

# TERMS OF REFERENCE

## *Design the Great Blue Wall governance structure*

### **1. BACKGROUND**

Following the official endorsement of the initiative at the World Conservation Congress in Marseille as featured in its [Marseille Manifesto](#), Western Indian Ocean states and partners, including the International Union for Conservation of Nature (IUCN), have launched at the UNFCCC COP26 in Glasgow the [Great Blue Wall](#) initiative to establish a network of marine and coastal conserved areas to benefit biodiversity and local livelihoods, empowering communities to become stewards of the ocean. It was then subsequently endorsed by African Countries during the 8<sup>th</sup> Session of the African Regional Forum on Sustainable Development (ARFSD 2022) and included in its [Kigali Declaration](#).

The Western Indian Ocean (WIO) Great Blue Wall initiative aims to establish a connected network of seascapes to benefit people and nature while also responding at a regional scale to the climate change crisis. The initiative will help: conserve 30% of the ocean by 2030; achieve net gain of critical blue ecosystems by 2030 (e.g. mangroves, corals, seagrasses); develop a regenerative blue economy and create millions of jobs by supporting local communities through funding, training and technical assistance.

Seascapes will be connected by the “great blue wall”: composed of conserved and restored ecosystems that shelter communities from the impacts of climate change, and help biodiversity recovery in the WIO. Participating in the initiative will help countries meet commitments made under three main international frameworks: the UN Framework Convention on Climate Change, the Convention on Biological Diversity, and the UN Sustainable Development Goals.

High-level representatives from the governments of Kenya, Mozambique, Tanzania, Seychelles, United States of America, France, Ireland, United Kingdom, Sweden and Portugal endorsed the initiative during its global launch. The UN and civil society organisations also expressed their full support, including WWF, Conservation International, Wetlands International, Sylvia Earle - Mission Blue, Nekton, TechnoServe, OceanHub Africa, CORDIO, WIOMSA, James Michel Foundation, Danny Faure Foundation, IFAW, BFA Global, Friends of Ocean Action and the UNFCCC High Level Climate Champions.

More recently, IUCN facilitated on behalf of the GBW partnership the organisation of a high level technical meeting in Nairobi attended by PS of relevant Ministries from GBW's Champion Countries (i.e. Kenya, Mozambique, Seychelles and Tanzania) during the second quarter of 2022, which mandated IUCN to lead on the establishment of a formal governance for the initiative. This meeting was then followed by a high level event at the UN Ocean Conference in Lisbon bringing together Ministers and other high level representatives from governments, NGOs and private actors, where in particular several large scale commitments were announced, and the official endorsement and leadership of President Ramkalawan from the Republic of Seychelles was also expressed. One of the next critical step is to design the implementing framework including the governance and organisational structure that will coordinate this initiative based on stakeholders consultations.

## **2. PURPOSE OF THE CONSULTANCY**

This consultancy is a first step towards developing the implementing framework for the WIO Great Blue Wall initiative. Following this critical step, the programmatic details of each of the three pillars will be developed, including coordination and linking with existing and new concrete projects to deliver the expected outcomes.

The objective of this call is to provide support to design the implementing framework and scope of the WIO Great Blue Wall Secretariat and its organisational structure. The deliverables from this assignment will serve as the basis for the interested parties to discuss different options to determine the appropriate modalities to set up the governance structure and secretariat for implementation.

The consultancy should consider similar initiatives and secretariat and be based on lessons learned.

IUCN will support the consultant by:

- Providing a list of key stakeholders who would need to be consulted in developing the outputs
- Where needed facilitate contact with national agencies and partners in the region who would be key stakeholders in the process.

## **3. KEY RESPONSIBILITY OF THE CONSULTANT**

### **Scope of the Study**

The study will be conducted as desktop analysis complemented by virtual/in-person interviews to achieve the objectives presented above. This will include interviews with country partners. The study requires close collaboration with the project team, regional and national stakeholders in the Western Indian Ocean region. The preliminary assessment will focus on Great Blue Wall Champion countries, i.e. Kenya, Mozambique, Seychelles, and Tanzania as well as on relevant regional stakeholders. Additional outreach will also be conducted among other WIO countries, including Comoros, Madagascar, Mauritius, Somalia, South Africa and France.

Through a consultative process (virtual and/or in person) identify regional and national priorities that would inform the modality for the establishment of a governance and secretariat.

**Activity 1:** Produce an analysis and overview of key international/regional initiatives' governance structure

- 1.1 Desktop review of governance structure of key regional and international initiatives
- 1.2 Conduct interviews with key resource persons
- 1.3 Produce a SWOT analysis and develop specific recommendations for the GBW

**Activity 2:** Propose a design the governance scheme and animation of the secretariat.

While not comprehensive, the governance structure should include at a minimum:

- 2.1 Regional level organisation and implementation structures for governance
  - a. Structure of the Steering Committee ( ? ) including Chairs/Co Chairs, decision making process and voting on issues, role of observers, including new members , conflict resolution etc.

- b. Develop specific Terms of Reference for each governance bodies
- 2.2 National and Sub-National Level modalities for operation
  - a. Suggest modalities to enhance engagement with private sector and civil society organisations
  - b. Relationship between national and regional governance mechanisms.
- 2.3 Coordination and integration with other international, regional and national institutions
  - a. Develop strategic collaboration mechanisms in particular with the Nairobi Convention and the Economic Commission for Africa (UNECA)
  - b. Explore also how to best enhance close cooperation with other strategic regional commissions such as the African Union Commission (AUC), the Indian Ocean Commission (IOC), the African SIDS Climate Commission, the East Africa commission (EAC), The Southern African Development Commission (SADC), the Common Market for Eastern and Southern Africa (COMESA) and possibly others
  - c. Suggest mechanisms to enhance engagement with private sector (including through engagement with private sector alliances such as the World Economic Forum, the World Business Council for Sustainable Development or others, including regional ones) and civil society organisations (including the WIO-Consortium).

**Activity 3:** Propose a design for the structure of the secretariat.

The secretariat structure should consider:

- 3.1 Secretariat Structures and Operation
  - a. Define key governance structure/bodies, develop draft ToRs and suggest potential members based on governments and other key stakeholder recommendations
  - b. Personnel required and their roles and responsibilities ( including relationships to the governance structure)
  - c. Communications and Knowledge Management
  - d. Capacity development
  - e. Monitoring, Learning and Evaluation
  - f. Fundraising and Financial Management
  - g. Administration
- 3.2 Project facilities to deliver the programme of work
  - h. Programme of work development and project pipeline building
  - i. Programme of work implementation arrangements
  - j. Process to identify strategic initiatives and define possible cooperation mechanisms
- 3.3 Draft Work plan for establishment of secretariat incorporating activities associated with Activity 2 and 3

**Activity 4:** Prepare an engagement letter to be signed by high level government officials (Heads of State or Heads of Government) at a relevant international event.

- 4.1 Based on activities above, identify key regional and national agencies and an engagement strategy to formalise the endorsement the GBW.
- 4.2 Review and revise draft governance structures developed incorporating stakeholder feedback.
- 4.3 Identify national focal agencies for coordinating the formalisation of the GBW (possibly included as part of activities above)

#### **4. KEY DELIVERABLES**

- **An inception report** including preliminary findings, work plan and report format to be submitted with 7 days from the commencement of the assignment.
- **A table summarizing consultation meetings** with key stakeholders and other similar secretariats.
- **The governance options review** as produced under Activity 1
- **A document presenting the proposed structure** that provides actionable recommendations to the project team on the design of an appropriate governance structure as well as specific draft ToRs for key governance bodies
- **A draft roadmap and engagement letters to formalise the leadership and governance of the GBW, to be signed respectively by head of states and ministers**

#### **5. SUPERVISION AND COLLABORATION**

The consultant will work under the supervision of representatives of IUCN-Eastern and Southern Africa.

IUCN Eastern and Southern Africa representatives will provide access to key contacts to relevant network in the region.

#### **6. TIME SCHEDULE**

- By 31st October 2022: Starting of the assignment upon signature of the contract between IUCN and the selected consultant.
- By 6th November 2022: Inception report (including a work plan, detailed methodology, report format and timeline) completed.
- By 18<sup>th</sup> of November 2022: Draft of governance options review with specific high level GBW recommendations
- By the 30<sup>th</sup> of December 2022: Elaborated governance and secretariat structure to be delivered to the technical team to request comments, feedback and recommendations before finalizing
- By the 20<sup>th</sup> of January 2023: Power Point presentation on the proposed structure of the governance and the secretariat to be presented to key governance stakeholders for inputs and validation.
- By 27<sup>th</sup> of January 2023: Draft engagement roadmap and letters to be delivered to the technical team and key GBW governance stakeholders to request comments, feedback and recommendations before finalizing
- By 3<sup>rd</sup> of February 2023, all final products incorporating comments of IUCN and key stakeholders

#### **7. PROFILE OF THE CONSULTANT**

The consultant is expected to have the following skills and expertise:

- Outstanding experience in developing governance, secretariat structuration and partnership animation of regional/international initiatives (preferably at Ministers and/or Heads of State level)
- Excellent writing and communication skills in French and English. Portuguese would be a strong additional asset.

- Strong interpersonal skills and the ability to communicate and work well with diverse people and stakeholders.
- Sound team of consultants on systems thinking, governance analysis, setting up and/or advising on operational structures
- Experience in marine/coastal conservation, blue economy and/or the WIO region would be considered as added advantage.

## **8. DOCUMENTS TO BE SUBMITTED**

All interested applicants are required to provide a technical and financial proposal of no more than five pages, by email IUCN Eastern and Southern Africa Office by **Friday 21st of October 2022**. This must include as annexes the CVs of all members of the consulting team and firm experience for related assignments as well as letter of recommendation or alternatively contact of references that could be rapidly contacted by IUCN. The financial proposal should provide a detailed break-down of costs by deliverable and estimated person days to accomplish each one.

Tenders should be submitted to: at; [info.esaro@iucn.org](mailto:info.esaro@iucn.org); and copy to Celestine CHEMORKOK on; [Celestine.Chemorkok@iucn.org](mailto:Celestine.Chemorkok@iucn.org)

## **9. EVALUATION**

The selection criteria will consist of a technical and financial component. A weighting will be provided to each component as follows: Technical Weighting Factor 90%, Financial Weighting Factor 10%, with the total score a combination of these two percentages. The evaluation of proposals shall be carried out exclusively with regards to the evaluation criteria and their relative weights specified in the table below:

<b>Evaluation Criteria</b>	<b>Maximum attainable points</b>
1. General qualification of the experts- experience and educational background	30
2. Qualification of the experts related to similar governance structures	30
3. Quality of technical proposal	30
4. Price score	10
<b>Total score</b>	<b>100</b>

## **10. BUDGET**

The budget available for this consultancy is of a maximum of 25,000 Euros.