

## TERMS OF REFERENCE

Consultancy: Assistance to GEF Large Marine Ecosystem projects in the design of their communication plan

**GEF Large Marine Ecosystems: Learning Exchange and Resource Network (GEF LME: LEARN)**

**GEF Project Number: 5278, UNDP Project Number: 4481, UNESCO Project Number: 92534**

**A GEF Full-Sized Project,  
Implemented by UNDP and Executed by UNESCO-Intergovernmental Oceanographic  
Commission (IOC)**

### I. Background and Activities

Within the overall framework of the IOC Programme and Budget 2016-2017, in particular ER 6 of MPA MLA3 and in particular the project: GLO0092534 - Strengthening Global Governance of Large Marine Ecosystems and Their Coasts through Enhanced Sharing and Application of LME/ICM/MPA Knowledge and Information Tools : LME:LEARN and also GLO0095356 - IW:Learn 4 - International Waters: Learning Exchange and Resource Network, the Individual consultant will work under the overall purview of ADG/IOC and the direct supervision of GEF IW:LEARN and LME:LEARN Project Manager.

The Global Environment Facility (GEF) is a global partnership among 183 countries, international institutions, non-governmental organizations (NGOs), and the private sector to address global environmental issues while supporting national sustainable development initiatives. It provides grants for projects related to six focal areas: biodiversity, climate change, international waters, land degradation, the ozone layer, and persistent organic pollutants. The GEF international waters focal area targets transboundary water systems, such as river basins with water flowing from one country to another, groundwater resources shared by several countries, or marine ecosystems bounded by more than one nation.

GEF LME:LEARN is a GEF-UNDP-UNESCO-IOC project designed to improve global ecosystem-based governance of Large Marine Ecosystems and their coasts by generating knowledge, building capacity, harnessing public and private partners and supporting south-to-south learning and north-to-south learning. A key element of this improved governance is main-streaming cooperation between LME, MPA, and ICM projects in overlapping areas, both for GEF projects and for non-GEF projects. This Full-scale project plans to achieve a multiplier effect using demonstrations of learning tools and toolboxes, to aid practitioners and other key stakeholders, in conducting and learning from GEF projects.

The GEF IW/LME:LEARN Project Coordination Unit (PCU), in coordination with the project Steering Committee, aims to hire a contracted consultant to assist 5 LME projects in demonstrating the impact of their work through effective communication. The consultant will be engaged to assist in the development of a communication plans for each of the LME projects.

This twofold mission will be conducted in close consultation with the project teams and the IW/LME:LEARN PCU through a designated focal point.

Five projects shall be offered assistance. GEF IW/LME:LEARN PCU has conducted a preliminary comparative analysis to assess the communication needs of active LME projects, looking at their

online presence and activity (including project website, social media channels, articles publications and participation to GEF IW:LEARN’s newsletter).

Based on this preliminary analysis, below is a tentative list of five LME projects that could receive assistance:

- 1) Bay of Bengal - BoBLME project: [www.boblme.org](http://www.boblme.org).
- 2) Canary Current - CCLME project: <http://www.fao.org/in-action/canary-current-lme/background/en>.  
<http://www.cclme.iwlearn.org/fr>.
- 3) Red Sea - SEM project: <http://sem.persga.org>.
- 4) Mediterranean Sea - UNEP Med Action Plan (UNEP/MAP): [www.unep.org/uneppmap](http://www.unep.org/uneppmap).
- 5) Caribbean & North Brazil Shelf Large Marine Ecosystems (CLME+): <https://www.clmeproject.org>.

The consultant will conduct a home-based preparatory phase and, on a needs basis identified together with the IW:LEARN/LME:LEARN PCU, a coaching phase on the field with the five selected projects.

Possible outputs may be summarized as in the table below:

<b>Outputs</b>	Communication objectives / target audiences defined	Five key messages	At least Five outreach material planned until the closure of the project	Communication budget	Website created consistent with iwlearn.net guideline / sitemap	Social network accounts created
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The activities shall be organized as follows:

**1) Preparation phase (1 month)**

- The consultant shall attend several face-to-face and/or Skype meetings with the PCU team based at UNESCO HQ.
- The specialist shall liaise accordingly with the project teams during the entire period of the preparation phase. The consultant will seek out background information on each project as directed by the PCU and the five project teams.
- The consultant shall organize and facilitate at least one-day webinar for the five project teams with the objective to introduce communication as a relevant and enabling tool to produce, acquire and share knowledge, as well as to engage stakeholders. This online briefing should help the project teams learn about communication purposes, the structure of a communication plan, what narratives are, etc. The webinar should include discussions, Q/A and/or group exercises.
- Following the webinar, the preparation of the consultant visits to the projects, shall include liaising with the GEF IW/LME:LEARN PCU, further consulting key partners and stakeholders on their expectations regarding communication and mapping available communication channels, methods and tools (including inter alia, websites, brochures and other outreach materials, videos, social media, newsletters, television/radio and more).
- The consultant shall assist the project teams in creating their website and/or social media accounts.
- The consultant shall assess the existing web presence of each of the projects and their consistency with the GEF IW:LEARN website guidelines. They will communicate the potential of the GEF IW:LEARN website toolkit (<https://iwlearn.net/learning/toolkits>). The Website Toolkit provides support for developing a dynamic content management system, that is linked and searchable through GEF IW:LEARN's International Waters Information Management System. The resulting network will allow access to high quality data and information and ensure dissemination to a broader community of stakeholders.

**2) Visits to projects (1 month)**

- The consultant will visit the project teams and conduct a meeting including a short training session. The field visit will last up to 4 working days, not including travel. The meetings will be aimed at implementing the intervention proposals.
- The meeting (up to 4 days) shall help the project teams to:
  - o Determine the objectives to be achieved through the communication plan: work out the overall objectives of communication within the project taking into account the outcomes of the project and the context within which it is developed, including the wider context.
  - o Identify key audiences: list all the audiences the project might contact, attempt to influence, or serve such as within the beneficiary country(s) or region where the project is implemented.
  - o Develop key messages behind the project's activities in order to trigger visibility on the coherence, effectiveness and relevance of the project to key stakeholders and the public. Such messages are meant to develop a sense of ownership among the project stakeholders.

- Strategize communication methods and channels: which include face-to-face communication radio, film, video, social media, websites, print media. The consultant shall assist the project in capitalizing and communicating on their results and existing content through the development of targeted communication products (brochures, videos, kakemonos, posters and other products to be defined in coordination with the project team).
- Plan the resources needed for communication: through the establishment of performance indicators and associated baselines and targets so that progress can be measured. This sub activity also involves the calculation of the human and financial resources required to implement the communication plan and ensure they are adequately costed in the project budget.
- At least one day will be targeted at website (Data Management System) and social media content management. This activity shall ensure the sustainability of the efforts and progress made.
- The consultant shall train the project teams or identified communication officer within the project team to develop their own story telling. In doing so, the consultant may update IW:LEARN's storytelling (video and print) guidelines available upon request to the PCU, and conduct the training on this basis.
- The projects shall also be assisted in the use of IW:LEARN Spatial Lab, which aims to provide a customizable mapping of the GEF International Waters (IW) portfolio and provide a visualization of studies, reports and intervention results on the various transboundary water basins pulled together with the help of the GEF IW projects, partner organizations and authoritative sources and other contributors. The GEF IW:LEARN Spatial Lab offers a good opportunity to share with other projects and partners results and lessons learned.

**3) Development of a structured report on progress, decisions and recommendations for action (0.5 month)**

- On the basis of the information gathered through the meetings with the project teams and the conducted training, the consultant shall develop a structured report reflecting the activities undertaken and recommendations proposed in all five LME locations; the consultant shall conduct an online follow-up meeting with the project teams for their feedback before delivering to the GEF IW/LME:LEARN PCU. The report shall include the progress (outputs), decisions adopted by the project teams and recommendation for future implementation. More particularly, the report shall rigorously reflect the decisions taken by the project teams regarding their communication objectives and possible implementation channels. The specialist shall report on the online visibility actions adopted during the meeting.

The report shall facilitate effective and efficient communications with the various audiences having a major stake in the project and give visibility to the results and outputs of the project and how key stakeholders work together to achieve these results.

## Qualifications required

- The consultant must have at least 5 years of experience in the field of communication.
- Experience with managing online collaboration platform and/or networks is strongly desirable.
- Master in Communication or a related field or sufficient experience in organizational communication and/or communication for change.
- Experience working with or in support to the GEF portfolio will be considered a major asset
- Fluency in spoken and written English. Knowledge of additional languages considered an asset.

## III. Timing

The consultant is requested to start in the beginning of August 2018 for a consultancy contract term of 2.5 months on a full time basis.

- First deliverable (15 August): proposals for intervention with the projects. The consultant shall use the preparation phase to conduct a situation analysis that will help develop the rationale for the field visit: the main needs to be addressed and the possible actions to be discussed with each of the five projects. The workflow proposals for intervention shall include brainstorming exercises, team discussion towards the definition of communication objectives and key messages towards targeted audiences, budgeting as well as a short training on website and social media content management when relevant.
- Second deliverable (15 September): Report on interventions on the field. The consultant shall report to the PCU on the meetings with the project team.
- Third deliverable (30 September): reports including progress, decisions and recommendations for future actions.

## IV. How to apply?

Interested candidates should send their expression of interest for carrying out this work. The following information should be included:

- A brief letter of motivation including:
  - A statement indicating how their qualifications and experience make them suitable for the assignment;
  - Description and samples of similar work performed (i.e links to communication materials developed);
  - The overall cost of the assignment
- A copy of the candidate's up-to-date curriculum vitae

Expressions of interest should be submitted to [m.hamid@unesco.org](mailto:m.hamid@unesco.org) and reach UNESCO by **26 July 2018.**