

## TERMS OF REFERENCE FOR FIRM – ORGANIZATION CONTRACTORS / CONSULTANTS

<b>Title of Assignment</b>	<b>Capacity-building plan and training for the Department of Wildlife and Nature Heritage, Royal Commission for AlUla - KSA</b>	
<b>Location</b>	<b>Al-Ula, KSA</b>	
<b>Project</b>	<b>AlUla Protected Areas Network (APAN) project</b>	
<b>Duration</b>	<b>6 Months</b>	
	<b>From:</b> signature of contract	<b>To:</b> 28 February 2024

### Background

AlUla, a region of extraordinary natural and cultural significance located in the north-west of the Kingdom of Saudi Arabia lying in the region of Madinah. Due to its location, the county is characterized by a hot and arid environment all year round. Climate and weather are of key relevance to the potential for vegetation recovery, ecosystem service provision and ecotourism potential.

The area of AlUla is 22,561 km<sup>2</sup> and includes a diverse and complex assemblage of geological features, which include harrats, wadis, canyons, a lush oasis valley, towering sandstone mountains, sandy desert and ancient cultural heritage sites dating back thousands of years. All these features include the recently designated Sharaan, Harrat Uwayrid, Harrat Al-Zabin, Wadi Nakhla, Al-Gharameel, and Harrat Khaybar protected areas. Harrat Khaybar is located south of AlUla County but is under the administrative responsibility of the RCU.

Saudi Arabia has unveiled plans to develop AlUla into the world's largest living museum by 2035. AlUla is receiving considerable attention for its high touristic, natural and cultural values, and development potential. The area has been long inhabited by different civilizations like the Nabateans and Romans due to its strategic location on the trade routes. The Nabatean city of Hegra, located within AlUla, was the first UNESCO world heritage site designated in Saudi Arabia. Whereas the Kingdom of Saudi Arabia is embarking on a new era with its 2030 ambitious vision, which recognizes natural and cultural heritage as important key assets of the Kingdom. As part of Saudi Vision 2030, AlUla will be a major heritage, cultural, arts and adventure tourism destination.

Due to the variety of habitats present in the region, the county has historically supported a rich and diverse environment. However, over the last century, the environment, rich biodiversity and history of AlUla were increasingly being put at risk, as a steep decline in the numbers of the living species has

been noticed, and the distribution and composition of habitats throughout the county have been affected as a consequence of the current land management that includes overgrazing of camels, unauthorized hunting, firewood collecting and the growth of urban areas. Much of the landscape in AlUla has been modified by damaging human activity, leaving behind only patches of habitats for indigenous species. Examples of threats affecting AlUla biodiversity are overgrazing, hunting, climate change and agriculture activities. Other threats are concerning cultural heritage, such as dropping of waste, seasonal flooding and water damage, illegal and unsustainable water extractions, biodiversity decline, rockfall and rock erosion, agricultural pests, intensive agricultural practices and grazing. In addition to cultural destruction, existing settlements, unplanned development, impacts from visitors and tourism, vandalism and graffiti and the use of off-road vehicles on strike which have significant effects.

The Royal Commission for AlUla (RCU) was established to protect and safeguard AlUla, and is embarking on a long-term plan to develop and deliver a sensitive, sustainable transformation of the region. It is one of the country's most important archaeological and cultural destinations and is preparing to welcome visitors from around the world. RCU's development work in AlUla encompasses a broad range of initiatives across archaeology, tourism, culture, education and arts. RCU is working closely with local and international partners and experts to achieve its development goals, with strong local community involvement as key players in the process.

The International Union for the Conservation of Nature (IUCN) is the world's leading conservation membership union established over 70 years ago, and composed of over 1,400 member-organizations of both government and civil society organizations with the input of more than 18,000 experts. IUCN's mission is to influence, encourage and assist societies to conserve the integrity and diversity of nature and ensure that any use of natural resources is equitable and ecologically sustainable. Through its Regional Office for West Asia (ROWA) and related global programmes, IUCN is seeking to strengthen its presence in Saudi Arabia through initiatives that align with IUCN's mission and priorities.

IUCN and RCU are aiming to further strengthen joint efforts in a large-scale project that aims to facilitate the design, establishment and operation of a network of six protected areas and connected conserved area designations in AlUla County according to the world's best international standards

and best practices, including IUCN Green List certification. The project will result in an operational design for AIUla protected and conserved area network that is representative, connected, fair and effective, and climate resilient. The six nature reserves which are under the mandate of the RCU are targeted in this assignment.

## Scope of Work and Objectives

Under the supervision of IUCN-ROWA and in coordination and consultation with the Royal Commission for Alula (RCU), the consultant shall provide the following services:

- Contribute to and support the implementation of **Component 5 - Capacity building** in coordination with the project coordinator and programme manager.

The consultant shall ensure the delivery of the outputs and activities and shall refer to the activity description in the project document (Version May 2022).

The consultant shall be responsible for the following specific tasks under the following relevant components:

### **Supporting the delivery of Component 5 - Capacity building.**

**Outcome: Increased capability of RCU staff responsible for biodiversity and the planning, management and operation of PAs, and community partners, to effectively manage AIUla protected area network.**

***Under Output 5.1: Organizational design is assessed to position RCU-Nature and Wildlife Heritage for the future.***

**Activity 5.1.1: Assess the evolving organizational needs for the RCU-Nature. The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Assess the current organizational structure of the Wildlife and Nature Heritage Department, assess structure gaps, and propose a structure aligned with the effective management and operation of the**

AIUla PAN with the support of the project coordinator. The organizational need assessment should aim to cover the following aspects:

In response to the RCU Regulation and mandate, the regulatory and management obligations have grown rapidly in recent years, and the associated implementation responsibilities will also grow to meet Vision 2030 and the AIUla Framework Plan. Accordingly, a review of the organizational needs of the Nature and Wildlife Heritage Department will be undertaken to identify efficient models. The review will examine existing job descriptions, design new jobs descriptions where needed, and analyse gaps in key functions, and opportunities for career advancement. Options will be developed and presented for RCU consideration and validation. The results will inform follow-on activities related to the competencies model and training plan (see other activities below).

Through the IUCN field mission (October 2021), a number of key needs were identified that are critical to the operation of the department's Nature Reserves program. It is recommended that the Wildlife and Nature Heritage Department recruit or assign some or all of the following technical positions to enhance capacity and support for PA management and project implementation. ToRs for at least the following positions should be prepared:

- Training specialist.
- Socio-economic/outreach specialist, including gender expertise.
- Operations manager to oversee NR activation and ranger operations.
- Budget analyst.
- Planning and evaluation specialist.
- Education and public awareness specialist.

With the activation of the Nature Reserves, it is also recommended that a staffing structure be established for each Nature Reserve (or cluster of reserves). This should include at least (but not limited to) the following positions and corresponding ToRs:

- PA manager
- Senior ranger
- Rangers (without specific portfolio)
- Monitoring ranger
- Education and outreach ranger

- Planning ranger
- Events coordinator (as needed)
- Visitor services staff (main entrance control, ticket sales / collection, visitor information and visitor centre where it exists)
- Finance, administration, human resources officer

***Under Output 5.2: a competence-based approach to capacity development is established for PAs and biodiversity staff***

Competence frameworks are widely used in many professional sectors, helping to develop capacity by defining and recognizing the required skills, knowledge and personal attributes. IUCN has developed registers of competences for PAs and threatened species recovery. The registers of competences are in the form of a directory of the skills, knowledge and personal attributes required by practitioners working in PAs and threatened species recovery programmes around the world, in both *in-situ* and *ex-situ* contexts.

**Activity 5.2.1: Design a competence model for the RCU Wildlife and Nature Heritage team.** The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Design a competence model, prepare job descriptions, and prepare an implementation plan for the competency model for RCU Wildlife and Nature Heritage Department with the support of the project coordinator. The competence model should aim to cover the following:

Though the competence approach is applicable across the RCU organization, this activity will focus on the RCU Wildlife and Nature Heritage Department, covering the following critical steps in the process:

- Review and assess the competence model and process steps set forth in the IUCN Global Register for PA Practitioners and the Register for Threatened Species Recovery.
- Fine tune the model to suit RCU purposes by confirming or establishing the personnel levels, competence groups, competence categories, and the competences for each category.

- Examine job descriptions (or prepare them where they don't exist) including the associated skills, knowledge and attitude that are needed for each position or class of positions. Adopt the updated job descriptions.
- Prepare an implementation plan to guide the application of the competency model, noting that the IUCN competency guidelines provide detailed options and steps. Ensure a gender equity lens is applied to the whole competence model.

**Activity 5.2.2: Apply competences in nature department positions.** The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Apply competences in the Wildlife and Nature Heritage Department related with PA management with the support of the project coordinator. The competences for the Wildlife and Nature Heritage Department positions should aim to cover the following aspects:

Once the foundational pieces of the competence model are adopted, implementation will proceed:

- Compare the competence needs set forth in the job descriptions with the attributes of existing personnel to identify strengths and areas for further development. These findings should then be documented in a personal Capacity Development Plan for each job description that should be reviewed annually or periodically with their manager.
- Use the Capacity Development Plans and the competences to build the organizational training priorities, which may include individual and group needs.

***Under Output 5.3: a multi-year capacity building plan is adopted.***

Qualified, competent and committed staff are central to the success of PA and biodiversity programmes. Training of staff is increasingly recognized as a vital component of efficient protected area/biodiversity management. As well as being an essential tool at local, regional and national levels, capacity building for PAs/biodiversity also has a strong international context and is being embedded into major global conventions and PA-related decisions. Staff training aims to raise the capacity of PA and biodiversity managers to address issues and adapt to new challenges, using effective, innovative, gender-sensitive and creative approaches. Training programmes should be designed following the six common steps in the training cycle.

**Activity 5.3.1: Undertake a training needs analysis.** The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Undertake a training need analysis for the AIUla PAN with the support of the project coordinator. The training needs analysis should aim to cover the following aspects:

The training needs analysis (TNA) aims to take stock on training completed to date, the current and anticipated future training needs of employees and the organization, as well as community partners. A variety of data collection methods should be used, and tailored for the target groups including executive, managers, professional/technical, operations, enforcement, research and monitoring, education, field rangers, support staff, labourers, etc. Data collection methods should be gender sensitive.

The TNA should assess the following factors so that training methods can be effective:

- Learning styles of the target groups, e.g., continuous, modular, adult learning styles, self-directed, etc.
- Preferences for delivery methods, e.g., on the job, in-person short course, e-learning, communities of practice, job exchange, conference, university courses / programmes, etc.
- Current threats and issues (especially where capacity is known to be insufficient to address a known problem).
- Emerging issues and trends that may impact programmes.
- Anticipated retirements and changes in staffing.
- Time period covering the TNA (e.g., 2 years).

Past and current training will be incorporated into a Training Database, and maintained.

**Activity 5.3.2: Develop a training plan.** The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Develop a training plan for all AIUla PAs with the support of the project coordinator. The training plan should aim to cover the following aspects:

The TNA provides the baseline information upon which to build the training plan. The training plan should be updated annually, and provide the following:

- Prioritized group training programmes by target group and be gender sensitive

- Specific, individualized training needs for individuals or small teams (e.g., designing a monitoring programme and statistical reporting)
- Costs and timing of training initiative
- Means of evaluating individual training activities
- Means and timing for evaluating the training plan delivery
- Identification of lead roles where other partners are the main provider of training (e.g., Panthera, AFAIUla, etc.)

***Under Output 5.4: training and capacity development initiatives are implemented and evaluated. While these are listed in a logical order (in a perfect world), in practice they will be implemented over the period of the project.***

For this output, the priority training activities will be planned and scheduled per the TNA and Training Plan.

The consultancy firm / organization will equip participants with the right knowledge and skills to support the development of professional profiles for RCU, adapted to the future of employment in nature conservation, putting diversity and inter-disciplinarily at the heart of its activities.

Completed training will be entered into the training database.

A target of 6 training sessions per year is used to estimate the budget for training.

Exact details on the priority staff to be targeted in the training in addition to the detailed training courses will be identified after the TNA and through the training plan.

The target of this project is to conduct six trainings per year over the project timeframe.

**Activity 5.4.1: Executive management leadership training in conservation. The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role:**



Train executive management leadership with the support of the project coordinator. The training process should aim to consider the following aspects:

Leaders are frequently called upon to explain the programmes and actions of their organization in situations ranging from local community meetings through to international conferences and conventions. This activity focuses on specialized training to equip RCU leadership with the knowledge and understanding of concepts related to PA and biodiversity management, such as international conventions—(biodiversity, climate), principles of climate science / modelling and Nature-based Solutions, and executive management leadership training.

**Activity 5.4.2: Directors and managers.** The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Train directors and managers with the support of the project coordinator. The training process should aim to consider the following aspects:

This group includes management level staff who direct teams or multiple teams in PAs and biodiversity. A range of training is warranted (e.g., leadership and supervisory skills, financial and budget management, project management, introduction to biodiversity conservation principle, principles of economic valuation of eco-system services, etc.).

**Activity 5.4.3: Planning.** The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Train RCU planning staff with the support of the project coordinator. The training process should aim to consider the following aspects:

Staff in several RCU teams are involved in PA and biodiversity planning at different levels, e.g., master planning, PA management planning, environmental impact assessment, biodiversity impact assessment, heritage impact assessment, and interpretation, education and awareness planning. This group may form a training cluster with similar technical needs and professional interests.

**Activity 5.4.4: Biodiversity specialists.** The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Train biodiversity specialists with the support of the project coordinator. The training process should aim to consider the following aspects:

Specialists in the RCU Nature team require a broad range of scientific, planning, technical and communications/liason skills to undertake their work. They would also benefit from various soft skills such as facilitation, conflict resolution, project management, etc.). Specific technical skills could also be important like climate change and its impact on biodiversity, survey methodologies, species

conservation planning, monitoring biodiversity. The Nature Team is looking for strong BIA training and implementation, which currently does not exist.

**Activity 5.4.5: Researchers, scientists.** The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Train researchers and scientists with the support of the project coordinator. The training process should aim to consider the following aspects:

This group includes specialists involved in designing and executing biodiversity monitoring, reintroductions and ecosystem restoration projects. Examples trainings relevant to this group include: Species conservation planning,

**Activity 5.4.6: Educators.** The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Train educators with the support of the project coordinator. The training process should aim to consider the following aspects:

PA interpreters, guides, communicators involved in environmental education, awareness building and outreach initiatives require a suite of competences. Examples of relevant courses include planning and implementing public awareness programmes, and introduction on biodiversity conservation.

**Activity 5.4.7: Operations leads.** The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Train operations leads with the support of the project coordinator. The training process should aim to consider the following aspects:

This group focuses on programme delivery at the site level. Examples of relevant trainings: management and operation of eco-tourism facilities.

**Activity 5.4.8: Enforcement.** The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Train enforcement staff with the support of the project coordinator. The training process should aim to consider the following aspects:

This group includes the Environmental Police and other enforcement personnel in RCU that deal with biodiversity and PAs.

**Activity 5.4.9: PA Rangers.** The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Train PA rangers with the support of the project coordinator. The training process should aim to consider the following aspects:

This group comprises site level rangers in PA areas, and where appropriate may include heritage site staff involved in protecting biodiversity values, visitor services and managing visitors. In many jurisdictions, an annual training workshop in advance of the prime tourism season is held to ensure staff are trained and ready to go. This group should receive trainings related to the delivery of their day to day work such as: Patrolling skills, principles of biodiversity conservation, developing patrol plans, safety in the field, and other relevant trainings that could be further specified based on the TNA.

**Activity 5.4.11: Support.** The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Train support staff with the support of the project coordinator. The training process should aim to consider the following aspects:

This group includes the various administrative, financial and human resources staff that provide services to/for PAs and biodiversity.

**Activity 5.4.12: Community.** The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Train communities with the support of the project coordinator. The training process should aim to consider the following aspects:

This group (not listed in the appendix) includes community groups or individuals where capacity building would be a beneficial activity in support of improved PA and biodiversity management. For example, training may be needed to support the planning and implementation of sustainable grazing schemes (define, locate, manage, monitor, evaluate, incentivize). Among many possible approaches, study tours to other jurisdictions (e.g., Jordan, Kuwait) and established a pilot demonstration site can be an effective way to share experiences and learn from others.

## Deliverables

The consultant shall submit the following to IUCN's Regional Office for West Asia:

### **Component 5: Capacity building**

**Outcome:** Increased capability of RCU staff responsible for biodiversity and the planning, management and operation of PAs, and community partners, to effectively manage AIUla protected area network.

**Under Output 5.1:** Organizational design is assessed to position RCU-Nature and Wildlife Heritage for the future.

**Activity 5.1.1:** Assess the evolving organizational needs for the RCU-Nature. (1 organizational need assessment)

**Under Output 5.2:** A competence-based approach to capacity development is established for PAs and biodiversity staff

**Activity 5.2.1:** Design a competence model for the RCU Wildlife and Nature Heritage team. (1 competence-based model)

**Activity 5.2.2:** Apply competences in nature department positions. (1 organizational need assessment)

**Under Output 5.3:** A multi-year capacity building plan is adopted

**Activity 5.3.1:** Undertake a training needs analysis. (1 training need analysis)

**Activity 5.3.2:** Develop a training plan. (1 training plan)

**Under Output 5.4:** Training and capacity development initiatives are implemented and evaluated. While these are listed in a logical order (in a perfect world), in practice they will be implemented over the period of the project.

**Activity 5.4.1:** Executive management leadership training in conservation. (1 training process implemented)

**Activity 5.4.2:** Directors and managers. (1 training process implemented)

**Activity 5.4.3:** Planning. (1 training process implemented)

**Activity 5.4.4:** Biodiversity specialists. (1 training process implemented)

**Activity 5.4.5:** Researchers, scientists. (1 training process implemented)

**Activity 5.4.6:** Educators. (1 training process implemented)

**Activity 5.4.7:** Operations leads. (1 training process implemented)

**Activity 5.4.8:** Enforcement. (1 training process implemented)

**Activity 5.4.9:** PA Rangers. (1 training process implemented)

**Activity 5.4.11:** Support. (1 training process implemented)

**Activity 5.4.12:** Community. (1 training process implemented)

*The consultant shall refer to the detailed description of each deliverable in the project document.*

Consultancy workplan						
<b>Component 5: Capacity building</b>						
Outcome: Increased capability of RCU staff responsible for biodiversity and the planning, management and operation of PAs, and community partners, to effectively manage AIUIa protected area network.						
Output 5.1: Organizational design is assessed to position RCU-Nature and Wildlife Heritage for the future						
Activity 5.1.1: Assess the evolving organizational needs for the RCU-Nature	Q3					
Output 5.2: A competence-based approach to capacity development is established for PAs and biodiversity staff						
Activity 5.2.1: Design a competence model for the RCU Wildlife and Nature Heritage team	Q3					
Activity 5.2.2: Apply competences in nature department positions	Q3					
Output 5.3: A multi-year capacity building plan is adopted						
Activity 5.3.1: Undertake a training needs analysis		Q4				
Activity 5.3.2: Develop a training plan		Q4				
Output 5.4: Training and capacity development initiatives are implemented and evaluated. While these are listed in a logical order (in a perfect world), in practice they will be implemented over the period of the project						
Activity 5.4.1: Executive management leadership training in conservation		Q4	Q1			
Activity 5.4.2: Directors and managers		Q4	Q1			
Activity 5.4.3: Planning		Q4	Q1			
Activity 5.4.4: Biodiversity specialists		Q4	Q1			

<b>Activity 5.4.5:</b> Researchers, scientists		Q4	Q1			
<b>Activity 5.4.6:</b> Educators		Q4	Q1			
<b>Activity 5.4.7:</b> Operations leads		Q4	Q1			
<b>Activity 5.4.8:</b> Enforcement		Q4	Q1			
<b>Activity 5.4.9:</b> PA Rangers		Q4	Q1			
<b>Activity 5.4.11:</b> Support		Q4	Q1			
<b>Activity 5.4.12:</b> Community		Q4	Q1			

A detailed workplan shall be agreed during the inception phase of the consultancy.

### **Payment Schedule**

The consultant is expected to conduct the work between August 2023 and March 2024 through office work, field work, and consultation with the IUCN ROWA and relevant stakeholders if needed. The consultant shall submit an invoice according to the schedule of payments described below:

- 20% upon acceptance of inception report (workplan and methodology)
- 20% upon the completion of deliverables (5.1.1, 5.2.1 and 5.2.2)
- 30% upon the completion of deliverable (5.3.1 and 5.3.2)
- 30% upon the completion of deliverable (5.4.1, 5.4.2, 5.4.3, 5.4.4, 5.4.5, 5.4.6, 5.4.7, 5.4.8, 5.4.9, 5.4.10, 5.4.11, and 5.4.12)

If the consultant is subject to tax in the territory of Jordan in respect of the consideration received under this agreement, the consultant hereby acknowledges that IUCN is entitled to deduct 5% for residents of Jordan and 10% for residents outside Jordan, in addition to 1% as national contribution for non-residents, as income tax arising or made in connection with this agreement. Also, IUCN will deduct a 5% amount as admin and review cost arising or made in connection with this agreement.

### **Qualifications of Successful Consulting Firm or Organization**

The consulting firm or organization should provide a team of experts covering the following qualifications and expertise:

- MSc or PhD degree in communication sciences, marketing, analytics, digital branding, advertising, psychology, political science, diversity and intercultural studies, or any other

related fields (a PhD degree is preferred).

- Extensive and practical knowledge of main environmental agreements and environmental policies.
- More than 20 years of experience with capacity building programme design and implementation.
- Demonstrated expertise and experience in the field of protected areas management.
- Experience in communicating and collaborating with management agencies, academic institutions, and local, national, and regional stakeholders to achieve agreed collective outcomes.
- Experience in biodiversity and/or protected areas information management, ideally involving terrestrial ecosystems, at national and/or regional levels.
- Ability to compile large amounts of information succinctly into a coherent document for conservation practitioners and government officials.
- Excellent facilitation and coordination skills, with the ability for managing the timely and effective delivery of both quantity and quality work on time.
- Strong communication and presentation skills, and an ability to prepare appropriate and timely reports to a wide range of audiences and cultures.
- Excellent time management skills, including an ability to work effectively under pressure and to meet tight deadlines.
- Excellent writing and speaking literacy in English (Arabic is an asset).
- Proven ability to liaise and work with a range of stakeholders including government agencies, the private sector, and local communities, and in support of regional and national institutions.
- A good understanding of IUCN's mission, and a general attitude of being of service to others.