



## **TERMS OF REFERENCE**

### **Development of training for the IUCN Green List of Protected and Conserved Areas stakeholders**

**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 **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. 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 main groups of professionals (user groups) engaged in the implementation of the Green List are in particular:

- 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 Green List programme aims to become a provider of training, and the community can be further mobilized to a large extent to develop skills and essential competences. With a global network of over 600 protected areas, and experts, the capacity for learning, exchange, and targeted training on management effectiveness and governance quality, diversity and vitality is significant and growing. Repositories of good practice examples, such as PANORAMA's protected and conserved areas thematic community, will also have a key role in facilitating learning from success stories and their key success factors. But learning opportunities about the Green List and peer-to-peer mentoring should be standardised, more centralised (although designed to be adapted to local contexts), consistently available, with scalable formats and in-built accreditation.

A consultancy has been launched to develop a competence framework in order to identify training needs and to define clear professional profiles and related competence elements required for a high level of performance in the implementation and further development of the Green List. Based on this competence framework, we need to package a strong offering to empower the IUCN Green List Community. This means developing a more competence focused capacity development system, and relying on the power of peer-to-peer exchange.

#### **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. 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. The project also aims to foster experience sharing and learning with Chinese experts and practitioners.

IUCN's intervention in the Trilateral Cooperation project has the following objectives:

- Recompile existing training resources in repository and develop new material;
- Develop an online training platform and training materials for Green List communities of China and Africa;
- Facilitated peer-to-peer exchanges and training session, including knowledge exchange with China partner and lessons learned from other countries.

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, and in coordination with another consultant in charge of developing a competence framework system for the Green List stakeholders. Coordination will also be established with the PANORAMA Solutions project manager and with existing Green List training providers. IUCN will provide expertise on all aspects related to the Green List Standard.

### **C. Objectives**

The main objective of the consultancy is to implement a signature Competence Development Programme to support effective protected and conserved areas through the Green List Standard and process. This competence development, with accreditation and a full suite of resources and peer-to-peer learning networks, should reflect the ambition to position the Green List as a learning community and to impact globally on the way protected and conserved areas are managed. This will build on IUCN work on governance equity and management effectiveness, but also contributions from participating countries and experts, considering both scientific and traditional knowledge.

### **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 training courses are relevant to Eastern and Southern Africa generally and particularly to Zambia and Namibia.

### **E. Activities**

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

#### **1. Create a library of Green List compliant learning products and opportunities readily accessible to candidate sites (15%)**

- Identify and compile existing relevant training materials in various Green List jurisdictions
- Create and maintain an up to date specific repository of libraries and resources accessible for the trainers and the trainees to accompany the Green List implementation and training (a mixture of various formats: selected documents, guidelines, performance assessment tools, online training, tutorial, toolkits, case studies, MOOC programme – e.g. link to [mooc-conservation.org](http://mooc-conservation.org) from the Green List website, develop a Green List MOOC starting with good governance and technology as lead topics, collection of training videos in different languages)



## **2. Develop training on Green List standard and process (40%)**

- Build an induction course "Foundations of the Green List" for relevant PCA staff of all PCAs registering, that can be also available to on-board any new EAGL member or implementing partner
- Build a Professional Certificate course on the Green List process for Mentors
- Build a Professional Certificate course on the Green List process for EAGL members
- Build a capacity-development curriculum for Green List candidate PCAs (to be Green List compliant)
- Develop Green List Awareness, engagement and general learning materials, customisable for local contexts, for i) all PCAs registering; ii) local groups and Indigenous and local communities, and iii) key international and national institutions
- Develop brief notes on themes linked to the Green List indicators and means of verification (i.e. climate change, gender, rights and equity, one health).

## **3. Develop and test a peer-to-peer exchanges and training system (15%)**

- Define a cross-learning and mentoring mechanism between Green List sites
- Identify Green List sites to become 'learning sites' for other PCAs and work to achieve Green List Standard
- As a pilot, facilitate peer-to-peer exchanges and training session, including knowledge exchange and lessons learned among Eastern and Western African countries involved in the Green List, and with Chinese sites.

## **4. Create solution-based approaches to support the Green Listing process (20%)**

In support to the PANORAMA project manager:

### **4.1. Facilitate the provision of solutions**

- Conduct a gap analysis of PANORAMA solutions against the Green List criteria and indicators:
  - Provide an overview of existing solutions for each indicator and criterion of the Green List;
  - Identify key areas not covered and make recommendations to ensure optimal provision of PANORAMA Solutions for the Green List
- Conduct a survey/focus group with site managers on their improvement needs to provide solutions on the PANORAMA platform
- Based on the survey/focus group outcomes, make recommendations to improve the user experience from a Green List perspective and develop a guide to help site managers provide solutions.

### **4.2. Facilitate the identification of solutions for the Green List process**

- Assess the relevance of the PANORAMA platform's search filters to the Green List criteria and indicators and make recommendations for improvement to help Green List users find relevant solutions;
- Develop a short guidance to facilitate the identification of solutions relevant to the Green List Standard within the PANORAMA database;
- In at least one pilot site in Zambia or Namibia, test the approach of matching existing solutions with identified needs to achieve a criterion (case studies of individual solutions and/or results of meta-synthesis of several solutions).



**5. Identify and assess potential partnerships with regional PCA training institutions and providers to provide awareness of and deliver training related to the Green List Standard (10%)**

- Explore and map existing programs and platforms at regional and national levels in Southern and Eastern African Countries (PCA training institutions, Universities, regional learning institutions) to support Green List compliant training
- Propose a long-term cyclical learning events online and in-country, exploring internship/mentoring programs and links to diverse educational institutions.

**F. 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.

**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**

- Demonstrated experience in the application of capacity development tools, especially in protected areas management and governance
- Experience in capacity building of local stakeholders
- Experience with sustainability standards and/or certification an advantage
- Demonstrated knowledge of training institutions and academic sector in Africa

**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](mailto:thierry.lefebvre@iucn.org)  
The subject heading of the e-mail shall be "Green List Training".