



EUROPARC

CONFERENCE

2.-6.5.2022

NATIONALPARK
NEUSIEDLER SEE - SEEWINKEL
AUSTRIA



Creating the
European Nature
Academy for applied
Blended LEarning

Innovating capacity building: competence-based training for Protected Area managers

Mind Factory 19, Austria
3 May 2022

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Mind Factory 19

Intros & interactive inspirations!

Communicating our work, our passion

Alternative problem solving

Appreciative Inquiry

We are what we learn

Experience harvest

We are what we do

Changing our mindsets

Objectives

Building capacity in Europe

Wrapping up

EUROPARC

Information gathering

Competence-based approach

LIFE ENABLE

Where next?



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Our objectives

By the end of this Mind Factory, we will be **better able to communicate the need for and value of tailor-made capacity building for Europe's nature.**

We will aim to build a deeper understanding of ...

- Why capacity building is important
- How competence-based approaches to capacity building work
- How competencies can be applied to improve the quality & effectiveness of Protected Areas' management



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About EUROPARC

- The largest network of European Protected Areas
- 385 Members representing thousands of PAs in 37 countries
- Staff in Regensburg-DE (HQ), Brussels-BE, Barcelona-ES, The Netherlands, UK & Italy
- 8 National/ inter-national sections



**EUROPARC's
members manage
more than 30% of
Natura 2000 sites**



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Investing in the future



EUROPARC is committed to:

- Investing in digital communications
- Use of new technologies to support networking
- Capacity building to improve nature management practices

[LIFE eNatura2000 mobile app](#)



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Europe is ... an anomaly

Europe is the 2nd smallest continent ... or 6th largest (of 7!) & occupies one-fifteenth of total land area

4 major biomes, the most common being Deciduous Forest

Europe has no simple unity of geologic structure, land form, relief or climate

50 countries spanning 7 time zones

Population 742,648,000 (2017) – one-tenth of the world's population

225 indigenous languages

Europe is made up of ...

... *'infinite riches in a little room'* (Christopher Marlowe)



An enabling environment?

- ✓ Emerald Network – 46 Member States + observers
- ✓ The European Union – Council (27 MSs), Parliament (751 seats) & Commission (32,000 staff)
- ✓ The EC's LIFE Programme – €196.2m (2018)
- ✓ Research e.g. H2020
- ✓ Capacity building networks & organisations

The Natura 2000 network of protected sites:

- ✓ Designated under the Birds (79/409/EEC)⁴ & Habitats Directives (COM/88/0381)⁵
- ✓ > 28,000 sites covering > 1m km
- ✓ Unique in the world



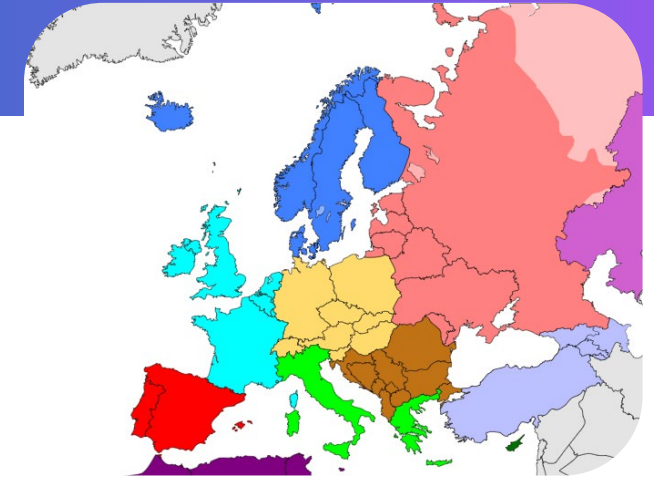
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Europe's diversity is its richness, but also our challenge

- Conservation targets & scale of ambition
- Nature conservation practice needs to be more consistent & continuously improving
- Europe's multilingualism poses real challenges for pan-European capacity building programmes



- Differences in culture & socio-economic variables:
 - Site condition – pressures & threats
 - Devolved & flexible / hierarchical & fixed management
 - Divergent attitudes to citizen participation
 - Austerity policies / average monthly salaries
 - Access to finances
 - Access to & use of technology



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Group exercise



Information gathering



Have you had in-work training?

What forms did it take?

How effective was that?

To what extent did it meet your expectations & needs?

If yes, why did it work? If it didn't, why not?



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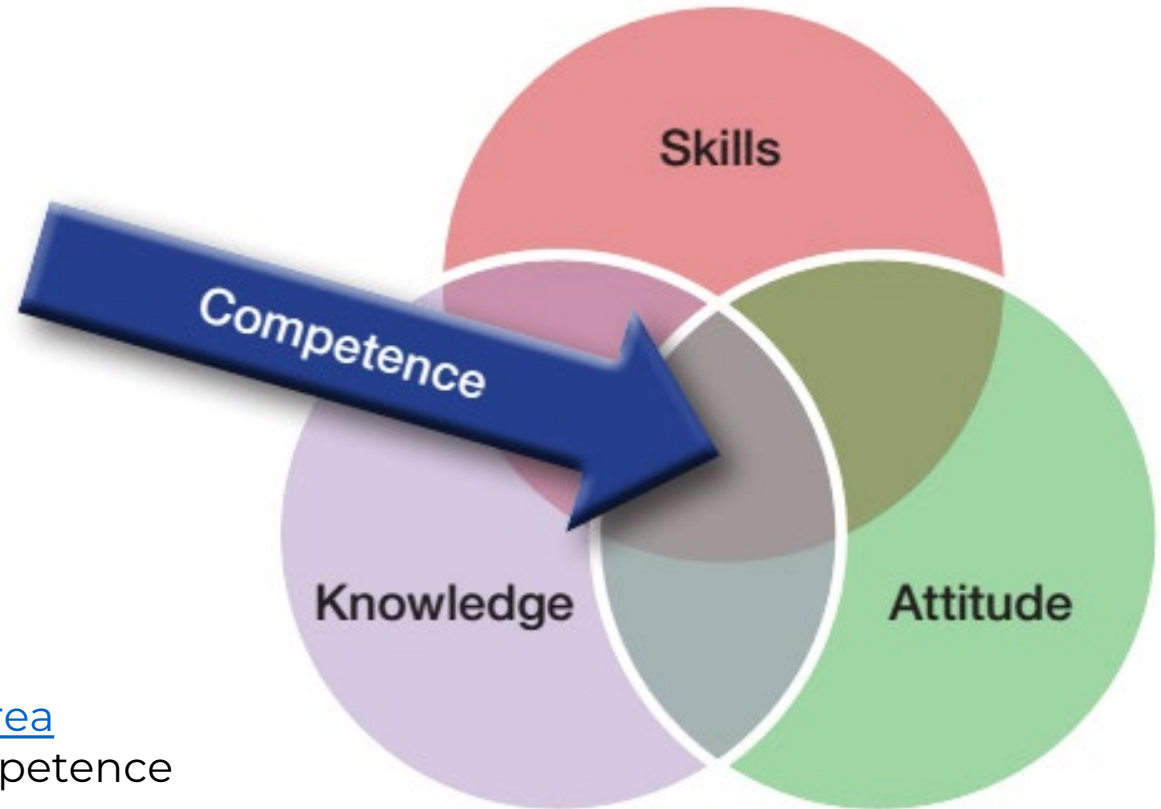
Competence-based capacity building

Competencies

The combination of observable and measurable knowledge, skills & attitude to do something well.

***How** an individual performs depends on their personal attributes*

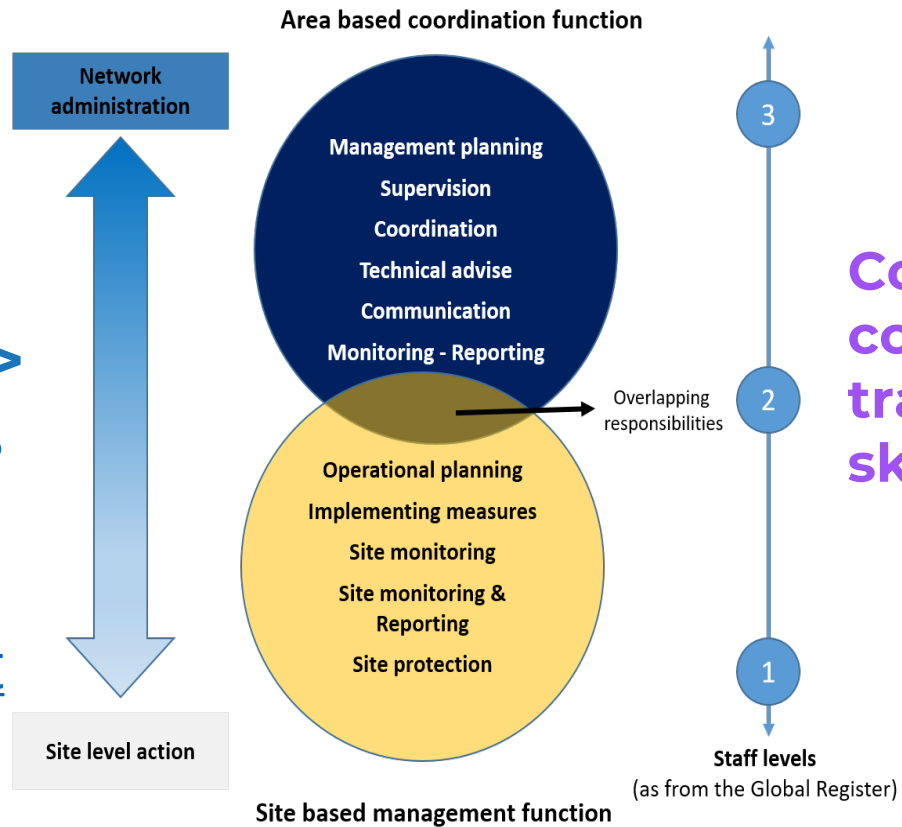
[Global Register of Competencies for Protected Area Practitioners](#) (Appleton M.R., 2016) – The PA Competence Register



Our approach

Natura 2000 & PA Management > core functions

Technical report



Core competencies / transferrable skills

Communication
Collaboration
Cooperation
Inclusion
Education
Integration
Project development
Project management

Group exercise – part one



We are what we do **- experience harvest**

Take a few minutes to describe what you do in a 'typical day'

What types of things do you do just now and then?

Pick 3 tasks – describe the types of challenges you have to deal with



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Group exercise – part two



We are what we do - experience harvest

Can you identify some common challenges?
Write these up.

What do you do to solve these challenges?

Which challenges are more problematic?

What can EUROPARC do to help?



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Group exercise – brainstorming communication

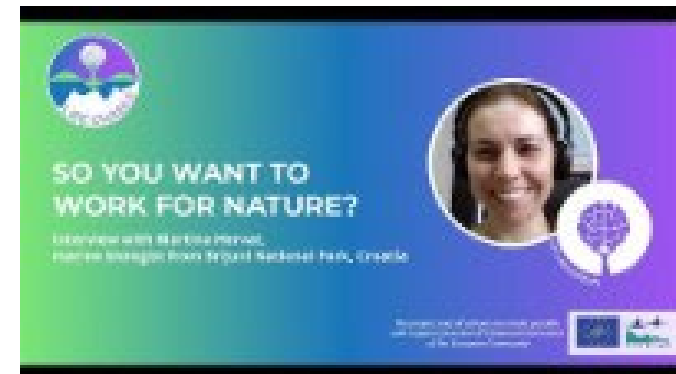


Communication is a core competence required by all PA managers

What forms of communication do you use? Create a list

Sharing an example: the LIFE ENABLE Communication Plan

Sharing a learner's experience – Martina Hervat



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Ways we solve problems ...

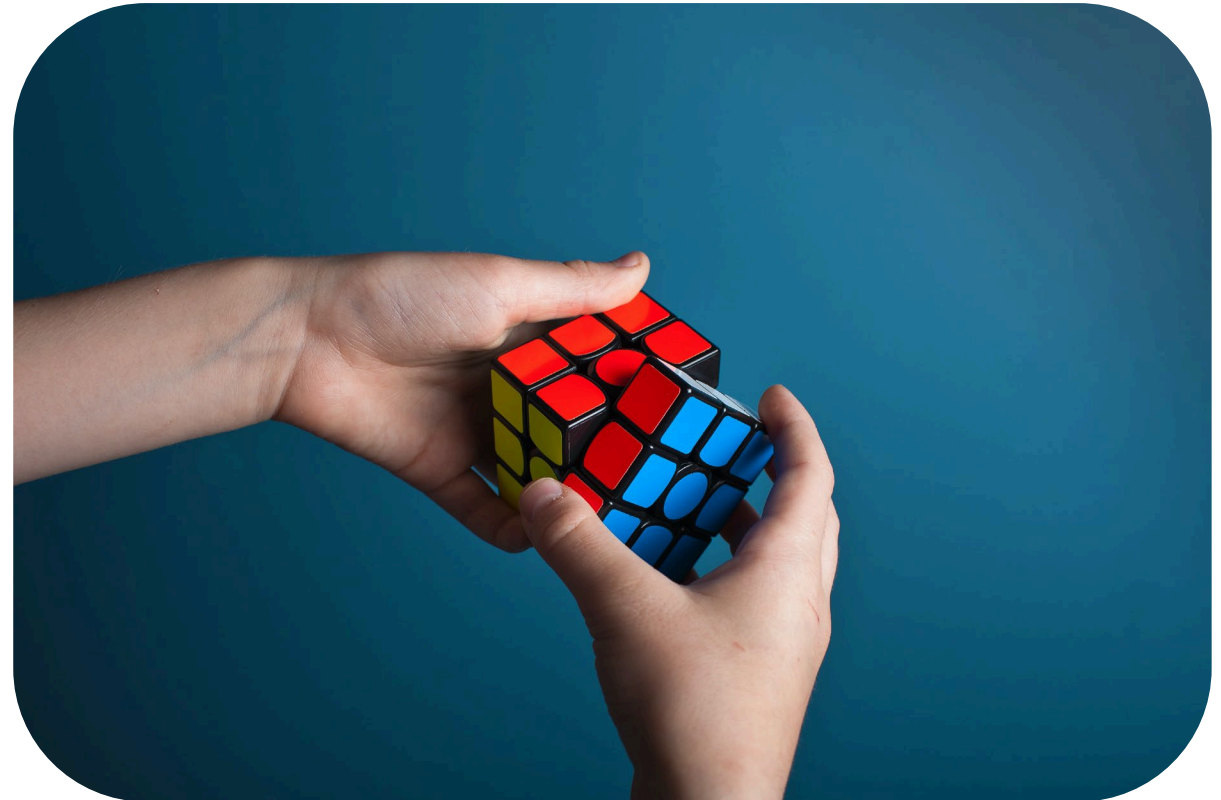


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Traditional approach to problem solving

Normally involves:

- Identification – stating what the issues/ problems are
- Analysis – Looking for causes of the problems & how they arise
- Solving - Seeking a remedy (solution)
- Taking action - implementing the solution

Focus on negative/ bad, rather than positive/ good aspects

What if there is no clear solution?

Is there a risk that problems (& their impacts) are amplified?

What is the likely impact on energy, goodwill & motivation?

Appreciative inquiry – what is it?

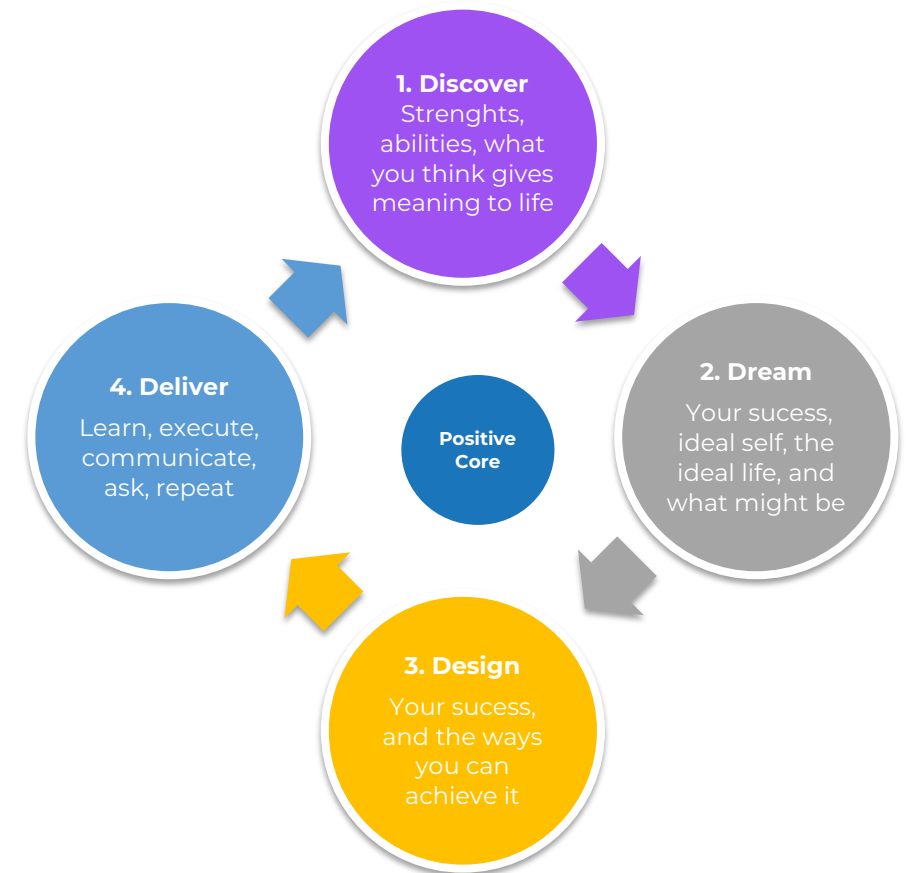
- An alternative way to think about problems
- Rewires brains!
- Used by groups/ teams to move forward & improve ways of working
- As a process, it shifts focus to what works well, rather than what doesn't work
- Helps us to understand why
- Creates new ways to work that avoid problems
- Empowers people to resolve problems & change behaviours



Photo: Unsplash

The four stages of Appreciative Inquiry

- ✓ **Discovery** – acknowledge & appreciate ‘what is.’
- ✓ **Dream** – Imagine what ‘will be.’
- ✓ **Design** – Decide what ‘should be’ & how we can move from current reality to the ideal position that we have imagined.
- ✓ **Delivery** – Create ways to ‘achieve the dream’ and apply thinking in to practice.



The **4-D cycle** of AI: more info available at: appreciativeinquiry.champlain.edu

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Appreciative inquiry – how could you apply it?

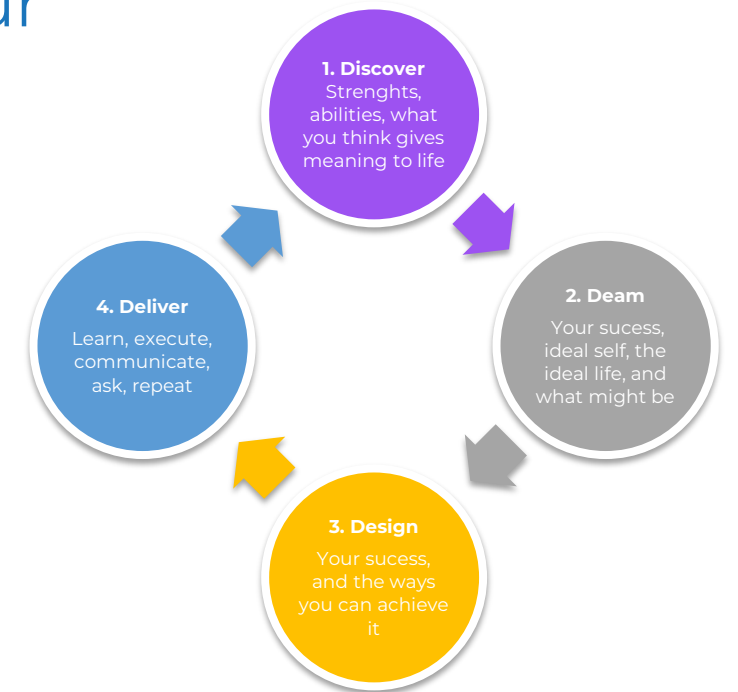
Focus on what works, rather than what doesn't – your collective successes

Rather than ask, what are the problems ...

... ASK: “What do we do that works well?”

Use it as a framework to:

- Be proactive rather than reactive
- Change mindsets & create different ways to work together



The **4-D cycle** of AI: more info available at: appreciativeinquiry.champlain.edu

Discover, dream, design and deliver more for Europe's nature

Group exercise



Think of your successes!

- ✓ What have you been most proud of in your work?
- ✓ What made that result possible?
- ✓ How could you replicate this experience to benefit other areas of your work?



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Introducing LIFE ENABLE



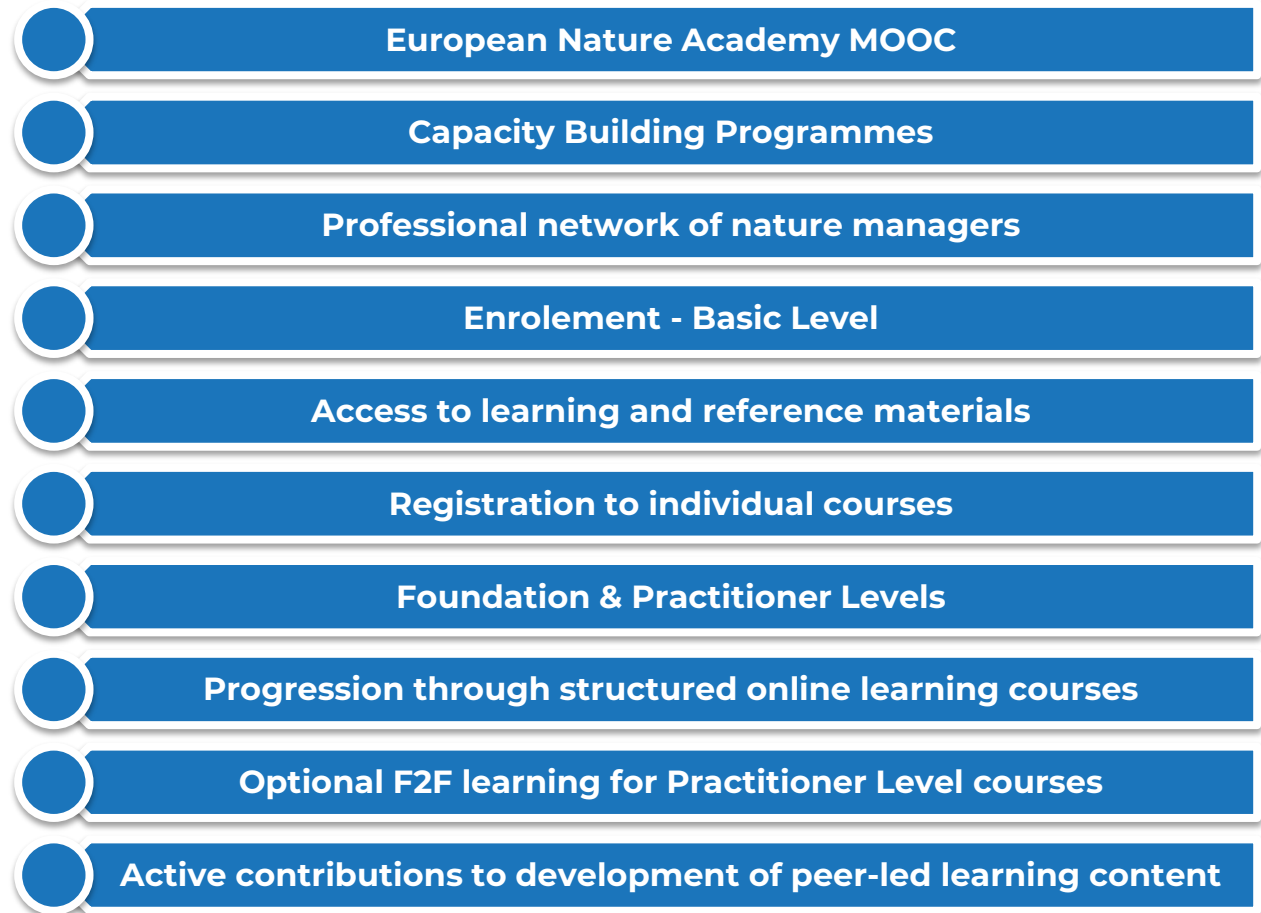
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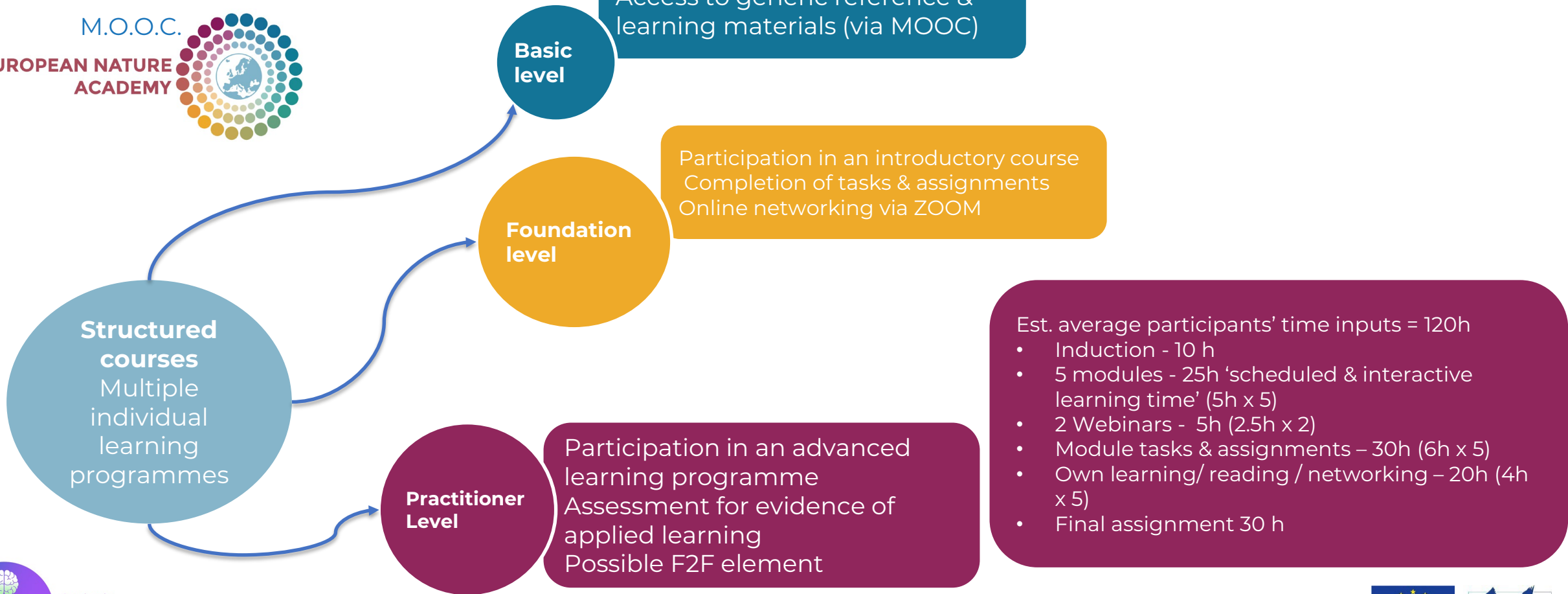
LIFE ENABLE capacity building structure

**EUROPEAN NATURE
ACADEMY**



European Nature Academy – general design

Teaching web platform



What you can expect!

Think through problems to develop workable solutions

- *Cost-effective*
- *Flexible*
- *Inclusive*
- *Replicable*

- A new & innovative online platform European Nature Academy
- Demonstration videos/ best practices
- Filmed 'master class' tutorials
- Practical assignments
- Applied learning
- Tailor-made new technology – a dedicated smartphone app
- Networking with your peers

Looking ahead ...



Effective Natura 2000 & Protected Area managers know their subject & how to work with people!

2022

- Developing content, materials & tools
- Promotion, selection & recruitment 1st tranche

2023

- Delivery for 1st tranche
- Recruitment of trainee trainers

2024

- Delivery for 2nd tranche
- Evaluation – project results & impacts

Competence-based blended learning

European Nature Academy

The online learning programmes featured on the MOOC Platform can be structured and summarised as follows:



For participants only



Open sources for all N2000 managers



Compulsory



Optional



Learning programme 1 Core Competence Courses

- 1) Personal Communication Competencies
- 2) Stakeholder engagement & governance
- 3) Applied conservation biology
- 4) Competent inclusive communication

5-day f2f Induction Seminar



Learning programme 2a Forest & Marine ecosystem Courses

- 1) Tools for Natura 2000 Forest Managers
- 2) Tools for Natura 2000 Marine Managers
 - PLUS a new Foundation Level Train the Trainers Course

5-day on-site management practice workshop for each course



Learning programme 2b Forest & Marine ecosystem Courses

- 1) Project development
- 2) Sustainable Tourism in Protected Areas
- 3) Involving Youth in Natura 2000

Optional f2f element/study tour for nature managers



Learning programme 3: Train the Trainers Course

- 1) Train the Trainers course

3 day f2f workshop of the Train the trainer course

Wrapping up – some conclusions

- Technical specialist knowledge is not enough – *you need to know how to apply it*
- **Natura 2000 & PA management are processes**
- **Communication & stakeholder engagement are core** fields of expertise
- **Participatory management needs to be learned** ... *that needs continuity of investment & can benefit from use of new tools and methods*



Competent Natura 2000 & PA managers ...

- Know how to develop, apply & work with participatory processes
- Are able to engage local communities & diverse stakeholders
- Respect socio-economic contexts
- Are open & willing to think synergistically



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Competent nature managers – what do we need in the longer term?



At individual & organisations levels ...

- Continuous professional development
- 'On the job' (lifelong) practical learning courses
- Peer to peer networking & experience sharing

Meet future challenges ...

- Be proactive, not reactive
- Develop increasingly integrated approaches
- Invest in people now for tomorrow



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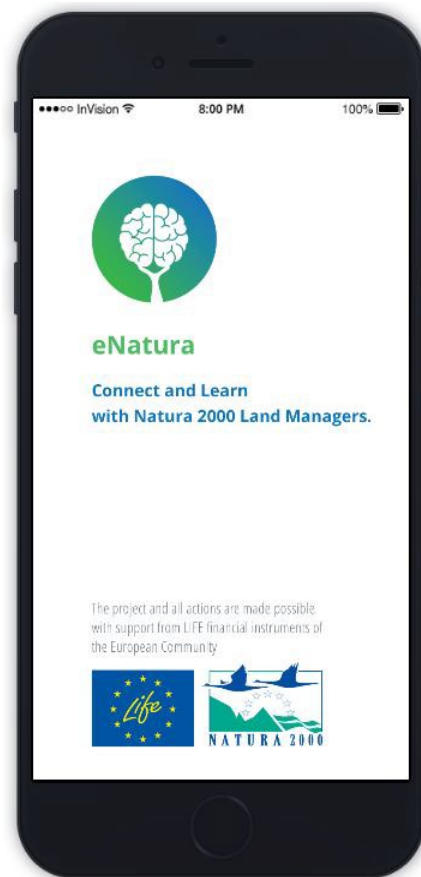
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No need to wait – get started now!



Have you done yours?
<https://propark.ro/individualtna/>



THANK YOU!

[FIND OUT MORE](#)

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