LIFE17PREDE003

A LIFE Preparatory Project

"LIFE e-Natura2000.edu: Supporting e-learning and capacity building for Natura 2000 managers"

TECHNICAL REPORT

A1. Identification and assessment of competencies for management of Natura 2000

March 2019

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Contents

Abbreviations used in the text

ADR	Administrative documentation and reporting (competence category)
APC	Advanced personal competencies (competence category)
AWA	Awareness, education and public relations (competence category)
BIO	Biodiversity conservation (competence category)
CAC	Communication and collaboration (competence category)
COM	Local communities and cultures (competence category)
EIA	Environmental impact assessment
EU	European Union
FLD	Field/water craft and site maintenance (competence category)
FPC	Foundation personal competencies (competence category)
FRM	Financial and operational resources management (competence category)
HRM	Human resource management (competence category)
IUCN	International Union for Conservation of Nature
LAR	Upholding laws and regulations (competence category)
NGO	non-governmental organisation
TEC	Technology (competence category)
TRP	Tourism, recreation and public use (competence category)
PA	protected area
PPP	Protected area policy, planning and projects (competence category)
WCP=A	IUCN World Commission on Protected Areas

Executive Summary

This report is a result from implementation Action 1 of the LIFE Preparatory project: "***Supporting e-learning and capacity building for Natura 2000 managers***[1]". With the support of the LIFE Programme, this three-year project explores the potential of new approaches and methods to improve specific competencies and build practical capacity required by Natura 2000 site managers across the EU. The project aim is to strengthen implementation of Natura 2000 and contribute to the successful realisation of the EC's Action Plan for People, Nature and the Economy[2].

Covering over 18% of the EU's land area and more than 7% of its marine territory, the Natura 2000 network is the largest coordinated network of protected areas in the world. Although considerable progress has been made in the implementation of the measures legally required by the Nature Directives, ensuring effective management of individual Natura 2000 sites remains a challenge in most EU countries. In particular, deficiencies in practical implementation and inconsistencies of approach are widely recognised as adversely impacting on the practice and quality of Natura 2000 site management.

This LIFE Preparatory project aims to contribute to closing the gaps between the 'what' and 'how' of Natura 2000 management. The project focuses on building practical capacities and know-how across a set of core competence areas identified as being fundamental to the work of Natura 2000 site managers from diverse backgrounds and operational contexts. The results from Action A1 form the 'backbone' of the project to be further developed across the other project actions.

The direct experience and expertise of the project partners is being applied throughout the project. All partners work extensively with Natura 2000 and a range of stakeholders, including rangers, protected area managers and private landowners. Our combined experience enables us to analyse knowledge and capacity gaps and devise innovative, workable solutions required for effective Natura 2000 management. Together, we recognise the specific roles required and the importance of improving the practice and quality of Natura 2000 management in order to more fully achieve the EU's biodiversity goals and targets, as well as the benefits for wider society that will be realised.

As part of Action A1, "Identification and assessment of competencies for management of Natura 2000", a first technical meeting was held in Brussels (27 to 28 June2018). The project team and invited experts analysed the IUCN Global Register of Competencies for Protected Area Practitioners[3]. The main objective was to identify a set of priority competencies specifically required by Natura 2000 site managers and for which the project will develop a set of innovative learning tools.

This report summarizes the results of project Action A.1. - it provides:

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[1] The project is funded by LIFE financial instrument of the European Community and implemented by EUROPARC Federation with support of six partners: ProPark, Fungobe/ EUROPARC Spain, TESAF University of Padova, European Landowners Organisation, Ranger Campus, Kullaberg Nature Reserve (period: 2018-2021).

[2] The Plan can be downloaded here (EN language):
http://ec.europa.eu/environment/nature/legislation/fitness_check/action_plan/index_en.htm

[3] https://www.iucn.org/content/global-register-competencies-protected-area-practitioners

- an analysis of functions required to be performed by site managers for the efficient implementation of Natura 2000, based on the results of the Fitness Check of the Nature Directives (2016)[4] and on the Nature Directives' legal requirements;

- a methodological framework for the development of a coherent, competence-based approach to capacity building for Natura 2000 site management;

- a defined list of key competencies identified as being particularly relevant for Natura 2000 site managers across Europe – these lie in the fields of:

  o Communication and collaboration, including the development of strong, inclusive participatory processes recognising the vital role of local communities and respect for cultures;

  o Awareness and Education, including working with local communities and cultures;

  o Natura 2000 policy, planning and projects focused on biodiversity conservation practices.

A key, early recommendation from this project is that a Competence Register specifically designed for Natura 2000 site managers would hold significant potential to promote a more cohesive and consistent quality standard for Natura 2000 implementation. That would involve a more extensive study of the functions required of and fulfilled by Natura 2000 site managers, from various backgrounds and active at all levels, across the EU. Although clearly beyond the scope of this LIFE Preparatory project, this report can be taken to serve as an important starting point for the development of a Natura 2000 Competence Register in future and recognition of Natura 2000 site management as a profession.

Guidance for the reader

This report builds on the concepts and tools presented in the IUCN 'Global Register of Competencies for Protected Area Practitioners' (Appleton, 2016). This seminal document has transformed thinking about competence-based capacity building approaches for nature conservation practitioners based on skill requirements, knowledge acquisition and ability to apply that in the performance of tasks. It defines different levels of staff according to the complexity of tasks and identifies 15 competence categories, which reflect the work of Protected Area practitioners globally. However, the Register is essentially a guidance document: it needs to be adapted to national contexts in order to take into account the multiple aspects which can influence the range of competencies required for effective outcomes.

As the Register is a key reference point for this project's implementation Action A1, it is useful to provide a short explanation of the key terms and concepts used within the Register and also within this report (**Annex 1** provides a glossary of terms used within the report).

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[4] The report can be accessed here (EN language):
http://ec.europa.eu/environment/nature/legislation/fitness_check/docs/study_evaluation_support_fitness_check_nature_directives.pdf

What is a "competence-based approach"?

In the IUCN 'Global Register of Competencies for Protected Area Practitioners', there are 15 competence categories, each of which covers specific skill and knowledge requirements to indicate what a Protected Area practitioner should know and be able to do.

Competence derives from the combination of knowledge, skills and attitude (K-S-A). A competent individual can clearly demonstrate that he/she has knowledge on the theoretical and technical aspects of a specific task, is able to perform that task reliably and consistently and complete it conscientiously.

Figure 1. The elements of competence

Competence-based approaches to capacity building are based around proven acquisition of the skills, knowledge and attitude (Figure 1)[5] needed for effective implementation of tasks and functions.

Within the context of this LIFE Preparatory project, *the competence-based approach to capacity building* refers to providing learning opportunities that enable Natura 2000 site managers to develop or acquire the skills, knowledge and attitude needed to effectively perform tasks required of them by the Nature Directives.

As for Protected Area practitioners, competencies (required or desired) by Natura 2000 site managers vary by staff levels and operating contexts. As explained in this report, the competence needs are correlated with: the complexity of a given Natura 2000 site; its management objectives and implementation activities; the overall context, the type of management setting and governance arrangements; the specific responsibilities of involved organisations; and, available resources. These are some of the multiple factors which need to be considered when identifying the competencies required by individual Natura 2000 site managers and when designing approaches to capacity building.

It is important to highlight that the core set of competencies identified in this report as being specifically required for Natura 2000 site managers does not mean that other competencies are irrelevant or not important. Rather, within the scope of this LIFE Preparatory project, the aim is to pilot and test capacity building tools and approaches for a set of core competence areas identified as being commonly required by Natura 2000 site managers and especially relevant for effective Natura 2000 site management.

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[5]Appleton M.R., Ioniță A. and Stanciu, E. (2017) Pathways to professionalization. Developing individual and organisational capacities for protected area management in Eastern Europe, BfN, Bonn.

Report structure

This report is structured in 5 main sections, as follows:

- **Section I** provides an introduction to the key background and context of this project and how it is designed to respond to the challenge of effective Natura 2000 management.

- **Section 2** describes the approach and methodology applied in Action A1, the project's first technical workshop and its context in relation to the other planned project actions.

- **Section 3** presents the competencies identified as being specifically required for Natura 2000 site managers, grouped for 2 functional categories of staff and explains why these are regarded as 'core'.

- **Section 4** confirms the next steps and how the results from Action 1 will be further developed in the other project actions.

- **Section 5** provides the main findings identified from Action 1, the conclusions at this stage of the project's implementation and lists key recommendations for future development on capacity building for Natura 2000, as well as the potential for future EU projects in this area.

The reference list and four annexes are included from page 35 following the report's conclusions and recommendations.

1. Introduction – background & context of the project

The importance of the Natura 2000 network for conservation

Covering over 18% of the EU's land area and 7% of its marine territory, the Natura 2000 network is the largest coordinated network of protected areas in the world. This unique network includes the most valuable and threatened species and habitats[6] of Europe.

Natura 2000 sites cover a significant proportion of the territories of EU Member States, however there are considerable variations, ranging from only 8% in Denmark to 38% in Slovenia and 37% in Croatia[7] of the land area. In most EU countries, Natura 2000 sites make up the largest part of the areas where conservation measures are in place for habitats and species, either on their own (in 15 of the 28 countries) or together with the national designations with which they often overlap (in 20 of the total 28 countries)[8]. Hence, the conservation of natural heritage and cultural landscapes of ecological value, including and the reduction of biodiversity loss in both individual EU states and generally in the EU, relies to a great extent on Natura 2000 sites.

The challenge of effective Natura 2000 management

As part of its Regulatory Fitness and Performance Programme (REFIT), the European Commission completed a Fitness Check of the Birds and Habitats Directives[9]. This comprehensive, evidence-based assessment of the current regulatory framework for Natura 2000 was designed to determine if the Directives were 'fit for purpose' and delivering against their policy objectives.

In March 2016, the final report of the evaluation study undertaken for the Fitness Check was produced. The balance of the evidence showed that the Directives are fit for purpose and clearly demonstrate EU added value. The Directives have generated many important benefits for nature conservation and sustainable development overall. They provide a balanced and workable framework for addressing the varying interests of stakeholders while respecting nature conservation objectives. Overall the costs of implementation are reasonable and outweighed by the benefits, although they do impact some stakeholders more than others.

However, the evaluation also reveals problems with the pace and extent of progress that stem from implementation. While some problems have decreased over time as a result of experience, others require future action. From the perspective of improving Natura 2000 management in practice, implementation improvements are required in such areas as: management planning, provision of

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[6] After European Commission: http://ec.europa.eu/environment/nature/natura2000/index_en.htm

[7] According to EC's Natura 2000 Barometer
http://ec.europa.eu/environment/nature/natura2000/barometer/index_en.htm

[8] According to the data provided by the European Environmental Protection Agency which is available here:
https://www.eea.europa.eu/data-and-maps/daviz/complementarity-between-european-designations#tab-chart_1

[9] The report is available for download here:
http://d2ouvy59p0dg6k.cloudfront.net/downloads/study_evaluation_to_support_fitness_check_of_nature_directives__final.pdf

more and better information, increased guidance, more integration and joined-up delivery with other policies, and increased awareness and involvement of stakeholders.

The evaluation study highlights that Natura 2000 sites do not exist in isolation: not only are they part of an ecological network which spans the EU, each site has different human and economic contexts which must be included in nature conservation decision-making. Therefore, not only do Natura 2000 managers need to know how to assess the condition of their site(s) and put in place the measures necessary to achieve conservation objectives, they also need to know their stakeholders and how to work with them to achieve those objectives.

There is a clear need to build capacity amongst Natura 2000 site managers in relation to, for example, the development of technical knowledge *along with* ways to ensure effective stakeholder engagement: the implementation of necessary site conservation measures, including the development and implementation of management plans, is after all fundamentally a participatory process which requires skilful working with nature and people at the same time.

An Action Plan for nature, people and the economy[10]

On 7 December 2016, the Commission held an orientation debate on the findings of the Fitness Check and their follow-up. In response, a concrete action plan was produced to improve the implementation of the Directives, their coherence with socio-economic objectives and engagement with national, regional and local authorities, stakeholders and citizens.

This comprehensive action plan aims to rapidly improve practical implementation of the Nature Directives and accelerate progress towards the EU 2020 goal of halting and reversing the loss of biodiversity and ecosystem services, including in relation to climate resilience and mitigation. This will also benefit people living in Europe and the economy. Actions are being taken at EU level, in particular by the Commission and the Committee of Regions, but Member States and stakeholders also need to act, with increased support and assistance from the EU.

The action plan covers four priority areas and sets out 15 concrete actions. Most actions have been launched in 2017 so that the Commission can report on their delivery before the end of its current mandate in 2019. The priorities are:

- Priority A: Improving guidance and knowledge and ensuring better coherence with broader socio-economic objectives
- Priority B: Building political ownership and strengthening compliance
- Priority C: Strengthening investment in Natura 2000 and improving synergies with EU funding instruments
- Priority D: Better communication and outreach, engaging citizens, stakeholders and communities

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[10] http://ec.europa.eu/environment/nature/legislation/fitness_check/action_plan/index_en.htm

Within the scope of this LIFE Preparatory project, Priority A and Priority D are particularly significant. Specifically in relation to Priority D, there are three comprehensive areas for action:

- To support knowledge exchange and engagement of local and regional authorities through a joint platform with the Committee of the Regions.

- To support recognition of good management of Natura 2000 sites and awareness-raising of the Nature Directives through relevant fora, availing of new technologies and outreach activities, and strengthen links between natural and cultural heritage, especially in the context of 2018 as European year of cultural heritage.

- To involve young people actively in measures dealing with societal needs by giving them the opportunity to get involved in nature protection in Natura 2000 sites.

How this project responds

The overall aim of the project is to test new ways to build capacity amongst Natura 2000 site managers, which improve knowledge, increase access to necessary information and support the development of practical skills. The main **project objectives** are to:

- Develop a targeted set of mechanisms to analyse current competence gaps and establish an effective Natura 2000 management capacity building framework.
- Deliver an innovative and relevant set of tools and methods that provide core learning experiences designed for the needs of Natura 2000 site managers today and in future.
- Build capacity in specific competencies, identified as being required by Natura 2000 sites managers, boosting practical know-how essential for effective Natura 2000 management and strengthened implementation of the Nature Directives.

There are numerous best practice examples of cost-effective implementation, developed over many years of experience, which demonstrate that, when implemented well, the Directives provide an efficient framework for protecting biodiversity. However, accessing the information is difficult for most Natura 2000 site managers: moreover, this information is predominantly knowledge-based, but often is insufficient to contribute to the development of skills and attitudes required to apply that knowledge. To help, there is a need to filter and structure access to the information and knowledge resources according to the specific needs of Natura 2000 site managers, especially in terms of what they need to know and be able to do.

This project addresses the needs of Natura 2000 site managers, from all backgrounds and operating contexts. The project recognises that Natura 2000 is as much a network of people as it is of special nature conservation sites. Natura 2000 site managers work 'on the front line': effective implementation of Natura 2000 requires technical and practical nature conservation expertise, but especially requires the acquisition of know-how with respect to the development and implementation of effective participatory processes. It is essential for Natura 2000 site managers to be able to communicate the value of Natura 2000 conservation objectives and why they are necessary in ways that respect and understand the needs and expectations of stakeholders. Natura 2000 managers must

be able to engage people positively and establish meaningful opportunities to include them in successful development and realisation of nature conservation objectives.

2. Project implementation Action 1 – approach & methodology

Action A1 in the context of the project

This LIFE Preparatory project aims to test the extent to which Natura 2000 site managers would benefit from a competence-based approach to building capacities for core functions identified as being specifically required for Natura 2000 management. Based on the core competencies identified in Action A1, the project will develop, pilot and test a common Natura 2000 learning framework in Action A4. As the project continues to be implemented, new capacity building tools and learning methods will be developed and tested by different actors involved in Natura 2000 management, according to their needs. We will evaluate the project results to measure the impacts and capacity gains of individual Natura 2000 site managers. Based on that and in so far as possible, we will explore the potential for a wider competence-based approach to see if that could be developed (post project) to support the professionalization of Natura 2000 management.

First technical workshop, Brussels, 27 to 28 June 2018

As part of Action A1, the project's first technical workshop in Brussels (27-28th of June) was designed to mobilise the project partners and invited experts experience with Natura 2000 management. Over two days, participants worked together to:

- Analyse how Natura 2000 is implemented in different EU countries and discuss the requirements of the Nature Directives.

- Discuss who Natura 2000 site managers are and define specific functions they are required to do.

- Taking the IUCN Global Register of Competencies for Protected Area practitioners as a starting point, analyse and filter the competencies to identify those directly relevant for Natura 2000 site managers.

- Think about the functions required of Natura 2000 site managers and related competencies in order to:

    a. Define three core competence areas – i.e. specifically and commonly required - in order to be an effective Natura 2000 site manager.

    b. Identify other competence areas which, although potentially relevant, would require more detailed work or re-working within the context of Natura 2000.

(The programme for the first technical workshop is attached at Annex 2 and the list of participants at Annex 3.)

During Day 1 of the technical workshop, participants discussed the following questions: 'who are the Natura 2000 site managers to be considered in this project?'; 'what are the tasks they have to perform?'; and, 'what level of staff are we targeting'? To frame the discussions, workshop participants reflected on the following:

- The findings of the evaluation study of the Fitness Check of the Nature Directives and the resulting EC Action Plan for nature, people and economy.
- How approaches and responsibilities for implementation of Natura 2000 vary between different countries, organisations and stakeholders involved.
- The role of Protected Area management practitioners compared to Natura 2000 site managers - are capacity building and competence requirements the same?

The results of these discussions helped to confirm who the project is designed to work for and was a first step in identifying the core competence topic areas, which were the subject of Day 2.

Natura 2000 implementation in different EU Member States

The following section summarizes the conclusions of the discussions from Day 1 of the first technical workshop concerning the implementation of Natura 2000 in different countries. Presentations of the management and governance of Natura 2000 sites were given by partners or external experts from: Croatia, Spain, Romania, Austria, the Netherlands, Italy and Sweden[11].

The Nature Directives require all Member States to provide the capacity necessary to secure a positive impact for Natura 2000 and establish a framework for effective implementation based on competent management practices. However, management of Natura 2000 sites is organised and approached differently by each Member State: in many countries, Natura 2000 sites are managed by governmental institutions acting at different levels of territorial responsibility; in other countries, management responsibilities for Natura 2000 are devolved or delegated to various entities. This diversity means that capacity needs to fulfil the specific management responsibilities for Natura 2000 are highly variable across the EU.

Natura 2000 sites & Protected Areas

The relationship between Natura 2000 sites and Protected Areas varies across different Member States: in many countries, Protected Areas were formally established years before Natura 2000 sites were designated. Unlike Natura 2000 sites, Protected Areas are not designated legally by the EU: various country-specific, national or regional, legal protection mechanisms are applied for Protected Areas. In some cases, Natura 2000 sites may lie within a Protected Area, but not always, and there may be different management arrangements and requirements. Probably reflecting the fact that Protected Areas generally precede Natura 2000 sites, dedicated teams are not always in place for

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[11] INSERT link to the project WEBPAGE.

Natura 2000 site management – for example, in Bulgaria, Romania, the Netherlands, Italy and Spain - except for when Natura 2000 sites overlap with national Protected Areas.

However, although the legal status of Natura 2000 sites is different to Protected Areas, there is clearly a significant overlap in terms of the primary responsibilities and functions of Natura 2000 site managers and Protected Area practitioners. Often, the same people are involved working for the conservation needs of a Natura 2000 site and a Protected Area: even when, different people are involved, the same nature conservation practices, skills, knowledge and expertise are required.

Types of Natura 2000 site manager, their activities & functions

Although part of an EU-wide ecological network, in practice, Natura 2000 sites are managed at national, regional and local levels by a wide variety of actors, which include: universities, NGOs, natural resource managers (i.e. forest management authorities, fishery, water and game management bodies), individual private landowners, churches, Protected Area management authorities, military and defence institutions, private companies, public authorities (local, regional and national), private contractors, local communities etc. In many cases, management responsibilities for Natura 2000 are shared: there are multiple combinations where different types of organisation and individuals, as well as community groups, co-share management activities. Across the EU, significant land areas within Natura 2000 sites are in private ownership, which places a real need to recognise the role of private landowners in Natura 2000 site management.

Therefore, Natura 2000 management typically involves a wide range of implementation mechanisms and an array of actors, as well as a wide variety of approaches to participatory design of conservation measures. Although the Birds and Habitats Directives provide a common background for a coherent approach towards the management of designated Natura 2000 sites, the diversity of organisations and indeed individual actors with responsibilities for implementation of Natura 2000 is highly variable. At the same time, the capacities (technical, financial, human and/or organisational) of the different actors involved is extremely diverse and often not structured specifically to deliver the conservation and management objectives of Natura 2000 sites. Additionally, in most cases, capacity building initiatives for the diverse actors involved are not coherently planned or uniformly approached at national[12] level and certainly not at European level.

In terms of capacity building, development of more coherent approaches as well as a common framework for the professionalization of Natura 2000 (and Protected Area) management, based on the competencies that they actually require, would significantly help to strengthen implementation of Natura 2000 across the EU.

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[12] National Capacity Development Plans and Approaches for Protected Area Practitioners were developed for Croatia, Georgia and Romania and Republic of Moldova together with the financial support of The German Federal Agency for Nature Conservation by ProPark Foundation for Protected Areas in Romania in 2013-2016. These are known to be the sole initiatives of this kind in Europe and worldwide. More details are available here: https://www.europarc.org/tools-and-training/capacity-building/cbproject/ and here: https://propark.ro/en/publicatii/pathways-to-professionalisation-developing-individual-and-organizational-capacities-for-protected-area-management-lessons-from-eastern-europe-473.html

Technical activities required by the Nature Directives

Within the diverse and variable approaches taken to implement Natura 2000, there is an over-riding and central point of reference: the legal requirements of the Nature Directives themselves. Whilst the Directives purposefully do not prescribe how Member States should implement Natura 2000, reflecting the diverse starting points, institutional cultures and variable actions required for Natura 2000 sites in specific countries or regional contexts, they do provide the required framework to be used.

Referring to the provisions of the Nature Directives, management effectiveness for Natura 2000 can be measured in terms of the extent to which specific technical activities are performed. Looking at the Habitats Directive in particular, effective implementation of Natura 2000 depends on the institutional capacity of responsible authorities and their site managers to be able to, for example:

- Design appropriate conservation measures in line with the socio-economic contexts (Article 2) – this includes development and integration of Natura 2000 site **management plans into other development plans**.

- Establish appropriate measures which respond to the ecological requirements of the natural habitat types in Annex I and the species in Annex II' (Art. 6.1) – this in order to avoid damaging activities that could significantly disturb these species or deteriorate the habitats of the protected species or habitat types.

- Where necessary for specific Natura 2000 sites, conduct **appropriate assessments** for projects or plans that might impact them (Art 6.3).

More widely within the Nature Directives, there are core technical activities and functional areas of expertise which individual Natura 2000 site managers are reasonably expected to be able to fulfil – these include, but are not restricted to, the following:

- Conduct inventories, map species and habitats of community interest and define site conservation condition and monitor changes.
- Develop conservation objectives, management plans and implement appropriate conservation measures.
- Assess possible impacts from threats and pressures and, where necessary, develop adaptive management approaches.
- Manage Natura 2000 sites with respect to their surroundings, increase ecological resilience and contribute to improvement of the coherence of Natura 2000 network.
- Ensure that land uses and the use of habitats and/ or species does not adversely affect site condition.
- Plan and carry out ecological restoration projects, sometimes including species reintroductions.
- Identify knowledge and information gaps.
- Secure appropriate funding, often by means of project development.
- Report on the implementation of Directives.

Summary of technical activities and functional areas of expertise required by Natura 2000 site managers

The results from the discussions during Day 1 of the technical workshop are summarised in Figure 2.

Biodiversity assessments	Practical conservation	Developing management/conservation measures	Management planning	Consider the socio-economic context	Enable participation
Understand the FCS	Non compliance procedures	Integrate conservation measures to other plans	Official reporting	Monitoring species & habitats	Monitoring, preventing & mitigating threats
Understanding legal / policy contexts	Organisational management	Building community support	Working with site owners / resource managers	Communication	Education
Fundraising. Mobilising resources	Understanding PAF	Connectivity Landscape scale conservation	Sustainable use of natural resources	Visitor management – if it is identified as a threat	

Figure 2: Areas of technical activities & functions required for the effective management of Natura 2000

In Figure 2, the yellow boxes show areas of technical activities - i.e. what Natura 2000 site managers are typically expected to know and be able to do - as per the Nature Directives; the blue boxes show the typical functional areas of expertise that Natura 2000 site managers will require to have or reasonably be expected to develop to be able to do their work.

Clearly, there is a close correlation between the technical activities, the typical functions and areas of expertise that are required. This analysis demonstrates that Natura 2000 site managers need to know not only a site's condition, they also need to manage the site in relation to operational contexts and specific circumstances in order to develop workable management regimes. As well as the type of site and its condition, geographical level, the scale and scope of operation are material factors which impact on the functions Natura 2000 site managers have to perform, the skills and knowledge they need to have to do their job effectively. Therefore, expertise in technical activities required per the Directives is only half the picture. Fundamentally, what Natura 2000 managers need to know and be able to do is 'context dependent'. These points are further elaborated in the following section of this report.

Analysis of functional levels of Natura 2000 site managers

Referring to Figure 2, the analysis of technical activities required by the Nature Directives to be fulfilled by individual Natura 2000 site managers was then used by the group to identify broad functional levels typically involved in Natura 2000 management. To help with this, the IUCN Global Register of Competencies for Protected Area Practitioners defines four levels of staff: here, the levels refer to

categories of staff who have similar types of tasks and, therefore, should have similar combinations of competencies – this is summarised in the following table.

Staff levels		
Level	Typical title	Scope of work and responsibility
LEVEL 4	EXECUTIVE	Central direction and management of large organizations. National and regional policy development, spatial and strategic planning. Cross sectoral coordination. Direction of complex programmes and plans.
LEVEL 3	SENIOR MANAGER	Direction and management of medium-sized organizations. Planning and management of projects and programmes within strategic frameworks. Conducting and leading complex and technical programmes (according to speciality)
LEVEL 2	MIDDLE MANAGER, TECHNICAL SPECIALIST	Management, organization and leadership of technical sections and teams implementing plans and projects. Completing specific and complex technical assignments (according to technical specialty)
LEVEL 1	SKILLED WORKER	Completing specific and sometimes complex tasks and assignments under regular supervision (this can include field and administrative staff).
(LEVEL 0) Not used	UNSKILLED LABOURER	Completing practical tasks under continuous supervision (this often refers to also support staff).

Taking the Registers' staff levels as a basis, the technical workshop participants worked together to group specific areas of responsibilities and identify common functional levels of operation for Natura 2000 site managers associated with different geographical levels. These were identified as follows:

- *National coordination function:* responsibilities for Natura 2000 coordination and monitoring usually found at the national level (ministries, agencies), equates to Staff Level 4 in the Register.

- *Area based coordination function* - responsibilities for Natura 2000 linked to coordination, monitoring, strategic / management planning for individual sites or groups of sites, supervision, technical advice, reporting, site management usually found at regional and local levels or even at site level, equates to Staff Levels 3 and 2 in the Register.

- *Site based management functions -* responsibilities for Natura 2000 related to operational planning and management at the local / site level, site monitoring, site protection, reporting etc., usually found at local (several sites) or individual site level, equates to Staff Level 2 in the Register.

Given that the primary target group in this project is Natura 2000 site managers, it was agreed to focus on identifying the competencies required at the 'Area based coordination function' and the 'Site based management function' levels. Figure 3 presents these two functional levels and links them with the staff levels used in the Register.

Figure 3: Functional areas of Natura 2000 and staff levels

Area based coordination function (FA1) – i.e. Natura 2000 site managers having a strategic and coordination function at the regional / local level (usually across several sites, but also across large, complex single sites). These are generally managerial positions and require management capacities – typically, in terms of job types, this may be an Area Manager with responsibilities for several Natura 2000 sites, Park Chief Ranger or private landowner with responsibilities for a large Natura 2000 site. This corresponds largely to the level of responsibility specific to executives and senior managers (the Register's staff level 3 and partly, to a small extent, level 4).

Site based management function (FA2) – i.e. Natura 2000 managers having a site focused function, some of whom are decision-makers/managers, some with responsibilities related mainly to operational management. In terms of job types, this corresponds most often to middle managers and technical specialists (Level 2 in the Competence Register), i.e. staff dealing with operational work and having coordination responsibilities (e.g. – Chief Guard / Chief Ranger), with some Competencies specific to Level 1 staff. In some countries, Croatia for example, site based Natura 2000 managers corresponds with a higher level of responsibility and can include also senior managers (Level 3 staff).

In making this broad categorization of types of Natura 2000 managers and functional areas of responsibility, it is stressed that the two functional levels (Area-based coordinator & Site-based manager) will often co-exist to carry out the management of Natura 2000 sites: some of their competencies are interchangeable or overlapping. At the same time, the Natura 2000 site manager levels defined above are purposefully generic and described in broad terms to recognise:

- The diversity of institutional and individual actors that are involved.
- The wide variety of types of Natura 2000 sites and the range of conservation objectives that may be required.
- The variable approaches currently used in different countries to achieve implementation obligations for Natura 2000.

Equally, this broad definition of generic levels of Natura 2000 site manager is necessary in order to recognise that, in some circumstances, Natura 2000 management will be delivered by area-based teams made up of different levels of staff who work together. It also recognises that not all Natura 2000 site managers will necessarily come from the same organisation: in some cases, especially in large complex Natura 2000 sites, management tasks and functions may be implemented by a combination of individuals from different types of organisation (e.g. governmental, public, NGO, community-based), as well as other stakeholders, especially private landowners, charitable trusts or foundations.

Therefore, from the outset, the project recognises the fundamental diversity of types of Natura 2000 site manager: specifically, we purposefully include Natura 2000 site managers that do not necessarily belong to or work for organisations with Natura 2000 management responsibilities, namely private landowners of Natura 2000 sites.

What this analysis tells us in relation to competence requirements

In the context of this LIFE Preparatory project, we are focusing on the capacity building needs for specific competencies required by Natura 2000 site managers. This means we necessarily have to define who Natura 2000 site managers are in generic terms. The analysis made is based on project partners' experience. The approach taken in Action A1 of the project has been applied to better define and identify typical technical activities that require to be performed, the general functions that require to be fulfilled and the areas of knowledge, expertise and skills that should normally be in place in order for Natura 2000 site managers to be able to do their work.

Development of management objectives and conservation measures for Natura 2000 sites will inevitably involve and require a mix of competencies. The diversity of stakeholders and stakes require inclusive participatory and collaborative approaches, as well the need for sufficient (financial and human) resources to be in place in order to ensure that conservation objectives can be achieved. This also serves to underline why the role of Natura 2000 site managers can be challenging to define precisely: management approaches depend on the setting and circumstances of an individual Natura 2000 site – for example, there may be a need to establish quite sophisticated

governance arrangements, which integrate a broad range of stakeholders that depend on, live in or work on Natura 2000 sites.

In many respects, it is the almost limitless range of possibilities in terms of the interactions between people and place which typifies the challenge of effective Natura 2000 management. At the same time, this underpins the logic and rationale at the heart of the EC's Action Plan for People, Nature and Economy. All with a vested interest in any given Natura 2000 site must be closely involved and included in determining how it should be managed. In this regard, it is essential that private landowners of Natura 2000 sites are directly included in its management. Individual landowners are likely to face significant pressures if required to fulfil site management functions and their situation (and stake) need to be explicitly recognised.

Essentially, Natura 2000 has to be a cooperative process, where management responsibilities are learnt, consulted upon and shared on the basis of mutual respect and trust. In broad terms therefore, effective Natura 2000 management requires specific knowledge, skills and competencies in the following areas:

- *Technical nature conservation knowledge*, where an individual Natura 2000 site manager should be able to demonstrate skills in setting appropriate conservation measures, management planning and implementation of required actions and monitoring, for example, based on strong ecological knowledge.

- *Management of people and place*, skills and knowledge in governance arrangements and *applied management, such as planning, management and administration of projects, financial, human and technical resources, organisations, as well as policy making, leadership, communication and partnership development.*

  Communication and outreach, where Natura 2000 site managers interact with and involve a range of stakeholders by raising awareness, providing information and creating inclusive relationships for Natura 2000 is one of the most important areas.

- *General personal Competencies, the fundamental personal skills and attitudes, such as ethics, communication, a positive attitude towards work, the capacity to address problems and make decisions, have an equal importance in nature conservation.*

The specific competencies required are discussed further in the next section of this report.

3. Identifying specific competencies required by Natura 2000 site managers

Having discussed the provisions of the Nature Directives to identify the main areas of activity and functional levels at which Natura 2000 site managers work, the next step was to identify the specific competencies required. On Day 2, workshop participants worked in three groups to make a detailed analysis of the IUCN Protected Area competencies and filter them for direct relevance for Natura 2000 managers.

How required competencies were identified

During a facilitated session, each group discussed the complete list of competencies presented in the Competence Register[13] to filter and identify those which are specifically relevant for each of the two functional areas identified in Figure 2 (*i.e.* FA1 = 'Area-based coordinator' and FA2 = 'Site-based managerial/ technical'). To select a specific competence that an FA1 and FA2 level Natura 2000 site manager would be expected to have or be expected to develop, a simple scoring system was used to filter competencies assessed by each group to be either: 'essential' (core); 'desirable/ context dependent'; or, 'non-core'.

Following the workshop, the results were further analysed to **refine competence areas identified as being essential and/ or desirable**[14]. Combining the average scores that resulted from the group work in the first technical workshop with subsequent analysis enabled competence areas to be categorised and scored as follows:

- **core competencies** - which are directly linked to management requirements deriving from the Nature Directives, receive a score allocation of '5'

- **context dependent competencies** – which may be desirable but depend on specific job requirements or are site specific, receive a score allocation of '3'

- **non-core** – which are not strictly essential or required in a broad sense for the management of Natura 2000 sites, receive a score allocation of '1'

This numerical scoring system used in Table A below allowed each competence category to be more clearly identified in terms of their importance and relevance for Natura 2000 site managers.

A detailed table in Annex 4 includes the results of the competence identification process and subsequent elaborations via email. It includes:

- The competence statement, details and code – as from the Global Register;

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[13] The competence statements and codes from the Competence Register were printed on paper cards for each group.

[14] The Competence Register in MS Excel format was used to calculate average scores and to refine the selection of Competencies using the Excel format version of the Register available online https://www.iucn.org/content/global-register-competencies-protected-area-practitioners.

- The two functional levels to which the competence can be assigned (FA1 & FA2 in Figure 2 above);

- A section of notes, which list particularities in different countries or contexts or explains the choice for selection.

- A colour coding system - core competencies are shown in green, job specific competencies are shown in yellow and non-core competencies are left clear.

  (Note that competencies that were not considered either core or context dependent are either marked with 'TBD' (to be determined). These competencies are assessed either to be not specifically required with reference to the Nature Directives or not directly linked to the areas of activities identified as being required for the effective management of Natura 2000 sites (see Figure 2).)

A summary version of this table is provided here for ease of reference showing the overall score results:

Table A: Summary table of competence categories & scores

Competence Category Title	Competence Code	Assessment of Competencies		
		Score for functional area 1	Score for functional area 2	Overall score
Protected area policy, planning and projects	PPP	5	3	8
Organisational leadership and development	ORG	3	1	4
Human resource management	HRM	3	1	4
Financial and operational resource management	FRM	3	1	4
Administrative documentation and reporting	ADR	3	3	6
Communication and collaboration	CAC	5	5	10
Biodiversity conservation	BIO	5	5	10
Upholding laws and regulations	LAR	3	3	6
Local communities and cultures	COM	5	5	10
Tourism, recreation and public use	TRP	3	3	6
Awareness and education	AWA	5	5	10
Field/water craft and site Maintenance	FLD	1	3	4
Technology	TEC	3	3	6
Foundation personal Competencies	*FPC*	*5*	*5*	*10*
Advanced Personal Competencies	*APC*	*5*	*5*	*10*

Therefore, within the scope of this LIFE Preparatory project, attention will be directed towards those competence categories identified as being indispensable for Natura 2000 site managers and which scored 8 or more above – these are:

      a. PPP - Protected area policy, planning and projects

      b. BIO - Biodiversity conservation

      c. CAC - Communication and collaboration

      d. COM - Local communities and cultures

      e. AWA - Awareness and education

It is important to emphasize that:

- Competence categories which score less than 8 are not unimportant: rather, while the ones listed above include a core set of *sine qua non* Competencies, the remaining ones, although important, can be developed at a later stage, when resources are available.

- The list presented in Annex 4 contains a tremendous amount of information. It has the potential to be more fully developed in future into a comprehensive 'Register of Competencies for Natura 2000 site Managers'. If considered useful and time and resources would be allocated to that process, such a register would have to include competencies identified as being relevant to the National coordination function (Level 4).

Core competencies required by Natura 2000 site managers

This section of the report summarises key features of the core competence categories identified as being specifically required by Natura 2000 site managers. Also, it confirms which project partner will lead on the development of core competence learning modules in the project's future actions.

Policy, Planning & Projects (PPP): SCORE 8

    a. Competencies in this area are perhaps most obviously identified as being required by Natura 2000 staff involved with direction and strategic development functions at national level i.e. IUCN staff level 4 and not exclusively site-based Natura 2000 managers - this was the main reason PPP scored '8' compared to a score of '10' for the other core competence areas. However, in terms of policy, planning and project implementation for Natura 2000 conservation objectives and priorities, competencies in this area are 'core' for site-based Natura 2000 managers working at both the area and technical levels. Natura 2000 site managers need to be technically competent, but they also have to be able to positively engage those who do not have technical backgrounds or expertise, especially when seeking to integrate Natura 2000 with other policy and planning fields.

    b. Site level pressures and threats for species and habitats need to be reported via the Standard Data Form according to Art. 17. Identification and quantification of impacts is first conducted

at a technical level of operation by a Natura 2000 site manager: if this is not done properly it will adversely affect planning of appropriate conservation actions and measures.

c. There is a strong link between the identification of priority conservation measures and possible funding sources: for example, certainly at strategic level, project development should be assessed in terms of contributions to implementation of a Member States' Prioritized Action Framework (PAF). Given this, awareness of Natura 2000 policy is a clear requirement of Natura 2000 site managers leading or contributing to the development of project proposals and ideas, especially those funded through the LIFE Programme. However, there is also increasing need for Natura 2000 site managers to develop integrated projects, which access funds available for other policy priority areas – for example, sustainable agriculture or social cohesion.

d. Specific knowledge about management techniques and practical approaches, useful for planning and policy implementation, is considered to be vitally important depending on the context of a given Natura 2000 site – for example, zonation, fire management and flood protection. Increasing the awareness of individual Natura 2000 site managers to effective management techniques and practices in such areas (i.e. helping them to see what works) will help to improve the quality and achievability of management practices.

Biodiversity conservation (BIO): **SCORE 10**

a. This area of competence involves being able to demonstrate technical know-how about conservation management and the development and implementation of appropriate conservation regimes. Depending on the conservation priorities for each Natura 2000 site, it includes demonstrating abilities in relation to, for example, ecosystem restoration, site condition monitoring, setting conservation objectives, determination of appropriate conservation measures for habitats and/or species etc.

b. A Natura 2000 site manager must know what the conservation objectives are for his/ her site and how to achieve them. Practical skills and personal capacities also need to be assessed in order to best use and work with the natural resources of each Natura 2000 site. Individual Natura 2000 site managers, according to his/ her level of responsibilities will, for example, be required to identify and mobilise personnel or equipment to improve management practices.

c. The site manager will be required to prepare and implement management activities as defined in a site's management plan, complete site condition surveys, monitor the impacts of conservation measures and report the results. His/ her scientific knowledge and experience will be critical, for example, to develop project proposals and also to ensure that Art.17 reporting requirements are properly informed.

d. There is also a need to work effectively with other colleagues, not only 'on-site' to ensure that effective management and best practices are applied, but also to help identify conservation priorities on the basis of advice from specialists with knowledge of the requirements for species and/or habitats. Cooperative working is critical to effective conservation and vital for

establishing the scientific evidence-base for continued or new resources (financial, technical and/ or human).

Communication & Collaboration (CAC): **SCORE 10**

a. Across all levels of staff involved in Natura 2000 management and all types of Natura 2000 site manager, competencies in communication and collaboration are fundamentally required. It is essential that Natura 2000 site managers are able to establish and maintain positive working relationships with colleagues in their own and partner organisations, diverse stakeholders and individuals. Skills and knowledge in terms of what does or does not work in such areas goes to the heart of developing effective and inclusive approaches required for effective Natura 2000 management.

b. Natura 2000 site managers are 'on the front-line' and they must demonstrate their abilities to apply a range of practical communication and collaboration tools and techniques – this is vital not only for building effective governance and partnership approaches, it is essential for transparency and positive relationship management. Applying the appropriate techniques are also particularly important in specific circumstances – for example, conflict resolution.

c. Whilst experience clearly matters, all Natura 2000 site managers can benefit from building personal capacities and practical skills in communication and collaboration – being able to know what works best and in what circumstances is a core competence: for example, using appropriate language to engage (listen to, learn from and building understanding with) stakeholders; using appropriate communication tools and visual aids, such as PowerPoint, information sheets, news articles and bulletins.

d. Competencies in communication and collaboration are also pre-requisite to build and maintain long-term relationships with all stakeholders – regular communication and networking are especially important, taking in to account the dynamics and changing circumstances within Natura 2000 sites. Management of and planning for Natura 2000 are essentially participatory processes where building and supporting the interactions between humans and nature are central.

Local Communities and cultures (COM): **SCORE 10**

a. This area of competence involves ensuring that management of Natura 2000 sites is based on the fundamental rights, needs and expectations of people and businesses that work on, live in or depend on that site. Respect for local communities, their traditions and cultures is critical in order to build common understanding about conservation objectives and to increase opportunities for their positive achievement.

b. Natura 2000 site managers must be able to work towards achieving required nature conservation objectives together with local communities. This means that he/ she must be able to work confidently with stakeholders, understanding and address differences of opinion, participate actively and constructively in community-based events, often supporting their

organisation, and take action, where appropriate, to address problems and resolve (potential) conflict situations proactively.

c. Information provision about the conservation objectives for a Natura 2000 site and why they are important must be provided clearly and in ways that demonstrate awareness of and sensitivity to local cultures and practices. Depending on the complexity of a given Natura 2000 site, there can be distinct advantages in preparing a detailed plan for community engagement, which is developed with full participation and involvement of local stakeholders. This is an approach applied in France, where the 'Natura 2000 animatuer' is recognised as a core function of site managers.

d. Co-management and cooperation agreements can be useful, especially when developed to achieve specific Natura 2000 objectives. This can involve an individual Natura 2000 site manager in processes of consultation, negotiation and contracting. At all times, the needs and expectations of local communities must be taken into account in arriving at decisions about how to secure joint approaches for Natura 2000. Primary skills involved here are listening and building understanding, rather than telling and certainly before doing.

Awareness and education (AWA): SCORE 10

a. This core competence area involves identification of the main themes and messages to be promoted to ensure visibility of Natura 2000, usually by means of site features that can be used for interpretation, education and awareness. Apart from identifying what makes Natura 2000 special, it also includes the ability to match messages and tools to ensure that content is accessible for a variety of audiences.

b. Identification of target groups is useful to help in the development of outreach and information dissemination channels. What works well for one target group, may not work for others: so, skill is required to ensure the effectiveness of awareness and education priorities. Conducting assessments and evaluations will help to improve awareness and education practices.

c. Consultation and feedback gathering will also be useful to refine and sharpen awareness and education approaches. This is necessary, not only when developing shared approaches with partners, but also when working with specific target groups – for example, with teachers when targeting schools, elected officials when targeting local communities etc. Knowing the make-up and drivers (interest triggers) of a target audience will assist the development of message content and selection of dissemination channels.

d. Consistency of message is also an important area of consideration. This can involve providing clear information and briefings to colleagues and junior staff. Practical skills in relation to planning, preparing and leading interpersonal presentations (e.g. educational talks, guided walks, hosting visiting groups etc.) are important, as are the use of well-conceived visual materials.

In summary then, the project partners have identified the following core competence categories to be specifically required by Natura 2000 site managers. Three core competence topic modules will be developed and led by the project partners as follows:

- **PPP and BIO** – 'Protected area policy, planning and projects' and 'Biodiversity conservation'. A mixed module will be developed and tested by ProPark.

- **CAC and COM** – 'Communication and collaboration' and 'Local communities and cultures'. A mixed module covering these competence areas will be developed and tested by FUNGOBE.

- **CAC & AWA –** 'Communication and collaboration' and 'Awareness raising and education'. A mixed module covering these competence areas will be developed and tested by EUROPARC.

Additional comments

In identifying these core competence areas, the project partners acknowledge the degree of overlap that clearly exists. However, in itself, this also serves to justify why the competence areas were identified as being 'core': the competencies required by Natura 2000 site managers work in combination. To illustrate, a key point agreed by all partners is that communication and collaboration competencies underpin technical nature conservation planning and management competencies: without communication and collaboration skills, knowledge and attitudes, applied to work effectively with local communities and cultures, the achievement of Natura 2000 conservation objectives will be much more difficult.

In addition to the identified core competence categories, 'Foundation personal competencies' (FPC) and 'Advanced personal competencies' (APC) were also identified as having a high importance. Given this, each of the three modules will include, as far as possible, elements to build in learning tools that also cover these competence areas.

In relation to the competence categories identified as non-core or TBD, whilst still important, these were considered by the group to be either too job specific or situation dependent, so not 'core' in other words. For example, discussions were quite extensive regarding competencies involved in 'Upholding laws and regulations' (LAR): however, though clearly important in certain Natura 2000 sites and contexts, it was agreed that this group of competencies would require a more detailed analysis and possible re-design for Natura 2000, a task that is beyond the scope of this LIFE Preparatory project. Discussing this topic, project partners and external experts agreed that defining the Competencies needed for the LAR group would need a more in-depth analysis of the work carried out by rangers / field staff across the EU. Also, competencies in areas such as 'Organisational leadership & development' (ORG), 'Human resource management' (HRM), 'Tourism, recreation & public use' (TRP) or 'Field/ water craft & site maintenance' (FLD), whilst clearly relevant for some Natura 2000 site managers, these would not be commonly required as they clearly are job-specific.

The priority in project Action A1 was to agree core competencies that are expected and universally required of all Natura 2000 site managers, regardless of their specific role, function or background.

The project's 2nd technical meeting, scheduled to take place in November 2018, will allow for a detailed planning of the modules and learning tools to be developed.

4. Next steps in the project

'Blended learning' – a flexible way for Natura 2000 site managers to build professional capacity and acquire competencies

Often, capacity building for professionals in various sectors is associated exclusively with training. However, recognising the diverse needs and backgrounds of different types of Natura 2000 managers, as well as their variable starting points, development of a training programme would require considerable resources. Moreover, the purpose of this LIFE Preparatory project is not to train Natura 2000 site managers but to enable them to learn. The project will develop a range of learning opportunities which individual Natura 2000 site managers can take-up according to their training needs (Action A3).

The Global Register (Appleton, 2016) describes 8 learning modes which can be used in various combinations, including:

- Informal learning at the work place with more experienced colleagues (internal)
- Short training sessions provided by supervisors and managers in the work place (internal)
- Short formal training courses (<1 week)
- Longer formal training courses (1-4 weeks)
- Long term study for formal qualifications (e.g. university courses)
- Informal individual learning using training manuals and study materials (learning by oneself)
- Formal individual study through distance learning. Following courses using internet and correspondence
- Exchanges and study visits with other Protected Areas.

The project partners' previous experience has shown that one of the best ways to learn is to use the "learning by doing" (gaining experience) approach. Face-to-face workshops, for example, are undoubtedly highly valued, but they can be costly, time-consuming and limited in terms of impacts to a few participants. Therefore, conscious of the need to test new cost-effective approaches which are capable of being used by greater numbers of individuals, this project focuses on 'blended learning'. This will include a mix of:

- Informal learning by engaging with experienced colleagues – 'knowledge cascades'.
- Networking to develop peer-to-peer contact - knowledge and experience sharing.
- Face-to-face workshops and Summer schools - knowledge building and problem solving.
- Individual learning using new tools to access on-line guidance, information resources and study materials – experience building.
- If possible, exchanges and study visits with other Natura 2000 sites – practical learning.

The project will address the costs and environmental sustainability of traditional capacity building methods, such as face-to-face workshops, whilst promoting a new, competence-based approach to development of the specific knowledge and skills required by Natura 2000 site managers. Practical exercises will be included in three core competence modules to be developed in Action A4 and delivered in A5: to facilitate learning, the project will recruit 20 expert tutors to guide participants' learning experiences.

As a final point, in so far as possible, the project will aim to positively influence the attitude of staff and persons involved in Natura 2000 management and increase recognition of the benefits to be gained from development of professional competencies. Institutions that apply competence based staff performance assessments are likely to be interested in participating in capacity building programmes that allow their Natura 2000 staff to improve their competence levels: this should be encouraged. However, of course, not all Natura 2000 site managers work in or belong to an organisation with implementation responsibilities – for example, private landowners, including farmers and foresters. That said, it is clear that development of a 'support framework' that enables relevant bodies and individuals with defined responsibilities for Natura 2000 management to create and use long-term competence-based capacity development programmes, whatever their level of operation or background, would hold significant potential. This will be further explored as the project continues to be implemented.

5. Conclusions & recommendations

Conclusions

This report results from the first technical workshop of the LIFE Preparatory project, 'Supporting e-learning and capacity building for Natura 200 managers'. The workshop was held in Brussels, from 27 to 28 June 2018. The report's content is based on the technical workshop discussions and reflects subsequent elaborations from the project partners. To identify the capacity building needs and specific competencies required by Natura 2000 site managers, the process applied has been structured to address the following:

- How is Natura 2000 implemented in different Member States and which types of organisation are commonly involved?

- Who are Natura 2000 managers and what are their typical functions?

- Which competencies can be specifically identified as required for all Natura 2000 site managers?

- Which core competencies can be identified for the development of learning tools within the project?

The EC's "Action Plan for nature, people & economy" offers real opportunities to engage stakeholders and the public and create partnerships across policy areas. This lays a solid foundation for reconciling and building bridges between nature, people and the economy.

In the context of this project, the approach used in Action A1 has considerable potential to be more widely applied and rolled-out. In order to achieve a more coordinated and consistent approach to capacity building for Natura 2000, organisations with responsibilities for Natura 2000 management would require to be consulted and invited to identify how the generic staff levels identified above would correspond to their management systems and strategic objectives for Natura 2000.

Clearly, this is beyond the scope of this LIFE Preparatory project. However, gathered together, the results would yield a comprehensive list of skills and knowledge which can be developed for those specific competence categories required by Natura 2000 managers at various operational staff levels. In this way, it would be possible to devise a Natura 2000 Competence Register that can be applied, flexibly and according to need, at organisational level to support capacity building.

As the project focuses specifically on Natura 2000 site managers, no analysis was carried out with regards to the IUCN functions and Competencies of 'Level 4' national coordination functions. However, it is clear that essential Natura 2000 management responsibilities lie also at this level and it is strongly recommended that a future detailed analysis (i.e. a detailed training and capacity needs assessment) is carried out: this would yield a specific list of competencies as a basis for professional capacity building and development for this functional group as well. Ideally, this would be the subject of a future project where the specific competence needs and capacity requirements of staff in 'senior' positions, with strategic responsibilities (e.g. in national level authorities) for effective Natura 2000 management and implementation, can be identified and developed. In addition, this would encompass their institutions and employing organisations so that the institutional capacities required for Natura 2000 management can also be addressed. The results of this project will certainly be relevant and useful to the development of a future project in this area.

Spanning across the EU, Natura 2000 provides a unique framework and clear opportunity for a more coherent approach to the development of competence-based capacity building programmes. The practical challenges associated with successful implementation of Natura 2000 demonstrate the need for concerted and coordinated competence-based capacity building initiatives that step-up and improve the effectiveness of Natura 2000 management practices.

The report identifies core competence areas relevant for various types of Natura 2000 site managers based on an analysis of the functions they are required to fulfil. The partners and participating experts agreed that the project will work to develop new tools and approaches specifically designed to build capacity and facilitate competence gains in the following areas:

- PPP - Protected area policy, planning and projects

- BIO - Biodiversity conservation

- CAC - Communication and collaboration

- COM - Local communities and cultures

- AWA - Awareness and education

Natura 2000 is as much a network of people as it is of designated sites. The partners' combined experience in capacity building, scientific research and review and work in multi-stakeholder environments, will be applied by the project team to achieve stronger and more cohesive implementation of Natura 2000. Using the results of Action A1, three core competence learning modules will be designed as part of a common framework to build Natura 2000 management capacities amongst a cohort of participating Natura 2000 site managers – the modules area:

1. PPP & BIO – led by ProPark

2. CAC & COM – led by FUNGOBE

3. CAC & AWA – led by EUROPARC

The core competence areas have been identified as being specifically and commonly required by Natura 2000 site managers. These will be the subjects of a blended learning approach to be developed within the project. From 2019 to 2021, the modules will be developed and content delivered using a range of new and innovative learning tools and approaches. These will be tested by a cohort of 60 Natura 2000 site managers and a wider group of more than 500 project participants. On the basis of structured feedback and independent evaluation of the project experiences and results, by 2021, a set of evidence-based recommendations will be provided.

Finally, as a LIFE Preparatory project, the results should be viewed as a starting point for further and more extensive development in future. By the end of the project, our aim is to provide a tested and evaluated body of evidence which demonstrates positive impacts and learning gains about what Natura 2000 managers need to know and how to work.

Recommendations

Working in Natura 2000 sites can be incredibly complex. As openly acknowledged in the EC's "Action Plan for nature, people and economy", effective implementation of Natura 2000 requires tangible practical skills, experience and competencies with regard to conservation management planning processes that include people. Natura 2000 site managers must be able to, for example: develop and implement required nature conservation objectives in ways that positively engage and include a range of stakeholders; achieve the technical conservation needs of individual sites, whilst working effectively within the context of local communities and local businesses who live and work there; raise awareness and provide education about the value and importance of Natura 2000 generally and individual sites specifically.

A series of measures are recommended to enable the development of a wider, more coherent policy and regulatory framework for capacity building to underpin the effectiveness of Natura 2000 network:

- The integration of a competence-based approach to capacity building for application across the EU, by actors involved.

- Direct incentive to encourage competence-based approaches for capacity building across relevant project streams with targeted and dedicated funding.

- Promote the integration of the competence-based approach and guidelines generated by this LIFE Preparatory project for use within other project applications focusing on capacity building for nature conservation managers.

- The development of a 'Natura 2000 Competence Register' – a guiding document tailored to the specific capacity building needs of all Natura 2000 site managers across a wider range of Natura 2000 management contexts.

- Conducting regular and routine assessments of training and capacity needs at all levels to provide a sound, evidence-based building block to address real needs of capacity development across the Natura 2000 network.

- National level comprehensive approaches and strategic plans developed in every country for Natura 2000 management to promote greater efficiencies and enable effective use of resources allocated to capacity building.

Based on the results of Action 1, it is recommended that concrete steps be taken at European and national levels, so that professional capacity building can be tailored to the specific context of each country: this would help to contribute to increased recognition of the benefits and gains to be realised from cohesive, evidence-based approaches to capacity building; also, it would endorse the professionalization of Natura 2000 management based on the development of capacity building programmes that respond to specific competence-based assessments of training needs.

Furthermore, the approach taken and the results deriving from this project should be integrated to specific University modules and academic courses that aim to produce future Natura 2000 managers. The competence-based approach can inform the development of specific courses and their content, especially in areas where practical work experiences are essential. In addition, such an approach would

enable a direct link to be drawn between students' academic careers and their continuing professional development needs once in work.

To sum up, at this stage of the project's implementation, the following recommendations are made to improve the effectiveness of Natura 2000 management:

- The early results of this LIFE Preparatory project clearly indicate the value of a follow-up project that will focus on building the capacities of senior level staff with specific responsibilities for the strategic and operational implementation of Natura 2000.

- There is a clear opportunity to recognise the specific role of Natura 2000 site managers and support their professional development by means of competence-based approaches. Applied flexibly, across the Natura 2000 network and according to need, this would realise potentially significant benefits, measurable in terms of improved capacity, efficiency and consistency of Natura 2000 implementation.

- Furthermore, this project highlights that the interactions between staff at all levels within teams and organisations *and* that the relationships with external stakeholders are vitally important for the effective implementation of Natura 2000. There is a need to develop the approaches tried and tested within this LIFE Preparatory Project over a wider scale, targeting the direct involvement of senior Natura 2000 site managers and organisations with responsibilities for Natura 2000 management. A future project that develops organisational capacity building needs for Natura 2000 would be of tremendous interest to the EC and organisations working with Natura 2000 at national or regional levels.

- Building capacity by focusing on specific core activities and competencies required by individual Natura 2000 managers will cumulatively improve the practice and quality of Natura 2000 management. Applied more widely at national and/ or institutional level, this would boost organisational capacities specifically required for Natura 2000 implementation.

- As part of this, an equivalent competence-based project designed specifically for Natura 2000 directorial/executive/ senior level staff with responsibilities for Natura 2000 should be developed in future.

- Closer links should be forged with academic institutions to ensure that practical experience with Natura 2000 management is integrated in education programs, and topics such as the effective stakeholder engagement in the management process of Natura 2000 are reflected by the curricula and research programs. This will better prepare future Natura 2000 site managers for their work.

- There is a need to recognise the important role of private landowners as a specific type of Natura 2000 manager: this is especially required, given that private landowners generally do not have access to the capacity building (and other) resources available from organisations with responsibilities for Natura 2000 management. Inclusive capacity building programmes should be developed, which are open to private landowners and other stakeholders engaged in land and resource management, including territorial planning and development.

As the project continues to be implemented, feedback will be gathered from Natura 2000 site managers and Natura 2000 management organisations who become engaged. Their experiences will be used to further complement the results and also the recommendations gathered throughout the project.

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ANNEXES

Annex 1: Glossary of terms

Note: A more comprehensive glossary of terms related to competencies, education and training (upon which this glossary is largely based) can be found at http://www.unevoc.unesco.org/go.php?q=TVETipedia+Glossary+A-Z&filt=all&id=109

Assessment. The sum of methods and processes used to evaluate the attainments (knowledge, know-how, skills and competencies) of an individual, and typically leading to certification (UNESCO Centre for Technical and Vocational Education and Training).

Attitude. A stable, long-lasting, learnt predisposition to respond to certain things in a certain way. Attitudes are formed on the basis of beliefs, feelings and intentions (European Adult Learning Glossary).

Blended learning.

Capacity Development/Capacity Building. Capacity development commonly refers to the overall process of creating and building capacities and their (subsequent) use, management and retention. Capacity building more commonly refers to the specific processes and activities that create capacities (adapted from United Nations Development Programme)

Certification. The formal assurance that an individual has successfully achieved a defined set of learning outcomes (International Labour Organization).

Competence/Competency. The ability, encompassing knowledge, skills and attitudes, of an individual to perform adequately in a job (International Labour Organization).

Knowledge. The outcome of the assimilation of information through learning. Knowledge is the body of facts, principles, theories and practices that is related to a field of study or work. Learning. The acquisition of knowledge, skills and behaviours through study, experience, or being taught.

Occupation. A set of jobs whose main tasks and duties are characterised by a high degree of similarity. A person may be associated with an occupation through the main job currently held, a second job or a job previously held (International Labour Organization).

Profession. The body of qualified persons in an occupation or field. A profession identifies itself and is recognised by the public as possessing special knowledge and skills, based on a recognised high level body of learning and set of standards (adapted from the Professional Standards Councils (Australia)).

Skill. The ability to perform tasks and solve problems (European Centre for the Development of Vocational Training).

Soft Skills. Non-job specific skills that are related to individual ability to operate effectively in the workplace (European Centre for the Development of Vocational Training).

Staff levels - refer to categories / groups of staff that have similar tasks, therefore should have similar combinations of Competencies.

LIFE e-Natura2000.edu – Action A1					
Date :	27 to 28 June	Start :	27/6/18 08:00	End :	28/6/18 16:15

1st Technical Meeting

Agenda

Brussels, 27 - 28 of June

A1 - Identification and assessment of competencies for management of Natura 2000

Objectives

1. Build a common understanding on the competence based approach
2. Define key target groups for the Project, based on the diverse governance models used for Natura 2000 sites across the EU
3. Define the list of Competencies recommended for key target groups
4. Understand links between project activities and especially how the results of activity A1 will be used in the other activities

Led by

PROPARK

Collaborator

Ranger Campus

DAY 1 – WEDNESDAY 27 JUNE 2018

Time (hours)	Session	What	Facilitator / presenter
08.00 - 08.45	Welcome, introductions		Erika Stanciu
	Presentation of the LIFE e-Natura2000.edu project		Neil McIntosh
	Why ProPark and Ranger Campus on A1?	Presenting relevant experiences	tbd
	Workshop objectives and planned sessions	Agreeing on the objectives and the approach during the meeting	Erika Stanciu
08.45 - 09.15	Natura 2000 management and governance across the EU	Legal frameworks and management arrangements	tbd

		for Natura 2000 sites - findings from the Natura 2000 Fitness Check and other relevant documents	
09.15 - 10.00	The competence based approach for effective and efficient N2000 management	Presenting the framework promoted by IUCN for PAs and its relevance for N2000 sites	Mike Appleton
10.00 - 10.15	Coffee break		
10.15 - 12.45	Who are the key actors and what are their responsibilities?	Establish list of authorities and institutions with responsibilities in Natura 2000 Required and desired functions of the Natura 2000 actors - statutory obligations and what they would need to do for effective management of Natura 2000 sites	Facilitator + participants
12.45 - 13.45	Lunch		
13.45 - 14.15	Staff levels in Natura 2000 management - defining the target groups for this project	Participants agree on the target groups that should be the focus of this project	Facilitator + participants
14.15 - 17.30	Competence categories relevant for Natura 2000 management	Discussion and agreement on competence categories needed for the target audiences	Facilitator + participants
15.45 - 16.00	Coffee break		

DAY 2 - THURSDAY 28 JUNE 2018

8.00 - 9.00	Links with other project actions	How the discussions so far will be used to inform A2, A3. And some initial discussion about appropriate learning tools and methods which the project can potentially use and develop.	Neil McIntosh
9.00 - 9.30	Setting the scene for Day 2		Erika Stanciu
09.30 - 12.00 (including coffee)	Defining specific Competencies for N2000 management relevant for the different management types	Working groups establish recommended Competencies for each target group	Facilitators + participants
12.00 to 12.30	Lunch		

	Defining specific Competencies for N2000 management relevant for the different management types - continuation of the working group sessions	Working groups establish recommended Competencies for each management target group	Facilitators + participants
12.30 - 14.00			
14.00 - 16.00	Results of the working groups and discussions	Presentations to all participants and discussions	Mike Appleton and Erika Stanciu
16.00 - 16.15	Next steps for finalizing the lists of relevant Competencies for Natura 2000 management		Erika Stanciu

Annex 3: Participants to the workshop on identifying competencies for the Natura 2000 managers, Brussels, 27-28th of June

WEDNESDAY, 27 JUNE 2018 - TECHNICAL MEETING

Full Name	Organization	Country
Iordăchescu Roxana	Propark	Ro
TOMMASO SITZIA	TESAF - UNIPD	IT
Alina Ioniță	PROPARK - individual emp	RO
THOMAS CAMPAGNARO	TESAF	IT
MARÍA MUÑOZ	FUNGOBE	SPAIN
MIKE APPLETON	GWC/WCPA	UK
Erika Stanciu	ProPark	Ro
Servane MORAND	ELO	BE
Santos Casado	FUNGOBE	Spain
CAROL RITCHIE	EUROPARC	UK
Marta Mújica	FUNGOBE	Spain
MARA WUSTINA	CAEN	CROATIA
TERESA PASTOR	EUROPARC	ES
Dominique Noome	Ranger Campus	NL
Elene Buzhenova	Kulbcky NR	Sweden
NEIL MCINTOSH.	EUROPARC	NL.
JURGEN TACK	ELO	BE
WOLFGANG SUSKE	Suske counsulting	AU

THURSDAY, 28 JUNE 2018 - TECHNICAL MEETING

Full Name	Organization	Country
CAROL RITCHIE	EUROPARC	UK
Elene Bazhenova	Kullahig NR	Sweden
MARÍA MUÑOZ	FUNGOBE	SPAIN
ALINA IONIȚĂ	PROPARK	ROMÂNIA
Iordàchescu Roxana	PROPARK	RO
TERESA PASTOR	EUROPARC	ES
Wolfgang Suske	Suske Consulting	AUSTRIA
Dominique Noome	Ranger Campus	NL
Anne-Sophie Mulier	ELO	BE
MAJA KUTINNA	CATEN	CROATIA
Egike Stanuv	ProParc	Ro
Mike Appleton	WCPA / GWC	UK
NEIL MCINTOSH	EUROPARC.	NL

Annex 4: Competencies required by Natura 2000 site managers

The basis for the identification of specific competencies required by Natura 2000 site managers was the IUCN Global Register of Competencies for Protected Area Practitioners (Appleton, 2016). The Register groups 15 *competence categories* covering all the fields of protected area management (Table 1). The categories are described and a detailed list of associated knowledge and skills is listed for each. These can be used to assess the needs of capacity development, to evaluate competence levels or to prepare clear and comprehensive job descriptions for protected areas (PA) and conservation work in general.

The codes from the Register assigned to each category of competence are further used in this report.

NOTE: Colour codes are used in the following tables for each group, as follows: green for the core competencies, bright yellow for the context dependent ones and grey for the 'to be decided' category. For example, 'Direct implementation of project and plans' has been identified as a core competence for both functional levels, while 'Contribute to Environmental Impact Assessments (EIAs) of projects and proposals affecting a protected area' is a core competence for level 1 (the area based coordination function) and a context dependent competence for level 2 (site based management function).

Column 1 - briefly describes the competence

Column 2 - is designated to the Area based coordination function (see above). In this column, the colour codes and the acronyms indicate what is the relevance / importance of the competence listed on that line

Column 3 - is designated to the Site based management function (see above). In this column, the colour codes and the acronyms indicate what is the relevance / importance of the competence listed on that line

Column 4 - describes briefly the competence (as indicated in the Competence Register).

Column 5- indicates the competence category, as presented in Table 1. Please note, that the competencies listed here are not grouped by competence sub-categories, but by the level of importance, as agreed by the expert group of the project.

Column 6 - present some additional explanatory notes, as needed, with regards to the relevance of the competence for Natura 2000 management.

A. PLANNING, MANAGEMENT AND ADMINISTRATION

1. Protected area policy, planning and projects (PPP)

1. Competence Statement. The individual should be able to:	2. Area based coordination function (FA1)	3. Site based management function (FA2)	4. Details, scope and variations. A brief explanation of the competence.	5. Competence Category (:Code)	6. Notes
Direct implementation of projects and plans.			• Ensuring that management plans and/projects are implemented in a timely and efficient manner according to plans/contracts. • Preparing detailed plans for implementation. • Monitoring and evaluating implementation against targets and objectives. • Reporting on overall performance and impact.	PPP 3.5	
Coordinate N2000 site management with activities of neighbouring land and resource owners and users.			• Identifying owners, rights holders and resource users that neighbour a protected area or operate inside it. • Ensuring their compliance with laws, regulations and agreements. • Working with neighbours to secure and protect the integrity of a protected area and its resources. • Developing collaborative plans and projects to further the objectives of a protected area.	PPP 3.9	

1. Competence Statement. The individual should be able to:	2. Area based coordination function (FA1)	3. Site based management function (FA2)	4. Details, scope and variations. A brief explanation of the competence.	5. Competence Category (:Code)	6. Notes
Contribute to Environmental Impact Assessments (EIAs) and Appropriate Assessment (AA) of projects and interventions affecting a N2000 site.			• Providing factual information to EIA processes and proposing measures for impact avoidance and mitigation. • Representing the interests of a protected area at hearings. • Coordinating responses to draft EIAs.	PPP 3.10	
Direct a structured threat assessment for a N2000 site.			• Assessing and evaluating specific pressures and threats to a protected area using a structured process. • Identifying resulting impacts.	PPP 3.2	Pressure and threats at the site level should be reported in the Standard Data Form and, for species & habitats, must be reporting according to art.17 (monitoring). This competence could also be core for FA 2, as identification and quantification of impacts is first

1. Competence Statement. The individual should be able to:	2. Area based coordination function (FA1)	3. Site based management function (FA2)	4. Details, scope and variations. A brief explanation of the competence.	5. Competence Category (:Code)	6. Notes
					done at the technical level. If this is not made properly it will influence actions and measures (together with knowledge of threats).
Direct development of project proposals and plans for a N2000 site using recognised formats and processes.		Not relevant	• Identifying needs and opportunities for projects. • Preparing proposals for donor or government assisted projects (targeted and time limited investments) using a prescribed format. • Ensuring adequate identification and participation of stakeholders and implementation partners in the process.	PPP 3.4	Strongly linked to PAFs; need to identify priorities (conservation measures and funding sources). Identifying needs for projects could be also relevant at site level (and then proper communication channels to higher levels can be relevant).
Direct the participatory development of a N2000 site management plan		Not relevant	• Developing medium- to long-term management strategies, objectives and plans covering all aspects of protected area management, according to a recognised comprehensive format and using a rational, participatory process. • Ensuring adequate identification, participation and	PPP 3.1	It can be connected to Natura 2000 conservation objectives and to priorities identified in National/regional PAFs

1. Competence Statement. The individual should be able to:	2. Area based coordination function (FA1)	3. Site based management function (FA2)	4. Details, scope and variations. A brief explanation of the competence.	5. Competence Category (:Code)	6. Notes
using a recognised format and process.			consideration of stakeholders in the process. • Communicating the plan to Natura 2000 staff and local stakeholders.		This competence is 'not relevant' at FA2 level because it is about direction and strategic development of participatory approaches to management plans. In terms of implementation though, the participatory approaches required to be developed and nurtured by FA2 level Natura 2000 staff are critical.
Direct identification and implementation of measures to address the impacts of climate change.	*	Not relevant	• Identifying the major threats and risks to a protected area resulting from climate change (with respect to species, ecosystems, local communities and economies). • Identifying options and preparing plans for avoidance, mitigation and adaptation. • Putting in place means for monitoring climate change and its impacts and the effectiveness of interventions. • Putting in place means for implementing plans (securing	PPP 3.7	*Climate change is one of the pressure/threats that can be identified in SDF and for the monitoring according to art. 17. However, the specific knowledge of climate change is not more important than the knowledge

1. Competence Statement. The individual should be able to:	2. Area based coordination function (FA1)	3. Site based management function (FA2)	4. Details, scope and variations. A brief explanation of the competence.	5. Competence Category (:Code)	6. Notes
			funding, raising awareness, training staff and stakeholders, etc.).		linked to other possible threats and pressures. Adaptation and mitigation measures should be included in managing plans. Also at the site level, their role is relevant in monitoring (direct observation, compilation of information, etc.).
Direct the development of a zonation system for N2000 sites.	*	Not relevant	• Rational identification of zones according to the functions and category of a protected area and defined criteria for zonation. • Developing specific regulations for each zone. • Ensuring adequate identification, participation and consideration of stakeholders in the process.	PPP 3.3	*Basics notions concerning zonation can be very important for managerial level in some contexts.
Direct the development of risk/disaster	TBD	TBD	• Identifying the major threats and risks for major disasters to a protected area (e.g. fire, flood earthquake, pollution, drought, armed conflict, humanitarian crises). • Preparing plans for minimising the risks and for dealing	PPP 3.6	For some large Natura 2000 sites, Natura 2000 management experts will be directly involved in fire management and flood protection

1. Competence Statement. The individual should be able to:	2. Area based coordination function (FA1)	3. Site based management function (FA2)	4. Details, scope and variations. A brief explanation of the competence.	5. Competence Category (:Code)	6. Notes
assessments and contingency plans.			with disasters.- • Putting in place means for managing waste and controlling pollution (procedures, facilities, equipment). • Putting in place means for dealing with disasters (acquiring equipment, design of infrastructure, training staff and stakeholders, etc.).		strategies and conservation measures
Direct the planning, implementation and monitoring of major construction projects.	Not relevant		• Preparing plans for the location and specifications of physical infrastructure. • Working with designers, architects and developers to ensure appropriate specifications for major structures and installations (e.g. visitor centres, ranger stations, tourism facilities, roads, bridges, etc.). • Ensuring that environmental, landscape and social impacts are minimised. • Ensuring that infrastructure and construction projects by other parties in a protected area conform to agreements and regulations and are subject to required impact assessments.	PPP 3.8	Site specifications e.g. project for visitor centre. In Spain, for example, many parks have a role working with architects to ensure that buildings (visitor centres, rehabilitation of rural houses, etc.) follow certain rules to preserve/promote/support local architecture, avoid negative landscape impact, etc.

1. Organisational leadership and development (ORG)

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
Build networks and develop collaborative relationships with other organisations.			• Adopting an 'outward looking' approach to management. • Identifying partners among other PAs, authorities and agencies, community and civil society organisations and private sector organisations. • Maintaining networks and developing appropriate cooperation. • Negotiating local agreements to support management of a protected area (e.g. with businesses, local landowners, users, occupiers, managers, local communities, local authorities, NGOs, etc.).	**ORG 3.5**	Transboundary relationships – art. 18 of HD. Critical in developing integrated management approaches for Natura 2000.
Ensure effective management of information and knowledge.			• Capturing, developing, sharing, and effectively using information and knowledge acquired by the institution, its personnel and stakeholders. • Maintaining updated, organised, secure and backed up information records.	**ORG 3.9**	

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
			• Enabling sharing and use of knowledge. • Making use of knowledge in planning, decision making and adaptive management.		
Ensure establishment and implementation of participation and good governance.			• Creating (in consultation with Natura 2000 stakeholders, including local communities) appropriate structures and processes that establish and formalise their rights to participate in management. • Establishing mechanisms for Natura 2000 communities to participate in decision making and assessment of management of a protected area and to address concerns and conflicts. • Establishing mechanisms for Natura 2000 personnel to participate in planning, decision making and evaluation processes. • Ensuring transparency in planning, decision making and evaluation processes. • Introducing agreed forms of co-management, devolved management, establishment of buffer zones, community conserved zones, etc.	**ORG 3.6**	Art. 6(3) – opinion of general public.

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
Establish procedures for strategic, planned and adaptive management of a N2000 site.			• Adopting a strategic, structured and planned approach to management (as opposed to ad hoc and passive/reactive management). • Preparing and adopting management strategies and operational plans. • Establishing means for regular reviewing of management effectiveness and efficiency, and of adoption of planned programmes of management.	ORG 3.2	
Establish regular and systematic planning and monitoring of management activities.			• Preparing periodic (e.g. annual) work plans for implementation of strategies, plans and projects. • Rationally allocating resources for implementation of work plans. • Monitoring of completion of plans.	ORG 3.3	
Establish systems and procedures for ensuring health, safety and security in a N2000 site.			• Maintaining and monitoring the health, safety and security of all personnel under the responsibility of a protected area administration. • Maintaining and monitoring the health, safety and security of visitors, users and Natura 2000 communities. • Ensuring that infrastructure and equipment are safe	ORG 3.7	In some countries this is subcontracted to specialised agencies / experts.

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
			and that safety equipment and measures are in place. • Introducing contingency plans for emergencies and disasters. • Ensuring that appropriate forms of insurance are in place. • See also HRM 3.		
Build the organisational capacity of a N2000 site administration.		TBD		**ORG 3.1**	
Establish systems and procedures to ensure high standards of ethics and behaviour among staff and partners.		Not relevant	• Taking positive steps to avoid, prevent and resist illegal and/or dishonest behaviour and corruption within the institution and in its relations with others. • Taking positive steps to ensure that personnel and partners behave appropriately and respect human rights and dignity. • Taking appropriate action to investigate problems and respond where necessary. • Supporting personnel and partners in reporting and addressing illegal/dishonest/unethical activities.	**ORG 3.4**	

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
Promote the adoption of new technologies managing N2000 site across the system.				**ORG 4.6**	
Establish system-wide standards and practices for effective and efficient management and administration of N2000 site.		Not relevant		**ORG 4.1**	
Promote the adoption of new approaches, tools and techniques for managing N2000 sites across the system.	TBD			**ORG 4.5**	

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
Secure certified recognition of the quality of management of a N2000 sites.	TBD	Not relevant	• Acquiring a recognised assured quality standard (e.g. ISO 9000 (Quality Management), ISO 14000 (Environmental Management), ISO 24000 (Social Responsibility), IUCN Green List).	**ORG 3.10**	

2. Human resource management (HRM)

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
Prepare work plans and monitor their implementation.			• Developing detailed work plans for teams and individuals. • Identifying personnel and resources required to implement work plans. • Monitoring and guiding performance of staff and checking results.	**HRM 2.1**	Important for compliance with requirements of funded projects (e.g. LIFE financial reporting).

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
			• Providing feedback to teams and individuals. • Providing reports to senior staff.		
Supervise, motivate and evaluate performance of individuals and teams.			• Providing detailed instructions and direction to individuals and teams. • Ensuring observance of personnel procedures. • Ensuring health, safety and welfare of personnel. • Ensuring effective and efficient completion of assigned tasks. • Providing feedback on performance and guidance on improvement.	**HRM 2.2**	For staff in functional area 2, it can sometimes be a context dependent competence.
Identify causes of poor performance and workplace conflicts and recommend appropriate actions.			• Identifying reasons for substandard performance by individuals and teams. • Identifying causes of workplace conflict. • Taking steps to rectify issues. • Providing reports to senior management and initiating formal procedures if required.	**HRM 2.3**	

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
Supervise and motivate work groups in completing practical tasks.			• Ensuring that small work groups complete assigned practical tasks (field work, clerical, administrative etc.) in an effective and efficient way, according to instructions.	**HRM 1.1**	Sometimes it doesn't have an essential role for the staff in FA2.
Maintain and submit records of work activities.			• Completing attendance records, time sheets and activity records correctly for oneself and for work teams. • Submitting required records correctly and on time.	**HRM 1.2**	
Ensure suitable working conditions, welfare, health, safety and security for personnel and other N2000 site users.			• Ensuring safe and healthy working conditions for personnel (full time staff, part time staff, volunteers, collaborators). • Ensuring that infrastructure and equipment are safe and well maintained. • Ensuring that safety equipment is provided and maintained. • Conducting risk assessments for work activities. • Providing and maintaining first aid equipment and facilities. • Implementing special measures to ensure the security of vulnerable staff.	**HRM 3.3**	

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
			• Developing procedures for dealing with emergencies. • Providing access to adequate accident and health insurance for personnel. • Providing required instruction, briefings and training.		
Identify personnel needs and structures for a N2000 site administration, define position descriptions and set performance standards.		TBD	• Developing organisational structures and assigning personnel to positions in the structure. • Identifying competencies required for all positions. • Preparing descriptions and performance requirements for all positions.	**HRM 3.1**	
Identify capacity development needs of personnel, stakeholders and partners.		TBD	Conducting structured assessments of capacity development needs. • Recommending programmes of capacity development according to needs analysis, competence needs and requirements/capacities of target groups.	**HRM 3.4**	

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
Institute capacity development programmes for N2000 site personnel, stakeholders and partners.		TBD	• Providing access to relevant learning and training opportunities for all personnel. For example: formal learning leading to recognised qualifications; short-term training; competence-based learning; and informal learning in the work place (e.g. coaching, mentoring, knowledge and skills sharing). • Collecting and evaluating results and impacts of capacity development.	**HRM 3.5**	
Maintain personnel and activity records.		Not relevant	• Collating and storing time sheets, attendance records and activity records. • Keeping updated records of individual personnel employed by the organisation (full time, part time, contract staff, consultants, volunteers). • Records may include individuals' employment history, accomplishments, goals, feedback, disciplinary action (if any), capacity development, recognition and promotions. • Ensuring that records are secure and comply with data protection legislation.	**HRM 2.5**	
Oversee and ensure adoption of		Not relevant	• Ensuring fair and transparent compliance with procedures for staff recruitment, advancement,	**HRM 3.2**	

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
comprehensive personnel procedures within a N2000 site administration.			evaluation, grievance, discipline, etc. • Ensuring compliance with labour and employment law, norms for employment of Natura 2000 personnel, standards for equality, opportunity and diversity. • 'Personnel' include permanent and temporary staff, volunteers, helpers and regular collaborators.		
Plan and organise delivery of training and learning activities.			• Preparing training and learning plans according to identified needs. • Designing and short training courses, sessions/events involving both theoretical and practical elements. • Organising training/learning programmes, engaging trainers, coordinating with training organisations, etc. • Assessing the quality and impact of training.	HRM 2.4	

3. Financial and operational resource management (FRM)

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
Keep books, accounts and inventory records.			• Entering financial information into a standard bookkeeping system (computerised or manual). • Maintaining records of assets (infrastructure, equipment and materials). • Managing payroll processes and documentation.	FRM 2.1	
Conduct procurement and purchasing according to prescribed procedures.			• Following specified procedures for procuring/purchasing goods and services according to budgets and financial plans and using standard methods. • Ensuring all procedures are conducted honestly and transparently. • Maintaining accurate records and documentation.	FRM 2.4	Must be a key competence of a manager and also technical level staff – this is about compliance.
Identify costs and material requirements for work activities.			• Accurately calculating/estimating the resource requirements for implementing projects and operational plans. • Preparing basic operational budgets and procurement plans. • Maintaining accurate records and documentation.	FRM 2.5	Important for preparing project proposals and compliance with requirements of funded projects (e.g. LIFE financial reporting).

Manage vehicles and their use.			• Ensuring appropriate use and maintenance of vehicle fleets (land or water transport). • Ensuring that adequate insurance is in place. • Ensuring that drivers/users are suitably qualified and trained. • Preventing misuse of vehicles. • Ensuring that log books and fuel purchases are correctly documented. • Dealing with accidents and breakdowns. • Identifying purchasing, replacement and maintenance needs.	**FRM 2.7**	
Collect and present evidence of expenditure and other financial transactions.			• Keeping simple records of transactions (e.g. collecting receipts). • Managing and accounting for small amounts of cash. • Providing basic summary reports on expenditure.	**FRM 1.1**	
Maintain records of materials, equipment and supplies.			• Following procedures for record-keeping of equipment, supplies, consumables, etc. • Reporting on requirements for purchase, replacement and maintenance.	**FRM 1.2**	
Manage cash and cash transactions.			• Following correct procedures for handling cash payments (from sale of goods and services, entrance fees, etc.), cash advances and expenditure and cash records. • Maintaining 'petty cash' and associated records.	**FRM 2.3**	

Prepare annual budgets, financing and resourcing plans.		*	• Preparing annual/medium-term budgets for a protected area linked to the business plan and/or management plan. • Preparing annual plans for income and expenditure to achieve balanced budgets and maintain cash flow. • Identifying requirements for recurrent costs, purchases, investments, procurements, etc. • Developing budgets and financing plans for projects and grants.	**FRM 3.3**	*They would input to the prep of budgets and help with id of costs but not have functional responsibilities in this area.
Negotiate and oversee contracts and financial terms for constructions, concessions and management agreements.			• Contracting for concessions for provision of tourism and recreation services, collection of natural resources, forestry management, etc. • Ensuring compliance with all requirements for transparency and fairness in negotiation and awarding of contracts.	**FRM 3.7**	
Ensure availability and maintenance of assets, equipment, stores and supplies.			• Managing and updating inventories (infrastructure, equipment and supplies). • Identifying purchasing, replacement and maintenance needs. • Maintaining insurance cover. • Maintaining required documentation.	**FRM 2.6**	

Ensure compliance with legislation and required procedures for financial management and use and allocation of resources.		TBD	• Introducing adequate procedures for financial management and management of material assets. • Ensuring correct accounting and preventing/addressing all forms of mismanagement or misuse. • Ensuring correct management and documentation of material assets (equipment and infrastructure). • Ensuring compliance with regulations for managing and reporting income and for taxation. • Meeting all requirements for reporting, for audit/inspection and for maintenance of inventory records.	**FRM 3.1**	
Direct preparation of financial reports and information required for audits.		TBD	• Preparing annual financial reports according to institutional and legal requirements. • Ensuring all information is in place for formal audits.	**FRM 3.4**	
Identify and secure funding for N2000 site management.		Not relevant	• Presenting justified annual budget requests to parent organisations and funding agencies. • Identifying and mobilising new sources of funding for a protected area (e.g. through projects, locally generated income, etc.). • Preparing project budgets according to donor requirements. • See also PPP 3.	**FRM 3.5**	PAFs can be used to detect which are the possible funding sources for specific conservation measures.

Identify and secure physical resources required for N2000 site management.			• Preparing resource needs assessments based on obligations and needs of a protected area. • Identifying requirements for physical infrastructure, materials and equipment and recurrent costs. • Identifying where and how to secure the required resources (e.g. through government, external grants, resource sharing, etc.). • Overseeing procedures for procurement of goods and services.	**FRM 3.6**	Even at technical level, this would be an essential competence area or at least certainly desirable – e.g. organisation of operational teams and staff rotas etc.
Prepare a protected area business plan/sustainable financing plan.		Not relevant	• Developing a budget and medium-term 'business plan' or 'financial sustainability plan' for a Natura 2000 (linked to a management plan). • Identifying available funding and the 'funding gap' between available funds and the requirements of the budget. • Identifying strategies and options for filling the funding gap.	**FRM 3.2**	
Prepare reports on finances and assets.			Producing reports and forecasts on income and expenditure. • Producing reports on income and tax liability. • Preparing required financial reports and reports on assets and inventory. • Completing all requirements for preparation for audit and inspection.	**FRM 2.2**	This is finance management on lower level that could be more necessary than higher level competencies of FRM.

4. Administrative documentation and reporting (ADR)

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
Compile and prepare formal reports on N2000 site activities.			• Compiling comprehensive major reports to managing authorities, donors, partners, etc. (e.g. annual reports, project progress reports). • Collating information from a range of sources (internal reports, research reports, evaluations, etc.) into single comprehensive reports.	**ADR 3.1**	In line with reporting requirements under art. 17 reporting – to facilitate the use of site data for regional/country reports. This competence is fundamental also for reporting of specific projects (e.g. LIFE).
Ensure documentation of meetings, consultations and negotiations.			• Ensuring correct documentation of meetings, agreements and decisions (through minutes, back to office reports, information files, etc.). • Ensuring distribution, storage and filing of documentation.	**ADR 3.2**	

Ensure that full activity records and documentation are maintained and secured.			• Ensuring that a protected area maintains a system (electronic and/or paper-based) for recording, storage and retrieval of information, data, activities, maps, images, etc. • Establishing a full management information system for a protected area. • Ensuring that IT systems are in place and functioning. • Ensuring that records are accessible. • Ensuring that systems for information security and back up are in place. • Meeting data protection and security obligations.	**ADR 3.3**	
Prepare analytical and technical reports and assessments.			• Researching and preparing written scientific/technical/research reports, including presentation of information, critical analysis of information and preparation of conclusions and recommendations.	**ADR 2.1**	In line with reporting requirements under art. 17 reporting – to facilitate the use of site data for regional/country reports. This competence is fundamental also for reporting of specific projects (e.g. LIFE).
Prepare formal reports of activities and projects.			Collating and preparing detailed, structured periodic reports of protected area activities, using prescribed structures and formats if needed. • For example: quarterly reports from a section or work team, reports to project donors, management plan implementation reports, etc.	**ADR 2.2**	In line with reporting requirements under art. 17 reporting – to facilitate the use of site data for regional/country reports. This competence is fundamental also for reporting of specific projects (e.g. LIFE).

Contribute to and document meetings.			• Making active and effective contributions to formal and informal meetings. • Following protocols and procedures for meetings. • Accurately documenting meetings (minute taking).	**ADR 2.3**	
Ensure and maintain accurate and secure documentation of data, activities and events.			• Ensuring that accurate, retrievable records are kept of work activities, projects, research, administrative procedures, meetings, etc. (digital and/or hard copy records). • Ensuring that documentation is secure and backed up. • Using electronic record-keeping systems if required. • Submitting documentation to central archives and management information systems.	**ADR 2.4**	
Maintain records of work activities.			• Maintaining records of activity (e.g. through ranger notebooks, timesheets, work records). • Using digital record-keeping systems if required (e.g. GPS, SMART).	**ADR 1.1**	Important for compliance with requirements of funded projects (e.g. LIFE financial reporting).
Prepare basic written reports of work activities.			• Completing required written reports (using prescribed formats). • Generating reports from digital devices (if required).	**ADR 1.2**	

| Implement measures for comprehensive monitoring and reporting on organisational performance. | Not relevant | Not relevant | • Monitoring of the condition of a protected area, its compliance with its responsibilities and obligations, completion of planned activities, achievement of targets and impact and effectiveness of management.
• Collecting and compiling reports from sections of a protected area administration.
• Providing comprehensive reports based on monitoring.
• Complying with required reporting requirements.
• Using recognised evaluation systems (e.g. Management Effectiveness Tracking Tool). | ADR 3.4 | |

5. Communication and collaboration (CAC)

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
Maintain effective communications within a protected area organisation.			• Demonstrating effective use of a range of communication techniques in management and direction of a protected area organisation. • Making appropriate use of a range of tools and aids to support good communication.	CAC 3.1	Can include the knowledge on tools available at EU scale (e.g. Natura 2000 newsletter; Natura

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
			• Establishing a 'culture' within the organisation to promote good communication, transparency and responsiveness. • Recognising the diversity of individuals and needs in the organisation and adapting communication approaches accordingly.		2000 awards) and relevant for the management organisations.
Maintain effective communication and good working relations with stakeholders and partners.			• Ensuring regular communication and maintenance of positive working relations between a protected area organisation and stakeholders, partners, donors, authorities, etc. • Recognising the diversity of individuals and groups among stakeholders and adapting communication approaches accordingly.	**CAC 3.2**	
Negotiate agreements and resolve disputes and conflicts.			• Using a range of techniques for enabling equitable agreements and for resolving major conflicts with/between stakeholders and partners or within the organisation. • Ensuring documentation and formalisation of agreements and resolutions.	**CAC 3.3**	

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
Demonstrate effective interpersonal communication.			• Demonstrating a range of essential skills for effective formal and informal communication with colleagues, subordinates, stakeholders and partners. • Using a range of methods (e.g. face to face, listening, questioning, instructing, providing feedback). • Using and understanding non-verbal communication.	**CAC 2.1**	
Make effective verbal presentations			• Preparing and delivering effective verbal presentations in formal and informal settings. • Adapting content, materials and presentation styles to different audiences. • Keeping to time limits. • Making effective use of presentation and visual aids (e.g. PowerPoint).	**CAC 2.2**	
Communicate effectively in writing.			• Demonstrating a range of skills for effective written communication for various audiences and purposes, using appropriate language and styles for formal reporting, scientific writing, letters and	**CAC 2.3**	

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
			emails. • Writing for non-expert audiences.		
Demonstrate effective collaboration and teamwork in the workplace.			• Promoting inclusive, team-based approaches to work. • Encouraging and enabling colleagues and subordinates to contribute to planning and decision making. • Delegating tasks and responsibilities. • Encouraging and enabling sharing of skills, knowledge and experience. • Providing support and feedback.	CAC 2.4	
Provide mentoring and guidance for colleagues and supervised staff.			• Providing professional and personal advice and guidance to colleagues and subordinates. • Supporting colleagues and subordinates to learn and practice skills.	CAC 2.5	
Identify and address interpersonal conflicts.			• Identifying current and potential conflicts and disputes within a protected area organisation, with or between stakeholders. • Using a range of approaches and methods to	CAC 2.6	

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
			prevent/reduce/avoid conflict and identify solutions.		
Communicate effectively with others in the workplace.			• Maintaining effective two-way communication with co-workers, supervisors and local stakeholders. • Providing clear information, instruction, explanations verbally and in writing. • Listening, understanding and assimilating information.	**CAC 1.1**	
Provide on-the-job instruction for practical tasks.			• Instructing and training co-workers how to do required tasks. • Providing feedback and support to help colleagues learn and improve their skills.	**CAC 1.2**	
Use effective communication techniques to avoid and prevent interpersonal conflict.			• Using a range of basic techniques to maintain good relations, avoid conflict, reduce tension, resolve arguments and prevent escalation of disputes. • Adapting approaches used to different contexts and actors.	**CAC 1.3**	

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
Enable effective communication across a protected area system.			• Enabling regular flows of information from the centre to protected areas and from protected areas to the centre. • Enabling regular communication between protected areas (e.g. through staff meetings, circulars, exchange visits, etc.). • Developing communities of practice among Natura 2000 personnel.	**CAC 4.2**	
Enable effective communication with other organisations and sectors.		TBD	• Enabling regular networking, communication and information sharing with other major stakeholders for a protected area system. • Stakeholders may include other ministries and agencies, local government, other sectors (forestry, agriculture, fisheries, etc.), transboundary protected area partners, national NGOs and citizens' organisations, representatives of indigenous groups, etc. • Building partnerships and collaborative initiatives.	**CAC 4.3**	
Deliver training and learning programmes.		*	• Planning and delivering training sessions and courses covering knowledge, understanding and practical skills.	**CAC 2.7**	Have to know what your people need, not necessarily be able to deliver trainings him/herself.

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
			• Making use of a range of delivery and learning techniques. • Assessing performance of trainees and providing feedback.		
Contribute effectively to high level meetings, conferences and negotiations.			• Participating effectively in high level meetings and conferences. • Participating in high level negotiations. • Networking and establishing contacts. • Ensuring high standards of professionalism, preparation, presentation and observance of protocols.	**CAC 4.1**	
Contribute significantly to international initiatives for improving communication and participation among N2000 sites.		Not relevant	• Making a significant and recognised contribution internationally to protected area communication and participation (e.g. through publication of specialist guidance, active membership of an IUCN specialist group, conference presentations, provision of high level training, etc.).	**CAC 4.4**	

B. APPLIED PROTECTED AREA MANAGEMENT

6. Biodiversity conservation (BIO)

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
Direct ecosystem and habitat restoration projects			• Leading the development and implementation of programmes for major habitat and ecosystem restoration, rehabilitation or creation. • Including (as required) physical landscaping, soil stabilisation, establishment and care of vegetation, reintroduction of plant species, hydrological engineering, etc.	**BIO 3.12**	Site specific e.g. Peatlands (group 2)
Demonstrate a detailed knowledge and understanding of species, habitats and ecosystems of a N2000 site.			• Recognising and describing the main ecosystems of a protected area. • Knowing and identifying the main species of conservation importance of a protected area; knowing their status, their habitat requirements and the conditions they require for survival. • Knowing the threats faced by species of conservation importance and the impacts of those threats.	**BIO 2.1**	Fundamental for monitoring on conservation status (also related to Art. 17).

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
Plan, lead and report on biodiversity research, survey and monitoring activities.			• Organising and conducting field surveys and monitoring assessments of species, habitats, and ecosystems. • Identifying survey/monitoring purpose, targets and methods. • Identifying and mobilising personnel, equipment, and logistics. • Conducting survey/monitoring activities using suitable methods. • Collecting specimens in line with laws and best practice guidance. • Collating, analysing and presenting results. • Making practical recommendations for improving management practice.	**BIO 2.2**	Fundamental for monitoring application of conservation measures, prioritization and identification of financial requirements (link with PAFs).
Plan, lead and report on resource use surveys and monitoring programmes.			• Conducting assessments of the use of natural resources in a PA. • Identifying survey/monitoring purpose, targets and methods. • Identifying and mobilising personnel, equipment, and logistics. • Collaborating with resource users to gather information.	**BIO 2.3**	Fundamental for monitoring application of conservation measures, prioritization and identification of financial requirements (link with PAFs).

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
			• Collating, analysing and presenting results. • Making practical recommendations for improving management practice.		
Propose justified measures for conservation of species.			Using survey, monitoring and research results to prepare evidence-based recommendations for conservation of important species. • Preparing detailed management prescriptions for inclusion in management plans, project proposals, etc. • Ensuring that recommendations are science- and evidence-based and/or based on established traditional knowledge and experience.	BIO 2.4	Wadden Sea case (C-127/02) the EU Court of Justice stated that 'such an (appropriate) assessment of the implications implies that, prior to the approval of the plan or project, all the aspects of the plan or project which can, by themselves or in combination with other plans or projects, affect the site's conservation objectives must be identified in the light of the best scientific knowledge in the field.
Propose justified measures for conservation of			• Using survey, monitoring and research results to prepare informed and rational recommendations for conservation, restoration, management and threat reduction of important ecosystems and habitats.	BIO 2.5	

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
habitats and ecosystems.			• Preparing detailed management prescriptions for inclusion in management plans, project proposals, etc. • Ensuring that recommendations are scientific and evidence-based and/or based on established traditional knowledge and experience.		
Propose justified measures for sustainable use of natural resources.			• Using survey, monitoring and research results, and working with user groups to propose informed and rational recommendations for sustainable use. ● Preparing detailed management recommendations and prescriptions for inclusion in management plans, project proposals, etc.	**BIO 2.6**	
Plan, lead and report on implementation of biodiversity conservation measures.			• Conservation measures include any justified measures identified through a Natura 2000 management plan, species action plans or other planning process to conserve and manage biodiversity assets. • Identifying and mobilising personnel, equipment, and logistics. • Ensuring that the plan is followed in the field and	**BIO 2.7**	

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
			that conservation measures are correctly implemented. • Monitoring and reporting on the implementation and effectiveness of measures.		
Recognise and identify typical ecosystems, habitats, plant and animal species and their signs.			• Recognising main ecosystems and habitats of a protected area. • Recognising common, typical and important species of flora. • Recognising common, typical and important species of fauna and their signs in the field.	BIO 1.1	Management needs good understanding but not an exhaustive knowledge(e.g. species management specialists). Apply specific tools to identify priorities (e.g. Campagnaro et al. 2018).
Recognise threats and problems affecting biodiversity in the field.			• Identifying the presence and signs of threats (e.g. invasive species, snares, animal remains, burned areas, etc.). • Identifying changes or unusual factors that may indicate threats or problems (e.g. sick animals, dying vegetation). • Noting when significant change is taking place.	BIO 1.2	

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
Direct biodiversity survey, research and monitoring programmes.			• Leading the development and implementation of programmes of management-oriented survey, research and monitoring for a Natura 2000 that: - focus on prioritised biodiversity assets; - are management oriented; and - make use of accepted best practice and appropriate techniques.	**BIO 3.1**	Applying specific tools to identify priorities also at site scale (e.g. Campagnaro et al. 2018 (`Low Hanging Fruit` approach)[15]
Direct programmes for resolving human-wildlife conflict.			• Working with those affected to develop practical and sustainable solutions to problems such as crop raiding, livestock predation, animal pests, and dangerous animals. • Monitoring and reporting on the results and impacts of management measures. • Incorporating the measures into the overall management strategy/plan for a protected area.	**BIO 3.6**	Link to management plan site specific.
Direct animal reintroduction projects.			• Leading the planning and implementation of projects for animal reintroduction and/or population reinforcement. • Ensuring that projects conform to international	**BIO 3.10**	

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[15] http://ec.europa.eu/environment/nature/natura2000/platform/news/ecologically_justifiable_lhf_in_restoration_and_nature_management_en.htm

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
			best practice guidance from the IUCN Reintroduction Specialist Group. • Monitoring the success and effects of the programme.		
Accurately record and report observations of wildlife, habitats and ecosystems.			• Making verbal reports, taking field notes, using provided recording forms. • Recording locations, dates, field conditions, observations and details. • Using digital field recording systems (e.g. SMART) if required.	**BIO 1.3**	
Direct measures for protection/recovery of fauna species of conservation importance.			• Identifying species of conservation importance in a protected area. • Leading the development and implementation of appropriate and justified measures for in situ conservation of focal species. • Monitoring and reporting on the results of management measures and the status of focal species. • Incorporating the measures into the overall management strategy/plan for a protected area.	**BIO 3.2**	

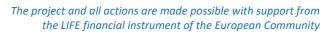| Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
Direct measures for conservation of habitats and ecosystems of conservation importance.			• Identifying ecosystems, habitats and landscapes of conservation importance in a protected area. • Leading the development and implementation of justified measures for conservation of important habitats and ecosystems. • Monitoring and reporting on the results of management measures and status of focal habitats and ecosystems. • Incorporating the measures into the overall Management strategy/plan for a protected area.	**BIO 3.3**	
Direct measures for addressing threats from alien invasive species.			• Identifying the threats (current and potential) posed by alien invasive species (AIS) to a protected area. • Leading the development and implementation of justified measures for addressing the threats and impacts arising from alien invasive species in a protected area. • Identifying the main measures required to prevent/reduce impact. • Monitoring and reporting on the results of management measures.	**BIO 3.4**	

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
			• Incorporating the measures into the overall management strategy/plan for a protected area.		
Direct programmes for sustainable harvesting of natural resources.			• Identifying resources suitable for sustainable use. • Leading the development and implementation of justified programmes for sustainable use, in collaboration with harvesters/users. • Agreeing parameters for use and developing regulations (e.g. harvesting techniques and periods, quotas, means of monitoring and assessing impact). • Specifying different approaches for subsistence, local and commercial harvesting. • Monitoring and reporting on the results and impacts of harvesting. • Incorporating the measures into the overall management strategy/plan for a protected area.	BIO 3.5	
Plan, lead and report on animal capture, transport, care and management.			Organising and leading safe and humane capture of animals using appropriate techniques (e.g. darting, trapping, hand collecting, etc.). • Reasons for animal capture include research, translocation and rescue. • Providing and monitoring of adequate conditions	BIO 2.8	Country specific (group 2)

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
			of safety and welfare for holding and transportation of captive animals.		
Plan, lead and report on animal control measures.			• Culling or controlling pest species, invasive species, harvested species, problem animals, and species requiring population management, in line with an approved plan and in a safe, legal and ethical manner. • Methods may include permitted forms of trapping, euthanasia, shooting, poisoning (e.g. of invasive rodents), etc.	BIO 2.9	
Plan, lead and report on the care and use of cultivated plants.			• Supervision and care of plantations, living botanical collections, tree nurseries, etc. • Plant establishment, care, watering, pest and weed control, protection, etc. • Using cultivated plants for restoration, rehabilitation and creation of habitats and ecosystems.	BIO 2.10	unless within/ for N2K site (group 2)
Contribute to national			• Taking a significant and active role in the development and updating of national, regional or	BIO 3.7	Formal Natura 2000 reporting requires site-based data to be reported. All Natura 2000

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
conservation status evaluations.			global Red Lists, species status assessments, ecosystem assessments (or equivalent).		managers will at least contribute to national conservation evaluations/ reports. This means it is certainly an essential competence for FA1 and D for FA2 – it also is the backbone of a good management plan.
Direct the curation and management of specimens and collections.		Not applicable	• Developing/applying procedures and protocols to ensure that collection of biological material is conducted legally and ethically and respects the rights of legal and traditional custodians. • Ensuring that specimens and collections are correctly curated. • Ensuring that collection, storage and movement of specimens complies with national law and international agreements.	BIO 3.8	Endangered species. Especially Birds.

7. Upholding laws and regulations (LAR)

Notes concerning the entire field of activity as from the workshop to be discussed and added.

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
Gather information to support law enforcement and security operations.			• Gathering information from a range of sources: evidence collected from the field; analysis of patrol and law enforcement data (using tools such as GIS, SMART, etc.); collaboration with other law enforcement agencies, the public and stakeholders; use of informants. • Collating and reporting on information and evidence collected.	**LAR 2.1**	
Work with local communities to resist and prevent illegal activities.			• Providing information and guidance to stakeholders concerning laws and regulations. • Working with stakeholders to identify their concerns regarding threats, security and other issues. • Developing contacts and relations with local communities to cooperate in law enforcement. • Using a range of 'soft' techniques to encourage and enable behaviour change and cooperation. • Responding to requests for law enforcement and security support from local stakeholders.	**LAR 2.3**	

Identify signs and evidence of unauthorised activities and security threats in the field.			• Recognising and identifying signs and evidence relevant to the threats and legal issues faced by a protected area. • For example: signs of illegal logging (cut stumps, sawmill sites, extraction routes, chainsaw noise); poaching (different types of snare and trap, gunshots, remains of poached animals); use of poisons; unauthorised access, unauthorised resource use; unexploded ordnance; security threats (incursions, traps, potential confrontations).	**LAR 1.1**	
Provide information to protected area users about laws, rights and regulations affecting a N2000 site.			• Providing verbal information and guidance about laws and regulations to stakeholders (local residents, visitors, tourists, authorised users, violators). • Explaining and answering questions.	**LAR 1.2**	It is strongly liked to good communication.
Treat suspects and members of the public correctly and legally during law enforcement activities.			• Ensuring that all contacts with suspects, local people and the general public are conducted legally, professionally and respectfully. • Refraining from and preventing mistreatment of the public and of suspects. • Refraining from and preventing corrupt behaviour.	**LAR 1.6**	

Provide formal evidence (written and verbal).			• Providing accurate written statements and accounts. • Providing accurate and reliable verbal evidence in official investigations and court procedures.	**LAR 1.8**	
Respond correctly to non-violent disputes and confrontations.			• Using a range of non-violent, legal and ethical techniques for avoiding conflict and defusing hostile situations (e.g. dealing with disputes, threats, non-cooperation or intimidation). • Techniques may include: using correct language, using and reading body language, showing good listening skills, providing clear and consistent responses, staying calm under provocation, and knowing when to withdraw and when to summon assistance. • Following instructions and standard operating procedures in threatening situations.	**LAR 1.9**	
Respond correctly and appropriately to physical threats and attacks.			• Use of self-defence techniques, equipment and appropriate force in response to physical attacks. • Following instructions and use of standard operating procedures in threatening situations and physical confrontations.	**LAR 1.10**	
Coordinate law enforcement and security activities with other responsible		TBD	Ensuring coordination of law enforcement related activities with police, military, forest guards, border guards, etc. • Enabling active collaboration (e.g. through information sharing, joint patrols, joint	**LAR 3.4**	

agencies and with the judiciary.			investigations, etc.). • Ensuring that judiciary are informed about the crime issues related to a protected area and their impacts.		
Direct the development of local regulations and by-laws for activities in a N2000 site.		TBD	• Consulting over the need for local rules and regulations. • Drafting and obtaining approval for local rules and regulations (where possible) with appropriate authorities.	**LAR 3.5**	
Direct the development and implementation of a strategy, plan and operating procedures for N2000 site law enforcement.		Not relevant	• Developing a comprehensive strategy for upholding laws and regulations in a protected area. • Identifying the main threats and issues affecting a protected area that require law enforcement/crime prevention activity. • Identifying the perpetrators and beneficiaries of crime, and the main victims. • Consulting over options for dealing with violations with other agencies, and local communities. • Identifying the approaches and methods to be used for law enforcement/crime prevention/encouraging compliance. • Identifying requirements for improved legal regulations. • Identifying opportunities to engage local communities to support crime prevention and law	**LAR 3.1**	

			enforcement. • Developing standard operating procedures (or adapting national procedures) for law enforcement activities. • Incorporating the results of the planning process into the overall management strategy/plan for a protected area.		
Participate in supervised law enforcement operations in compliance with standard operating procedures.			• Following correct procedures for typical law enforcement operations: (information gathering, inspections, patrols, searches, checkpoints, raids) legally and in accordance with instructions and relevant standard operating procedures (SOPs).	**LAR 1.3**	
Follow correct procedures for basic documenting and reporting on law enforcement activities.			• Providing accurate verbal and written reports according to the law and to prescribed procedures. • Using digital aids for recording information in the field if required (e.g. handheld computers, smart phones, applications such as SMART and FIST).	**LAR 1.7**	
Direct law enforcement and crime prevention operations.		Not relevant	• Developing detailed operational plans for effective law enforcement/crime prevention in line with an overall strategy and based on intelligence and analysis of previous activities. • Ensuring that operations are professionally and responsibly led, conducted and documented.	**LAR 3.3**	

			• Directing the legal follow-up to law enforcement activities to ensure that all correct procedures are followed. • Coordinating with local communities to ensure that they are involved and informed and that issues that concern them are being addressed. • Collecting and collating reports and statistics and reporting on overall implementation of activities.		
Follow legal, ethical and safe procedures for apprehending suspects, violators and detainees.	TBD		• Apprehending, detaining or arresting suspects (if permitted) legally, ethically and in accordance with instructions and established procedures. • Taking steps to ensure apprehension by law enforcement personnel (e.g. police) if required. • Respecting the rights of suspects and the general public.	**LAR 1.4**	
Follow correct procedures for protecting crime scenes and for seizing, securing and documenting evidence.			• Securing crime scenes in order to enable detailed documentation and investigations. • Preserving, collecting and documenting evidence related to violations, legally and in accordance with instructions and established procedures.	**LAR 1.5**	
Care for and use firearms legally,	TBD	TBD	• Checking, maintaining, safely handling and storing firearms and ammunition according to established rules and procedures. • Using firearms to prevent or respond to life	**LAR 1.11**	

correctly and safely.			threatening attacks by wildlife or people according to the law and standard procedures. • Cooperating in investigations and reporting following use of firearms.		
Ensure that correct procedures are followed for use of firearms.	TBD	TBD	• Ensuring that correct and legally required procedures are complied with for all aspects of firearms use (e.g. registration of firearms, storage of arms and ammunition, maintenance and checking, training and certification of authorised users, issuing of firearms and ammunition, correct use, observance of standard operating procedures and rules of engagement, reporting and documentation of incidents). • Providing a high level of training and supervision.	**LAR 2.10**	
Deploy and use remote surveillance equipment.	TBD	TBD	• Effectively deploying and gathering information using equipment such as unmanned aerial vehicles, automatic cameras, radar, balloons, shot detectors, metal detectors, etc.	**LAR 2.11**	
Address major security threats in the field.	TBD	TBD	• Ensuring the security of staff, local stakeholders and visitors against physical threats. • Identifying security threats, developing threat reduction/response procedures for personnel, staff and stakeholders. • Providing instruction and guidance and ensuring procedures are followed.	**LAR 2.9**	

Direct preparation and implementation of security assessments and strategies.	TBD	Not relevant	• Identifying the main security threats to Natura 2000 personnel, stakeholders and visitors (e.g. violence, intimidation, coercion, unexploded ordnance, presence of violent groups and individuals). • Developing responses to the threats and plans and procedures for dealing with major security emergencies. • Allocating adequate resources for law enforcement and providing comprehensive support for front line rangers. • Implementing special measures to ensure the safety and security of vulnerable personnel (rangers and other staff, local communities, informants, etc.).	LAR 3.2	

8. Local communities and cultures (COM)

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
Ensure that N2000 site management activities respect policies and agreements and the rights of communities.			• Ensuring that Natura 2000 policies and procedures take into consideration community rights, needs and agreements. • Ensuring that Natura 2000 staff are aware of and observe the rights of local communities and relevant policies and agreements. • Observing principles of free prior informed consent, in particular with respect to relocation and resettlement. • Taking appropriate action to prevent and address problems and incidents.	**COM 3.5**	
Ensure the protection of sites, features and objects of cultural importance.			• Introducing specific programmes for the protection, preservation or restoration of important cultural sites and of 'immoveable' and 'moveable' heritage. • Working with local communities in cultural site protection and management (e.g. for spiritual sites).	**COM 3.8**	Where such heritage exists.
Maintain productive and equitable working			• Maintaining regular formal and informal contact with communities. • Building and maintaining constructive working	**COM 2.1**	

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
relationships with local communities and indigenous peoples.			relationships with local leaders and influential people. • Understanding and addressing differences of opinion and potential conflicts. • Participating actively and constructively in meetings, workshops and community events. • Coordinating and facilitating community engagement activities and events.		
Communicate and interact appropriately with local community members.			• Demonstrating awareness of and sensitivity to local cultures and practices. • Complying with policies and guidance on relations with local people. • Providing basic information to local people about a protected area, its functions, regulations and approaches for working with local communities. • Demonstrating awareness of and sensitivity to cultural issues in all aspects of work. • See also CAC Level 1, FPC.	COM 1.1	
Direct development of a strategy and plan for			• Preparing a detailed strategy and plan for community engagement by a protected area, developed with full participation of local	COM 3.2	

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
engagement by a N2000 site with local communities.			stakeholders. • Identifying appropriate mechanisms for local communities to participate in Natura 2000 planning, management and monitoring. • Identifying agreed forms of co management, devolved management, establishment of buffer zones, community conserved zones, etc. • Identifying joint plans, projects or proposals for activities that benefit Natura 2000 communities and a protected area. • Incorporating the plan into the overall management strategy/plan for a protected area. • Communicating the strategy and plan to Natura 2000 staff and local stakeholders.		
Negotiate and maintain formal agreements with communities.			• Participatory negotiation of formal agreements (e.g. permit and licensing schemes, management and resource use rights, limits and quotas, boundaries and use zones, buffer zones, revenue generation and benefit sharing schemes, etc.). • Recognising traditional rights.	COM 3.4	

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
Plan, lead and report on measures to safeguard cultural and historic sites, structures and artefacts.			• Conducting participatory surveys and assessments of cultural artefacts and 'immovable' heritage (archaeological and historic features and locations) within a protected area. • Working with local communities to propose measures for the management and protection of important elements of immovable and/or portable heritage.	**COM 2.6**	
Facilitate and support agreements for community-based sustainable use of natural resources.			• Working with communities, user groups and conservation specialists to negotiate agreements and regulations for sustainable resource use compatible with the conservation objectives of a protected area. • Monitoring and implementation of agreements and observance of regulations. • See also BIO 2.6.	**COM 2.3**	
Enable participation of communities in N2000 site governance and management.			• Instituting mechanisms for regular communication and consultation with local communities. • Ensuring formal representation of local communities in relevant meetings, workshops,	**COM 3.3**	

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
			planning and decision making bodies and processes. • Ensuring inclusion of groups such as indigenous peoples, local minorities, young people, women, and those disadvantaged or underrepresented for various reasons.		
Plan, lead and report on cultural and socio-economic surveys and assessments.			• Identifying survey/monitoring purpose, targets and methods. • Identifying and mobilising personnel, equipment, and logistics. • Collecting information on communities, local forms of governance, social conditions, livelihoods, resource use, culture, etc. • Collating, analysing and presenting results. • Making practical recommendations for improving management practice.	**COM 2.2**	
Conduct extension field work with local communities.			• Working under supervision on practical joint implementation of community outreach and extension activities. • Relevant activities include basic surveys, agriculture, construction, health and welfare,	**COM 1.2**	At a network level the competences are relevant in particular for the development of overall strategic approaches.

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
			sustainable use, education, etc. • Working in a participatory, inclusive and sensitive manner. • Recording and reporting on activities and results.		
Direct the participatory collection and assessment of socio-economic and cultural information.			• Ensuring that a protected area administration has an adequate knowledge and understanding of local and indigenous communities. • Working with specialists in community-based research and assessment. • Ensuring that information gathering is participatory and respectful of the beliefs and traditions of local and indigenous peoples. • Working with local communities to identify and where possible quantify impacts (positive and negative) of a protected area on local communities and of local communities on a protected area.	**COM 3.1**	
Facilitate activities that support sustainable socio-economic			• Promoting development activities for and by local communities that are compatible with the other objectives of a protected area. • Enabling sharing of benefits derived from a protected area with local communities.	**COM 3.6**	

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
development of communities.			• Enabling access by Natura 2000 communities to assistance, support and finance for development projects, enterprise development, sustainable use, etc. • Promoting and enabling establishment of local networks and organisations.		
Plan lead and report on measures to safeguard intangible cultural heritage.			• Conducting participatory surveys and assessments of 'intangible heritage' (traditions, skills, arts, designs, oral history, etc.) of local communities. • Working with local communities to propose measures to safeguard intangible heritage.	**COM 2.7**	
Facilitate and support establishment of community-based economic enterprises.			• Working with communities to establish and operate social and environmental enterprises compatible with the objectives of a protected area (for example tourism services, processing/sale of sustainably harvested resources, provision of local services, etc.).	**COM 2.5**	The relevance of the competences listed in column 4 depends on the conservation regime of each site and on the resources available for their management. For example, supporting the development of green business in the local communities, is most often, a

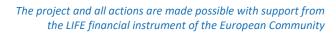| Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
					secondary objective of Natura 2000 sites.
Promote and support the cultural identity and traditional knowledge and practices of local communities.			• Acknowledging and making use of traditional knowledge, experience, forms of management and decision making and other 'intangible heritage'. • Proactively encouraging and supporting local traditional practices compatible with Natura 2000 objectives (e.g. architectural styles, languages. handicrafts, land and resource management practices, cultural events).	**COM 3.7**	
Facilitate and support establishment of community development projects.			Enabling access for communities to specialist knowledge, advice and support (e.g. access to extension services, advice on sustainable harvesting, information on projects and programmes, sources of funding and credit, welfare services, educational services, credit facilities, etc.). • Supporting establishment of compatible development activities identified by/with local communities.	**COM 2.4**	

9. Tourism, recreation and public use (TRP)[16]

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
Ensure that visitors have safe, well-managed, informative and enjoyable visits.			• Assuring the quality of the visitor experience and a high standard of visitor management by personnel, concessionaires and service providers. • Ensuring safety, security and compliance with regulations of visitors, personnel and service providers. • Introducing safety standards and codes of conduct for visitors, staff and service providers and for hazardous activities. • Ensuring that personnel/service providers are adequately trained and competent. • Ensuring collection and reporting of feedback and data about public use.	**TRP 3.4**	

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[16] To be considered if relevant for the site/sites

Ensure monitoring and management of the impacts of public use.			• Identifying/predicting/monitoring negative environmental impacts of public use of a protected area (e.g. killing and disturbance of wildlife, habitat damage, erosion, waste, pollution, vandalism, pest species). • Identifying/predicting/monitoring social and cultural impacts of public use of a protected area (e.g. erosion of local cultures, unfair competition with local businesses, behaviours and practices unacceptable to local sensitivities, etc.) • Developing suitable solutions (in collaboration with users and local stakeholders) for elimination or reduction of impacts. • Introducing limits on activity on the basis of carrying capacity and/or limits of acceptable change.	**TRP 3.5**	
Monitor and manage the impacts (environmental and social) of visitation.			• Identifying actual and potential impacts of tourism and recreation on the environment and social values of a protected area. • Monitoring and reporting on impacts using appropriate indicators and methods. See also BIO 2. • Specifying responses and remedial actions to address impacts.	**TRP 2.3**	
Conduct surveys about visitors, the			• Collecting and analysing quantitative and qualitative data about public use and about visitors	**TRP 2.4**	Understanding their attractiveness against other leisure activities.

use of a N2000 site and its facilities.			using a range of suitable methods. • Providing regular reports on visitation and use. • Making recommendations based on survey results.		This information is also important to convey visitors to certain areas (which have specific facilities) avoiding disturbance of others.
Welcome, assist and regulate visitors on site.			• Giving directions, providing basic advice to visitors about recreation opportunities, safety, permitted and prohibited activities. • Responding correctly and accurately to questions and complaints. • Responding correctly to violations of codes and regulations and inappropriate behaviour.	TRP 1.1	
Respond to emergencies and accidents to visitors.			• Following procedures for reporting and responding to accidents, emergencies and other problems affecting visitors to a protected area.	TRP 1.2	
Establish partnerships and agreements with communities and businesses for tourism and recreation.			• Taking positive steps to encourage and enable local people and businesses to add to and benefit from the recreation offering of a protected area (e.g. through for the supply of goods and services to visitors and operation of recreation sites and activities). • Negotiating concessions/franchises/agreements for the operation of facilities and provision of services.	TRP 3.7	

Direct development of a strategy and plan for tourism, recreation and public use in a N2000 site.		Not relevant	• Preparing a detailed strategy and plan for sustainable and economically viable tourism and recreation in a protected area. • Conducting market analysis, identifying opportunities, demand, target groups, suitable activities, infrastructure and equipment needs, limits, zones, impacts, visitor management requirements, etc. • Identifying potential partnerships and opportunities for Natura 2000 communities and local businesses to invest in, participate in and benefit from tourism and visitation. • Communicating the strategy and plan to Natura 2000 staff and local stakeholders. • Incorporating the plan into the overall management strategy/plan for a protected area.	**TRP 3.1**	
Manage visitation and use of facilities.		*	• Ensuring that visitor activities and experiences offered by a protected area (and contractors, partners and franchise holders) are conducted to a high standard (quality of experience, safety, supervision, etc.). • Ensuring day-to-day management of facilities (entrance gates, information centres, car parks, retail outlets, trails, washrooms, play areas, etc.). • Supervising personnel responsible for operating facilities and leading visitor activities (guides, interpreters, recreation rangers, reception	**TRP 2.1**	*Where tourism facilities exist.

			personnel). • Reporting problems and solving them where possible. • Maintaining records and preparing reports.		
Manage needs and behaviour of visitors.			• Ensuring that visitors are well informed, comply with regulations, and are well regulated/supervised. • Supervising and supporting guides and tourism staff who work directly with visitors. • Dealing with problems related to visitors (conflicts, emergencies, accidents, breaches of regulations, etc.).	**TRP 2.2**	*Where tourism facilities exist.
Direct establishment and maintenance of appropriate facilities, equipment and infrastructure for visitors.			• Establishing and maintaining the infrastructure required for general visitation (access, parking, visitor reception, information centres, service infrastructure, etc.). • Establishing and maintaining specific facilities and equipment required for a range of recreation activities appropriate to a protected area. • Identifying sources of funding for infrastructure development (government funds, projects, investors, etc.). • Ensuring that facilities, installations and equipment are well constructed, safe, appropriate in scale and design and have minimal environmental impact.	**TRP 3.2**	

Guide basic visitor activities.	Not relevant		• Leading correctly and safely basic 'face to face' (non-hazardous, non-specialist) recreation activities (e.g. guided walks, nature trails, short hikes, tours of exhibitions, etc.). • Providing appropriate information and assistance to participants.	**TRP 1.3**	
Ensure marketing of opportunities for tourism, recreation and public use.	*	Not relevant	• Working with government agencies and the private sector to market and promote a protected area as a destination. • Collaborating in marketing with other attractions and service providers. • Organising direct marketing through publicity, internet, media, etc.	**TRP 3.6**	* Different from country to country, depending on how the responsibilities for tourism in Natura 2000 sites is managed. Most often, such competences are not relevant, being assigned to territorial or tourism development sector. In some cases the national level authorities might have the responsibility to develop national strategies, to coordinate the actors in charge with tourism development in Natura 2000 sites or to work together with them to develop integrated and sustainable approaches.
Assist in guiding advanced visitor activities.	Not relevant		• Assisting in leading potentially hazardous recreation activities requiring special technical equipment and skills (e.g. long distance hiking, water-based activities, climbing, zip line, etc.).	**TRP 1.5**	

| | | | • Observation of all safety requirements.
• Providing appropriate information and assistance to participants. | | |

10. Awareness and education (AWA)

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
Direct development of a communication strategy and plan for N2000 sites.			• Identifying main themes and messages for visibility, interpretation, education and awareness. • Identifying target groups (e.g. visitors, local communities, schools and educational institutions, other resource use sectors). • Identifying suitable methods and media for communicating messages to target groups. • Preparing programmes of awareness, interpretation and education. • Identifying personnel requirements	AWA 3.1	

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
			and competencies. • Communicating the strategy and plan to Natura 2000 staff and local stakeholders. • Incorporating the plan into the overall management strategy/plan for a protected area.		
Direct the design and production of awareness and educational materials.			• Working with designers to produce attractive and effective interpretive, awareness and educational materials (leaflets, signs, posters, displays, audio-visual installations, etc.). • Overseeing development of concepts, scripts, designs, drafts, etc. • Overseeing production of materials.	**AWA 3.4**	
Direct the design and implementation of interpretive and educational programmes.			• Directing the specification, planning, design and implementation of a diverse programme of awareness, interpretational and educational activities, based on the strategy and plan.	**AWA 3.5**	

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
			• Working with partners to deliver education, awareness and interpretation in appropriate ways for identified target groups including local communities, schools, visitors, decision makers. • Ensuring evaluation of the impact and effectiveness of the programmes.		
Plan, lead and report on interpretive, awareness and educational programmes.			• Developing and leading an appropriate, diverse and effective range of interpretive, awareness and educational messages and activities based on the communication strategy of a protected area. • Supervising and building capacity of awareness personnel. • Managing and maintaining awareness facilities (e.g. visitor centres, museums, interpretive trails, etc.). • Conducting assessments of the	AWA 2.1	

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
			effectiveness and impact of awareness activities.		
Plan and lead 'person to person' awareness and educational activities.			• Planning, preparing and leading interpersonal presentations (lectures, guided walks, educational events, etc.). • Identifying and researching target audiences, themes and messages. • Identifying suitable interpretive opportunities and techniques. • Preparing 'scripts' and formats for the activities. • Preparing required 'props', audio-visual aids and other materials. • See also CAC.	AWA 2.2	
Plan, draft and oversee production of publications, exhibits and signs.			• Developing concepts and text for printed publications, panels, educational and interactive displays (indoor and outdoor), web pages, etc. • Identifying and researching target audiences, themes and messages.	AWA 2.3	

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
			• Drafting and editing suitable text. • Identifying needs for graphics, photos, etc. • Preparing briefs for designers and working with them and printers/producers to prepare the finished product.		
Plan, oversee production of and operate technology-based exhibits.			• Developing concepts for technology driven displays and activities (e.g. films, audio visual presentations, touch screen displays, interactive exhibits). • Working with specialists to design, build and install exhibits. • Operating and maintaining exhibits.	**AWA 2.4**	for I26:unless is a protected area is 2
Plan and lead special public events.			• Planning and overseeing all aspects of special events at a protected area (design, budgeting, marketing, logistics, advertising, organisation). • For example, open days, special	**AWA 2.5**	

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
			activity days, formal openings and launches, entertainment events.		
Provide basic information about a N2000 site.			• Providing basic verbal explanations to visitors and stakeholders about a protected area (values, functions, regulations, wildlife, culture, features and locations of interest, recreation opportunities). • Responding appropriately to questions. • See also CAC.	AWA 1.1	
Make basic interpretive/educational presentations.			• Preparing and delivering basic interpersonal interpretive/educational presentations to a range of audiences based on a planned schedule or script. • For example, leading an interpretive trail, making a presentation to a community group, guiding visitors around a visitor centre, conducting an activity with a school group, briefing	AWA 1.2	

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
			visitors on regulations of a protected area, etc.		
Work with the media to communicate information and stories about a N2000 site.			Identifying media stories, messages and opportunities. • Conducting press, radio and TV interviews. • Organising media events and working with media groups (film crews, media tours, etc.). • Disseminating information for the media (press releases, online announcements, etc.). • Maintaining records of media coverage.	AWA 2.8	
Direct development of a protected area image and brand.		*	• Working with specialists to develop a unique image and brand for use in awareness raising and marketing of a protected area. • Developing an image and logo for a protected area. • Developing consistent standards for	AWA 3.2	* Branding is a secondary management objective for Natura 2000 site management. Competences described in column 4 are most often not a priority for the site level managers, but these might be relevant in some cases, if

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
			design of protected area facilities and publications, etc.		resources for branding are available.
Direct the design and implementation of local issue-based/advocacy campaigns.			• Identifying topics, issues, target audiences and messages for campaigns. • Designing and coordinating campaigns involving a range of media and techniques.	**AWA 3.6**	On a site level these competences are necessary in developing a communication strategy / plan / approach.
Develop and implement a media strategy for N2000 site(s).		Not relevant		**AWA 3.7**	
Plan and deliver formal education activities.			• Developing programmes, lesson plans, teaching materials, etc. linked to formal educational curricula (at primary, intermediate, high school or university levels). • Assessing curricula, researching and designing programmes, identifying learning objectives. • Working with teachers/educators.	**AWA 2.6**	In a marine Natura 2000 these competences are relevant for the local communities on the coast or closest to the marine areas included in the Natura 2000 sites.

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
			• Delivering and assessing lessons and learning activities.		
Manage and maintain internet and social media presence for a protected area.			• Working with specialists to design and develop websites, social media pages, blogs, etc. and to establish an online presence (see also TEC 2). • Maintaining and updating online presence and interacting effectively with users.	**AWA 2.7**	
Direct the design, production and deployment of awareness and educational facilities and installations.			• Working with designers, architects, staff and stakeholders to specify the functions, design and layout of interpretive and educational facilities (e.g. educational and awareness centres). • Designing and installing signage systems for the site. • Overseeing the construction of facilities and installations.	**AWA 3.3**	

11. Field/water craft and site Maintenance (FLD)

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
Use map and compass/charts for orientation and navigation.			• Reading a topographic map or sea chart. • Using a compass and map/chart for orientation and navigation in the field. • See FLD 1.2 for use of GPS.	**FLD 1.1**	
Use a Global Positioning System (GPS) for orientation and navigation.			• Care and maintenance of GPS. • Using GPS in the field for basic functions (orientation, tracking, recording waypoints, location, etc.). • Setting up GPS and downloading/uploading routes and waypoints, etc.	**FLD 1.2**	
Follow good safety and environmental practice in the field and the work place.			• Behaving in an environmentally responsible manner. For example: not smoking, avoiding alcohol, safe management of campfires, quiet behaviour, avoiding environmental	**FLD 1.3**	

			damage, not hunting, appropriate disposal of waste and garbage. • Behaving in a safely conscious manner. For example: correct use of tools and equipment, awareness of risks and hazards, complying with instructions and regulations, avoiding reckless behaviour, use of correct safely equipment, fire awareness.		
Conduct first aid and provide appropriate responses in accidents and emergencies.			• Obtaining Red Cross, Red Crescent or equivalent basic first aid skills (adapted to the specific needs of a protected area). • Procedures for reporting accidents and dealing with casualties. • Advanced first aid (where required).	**FLD 1.9**	
Drive and conduct basic maintenance for motor vehicles.			• Acquiring a driving permit/licence. • Driving safely and responsibly. • Conducting routine required checks and operator maintenance.	**FLD 1.11**	
Work safely in aquatic environments.			• Swimming competently. • Crewing of small craft. • Using safety equipment.	**FLD 1.14**	

Correctly use and maintain field communication equipment.			• Using radio or other electronic communication equipment (handset, smart phone, base station). • Maintaining equipment (batteries, chargers, etc.). • Using required procedures/protocols for communication.	**FLD 1.16**	
Detect, prevent, fight and control fires.			• Maintaining fire watches and following procedures for reporting fires. • Following prescribed procedures (under supervision) for avoiding fire risks, fire prevention (e.g. clearing firebreaks), dealing with wildfires. • Safe and correct operation of fire-fighting and control equipment.	**FLD 1.13**	
Plan, lead and report on field excursions and activities.			• Planning all logistical aspects of field trips, expeditions, patrols, etc. • Ensuring that transport, food, camping, field equipment and safety arrangements are suitable for the number of participants and the duration and purpose of the field trip. • Leading field trips and ensuring welfare and safety of participants.	**FLD 2.1**	

			• Monitoring activities and preparing reports.		
Plan, lead and report on small scale construction, landscaping and maintenance works.			• Planning and organising correct installation of non-engineered structures (e.g. boundary markers, paths, trails, rest areas, picnic sites, garbage disposal and associated structures). • Planning and organising physical and landscaping works as required (e.g. erosion control, drainage works, tree planting). • Interpreting drawings and specifications. • Specifying and obtaining required materials and equipment. • Supervising correct and safe construction and maintenance. • Maintaining schedules of checks and maintenance of facilities (paths, trails, constructions). • Specifying maintenance and repair requirements.	**FLD 2.3**	
Plan, lead and report on waste management and pollution control.			• Organising regular waste collection and management activities. • Organising special waste collection	**FLD 2.5**	

			and site cleaning actions. • Monitoring potential pollution sources in a protected area (e.g. waste dumps, fuel stores, sewage and waste water, use of chemicals, etc.). • Responding to pollution incidents.		
Maintain stores of field equipment and supplies.			• Ensuring secure storage and maintenance of equipment, materials and supplies for field work. • Maintaining systems of signing out/signing in for equipment and supplies. • Maintaining inventory records and requesting replenishment of equipment and supplies (see also FRM 2).	**FLD 2.2**	
Safely use and maintain hand tools and equipment.	Not relevant		• Safely and correctly using and caring for non-powered equipment (tools, materials, etc.). • Correctly using and caring for safety and protective equipment.	**FLD 1.4**	
Complete basic landscaping, horticultural and silvicultural tasks.	Not relevant		• Correctly completing practical hard and soft landscaping tasks (e.g. habitat creation, erosion control, drainage, vegetation control, tree	**FLD 1.7**	

			planting and aftercare, wetland maintenance, etc.).		
Set up and operate field camps.	Not relevant		• Organising overnight accommodation in the field (camps, bivouacs, ranger stations, etc.). • Deploying required equipment. • Establishing and maintaining good standards of safety and hygiene. • Managing preparation of meals. • Setting up latrines and washing facilities.	**FLD 1.8**	
Correctly use and care for basic field surveying instruments.	Not relevant		• Correctly using and caring for basic instruments regularly used in the field (binoculars, telescope, camera, measuring equipment, etc.).	**FLD 1.10**	
Operate and conduct basic maintenance for motor powered boats.	Not relevant		• Acquiring a boat use permit/licence. • Operating boats safely and responsibly. • Conducting routine required checks and operator maintenance.	**FLD 1.12**	
Care for and work with draft animals and/or livestock.	Not relevant		• Ensuring welfare and safety of animals in the field (feeding, watering, checking, responding to health and welfare issues). • May apply to any draft animal used	**FLD 1.17**	

			to assist Natura 2000 work (horses, donkeys, mules, camels, buffalo, etc.) or to livestock used in conservation management (e.g. sheep or cattle for sustainable grazing).		
Safely operate and maintain power tools and machinery with small engines.	Not relevant		• Safely and correctly using machinery with engines or electric motors (e.g. brush cutters, mowers, chainsaws, power tools, etc.). • Following maintenance procedures. • Correctly using safety and protective equipment.	**FLD 1.5**	
Complete basic construction tasks.	Not relevant		• Safe and durable installation and maintenance of trails, boardwalks, bridges, fences, signs, picnic areas, camping grounds, mooring buoys and other basic infrastructure required by a protected area. • Using wood, basic masonry, local materials, etc.	**FLD 1.6**	
Plan, lead and report on search and rescue and emergency response.			• Organising search parties, logistics and procedures. • Organising evacuation of casualties. • Coordinating with emergency services and other search and rescue teams.	**FLD 2.4**	

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
			• Using special techniques according to the conditions of a protected area (e.g. mountainous, aquatic). • Preparing reports and required documentation.		

12. Technology (TEC)

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
Operate and maintain computers for basic offline functions (word processing, data entry, file management).			• Using basic offline applications for word processing and entering data. • Storing and retrieving data on computers and networks. • Uploading, downloading and saving data (e.g. from GPS or other mobile technology). • Using common peripherals (printer, scanner, projector, etc.). • Basic maintenance of hardware and software. • Using available platforms (e.g. Mac, PC,	**TEC 1.1**	

			Smartphone, tablet, etc.). • Using common peripherals (printer, scanner, projector etc.). • Basic maintenance of hardware and software. • Using digital field recording systems (e.g. SMART). • May apply to most relevant type of platform (Mac, PC, Tablet, Smartphone etc.).		
Use online and other connected communication equipment and media.			• Using online/connected electronic equipment and media for communicating and gathering information (internet, email, SMS, smartphone, etc.). • Using social media.	**TEC 1.2**	
Operate and maintain audio visual equipment.			• Using cameras, recorders, mobile phones, video equipment to record images and sound. • Processing and storing recorded data and images.	**TEC 1.3**	
Manage and maintain digital data and information resources.			• Managing and updating databases (for example of wildlife records, visitor records, law enforcement management information, statistics, etc.) using generic or specialised applications. • Providing reliable access to data for	**TEC 2.4**	

			analysis and use to support planning and management.		
Use online technology for advanced functions.			Using online tools and services for data collection, sharing and management, awareness and visibility, communication, collaboration, etc. • Using social media, web sites, online questionnaires, online databases, etc. • Using and maintaining online connections and related peripherals.	**TEC 2.2**	
Operate Geographic Information Systems (GIS) and related applications.			• Operating GIS packages for day-to-day use. • Adding spatial information. • Analysing information. • Preparing maps and reports. • NOTE: this competence relates to operating and updating existing GIS systems, not to establishing, programming and customising GIS systems.	**TEC 2.5**	
Use advanced technology to support N2000 site management.	TBD		• Operating and maintaining specialist technological aids according to specific needs and available technology. For example: • Advanced uses of GIS for modelling, spatial analysis, optimisation, etc.; • Remote monitoring and tracking	**TEC 2.6**	

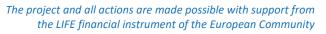|			technology for monitoring wildlife, visitors, threats, etc.; • New technologies such as solar installations, UV waste treatment; • Audio visual presentations and interactive installations in visitor centres; and • Devices and applications for data collection in the field.		
Operate and maintain computers for advanced functions.		*	• Using and managing databases, apps, spread sheets and other commonly used applications and peripherals. • Using local networks and servers. • Solving common problems and conducting regular maintenance and updates (hardware and software). • Ensuring secure use of IT (virus checking, updating software, backing up, etc.). • Using and maintaining peripherals (printers, scanners, plotters, etc.) • Using available platforms (PC, Mac, Tablet, Smartphone, etc.).	**TEC 2.1**	* Basic competences related to the use of computers and main peripherals might be relevant for the site level managers, while maintenance or the use of advanced functions are often not relevant at this level.

C. GENERAL PERSONAL COMPETENCIES

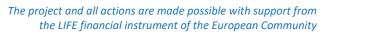## 13. Foundation personal competencies (FPC)

Competence Statement. The individual should be able to:	Area of network administration (FA 1)	Site action (FA 2)	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
Demonstrate a positive personal attitude to work.			• Maintaining good time keeping. • Completing tasks in a timely and competent manner. • Demonstrating willingness to learn and develop personally. • Taking the initiative and working constructively.	**FPC 01**	
Work in compliance with instructions, briefings, laws, regulations and procedures.			• Demonstrating awareness of and compliance with requirements of the employer and the job. • Paying attention to information, guidance and instructions. • Demonstrating awareness of regulations governing activities, health, safety, welfare, etc.	**FPC 02**	

Demonstrate a flexible and adaptable approach to work.			• Responding constructively and adapting to changing circumstances, problems and changing priorities and workloads. • Adopting a positive attitude to new technologies, tools and working practices.	**FPC 03**	
Maintain good relations with others in the workplace.			• Treating stakeholders, co-workers, subordinates and supervisors professionally and respectfully. • Communicating effectively with others. • Actively participating in team work and collaborative activities.	**FPC 04**	
Communicate effectively verbally.			• Providing clear, correct and appropriate person to person information, explanations, instructions and responses. • Demonstrating ability to listen and absorb communication from others. • Demonstrating awareness of non-verbal aspects (body language, modes of expression, etc.).	**FPC 05**	
Demonstrate basic literacy (reading and writing).			• Providing clear simple written accounts of activities. • Understanding written guidance and instructions.	**FPC 06**	

Demonstrate basic numeracy.			• Measuring and counting. • Conducting basis arithmetic calculations. • Using calculators.	**FPC 07**	
Demonstrate awareness of and sensitivity to cultural, ethnic, gender and ability issues.			• Awareness of and respect for diversity issues. • Appropriate treatment of co-workers, stakeholders, visitors, etc. in all aspects of work.	**FPC 08**	
Maintain good practice for security, safety and environmental protection in the work place and in the field.			• Demonstrating environmental responsibility in the workplace. • For example: conserving energy, preventing pollution, reducing fire risks, minimising and managing waste, recycling, minimising damage and disturbance to a protected area during work. • See also FLD.	**FPC 09**	
Avoid, prevent and report dishonest and/or illegal practices.			• Taking steps to avoid and prevent illegal activity, corruption, collusion, nepotism, breaches of confidentiality. • Reporting illegal and corrupt practices. • Maintaining confidentiality of information when required.	**FPC 10**	
Maintain personal health, hygiene and fitness.			• Paying attention to keeping fit and healthy. • Managing stress.	**FPC 11**	

Competence Statement. The individual should be able to:	Managerial level	Technical level	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
			• Following good practice for health and hygiene in relation to self and others.		
Communicate in other languages and/or dialects.			• Communicating (speaking/understanding/reading/writing) in locally used languages and/or international languages (as required).	**FPC 12**	

14. Advanced Personal Competencies (APC)

Competence Statement. The individual should be able to:	Managerial level	Technical level	Details, scope and variations. A brief explanation of the competence.	GRC Code	Notes
Demonstrate analytical skills.			• Processing, summarising and interpreting large amounts of information/data. • Breaking down complex information into small parts. • Identifying patterns, common factors, inconsistencies and gaps. • Developing rational conclusions, hypotheses, recommendations and supporting arguments.	**APC 01**	
Address complex problems.			• Taking a positive approach to dealing with problems. • Dealing with problems in a rational and	**APC 02**	

			systematic way. • Developing and exploring alternative approaches and strategies for problem solving. • Exploring creative and innovative solutions to problems.		
Make effective decisions.			• Working strategically towards defined goals. • Identifying best courses of action based on analysis of alternatives, rational assessments and experience. • Consulting with and listening to others when making decisions. • Assessing the effectiveness and impact of decisions. • Taking responsibility for decisions made. • Learning from successes, mistakes and failures and adapting plans and activities accordingly.	**APC 03**	
Cope with hazardous working environments.			• Being aware of hazards and risks associated with the working environment. • Observing strictly risk reduction plans, procedures and measures. • Avoiding and preventing reckless and impulsive actions. • Learning and rehearsing emergency	**APC 04**	

			responses and procedures. • Prioritising safety and welfare of people.		
Work effectively under pressure.			• Demonstrating efficient time management and multi-tasking skills. • Prioritising and delegating tasks in order to balance workloads. • Persevering in times of difficulty and adversity and remaining calm and in control. • Recognising the signs of stress and 'burnout' (in oneself and others). • Adopting measures for dealing with/reducing personal stress.	**APC 05**	
Make best use of limited resources.			• Adopting creative approaches to implementing plans with limited resources (human, financial, technical). • Being economical and avoiding waste and unnecessary use of resources. • Seeking low cost, sustainable solutions.	**APC 06**	
Adopt a positive attitude to learning and personal development.			• Seeking and learning new information and skills and learning from others. • Pursuing personal and professional development opportunities. • Being an active participant in training and learning activities. • Engaging in 'non-formal' learning	**APC 07**	

			activities such as mentoring and communities of practice.		
Demonstrate commitment to transparency and participation.			• Adopting an open and inclusive approach to work. • Sharing information openly wherever possible. • Being transparent about decisions and decision making. • Identifying and engaging stakeholders with an interest in resources, plans and decisions. • Being approachable and accessible to colleagues and stakeholders.	**APC 08**	
Enable and encourage team work.			• Developing and motivating teams and encouraging teamwork. • Ensuring that team members understand their roles and tasks. • Creating a 'team spirit' and common purpose. • Encouraging sharing of ideas, creative and critical thinking.	**APC 09**	
Support and encourage individuals.			• Listening to others and providing constructive advice and criticism. • Supporting colleagues and staff in times of stress and difficulty. • Delegating tasks to people with the	**APC 10**	

			appropriate skills. • Providing mentoring and coaching support and encouraging others to learn and develop.		