal. The list of participants is given as Annex V.

## ***Inaugural Session***

Director of the Institute, Dr. Ram Prasad in his inaugural address expressed concern about the degradation of natural resources and its impacts on the society. He highlighted the relevance of the conflict resolution in natural resources management in the present day situation. He said that the collaborative management of natural resources had increased the number of actors in the decision-making process, thereby increasing possibilities of conflict due to divergence of interests and objectives in managing the resource. Explaining the causes of conflict he anticipated that the conflicts between various stakeholders of natural resource management would increase in future. Recognizing the changes in the approach of government agencies responsible for natural resource management, from a predominantly regulatory role, to one in which communities are treated as partners in the management of forest resources he felt that they too must learn new skills of participation, communication and dialogue.



He expressed concern over the extensive use of courts to settle disputes and high costs associated with it. He highlighted the importance of alternative methods to resolve conflicts for efficient, equitable and sustainable management of natural resources. He stressed upon the need for capacity building for conflict resolution. He felt that the task of capacity building could be only accomplished with a functional network of institutions and individuals.

## ***Objectives of the Workshop***

Dr. Gayatri Acharya of the World Bank Institute explained the mandate of the World Bank Institute and the objectives of the workshop. She said 'the mandate of the Environment and Natural Resource Division of the World Bank Institute is to promote sustainable development in its social, economic and environmental dimensions, by facilitating a learning dialogue and disseminating innovative approaches to sustainable

development.’ Commenting on the approach of working she said that the WBI envisaged establishing closer relationships with national and international development agencies, private sector and foundations to share best practices, combine resources and maximize impact. She stressed that the WBI would strive to foster strong partnerships with institutions in developing countries and help build in-country capacity for the development and delivery of training, policy services and network and outreach activities.

She also elaborated the challenges and concerns in the natural resource management that included participation and inclusion of environmental constituencies especially of low-income groups and other marginalised groups. She emphasized the need for providing training in conflict resolution to achieve the objectives of community based natural resource management. She reiterated that the sharing of experiences in conflict resolution and strengthening international networks and support systems needed attention of all the stakeholders of natural resource management.

## ***Expectations of the Participant***

The expectation of the participants were varied and are listed below:

- To understand the conceptual framework of conflicts
- To learn using the diagnostic tools for evaluating nature and types of conflicts
- Understanding policy implications and ethical aspects of conflicts in NRM
- Finding solutions for conflicts pertaining to NRM
- To enhance the conflict resolution skills in NRM
- How to use conflicts constructively.
- To interact with various other agencies and understand their approaches to conflict resolution
- Sharing of views and experiences
- Getting support from network groups and appropriate agencies
- Building capacity of the organisation staff
- To know the conflict situation in different parts of the country and the solutions thereof
- To learn new methods of conflict resolution and the effectiveness of the same
- How one can build strong participation with different interest groups having different ideologies and values
- To analyze case studies on CRNRM
- To understand World Bank's approach to conflict resolution

## ***Process Details***

The first four days consisted of four sessions each, two during the pre lunch hours and two in the afternoons. On the last day one session was conducted in the forenoon and the workshop concluded with lunch. Everyday, the first session started with the review of the previous day's activities. The facilitator presented the evaluation of the previous day's activities based on the daily feed back by the participants that included 'what was less helpful' or 'more helpful' apart from the questions raised by the participants. These were clarified and discussed upon by John Murray everyday in the first session from second day onwards.

Assuming experience to be a powerful tool for learning skills in negotiation and problem solving, the participants were encouraged to convert their experiences of the workshop into usable lessons that they could apply to appropriate situation in the future. Participants were asked to write best practice notes every day and share the same with other participants.

Different instructional strategies like the case method, games, action learning, group discussion, individual and group presentations; and group exercise were employed during five days of the workshop. Brief descriptions of some of the learning events have been described below.



## ***Tools Discussed in the Workshop***

Following tools for conflict resolution were discussed during the workshop:

- 4 quadrant problem analysis
- 7 element preparation tool  
(Relationship, communication, interests, options, standards, alternatives (BATNA) values)
- Brainstorming guidelines
- Plus delta (+/Δ) feedback tool
- What worked? What would you change?
- Defining a successful outcome
- Dealing with difficult negotiators and negotiations
- Source of conflict (data, relationship, interests, structure, values)
- Mediation strategies, variables that influence mediation strategies, and mediation resources and tools.
- Daily evaluation reviews (What's very useful, what less helpful, questions/comments, can you apply with confidence?)
- One-text procedure for concluding agreement
- Personal conflict modes (competing, collaborating, compromising, accommodating, avoiding)
- Partisan perceptions
- Dispute systems design principles for responding to recurring streams of similar conflicts
- Currently perceived choice chart for determining why someone refuses to agree
- Dispute resolution continuum (preventive, negotiated, facilitative, fact finding, advisory, imposed, adjudication).

## ***Timber Pricing Exercise***

Timber pricing exercise was used during the second session of the first day of workshop. The participants were divided into six groups, viz. a, b, c, d, e, f. This case consisted of two villages, Rampur and Shyampur having traditional rivalry. Both villages wanted to maximize their profit from the sell of eucalyptus trees to the nearby paper mill without considering the interest of the other village. The team members from the executive committee of the VFC of Rampur and Shyampur were entrusted with the responsibility of deciding the sale price. The group had to decide the selling price for 8 months. They were handed over 8 price slips one for each month and one profit sheet. They were given specified time to discuss strategy and decide the price for each month. The price slip for each month was exchanged between the two groups. After the exchange of three month's prices slips, they chose their representative who was allowed to negotiate with their counterparts. The price slips were exchanged for the next five months. The price decided by each group is given as Annex II.

The important concepts, which were covered during the exercise included:

- Assumptions one group makes about the intent of other group.
- Being reactive Vs proactive (sending messages)
- Intra-group decision making
- Sending representatives with (or without) authority to bind the group
- Short-term goals (profit for this month) Vs long-term goals (stable relationship)
- How goals and strategies change in response to assumptions of other's intent or to others actions
- Trust – how it is built, how last communication behaviour, when 'non-verbal' Vs when 'verbal'

### ***Role Play***

The participants were divided in to six groups of five persons. Each person in a group was assigned different role and was provided confidential sheet that described his role. All persons from different groups having same role were allowed to discuss their role for 15 minutes. The roles assigned to various participants included:

- Chairperson of the Tarapur Village Forest Committee
- Traditional leader (“Patel”) of Tarapur
- Beat forest guard for Tarapur area
- NGO block secretary
- Divisional Forest Officer

These five stakeholders were supposed to resolve the “Conflict in Tarapur village”. Each group made presentation in the plenary session and discussed their experience of process of negotiation during the role-play.

### ***Mediator Strategies***

Following issues related to the design of the mediator strategy were discussed in an interactive session:

- Influence physical/social
  - Guidelines
  - Agenda
  - Location
- Influence issue structure
  - Define
  - Expand
  - Organise
  - Prioritize
- Influence motivation for agreement
  - Constructive entrapment
  - Relationship building
  - Consequences of options-**BATNA's**



### ***South African Video***

A part of the video film related to the South Africa negotiation on majority rule was shown on the third day. The presentation was a part of the video film titled “Five skills for getting a Yes” which features Dr. Roger Fisher, Director of the Harvard Negotiation Project, and Co-author of 'Getting To Yes'. This part of the documentary is based on real-life example of South Africa negotiations. This was followed by a discussion session in which Mr. Japhet Ngubane from Africa Resources Trust answered the queries of the participants regarding South African negotiation. Mr. Ngubane also gave a brief presentation about the activities of the trust.

### ***Sub Saharan Experience***

Presentation by the participants from Africa was a break from regular exercises. The participant from African Centre for Technology Studies (ACTS), Mr. Raymond Kitevu gave a presentation on “Ecological Sources of Conflicts in Sub-Saharan Africa” a policy research, information dissemination and capacity building project. Anticipating the potentially important role of environmentally focused tools and techniques in an expanded range of resources to address conflicts in Africa, the African Centre for Technology Studies (ACTS) recently widened the remit of its policy research to include the study of conflict policy. Mr. Kitevu said that the project is influenced by a number of factors and there is a need for further research on the root causes of conflicts in the continent.

Conflict, political crisis, and civil unrest have compromised security in Africa in the post-independence period. While substantial investments have been channeled into developing tools and techniques for conflict prevention and management in Africa, the impact of these has been disappointing. Lastly, although there is a substantial discourse on environment and conflict linkages within conflict policy debates, little of this discourse is immediately relevant to conflict policy making in Africa.

There are a number of activities the project will undertake. These include:

1. Concept elaboration and development, and a thorough review of literature.
2. Development of conceptual and methodological tools for undertaking country studies.
3. Commissioning 8 country studies on environmental or ecological sources of conflict.
4. Hold consultative sessions with regional policy makers to identify ways of integrating ecological or environmental considerations into conflict prevention and management mechanisms.
5. Prepare and widely disseminate policy maker’s guidebooks on environmental sources of conflict.
6. Organise international conference in Nairobi on environmental sources of conflict.

The project will generate the following outputs and/or impacts:

1. An increased understanding among policy makers in the region of environment-conflict linkages.

2. Conflict prevention and management regimes that account for environmental or ecological sources of conflict.
3. A policy-maker's guidebook on environment-conflict linkages.
4. A volume on environmental or ecological sources of conflict in Sub-Saharan Africa.

### ***Principles of Dispute Systems Design***

The main points discussed under the principles of dispute design systems design included:

- Put the focus on interests
- Build in loop-backs to negotiation
- Provide low cost rights and power backups
- Build in consultation before, feedback after
- Arrange procedures in low to high cost sequence
- Provide the necessary motivation, skills and resources

### ***Developing Situation Assessments***

The format of the preliminary situation assessment was discussed and the participants were divided into five groups. Each member of the group shared a specific situation of conflict in Natural Resource Management from her/his area. After the brief sharing of the situation, the group members selected one case for expansion using seven elements. Prof. Murray made a brief presentation on 'Tarapur conflict case' using seven elements that was earlier used for role-play. Each group expanded the selected case and expanded it using 7-element format that was presented in plenary session. The 7 elements included:

- The parties and issues
- Interests
- Options
- Legitimacy
- Alternatives
- Commitment
- Relationships
- Communications

The details of the presentation of the situation assessment by the groups have been given in Annex-III.

### ***Riveria Exercise***

A multi party multi issue exercise was given to the participants to provide experiential learning on negotiation. Each groups having six stakeholders representing different institutions having their own interests participated in three rounds of discussion. All the groups except one reached an agreement by the third round. The group members enacted following roles:

Capital partners, Riveria  
National Coalition of labour unions, Riveria  
Governor, Mountain Provinces, Riveria  
Minister of Industry, Riveria  
Regional Development Bank (RDB)  
Environmental league of Franconia (ELF)

### ***Four Quadrant Analysis***

Participants were divided in groups and asked to use four quadrant analysis tool to analyze recurring multiple disruptive NRM conflicts involving Forest Department, villagers and NGOs. The out put of all the groups were presented in plenary session and later on synthesized which is given as Annex IV.

### ***Commitments from the participants***

During the concluding session, the participants in their professional capacity made several commitments that are listed below:

- Include Conflict Resolution in Natural Resource Management in the curricula of various Forest Training Courses at different Forestry Institutions like WII, National Law Institute University, IGNFA etc.
- Use the Conflict Resolution (CR) techniques in the Forest Department and make presentations to the officers by conducting workshops
- Conduct CRNRM Workshop in Forest Department up to Range Forest Officer (RFO) level
- Translate the tools of CR into local languages and take the CRNRM techniques to the grass root level and evolve locally focussed training techniques for officials and village level animators for Capacity Building in CRNRM
- Share the experience of this Workshop with the other non-governmental organisations in their respective area
- Network and communicate with NGOs, forest department, government departments and support organizations
- Will do a need assessment in two months and get back to IIFM
- Using the seven elements in the firing incident in Dahanu Division (Maharashtra Forest Department)
- Use the learning to find causes and solutions of illicit felling
- Contribute a multidimensional case study
- Prepare training modules
- Integrate with rural livelihood programs
- Network with IIFM for policy changes
- Pursue CRNRM as a focus area
- Contribute a Case Study

### ***Evaluation of the Workshop***

The evaluation form comprising of thirteen questions aimed at capturing quantitative as well as qualitative assessment of the workshop by the participants. First six questions

were answered on a progressive scale of 1 to 5 with 1 being minimum and 5 being maximum. The assessment has been summarized below:

Question	% of Participants with more than 4 score
Relevance of this activity to your current work or functions.	83.7
Extent to which you have acquired information that is new to you.	48.8
Usefulness for you of the information that you have acquired.	81.4
Focus of this activity on what you specifically needed to learn.	72.01
Extent to which the content of this activity matched the announced.	74.41
Objectives: Overall usefulness of this activity.	85.94

Around 64% participants felt that their expectations were fully met while 32% participants felt that their expectations were partially met and the rest felt that their expectations were met to a large extent. Different participants found different things most useful that ranges from different tools/techniques used in the workshop to opportunity for networking. Some participants found long discussions and preliminary situation assessment least useful. Different participants in their professional capacity intend to do different things as a result of their participation in the workshop that has been well captured under the heading commitment. Additional topics suggested by the participants to make the workshop more effective include Indian case studies, videos, field visits etc.

### **Follow up activities**

#### ***Email Discussion Group***

An email discussion group [CONFLICT-RESOLUTION-AND-NRM@yahoogroups.com](mailto:CONFLICT-RESOLUTION-AND-NRM@yahoogroups.com) has been created at the successful completion of a five-day (April 2-6, 2001) workshop. The primary aim of this email discussion group is to help participants at this workshop to interact with one another and carry forward the actions and commitments jointly agreed at the workshop. The following individuals are currently listed as moderators on this email discussion group:

- Dr. John Murray, Syracuse University;
- Dr. Gayatri Acharya, World Bank Institute;
- Mr. Nathan M. Belete, World Bank Institute;
- Mr. Shankar Narayanan, World Bank, New Delhi; and
- Dr. R. K. Singh, IIFM Bhopal.

Efforts are being made to include others interested in the topic of Conflict Resolution & Natural Resource Management.

## ***Newsletter***

During the workshop, many participants felt the need for publication of a Newsletter covering topics and experiences of conflict management in natural resources that can further support the capacity building of the members of the network. IIFM intends to coordinate publication and distribution of newsletter in near future. The details for the publication of the newsletter are being worked out.

## ***Case Study***

IIFM envisages to prepare case studies in a few chosen areas to document the conflicts related to Natural Resource Management. The case studies would be developed after preliminary survey to find out the case leads in selected areas of Madhya Pradesh, Orissa, Chhattisgarh and Karnataka. These case studies would be made available to the members of the network for training purposes.

## **Contact information**

IIFM would appreciate any feedback, comments or experiences that readers are interested in sharing on the topic as it would be of a great relevance to us. For additional information on activities concerning conflict management or comments readers may contact:

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**Annex - I**  
**Indian Institute of Forest Management**  
In cooperation with the  
**World Bank Institute**  
**Conflict Resolution and Natural Resource Management**  
**Bhopal, India**

April 2-6, 2001

**DAY 1:       Monday April 2, 2001**

**9:30           Welcome**

**Session 1: Opening the Workshop**

Objectives  
Introductions and Expectation  
Context of the Workshop

**Session 2: Timber Pricing Exercise**

Negotiation  
Review and Discussion

**1:00           Lunch**

**Session 3: Problem Analysis – Where are we now? What are our goals?**

Problem analysis, perceptions and brainstorming  
Application: What's wrong?  
Where would we like to be in 5 years?

**Session 4: Reflections and Major Ideas**

**5:30           Break for the Day**

**DAY 2: Tuesday April 3, 2001**

**9:30 Review of Day 1/Preview of Day 2**

**Session 1: Problem Analysis – What are the causes for what’s wrong?**

Application: What’s keeping us from our goals?  
Why are things going wrong?

**Session 2: Defining Success in Your Negotiations**

Systematic approach to preparation

**1:00 Lunch**

**Session 3:Application**

Local NRM Exercise  
Preparation  
Negotiation  
Review and discussion

**Session 4: Developing Situation Assessments 1**

**5:30 Break for the Day**

**DAY 3: Wednesday April 4, 2001**

**9:30 Review of Day 2/Preview of Day 3**

**Session 1: Conflict Mode Analysis**

**Session 2: Practical Skill Applications**

Responding to difficult negotiations and negotiators  
Negotiation and mediation skills  
Active listening  
Framing and reframing  
Moving toward closure

**1:00 Lunch**

**Session 3: Developing Situation Assessments 2**

Complete situation assessment 7-element analysis  
Prepare outline for use in training

Select one for model exercise

**Session 4: South African Video**

**5:30**            **Break for the Day**

**7:30**            **Cocktail/Dinner Reception**

**DAY 4:**        **Thursday April 5, 2001**

**9:30**            **Review of Day 3/Preview of Day 4**

**Session 1: Dispute Resolution Continuum and Community-Based NRM**

**Session 2 & 3: Riveria Exercise**

Preparation  
Negotiation with mediation option  
Review and discussion

**1:00**            **Lunch**

**Session 2 & 3: Riveria Exercise (cont.)**

**Session 4: Using Situation Assessments in Training**

Demonstration of training exercise  
Refine NRM exercises from outlines

**5:30**            **Break for the Day**

**DAY 5:**        **Friday April 6, 2001**

**9:30**            **Review of Day 4/Preview of Day 5**

**Session 1:**        **Update – Where are we now?**

**Where do we go from here?**

**Developing long-term strategies**

**Session 2:**        **Wrap-up & Evaluation**

**1:15**            **End of Workshop**



## Annex - II

### Timber Pricing Exercise

SN	A		B		C		D		E		F	
	R	S	R	S	R	S	R	S	R	S	R	S
1.	800	400	800	800	800	800	800	1200	400	400	400	400
2.	800	400	800	1200	800	400	400	400	400	800	400	400
3.	800	400	800	400	400	800	800	400	400	800	400	400
4.	1200	400	1200	800	1200	1200	1200	1200	400	1200	1200	1200
5.	800	400	400	400	1200	400	800	400	400	400	1200	1200
6.	1200	800	800	400	400	400	800	400	400	400	1200	1200
7.	1200	400	400	400	800	1200	1200	1200	400	400	1200	400
8.	1200	400	400	400	1200	800	800	1200	400	400	1200	400
	92	810	196	292	516	568	548	348	348	140	240	576

**A to F are six different universes**

R= Rampur

S= Shyampur

## **Annex -III**

### **Situation Assessments**

#### **GROUP-I**

#### **Description of Conflict**

##### *Conflict between JFM village and Non- JFM village*

Kudai is a tribal village situated in Katni forest division of Madhya Pradesh. Village Forest Committee (VFC) was formed three years ago under the Joint Forest Management Programme in the village. Since then the villagers are protecting the forest of the area. They are also using the forest resources for their subsistence need of fuelwood, fodder and timber.

The nearby villages do not come under the JFM programme. Therefore, they have been denied the access to the forest resources for last three years. Before the commencement of the programme they were meeting their needs of forest products from the same forest. The denial of the access to the forest is the beginning of the conflict in the forest division.

#### **The Parties and Important issues**

- JFM village Protection committee of Kudai village
- Village communities of Imlai, Devgaon and Banda
- Forest Department
- Local MLA

#### Issues

- Denial of access to forest to non JFM village
- Multiple users/stakeholders not accommodated
- Dominance of few section/communities

#### **Interest**

##### Interest of forest Department

- Improved state of forest
- Success of JFM programme
- Minimum hostility between JFM and non JFM village

##### Interest of Kodai village

- Protection and sustainable management of forest
- No illicit felling

##### Interest of other village

- Get free access to forest resources
- Regain the earlier position ( position they held before formation of JFM)

## **Options**

Options with Forest Department

- Give access
- Divide area
- Social forestry scheme in non JFM villages

Options with Villagers

- Division of forest area
- Combined JFM

## **Legitimacy**

- Collection of fire wood, timber and other forest produce
- No fire and illicit felling
- Social forestry project in community and pasture land

## **Alternatives**

Our alternatives

- Stand by JFM
- Compensate three villages by social forestry
- Provision of limited access to non JFM villages

Ways to Improve

- Regular meeting
- Involvement of local MLA as a Patron

Ways to test

- Attendance in the meeting
- Participation in the meeting

## **Commitment**

- Formal agreements
- Endorsement of agreements

What authorities do we have?

- Forest Department

What authority does the other party have?

- JFMC

What level of agreement do we want?

- This meeting – tentative
- Next meeting -- Firm, signed deal
- End – Firm, signed deal

## **Relationships**

Current

- Hostile

Preferred

- Friendly

If gap exists, diagnose possible causes

- Lack of consultation
- Mistrust
- Deprivation of benefits

Specific steps for changing current relationship

- Trust building exercise
- Show them JFM

## **Communication**

- First meeting – breaking the ice at range office
- Second meeting – DFO office

## GROUP –II

### Description of Conflict

#### *Dispute regarding usufruct rights over Tamarind Trees in a Karnataka Village*

There are some 20 big Tamarind trees in the village and the Gram Panchayat has been auctioning the fruits every year and taking the income from it till 1997 when the Village Forest Committee has been formed. Since the VFC claims its right over all the natural resources, which the Gram Panchayat is refusing to hand over. The case is a typical one evolving right over the natural resources and their management in a village.

### The Parties and Important Issues

- Gram Panchayat of Sokke
- Village Forest Committee of Karangatta
- Forest Department
- NGO (Chintana Foundation)
- Government/ Zilla Panchayat

#### Issues

- Control over Tamarind trees on old village site
- Sharing of revenue
- Rights of VFC and Panchayat
- Role clarity of VFC and Panchayat

### Interests

#### Ours (Villagers' Angle)

- To establish our rights on natural resources
- Recognition and empowerment of VFC as an institution
- Use revenue for village development
- Representation of the village in panchayat
- The lady from the village who lost elections wants to make her political career through this issue.

#### Theirs: Village Panchayat

- Status quo; Panchayat is the higher authority
- Control over of revenue generated
- Maintaining power of allocation of fund

#### Others'

- NGOs interest
- They want display their concern for village interest
- Forest Department
- VFC
- Zilla Panchayat
- Revenue department

### **Options**

Ownership of Tamarind trees

- Let the ownership over trees be with panchayat and Use/ conservation of trees with VFC
- The issue can be referred to the government for policy decision

Revenue sharing

- VFC and Panchayat sharing the revenue on 50-50 basis or any other negotiated proportion Rights
- In absence of clarity regarding legal rights, Gram Panchayat and VFC can work as partners.
- The VFC can be considered as Panchayat sub-committee on natural resource management

### **Legitimacy**

- Legal status is not clear
- Legal sanction should be there to institutionalize the VFC
- VFC does not have control over the revenue
- There are instances where revenue had gone to VFC, like in Kumarnali village in Karnataka
- Both, VFC and Panchayat are recognized by the government

The Panchayat can function in the village through VFC

### **Alternatives**

Your alternatives (circle your BATNA)

- Revenue from Panchayat to be spent according to VFC proposal
- Not allow the Village Panchayat to auction
- Let the Panchayat come and negotiate
- VFC collect and use it or sell Tamarind fruits

### **Commitments**

Elements of a framework agreement at the end of a negotiation

- VFC will manage the revenue from natural resources.
- Revenue sharing can be negotiated by Panchayat and VFC

What authority do you have?

- Trees are within the village limits.
- Although 200 Acres of forest land has been allotted to VFC by the Forest Department, other community lands can also be allotted to the VFC under the Govt. order.

What authority does the other party have?

Panchayat had the possession of land earlier and used to auction it. VP has the legal authority under the Panchayati Raj System

## **Relationships**

### Current

- Strained but not broken
- Development work by Village Panchayat is still going on
- 3 out of 8 villages of this Panchayat have VFCs
- Some influential Panchayat members are from other VFCs
- Negotiation is on

### Preferred

- Cordial relationship
- Continue present development works and build on the present work
- Exploring possibilities for VFC formation in other villages of the Panchayat
- Complementary / supplementary role of Panchayat and VFCs
- Institutionalize the negotiation between two recognized bodies

## **Communication**

### Plan the meeting

#### Purpose

To receive the recognition of Panchayat

#### *Output*

Revenue of Tamarind sale to be spent in the village

#### *People*

VFC, NGO and Panchayat representatives and officials of the Zilla Panchayat

#### *Process*

- OPENING: Negotiation between two bodies is on.
- AGENDA: Appreciating the role of VFCs and sale of Tamarind fruits are on agenda.
- ROLES OF TEAM MEMBERS: Reach at negotiated settlement
- GROUND RULES: Respect the local governance

Appreciate the regulatory environment

### Plan the dialogue

- Understand the approach of parties concern
  - Sharing the concerns and interests
- Negotiation in presence of representatives of the Zilla Panchayat and the Range Officer

## GROUP-III

### Description of the Conflict

#### *The conflict between tribals and mining company*

The Orissa Government wants to allow Bharat Aluminium Company (BALCO) to mine bauxite from the hills, which house good forest areas that support the livelihood of tribal communities, and tribals want to prevent destruction of forests as it also supports a rich diversity of medicinal plants.

### Parties and Important Issues

#### Parties

- Local tribal community
- Tribal health practitioners
- Gandhamardhan Yuvak Seva Parishad (GYSP)
- State and central governments
- Mining Companies
- JJRDA (A joint effort of three NGOs)
- Forest department

#### Issues

- Mining vs. livelihoods of tribals
- Ecologically sound development involves tribal communities
- Larger economic developmental through mining
- The need for bio – diversity as such
- Potential role of forest department due to resource crunch

### Interests

#### Tribals

- To fulfill their livelihood needs and protect the forest area

#### Tribal Health Practitioners

- Livelihood is at stake if mining is allowed and are the highest risk group

#### GYSP

- Propagation of Ayurveda
- Lobbying on behalf of the people – meeting the objectives of the NGO

#### State and Central Government

- Maximize revenue earnings

#### Mining Companies

- Maximize profits

#### JJRDA

- Providing alternative livelihood options on a pilot basis
- To propagate the medicinal plants



### Forest Department

- To maintain their presence and earn revenue by handing the Forest Company

### Options

- JJRDA – Alternative income generation activities prior to the commencement of mining activities
- Mining in a limited area with a minimum damage to the ecosystem coupled with –
- Partnership of local level institution in profit of the company
- Soil and water conservation plan funded by the mining company
- Restoration of the ecosystem balance
- Providing employment to local people through income generating activities
- Do not allow mining

### Standards

- 10% of the area in the 1<sup>st</sup> phase
- Mining system / procedure conform to ISO standards
- Representations from all the stakeholders on the beard of local unit of mining capacity
- 20% of the profits to be ploughed back for the development of the area
- Complementary package
- Package for revival of traditional medicinal practices
- 5 years before the commencement of mining, for compensatory income generating activities

### Communication

No communication between most of the stakeholders except for NGO – Community and *Vaid* (Tribal Health Practitioners). Good communication between NGO and local administration.

### Alternatives

#### BATNA

People will not allow the Company to take up mining activities

#### Commitment / Agreement

- Company provides the package
- Community provides the opportunity

## GROUP –IV

### Description of conflict

#### *Conflict in case of 6-year-old plantation*

In the village Salukheda of Udaipur district in Rajasthan, there is a conflict regarding an area of 300 ha under the JFM, having a 6-year-old plantation, where open grazing is prohibited. This affects the relationship among the communities of Rajputs, Bhils and Gayris, and the forest department.

### Parties and Important Issues

- Forest department
- Communities-Rajputs, Gayris, Bhils

### Issues

- Prohibition on open grazing, affecting livelihood of Gayris and Bhils
- Forest offences are increasing

### Interests

- FD- improvement of degraded land
- Rajput- to retain their dominance in village committee and maintain good relation with FD
- Gayri-open grazing in degraded land
- Bhils-economic benefits

### Options

- Review the situation sub group wise, review of microplan
- Opening of areas, allowing cutting of lops and tops, alternative livelihoods arrangements

### Standards

- Equitable distribution
- Carrying capacity

### Alternative (BATNA)

- Increased migration, forest offences of lopping, grazing, fire

### Commitment/ Agreement

- Opening of certain forest areas( rotational grazing)
- More fodder species to be planted

Resource conservation consideration and regulated utilization and  
Users priority consideration

### Relationship

- Rajput (dominant group)
- Forest Department (Mediator)

- Between Gayris and Bhils there is no relationship

**Communication**

- Meeting in two phases
- General Body Meeting and sub group
- Agenda- review

## GROUP –V

### Description of the conflict

#### *A case of conflict in Rajaji National Park*

The Rajaji National Park is situated near Haridwar, in the newly formed state of Uttaranchal and consists of 3 sanctuaries: Motichur, Rajaji and Chilla sanctuary. The park extends over an area of 121-sq. km., and has 63 villages in its vicinity and over 1500 Gujjar areas. The Park is an ecologically sensitive area, and is the habitat of many endemic plant species and also forms the NorthWest most range of the Asiatic elephants. One of the main issues of discussion is the extraction of bhabhar grass (*Eulaliopsis binata*), which the Gujjar community for livelihood purposes has used. Even after the declaration of the national park, the extraction of the bhabhar grass was allowed. But after a recent judgement by the Supreme Court, there has been a total ban on the extraction, thereby damaging the entire state system of regulated extraction.

#### The Parties and Important Issues

1. The community
  - i. The 63 villages who are dependent on the NP for the fodder grass.
  - ii. The van-Gujjars who depend on the NP as a source of fodder for their cattle.
  - iii. The Tehri-dam oustees who have been resettled on the fringes of the NP thus making conflict inevitable for them.
2. The park management, who represent the forest department and the wildlife.
3. The - pro-conservation NGOs.
4. The locals who maintain control over the Gujjar economy,
5. The army who are having their ammunition dump as well as their residential area adjoining the NP.
6. The irrigation department, who have constructed a power channel dissecting right through 1/3<sup>rd</sup> of the NP.
7. The railway department, which has a railway line cutting through the NP, and which has killed many elephants.
8. The tourists.
9. The Researchers (and WII) for whom the NP serves as a research lab.

#### Issues

1. Access to the fodder grass, and their allowance for extraction.
2. Access to the fodder and fuelwood for the forest dependent community.
3. The resettlement of the van-Gujjars.
4. Man-animal interface. The issue of human-elephant conflict has manifested itself-
  - i. killing of elephant by the super fast trains,
  - ii. poaching of elephants,
  - iii. the issue of a 'corridor' for the free and unrestricted movement of the elephants and
  - iv. damage to the surrounding human settlements and agricultural lands by the animals
5. Habitat restoration and ecological improvement.
6. Inter-agency co-ordination and linkages.
7. Illegal felling of trees and timber-smuggling.

**Interests** (needs, concerns and fears)

- Community- livelihood subsistence and employment generation.
- NGO- working for the development of the people and conservation of bio-diversity.
- FD and the park management- protection and conservation of wildlife values, stop to illegal felling and smuggling of timber.
- Irrigation department- maintenance of the irrigation channel and the infrastructure.
- The local shopkeepers- sustainability of the milk supplies and ensured control over the Gujjar economy.
- WII- learning resource and utility as a research laboratory.

**Options**

- Bhabhar
  1. Alternate employment generation, by means of other employment opportunities
  2. Negotiate and appeal for a policy review with the court as in the case of NE states and Buxar tiger reserve.
  3. Agreement for extraction of the grass in consonance with other forest divisions.
- Fodder
  1. stall feeding
  2. Establishment of fodder banks (estimation of future requirements). Bot the strategies stress on the concept of subsistence existence.
- Settlement issues- sustained and viable dialogue for opening up the communication channels was considered.
- Human-animal conflict
  1. Prompt and adequate compensation
  2. Awareness and education
  3. Establishing barriers at sensitive points.
- Habitat restoration- joint meeting of the local people, the park management, WII and the NGOs was considered.
- Inter-agency co-ordination- by keeping the communication channels open.

The establishment of a punishment-incentive regime and programs for increasing the protection and awareness issues had been proposed.

**Legitimacy**

- The Wildlife Protection Act (1972) and its subsequent amendments.
- The SC decision on the total ban on extraction of forest produce.

**Alternatives**

The alternatives were elaborated upon for the 2 categories of affected parties (as in the options)-

1. Most affected stakeholders- the park management, the local people, the Gujjars and the WII.
2. Least affected stakeholders- the NGO, other govt. agencies and the tourists.

**Commitments**

- There should be a commitment between the park management and the local people. A reciprocal agreement should be established for the regulated use of bhabhar grass, and the protection & fire control measures.
- The NGOs, the park management and the local people should commit themselves to capacity building for the empowerment of the partners.
- WII should act as a mediator/facilitator to bring all the stakeholders to a common platform.

**Relationship**

- Mistrust, hostility between local people and miners
- Passive relation between government and people
- NGO local people relationship to be built up
- NGO – FD – Passive role
- NGO – User group (Ayurveda College) good relation  
No funds with FD, SIDA funds over

**Communication**

- Regular interaction between the park staff/management, NGOs, local people and WII.
- Training, awareness workshops and the health camp.
- Periodic meetings at the local level among the primary affected stakeholders

**Annex – IV  
Four Quadrant Tools**

<b>I. Problem “What’s wrong”</b>	<b>Preferred Situation</b>	<b>II. Diagnosis: “Causes”</b>
<p><b>Recurring multiple disruptive NRM conflicts involving Forest Dept., villagers, NGOs</b></p> <ul style="list-style-type: none"> <li>• some potentially violent causing damage, injuries</li> <li>• positive FD programs affected negatively</li> <li>• needed development projects delayed or lost</li> <li>• marginalised groups excluded from decision making</li> <li>• marginalised groups hurt or continue to suffer from loss of livelihood, access to health care, education etc.</li> <li>• lack of accommodation of interest of marginalised</li> <li>• comprehensive micro-plan</li> <li>• sharing mechanism</li> <li>• loss of mutual trust and relationship</li> <li>• loss of enthusiasm</li> <li>• Conflicts: Complicate the future processes even in non conflict areas</li> <li>• break in the programme</li> </ul>	<p><b>Conflicts that occur do not disrupt positive programmes</b></p> <ul style="list-style-type: none"> <li>• FD, villages, NGOs have in place regular process to handle disputes</li> <li>• good development projects are planned and implemented in timely manner</li> <li>• all stakeholders or significant interests participate in decision making</li> <li>• mutual trust and relationship</li> <li>• benefit sharing (equitable) mechanism</li> </ul>	<p><b>Lack of participatory decision making skills</b></p> <ul style="list-style-type: none"> <li>• lack of knowledge/ attitudes and skills in substantive areas (forests, water, etc.) and process (<u>negotiation</u>, <u>mediation</u>, <u>networking</u>)</li> <li>• lack of regular communication among leaders and officials/ different stakeholders</li> <li>• lack of useful means/ one way communication of communicating among leaders and officials/ stakeholders/ organisation</li> <li>• bureaucratic/ indifference disincentives/ to communicate effectively</li> <li>• structural limits (FD policies, procedures; NGO/donor conditions)</li> <li>• general mismanagement within organisational hierarchies</li> <li>• professional approach strangled by bureaucratic behaviour</li> </ul>

III. General Approaches	IV. Specific Action Steps
<ul style="list-style-type: none"> <li>• Sustainable management of resources</li> <li>• Equitable distribution of resources</li> <li>• Identify all potential stakeholders, their interests and values</li> <li>• Relationship building</li> <li>• Conflict resolution agency</li> <li>• Participation in decision making</li> <li>• Good information, awareness, building and training provided</li> <li>• Accountability from both sides to decrease mismanagement</li> <li>• External reviews/incentives for change</li> <li>• Empowerment of people/communities</li> <li>• Capacity development of people</li> <li>• Social development</li> <li>• Empowerment, transparency and anticipation mechanism</li> <li>• Effective educational process, awareness building, campaigns</li> <li>• Training, trust building exercises</li> <li>• Participatory decision making</li> <li>• Interaction between stakeholders</li> <li>• Attitudinal change</li> <li>• Capacity building, skill enhancement in the areas of forests/NRM etc.</li> <li>• Capacity building as process – Seven elements, negotiation, meditation (Vipasana)</li> <li>• Open channels of communication between stakeholders</li> <li>• Install structures in organisations to facilitate two-way communication (top – bottom – top)</li> <li>• Putting premium/ rewards on</li> </ul>	<p><b><u>Local</u></b></p> <ul style="list-style-type: none"> <li>• Use external agencies/NGOs etc to work for awareness building among FD, villages</li> <li>• Have regular meetings of the stakeholders to build up relationships</li> <li>• Build up communication – training of representatives from each stakeholder in relationship building, conflict management</li> <li>• Facilitate relationship building at local level</li> <li>• Issues emerge through a process of communication</li> <li>• All stakeholders invent option</li> <li>• Identify all sub-interests groups</li> <li>• Work with specific groups in community (through SHGS, SBS, etc.)</li> <li>• Work up a slow process of social development</li> <li>• Reorientation of frontline staff in forest department</li> <li>• Educating and motivating representatives (at all level)</li> <li>• Quick solutions for potential violent situations</li> <li>• Understand power structure and know interests of each group</li> <li>• Orientation, training to develop mutual understanding, knowledge and skill</li> <li>• Establish contact with the representative of each group of stakeholders</li> <li>• Call a meeting of representatives of stakeholders</li> <li>• Generate and discuss options and review the microplan to accommodate the interests of marginalised groups</li> <li>• Find out standards</li> <li>• Find out BATNA</li> <li>• Sign the agreement for commitment</li> <li>• Regular meeting</li> <li>• Transparency/empowerment</li> <li>• Regular meeting/gender addressed</li> <li>• Participatory decision making process shall be introduced</li> <li>• Forum for conflict resolution shall be in place</li> <li>• Training and awareness</li> </ul>



<p>creating an open/sharing atmosphere</p> <ul style="list-style-type: none"> <li>• Improving communication between forest department and villagers</li> <li>• Building awareness</li> <li>• Understand local level dynamics</li> <li>• Participation of all stakeholders including marginalised groups in decision making process</li> <li>• Reviewing existing procedures/norms of forest department</li> <li>• Sensitize the NGOs/local leaders/forest department on community management</li> <li>• Development of collaborative relations between all stakeholders and effective use of it</li> <li>• In-built monitoring system</li> <li>• Making norms of functioning of JFM by the stakeholders at local level</li> <li>• To know interest of each group and find out options to solve the conflicts</li> <li>• Effectively communicate to resolve the conflict and make a favorable opinion</li> <li>• Find out standards</li> <li>• Find out BATNA</li> <li>• Modifying guidelines and operational standards of NRM</li> </ul>	<ul style="list-style-type: none"> <li>• Define “sphere of influence” self-activation and change</li> <li>• Improvement in household in work place relationships</li> <li>• Organising community mobilization/workshops/cultural programmes for skill development</li> <li>• Review/situation analysis and make distribution procedure transparent</li> </ul> <p><b><u>Regional/State</u></b></p> <ul style="list-style-type: none"> <li>• Monitoring and reviewing</li> <li>• Advocacy (whatever happens at local level is communicated to the higher levels)</li> <li>• Networking and federation systems</li> <li>• Training, building communication through forums, training workshops, experience sharing etc.</li> <li>• Aggregation of micro-issues</li> <li>• Feedback mechanisms</li> <li>• Operational rules and standards</li> <li>• If needed modifications in the guideline for NRM</li> <li>• Support system for training</li> <li>• Dissemination of tools, techniques and standards</li> <li>• Recording of case studies</li> <li>• Forest policy evaluation and amendment process</li> <li>• Joint meetings/participation design and monitoring in NRM involving stakeholders relationships and interests</li> <li>• Organise ABC seminars for the department</li> <li>• Training/workshops for training</li> <li>• 3-day workshop held every quarter simultaneous (at both ends of hierarchy)</li> <li>• Networking of JFM at district/regional /state level to share views and do feed back</li> <li>• Analysis to further modify the needed changes for CR</li> </ul> <p><b><u>National</u></b></p> <ul style="list-style-type: none"> <li>• Setting up standards</li> <li>• Leadership</li> <li>• Framing efficient policies and enabling policy changes</li> <li>• Strategy formulation through consultative</li> </ul>
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process

- Educating and training at all levels of hierarchy
- If needed modify policy and law
- Institutional structuring
- Sharing of experience and techniques between states
- Broad framework of policy
- Maintenance of data base
- International Cooperation
- Policy changes – Remove anomalies
- Review inter organisational linkages
- ABC workshops to be part of curriculum of foresters/resource managers
- National education institute to take feedback and do action oriented research applicable and helpful in local situations
- Ministry/donor to facilitate consultative seminars

**International**

- Networking, experience sharing, assistance (arranging workshops, etc.)
- International agencies identify areas required more support, share experiences, etc.
- International cooperation in NRM
- Collaboration
- Sharing of experiences and techniques used in CRNRM
- Standards: dissemination
- Identification of cross border environmental conflict
- Forum for cross border conflict resolution
- Dissemination of best practices
- Exchange of skills, tools and techniques
- Network with international resource centres on skill building/CR for local/Regional/National partners

## Annex - V

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