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Competencies-based Training Curriculum on Human Wildlife Conflict Mitigation

Facilitating Capacity
Development for Human Wildlife
Conflict Mitigation in India

Indo-German Development Cooperation



The Process of Developing Competency Framework

The combination of knowledge, skills, experience and attributes that leads to consistently successful performance is known as competencies. Competencies are demonstrated behaviours that lead to success. They are more enduring than job tasks and reflect the unique characteristics or behavioural attributes a person can bring to the job.

Competencies have been described in the National Training Policy (2012) of India to encompass knowledge, skills and behaviour, which are required in an individual for effectively performing the functions of a post.

The Policy stipulates that each Government Department/ Ministry should classify each post with a clear job description and competencies required, and carry out competency mapping of all employees working in the Ministry/ Department.

The Indo-German Project on HWC has made an attempt to define the professional competencies required for human wildlife conflict mitigation in India. The Project is developing a Competency Framework, based on which training needs are being identified for key stakeholders of HWC mitigation in India.

Specifically, in the context of HWC mitigation, competencies can facilitate the following processes:

- Developing capacity development approaches
- Developing training curriculum on HWC at the National and State level institutions
- Identifying personnel with the required expertise to be placed in relevant positions to drive HWC mitigation goals
- Effective engagement of stakeholders including local community members, NGO personnel, volunteers and private landowners.
- Motivating forest staff and other practitioners to facilitate them in implementing their roles with enhanced ownership using a systematic approach.

This competency framework is being used to conduct Training Needs Assessment, subsequently guiding the way to develop curriculum and training materials for trainings on human wildlife conflict mitigation in India.

A Competency framework is essentially a structured compilation of competencies that are relevant for successful performance in an organisation. It defines behaviours that are required to effectively manage both current and emerging work challenges in the organisation.

This Competency Framework seeks to create a common language and shared understanding among the forest sector personnel and other key stakeholders to reinforce the departments' vision and goals on Human Wildlife Conflict (HWC) mitigation. It facilitates exploring the behaviours that can help to achieve the goals of Human Wildlife Conflict mitigation and to strengthen awareness among personnel of the State Forest Departments of their roles and their ability to effectively contribute to overall goals of the State Forest Department.

Global best practices as reflected in the IUCN competence register, and the draft Management Effectiveness Evaluation framework for coastal and marine protected areas in India provided the framework to work on the competencies specific to the field of conservation management. Key National guidelines including National Wildlife Action Plan, State specific rules related to HWC, job descriptions of the forest department personnel were analysed to understand the expectations from the officials, and for understanding the overall context and goals of the Forest department with respect to HWC mitigation.

Planning workshops conducted under the Indo-German HWC project, provided important inputs on the capacity needs and the challenges faced by forest personnel in managing the human wildlife conflicts.

When developing the framework, the inter-relationships to be managed with a larger community of stakeholders (including other state line departments; State Government; Central Ministries; Scientific institutions; private businesses, farmers and plantation owners, NGOs, local community institutions, etc) were considered.

Key Competencies required for effective and sustainable HWC mitigation in India

A comprehensive list of 27 competencies have been identified for successful performance in areas of HWC mitigation. These have been identified based on review of the goals of HWC mitigation; the work context, roles and responsibilities of State Forest Departments and other key stakeholders for mitigating HWC. These competencies have been organised in four clusters as follows:

Technical Competencies: Applying Technical Knowledge and Skills to mitigate HWC

In this cluster are competencies that are critical to deliver scientifically-robust, evidence-based, effective, efficient and sustainable HWC mitigation measures.

Competencies for promoting harmonious coexistence: Promoting shared understanding among key stakeholders

In this cluster are competencies that are critical to inspiring and growing teams & motivating individuals to be the best they can, and engaging other stakeholders and growing and maintaining trusting relationships with them as well.

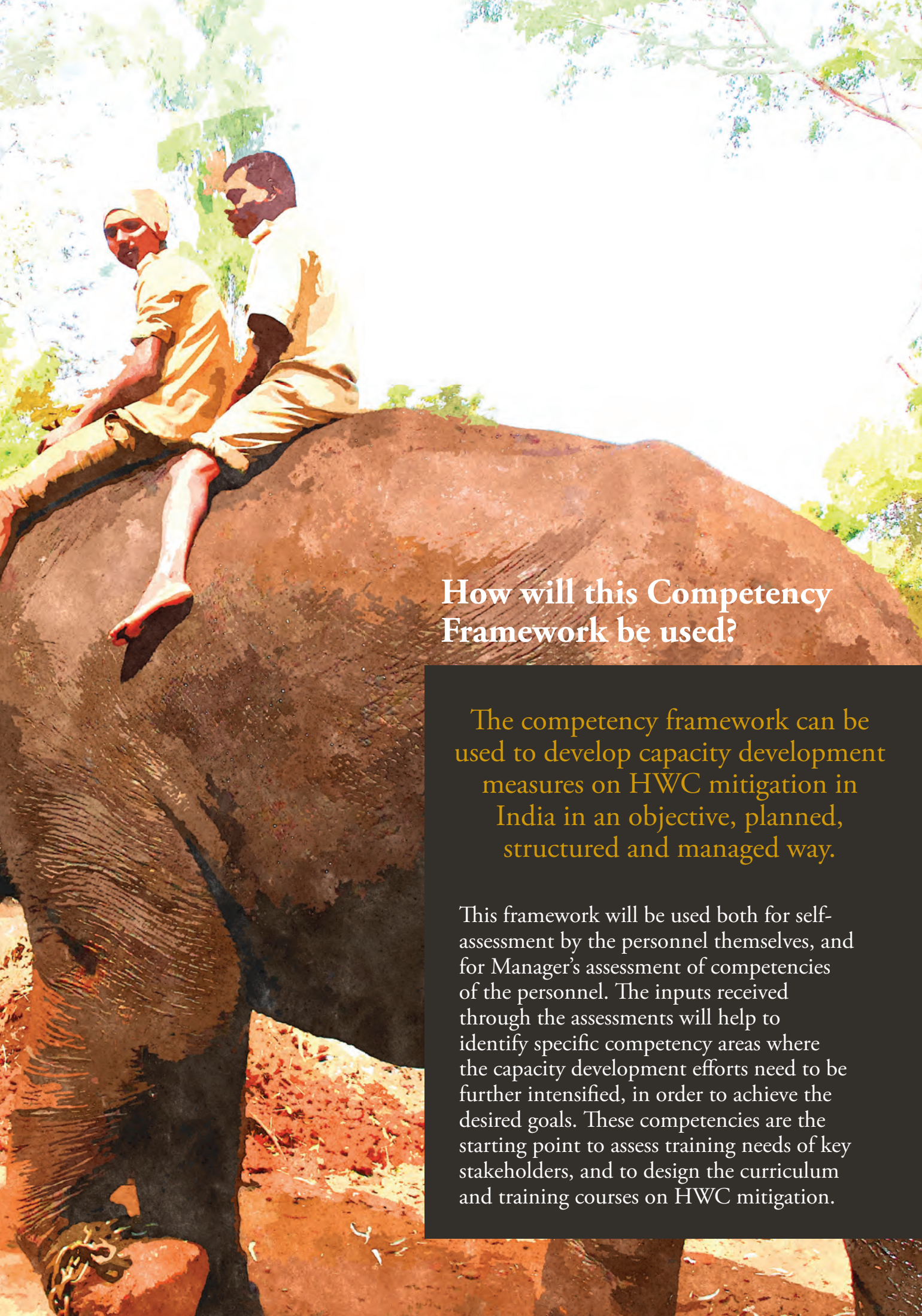
Competencies for effectiveness and efficiency: Driving Outcomes & Delivering effectively

In this cluster are competencies that are critical to delivering the desired outputs and in strengthening organisation processes and systems that enable performance.

Competencies for Learning & Innovation: Getting Future Ready

In this cluster are competencies that are critical to creating a desired future and being alive to learning and change.





How will this Competency Framework be used?

The competency framework can be used to develop capacity development measures on HWC mitigation in India in an objective, planned, structured and managed way.

This framework will be used both for self-assessment by the personnel themselves, and for Manager's assessment of competencies of the personnel. The inputs received through the assessments will help to identify specific competency areas where the capacity development efforts need to be further intensified, in order to achieve the desired goals. These competencies are the starting point to assess training needs of key stakeholders, and to design the curriculum and training courses on HWC mitigation.

Process of Developing Competencies-based Curriculum on Human Wildlife Conflict Mitigation in India

The project organised five successful curriculum development workshops: in Delhi, Dehradun, Kodagu, and Chalsa, preceded by a Competency Framework development workshop in Siliguri, for developing the modularised curriculum on Human Wildlife Conflict Mitigation for selected training groups in India.

The workshops aimed at:

- Further refining the competency framework
- Developing and further refining the zero draft of module-wise training material for all target groups
- Identifying case studies and examples from States to be included in the curriculum as good practices and learnings
- Integrating the knowledge and experiences of the front-line officers into the curriculum
- Finalizing the plan for pilot testing and further development of the training materials

All the five workshops had active participation from several International and National experts representing wildlife, veterinary, media and communications, private sector, social sciences as well as officials from the MoEFCC as well as State Forest Departments of Karnataka, Uttarakhand and West Bengal.

Consultation workshop on Capacity Needs Assessment for North Bengal region under the project 'Human-Wildlife Conflict Mitigation in India' (HWC) organized in Siliguri, West Bengal

25 -26 June 2018 at Hotel Sinclairs, Siliguri

A regional level consultation workshop for West Bengal was organized on 25 -26 June 2018 at Hotel Sinclairs, Siliguri to facilitate discussion and dialogue among wildlife managers in the North Bengal region and to assess the existing and future capacity development needs relevant to human wildlife conflict mitigation. The workshop facilitated in pilot testing the competency framework.





Curriculum Development workshop on Human Wildlife Conflict Mitigation

September 18-19, 2018: Delhi

The process of curriculum development kick-started from a national workshop, organized at LaLit Hotel in Delhi on 18th-19th September 2018. About 22 participants contributed to the workshop, consisting of International and National experts in capacity development, wildlife, veterinary, media, communications, social sciences, and human resources management as well as officials from the State Forest Departments. The objective of the workshop was to develop the first draft of the competencies-based training curriculum on HWC mitigation for key stakeholders from forest and other sectors. Workshop ended with a curriculum outline and an expression of commitment by the participants to contribute in writing of the training materials. The immediate next steps were agreed as finalization of the draft curriculum framework and three writing workshops which are going to be organized in November by the Project.

Successful Workshop on Further Development of a Competency Framework and Curriculum on Human Wildlife Conflict Mitigation

November 20-21, 2018: Haridwar, Uttarakhand

The third workshop was organized at Hotel Regenta Orkos in Haridwar, Uttarakhand on 20-21 November 2018. Contributions from 30 participants, consisting of international and national experts from various fields such as capacity development, wildlife and veterinary sciences, media and communications, social sciences as well as officials from the State Forest Department,



made the discussions very productive. The aim of the workshop was to develop the zero drafts of modularised curricula on HWC for selected training groups in India including forest departments, veterinary sciences, media and civil society. The workshop also specifically aimed at identifying case studies from Uttarakhand that can serve as examples of good practices and learnings. The workshop ended with a reflection session with all participants sharing their views with further commitments to be part of the curriculum development process.

Effective Implementation of Workshop for Developing a Competency Framework and Curriculum on Human-Wildlife Conflict in Karnataka

November 26-27, 2018: Karnataka

The fourth workshop was organised at the Heritage Resort, Madikeri (Kodagu, Karnataka) on 26-27 November 2018. The 24 participants included international and national experts from the fields of capacity development, wildlife, veterinary, media and communications, social sciences as well as officials from the state forest department. The participants also interacted with the field-level officers and Rapid Response teams from Virajpet Forest Division and Madikeri Forest Division to receive inputs on the contents and methodology of the designed trainings.

The workshop accomplished its aim to refine the curriculum framework and module drafts and identification of case studies based on experiences and success stories of human-wildlife conflict mitigation measures in Kodagu.

Final Workshop to Strengthen Competency Framework and Curriculum on Human-Wildlife Conflict in West Bengal

November 29-30, 2018: West Bengal

The fifth and final workshop took place at Hotel Sinclairs Retreat Doors, Chalsa, West Bengal, on November 29-30 2019, with about 33 international and national experts representing wildlife, veterinary, media and

communications, private sector, social sciences as well as officials from the State Forest Department. The workshop resulted in the zero draft of the overall curriculum framework and specific modules. The documents developed in the workshop were to serve as working documents to be further refined by a core team of writers and editors. The plan was to use these for pilot testing during the December 2018 to July 2019 period at the partner training institutions.



GIZ is being supported by a German consulting firm- DFS Deutsche Forstservice GmbH for curriculum development and its pilot testing.



Specific Training Groups: For which training groups the curriculum can be used?

The competencies-based curriculum will be used for implementing trainings and other capacity development measures such field expeditions, exchange visits of wildlife managers for peer-learning. The trainings and other capacity development measures are planned to be implemented for officials and experts from forest, veterinary, media, civil society and private sectors. A major focus will be on the front-line forest officers, as well as on customizing and translating the trainings materials for their benefit. It is planned to implement joint trainings

and other capacity development measures for experts and officers from key agencies and departments, such as forest, agriculture, railways, rural development, highways etc to facilitate a common understanding of the issues and to find joint solutions for HWC mitigation. Within each sector, various levels will be addressed using different capacity development instruments, for example media students will be engaged via integrating HWC modules into the curriculum of media training institutions, while media professionals will be engaged via media dialogue.

FOREST

- Front-line Officers (Induction Trainees) at National and State training institutions
- Front-line Officers (In-Service) at National and State Training Institutions. Project will also organize specialized 5-day trainings for the In-Service officers as and when required
- IFS Probationary Officers at the Indira Gandhi National Forest Academy and other National Training Institutions
- Senior IFS Officers
- Senior decision-makers

VETERINARY

- Veterinary experts (In Forest departments)
- Veterinary expert (In animal husbandry department)
- Veterinary students
- Medical practitioners

MEDIA

- Media Professionals
- Local reporters
- Media students – Post-graduation and Graduation



CIVIL SOCIETY

- Panchayats
- Community-based organizations, local institutions (focus on SHGs and EDCs), Civil society organizations
- Women representatives
- Youth including school, college students
- Teachers: Universities, Institutions, Colleges
- Farmers and planters
- Public representatives (Elected public representatives and Union leaders)

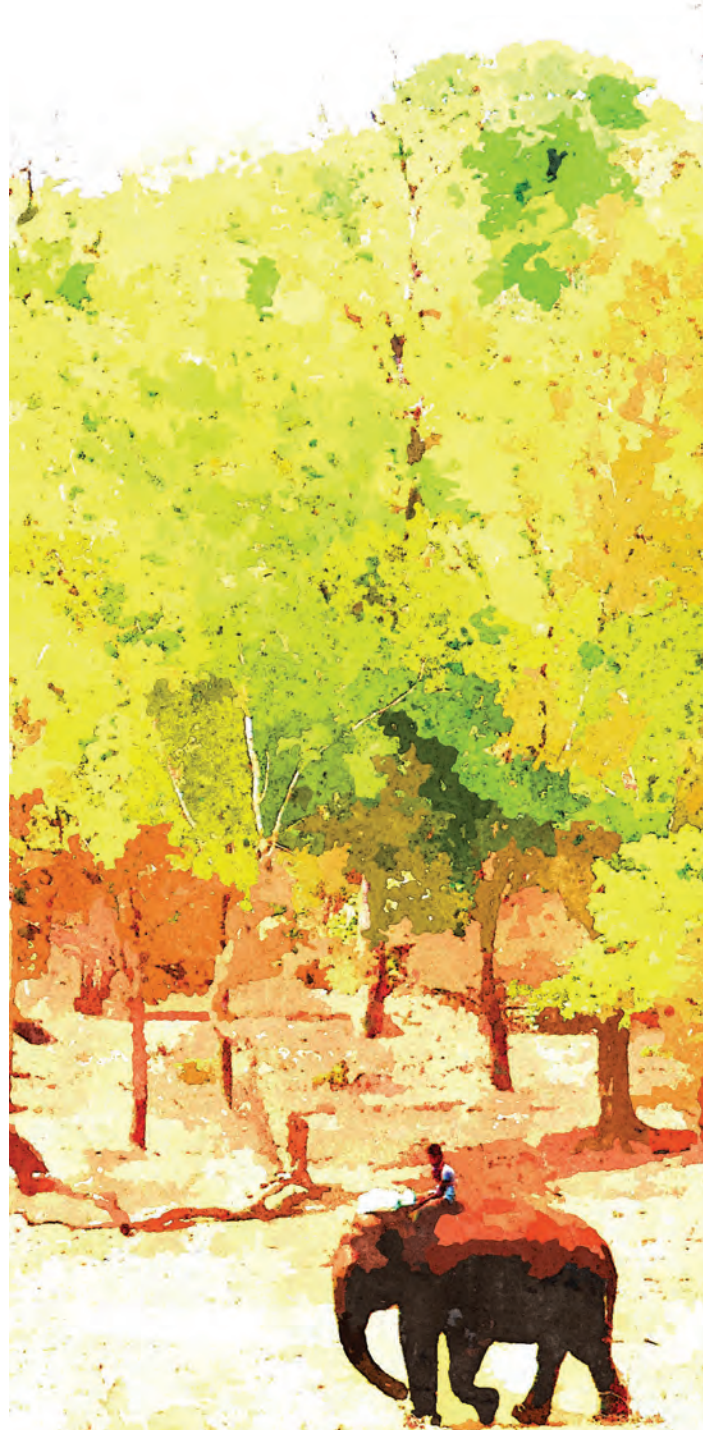
PRIVATE SECTOR

- Tea and coffee estates and their workers
- Industries
- Tourism: sector at the pilot sites


OTHER GOVERNMENT DEPARTMENTS RELEVANT TO HWC

(Combined trainings with the Forest officials)

- Judges
- Police
- Railways
- Highways
- Ministry of Coal and Mines
- Agriculture
- Horticulture
- Animal husbandry
- Rural and Tribal Development
- Education (Primary to higher)
- Panchayati Raj Dept
- Electricity department
- PWD
- Tourism
- Municipalities and urban bodies
- Primary Response Teams (PRTs)



Learning Outcomes of the trainings that will be implemented using the competencies-based curriculum



Learning outcomes are the changes that the course is expected to bring about in the knowledge, skills and attitude of the participants. Learning outcomes are a guiding light for the participants as well as for the trainer, in terms of both content and training methods, and influence the overall conduct of the course

- Learning outcomes facilitate content and training methods to be used for specific sessions.
- Thinking through learning outcomes helps more efficient planning of the time required for each module/course.
- Learning outcomes also guide the feedback and evaluation criteria

The effectiveness of the learning outcomes depends on how smartly these are formulated. SMART learning outcomes are specific, measurable, achievable, relevant, timebound. Each course and each module can have two to five learning outcomes that address different dimensions of the individual competencies (e.g., knowledge, skills and attitudes).

Following section showcases the learning outcomes for specific training groups, developed in a participatory process by the Project.

Front-line Officers (Induction trainees)

At the end of the training, the participants will be able to:

- Outline concepts and issues in wildlife management and HWC mitigation using a landscape approach
- Differentiate between different conflict scenarios based on landscape, location, species involved, and community involved
- Outline existing and potential HWC mitigation measures
- Analyse each mitigation measure based on its effectiveness and wildlife-friendliness
- Describe the success factors required for receiving cooperation from other sectors and stakeholders in mitigating HWC
- Analyse legal opportunities and limitations in conflict management
- Demonstrate (in a simulation) animal capture and rescue methods and their applicability to different species
- Demonstrate proficiency in implementing 'early warning and rapid response' system for mitigating HWC
- Appreciate their future roles in mitigating HWC in their respective areas

Front-line Officers (In-Service Officers)

At the end of the training, the participants will be able to:

- Illustrate concepts and issues in wildlife management and HWC mitigation using a landscape approach
- Differentiate between different conflict scenarios based on landscape, location, species involved, and community involved
- Analyse existing and potential HWC mitigation measures, based on evidence and their own experiences
- Describe the success factors required for receiving cooperation from other sectors and stakeholders in mitigating HWC
- Analyse legal opportunities and limitations in conflict management
- Demonstrate (in a simulation) animal capture and rescue methods and their applicability to different species
- Demonstrate proficiency in implementing 'early warning and rapid response' system for mitigating HWC
- Demonstrate the skills to train Forest Watchers and daily wage frontline staff on HWC issues
- Appreciate their roles in mitigating HWC in their respective areas

IFS Probationers

At the end of the training, the participants will be able to:

- Outline concepts and issues in wildlife management and HWC mitigation using a landscape approach
- Differentiate between different conflict scenarios based on landscape, location, species involved, and community involved
- Outline existing and potential HWC mitigation measures
- Analyse each mitigation measure based on its effectiveness and wildlife-friendliness
- Describe the success factors required for receiving cooperation from other sectors and stakeholders in mitigating HWC
- Design an actionable conceptual plan for implementing gender-sensitive community-engagement measures
- Analyse legal opportunities and limitations in conflict management
- Demonstrate (in a simulation) animal capture and rescue methods and their applicability to different species
- Demonstrate proficiency in implementing 'early warning and rapid response' system for mitigating HWC
- Demonstrate leadership competencies required for their future role in mitigating HWC

Senior IFS Officers

At the end of the training, the participants will be able to:

- Describe human wildlife conflict mitigation in the overall development and conservation context
- Appraise different conflict scenarios based on landscape, location, species involved, and community involved
- Review existing and potential HWC mitigation measures, based on their likely impact on humans as well as wildlife
- Develop an actionable plan to effectively engage with key sectors and stakeholders to mitigate HWC in their sphere of work
- Analyse legal opportunities and limitations in conflict management
- Demonstrate the skills required for promoting a shared understanding on HWC mitigation approaches among key stakeholders

Senior Decision-makers

At the end of the training, the participants will be able to:

- Describe human wildlife conflict mitigation in the overall socio-economic and political context
- Appraise different conflict scenarios based on landscape, location, species involved, and community involved
- Review existing and potential HWC mitigation measures, based on their likely impact on humans as well as wildlife
- Design the legal solutions by diagnosing legal opportunities and limitations for HWC mitigation in the Country
- Develop an actionable plan to effectively engage with key sectors and stakeholders, at the National level, to mitigate HWC
- Demonstrate leadership competencies required for their role in mitigating HWC
- Appreciate the need for a competence-based approach in human resource development in the Forest sector

Veterinary experts (in Forest departments)

At the end of the training, the participants will be able to

- Describe the anatomy, ecology, behaviour and geographical distribution of key wildlife species in conflict
- Outline the legal provisions related to animal capture and handling of drugs
- Evaluate wildlife capture, release, and rehabilitation options in specific conflict situations
- Demonstrate (in a simulation) post-mortem and forensic techniques
- Demonstrate (in a simulation) planning, organization and effective implementation of capture of the conflict animal
- Demonstrate (in a simulation) a successful 'early warning and rapid response' drill with the Rapid Response Team
- Demonstrate leadership and team competencies in a Rapid Response Team

Veterinary experts (in animal husbandry departments)

At the end of the training, the participants will be able to

- Describe the anatomy, ecology, behaviour and geographical distribution of key wildlife species in conflict
- Outline the legal provisions related to animal capture and handling of drugs
- Evaluate wildlife capture, release, and rehabilitation options in specific conflict situations
- Demonstrate (in a simulation) post-mortem and forensic techniques
- Demonstrate (in a simulation) planning, organization and effective implementation of capture of the conflict animal
- Demonstrate leadership and team competencies in a Rapid Response Team

Veterinary Students

At the end of the training, the participants will be able to

- Describe the anatomy, ecology, behaviour and geographical distribution of key wildlife species in conflict
- Outline the legal provisions related to animal capture and handling of drugs
- Outline the classification and mechanism of action of immobilization drugs
- Outline wildlife capture, release, and rehabilitation options in specific conflict situations
- Outline post-mortem and forensic techniques
- Conceptualize planning, organization and effective implementation of capture of the conflict animal
- Illustrate 'early warning and rapid response' system

Media professionals and students

At the end of the training, the participants will be able to:

- Outline the concepts of Human Wildlife Conflict, Environmental relations and specific ecosystems
- Debate and discuss on media ethics of reporting and writing on HWC, in a constructive manner
- Empathise with all the stakeholders of HWC
- Outline the legal framework for HWC in India
- Appreciate the importance of media interventions in creating awareness and policy changes
- Demonstrate engaging and ethical story writing competencies
- Demonstrate pitching/ anchoring of HWC stories effectively
- Be open to different viewpoints on HWC

Local reporters:

At the end of the training, the participants will be able to:

- Outline the concepts of Human Wildlife Conflict, Environmental relations and specific ecosystems
- Debate and discuss on media ethics of reporting and writing on HWC, in a constructive manner
- Empathise with all the stakeholders of HWC
- Outline the legal framework for HWC in India
- Appreciate the importance of media interventions in creating awareness and policy changes
- Be open to different viewpoints on HWC
- Demonstrate the process of identifying experts, research institutions and thinktanks for specific information
- Evaluate the importance /intensity of HWC situations/incidents
- Demonstrate deconstruction of complexities in a simple manner

Primary Response Teams

At the end of the training, the participants will be able to:

- Outline the concepts of HWC in the overall landscape and land-use context
- Illustrate the drivers of conflict, and the responses of people and wildlife in a conflict situation
- Illustrate the legal, economic, and social implications of HWC
- Evaluate community-based mitigation measures
- Demonstrate information analysis for effective communication to local community, using specific communication tools
- Demonstrate the competencies for training local community members on HWC
- Demonstrate willingness to engage local community member in participatory HWC mitigation
- Demonstrate willingness to cooperate with/ assist institutions working towards HWC mitigation
- Demonstrate the leadership, team building and crowd management skills
- Demonstrate specific skills to handle basic HWC situations at the PRT level

Private sector (Tea, coffee plantations, tour operators)

At the end of the training, the participants will be able to:

- Outline the concepts of HWC in the overall landscape and land-use context
- Illustrate the drivers of conflict, and the responses of people and wildlife in a conflict situation
- Illustrate the legal, economic, and social implications of HWC
- Demonstrate willingness to engage local community member in participatory HWC mitigation
- Demonstrate willingness to cooperate with other actors within the same landscape, to work towards finding solutions on HWC mitigation

Civil society: Panchayats; Community-based organizations, local institutions (focus on SHGs); Youth

At the end of the training, the participants will be able to:

- Outline the concepts of HWC in the overall landscape and land-use context
- Illustrate the drivers of conflict, and the responses of people and wildlife in a conflict situation
- Illustrate the legal, economic, and social implications of HWC
- Evaluate community-based mitigation measures
- List possible alternate land uses/ livelihoods to reduce the impact of HWC
- Demonstrate information analysis for effective communication to local community, using specific communication tools
- Demonstrate the competencies for training local community members on HWC
- Demonstrate willingness to engage local community member in participatory HWC mitigation
- Demonstrate willingness to cooperate with/ assist institutions working towards HWC mitigation

Overall Module structure

There are some common modules for all key stakeholders on common issues and on basics of HWC, while specialized modules have been developed to deepen the understanding and skills of different training groups, in their respective fields.

Module name	Forest	Veterinary	Media	PRT	Other civil society	Private Sector
Module 1 – Introduction to Human Wildlife Conflict mitigation	✓	✓	✓	✓	✓	✓
Module 2 – Setting the context: understanding HWC in a development context taking a landscape approach	✓	✓	✓	✓	✓	✓
Module 3 – Taking a holistic approach to mitigating Human wildlife conflict: existing and potential mitigation measures	✓	✓	✓	✓	✓	✓
Module 4 - Policy, Legal and Administrative Framework for efficient mitigation of human wildlife conflict	✓	✓	✓	✓	✓	✓
Module 5- Tools and techniques for effective and efficient HWC mitigation	✓	✓		✓		
Module 6 – Social context: Stakeholder engagement using an inclusive-approach and Institution building for HWC mitigation	✓	✓	✓	✓	✓	✓
Module 7– Mainstreaming HWC mitigation: Cross-sectoral cooperation and green development	✓	✓	✓	✓	✓	✓
Module 8- Engaging media for effective communication on HWC mitigation	✓	✓		✓	✓	✓
Module 9- Human Resource Development: Competencies for achieving the desired goal of effective HWC mitigation	✓	✓	✓	✓	✓	
Module V1 Understanding the role of veterinary expert in HWC mitigation	✓	✓				
Module V2 Wildlife diseases and their management/ conservation medicine	✓	✓				
Module V3 Rescue, rehabilitation of wildlife from conflict sites	✓	✓				
Module V4 Medic 1 Forensic Investigations	✓	✓				
Module V5 Management of the conflict animal in rehabilitation/ rescue centres	✓	✓				
Module M1 Understanding the role of media in the regional context			✓	✓		
Module M2 Media ethics			✓			
Module Medic 2 Crisis management		✓				

Training Approach and Methodology of the training courses implemented using this curriculum

It is a modularised and competency-based curriculum, where modules are delivered using different training methods over required time periods. The modularised structure provides flexibility to adapt the contents, methods and duration of different topics based on the training needs of the participants. The overall course, as well as each module has its own learning outcomes. So, the modules can be used in any combination by an institution.

“Competencies-based curriculum is a way of approaching professional training that places primary emphasis on facilitating the participants in further developing their competencies, which are required to enable them in performing their jobs more efficiently and effectively. It aims at preparing people more effectively for real workplaces”

There are some common modules for all key stakeholders on common issues and on basics of HWC, while specialized modules have been developed to deepen the understanding and skills of different training groups, in their respective fields.

The curriculum uses a mix of conceptual and hands-on training sessions, in almost equal proportions, to facilitate the participants in applying conceptual knowledge and skills into the field conditions, and to appreciate and understand the issue of HWC in a larger development context.

A unique feature of the curriculum is to focus on the HWC using the "thematic triangle" of driver-prevention-damage reduction.

For indoor sessions as well as field-exercise, the curriculum uses participatory methods of training. **A participatory training is different from the conventional way of training in that, in a participatory training, learning occurs through active involvement of the trainees and it is they who develop the answers.** Following are some examples of such methods:

- Group work and presentations
- Dialogue and brainstorming
- Knowledge Café
- Role play
- Simulation (case study simulation/ video simulation)
- Online games and Mind Maps
- Case study analysis
- Fish Bowl
- Icebreakers, energisers, and team-building exercises
- Simulated field exercises
- e-Learning
- Field excursions



About the project

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The project aims at providing technical support at the National level and in selected partner States for effective implementation of Human Wildlife Conflict mitigation measures. The main objective of the project is that the rural population in project areas, where agreed guidelines and tools are applied to mitigate human wildlife conflicts, is better protected against Human wildlife conflict.

The project takes the approach of harmonious coexistence, by ensuring that both – human and wildlife – are protected from conflicts. In order to achieve this objective, the project focuses on three activity areas: Support in development of strategy and action plan to reduce human wildlife conflict at the National level and at the State level in selected States; Pilot application of a holistic approach and instruments for the mitigation of human wildlife conflict in partner States; and Facilitating capacity development of key stakeholders for mitigating human wildlife conflict in India.raj Khera, Team Leader, Human Wildlife Conflict Mitigation (HWC) Project, GIZ India

