



## TERMS OF REFERENCE

### FOR

## SUPPORTING DEVELOPMENT OF A FIVE-YEAR STRATEGY FOR TNC IN SEYCHELLES

*A consultancy (individual or consortium) is being sought to support the development of a five-year strategy for The Nature Conservancy (TNC) in Seychelles. The consultancy will lead in researching, developing, and presenting scenarios for future engagement in Seychelles, specifically, and the Western Indian Ocean region more broadly. The scope of work includes desktop research, interviews, identifying patterns, scenario building, and co-development with TNC of the preferred strategic scenario.*

### 1. BACKGROUND

The Nature Conservancy (TNC) is a global environmental nonprofit working to create a world where people and nature can thrive. Through the dedicated efforts of our diverse staff and over 400 scientists, we impact conservation in 77 countries and territories: 41 by direct conservation impact and 36 through partners. TNC has been working in the Seychelles for over 10 years.

In February 2016, the Government of Seychelles completed a first-of-its-kind \$22 million debt conversion that freed up finances for protecting and managing more than 400,000 km<sup>2</sup> of ocean in Seychelles and the creation of the first marine spatial plan in the Indian Ocean. This ‘debt swap’ was a significant milestone requiring the Seychelles government to deliver tangible conservation and climate change outcomes, including more than 400,000 square kilometres of marine protected Areas (MPAs) and improved management of all its marine waters. Seychelles has since achieved its 30% marine protection goal, in March 2020, using a transparent, participatory, science-based process with stakeholders and civil society.

The Seychelles Marine Spatial Plan (SMSP) initiative started in 2014 and is focused on planning for, and the management of, the sustainable and long-term use and health of Seychelles marine waters. SMSP is a government-led initiative to achieve Seychelles’ vision of a shared opportunity and responsibility to use the ocean space sustainably, providing for biodiversity conservation, climate change adaptation, and increased food security. It is financed and facilitated by TNC (and other partners), and is a required output of the Seychelles debt conversion, operationalised through an MoU with the Government of Seychelles.). The SMSP will be finalised in 2024, and implemented in 2025.

In addition to the SMSP focus, since 2021, Seychelles Fisheries Authority (SFA) and TNC have worked collaboratively to advance long-term sustainable fisheries management, conservation, and improved financial and environmental performance of Seychelles’ fisheries, recognising that managing fisheries is key to marine biodiversity conservation. TNC is providing technical support for project management and leadership to meet Seychelles’ commitments regarding electronic monitoring (EM) and fish aggregating device (FAD) management, while leveraging the SMSP efforts. Additionally, financial support from TNC has allowed for the design and implementation of a pilot EM Program, update of FAD management plans, as well as consultations with SFA and stakeholders to integrate fisheries

management reforms into the SMSP processes. TNC and Australia's Commonwealth Scientific and Industrial Research Organisation (CSIRO) have been collaborating closely with the fisheries stakeholders and research and management agencies including the SFA, SeyCCAT, and local NGOs. The work includes developing a harvest strategy and licensing framework for the spanner crab and lobster fisheries using Fishpath.

TNC has been supporting the Government of Seychelles in a facilitation role to develop the SMSP, an oversight role with a seat on the board, finance and technical committees of SeyCCAT, and technical support for improved fisheries management in-country. The support has been funded through grants to SeyCCAT and others. TNC has an MoU with the Government of Seychelles to deliver the SMSP and a cooperative agreement with the SFA.

## 2. PURPOSE

TNC, through SeyCCAT, seeks to recruit a consultancy (individual or consortium) to support the development of scenarios leading to a five-year strategy for TNC's future engagement in Seychelles. The consultancy will lead in researching, developing, and presenting four to six scenarios, which explore a plausible range of strategic options, from business as usual, withdrawal, and changes in focus—including potential new priorities identified in the research. The potential of TNC taking lessons learnt from its Seychelles-specific experiences and scaling up certain activities in the Western Indian Ocean region more generally, should also be considered.

## 3. SCOPE OF WORK

The consultancy's approach will be structured and guided by TNC's [Conservation by Design](#):

1. **Retrospective:** Reflect on past work to bring forward learnings for future scenarios over the next five years.
2. **Planning Scope:** Define and align the scope of the strategy development process and its 4-6 scenarios.
3. **Interested Parties:** Identify and prepare to engage interested parties to support an inclusive background research process.
4. **Defining Objectives:** Identify what the core team aims to maintain or improve for nature and people.
5. **Situation Analysis:** Understand the system / context in Seychelles and identify leverage points for action.
6. **Strategy Selection:** Identify patterns / clusters in responses, evaluate, and select 4-6 plausible strategic scenarios. Assist TNC and SeyCCAT in considering the pros and cons of each.
7. **[Theory of Change:** Articulate how planned actions under the preferred scenario will lead to desired outcomes.]
8. **[Monitoring, Evaluation, and Learning:** Develop a MEL plan to focus learning on key assumptions in the theory of change.]

The contract will include the first six of the above eight steps. Steps 7 and 8 are outside of the scope of work, but are listed here to provide an overview of the overall process.

## 4. TASKS AND DELIVERABLES

The consultancy will be required to carry out the following tasks:

- a) Convene an inception meeting with TNC and SeyCCAT to discuss implementation of the contract, including the scope of the assignment, producing a timeline and workplan.
- b) Conduct a desktop overview of i) Seychelles policies, including national climate, conservation and the blue economy, sustainable financing and fisheries policies; ii) TNC and SeyCCAT goals and strategies, work, and progress to date; and iii) gaps in between (i) and (ii).
- c) Develop, with TNC and SeyCCAT, a list of stakeholders to approach. The strategy should consider existing partners in Seychelles; e.g., SeyCCAT, MACCE, MFBE, SFA; as well as relevant TNC personnel and decision-makers.
- d) Carry out an initial stakeholder survey with follow-up interviews and/or questionnaires to inform the 5-year scenario development.
- e) Identify priority actions (programme and operation) and perceived needs and constraints for ongoing support, withdrawal of support, or new areas of support. Identify and align with existing strategies or those being developed, including TNC goals for Large-Scale Fisheries, Small-Scale Fisheries, improved marine protection and management, Nature Bonds, and the TNC-Africa Ocean strategy process, and SeyCCAT's strategy
- f) Drawing on the evidence gathered above, draft 4-6 strategic scenarios for Seychelles, referencing back to the research / consultations with possible pros and cons. Include high-level outcome mapping, as well as comparative resourcing for each (human and financial), for the period 2025-2030.
- g) Based on the above, submit a first draft report to SeyCCAT and TNC, which shall include, inter alia:
  - Results of the literature review;
  - Results of the survey and one-on-one consultations;
  - Emergent patterns / themes;
  - Four to six strategic scenarios for a TNC 5-year strategic plan for Seychelles, their rationale, possible pros and cons;
  - high-level outcome mapping, as well as comparative resourcing (human and financial) for each of the scenarios;
  - Some initial discussion and conclusions;
  - (Note that the report's main body should aim to be clear and succinct, supported by more detailed appendices.)
- h) Incorporate SeyCCAT and TNC suggested edits / comments.
- i) With assistance from SeyCCAT and TNC, organise and convene a workshop with relevant representatives and stakeholders to present the draft report and discuss the 4-6 strategic scenarios, seeking inputs in order to finalise them.
- j) Prepare and deliver a PowerPoint presentation to the workshop.
- k) Afterwards, submit a brief workshop report (workshop notes which includes stakeholder list and explanatory notes).
- l) Based on the workshop's inputs and insights, submit the second draft strategic scenario report to SeyCCAT and TNC.
- m) Discuss these second-draft results with TNC and SeyCCAT (virtually and/or in-person).
- n) Incorporate SeyCCAT and TNC suggested edits / comments (oral and written) into the second draft report and submit a final third draft.

- o) Optional: The consultancy will be invited to submit a separate report containing personal observations and recommendations. Unlike the main report, this optional report will be treated as confidential, and will be used to improve future work.

NOTE: costs of any meetings and related travel / accommodation in the above-listed tasks will be the responsibility of SeyCCAT and/or TNC.

## **5. LIST OF DELIVERABLES**

1. A detailed work plan, describing how the consultant plans to implement the assignment, including a detailed timeline and scope of the assignment. This will be developed AFTER activity 4.a above (see scope of work), when the scope of the assignment is clarified.
2. A first draft report including results of activity 4 b-g.
3. Workshop report based on activities 4 i.
4. Updated second draft report incorporating inputs from the report review and workshop.
5. Final draft report incorporating suggested edits and comments from review of second draft.

## **6. TYPE OF CONTRACT**

This is a short-term consultancy, ending 31<sup>st</sup> March 2025. International consultants are welcome to apply, but we recommend strong consideration be given to working in the Seychelles time zone and with a local consultant / partner.

## **7. DURATION AND TIMELINE**

The assignment is expected to commence on 1<sup>st</sup> December 2024, part-time over a period of four months, ending on 31<sup>st</sup> March 2025.

## **8. RESPONSIBILITIES AND REPORTING**

The consultant shall report on any matter pertaining to the task directly to the SMSP Project Manager, Ms Helena Sims, with updates provided also to the SeyCCAT CEO, and TNC as per the procedures and schedule agreed to at the inception meeting. The deliverables will be submitted through the SMSP Project Manager, for review and approval by representatives from TNC and SeyCCAT.

### **1. QUALIFICATIONS AND SKILLS REQUIRED<sup>1</sup>**

The consultant should have the following:

#### **Qualifications and experience**

- A post-graduate university degree in governance, public administration, environmental management or a related discipline;

---

<sup>1</sup> Note that a scoring system is used, based on these criteria, to assess the technical skills of all applicants.

- At least 10 years of experience in planning, management (preferably in the context of marine management / governance);
- Demonstrated experience in strategic planning;
- Desirable: at least 3 years working experience with some of the project stakeholders and/or institutions and agencies; international bidders are encouraged to partner locally.

### **Competencies and Skills**

- Planning, coordinating and organizing – Ability to establish priorities and to plan and coordinate work;
- Communications - Excellent communication skills and effective interpersonal and negotiation skills with experience in moderation and facilitation of stakeholder discussions and reviews and proven ability to promote teamwork among individuals and stakeholder groups that may not readily collaborate with each other, including, but not limited to senior government officials, business executives, managers, partners and scientific researchers;
- Teamwork – Ability to lead, manage and motivate teams including international and local consultants and other stakeholders to achieve results;
- Strong writing, presentation and reporting skills;
- Proven track record of delivering on time;
- Knowledge or past experience working on donor-funded projects is an advantage;
- Fully Microsoft Office literate.

### **Language**

- Full proficiency in English is required.
- Desirable: working knowledge of French and Seychellois Creole.

## **2. APPLICATIONS**

Applications may be submitted by email to the address below. Applications must include the following:

- A 1-2 page cover letter describing experience and qualifications;
- Full CVs of consultancy members;
- A sample of previous work relevant to what is being requested here;
- A simple work plan or timeline. The template provided in Annex 1 may be used.
- A financial proposal linked to the work plan. The template provided in Annex 2 may be used.
- Identify proposals in the email subject as: **TNC 5-year scenarios for Seychelles**

**Proposals should be sent by email to:**

SMSP Project Manager, Ms Helena Sims:

[helena.sims@tnc.org](mailto:helena.sims@tnc.org)

with a cc to:

[projects@seyccat.org](mailto:projects@seyccat.org)

**Closing Date:** 4pm Seychelles Time on 15<sup>th</sup> November 2024 (Late submissions and/or incomplete applications will not be considered. Only short-listed applicants will be contacted).

**ANNEX 1**

**TEMPLATE FOR THE PROPOSED WORK PLAN**

The purpose of this template is to provide sufficient details for the proposal to be evaluated, enabling reviewers to see if how you intend to complete the job on time.

**NAME:** ..... **TEL (248):** .....

**WORK PACKAGE:** INSERT CODE/NAME

**CONTRACT DURATION:**

(Please refer to TOR – you may propose an alternative with adequate justification, noting that that project ends in June 2025)

**SCOPE OF WORK AND PROPOSED APPROACH:**

(Please refer to TOR – elaborate your proposed approach)

**LIST OF DELIVERABLES AND PROPOSED TIMELINE:**

(Please refer to TOR – indicate number of days required for each, with breakdown by team members if relevant)

**WORK PLAN WITH PROPOSED TIMELINE FOR EACH TASK** (table to be revised as needed)

Tasks to be completed (See scope of work in TOR)	Proposed Timeline (months/weeks)									Number of days	Deadline for deliverable
	Month 1										
Sign contract and submit revised/final work plan based on Inception meeting	X										
Etc...											

**COVID-19 PRECAUTIONS BEING PROPOSED:**

(Please refer to the most recent guidelines by Seychelles Department of Health)

**ADDITIONAL NOTES IF RELEVANT:**

**ANNEX 2**

**TEMPLATE FOR THE FINANCIAL STATEMENT**

The purpose of this template is to provide sufficient details for the proposal to be evaluated, enabling reviewers to see if the proposal is realistic to complete the job.

**NAME:** ..... **TEL:** .....

**WORK PACKAGE:** INSERT CODE/NAME

<b>ITEM DESCRIPTION</b>	<b>QUANTITY Days</b>	<b>UNIT PRICE Per day (CURRENCY)</b>	<b>TOTAL (CURRENCY)</b>
1. Professional fees	DAYS		
2. Travel costs (if relevant)	DAYS		
3. Public consultations <sup>2</sup>	DAYS		
3. Any other cost ( <i>please itemize e.g. taxes</i> )			
Additional information			
<b>TOTAL COST (CURRENCY)</b>			

Date: .....

Signature: .....

<sup>2</sup> Cost of stakeholder workshops (venue, refreshments, lunch, printing etc.) will be borne by the SeyCCAT.