

Consultancy Terms of Reference

Review of the effectiveness and efficiency of the Ramsar Convention

1. Introduction

The 13th Conference of the Parties in adopting Resolution XIII.3:

- Acknowledged the importance of providing an adequate institutional set-up for Ramsar, a global convention with 170 Parties.
- Established the Effectiveness Working Group (EWG) to review the governance structure of the Convention with the assistance of an independent consultant, as that structure exists at the close of the 13th meeting of the Conference of the Contracting Parties, for the purpose of:
 - a. recommending revisions (as necessary) that further enhance the effectiveness, including cost effectiveness, and efficiency of the Convention in order to reduce administrative burden and speed up the processes to achieve the mission of the Ramsar Convention; and
 - b. proposing a process to implement its recommendations.

Consistent with this resolution, the EWG is now seeking a suitably qualified Consultancy to review the structure and governance of the Ramsar Convention. The EWG will guide the work of the Consultancy. The successful Consultancy will report to the EWG Chair and copy the Ramsar Secretariat point of contact.

2. Scope

This Consultancy will review the governance structure and working methods of the Convention to support the Parties in identifying measures (as necessary) that further enhance the effectiveness, and efficiency of the Convention to support its mission: the conservation and wise use of wetlands, and how such measures might usefully be implemented.

The review should also consider the work undertaken by the Facilitation Working Group in the 2016-2018 triennium, the draft resolutions 18.1 and 18.2 on governance submitted to Ramsar COP13, and international corporate governance standards and their applicability.

3. Consultant Recruitment

The Ramsar Secretariat will oversee the Consultancy recruitment process to be appointed by June/July 2019 at the latest. The Secretariat will aim at launching the recruitment by March 2019 at the latest. The Secretariat will invite applications from any suitably qualified candidates in response to these Terms of Reference. Interested potential candidates should submit a brief proposal (maximum 10 pages) including a detailed budget in line with the key selection criteria as detailed in paragraph 4 and application requirements as detailed in paragraph 5.

The Secretariat will receive and evaluate all applications and will provide a short-list to the EWG Chair along with justification for the short-listed candidates. The EWG will review the Secretariat's recommendations within one week from receipt to recommend candidates for interviews. The EWG Chair will co-ordinate responses from EWG members. If required, an EWG meeting will be convened to discuss candidates for interviews.

Secretariat representatives together with the EWG Chair and Co-chair/Vice Chair (possibly via skype) will form a panel to assess candidates' interviews. Following the interviews, the panel will share their joint recommendation with the EWG in order to take a final decision.

4. Key Selection Criteria

Suitable Candidates should demonstrate:

- Understanding of multilateral treaty bodies and knowledge of the governance structure and modus operandi of large international organisations and/or multilateral treaty bodies;
- Familiarity with the scope, implementation and priorities of the Ramsar Convention and other Multilateral Environment Agreements (MEAs);
- Expertise in researching governmental/inter-governmental processes & issues;
- Expertise in methods to foster efficiency and productivity in organizations relevant to inter-governmental processes and structures
- Capacity in agile project delivery (or similar);
- Expertise in international corporate governance standards, guidance or principles.
- Fluency in the English language, including the ability to write professional and fit for purpose reports in English;

5. Application Requirements

Responses to this application must be in line with this ToR and must clearly set out:

- A broad project plan proposal for all topics as identified in Table 1, including key tasks, method and timeline. The Consultancy may wish to propose a new break down of all topics into sub-topics for interim reporting and their timeline
- A detailed budget including:
 - total cost for all topics as detailed in Table 1;
 - cost for each individual task/topic, including time and personnel resources allocated to each key task; rates / fees of individuals allocated to each task;
 - disbursements (e.g. for travel);
 - other expenses.
- The Consultancy will need to indicate possible topics (as they are set within this ToR) they may not be able to assess
- Personnel specified to work on this consultancy;
- Daily rates for specified personnel, applicable for any variations proposed by the Consultancy;
- Details of other relevant consultancies / projects the consultancy team have completed;
- Details of two referees;
- The Consultancy will be required to declare the absence of conflict of interest;
- The Consultancy will be required to sign a confidentiality agreement.

6. Additional requirements

- The Consultancy would aim to carry out their review from July 2019 until November 2020 in compliance with budget allocation as per Resolution XIII.2.16;
 - The Consultancy may be required, budget permitting, to attend at least 2 meetings in person in Gland, Switzerland.
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7. Work Method

- The work will be conducted by the appointed Consultant under the supervision of the EWG
- The Consultant will include a desktop review of relevant materials as well as, following agreement with the EWG, direct consultation on relevant topics with Ramsar Parties and relevant stakeholders, the Convention bodies, Ramsar's International Organisation Partners (IOPs) and relevant national and international non-government organisations (NGOs) currently engaged in supporting the work of the Convention. The Consultant may also, following agreement with the EWG, consult Secretariats (or similar) of other Conventions;
- The Consultant will apply an agile methodology to the Convention review by producing a report, of not more than 10 pages in length in the English language for each topic of the review by deadlines as detailed in table 1 (once agreed).;
- The Consultant will also produce a comprehensive body of deliverables in the English language as detailed in section 9;

8. Work Schedule

- The review will commence by July 2019 at the latest. The Consultant will report to the EWG Chair and copy the nominated Secretariat point of contact according to deadlines detailed in Table 1 (once agreed by the EWG in conjunction with the Consultancy).
- Topics in Table 1 are indicative and may be subject to change. Specific sub-topics for each heading are to be identified and agreed by EWG on the margins of SC57, pending available resources. They will be shared with the Consultant once appointed to seek their input on a final project plan including a timeline for the delivery of reports on each topic.

Table 1 – Proposed work schedule

Start Date	Review Topic	Deadline
	Core topics	
Review Launch – July 2019	Full project plan and detailed methodology	30 September 2019 or 4 weeks after EWG decision
	Governance structures and mandates Analysis of the effectiveness, efficiency and cost of the structures and related processes of the Convention, focussing on the following elements of the current Ramsar subsidiary bodies: <ul style="list-style-type: none">• the scope and mandate of the Convention's subsidiary bodies (including Standing Committee, Management Working Group, Executive Team, Sub-group on finance, Scientific and Technical Review Panel, CEPA Oversight Panel and the Ramsar Secretariat) as well as their establishment, composition, timeframe, reporting, governance structure (highlighting overlapping with other bodies).;• links, methods and effectiveness of communication with Secretariat and other Convention bodies including status of subsidiary bodies steering documents (decided by the COP or their own ToR)	Report Submission + possible interim reports on sub-topics agreed by the EWG following Consultancy indications

	<ul style="list-style-type: none"> • Where relevant, processes involving other subsidiary bodies (e.g. MWG currently has responsibility for appointing STRP) • effectiveness, including cost-effectiveness and efficiency, of current Ramsar governance and administrative structures, methods and measures compared to other relevant MEAs and Intergovernmental Organisations as agreed by the EWG 	
<u>Possible, though not exclusive, additional topics – to be agreed by the EWG :</u>		
	<p>Effectiveness of the Convention strategic processes within and across the following points</p> <ul style="list-style-type: none"> • Convention work time table including number and types of meetings • Strategic planning, work programming • Body of existing Resolutions is synergy with the Secretariat according to Resolution XIII.4.20 (in view of retiring expired ones and consolidating those with similar topics) • Process for preparing and consolidating new resolutions to be submitted at COP • Monitoring, reporting and effectiveness assessment • Management of resources • Possible digitalisation of suitable working processes such as the application of software and IT reporting systems for the preparation of Draft Resolutions or country level reporting of common datasets. 	Report Submission + possible interim reports on sub-topics agreed by the EWG following Consultancy indications

9. Deliverables

The Consultant's output to the EWG will include:

- i. (Within the application process) a proposed, broad project plan, including a description of methodology used;
- ii. A full project plan once the review topics are agreed in full with EWG (by 30 September 2019 or 4 weeks after EWG decision);
- iii. Sub-topics reports according to **Table 1** deadlines (once agreed);
- iv. A summary report on review progress four weeks ahead of SC58 for the EWG Chair to report verbally;
- v. A final comprehensive review of the Convention's institutional and governance arrangements including an account of the consultations undertaken and the list of key source materials reviewed;
- vi. Positive indications, including possible measures (if any) and any available information on the likelihood of success of such measures, where they have been applied in other comparable circumstances, that might enhance the Convention's effectiveness, provided

in a format that could be used by Parties to develop recommendations for possible inclusion within future Draft Resolutions:

- vii. A suggested implementation timetable for possible improvement measures (if any) including, decision needed, by whom, in what sequence and by when;
- viii. Where feasible suggested possible performance indicators to track the implementation of improvement measures (if any)

10. Key Performance Measures / expectations

Consultancy deliverables must meet the quality standards expected by the EWG before they will be accepted. EWG requirements will be formalised during SC57 and issued to the Consultancy upon their appointment.

11. Data sources

The consultant will be required to consider, inter alia, the following:

- A minimum of previous governance review documents of the Ramsar Convention to be agreed with the EWG
 - Global standards / guidelines / principles for corporate governance
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12. Supplier responsibilities

The EWG is responsible for:

- Providing guidance to the consultant in relation to scope, direction, deliverables
- Providing comments to the consultant on deliverables in a timely manner

The Ramsar Secretariat is responsible for

- Organising the consultant recruitment process;
 - Providing material requested and/or comments on deliverable to the consultant in a timely manner;
 - Facilitating engagement with other Ramsar Convention parties, as agreed;
 - Administering this consultancy, such as arranging payments and other relevant tasks.
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13. Consultant responsibilities

The consultant is responsible for:

- Consulting with Convention parties as agreed by the EWG
 - Providing deliverables as set out in the agreed project plan, or subsequently agreed by the EWG.
 - Notifying the EWG Chair and copy the Secretariat point of contact, as soon as practicable of any unforeseen delays.
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14. Lodgement

Responses are to be sent electronically in Word and PDF format to applications@ramsar.org by 15 April 2019. Any enquiries relating to these Terms of Reference should be directed to the same email address.