



Request for Proposals (RfP) for a Capacity Building Development and Facilitation for Ocean Advocacy and Leadership Training (Great Blue Wall Fellowship) Consultancy

Eastern and South African Regional Office, Western Indian Ocean, Coastal and Ocean Resilience Project

RfP Reference: IUCN-25-08- P03679-03

Welcome to this Procurement by IUCN. You are hereby invited to submit a Proposal. Please read the information and instructions carefully because non-compliance with the instructions may result in disqualification of your Proposal from this Procurement.

1. REQUIREMENTS

- 1.1. A detailed description of the services and/or goods to be provided can be found in Attachment 1.

2. CONTACT DETAILS

- 2.1. During the course of this procurement, i.e., from the publication of this RfP to the award of a contract, you may not discuss this procurement with any IUCN employee or representative other than the following contact. You must address all correspondence and questions to the contact, including your Proposal.

IUCN Contact: jolly.chemutai@iucn.org

3. PROCUREMENT TIMETABLE

- 3.1. This timetable is indicative and may be changed by IUCN at any time. If IUCN decides that changes to any of the deadlines are necessary, we will publish this on our website and contact you directly if you have indicated your interest in this procurement (see Section 3.2).

DATE	ACTIVITY
12/08/2025	Publication of the Request for Proposals
18/08/2025	Deadline for submission of questions
21/08/2025	Planned publication of responses to questions
26/08/2025	Deadline for submission of Proposals to IUCN (" Submission Deadline ")
02/09/2025	Clarification of Proposals (if relevant)
05/09/2025	Planned date for contract award

DATE	ACTIVITY
08/09/2025	Expected contract start date

3.2. Please email the IUCN contact to express your interest in submitting a proposal by the deadline stated above. This will help IUCN to keep you updated regarding the procurement.

4. COMPLETING AND SUBMITTING A PROPOSAL

4.1. Your Proposal must consist of the following four separate documents:

- Signed Declaration of Undertaking (see Attachment 2)
- Pre-Qualification Information (see Section 4.3 below)
- Technical Proposal (see Section 4.4 below)
- Financial Proposal (see Section 4.5 below)

Proposals must be prepared in English.

4.2. Your Proposal must be submitted by email to the IUCN Contact (see Section 2). The subject heading of the email shall be [RfP Reference – bidder name]. The bidder's name is the name of the company/organisation on whose behalf you are submitting the Proposal, or your own surname if you are bidding as a self-employed consultant. Your Proposal must be submitted in PDF format. You may submit multiple emails suitably annotated, e.g., Email 1 of 3, if attached files are too large to suit a single email transmission. You may not submit your Proposal by uploading it to a file-sharing tool.

IMPORTANT: Submitted documents must be password-protected so that they cannot be opened and read before the submission deadline. Please use the same password for all submitted documents. After the deadline has passed and within 12 hours, please send the password to the IUCN Contact. This will ensure a secure bid submission and opening process. Please DO NOT email the password before the deadline for Proposal submission.

4.3. Pre-Qualification Criteria

IUCN will use the following Pre-Qualification Criteria to determine whether you have the capacity to provide the required goods and/or services to IUCN. Please provide the necessary information in a single, separate document.

	Pre-Qualification Criteria
1	3 relevant references of clients similar to IUCN / similar work
2	Confirm that you have all the necessary legal registrations to perform the work
3	State your annual turnover for each of the past 3 years
4	How many employees does your organisation have who are qualified for this work?

4.4. Technical Proposal

The Technical Proposal must address each of the criteria stated below explicitly and separately, quoting the relevant criteria reference number (left-hand column).

Proposals in any other format will significantly increase the time it takes to evaluate, and such Proposals may therefore be rejected at IUCN's discretion.

Where CVs are requested, these must be of the individuals who will actually carry out the work specified. The individuals you put forward may only be substituted with IUCN's approval.

IUCN will evaluate **Technical Proposals** with regards to each of the following criteria and their relative importance:

#	Description	Information to provide	Relative weight
1.	Approach and methodology detailed in the Inception Report	A concept note (max 4 pages) outlining proposed methodology for curriculum development, engagement approach with Fellows, and delivery structure.	30
2	CV	Highlighting experience in environmental policy/advocacy training, curriculum development, or fellowship programme delivery.	20
3	Cover letter	Explaining interest in the role, availability, and summary of qualifications.	20
4	Work samples	At least one example of similar materials developed (e.g., policy training toolkit, module, workshop, or webinar design).	30
			Total: 100%

4.5. Financial Proposal

4.5.1. The Financial Proposal must be a fixed and firm price of for the provision of the goods/services stated in the RfP in their entirety.

4.5.2. Prices in 4.5.1. should include all miscellaneous costs. Submitted rates and prices are deemed to include all costs, insurances, taxes (except VAT, see below), fees, expenses, liabilities, obligations, risk and other things necessary for the performance of the Terms of Reference or Specification of Requirements. IUCN will not accept charges beyond those clearly stated in the Financial Proposal. This includes applicable withholding taxes and similar. It is your responsibility to determine whether such taxes apply to your organisation and to include them in your Financial Proposal.

4.5.3. Applicable Goods and Services Taxes

Proposal rates and prices shall be exclusive of Value Added Tax.

4.5.4. Currency of proposed rates and prices

All rates and prices submitted by Proposers shall be in USD.

4.6. Additional information not requested by IUCN should not be included in your Proposal and will not be considered in the evaluation.

4.7. Your Proposal must remain valid and capable of acceptance by IUCN for a period of 90 calendar days following the submission deadline.

4.8. Withdrawals and Changes

You may freely withdraw or change your Proposal at any time prior to the submission deadline by written notice to the IUCN Contact. However, in order to reduce the risk of fraud, no changes or withdrawals will be accepted after the submission deadline.

5. EVALUATION OF PROPOSALS

5.1. Completeness

IUCN will firstly check your Proposal for completeness. Incomplete Proposals will not be considered further.

5.2. Pre-Qualification Criteria

Only Proposals that meet all of the pre-qualification criteria will be evaluated.

5.3. Technical Evaluation

5.3.1. Scoring Method

Your Proposal will be assigned a score from 0 to 10 for each of the technical evaluation criteria, such that '0' is low and '10' is high.

5.3.2. Minimum Quality Thresholds

Proposals that receive a score of '0' for any of the criteria will not be considered further.

5.3.3. Technical Score

Your score for each technical evaluation criterion will be multiplied with the respective relative weight (see Section 4.4) and these weighted scores added together to give your Proposal's overall technical score.

5.4. Financial Evaluation and Financial Scores

The financial evaluation will be based upon the full total price you submit. Your Financial Proposal will receive a score calculated by dividing the lowest Financial Proposal that has passed the minimum quality thresholds (see Section 5.3.2) by the total price of your Financial Proposal.

Thus, for example, if your Financial Proposal is for a total of CHF 100 and the lowest Financial Proposal is CHF 80, you will receive a financial score of $80/100 = 80\%$

5.5. Total Score

Your Proposal's total score will be calculated as the weighted sum of your technical score and your financial score.

The relative weights will be:

Technical:	70%
Financial:	30%

Thus, for example, if your technical score is 83% and your financial score is 77%, you will receive a total score of $83 * 70\% + 77 * 30\% = 58.1\% + 23.1\% = 81.2\%$.

Subject to the requirements in Sections 4 and 7, IUCN will award the contract to the bidder whose Proposal achieves the highest total score.

6. EXPLANATION OF PROCUREMENT PROCEDURE

- 6.1. IUCN is using the Open Procedure for this procurement. This means that the contracting opportunity is published on IUCN's website and open to all interested parties to take part, subject to the conditions in Section 7 below.
- 6.2. You are welcome to ask questions or seek clarification regarding this procurement. Please email the IUCN Contact (see Section 2), taking note of the deadline for submission of questions in Section 3.1.
- 6.3. All Proposals must be received by the submission deadline in Section 3.1 above. Late Proposals will not be considered. All Proposals received by the submission deadline will be evaluated by a team of three or more evaluators in accordance with the evaluation criteria stated in this RfP. No other criteria will be used to evaluate Proposals. The contract will be awarded to the bidder whose Proposal received the highest Total Score. IUCN does, however, reserve the right to cancel the procurement and not award a contract at all.
- 6.4. IUCN will contact the bidder with the highest-scoring Proposal to finalise the contract. We will contact unsuccessful bidders after the contract has been awarded and provide detailed feedback. The timetable in Section 3.1 gives an estimate of when we expect to have completed the contract award, but this date may change depending on how long the evaluation of Proposals takes.

7. CONDITIONS FOR PARTICIPATION IN THIS PROCUREMENT

- 7.1. To participate in this procurement, you are required to submit a Proposal, which fully complies with the instructions in this RfP and the Attachments.
 - 7.1.1. It is your responsibility to ensure that you have submitted a complete and fully compliant Proposal.
 - 7.1.2. Any incomplete or incorrectly completed Proposal submission may be deemed non-compliant, and as a result you may be unable to proceed further in the procurement process.
 - 7.1.3. IUCN will query any obvious clerical errors in your Proposal and may, at IUCN's sole discretion, allow you to correct these, but only if doing so could not be perceived as giving you an unfair advantage.
- 7.2. In order to participate in this procurement, you must meet the following conditions:
 - Free of conflicts of interest
 - Registered on the relevant professional or trade register of the country in which you are established (or resident, if self-employed)
 - In full compliance with your obligations relating to payment of social security contributions and of all applicable taxes
 - Not been convicted of failing to comply with environmental regulatory requirements or other legal requirements relating to sustainability and environmental protection
 - Not bankrupt or being wound up
 - Never been guilty of an offence concerning your professional conduct
 - Not involved in fraud, corruption, a criminal organisation, money laundering, terrorism, or any other illegal activity.
- 7.3. You must complete and sign the Declaration of Undertaking (see Attachment 2).

- 7.4. If you are participating in this procurement as a member of a joint venture, or are using sub-contractors, submit a separate Declaration of Undertaking for each member of the joint venture and sub-contractor, and be clear in your Proposal which parts of the goods/services are provided by each partner or sub-contractor.
- 7.5. Each bidder shall submit only one Proposal, either individually or as a partner in a joint venture. In case of joint venture, one company shall not be allowed to participate in two different joint ventures in the same procurement nor shall a company be allowed to submit a Proposal both on its behalf and as part of a joint venture for the same procurement. A bidder who submits or participates in more than one Proposal (other than as a subcontractor or in cases of alternatives that have been permitted or requested) shall cause all the Proposals with the bidder's participation to be disqualified.
- 7.6. By taking part in this procurement, you accept the conditions set out in this RfP, including the following:
- It is unacceptable to give or offer any gift or consideration to an employee or other representative of IUCN as a reward or inducement in relation to the awarding of a contract. Such action will give IUCN the right to exclude you from this and any future procurements, and to terminate any contract that may have been signed with you.
 - Any attempt to obtain information from an employee or other representative of IUCN concerning another bidder will result in disqualification.
 - Any price fixing or collusion with other bidders in relation to this procurement shall give IUCN the right to exclude you and any other involved bidder(s) from this and any future procurements and may constitute a criminal offence.

8. CONFIDENTIALITY AND DATA PROTECTION

- 8.1. IUCN follows the European Union's General Data Protection Regulation (GDPR). The information you submit to IUCN as part of this procurement will be treated as confidential and shared only as required to evaluate your Proposal in line with the procedure explained in this RfP, and for the maintenance of a clear audit trail. For audit purposes, IUCN is required to retain your Proposal in its entirety for 10 years after the end of the resulting contract and make this available to internal and external auditors and donors as and when requested.
- 8.2. In the Declaration of Undertaking (Attachment 2) you need to give IUCN express permission to use the information you submit in this way, including personal data that forms part of your Proposal. Where you include personal data of your employees (e.g. CVs) in your Proposal, you need to have written permission from those individuals to share this information with IUCN, and for IUCN to use this information as indicated in 8.1. Without these permissions, IUCN will not be able to consider your Proposal.

9. COMPLAINTS PROCEDURE

If you have a complaint or concern regarding the propriety of how a competitive process is or has been executed, then please contact procurement@iucn.org. Such complaints or concerns will be treated as confidential and are not considered in breach of the above restrictions on communication (Section 2.1).

10. CONTRACT

The contract will be based on IUCN's template in Attachment 3, the terms of which are not negotiable. They may, however, be amended by IUCN to reflect particular requirements from the donor funding this particular procurement.

11. ABOUT IUCN

IUCN is a membership Union uniquely composed of both government and civil society organisations. It provides public, private and non-governmental organisations with the knowledge and tools that enable human progress, economic development and nature conservation to take place together.

Headquartered in Switzerland, IUCN Secretariat comprises around 1,000 staff with offices in more than 50 countries.

Created in 1948, IUCN is now the world's largest and most diverse environmental network, harnessing the knowledge, resources and reach of more than 1,300 Member organisations and some 10,000 experts. It is a leading provider of conservation data, assessments and analysis. Its broad membership enables IUCN to fill the role of incubator and trusted repository of best practices, tools and international standards.

IUCN provides a neutral space in which diverse stakeholders including governments, NGOs, scientists, businesses, local communities, indigenous peoples' organisations and others can work together to forge and implement solutions to environmental challenges and achieve sustainable development.

Working with many partners and supporters, IUCN implements a large and diverse portfolio of conservation projects worldwide. Combining the latest science with the traditional knowledge of local communities, these projects work to reverse habitat loss, restore ecosystems and improve people's well-being.

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12. ATTACHMENTS

Attachment 1 Specification of Requirements / Terms of Reference

Attachment 2 Declaration of Undertaking (select 2a for companies or 2b for self-employed as applicable to you)



Terms of Reference for IUCN Consultancy

Title: Capacity Building Development and Facilitation for Ocean Advocacy and Leadership Training (Great Blue Wall Fellowship) under IUCN-ESARO's Western Indian Ocean Coastal and Ocean Resilience Project (WIOCOR)

Objective of the Consultancy

The objective of this consultancy is to support the development and successful delivery of the inaugural Great Blue Wall Fellowship Programme by providing expert support in the design, documentation, and facilitation of the programme's learning materials and knowledge products, tailored for ocean conservation leaders and local community actors from the Western Indian Ocean region (Kenya, Tanzania, Mozambique, Comoros and Madagascar).

The project aims to design, develop and deliver a framework for supporting local-impact ocean advocates and storytellers under the Great Blue Wall Initiative, **with a particular emphasis on building a network of coastal ecosystem champions, including those working on seagrass conservation and communities close to seagrass ecosystems**. The Fellowship will aim to ensure that they are fully equipped with the tools and experience to amplify their impact through effective advocacy, and to integrate into regional and global policy discussions, media platforms and storytelling initiatives. The programme will adopt a two-tiered approach, with an open online learning track for up to 50 participants across the WIO region, and a more intensive track for 5 selected participants for an in-person cohort-building and leadership experience.

Specifically, the consultant will be responsible for refining the existing curriculum and coordinating its delivery, developing session content, facilitation guides and mentorship efforts, producing written and multimedia learning materials aligned with the Fellowship pillars and values, and supporting delivery and evaluation tools for both virtual and in-person engagements including workshops.

This consultancy will ensure the Fellowship curriculum is robust, coherent, engaging, and accessible, while rooted in regenerative principles and reflective of the lived realities and knowledge systems of communities across the Great Blue Wall seascapes. In addition, the consultancy will integrate mechanisms for **cohort-building and ongoing peer-to-peer learning**, with an emphasis on **network facilitation, alumni engagement, and the cultivation of a lasting community of practice** across the Great Blue Wall seascapes.

The consultant will work closely with the IUCN staff, partners, and thematic experts to finalise a learning experience that supports ocean leadership, community empowerment, and regional collaboration through a structured, high-quality Fellowship model.

Background

Project Reference: IUCN Project Number from Project Portal – AVKE-00127, P03679

Donor reference: **DR04745.04**

About IUCN

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IUCN provides a neutral space in which diverse stakeholders including governments, NGOs, scientists, businesses, local communities, indigenous peoples organisations and others can work together to forge and implement solutions to environmental challenges and achieve sustainable development.

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About the Project

The Great Blue Wall (GBW) is a regional initiative aimed at accelerating ocean conservation and regenerative blue economy development across the Western Indian Ocean (WIO). It seeks to establish a connected network of marine and coastal conserved areas, fostering economic opportunities while ensuring ecological sustainability. The GBW is a flagship program that integrates conservation, climate resilience, and sustainable development for coastal communities.

Recognising that the WIO is home to globally significant coastal ecosystems including seagrass beds which underpin local livelihoods, fisheries, climate mitigation and biodiversity, the Western Indian Ocean Coastal and Ocean Resilience Project (WIOCOR), supported by the French Global Environment Facility (FFEM), under the ambit of the Great Blue Wall Initiative, aims to promote and strengthen governance, management and knowledge frameworks for seagrass and other coastal ecosystems. It seeks to highlight the contribution of seagrass to socio-ecological resilience and the blue economy across Comoros, Kenya, Madagascar, Mozambique, and Tanzania. The project also focuses on enhancing knowledge generation, dissemination, and use for decision-making, with dedicated funding mechanisms to empower local actors and community-led solutions.

Under the Great Blue Wall Financing Facility (GBWFF) and its Capacity Building programme, the WIOCOR project aims to amplify the impact of local stakeholders who are undertaking a range of context-specific actions and place-based interventions to advance coastal and ocean resilience. This programme includes a pilot Great Blue Wall Fellowship which is designed to equip local ocean conservation leaders, community actors, and scientists with skills in advocacy, storytelling, and policy engagement to support conservation of critical ecosystems such as seagrass, as well as regenerative blue economy initiatives in the WIO region. Through training, mentorship, and strategic engagement, the Fellowship will empower individuals to amplify their voices and drive conservation and regenerative blue economy efforts at local, regional, and global levels.

The Fellowship will support changemakers from Kenya, Madagascar, Tanzania, Mozambique, and Comoros. The programme will feature online leadership webinars for skills-building for up to 50

changemakers, as well as intensive training, mentorship and networking opportunities for select Fellows.

Through training, mentorship, and strategic engagement, the Fellowship will empower individuals to amplify their voices, deepen their technical and leadership capacities, and influence conservation and regenerative blue economy efforts at local, regional, and global levels. In addition to learning outcomes, the programme will foster long-term peer support and a regional network of community-based ocean leaders.

WIOCOR is focused on seagrass conservation, restoration, and governance, as well as fostering a regenerative blue economy in the context of broader coastal resilience. The GBW Fellowship will be aligned with WIOCOR objectives by developing ocean advocates who can advance policy discussions, raise awareness of the role of seagrass and other coastal ecosystems in resilience and livelihoods, drive local conservation efforts, and bring visibility to community-led conservation models.

Description of the Assignment

The consultant will support IUCN staff in the design, development, and delivery of learning materials and facilitation resources for the GBW Fellowship Programme. This assignment will focus on finalizing the structure and content of the Fellowship curriculum and producing high-quality, contextually relevant materials to support the learning journey of Fellows across the region.

The Fellowship is grounded in regenerative principles, coastal and ocean resilience, community knowledge, and transformative leadership. The consultant is expected to bring strong expertise in adult learning methodologies, participatory training design, and coastal/ocean governance and conservation, and will play a key role in ensuring that the Fellowship reflects diverse knowledge systems and is accessible, engaging, and impactful.

The assignment will involve collaborative consultations with GBW partners and country teams, refinement of the draft curriculum, and the development of training materials, facilitator guides, interactive tools, and digital content. The consultant will also support the design of evaluation and feedback tools to track learning outcomes and adapt content over time.

The consultant will play a critical role in designing and developing a fellowship programme geared towards amplifying local community leaders' voices, ensuring its effectiveness in training and empowering ocean conservation advocates and storytellers, whilst coordinating and delivering the monthly virtual engagement for the online cohort of up to 25 participants, as well as the planning and delivery of the in-person engagement for the 5 selected Fellows, joint output and post-Fellowship report.

The assignment will include:

1. Inception Phase

- Conducting consultations with key stakeholders to align the fellowship with regional needs. This will build upon work already undertaken by IUCN ESARO on conservation leadership under the Great Blue Wall Initiative.
- Reviewing existing capacity-building models and identifying best practices that can be incorporated into the fellowship.
- Producing an inception report with strategic recommendations and timelines.

2. Programme Design and Curriculum Development

- Developing and executing a structured curriculum that integrates leadership, advocacy, storytelling, video and media and policy engagement, incorporating case studies, real world conservation storytelling and media strategies, in collaboration with the Coastal and Ocean Resilience (COR) team of IUCN-ESARO, which will be delivered through monthly virtual meetings for a wider cohort, as well as mentoring and an in-person workshop for 5 Fellows .
- Helping to organise an immersive ocean experience to help fellows connect with the marine environment and coastal ecosystems and facilitate underwater storytelling.
- Ensuring that the programme fosters interdisciplinary collaboration, cohort building, and regional knowledge exchange.
- Designing a capstone component for both tiers of Fellows, aligned with regenerative ocean conservation and blue economy goals.
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3. Mentorship and Networking Strategy

- Supporting the establishment of a mentorship framework that connects fellows with experienced ocean storytellers, researchers, and conservation leaders.
- Identifying and integrating regional and global networking opportunities to facilitate knowledge exchange and career advancement.
- Co-structuring mentorship sessions to provide personalised guidance, feedback, and professional development.

4. Policy Engagement Strategy

- Outlining pathways for fellows to participate in regional policy dialogues, and advocacy campaigns as well as media and storytelling platforms to showcase their conservation efforts.

5. Delivery

- Delivering the capacity building sessions through online engagement once monthly
- Designing and organising a regional workshop which brings all Fellows together.

Duration of the Assignment

Four (4) months, from 08/09/2025 to 08/09/2026

Deliverables and Activities

The Consultant will undertake the following activities:

#	Deliverable	Description	Deadline
1.	Inception report	Summarising approach, timelines, consultation strategy, and framework for curriculum and materials.	15 th September 2025
2.	Final Curriculum and facilitator guide	Includes final learning objectives, core and modules and monthly structure, proposed readings, case studies, and suggested facilitator guide.	29 th September 2025

3	Fellow Engagement Toolkit Development and Delivery	Develop resource person coordination, materials and templates for Fellows (e.g., slide deck, as well as any templates for outputs, learning logs, participation plan, final project as might be relevant following inception discussion), and delivery of the first 4 modules (Online content delivery to the 20 and in-person to five fellows)	January 2026
4	Monthly session delivery	Facilitating implementation of modules 5 - 12	June 2026
5	Final report and recommendations	Full documentation of delivery, reflections, learning outcomes, summary of achievements, M&E results and strategic recommendations.	17th July 2026

Payment Schedule

The Timetable below summarises the chronological order of deliverables and indicates milestones at which IUCN will pay the Consultant.

Deliverable	Milestone payment
Deliverable 1	10%
Deliverable 2	15%
Deliverable 3	35%
Deliverable 4	30%
Deliverable 5	10%

Skills and Experience

The consultant(s) must have the following skills, education and experience as a minimum:

- **Training and facilitation expertise:** Proven experience (minimum 5 years) in designing and delivering adult learning programmes, leadership development, advocacy training, or storytelling/media capacity building, preferably in an environmental or social impact context. Strong facilitation skills for both online and in-person learning, including participatory methods and cohort-building approaches.
- **Curriculum and Materials Development:** Proven skills in curriculum design, pedagogy, facilitation, policy engagement, and stakeholder coordination. Strong communication and presentation abilities. Experience integrating case studies, interactive exercises, and blended learning tools.
- **Thematic Knowledge:** Familiarity with ocean conservation, regenerative blue economy, or coastal community resilience in the Western Indian Ocean region (content experts may be part of the delivery team if applying as a consortium). Understanding of policy engagement and advocacy pathways at local, regional, and/or global levels.
- **Cross-Cultural and Regional Experience:** Experience working in multicultural contexts, preferably with Indigenous Peoples and Local Communities (IPLCs) or coastal communities in Africa or the Indian Ocean region. Ability to integrate diverse knowledge systems, including traditional and local knowledge.

- **Interpersonal and Communication Skills:** Strong ability to engage with partners, technical experts and other stakeholders in a diplomatic and professional manner.
- **Flexibility and Commitment:** Ability to work independently and collaboratively in a dynamic environment. Availability for in-person meetings, workshops, and travel as required.
- **Team Capacity (if applicable):** If applying as a consortium or firm, evidence of complementary expertise within the team (e.g., training design, policy engagement, media/storytelling).

Supervision and coordination

The consultant(s) will report to and work under the supervision of the Regional Regenerative Blue Economy Manager. The consultant(s) will meet with the COR programme team at least regularly and through emails, team meetings and other relevant channels to coordinate and collaborate through this consultancy.