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SYDNEY 2014

# Business Skills Sharing for Capacity Development

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# Business Skills Sharing for Capacity Development

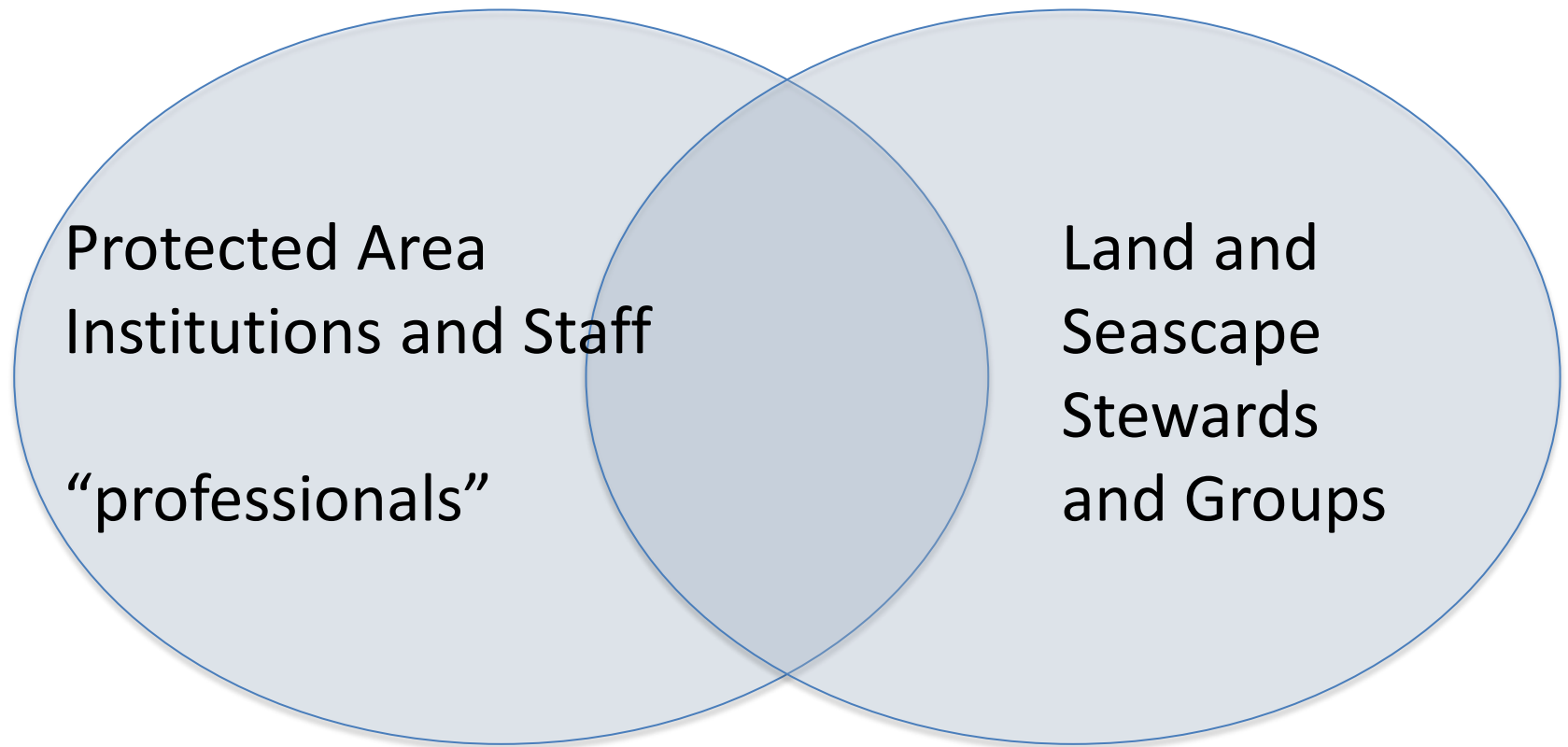
## IUCN WCPA Protected Area Capacity Development Programme

*Parks, people, planet: inspiring solutions*  
[www.worldparkscongress.org](http://www.worldparkscongress.org)





# Individuals and institutions





# Professionalization:

A comprehensive and aligned set of PA Capacity Development Tools, supported through existing and developing partnerships.



SUPPORTING INITIATIVES: Mentoring and more





## IUCN WCPA PROTECTED AREA Competence Standards

All of the materials provided via this Body of Knowledge portal are keyed to the global competence standards defined in the IUCN WCPA Capacity Development Tools. Thus, understanding the competence framework is critical to effectively using the portal.



COMPETENCE STANDARDS HANDBOOK



COMPETENCE STANDARDS REGISTRY

**Competence** is the proven ability to do a job; it is often defined in terms of the required combination of skills, knowledge and attitude. **Skills** ensure the ability to perform a task reliably and consistently, **knowledge** provides an understanding of the technical and theoretical background to the task and an appreciation of its purpose; and having the right **attitude** helps ensure that an individual works professionally, ethically and conscientiously. **Competence** focuses primarily on the actual ability of individuals to perform in their jobs effectively, rather than on delivery of training and acquisition of qualifications.

In the last 20 years, there has been increasing interest in adopting a competence-based approach to guide the professionalizations – the professional development, assessment, and certification – of protected area staff. The framework used here has been developed by the IUCN WCPA Capacity Development Programme.

The competences are based on four **Levels** of personnel, based on the type of work and responsibility required of individuals. The levels are summarised in the table below. (Level 1, Unskilled Worker, is not used in this portal)





Login | Register

## IUCN WCPA PROTECTED AREA

## Body of Knowledge

Choose a competence category to explore:

*\* Content currently under development. Please use the competence category TRP (Tourism, Recreation, and Public Use) to explore how the Body of Knowledge works.*

### Organisational Planning, Administration And Management

PPP | Protected Area Policy, Planning And Projects

ORG | Organisational Leadership And Development

HRM | Human Resource Management

FPR | Financial And Physical Resources Management

ARD | Administrative Reporting And Documentation

### Applied PA Management

BIO | Biodiversity Conservation

LAR | Upholding Laws And Regulations

COM | Local Communities And Cultures

TRP | Tourism, Recreation And Public Use

AWA | Awareness And Education

FLD | Field/water Craft And Site Maintenance

TEC | Use Of Technology

### Enabling Personal Competences

CAC | Communication And Collaboration

UNI | Universal Work Competences





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## IUCN WCPA PROTECTED AREA Performance Assessment & Certification Guidelines

Assessment and certification of PA professionals helps ensure that those responsible for protecting valuable resources are competently performing their jobs. Built upon clear competence standards and guidelines, certification programs can provide feedback to individuals (and their employers) on their performance while highlighting opportunities for continuing professional development. Certification works together with the Body of Knowledge and Competence Standards to provide a consistent approach to developing a professional PA workforce.

The IUCN WCPA is committed to assisting national or regional bodies in developing competence assessment and certification programs by providing:

1. **Guidelines** documenting the process for establishing a certification program including key elements and factors for success. These guidelines are best suited for those that want to design their own competence-based certification systems, but who wish to align their programs with the IUCN to be consistent with the international community and potentially receive IUCN endorsement.

2. A **model certification program** providing an example of what a full certification program could look like and how the competences should be organized into a certification program with assessment instruments.

Regional or national bodies can opt to build their certification program using the model or they can design their own. If their program meets the IUCN standards, they will be able to apply for IUCN endorsement.

For further information on the status and development of the IUCN WCPA Protected Area Professional Certification Guidelines, please check for updates.

## CURRENT LIST OF IUCN ENDORSED PROTECTED AREA CERTIFICATION PROGRAMS

### WESTERN INDIAN OCEAN CERTIFICATION OF MARINE PROTECTED AREAS (WIO-COMPAS)

The WIO-COMPAS Program assesses and certifies Marine Protected Area (MPA) Professionals in the WIO Region based on recognized standards of excellence. It promotes competences, professional growth and ethical conduct. Three levels of certification are awarded: Marine Field Operations, Site Management, Policy and Planning.





# GLOBAL PARKS

Expert Volunteers Strengthening the Management of Natural Resources Worldwide

[Home](#) [Projects](#) [What We Do](#) [Who We Are](#) [Partners](#) [Volunteer & Mentor](#) [Contact Us](#)



## Global Challenge and Opportunity

Increasing population growth and resource consumption place ever greater strains upon natural resources upon which people depend. Most countries do not possess the capacity needed to protect and manage natural resources such as forests, water, wildlife, and oceans.

The vast retired community offers a flexible and affordable way to provide foreign partners with top level expertise. Retired professionals have the most experience, the free and flexible time to effectively apply that experience, and are able to volunteer their services.

1 2 3

**Side Event Title:** A Resource Fair- Capacity development tools and partners for Formal and Non-formal training (Part 2)

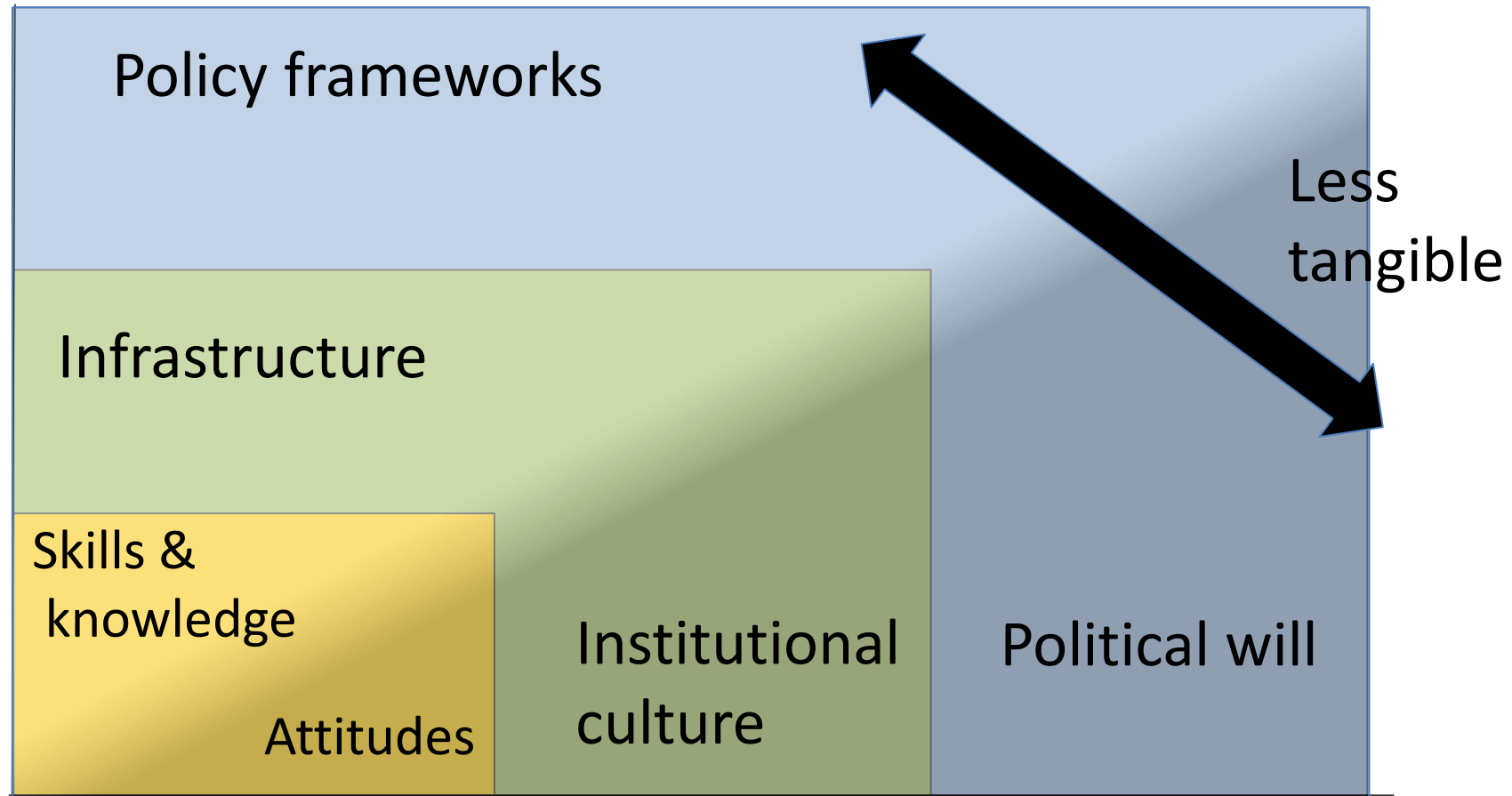
**Southee Complex, Room 3**

**17 November, 7:30 am- 8:00 am**



More tangible

Levels



Less tangible



# Potential Areas of Collaboration

- Competences based approach can focus on needed skills
- Body of Knowledge to disseminate information
- Best Practices, other publications



# Potential Areas of Collaboration

- Mentoring
- Curricula development in business skills
- Evaluation of CD Programmes



# Transferring skills. Transforming conservation.





# Earth Skills Network

## Introduction



**Earthwatch** engages people worldwide in field research and education to promote the understanding and action necessary for a sustainable environment

- Over **40 years** of support to research, conservation and education
- Over **20 years** of work with companies to drive the sustainability agenda



### The **Earth Skills Network (ESN)**

- A partnership between Earthwatch and business, supported by UNESCO and IUCN
- Connects senior business and conservation managers through mentoring and skill-sharing, with a focus on business planning and organisational management



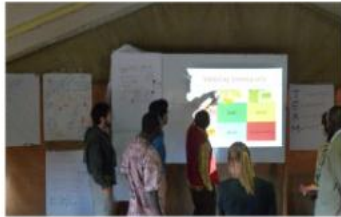


# Earth Skills Network

## How does the programme work?



### 1. SELECTION



Mentors selected from  
partner organisations  
& matched with  
relevant Protected  
Areas

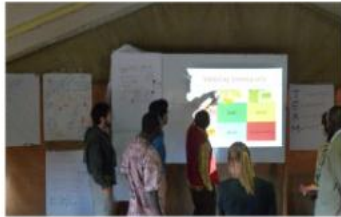


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Mentoring, facilitation & business planning developed during a five-day training event

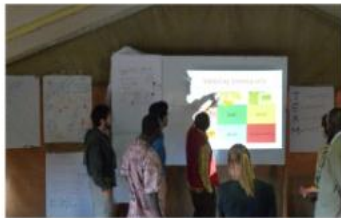


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Business skills transferred from mentors to Protected Area managers during a 10 day training event



*Experiential learning by doing*

## 11 Step Process + Management & Leadership Skills



Open & Inspiring Communications

Influencing Skills

Action Plan

Operational &  
Activity Planning

Human Resources

Financial Planning

Risk Assessment

Marketing Plan

Stakeholders

Market  
Analysis

NOW

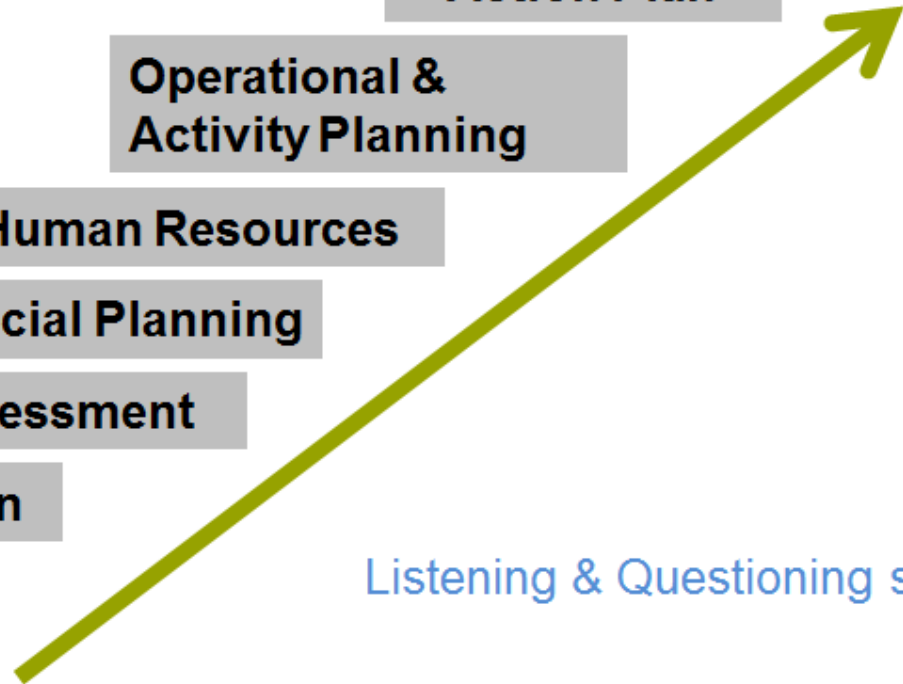
SWOC

Values &  
Objectives

Institutional Analysis

Listening & Questioning skills

Learning styles and preferences



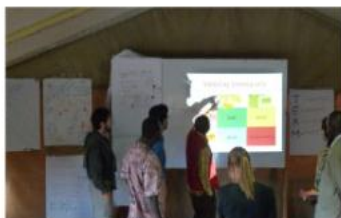


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### 4. MENTOR SUPPORT



Mentoring support to mentees for at least 12 months. All supported by the Earth Skills Network staff

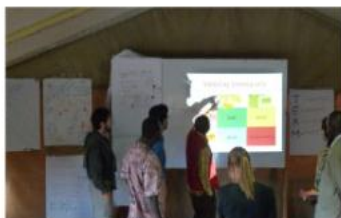


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Community of mentors & mentees combine to create a network dedicated to enhancing the management of Protected Areas

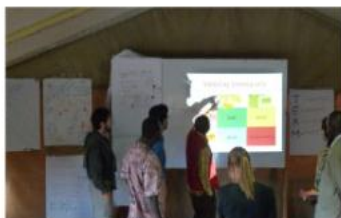


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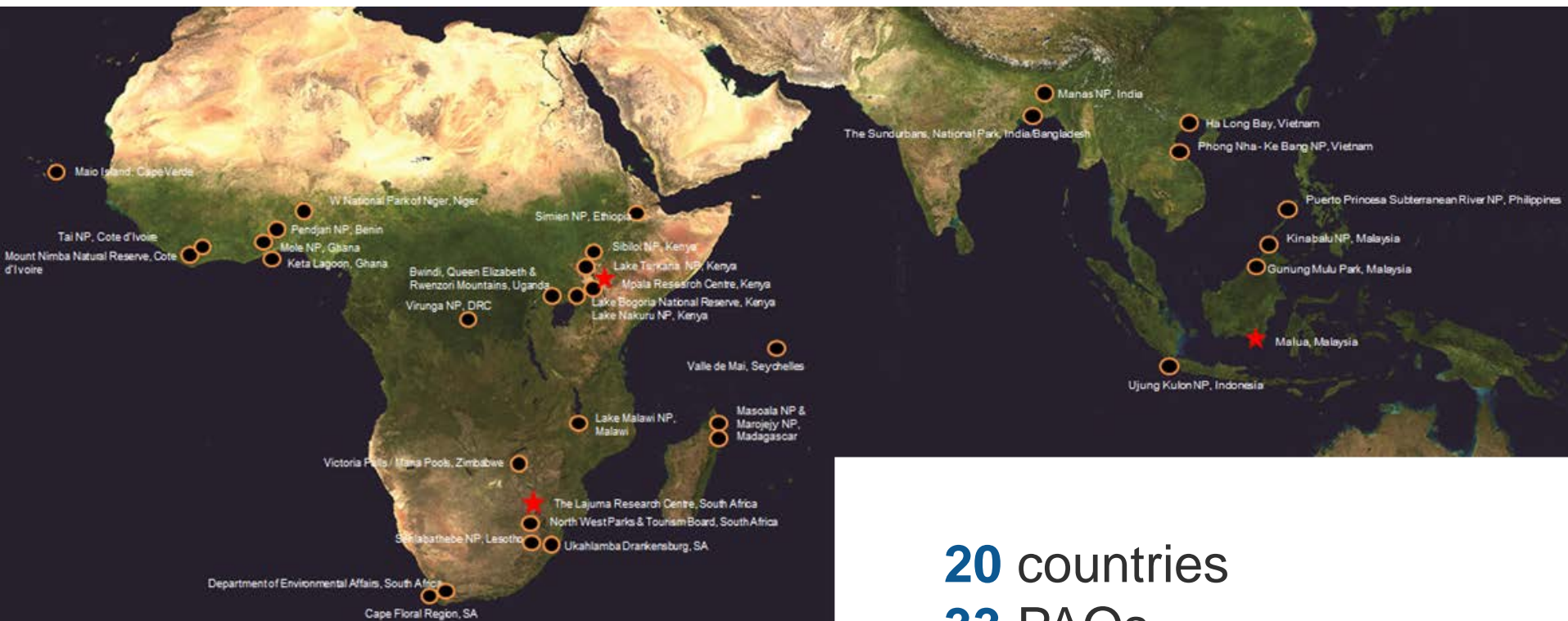


Community of mentors & mentees combine to create a network dedicated to enhancing the management of Protected Areas



# Earth Skills Network

## Where are we working?



**20** countries

**33** PAOs

**33** Business mentors

**94** PA representatives







# Earth Skills Network

## What are the impacts?



### For Protected Areas

- Better understanding of the BP process and improved performance at work
- Improved management of protected area as a result of participation
- Diverse range of outputs

### For Business

- Developed confidence and understanding of business and mentoring skills
- Increased understanding of protected areas, their importance and the challenges they face
- A deeper appreciation of the operational realities, risks and opportunities of global business





# Earth Skills Network

## What's next?



Vision of a global network of businesses and protected area organisations working together for the protection of the world's most precious natural areas

- Opportunity for engaging more businesses, to increase the reach of the programme, adding new geographies and broadening the skills shared
- Openness to share what we are doing and learning with others who are interested in the skills-share approach
- Commitment to continue to evolve and develop the model e.g. through greater alignment with IUCN's work to professionalise PA management





# Earth Skills Network

Transferring skills. Transforming conservation.



For more information  
please contact:

[esn@earthwatch.org.uk](mailto:esn@earthwatch.org.uk)

[bjack@earthwatch.org.uk](mailto:bjack@earthwatch.org.uk)

Or visit:

[www.earthwatch.org/earth-skills-network](http://www.earthwatch.org/earth-skills-network)



**Applications for ESN  
2015 open soon!**

**“I came here looking for alternatives,  
solutions, direction, innovation, and  
sustainability. I found it all.” Mentee, 2012**



## NAB Earthwatch Partnership Skill Share in the Daintree

Nicola Murphy  
Head of Environmental Sustainability





# Our Environmental Agenda

## Climate Change

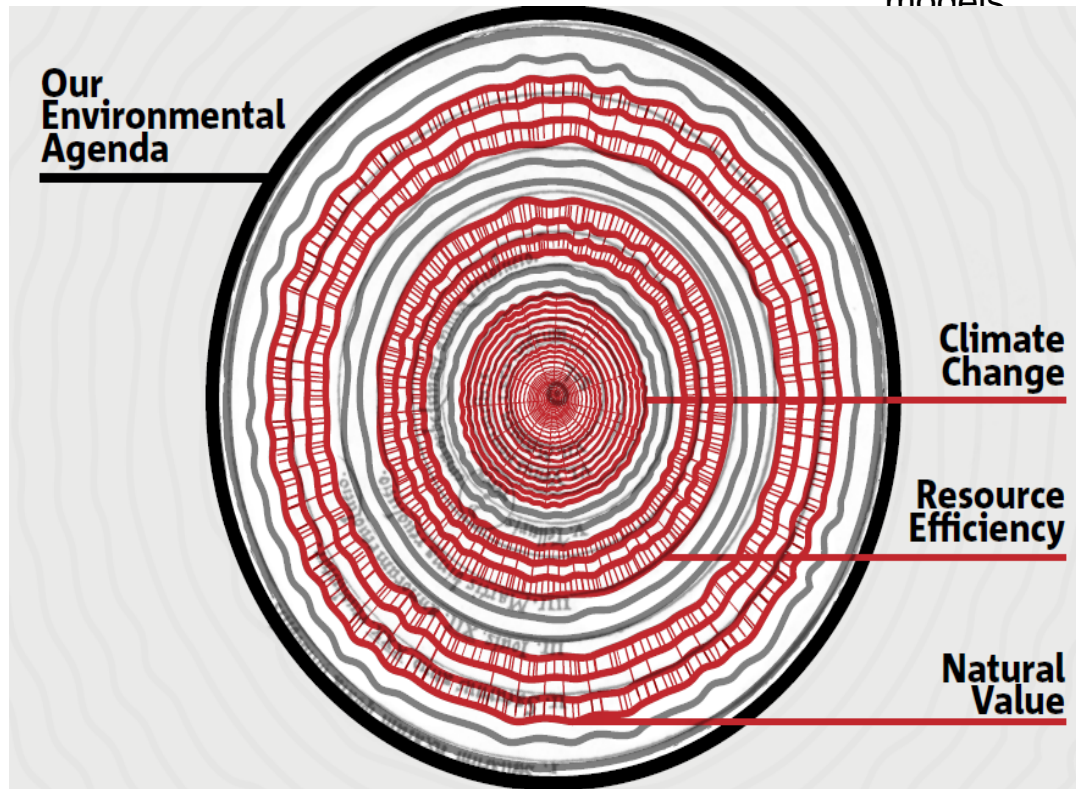
We recognise the increasing impact on business from policy-related and physical effects of climate change.

## Resource Scarcity

We recognise increased competition for scarce natural resources has the potential to constrain economic growth and affect operational costs.

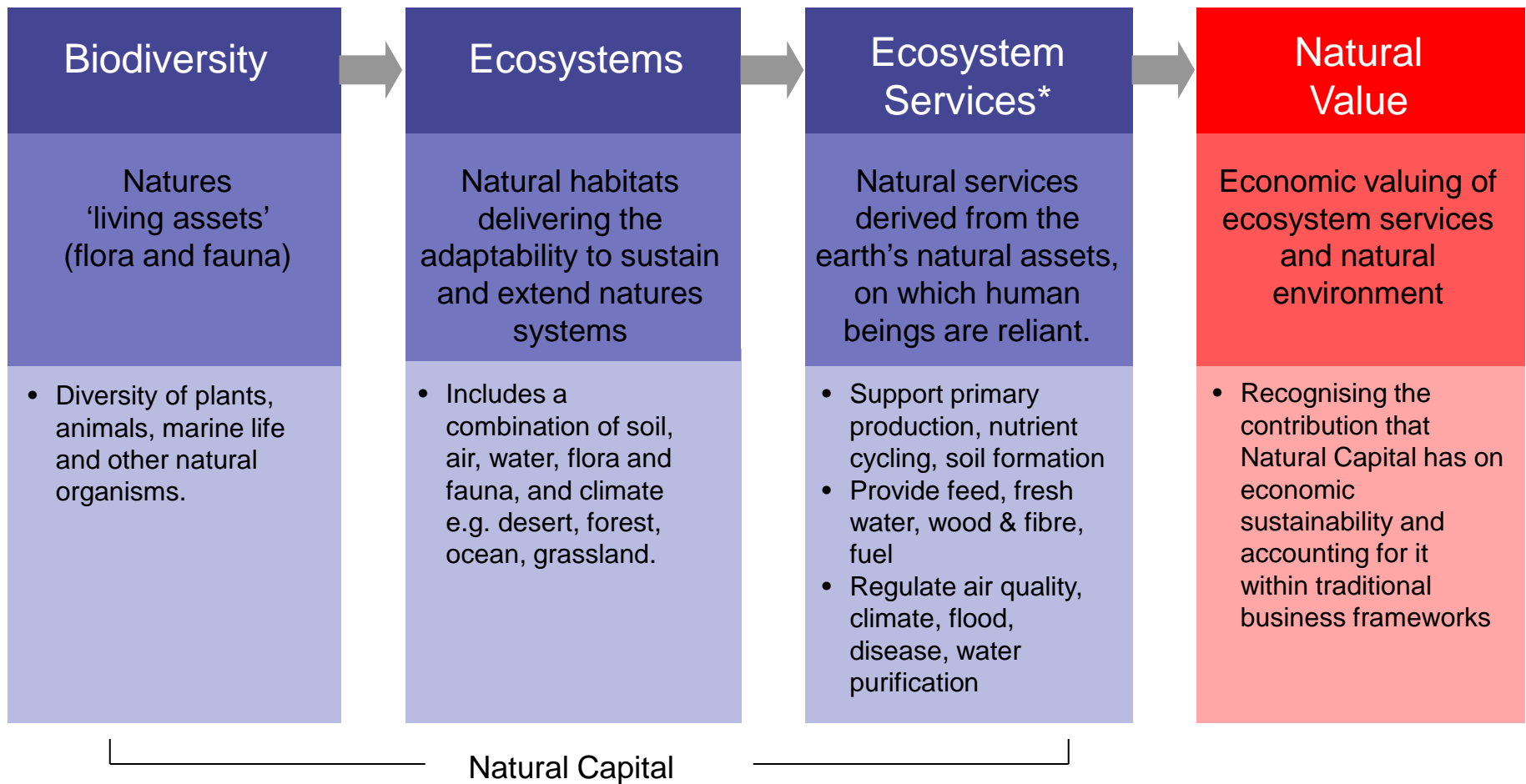
## Natural Value

We recognise the contribution biodiversity and ecosystem services make to economic sustainability and the need to incorporate this into business models





# Defining Natural Capital and Natural Value



\* The United Nations 2004 Millennium Ecosystem Assessment (MEA), grouped ecosystem services into four categories:

**provisioning** – such as the production of food and water;

**regulating** – such as the control of climate and disease;

**supporting** – such as nutrient cycles and crop pollination; and

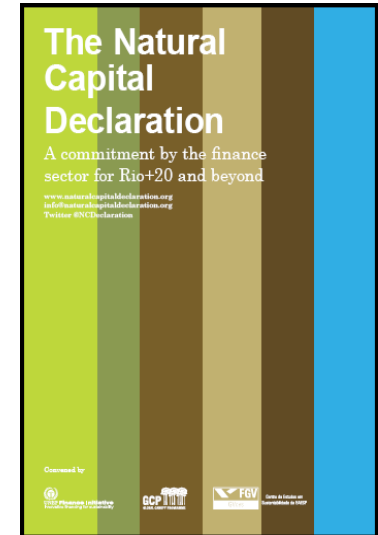
**cultural** – such as spiritual and recreational benefits



## Partnering with Earthwatch to bring Natural Value to life for our employees

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- **Earthwatch Scientist:** Dr Norm Duke, Professorial Research Fellow, Mangrove Hub, TropWATER, James Cook University
- **Research Focus:** Ecology of mangrove forests in Australia and investigations into damaged mangrove ecosystems
- **Earthwatch Program:** Daintree's Hidden Coastline
- **Connection to NAB's Business:** Daintree World Heritage Area is in close proximity to a number of NAB's customers in the agricultural, tourism and government sectors
- **RESULT:** Two way flow of valuable knowledge





## How the Partnership provides value to NAB

- Increased participant awareness of NAB's Environmental Agenda and the benefits to our business and customers
- Transfer of knowledge from scientists of ecosystem services and biodiversity, and understanding of which of our customers may depend on and/or impact on the mangrove ecosystem services
- Creation a Natural Value Champions and Earthwatch alumni network, through provision of a profoundly inspiring and motivating experience

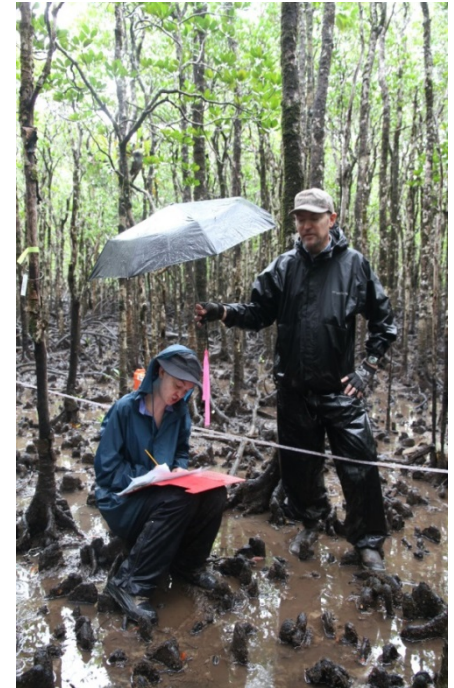




## How the Partnership provides value to Earthwatch

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- **On-ground level:**
  - Practical assistance in field and on-going support (Barwon Heads mangrove monitoring survey)
  - Mathematics and statistics – creation of a new database system, ongoing support
- **Higher level:**
  - Transfer of knowledge and expertise in more complex technologies, including the creation of a model and predictive tool to show areas of mangroves most at risk / eco-tone shifts of mangrove coverage of tidal wetlands
- **And for Earthwatch:**
  - Increased understanding of how business thinks in terms of valuing the environment and what drives business to incorporate sustainability programs into business planning.





Thank you







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## **Risk Based Approach to Conservation Planning and Implementation – Lessons Learned from CI BHP Billiton Partnership**

Conservation International (CI)  
BHP Billiton





# Overview

- CI - BHP Billiton Alliance
- Risk based approach to conservation planning
- Lessons learned and joint outcomes





# CI BHP Billiton Alliance: Partners for Conservation

BHP Billiton has made a target to finance the conservation and continuing management of areas of high biodiversity and ecosystem value that are of national or international conservation significance.

In 2011, a five year Alliance was established with CI to support the delivery of this target and improve BHP Billiton's approach to biodiversity management across operations.





# CI BHP Billiton Alliance: Achievements

As of 2014, BHP Billiton has committed more than US\$30 million to conservation, including the Five Rivers Conservation Area in Tasmania, Australia, and the Valdivian Coastal Reserve Project in southern Chile.

## Results:

- Conservation of ~ 60,000 ha of habitat for 16 globally threatened species
- Support of more than 50 direct jobs
- Generation of ~ 900 million cubic metres of high-quality fresh water
- Avoidance of the release of 75,000 tonnes of CO<sub>2</sub> -e per annum.





# Common language of Risk

Conservation practitioners are not strangers to considering risks in relation to conservation project design and implementation, and for resource companies, like BHP Billiton, risk management is central to any business activity, function and process.

Through the Alliance, we've learned applying a more robust, systematic risk management lens, typically utilized by BHP Billiton, translates very well to conservation project design, and enhances our **joint conservation outcomes**.





# Risk Elements

## 1) Key Risk Issues:

- Sufficient legal / regulatory / tenure regime for enduring conservation
- Sufficient capacity of protected area manager(s) to manage threats / maintain biodiversity values over time
- Long-term community support (social license to operate)

## 2) Key Risk Management Tools:

- Project Communications Plan
- Stakeholder Engagement Plan
- Capacity Tracking Tool



# An inspiring solution

## **Innovative and effective**

- Risk management identifies causes, impacts, and critical controls for risks that could undermine the success of a project, the reputation of partners, and negatively impact communities living in and around a project area.

## **Evidence of implementation and impact**

- Thorough, risk-focused planning for conservation projects has resulted in the successful completion and implementation of conservation activities (Five Rivers and Valdivia projects)

## **Applied elsewhere or more broadly**

- Risk management protocols can be adapted to any conservation or community development project to increase the likelihood of long-term success. In addition to the projects highlighted, an additional 2-3 conservation projects will be applying this framework under the Alliance.



# What makes it work?

## **Components that lead to success**

- Each conservation project involves risks to conservation targets, local communities and stakeholders, project partners and donors
- These protocols allow early identification of risks, so that appropriate controls can be incorporated into project design and management

## **Enabling factors**

- Complex situations are distilled into logical diagrams, making risk easier to perceive, understand, and control
- Financial and capacity building resources
- A meaningful partnership between private sector and conservation organizations dedicated to shared outcomes





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Any questions?