



Terms of Reference for IUCN Consultancy

Title: Support in the establishment of the WIO LMMA Alliance and coordination of its steering committee

Objective of the Consultancy

The main objective of this consultancy is to recruit a full-time consultant who will support the establishment and the animation of a steering committee who will act as the main entity to establish the WIO LMMA Alliance. The consultant will coordinate the establishment of the WIO LMMA Alliance with the support of IUCN team and the steering committee. He/she will also be responsible in developing the working documents of the steering committee and the WIO LMMA Alliance.

Background

Project Reference: P05126

Donor reference: DR05126.05

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.

Created in 1948, IUCN is now the world's largest and most diverse environmental network, harnessing the knowledge, resources and reach of more than 1,400 Member organisations and around 15,000 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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About the Project

In September 2024, the first Western Indian Ocean (WIO) Locally Managed Marine Area (LMMA) Forum was held in Mahajanga, Madagascar, bringing together over 200 participants from nine countries. The forum resulted in the adoption of the WIO LMMA Declaration and a strong collective call to establish a regional LMMA Alliance. This Alliance aims to address key regional challenges, including the absence of a shared definition of LMMAs, uneven development across countries, and limited representation of LMMA communities in regional and global platforms. It also seeks to promote gender equity and inclusivity in LMMA management

The Alliance will build on existing networks and initiatives in the region, avoiding duplication of efforts and working as an umbrella platform to foster collaboration. It will also rely on Madagascar's leadership and the lessons learned from MIHARI, the largest LMMA network in Africa to support the replication of successful models across the region. The broader vision is to establish a Pan-African LMMA Alliance, beginning with the WIO as a pilot region.

The overall aim of this initiative is to establish and support the WIO LMMA Alliance to drive transformative change in the region. The specific objectives include:

- A functional, inclusive Alliance with a shared vision, mission, and strategic objectives
- Increased number of LMMAs under effective and sustainable management
- Legal recognition of LMMAs across countries, including integration as OECMs and in national conservation frameworks
- Financial and technical self-sufficiency of LMMAs, including mechanisms for direct access to funding
- Strengthened local leadership, particularly of women and youth, through platforms for learning and exchange
- Research, data collection, and the development of a regional LMMA database
- Recognition and valuation of traditional knowledge through science-policy dialogue and community-led research
- Strengthened LMMA visibility and voice through targeted advocacy, storytelling, and communications, particularly in achieving the 30x30 global conservation targets
- Measurable biodiversity and fisheries outcomes, including increased use of permanent and temporary closures within LMMAs

Description of the Assignment

The consultant will support the establishment and operationalization of the WIO LMMA Alliance through the following key tasks:

- i. Support the creation of the WIO LMMA Alliance Steering Committee (SC), from identifying its members to setting up the committee's governance structure.
- ii. Facilitate and coordinate communication within the Steering Committee.
- iii. In collaboration with the Steering Committee, develop key deliverables for the Alliance, including the WIO LMMA Alliance strategy, the governance framework for the SC, and the communication plan for the Alliance
- iv. Build and manage a database of all locally marine-based organizations in the WIO, as well as national and regional stakeholders involved in LMMAs in the region.
- v. Assist in organizing meetings, workshops, and online webinars to advance the work of the WIO LMMA Alliance.
- vi. In collaboration with the IUCN Coastal and Ocean Resilience country teams, carry out consultations with key project partners and stakeholders to identify capacity gaps and priority areas for ensuring the sustainability of the Alliance.
- vii. Support the review of documents developed for the Alliance, including the WIO LMMA toolkit and the LMMA Trust Fund.
- viii. Provide timely reports on Steering Committee meetings and Alliance activities.
- ix. When necessary, support the representation of the Alliance at national and regional events.
- x. Collaborate with the IUCN communications team to transform key highlights of the Alliance into communication and advocacy materials
- xi. Support fundraising efforts for the Alliance, including the development of a key concept note.
- xii. Support early planning and initial steps toward expanding the WIO Alliance into a Pan-African coalition.

Duration of the Assignment

The duration of the assignment will be a three months period, starting from September 2025 until 31 December 2025, including an additional two weeks for feedback/editing

Deliverables and Activities

The consultant will provide the following deliverables and carry out the following activities:

Deliverable/Activity	Description	Deadline
Deliverable 1	Report outlining the Terms of Reference (ToR) of the Steering Committee, including its membership, governance structure, and workplan with defined priorities and the draft communication plan	7 October
Activity 1A	Review ToR for the Steering Committee and its members, and strengthen it through stakeholder consultations and feedback	
Activity 1B	Confirm the members of the Steering Committee, propose an appropriate governance structure, and collaborate with the committee to develop its workplan and set clear priorities.	
Activity 1C	Work on the communication plan and strategy of the WIO LMMA Alliance	

Deliverable 2	Report compiling the final working document of the Steering Committee, key documentation of the Alliance (including its mission, objectives, and structure), and summary reports from the WIOMSA/WCC session	20 October
Activity 2A	Carry out literature reviews and national and regional consultations on the Alliance and conduct interviews both online and in person	
Activity 2B	Organize a kick-off meeting with the selected members of the Steering Committee	
Activity 2C	Support the organization of a special session of the WIO LMMA Alliance at the WIOMSA Symposium and/or the IUCN World Conservation Congress (WCC)	
Deliverable 3	Report covering the WIO Alliance working documents (five-year strategy, Terms of Reference, governance structure, and communication plan), as well as a regional and national database of LMMAs and key stakeholders/initiatives to consider for improved coordination in the region	20 November
Activity 3A	Continue national and regional consultations on the Alliance, and conduct interviews both online and in person	
Activity 3B	Collaborate closely with the IUCN team and the Steering Committee to develop the Alliance's working documents and database	
Activity 3C	Organize meetings with Steering Committee members and key stakeholders to review and validate deliverables	
Deliverable 4	Report covering the Alliance's communication materials, fundraising concept note, and the plan for expanding the Alliance beyond the WIO region.	20 December
Activity 4A	Finalize all communication and advocacy materials for the Alliance	
Activity 4B	Develop the final concept note for the Alliance and analyse potential funders to approach for financial support	
Activity 4C	Develop a plan for expanding the Alliance into a Pan-African platform	

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	20%

Deliverable 2	25%
Deliverable 3	25
Deliverable 4	30%

Skills and Experience

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

- Advanced university degree in marine conservation, natural resource management, environmental policy, sustainable development, communication, or a related field.
- Minimum 5 years experience in coastal and marine conservation, with demonstrated involvement in LMMAs, community-based resource management, or similar initiatives.
- Strong understanding of the WIO region, its socio-ecological context, its stakeholders, regional governance frameworks, and conservation priorities.
- Strong knowledge of the establishment and functioning of platforms, networks, or alliances
- Proven experience in strategic planning and institutional development development of governance frameworks, strategic documents, and partnership models.
- Experience in stakeholder engagement and facilitation, including organizing and leading consultations, workshops, and multi-stakeholder meetings at both national and regional levels
- Experience with resource mobilization and donor engagement, including the development of fundraising strategies and concept notes.
- Excellent communication and writing skills, with a proven ability to produce high-quality reports, concept notes, communication materials, and advocacy content
- Strong organizational and project management skills, including the ability to manage databases and track deliverables and timelines.
- Fluency in English is required; working knowledge of French and/or Portuguese is an asset given the linguistic diversity in the WIO region
- Cultural sensitivity and commitment to inclusive approaches, especially in supporting gender equity, youth participation, and the recognition of traditional knowledge.

Supervision and coordination

The consultant will report to and work under the supervision of IUCN's Regional coastal and ocean governance Manager. They additionally will have coordination with the 5 seascape governance officers of the COR program in Kenya, Tanzania, Comoros, Mozambique and Madagascar.