

## ***Improving NPS Team Capacity to Analyze and Transform Stakeholder Conflict in Park Management***

### **Course Description:**

NPS is often involved in conflicts between people about natural resources, wildlife and park management actions. This interactive online series will provide participants with an orientation to the analytical skills needed to recognize and address the underlying drivers of conflict, exposure to several fundamental principles and processes for transforming complex social conflicts, and development of preliminary strategic “next steps” for creating positive change for their park and surrounding community around a specific conflict. At the end of the course, participants will have developed a plan to improve engagement with stakeholders for their chosen case. Participants will be required to complete pre- and post- course work to receive the course certificate.

### **Course Objectives:**

*At the conclusion of the course, learners should be able to do the following:*

- Apply the theory and practice of conservation conflict transformation (CCT) to their daily work
- Identify the suite of hidden drivers of conflict, especially identity-based conflict, in the park’s conservation context
- Apply the basics of process design to park natural resource conflicts
- Work more supportively and effectively together post-training to prevent and address and internal and external conflict
- Develop a “next steps” strategy for a specific conflict relevant to the participants’ park

### **Pre-session #1:**

- HWCC lead trainer conducts an assessment of the conflict with a subset of individuals from the participant group. (Approximate time: 1-3 hours per individual)
- Participants write a 2-3 page (confidential) analysis of their conflict case and submit it to HWCC (Approximate time: 3 hours)

### **Session #1: Introduction to Conservation Conflict Transformation**

**Session length: 3.5 hours of facilitated interactive webinars**

- Introduction and overview of CCT
- Introduction to the course case study
- Tools for Deep-Rooted Conflict Analysis

**Objectives:** *At the end of the session, learners should be able to do the following:*

- Create a stakeholder conflict map around a specific issue of team concern
- Describe the three levels of conflict and conceptualize the differences in approach needed to address conflict at each level.
- Analyze the drivers of conflict for their case with respect to the levels of conflicts likely involved for each stakeholder group
- Identify strengths and weaknesses of past approaches to engagement related to the team’s case and explain how these may have escalated/de-escalated the current conflicts

### **Post-Session #1/Pre-Session #2:**

- Teams use conflict analysis tools learned in Session #1 to analyze their conflict case (Approx time: 3 hours)

### **Session #2: Introduction to Conflict Intervention Planning and Process Design**

#### **Session length: 3.5 hours of facilitated interactive webinars**

- Team presents conflict analysis
- Consultation with CCT specialist
- Intro to process design: Foundations of CCT process
- Strategic guidance to support a team decision on “next steps” for conflict case

#### **Objectives:** *At the end of the session, learners should be able to do the following:*

- Explain the role of each factor in the Conflict Intervention Triangle model
- Explain 3-5 best practices of CCT process design and how these would support a transformation of conflict for their park’s case
- Identify 1-3 critical or immediate entry points for engaging or re-engaging in their conflict case
- Identify 1-3 specific next-step actions that will strengthen **internal** NPS relationships and processes to prevent and reconcile conflict, improve decision-making effectiveness, and begin to seed positive change in the multi-stakeholder system in which NPS operates.
- Identify 1-3 specific next-step actions that will strengthen **external** partnerships and processes to prevent and reconcile conflict, improve decision-making effectiveness, and begin to seed positive change in the multi-stakeholder system in which NPS operates.

### **Post-Session #2**

- Team completes an evaluation of the web-based series
- Within 3 months, team reports on “next steps” progress to HWCC, either in writing or through a conference call
- Follow-up needs are assessed

**HWCC fee for service: \$18,000 (approximately \$15,000 co-sponsored by HWCC and NPS BRMD, course participants responsible for \$250 per person)**