TECHNICAL REPORT
2018 - 2030

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Abbreviations used in the text

CD	Capacity Development
IUCN	International Union for Nature Conservation
MOOC	Massive Open Online Course
NBSAP	National Biodiversity Strategy and Action Plan
PA	Protected Area
PAPACO	Program on African Protected Areas and Conservation
TNA	Training (capacity development) Needs Assessment
WCPA	World Commission on Protected Areas

Acknowledgements

Authors/compilers

Alina Ionita and Erika Stanciu work for the ProPark Foundation for Protected Areas, based in Brasov, Romania. http://propark.ro/en/despre-noi.html.

Suggested citation

Ionita, A. & Stanciu, E. (2018). Assessment of training and capacity development needs for protected Areas Staff in Northern Africa, IUCN, Gland. Switzerland and Malaga, Spain: xi + 40pg

In this context the ProPark team concentrates its activities and intense efforts on fulfilling its objectives: • Preparing and implementing a programme to improve the management capacity and efficiency of protected areas, aimed for the staff of protected area administrations, for custodians and other stakeholders who want to get involved in the management of protected areas

- Promoting protected areas as model areas for the conservation and sustainable use of natural resources and raising the acceptance level of protected areas among communities and the general public

- Awareness raising and education of children and young people on the importance of natural protected areas, of nature conservation in general, preparing them for activities in these areas which can be developed either on a voluntary basis or even as potential employees in relevant domains

www.propark.ro https://www.facebook.com/fundatiapropark/

Executive summary

Management of protected areas in North Africa is becoming increasingly complex with the need for increased interactions with communities around the areas and new threats and challenges such as climate change. An effective management requires competent, motivated and adequately funded staff, which is far from being the case in the countries of the region.

This strategy is the product of the "Capacity Needs Assessment and Capacity Building Strategy for North African Protected Areas" project, led by the IUCN Mediterranean Cooperation Centre in collaboration with the World Commission on Protected Areas and it is built on the results of a training needs assessment (TNA) study that identified the needs in capacity development. The recommendations, developed largely from the results of a reflection workshop with representatives of the five North African countries and regional organizations, outlines actions needed to build and improve individual and institutional capacity

building the capacity of the protected area staff. It was developed based on the:

- recommendations of A Global Register of Competences for Protected Area Practitioners[1] (called hereafter referred to as the Competence Register),
- results of the training needs assessment conducted in the North Africa Region between December 2017 and February 2018, presented in the "Assessment of training and capacity development needs for protected Areas Staff in Northern Africa"[2] report,
- conclusions from the workshop organized for the representative of the five countries in Tunis in March 2018.

Considering the current stage of capacity development in North Africa, as presented by the results of the training / capacity development needs assessment conducted in the region, and taking into account lessons learned from similar processes in other regions, the process of developing coherent and functional competence based approaches to capacity development in the North African countries could be structured in two main stages:

- In stage one, the focus should be on the development/ improvement of key elements of the enabling environment and on planning, including the development of national plans for capacity building (based on thorough TNA). In this stage, development and implementation of some initial steps for building institutional capacities and improving the effectiveness of the existing capacity development programmes and initiating new ones, based on the priorities identified so far, should be also considered.
- In stage two, professionalization of PA management should be considered. Some preparatory measures are included in stage 1 (see Strategic pillar 1 - Enabling environment). The process of professionalization of PA management will look into the need and possibilities to define occupations for protected area staff and occupational standards, that would become the guiding framework both for the high school / university curricula and for the capacity development programmes developed for practitioners (see all the other registered occupations with officially recognized occupational standards).

This strategy outline focuses on stage one, promoting the need for:

i. _____ , _____ developed at the national levels, integrating staff and _____ . ____ PA _____ . Such plans should look to the enabling environment, and both the individual and institutional levels, defining strategic directions and actions needed for effective capacity building in the PA system.

ii. Regional capacity building plans to coordinate efficiently PA management efforts that contribute to the conservation of biodiversity at the regional level and address regional / global threats.

The strategy also outlines key recommendations to direct future actions of national authorities responsible for the PA system, regional organizations supporting biodiversity conservation and PA management, as well as PA management entities towards developing key actions for establishing an effective capacity building system both at national levels and through regional cooperation. The recommendations are grouped under _____ _ _ _____ : Enabling environment; Planning for capacity development and professionalization; Institutional capacity; Individual capacity development and Regional level coordination and support.
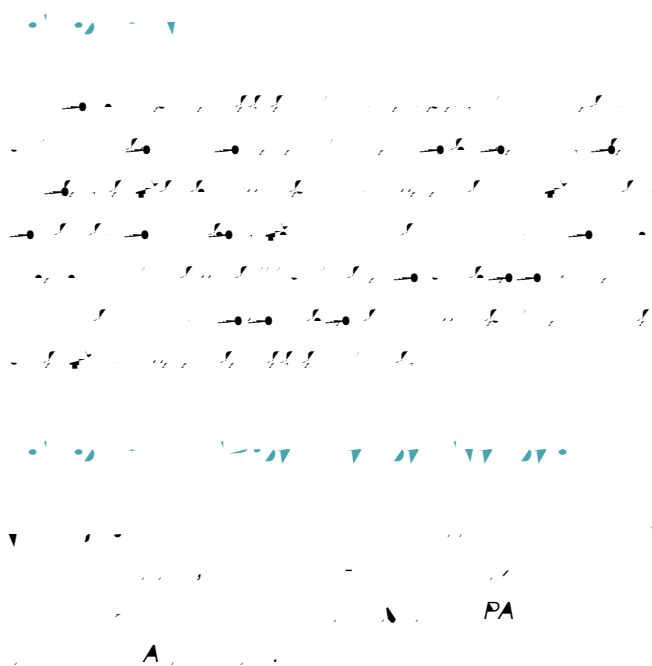
1. Appleton, M.R., 2016, A Global Register of Competences for Protected Area Practitioners, IUCN Gland
2. Ionita, A. & Stanciu, E. (2018). Assessment of training and capacity development needs for protected Areas Staff in Northern Africa, IUCN Gland, Switzerland and Malaga, Spain

- Raise awareness on the importance of capacity development, and develop a good understanding of the competence based approach throughout the PA management sector and with key stakeholders;
- Prepare the legal framework for the future professionalization of PA management, i.e. for developing occupational standards that should guide curricula in the formal and vocational education systems;
- Secure financial resources for capacity development and their effective management;
- Provide opportunities to develop language skills that help the CD actions.

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                    ‚⁄   ‚ ❟
          PA .

- Integrate capacity development in the overall PA management framework, by harmonizing staff numbers and structures with the management needs and by integrating human resource management in the overall PA management;
- Gain a clear understanding of the real capacity development needs of the PA management staff in each country by conducting thorough capacity development needs assessments;
- Develop the framework for coordinated approaches to capacity development at the national and regional level through national capacity development plans;

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- Ensure appropriate staff numbers and structures;

- Develop the institutional framework for the competence based approach by developing the human resource management system built on this approach.
- Monitor and evaluate capacity development programmes / events to provide information for periodical analysis of their effectiveness and impact.

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  ‚ ‚   PA   ‚ ‚   PA ‚
  A ‚ .

- Optimize existing opportunities for learning and maximize the impact of the current capacity development efforts by improving the existing training programmes, and initiating new ones for priority topics, as well as by promoting other learning technics beside trainings.
- Improve accessibility to capacity building events to staff from all levels by providing tailored events.
- Improve internal capacities for providing CD programmes / events by involving and developing the capacities of experts from Pa teams, universities, national authorities, NGOs.

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- Improve the coordination and enhance the collaboration at regional level
- Develop regional CD programmes and initiate and implement projects that help their implementation
- Regional cooperation should be intensified to develop capacity development programmes addressing priority regional needs and project proposals should be developed in a coordinated approach to maximize impact and the efficiency of resource use.

Some of the priority actions that should be considered for achieving the objectives identified for each pillar, are described for each of the recommendations and used to develop the Action Plan presented in Chapter IV.

Today, in an increasingly complex setting, North African protected areas require a competent, and effective workforce to make the correct decisions based on knowledge, experience and skills. It requires a strong institutional capacity and enabling environment to allow for effective action. This strategy is an effort to set a solid base for the effective management of protected areas and the sustainable future development of the nations.

Introduction

The IUCN Mediterranean Cooperation Centre in collaboration with the World Commission on Protected Areas initiated in 2017 a Training Needs Assessment for the staff involved in protected area management in the north Africa region, as part of the " _____ _____ " project. ProPark Foundation[3] conducted the Training Needs Assessment (TNA) between December 2017 and February 2018 for Algeria, Egypt, Libya, Morocco and Tunisia. Based on the results, an outline was developed for a long term sustainable protected area capacity development Strategy for North African PAs.

The TNA study and the development of the outline strategy are important steps in the overall efforts to improve protected area management effectiveness and efficiency. This is especially so in a region where protected area management is highly centralized, but with staff numbers and structures, in most cases, insufficient and inadequate for carrying out the tasks to achieve the objectives of protected areas. The five countries of the region show significant differences in the way their protected area systems are organized, especially in terms of national level institutions responsible and involved in the management of these areas and the structures dedicated to the management of individual areas at the local level.

A recent study[4] indicates the numbers of PAs in four countries of the region:

- Algeria has 7 PA categories –national parks, nature parks, integrated nature reserve, nature reserve, habitat and species management reserve, natural site and biological corridor. The total number is 28 PAs;
- Egypt has 30 PAs, representing 15% of the total surface. No categories are in place;
- Morocco has 5 PA categories – national parks, nature parks, biological reserves, nature reserve and natural site. There are 10 national parks, but almost all of them are rather category VI than II Edte. There araly s3es

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3. ProPark Foundation for Protected Areas, based in Brasov, Romania, is designed as a social business. Its commercial arm is established with the purpose to generate money to support capacity building programmes and protected area management activities.
4. Les parteneriats publics privés pour la gestion des aires protégées – Etat des lieux du cadre juridique des PPP pour la gestion des aires protégées dans le Sud et l'Est de la Méditerranée. Rapport technique, PNUE, PAM, Plan Bleu, AFD, 2017

A summary of the most important findings and recommendations of the TNA are presented in chapter 2.1.

The complexity of protected area management is properly addressed only if sufficient and competent staff are present in all the national, regional and local institutions / entities responsible for these areas. Knowledgeable, skilled personnel with the right attitude to their work, i.e. competent staff, ready to work closely with local communities and other stakeholders are the determining factor for the success of protected areas in contributing to biodiversity conservation and to local development. Therefore, comprehensive capacity development programmes are of critical importance and should be developed in the coming years in a strategic way, as part of a human resource management system built on the competence based approach.

The results of the Training Needs Assessment carried out in the North Africa Region show the need for a more holistic, integrated approach for developing individual and institutional capacity for the management of protected areas. Participants to the workshop organized in Tunis on March 2018 for representatives of the five countries and regional organizations con-
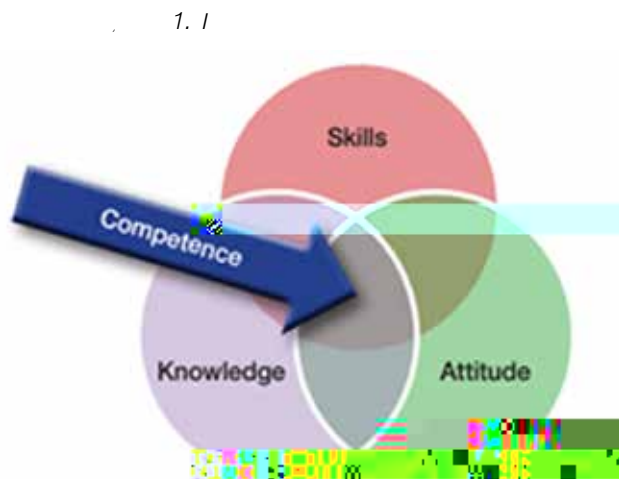
1. Competence based capacity development for protected area management

Protected areas are very complex endeavors, especially when their biodiversity conservation objectives have to be harmonized with the needs and development of local communities. Achieving the management objectives implies, in most cases, activities that require knowledge and skills from a variety of domains related to ecology, natural resource management, consumptive and non-consumptive resource use, landscape planning, participative management using complex mechanisms to involve and engage stakeholders, organizational management, monitoring and other. But skills and attitude are not enough when it comes to working with very diverse stakeholders and interests and, in many cases with increasing pressures and threats. Enthusiasm, passion, open-minded attitude are only a few of the characteristics needed to complete tasks related to protected areas. Therefore,

, addressing their needs for fulfilling their every-day tasks related to protected area management. Thus, the impact of the programmes can substantially increase.

Furthermore, competence based capacity development programmes should be closely linked to a human resource management system that considers competences to be at its heart, like, for example, by applying hiring and promotion policies that focus on highly competent people. If competences are considered only in the design and implementation of capacity development programmes, but not properly reflected in the human resource management system, the impact of the capacity development programme might still be very low.

1. I

1.1. Competence based capacity development

= Knowledge + Skill + Attitude

derives from the combination of knowledge, skills and attitude. A competent professional person can clearly prove that he/she has the knowledge on the theoretical and technical aspects of the assigned task, is able to perform a task reliably and consistently and completes the task conscientiously and

ethically. Competent individuals have also leadership attributes and a critical thinking, creativity, work well with other people and have personal motivation (based on Appleton, M.R, 2016).

to capacity development

are based around proven acquisition of the skills, knowledge and attitude (Figure 1)[7] needed for effective implementation of tasks assigned at the work place.

For PA professionals, the Competence Register presents 15 , covering all the fields of PA management. The categories are described and a detailed list of associated knowledge and skills is presented. These can be used

_,_ _,_ _,._ refers to the capability of an institution/organization to secure the resources and structures "that are appropriate and essential for satisfactorily performing the functions (tasks) that the institution is mandated to"[9].

The institutional framework "is made up, on the one hand, of formal and explicit rules, regulations, policies, etc., and on the other hand, of informal and implicit norms and values, that govern the working of the institution"[10]. The performance of individ-

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9. Bhagavan, M.R., Virgin, I. Generic Aspects of Institutional Capacity Development in Developing Countries

10. Appleton, M.R., 2016, A Global Register of Competences for Protected Area Practitioners, IUCN Gland

11. Idem 6

A Capacity Development Plan or Strategy has to be based on a good knowledge of the protected area system, a comprehensive capacity development needs assessment carried out both at institutional and personal levels and on a highly participative process, thus recognizing the ownership rights of all relevant actors who should benefit and contribute to their implementations.

can and should be developed at the national level, integrating staff and - PA . Such plans should look to the enabling environment, and both the individual and institutional levels, defining strategic directions and actions needed for effective capacity building in the PA system.

Regional capacity building plans are recommended to coordinate efficiently PA management efforts that contribute to the conservation of biodiversity at the regional level and address regional / global threats.

2. Available information

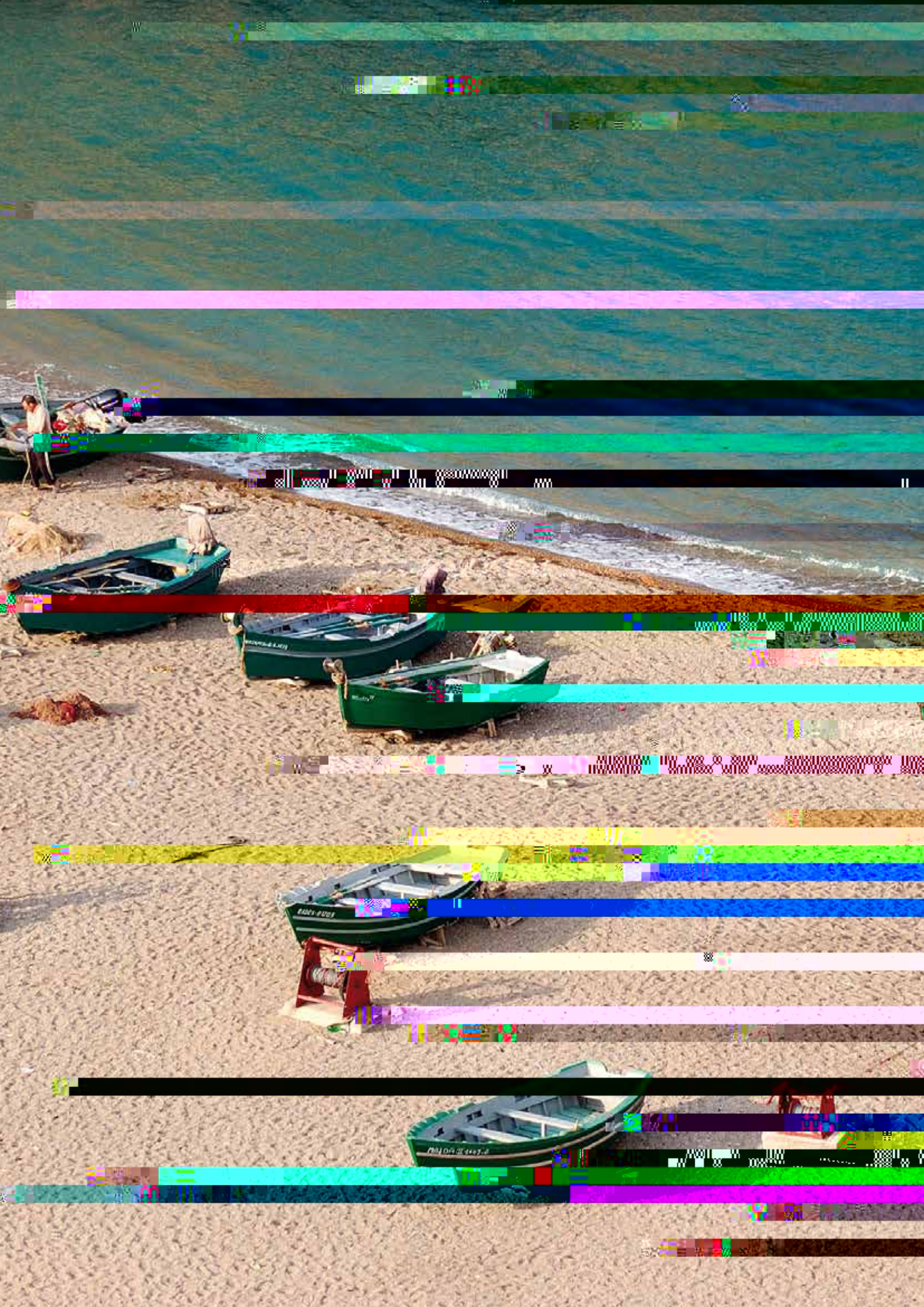12. Appleton, M.R., 2016, A Global Register of Competences for Protected Area Practitioners, IUCN Gland
13. Appleton, M.R., 2016, A Global Register of Competences for Protected Area Practitioners, IUCN Gland
14. Ionita, A. & Stanciu, E. (2018). Assessment of training and capacity development needs for protected Areas Staff in Northern Africa, IUCN, Gland
15.

insufficient. However, a thorough analysis of the staff need in relation with the tasks and work load needs to be conducted in each country.

- the functional structure of staff by levels of competence seems to be unbalanced in most countries (see Section 4.1.1.), with either administrative and support staff or management and expert staff being predominant. However, the figures cannot be correctly interpreted without a detailed analysis of PA management system's requirements in terms of staff needs.

- there is a very high proportion of administrative and support staff in Egypt and Algeria, compared with the much lower percentage of specialized staff, which is able and required to provide technical work and make strategic and tactical decisions.

The number of staff allocated to protected area management, as indicated by respondents to the TNA questionnaires, are presented in Figure 2.

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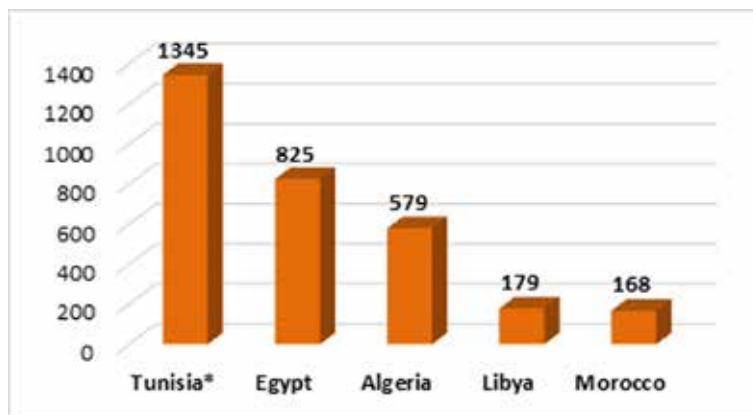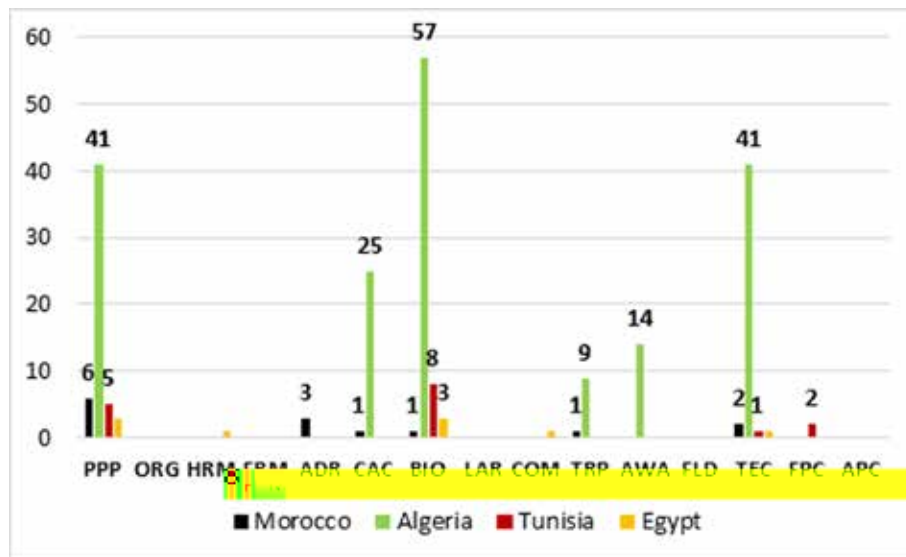
5. I (2015 - 201)

. A   17
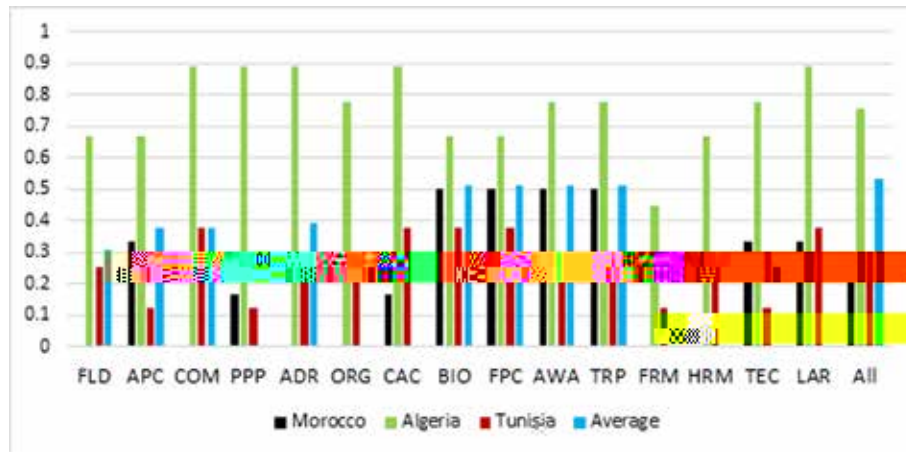
Most trainings are provided due to internationally funded projects and by international organizations/experts. Most of the projects are offering limited amounts of money for training events, with content / topics designed based on the objectives of the project and with very small, if any, impact on the management of protected areas.

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17. The higher the value of the Capacity Need Index, the higher the need for that category of competences. See Ionita, A. & Stanciu, E. (2018). Capacity Development Strategy Outline for Protected Area Management in the North African Region, IUCN Gland, Switzerland and Malaga, Spain: xi + 40pg

The low capacity for delivering capacity development internally, reflected by figures 7 and 8, might be associated with several factors: lack of capacity for certain topics, no efforts made to identify, develop and valorize existing internal capacities, lack of induction programmes for new staff and lack of planned mentoring programmes within the PA systems and within the PA teams. However, the existing internal expertize should be used as a very valuable resource and should be structured into systematic internal training programmes.
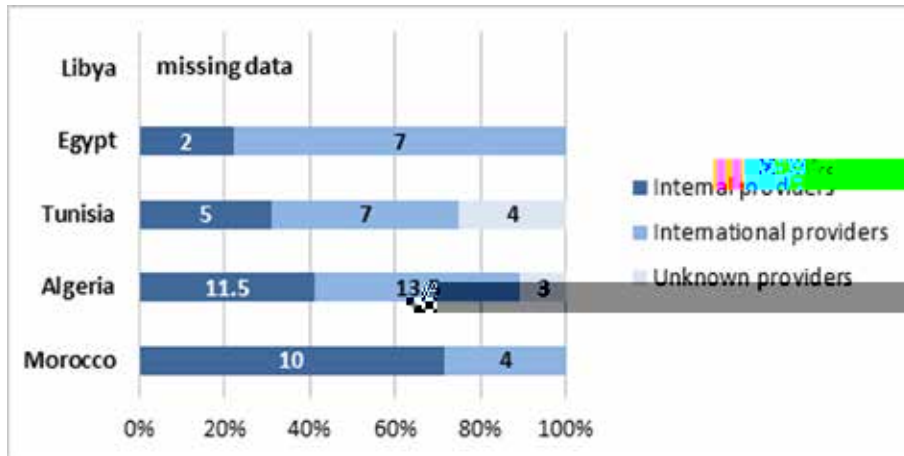
Detailed analysis of the capacity development needs by competence categories[18]

18. See Annex 1 presenting the Competence Categories and Ionita, A. & Stanciu, E. (2018). Capacity Development Strategy Outline for Protected Area Management in the North African Region, IUCN Gland, Switzerland and Malaga, Spain: xi + 40pg

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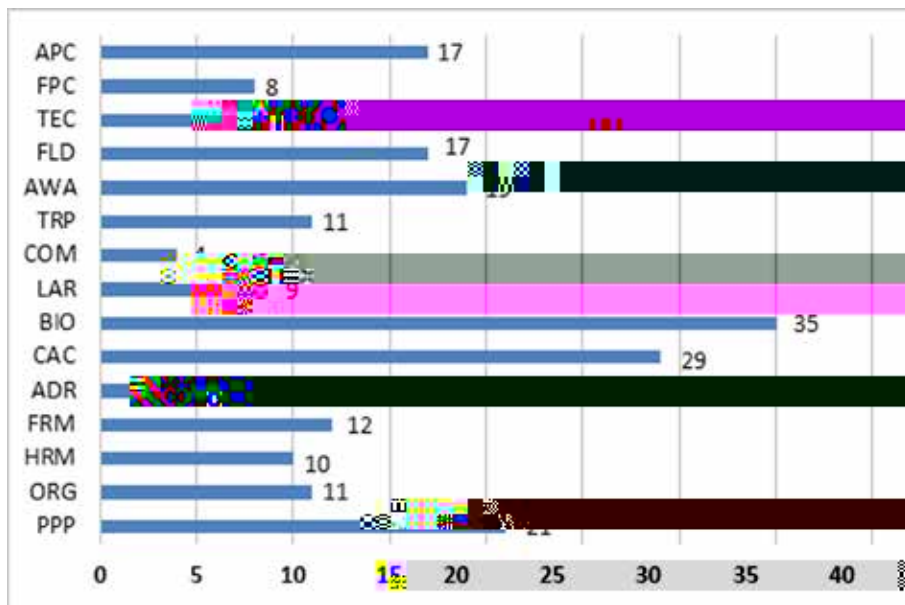
11 A   *A*
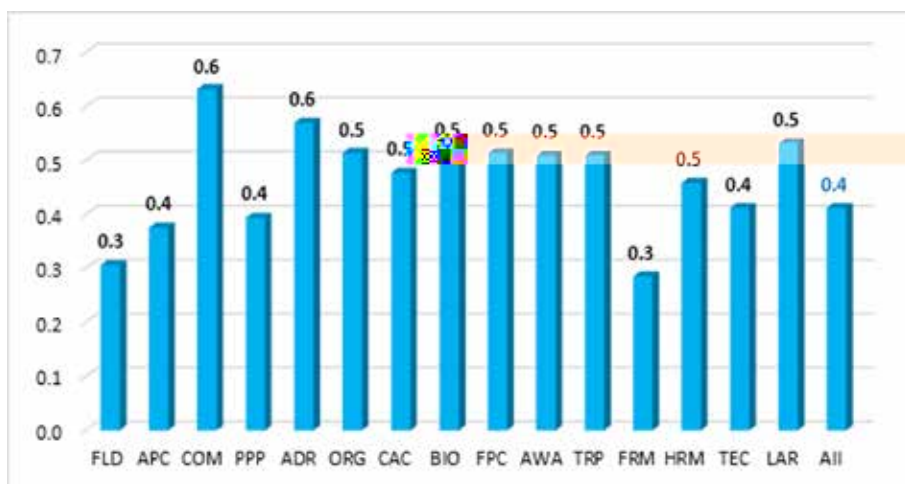
Preferences for learning modes vary amongst levels of staff, with an overall preference for study tours and exchanges and for short training courses; however, newer methods of training and learning are available (e.g. e-learning and self-driven learning) and need to be considered when designing capacity development programs. There is a good potential in using the transfer of knowledge between peers in a structured way, as internal training programs.
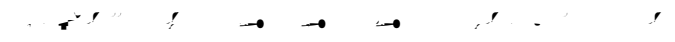
There is very little information in most countries about the amount of money spent on training and capacity development – there is no good evidence of this segment of expenses.

2.2. Training Needs Assessment - key recommendations

Results of the TNA, presented briefly above and the analysis of the information provided by respondents to the training needs assessment questioner, by interviewed experts and country representatives participating at the Tunis Workshop, lead to the following recommendations for effective PA capacity building in North Africa:
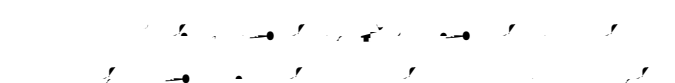
The competence based approach to capacity development is a complex, hence valuable guiding framework, which needs to be better understood by both the decision makers across the PA

the field work for the rangers, general competencies and soft skills. The trainings delivered on technology (e.g. GIS, remote sensing) have to be adapted to the real technical capacity which is available for the PA management in these countries. More capacity development is needed for the technical specialists and middle managers. Learning modes and formats should be diversified. Capacity has to be built for regional cooperation, especially for conservation actions that should address regional priorities (values and threats).

Budgets need to be allocated for the national level policies, strategies and plans for capacity development, based on systematic assessments of the capacity development needs and associated costs.

The training and capacity development is often not recorded systematically by the PA management authorities. A good evidence of the training received by the staff, would enable the decision makers to track the progress and identify the gaps, which would further allow for more effective use of capacity development opportunities. Moreover, an inventory of the capacity which is already available at the level of each PA system, would enable the development of knowledge sharing systems and could contribute to replicating the already existing knowledge and experience.

Although the need for capacity development is generally high across the system and for a great number of fields of activity, some capacity is already put to work and available. In a context of resource scarcity, when budgets are not available for investments in human resources, making the use of the already existing resources more effective is crucial. Internal knowledge and experience sharing, exchange programs between PA management authorities (both internal and international), induction programs (for the new comers), internal training, mentoring and coaching schemes (learning from colleagues), the development of an internal pool of professionally trained trainers (from the existing experts), can contribute considerably to capacity development.

Current capacity development relies to a great extent on external, international training. However, internal training represents 27% of the total training received in the last 3 years at regional level (except for Libya). While external training provision might not offer consistent opportunities and might not always focus on the top priorities, internal systems for capacity development could be more efficient in this matter. Building internal capacity (. . of

Integrating CD in PA management	
CD is not integrated in the management plans	Pillar 2. Planning: R 2.1.
CD needs not correlated with PA management needs	Pillar 2. Planning: R 2.1., R 2.2
Insufficient human resources for PAs	Pillar 3. Institutional capacity: R 3.1
Lack of personnel	Pillar 3. Institutional capacity: R 3.1
Numbers and structures of staff	Pillar 3. Institutional capacity: R 3.1
Hiring policies	3. Institutional capacity: R 3.2
Lack of financial support / budget	5. Regional cooperation R 5.2.
Same people participating in CD events - limited access to training for some (most) staff categories	Pillar 4. Individual CD: R 4.2
Overall – limited amount of training for some staff	Pillar 4. Individual CD: R 4.2
Limited diversity of training (topics) received	Pillar 4. Individual CD: R 4.1
Focus on training & less on other learning modes	Pillar 4. Individual CD: R 4.1
Lack of training for the new staff	Pillar 4. Individual CD: R 4.3
No use of existing national capacities	Pillar 4. Individual CD: R 4.3
Limited internal capacity for CD	Pillar 4. Individual CD: R 4.3
No competence based career development	Pillar 3. Institutional capacity: R 3.2
Low work related motivation	Pillar 3. Institutional capacity, Pillar 4. Individual CD: R 3.2, R 4.1, R 4.2
Lack of CD on specific fields (see list)	Pillar 4. Individual CD: R 4.1
No concrete follow-up on impact evaluation of CD	Pillar 3. Institutional capacity: R 3.3, Pillar 5 Regional cooperation: R 5.3
Lack of assessment post-CD events …	Pillar 3. Institutional capacity: R 3.3, Pillar 5 Regional cooperation: R 5.3
Lack of implication of actors in PAs governance	Pillar 4. Individual CD: R 4.1
Difficult to involve communities from the nzeighbourhood of the PAs in the participative management	Pillar 4. Individual CD: R 4.1

3. Strategic framework outline for developing capacities for protected areas management

This chapter outlines a set of recommendations for the main directions and priority action for a planned approach on protected area capacity development in the North Africa region.

Given the limitations[19] presented in the Training Needs Assessment Report[20] these recommendations should be considered as a starting point for a more detailed and coordinated approach to capacity development for PAs. This document can be considered in the design and implementation of projects addressing some of the priority issues before a comprehensive strategy and operational plans are developed for the five countries and for the region.

Given the complexity of the competence based capacity development and professionalization processes for PA staff, the development of comprehensive strategies / plans can be lengthy process and would, most likely, take a few years, even if relevant actors are fully committed to get engaged.

Considering the current stage of capacity development in North Africa, as resulting from the training needs assessment

conducted in the region, as well as the experience related to similar processes in Eastern Europe, the process of developing coherent and functional competence based approaches to capacity development in the North African countries could be structured in two main stages:

i.   the focus should be on the development of an enabling environment and planning, including the development of national plans for capacity building (based on thorough TNA) , development and implementation of initial steps in building the institutional capacities, improving the effectiveness of the existing capacity development programmes and initiating new ones, based on the priorities identified so far.

ii.   the professionalization of PA management should be considered. Some preparatory measures are included in stage 1 (see Strategic pillar 1 - Enabling environment).

The current strategic outline is the starting point for stage 1, but it also includes some preparatory actions for stage 2.

3.1. Strategic Goal and Target Groups

The strategic directions outlined in this document aim to contribute to developing the human resources and their professional capacity for protected area management in line with IUCN-WCPA's Strategic Framework for Capacity Development which has been defined at the World Parks Congress in Sydney (2014) and with the Aichi targets, thus contributing to an increased effectiveness of protected area management.

3.1.1. STRATEGIC GOAL

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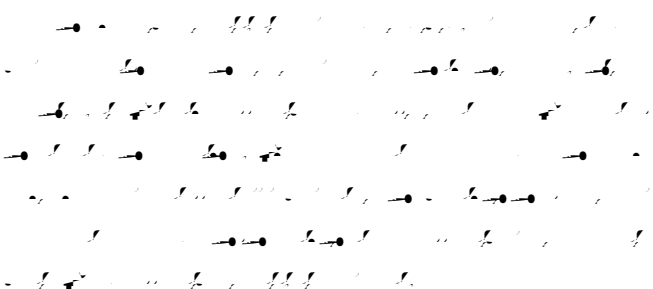
19. Some of the most important limitations in conducting the TNA were related to: the limited time available for the assessment, thus not having the time and resources for individual staff assessment, the challenges of the online questionnaire for some of the respondents, the fact that the assessment could be conducted only via emails/online questionnaires, with no direct interaction with the respondents.

20. Ionita, A. & Stanciu, E. (2018). Technical Report: Capacity Development Strategy Outline for Protected Area Management in the North African Region, IUCN Gland, Switzerland and Malaga, Spain: xi + 40pg
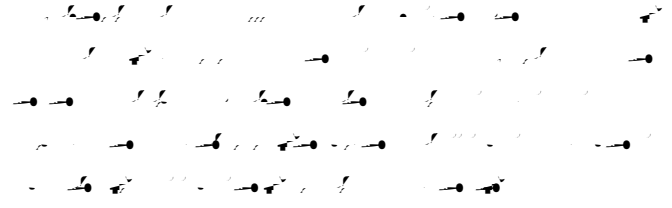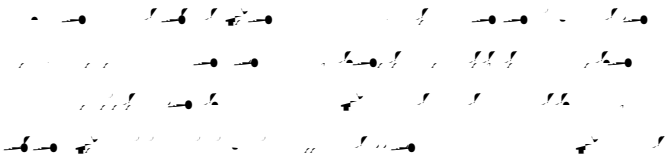
3.2. Strategic Pillars, Objectives and Recommendations

The strategic recommendations are grouped in 5 pillars, with the objectives and strategic recommendations (R) presented in this chapter, while the and actions for each pillar, based on the recommendations, are presented in in Chapter IV.

management, etc., supports the competence-based approach.

Workshop participants have also emphasized the need to on the importance of PAs and to

PA   A

Providing the appropriate enabling environment for the professionalization of PA management and the development of optimal capacities is one of the key aspects, often overlooked or not addressed, mainly because related issues go beyond the capacity building domain. Ignoring or overlooking issues related to this topic leads, in most cases, to situations when even the effective CD programmes fail to produce the desired impact on PA management.

For the North Africa Region, the main constraints of the enabling environment seem to be: , , , for PA management, the lack of understanding and , ,   to capacity development. Besides confirming these constraints, identified also as part of the TNA, participants in the Tunis Workshop have identified the , , , , . as an impediment to access international knowledge and programmes relevant for PA management at all institutional levels.

In terms of   in the 5 countries, which was not specifically mentioned by participants in the TNA and at the Tunis workshop, there is no information at this stage if the national legislation regarding formal education, professional qualification and development frameworks, human resource

The effectiveness and efficiency of a national level capacity building programme, addressing both institutional and individual capacities, require a well-planned protected area system, i.e. national protected area strategies. Hence, developing these strategies becomes of paramount importance to provide a proper enabling environment for the professional development of protected area staff and management entities.
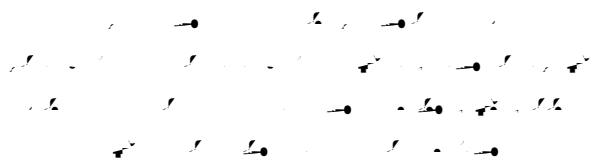
National and regional policies, strategies and initiatives reflect a yet poor and incomplete understanding of the crucial importance of sufficient, well qualified and well organized human resources for the effectiveness of PA management. Moreover, the current capacity development initiatives within the region are not yet integrating the competence-based approach to individual capacity development.

PA decision makers at all levels as well as key stakeholders (. . conservation NGOs, nature resource managers, other sectors) need to get a better understanding of this issue, as well as of the means and tools to develop individuals' capacity. More resources need to be allocated to awareness raising programs and for resources (e.g. guidelines, manuals) for practitioners. Strategically speaking, the priority target group for such programs consists of the (from PAs and national level coordinating institutions), as well as for the human resource managers. However, other key stakeholders which are currently playing an important role or could support the PA mangers in the future (e.g. local NGOs, education and research bodies), need to get a good understanding of this issue as well.

The IUCN WCPA Strategic Framework for Capacity Development has defined Professionalization as its first Programme, with the goal to have PA management recognized "as a distinct, multidisciplinary profession with its own specialist occupations and standards"[21].

Professionalization of PA management is about establishing occupations with well-defined occupational standards and associated capacity development programmes. This should be done within the official framework for professional qualification in each country for standardized occupations/professions.

Although the development and implementation of a framework for PA professionalization would be a "stage 2" priority (see Chapter I), under this pillar some preparatory actions are recommended, aiming to develop the understanding of the existing legal framework in each country and prepare the development of the PA professional framework.
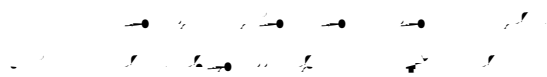
Given the very low allocation of budgets in the countries where some budget is available, special attention has to be given to securing funding for continuous and effective capacity development. Based on estimates of needs from the plans developed for each country and from the regional strategy (see Strategic Pillar 2), clear requests can be made for yearly allocations from the state budget and the financial support of donors can be channelled to the actual needs of PA management. Besides earmarked money in the state budget allocated for responsible entities, a coordinated effort should be made to attract support from third party entities for the professional development of PA staff and of the staff from responsible entities. This recommendation refers also to training the staff from the PA system to develop and implement projects that contribute to capacity development.
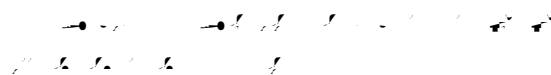
Participants to the Tunis Workshop feel that this recommendation is one that is very strongly linked to creating the enabling environment for CD. At present, most of the PA related staff has access mainly to Arabic and French materials and training events on PA management. English is a very important language in this field, with many guidelines, manuals and

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21. Appleton, M.R., 2016, A Global Register of Competences for Protected Area Practitioners, IUCN Gland

information developed in this language, identifying effective ways to support PA staff in developing English language skills would contribute to improving access to capacity building materials and opportunities provided at the international level.

The need for planning and the importance of CD strategies / plans is presented briefly in Chapter I. The planning process has to start with a thorough training / capacity development needs analysis. This analysis should be based on the staff and competence needs deriving from the PA management plans and from the tasks and responsibilities of national/regional level authorities. The needs assessment will provide the information needed for the participatory planning process.

with training providers' experience. Although online and self-led learning is not very popular across the region, good training opportunities are available online (e.g. IUCN PAPACO's series of MOOCs[24]). These can be part of a blended learning approach for senior managers and technical specialists as well as for executive staff. University studies, which are well preferred for the development of specialized competences (of technical specialists) can improve their contribution by adapting their contents

4. Action plan outline 2018 – 2028

Strategic recommendations presented in Chapter III are further detailed in the table below, indicating some of the actions that should be planned and implemented to make significant progress towards a competence based approach in capacity building for the effective and efficient management of PAs in the region.

R.1.1.1. Build capacity and provide support for national level participatory planning processes for protected areas in the five North Africa Country	1	Regional organizations National authorities
R.1.1.2. Develop national protected area strategies in participatory processes	1	National authorities PA stakeholders in each country
1.2.1. Organize information sessions on CD for decision makers	1	National authorities Regional organizations
1.2.2. Conduct training sessions on CD for relevant staff at the PA level (i.e. PA directors and Human Resource managers)	2	National authorities
1.3.1. Identify the relevant legislation for registering occupations and occupational standards[25] at the national levels	3	Main PA authority
1.3.2. Conduct analysis on the need to register occupations for all staff levels, except unskilled laborers	3	Main PA authority
1.4.1. Establish budget needs for CD annually, starting from the needs identified by each relevant institute and make formal requests for allocation from state budgets	1	PA management entities, national authorities
1.4.2. Initiate specific projects for CD programmes and incorporate CD in PA and biodiversity conservation related projects	1	PA management entities, national authorities, NGOs
1.5.1. Identify resources and develop programmes to promote English learning programmes	3	PA management entities, national authorities, NGOs

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25. Each country has a system for registering officially occupations and establishing the minimum standards for competences needed for performing the occupation. Registering PA management related occupations is in its infancy across the World. Some countries have registered the ranger occupations and established occupational standards for it. In Romania the Protected Area Specialist occupation was registered, with standards that indicate the minimum competences needed for a person to work in a protected area. The occupational standards become, usually, the main guidance document for the formal and vocational education related to the occupation (e.g. Universities that are preparing physicians have to consider the occupational standards registered/approved at the national level).

1.5.2. Develop partnerships for English language programmes (e.g. Peace Corps - for volunteers) and initiate joint programmes with schools for the benefit of pupils and PA staff.	3	PA management entities, national authorities, NGOs
2.1.1. Improve the management planning process by adopting a participative and adaptive management planning system in each country and develop staff capacity to conduct these complex processes that should result in well-designed PA Management Plans, guiding the activity of PA teams and stakeholders. Include specific requirements for assessing needs for staff numbers and structures in the PA management planning process. Train relevant staff to lead the participative and adaptive management planning processes that are defining clearly staff numbers and structures needed for the implementation.	1	PA authorities at the national level PA management entities
2.1.2. Integrate PA specific human resource management capacities in the PA management system at all levels (national, regional, local) - see R 3.2.	1	Entities with PA management responsibilities
2.2.1. Conduct thorough capacity development needs assessments in each country	1	National authorities
2.2.2. Analyse regional needs to identify topics of regional interest, using the national results of the capacity development needs assessment	1	National authorities, NGOs
2.3.1. Develop Capacity Development Plans for each country based on the thorough capacity development needs assessment (see R 2.2.) and in a participatory process, i.e. including all relevant stakeholders	2	National PA authorities
2.3.2. Develop a regional CD strategy with the aim to maximize the efficient use of regional experiences and resources for PA capacity development and professionalization, based on the assessments conducted in each country and on the national plans.	2	Regional conservation actors National PA authorities
3.1.1. Develop methodology and conduct assessments of staff needs and organizational structures for effective and efficient management of PAs (correlate with R 2.1.2)	1	National authorities
3.1.2. Start advocacy activities to have decision makers approve and allocate resources needed to implement recommendations on staff numbers and structures	1	National authorities, NGOs
3.2.1. Secure capacity at the national level to coordinate capacity development efforts throughout the PA system (e.g. by appointing HR staff at the national level and/or by developing their capacity to initiate/coordinate institutional capacity development and integrated, effective capacity development programmes, with the involvement of all responsible national authorities)	1	PA authorities at the national level

3.2.2. Develop national level requirements/recommendations for competence based human resource management (e.g. for hiring policies, professional advancement / career development systems)	1	PA authorities at the national level
3.2.3. Develop human resource management capacities at the local and PA level	1	Local branches / offices of national authorities and PA management entities
3.2.4. Develop/adapt job descriptions based on the competence approach promoted through The Global Register of Competencies for PAs (Appleton M.R, 2016)	1	PA management entities
3.2.5. Implement professional advancement systems based on the competence approach	2	PA management entities
3.2.6. Include planning for personal development in the staff performance evaluation system (identification of personal needs and desires, opportunities)	2	PA management related entities

4.3.1. Analyse possibilities to adapt existing formal curricula of education entities at various levels to the needs of PA management	3	National authorities
4.3.2. Develop partnerships with research and education entities for adapting their training programmes or developing new ones relevant for PA staff	3	National authorities
4.3.3. Identify relevant experts from research and education entities for involvement of their personnel in the CD programmes dedicated to PA staff	2	National authorities
4.3.4. Develop internal capacity development programmes by encouraging experienced staff to contribute to capacity development within the PA system and by providing opportunities for train the trainers programmes	1	National authorities PA management entities
[illegible]		
R 5.1.1. Coordinate activities of regional actors for the implementation of the strategic recommendations presented in this document	1	National authorities Regional entities
R5.1.2. Identify initiatives and programmes of regional relevance, adapt and extend them to other countries in the region	2	National authorities Regional entities
[illegible]		
R 5.2.1. Identify interested providers and develop CD programmes for the priority topics identified in the regional TNA	2	National authorities Regional entities
R 5.2.2. Identify strategic partners and develop joint project proposals to implement the competence based CD approach	1	National authorities Regional entities
R.5.3. Impact assessment of regional capacity development programmes / events		
R.5.3.1. Develop a regional tool to monitor the impact of regional capacity development programmes / events	3	Regional entities
R.5.3.2. Develop guidelines / recommendations for efficient national capacity development monitoring and evaluation systems		

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Annexes

4.1. Annex 1

The table below presents the competence categories as identified in the Competence Register (Appleton M.R., 2016). Each Category has a three-letter code, a title and a brief description. The codes are used in the graphic representations of TNA's results.

PPP	Protected area policy, planning and projects	Providing a strategic and rationally planned framework for PA governance and management.
ORG	Organisational leadership and development	Establishing and sustaining well governed, managed and led organizations for PA management.
HRM	Human resource management	Establishing an adequate, competent, well managed and supported work force for PAs.
FRM	Financial and operational resource management	Ensuring that the PAs are adequately financed and resourced and that resources are effectively and efficiently deployed and used.
ADR	Administrative documentation and reporting	

4.2. Annex 2

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	Almokhtar SAIED		Head of Marine and wildlife section
	El Makee Ayad El Ageel		Director, nature conservation
Algeria	Ilham Loucif (Ms)	General Forest Department	Deputy Director Protected Areas