TERMS OF REFERENCE

Optimizing the Green List of Protected and Conserved Areas Assessment Process ("Green List Pathway")

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

A. Background information

The global conservation agenda underlines the importance of expanding protected and conserved areas as a way to halt biodiversity loss. But to deliver conservation outcomes, a shift towards quality issues is also required in addition to quantitative targets.

Addressing this issue is the mission of the **IUCN Green List Protected and Conserved Areas** (GLPCA), the first global and only universal Standard of best practice for area-based conservation. The Green List Standard aims to become the Rosetta Stone of metrics for area-based conservation effectiveness, providing a global benchmark for how to meet the environmental challenges of the 21st century, and in particular the post-2020 targets.

The IUCN Green List is also 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 programme that can help make PCAs fit for the future and thus secure past successes and future investments. Enrolled sites become part of a network and benefit from technical support on how to improve their performance and impacts.

Protected and conserved areas that commit to achieving IUCN Green List status must demonstrate and maintain the Standard in three steps. The first is to enter the Application Phase and conduct a self-assessment. Sites provide initial evidence for five indicators (of 50) to demonstrate readiness (IUCN Definition of a protected area, existence of a management plan for example). Progress to the next phases are independently evaluated by a technical Expert Assessment Group for the Green List (EAGL) and an impartial reviewer. In each Phase, the views and consensus of stakeholders are sought to inform the area's ongoing performance. A site visit by an EAGL representative is also required in the candidate phase.

One of the most anticipated developments is a simple pathway that will guide sites along the journey towards achieving the Green List standard, making it simpler to access and encouraging people to use it. The **Green List Pathway** aims to ensure a more streamlined and user-friendly process. It will provide guide for experts, practitioners, implementing partners to describe and optimize workflow for each step.

B. Project

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. In this

context, a short-term consultancy to develop capacity development materials, improved guidance and tools 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, which will provide expertise on all aspects related to the Green List Standard.

C. Objectives

The main objective of the consultancy is to provide guidance on the Green List process from the user's perspective. The first part prioritises the site managers who engage in a self-assessment of their protected and conserved areas against the Green List Standard. The goal is to develop an accessible logical framework that guides the site managers through the process of completing the Green List indicators. In order to do this, the consultant can rely on lesson learned from Green-listed sites, but also existing key documents of the Green List, as follows: the User Manual which specifies the procedural steps of an application and the role of the main stakeholders in the programme; the Standard which describes the 17 criteria and 50 generic indicators that site managers have to fill in; the Standard guidance which gives examples and references to fill in each criterion.

The Green List pathway will guide sites through the standard and generally approach the Green List in a more intuitive way, and show the causal stages of preparing the nomination and best way to access the Green List.

D. 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 Green List Pathway is relevant to Eastern and Southern Africa generally and particularly to Zambia and Namibia, notably in testing phase.

E. Activities

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

1. **Optimize the Green List process from the site managers perspective (55%)**
   – Carry out a functional analysis of the tasks, workflows and processes required for Green Listing including time and resources required
   – Consult (survey, focus groups) with site managers and EAGLS' members to optimize the self-evaluation process from the user's perspective, including cost-effectiveness
   – Compile best practices and recommend improvements in the process
   – Presents an overview of the process with a brief explanation of what should be considered in each step, workflow with key milestones, and defines those responsible in the User's Manual, and an estimate of the time required. Incorporate a checklist that lists the steps and activities in each phase
   – Provide a global graphic representation giving an overview of the application process from a manager's perspective: step-by-step description of the process to fill in the information required by the Green List Standard, indicating key references available for each criterion and examples of participatory methodologies and techniques to ensure full contributions from stakeholders and rightsholders
   – Strengthen the application phase as an eligibility phase and allow for a quick first assessment using the Green List metric called IBEX.

2. **Develop and provide guidance on demonstrating successful conservation (45%)**
   - Consider a review of the objective of each criterion, the relevant indicators for each phase and propose a logical path to facilitate the completion of information and justification
   - Develop explanatory information on the Green List Standard and detailed guidance on the criteria and indicators:
     - Focus on the parts of the Green List Standard that need more attention across the 17 criteria and 50+ indicators, such as setting thresholds and providing evidence for successful outcomes.
     - Identify relevant tools and means of verification to support each indicator
   - Develop a guidance with a logical pathway through the Standard to facilitate and optimize the preparation and provision of data, providing guidance indicator by indicator. Design an overall logical framework linking the Green List indicators together, highlighting their complementarities and interdependencies
   - Make a database of improvement/action plans accessible in the Green List data management system called COMPASS.

F. Timeframe

The Assignment is spread within a period of six (6) months from the date of commencement, with an estimated total of 60 working days. 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.

G. 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 assessing governance and management effectiveness of protected ad conserved areas
- Previous experience in process optimization
- Experience with sustainability standards.

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

H. 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 June 24, 2022 by e-mail to: thierry.lefebvre@iucn.org
The subject heading of the e-mail shall be "Green List Pathway".