

## Terms of Reference

### Capacity Needs Assessment and Capacity Building Strategy for North African Protected Areas

#### 1. BACKGROUND

Aichi Target 11 sets countries to protected at least 17 per cent of terrestrial and 10 per cent of coastal and marine areas. Achieving the target will result in a growing and highly diverse group of protected areas, as well as an increase number of their staff, stewards, and supporters. The Aichi target also calls for new types of protected areas and effectively conserved area-based measures with new roles for supporting people as well as nature, enabling sustainable development, safeguarding rights of indigenous, traditional, and other local communities, and ensuring flows of ecosystem services that support wider communities and economies. Those managing protected areas must provide leadership and direction, enable participatory development and implementation of strategies and plans, manage changing and growing organisations, and secure and wisely use the resources needed for management. They also need to find ways to address threats old and new, and to justify and champion protected areas politically, socially, and economically. Many vital roles are also undertaken by people who live in and around protected areas, who use their resources wisely with the future in mind, and who maintain mosaics of considerate human use, creating landscapes that support both people and nature.

Caring for the expanding and evolving network of protected areas in the North African region (Algeria, Egypt, Libya, Morocco and Tunisia), adapting to the new roles played by the network, and encompassing the widening diversity of people working in protected areas combine to present unique challenges over the next decade. To meet these challenges and to ensure that institutions and individuals can deliver what is needed, a new approach to capacity development is required on three (3) different levels:

- Enabling people to develop and use the competences required to do their jobs well builds ***individual capacity***;
- Establishing and sustaining entities of all types that take responsibility for protected areas and the people who work for their future builds ***organisational capacity***;
- Creating an 'enabling environment' that politically, economically, and culturally recognizes the values of protected areas and enables them to thrive, builds ***societal capacity***.

In North Africa, capacity building programmes in protected areas often focused on building certain skills and competencies and there are still unmet needs about improving the knowledge basis on PA management skills. Little attention has been paid to the institutional capacity of protected areas agencies and to the dire need for increasing dedicated managers and other professional staff in protected areas.

In addition, the new directions set by the Aichi target will require a radically different approach in developing novel capacity building programmes and to work with a more diverse set of stakeholders.

#### 2. OBJECTIVE AND SCOPE

The objectives of the consultancy are to:

- i. Conduct an assessment and to provide an overview and analysis of the capacity strengths and weaknesses across all stakeholders in North African protected areas (Algeria, Egypt, Libya, Morocco and Tunisia), both terrestrial and marine, and to identify the main capacity gaps and demands by PA stakeholders in the region. The Assessment should in particular, as far as is practical and realistic, identify and analyse the main human capacity weaknesses (individual, organisational and societal) and should highlight financial and physical asset deficiencies in the region. The expected results should be well defined to analyse the dynamics that explain present capacity, identify driving forces for change to ensure effectiveness of future capacity development efforts and provide the building elements for developing a demand-driven capacity building strategy in the region.
- ii. Outline a long-term and sustainable protected area capacity development strategy for North African protected areas, identifying major axes of investment in capacity building as well as opportunities, programmes, and products that will enhance the ability of countries to meet their commitments under the Convention on Biological Diversity's Programme of Work for Protected Areas (POWPA) and the Aichi Targets.

### 3. METHODOLOGY

The Capacity Needs Assessment should be participatory and consultative. The consultant should conduct the needs assessment using a methodology developed in partnership with IUCN and WCPA. It is expected that the assessment will be built around self-assessment processes as well as broad consultation with protected area stakeholders to help collect, and validate information.

The capacity assessment framework should recognize the multiple dimensions of capacity needed to effectively achieve the Aichi target. It should go beyond individual capacity (relevant skills and abilities) to include organizational capacity (governance, structures, processes, etc.) as well as the broader context and environment within which the organization functions (societal capacity).

The Development of the capacity building strategy should take into consideration and refer to two key documents from IUCN-WCPA:

- The [Strategic Framework for Capacity Development in Protected Areas and other conserved territories 2015-2025](#) developed by IUCN-WCPA.
- The IUCN-WCPA Global Register of Competences for Protected Area Practitioners. This lists categorises 300 specific skills and associated knowledge requirements potentially required by protected area practitioners, from field staff to senior decision makers. It also provides guidance on how to use the register to conduct needs assessments. <https://www.iucn.org/theme/protected-areas/publications/technical-reports>

A validation workshop will be conducted with key stakeholders from the region (Protected areas agencies and managers, civil society, organisations and experts working on protected areas in the region) to review and agree on the final results. The consultant will advise on the agenda of the workshop and will participate in the workshop to present the capacity needs assessment results and the outline of the strategy. The consultant will also revise and finalise the strategy to incorporate the discussions and the agreements of the workshop.

### 4. KEY DELIVERABLES

- An inception report including a work plan, detailed methodology, report format and timeline, to be submitted within 7 days from the commencement of the assignment.

- A draft capacity needs assessment consolidated report and draft capacity development strategy addressing at least the following key issues from a region-wide perspective and also where relevant specifically for each of the five focal countries:
  - a. Capacity challenges at the organizational and individual levels in relation to protected area systems and individual protected areas;
  - b. Current capacity development opportunities in the region;
  - c. Specific capacity needs and priorities at the organizational and individual levels in relation to protected area systems and individual protected areas;
  - d. Recommendations for the most suitable, effective, efficient and affordable modes of capacity development to meet the identified needs.
- Completion of Global Wildlife Conservation-WCPA-International Ranger Federation surveys of protected area staff numbers and job titles in each country.
- Agenda of the validation workshop.
- Presentations and participation at the validation workshop as agreed with the IUCN Med Office.
- Final capacity needs assessment and capacity development strategy taking into account the results of the validation workshop.

The applicants should be aware that the work will be conducted mainly in both languages (consultation, survey, online meetings, etc.). The final capacity needs assessment and capacity development strategy should be presented in French with a summary in English.

## 5. SUPERVISION AND COLLABORATION

The Consultant will work under the supervision of IUCN North Africa Programme Coordinator at IUCN-Med, and in collaboration with the Regional Vice-Chair of WCPA to finalise the methodology, to collect the data and to facilitate interviews and contacts with key PA stakeholders.

This is mainly a desk-based assignment. No missions are envisaged apart from attendance at the workshop at a location to be determined in the region. The consultant will be expected to make imaginative use of online networking, questionnaires, surveys, etc. to obtain the required information and conduct consultations. It is expected that the information on PA in the five countries will be available in French, in English and in Arabic.

The IUCN WCPA Regional Vice Chair and the IUCN North Africa Programme Coordinator will provide access to key contacts in the focal countries and to relevant networks in the region.

The IUCN WCPA Capacity Development Thematic Group will provide support and advice on methods and materials.

## 6. TIME SCHEDULE

The Assignment shall be expected to be completed within a maximum of 30 work days with the following tentative schedule:

**By 10<sup>th</sup> November:** Draft of “capacity needs assessment report” completed;

**By 1<sup>st</sup> December:** Draft strategy for capacity development completed;

**By 15<sup>th</sup> January:** Draft Agenda of workshop completed;

**By 1<sup>st</sup> February:** Presentations for the workshop completed;

**By 15<sup>th</sup> March:** Final delivery of capacity needs assessment and capacity development strategy taking into account the results of the validation workshop.

## **7. SKILLS AND EXPERIENCE REQUIRED OF CONSULTANT**

The consultant is expected to have the following skills and expertise:

- Advanced degrees in environmental sciences, economics, development studies, social sciences or related discipline;
- A minimum of five (5) years' experience in conducting individual and organisational capacity needs assessments.
- At least five (5) years of experience working in organizational development and capacity building in protected areas;
- Excellent writing and communication skills in English and French; Arabic would be an advantage;
- Strong interpersonal skills and the ability to communicate and work well with diverse people.

## **8. APPLICATION**

Applicants should submit the following by email to: [maher.mahjoub@iucn.org](mailto:maher.mahjoub@iucn.org) by **September 30<sup>th</sup> at midnight** (CEST, UTC/GMT + 2 hours) the latest:

- A curriculum vitae including highlighted references to previous relevant work and publications.
- A covering letter outlining their suitability for the job, providing initial observations on the ToRs and an outline of the methodology they would use.
- A financial offer in Euros for completion of the required tasks, including the daily rate used for calculations. All travel, accommodation and subsistence costs for attending the workshop will be covered separately.

Shortlisted applicants will be contacted for an online interview.

## **9. EVALUATION OF APPLICATIONS**

Applications will be evaluated on the basis of the following criteria: (i) profile and experience of the consultant in relation to subject of the present mission, (ii) the methodology proposed for the conduction of the mission, and (iii) the financial offer.