

Template:

Conflict Resolution Plan

This template is a starting point for developing the Conflict Resolution Plan described in [Step One of the Conflict Resolution Module](#) of the Guide. The Conflict Resolution Plan is foundational to every initiative and should be included in the conversations recommended in the [Learning & Early Discussions Module](#) and the [FPIC Module](#). TNC staff need to keep in mind that TNC's Code of Conduct requires compliance with any grievance mechanism mandated by a host country government or funder.

The preparation of a Conflict Resolution Plan need not be burdensome. Ideally, it will include the IPLC's preferred practices or aspects of those practices. If the IPLC and TNC agree, a plan might simply describe a menu of options for resolving disputes with outsiders and how those options are accessed. Some specifics, such as the names of trusted mediators, may be included if acceptable to the IPLC.

This template presents three possible scenarios and the key elements of a Conflict Resolution Plan. It also includes some questions for TNC and the IPLC to consider when designing mechanisms for resolving disputes. Agreement on the Conflict Resolution Plan should be documented in a culturally responsive manner, which may include signatures or initials on the plan, an exchange of emails, a show of hands at a meeting, a protocol or ceremony.

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Initiative: _____

Time period: _____

Date: _____

Updated as of: _____

Approved by:

Organization or group:

Name: _____

Name: _____

Name: _____

Name: _____

Name: _____

Name: _____

Scenarios

Scenario 1

There is a conflict resolution process required by a host country government or a funder and the IPLC **agrees** to comply with it.

[Attach documentation of the process that will be followed]

Scenario 2

There is a conflict resolution process required by a host country government or a funder, but the IPLC **does not agree** to comply with it.

[Attach documentation of the IPLC's decision to not comply]

1. In some cases, the IPLC and TNC may be able to ask for a variance or accommodation from the government or funder. If the IPLC **agrees** to work with TNC, both parties could collaborate on an alternative process that incorporates the IPLC's preferred procedures and reflects TNC's Principles and Safeguards.

The IPLC and TNC present the alternative process to the government or funder and document the result.

[Attach documentation of the alternative process and the government's or funder's decision]

2. If the IPLC **declines** to work with TNC on an alternative process, the initiative may need to be suspended while TNC gathers information about the reasons and circumstances for the IPLC's opposition.

3. If the IPLC **declines** to comply with a required grievance process, the initiative may need to be terminated.

[Attach documentation of the decision to terminate the initiative]

Scenario 3

There is no conflict resolution process required by the host country government or a funder, or there is one that only applies to certain complaints.

1. The IPLC **agrees** to collaborate with TNC on mechanisms for resolving conflicts that the IPLC considers culturally responsive and legitimate (see Key Elements of a Conflict Resolution Plan).

[Attach documentation]

2. If the IPLC **declines** to collaborate with TNC on mechanisms for resolving conflicts, the initiative may need to be suspended or terminated.

[Attach documentation]

Key Elements of a Conflict Resolution Plan

1. TNC staff learn and practice **dialogue and cross-cultural competency skills** for working with IPLCs. Specify training, workshops and other learning:

a.

b.

c.

2. The **IPLC's preferred procedures and methods** for resolving conflicts with outsiders:

a.

b.

c.

3. If TNC and the IPLC agree that Dialogue will be one of the conflict resolution mechanisms, specify:

a. Conditions that ensure parties are able to participate, including social identity groups

i. Frequency and timing of dialogue sessions: _____

ii. Place: _____

iii. Format: _____

iv. Language: _____

b. Methods for sharing information and ensuring all parties are aware of the subject matter ahead of time so they can prepare:

c. The IPLC's timescales and preferences for dialogue, for example, the use of nominees in the place of aggrieved parties or other cultural protocols:

d. Provisions to preserve the physical and emotional safety of the parties:

4. If TNC and the IPLC agree that Mediation will be one of the conflict resolution mechanisms, specify:

a. Institutions, forums and practices used by the IPLC for mediating conflicts, if they are willing to share this information:

i. _____

ii. _____

iii. _____

b. Conditions that ensure broad participation of parties, including social identity groups

i. Frequency and timing of dialogue sessions: _____

ii. Place: _____

iii. Format: _____

iv. Language: _____

c. Institutions, forums and practices used by the IPLC for mediating conflicts, if they are willing to share this information:

i. IPLC representative(s): _____

ii. TNC representative(s): _____

iii. Other parties: _____

d. Names of trusted mediators or facilitators the IPLC and TNC will call on if needed:

i. _____

ii. _____

iii. _____

4. Continued:

e. If using mediators or facilitators is not a standard practice or norm, specify other mechanisms that both parties agree to use, for example, elder councils or other non-adjudicative, but intentional forums:

[Attach documentation of other mechanisms]

i. _____

ii. _____

iii. _____

f. Additional information needed to deepen TNC's understanding or satisfy documentation requirements of an initiative or process:

5. Communication about **TNC's Ethics & Compliance Process** as one of the conflict resolution mechanisms:

a. See Appendix V and www.nature.org/tnc helpline

b. Notes on using TNC's Ethics & Compliance Process:

6. Measures to guard against retaliation:

a. Procedures to allow for and protect anonymity:

b. Procedures to protect the confidentiality of sensitive information:

c. Provisions to preserve the physical and emotional safety of participants:

d. Clear messaging from TNC about zero tolerance for retaliation:

e. Warnings about the adverse consequences of retaliation:

7. Communication about the Conflict Resolution Plan with all parties, including notes on how different social identities were supported in meaningfully participating

a. Frequency and timing of communications:

b. Place:

c. Format:

d. Content of the plan:

8. Documentation of development and implementation of the Conflict Resolution Plan

a. Records of how the IPLC and TNC created the plan:

b. Aspects of the conflict resolution process that TNC will document:

c. Aspects of the conflict resolution process that IPLC will document:

d. For each dispute, document:

i. Who initiated the process if not anonymous, and when _____

ii. The nature of the conflict _____

iii. Who was involved and which mechanisms were used _____

iv. Outcomes and next steps _____

9. Review and update the Conflict Resolution Plan

a. Dates for periodic reviewing and updating:

b. Dates of updates reflecting changes in the TNC team, IPLC or goals, work plan or budget of the initiative:

Questions to Consider for the Conflict Resolution Plan

2. Are the IPLC and TNC prepared to enter into dialogue and take action on concerns?
3. Are the IPLC and TNC prepared to remediate adverse impacts promptly and fairly?
4. Are the IPLC and TNC prepared to commit to the conflict resolution process until parties agree the dispute is fully resolved?
5. What are the risks and rewards to TNC for participating in an IPLC's conflict resolution process? Using IPLC procedures demonstrates the highest respect for IPLC self-determination, but TNC should agree to submit to any adjudicative dispute procedure only when confident it can comply with a binding decision.
6. How are the IPLC and TNC using the conflict resolution process to support equitable partnership, trust and continuous learning?
7. Once the conflict resolution process has been tested in practice, how will the IPLC and TNC improve it? Possible tools include an internal or external audit, feedback from participants or a post-initiative workshop.

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