



TERMS OF REFERENCE

The key to the sustainability of networks and collaborative structures:

Recommendations for a MAVA-tailored approach to supporting networks during its 2016-2022 Strategy

1. Background

MAVA Foundation is a family-led, Swiss-based philanthropic foundation with an exclusive focus on the conservation of biodiversity. MAVA is active through 4 programmes: Mediterranean Basin, Coastal West Africa, Switzerland and Sustainable Economy. MAVA approach to grant making is reflected in its 4 values: *Unifying*: (Gathering the relevant key players to address biodiversity conservation challenges and mobilising support for conservation action), *Empowering* (MAVA is convinced that nature conservation projects can only be successful if rooted locally, respecting local cultures and building the capacity of local organisations), *Flexible* (With its ability to mobilise funds, rapid decision-making, and understanding of the need for adaptive management, MAVA is an agile player able to fund innovative initiatives), and *Persevering* (MAVA has built its credibility and strength by being a trusted partner for conservation organisations. We have always aimed for effective long-term conservation successes with delivery of tangible results at key milestones).

This understanding that conservation is a process that takes time and is most effective when driven by stakeholders working together has naturally led MAVA Foundation to support, or even initiate, several networks (including varied forms of collaborative structures). Its positioning as a “bailleur impliqué” (engaged donor), led to the creation of strong links between MAVA and the networks it supported. In some cases, financial dependency is above 80%.

MAVA Foundation is now launching its 2016-2022 strategy, which will be its last strategic cycle. The lifecycle of the foundation means that MAVA will phase out its funding to all partners (including networks) by 2022. The timing for phasing out will vary for each partner and will depend on a number of factors, most notably the role the partner plays in contributing to the 2016- 2022 strategy.

In this context, MAVA wants to evaluate the situation of the core networks it supports, and explore scenarios for phasing out. In the ideal scenario, all networks will be relevant, effective, autonomous and resilient in 2022 (or before). We acknowledge for some networks, especially those with a high dependence on MAVA funding, this might present a challenge, and this study is meant to advise on how to meet that challenge.

2. Objectives of the Consultancy

The objective of this consultancy is to orient MAVA approach to networks and collaborative structures in the framework of the implementation of its 2016-2022 strategy. It will find the right balance between addressing general recommendations to MAVA and specific recommendations for individual networks, acknowledging that the goal is not to conduct individual organisational audits of the networks. It will take into account the history of the network (original goal...) and its relationship with



MAVA (role of MAVA in its creation, MAVA implication in its governance, financial dependence ...) but will be forward looking and based on the current context.

A first section of the study will be a synthesis of the best practice and latest knowledge about networks, from the specific point of view of a donor and with a specific focus on aspects relevant for MAVA including geographies (West Africa, Mediterranean Basin and networks of organisations focussing on global sustainable economy issues) and type of members (individual experts, protected area managers, organisations, ...)

Then - in close collaboration with MAVA supported networks, and building synergies with their internal processes (existing or planned organisational assessments) - the study will describe their current situation based on the context and their history (SWOT analysis or similar) and assess their sustainability (through a matrix, scorecard or any other relevant methodology). This will guide the development of scenarios to orient MAVA's approach to these partners during this strategic cycle. The study will consider the different aspects of networks, eg. purpose, relevance, added value, performance, governance, membership base, level of member engagement, connectivity between members, business model and financial sustainability. It will explore synergies that could emerge from this process.

Specifically, the study will

- Based on experience built on networks worldwide, summarise the latest knowledge about network that are relevant to MAVA context.
- Based on experience built on networks worldwide, determine the health and sustainability factors of networks that are relevant for MAVA context, including strategic, organisational and financial aspects.
- Chose (adapt) a specific matrix to assess MAVA supported networks against these factors.
- Understand and document the different circumstances that have led MAVA to support these networks, and the different approaches used by MAVA (implication in their creation, implication in their governance, size of funding ...)
- Assess the current situation of each considered networks, taking into account specific context and history. Document their added value. Basically, assess the relevance of the network as currently structured.
- Review their sustainability factors based on the criteria above.
- Determine common challenges, and potential synergies that MAVA and/or the networks could build on
- Elaborate recommendations and guiding principles for MAVA approach to networks in the framework of its 2016-2022 Strategy.
- When possible and relevant, elaborate recommendation for individual networks, or cohort, that could feed into their action plans

3. Scope of the study

10 networks will be considered:

In the Mediterranean Basin:

- MedWet : the Mediterranean Wetlands Initiative
- MedPan : Network of marine protected area managers in the Mediterranean
- MEDFORVAL : Réseau méditerranéen de forêts à haute valeur écologique
- Mediterranean Network for Nature and Culture
- Birdlife International informal network of organisation active on flyway conservation in the Mediterranean (Tbc)
- Les Sentinelles des Zones Humides du Maghreb

In West Africa:

- PRCM : Regional Partnership for Coastal and Marine conservation
- RAMPAO : Regional Network of marine protected areas

Globally:

- CFA : Conservation finance alliance
- GEC : Green Economy Coalition

4. Methodology

The consultant will combine compilation of existing knowledge (literature), development of an assessment matrix and interviews with MAVA staff, networks secretariats, members and partners.

5. Expected product

The product expected is a report of about 20 pages (+ annexes), in English that will include:

- Summary (max 2p)
- Summary of the latest knowledge about networks and collaborative structure, their specificities compared to more traditional organisations and the critical aspects that ensure they bring added value compared to individual actors
- Analysis of the historical relationships between MAVA and the networks it supports
- Description of the status of MAVA supported networks in regard of their relevance, autonomy and resilience.
- Recommendations for MAVA (and the networks if relevant)
- Annexes (sources, main relevant ressources about collaborative structures...)

The report is intended to be used internally by MAVA, to guide its 2016-2022 strategy implementation. Non confidential portions of it will be shared with the networks to ensure transparency, feed into their own action plans and build synergies. We might therefore expect 2 versions of the report.



6. Duration and timeline

The contract is expected to start mid-September 2016. A first draft of the report is expected for October 31st. The final version taking MAVA Foundation comments is expected for November 21st.

7. Required profile

This consultancy is supposed to be carried out by a consultant, or team of consultants. The consultant(s) will combine the following skills:

- In depth knowledge of networks and collaborative structures and their specificities
- Practical experience with networks and collaborative structure, including monitoring and evaluation, organisational development and business planning
- Experience with collaborative structures in the Mediterranean Basin and West Africa a plus.
- Fluency in English and French.

8. Application process

Consultants (or association of consultants) interested in the project are asked to send a proposal, specifying the approach to be taken and cost details, with CV attached showing previous experience in the topic.

A technical proposal and a financial proposal has to be send to shalini.joseph@fondationmava.org by **August 25th, 2016**. For any question, please contact Mrs Shalini Joseph.