



TERMS OF REFERENCE

Developing an IUCN Green List Competency Framework

Projects: Trilateral Cooperation (Germany, China, Zambia, Namibia): Fair and effective protected area management for sustainable development – working together towards global standards

A. Background information

The **IUCN Green List Protected and Conserved Areas** (GLPCA) is a programme of certification for protected and conserved areas (PCAs) that are effectively managed and fairly governed. It acts as incentive and offers a stepwise process that helps PCAs to achieve its high-quality Standard. By committing to the Green List process, enrolled sites become part of a network and benefit from technical support on how to improve their performance and impacts. Capacity development ensures that every stakeholder currently engaged in the programme has a common understanding of the Green List Standard and process, and helps achieve the desired level of performance.

The scale up of the Green List programme will require a large group of competent stakeholders, and generate a multiplying effect to maintain the standard and have impact on PCAs. To achieve this objective, it is necessary to create a consistent approach to training and capacity building, i.e. a common framework that allows everyone involved in the Green List process to have access to training and capacity building.

As a concrete and pilot application, IUCN is currently implementing a **Trilateral Cooperation Project** with the support of Germany and China, which aims at improving the quality of protected area management and governance in Zambia and Namibia through the implementation of the IUCN Green List of Protected and Conserved Areas. The project also aims to foster experience sharing and learning with Chinese experts and practitioners.

An initial consultation focused on identifying training needs across all groups involved in the Green List, identifying existing initiatives and materials used in Southern and Eastern Africa, and defining clear professional profiles and related competency elements required for high performance in Green List implementation and development.

Based on the identification of training needs, a second phase will develop the competency framework including a formal recognition process for four main groups of professionals (user groups) engaged in the implementation of the Green List:

- The site managers and staff responsible for ensuring compliance with the Green List standard,
- The Mentors in charge of advising the site managers on the Green List process and supporting them in collating evidence for the purpose of Green Listing, and
- The Expert Assessment Groups for the Green List (EAGL) which evaluate sites for compliance with the Standard;
- The Reviewers ensure that the rules and procedures of this User Manual are consistently applied in the Green List process.



A short-term consultancy to develop this Competency Framework for the implementation of the IUCN Green List is offered. During the execution of the mission, the appointed consultant will work under the supervision of IUCN, and in coordination with other consultants in charge of developing capacity development materials and of optimizing the Green List process. IUCN will provide expertise on all aspects related to the Green List processes.

B. Objectives

The consultancy aims at defining the Green List Competency Framework and, through its implementation, at ensuring compliance with the process at all levels throughout the Green List community.

The specific objectives are:

- To identify skill and competency gaps for the Green List process more efficiently
- To help design more customized training and professional development

C. Geographical Focus

The Green List is a global standard and that this work should have global application. However, particular attention will be paid to ensuring that the assessment of competency is relevant to eastern and southern Africa generally and particularly to Zambia and Namibia.

D. Activities

Based on the above objectives, we require the following deliverables:

1. Complete the development of the competency framework for the groups of professionals involved (15%)

Based on the survey conducted in phase 1:

- Refine the grouping and subgrouping of Green List professionals
- Identify and describe functional competencies for each of the Green List groups of professionals considering their needs and level of priority
- Create a diagnostic tool to help Green List groups of professionals identify and meet learning needs

2. Develop the curriculum for the various professional profiles identified (40%)

- Define the curricula accordingly to training needs, and the defined competency criteria (modular approach)
- Develop a programme to guide training that covers the fundamentals of the Green List, tailored to each of the four groups of professionals
- Define quality criteria for the training

3. Contribute to the development of the training materials and tools (e-learning and face-to-face materials) for the various professional profiles identified (20%)

- Coordinate with other consultancy on Training course content development to implement training according to the defined curricula
- Develop training materials for trainers
- Coordinate with other consultancy on Learner Management System development (e.g. MyTrailHead) for centralized training management



4. Develop and implement an evaluation and validation system for Green List training (25%)

- Define criteria and methodology for the evaluation of competence for the identified Green List groups of professionals
- Design and test a validation and professional registration system to certify, register and reward the trainees, including conditions for the maintenance of professional registration.

E. Timeframe

The Assignment is spread within a period of six (6) months from the date of commencement. The Consultant will provide a detailed time schedule for the task and cost for the delivery of the outputs. The schedule will be agreed upon by the two parties (Consultant and IUCN) during the presentation of the inception report.

F. Required experience and qualifications

The successful Consultant is required to meet the following criteria:

Education

- Good academic profile (Degree in a relevant subject; MSc level preferred, but not essential provided the candidate has strong relevant skills and experience)

Work Experience

- At least five years in the development of training on conservation issues
- Experience with sustainability standards / certification an advantage
- Previous experience working with a wide range of conservation practitioners from field to senior government manager levels
- Good computer skills.

Language Proficiency

- Fluency in written and spoken English
- French and Spanish are a must

G. Application closing date and time

The application, in a single PDF file, must include (i) a cover letter outlining clearly how the candidate meets the requirements of the position, (ii) a detailed CV and (iii) technical and financial proposal 2 pages. Consultants must submit their applications no later than Midnight CET time on May 27, 2022 by e-mail to: thierry.lefebvre@iucn.org
The subject heading of the e-mail shall be "Green List Competency Framework".