



Terms of Reference for IUCN Consultancy

Title: Consultancy to develop a regional LMMA toolkit for the Western Indian Ocean

Objective of the Consultancy

The main objective of this consultancy is to recruit a team of consultants, including a highly professional communication team composed of an experienced graphic designer and video producer with a strong portfolio of high-quality, relevant work in conservation, development, or community-based initiatives. The team should also ideally include a specialist in gender equality and inclusion. This team will develop a comprehensive and user-friendly WIO LMMA Toolkit (maximum 50 pages, all inclusive). In addition to the technical toolkit, the team will be responsible for producing a well-designed 10-page communication document summarizing the toolkit's key messages, as well as a 5-minute video clip demonstrating how to use it.

The toolkit should capture the history, regional experiences, and lessons learned from LMMAs in the Western Indian Ocean (WIO), while also defining the LMMA philosophy specific to the region. It should provide clear, step-by-step guidance for the effective establishment, expansion, and management of LMMAs.

The target audience of the toolkit includes Indigenous Peoples and Local Communities (IPLCs), government agencies, non-governmental organizations, private sector and technical and financial partners involved in LMMA-related work in the WIO region and beyond. It is intended to serve as a practical resource for strengthening community-based marine management, supporting sustainable livelihoods, and guiding investment and policy efforts.

The toolkit and all associated communication products must be designed and implemented using an inclusive and rights-based approach, ensuring meaningful participation and leadership of women, youth, Indigenous peoples, and persons with disabilities, with clear measures for accessibility (e.g., plain language, multiple languages, captions, audio description, alternative text) and safeguarding (PSEA/GBV risk mitigation). Co-creation of the toolkit should be undertaken with LMMA community leaders, Women's Rights Organizations

(WROs), and key community representatives from marginalized groups across the five ReSea countries (Comoros, Madagascar, Mozambique, Tanzania, and Kenya).

Background

Project Reference:

WIO LMMA Alliance: P05126

Resea: P04216

Donor reference:

WIO LMMA Alliance: DR05126.06

Resea: DR04216.69

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 more than 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 understanding of LMMAs, uneven development across countries, and limited representation of LMMA

communities in national, 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.

In support of the establishment of the Alliance, Mission Inclusion (Mi) and International Union for Conservation of Nature (IUCN) implement the Regenerative Seascapes for People, Climate and Nature (ReSea) project in partnership with local feminist organizations in Kenya, Tanzania, Mozambique, Madagascar and Comoros. The project is funded by Global Affairs Canada (GAC) as part of the Partnering for Climate initiative. Its broader goal is to enhance the physical and socioeconomic resilience of coastal communities in these five countries by accelerating uptake of nature-based solutions and gender-responsive conservation practices to protect, restore, and sustainably manage marine and coastal ecosystems and unlock a regenerative blue economy. The ReSea project contributes to the Western Indian Ocean-led Great Blue Wall (GBW) initiative by supporting the establishment of a network of sustainable, resilient, and inclusive seascapes in the target countries through a people-centric approach.

The GBW initiative is built around four key pillars that align with the Global Biodiversity Framework (GBF) and the 2015 Paris Climate Agreement. Pillar 1: Blue Planet focuses on scaling and improving the management and governance of protected and conserved marine areas, with a strong emphasis on equity, gender-responsiveness, and local stewardship—supporting countries to achieve target 3 of the GBF. Pillar 2: Blue Nature aims to restore and conserve critical ecosystems through gender-responsive Nature-based Solutions (NbS), aligned with GBF Target 2, and guided by the IUCN Global Standard for NbS. Pillar 3: Blue People promote a regenerative and inclusive Blue Economy by empowering local communities especially women and youth in nature-based value chains for climate adaptation, aligned with GBF Target 9. Pillar 4: Blue Partnerships which is a cross-cutting pillar focussing on strengthening connectivity at all levels and of all nature, i.e. social, ecological, institutional, local, national, regional, international, cross-sectorial, etc. These pillars support the broader goal of establishing the WIO LMMA Alliance to drive transformative and inclusive ocean governance in the region, including the development of communication and advocacy campaigns to support LMMA development, recognition and expansion in the 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 ecological and biological outcomes, including increased use of permanent and temporary closures within LMMAs

Description of the Assignment

The consultant will be expected to:

1. Foundational review and stakeholder engagement

- Review and analyse all relevant LMMA documentation (reports, scientific papers, grey papers, existing frameworks, legal analyses, etc.) at both regional and national levels, including in Kenya, Tanzania, Mozambique, Madagascar, Comoros, Seychelles and South Africa.
- Consult key stakeholders and engage virtually (or in person where feasible) with relevant government departments and agencies (environment, tourism, fisheries, etc), LMMA practitioners, national focal points, community leaders, CSOs, NGOs, women's organisations, and regional organizations (e.g., CORDIO, WIOMSA, WWF, MIHARI Network, WIOMPAN Network, CI, WCS, IUCN) to understand their ongoing initiatives and state of knowledge, align efforts, and assess community needs regarding a WIO LMMA Toolkit.
- Peer learning : Engage with the LMMA Network in the Pacific (virtually) to learn from their experiences and frameworks used to develop and scale the LMMA concept.

2. Dedicated Gender Equality and Inclusion Analysis

- Apply the LMMA Gender Strategy: Building on the LMMA Gender Strategy co-developed under ReSea by Mission Inclusion and women's organisations, conduct a comprehensive intersectional gender-power and inclusion analysis of LMMA governance, tenure, and practice.
- Scope of Analysis:
 - a. Identify structural barriers (e.g., care economy, safety, mobility, disability, language, land/sea tenure, customary rights).
 - b. Map risks (including GBV/PSEA) and propose mitigation measures.
 - c. Align recommendations with national gender equality and disability frameworks, as well as international human rights and environmental agreements.
- Practical Outputs: Provide clear, actionable recommendations, tools, and checklists to integrate gender equality and inclusion across LMMA establishment, governance, operations, monitoring, financing, and communications.

3. Drafting the WIO LMMA toolkit

Based on the review, consultations, and gender/inclusion analysis, ,develop a draft the WIO inclusive LMMA Toolkit, which should include at a minimum:

- Background emphasizing the purpose and relevance of the toolkits, along with a brief narrative on the evolution and advancement of LMMAs in the WIO. This includes how the model was replicated from the Pacific to the WIO region and its subsequent adoption.
- Foundational concepts covering the definition of LMMA extents, the demarcation protocol, and key principles for LMMAs in the WIO. It should also present a comparative analysis of the various terminologies used in the WIO in relation to the

LMMA concept, and conclude with a recommendation for a common term for adoption.

- Implementation aspects, taking into account governance frameworks, management structures, and operational models inspired by other regions and case studies. This should include key criteria for site selection consistent with the LMMA philosophy, clear steps for establishing and scaling inclusive LMMAs, and recommendations for governance mechanisms suitable for LMMAs at both national and regional levels.
- Challenges and issues of inclusive LMMAs in the WIO region, along with opportunities for expansion, scaling up, and future perspectives for ensuring functional, effective, and sustainable LMMAs.
- Lessons learned and guidance for creating national LMMA networks, drawing from experiences of the Pacific LMMA Network and the MIHARI Network in Madagascar.
- Legal and alternative pathways for LMMA recognition across WIO countries.
- The role of LMMAs in marine conservation, including their social, economic, and ecological contributions, and their alignment with global targets such as OECMs and 30x30.
- Key insights to inform the establishment of the regional WIO LMMA Alliance.

4. Produce a strong advocacy and communication package to support the WIO LMMA Toolkit, including:

- Develop a 10-page communication brief summarizing the key messages of the toolkit in a visually engaging and accessible format.
- Produce a 5-minute video clip to introduce and promote the toolkit, highlighting its purpose, key content, and practical use.
- Design high-quality infographics and visual elements that communicate core concepts of the toolkit, including steps for LMMA establishment, governance models, benefits, etc.
- Create summary bulletins or factsheets targeting specific audiences (e.g., policymakers, communities, donors).
- Define a communication and advocacy strategy outlining how the products will be disseminated and used to promote LMMA adoption across the WIO and beyond.

5. Facilitate a process to validate the toolkit through online or in-person workshop(s) to gather stakeholder feedback for refinement.

6. Provide recommendations on how to duplicate and disseminate the toolkit for greater adoption, while fostering regional collaboration.

7. Incorporate all stakeholder inputs and produce the final, publishable version of the toolkit including the communication materials

Duration of the Assignment

The assignment is expected to be completed within over a 3-month period, starting from the date of contract signature, until 31 December 2025.

Deliverables and Activities

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

Deliverable/Activity	Description	Deadline
1. Deliverable 1	Inception report with clear description of the context, methodology, work plan and suggested outline of the toolkit and the communication piece	20 September 2025

Activity 1A	Conduct preliminary desk review of LMMA documentation across WIO and Pacific.	
Activity 1B	Develop and validate methodology and work plan in consultation with IUCN.	
Activity 1C	Propose a detailed outline for the WIO LMMA Toolkit and communication products.	
2. Deliverable 2	Submission and presentation of the first draft technical report including the draft toolkit and the draft communication piece, including the script of the 5mn video	30 October 2025
Activity 2A	Conduct stakeholder consultations.	
Activity 2B	Draft technical sections of the WIO LMMA Toolkit based on analysis and inputs.	
Activity 2C	Prepare a 10-page draft communication brief and a script for the 5-minute video.	
3. Deliverable 3	- Stakeholders' online session for results presentation and feedback - Submission of the communication pieces, including the 5mn video	20 November
Activity 3A	Organize and facilitate an online validation workshop with regional stakeholders.	
Activity 3B	Revise communication brief and finalize the 5-minute video based on feedback.	
Activity 3C	Develop infographics, factsheets, and other advocacy materials.	
4. Deliverable 4	Submission of final technical report including the communication and advocacy materials	10 December 2025
Deliverable 4A	Finalize the WIO LMMA Toolkit incorporating stakeholder feedback.	
Deliverable 4B	Integrate visual elements (maps, templates, case studies) and annexes.	
Deliverable 4C	Align content with communication outputs for consistency	
Deliverable 4D	Submit final technical report and packaged communication products.	

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

We are seeking a group of consultants with demonstrated technical expertise in LMMAs or Community based natural resources management related, including strong experience in marine conservation, community-based management, and regional policy frameworks. The team must include a robust professional communication unit, comprising at minimum a graphic designer and a video producer with a strong portfolio in environmental communication and advocacy. Additionally, the consultancy team should include a qualified GIS officer to support the development of maps, spatial analyses, and other visual data products that will be essential for the toolkit and related communication outputs. Finally, the team must include a specialist in gender and inclusivity to ensure that gender equality and social inclusion principles are fully integrated into all aspects of the project.

Technical skills

- Advanced university degree in marine science, natural resource management, environmental studies, social sciences, conservation, communication, or a related field.
- At least 7 years of proven experience in marine and coastal conservation, with demonstrated expertise in community-based natural resource management (CBNRM), area-based management tools and applications, LMMAs, OECMs, gender equity or related approaches.
- Strong understanding of approaches for integrated coastal zone management, marine governance frameworks, community-based management, and legal and policy frameworks in the WIO region. Knowledge of the LMMA concept and its evolution from the Pacific to the WIO context is an asset.
- Proven experience in developing toolkits, guidance documents, or training materials, especially in participatory or community-led contexts.
- Demonstrated experience conducting stakeholder consultations, participatory research, and synthesis of multi-country or regional findings, with familiarity with the key stakeholders and their work in the WIO.
- Proven expertise in GIS and spatial analysis to support the production of maps and spatially informed content, with the ability to visualize and communicate geographic data relevant to LMMA planning, governance, and implementation.
- Proven expertise in gender equality and social inclusion (GESI), including the ability to apply gender-responsive and socially inclusive approaches in project design, implementation, and monitoring.
- Strong understanding of, and proven experience in applying, cross-cutting ethical and safeguarding principles, including protection and safety of all participants and communities, prevention of exploitation and abuse, Free, Prior and Informed Consent (FPIC), do-no-harm approach, conflict sensitivity, and data protection and privacy across field activities, capacity-building processes, and stakeholder engagement.
- Excellent analytical, writing, and synthesis skills with the ability to present complex information in a clear and user-friendly format.

- Experience working in or with WIO countries (e.g., Kenya, Tanzania, Mozambique, Madagascar, Comoros, Mauritius, Seychelles, South Africa) and a solid understanding of regional networks and institutions.
- Fluency in English is required; working knowledge of French, Swahili, or Portuguese is an asset.
- Ability to deliver high-quality outputs on time and within budget, working independently and collaboratively.

Communication Skills:

- Proven ability to design and deliver high-quality communication outputs, including graphic design, layout of publications, development of infographics, and production of advocacy videos.
- Demonstrated experience in producing short video content tailored for awareness-raising and outreach in conservation and community-based initiatives.
- Skilled in transforming technical and scientific information into accessible, engaging, and visually compelling formats for a wide range of audiences, including communities, policymakers, and donors.
- Experience developing user-friendly, visually engaging communication products such as toolkits, summary bulletins, case studies, and policy briefs.
- Familiarity with communication strategies that support the scaling and replication of conservation initiatives, especially in a multi-country or regional context.

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 IUCN's communication team and the 5 seascape governance officers of the COR program in Kenya, Tanzania, Comoros, Mozambique and Madagascar.