

## Terms of reference

- (1) Develop a programmatic and supporting fundraising proposal with a clear theory of change, log frame, narrative and governance framework for WWF’s Global Marine Turtle Program “Protecting Turtle for Tomorrow” 2.0; and, (2) identify sources of funding through donor mapping.

Referent partners	WWF Coral Triangle Program WWF Netherlands WWF France
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## Introduction

### 1. Context

#### 1.1 Sea turtles at a global scale

As ancient iconic creatures, marine turtles play an important role in ocean health, culture, and tourism – they have tremendous value for nature and people. Marine turtles are some of the ocean’s most iconic species, yet all species have been assessed at risk of extinction in the IUCN’s Red List and are all listed as Vulnerable to Critically Endangered, except for Australia’s data deficient endemic flatback turtle (IUCN Red List 2015). Although marine turtles have survived for 120 million years, they are facing a range of threats, including harvesting for a range of uses, illegal trade, bycatch in commercial fisheries, loss of nesting beaches and habitats, marine pollution impacts (including ingestion and entanglement), and climate change. These threats are faced by all seven species of turtles, at different stages of their life cycle, and there is no single ‘quick fix’ to solve all the problems, and much more work is to be done.

Marine turtles are a shared responsibility, since they migrate and disperse through many nations. Only a concerted global effort will ensure the survival of these ancient mariners and the continued existence of the ecological, cultural and economic benefits they provide. Marine turtle conservation represents a formidable challenge. Geographically, a single marine turtle will pass through numerous habitats on land and at sea, cross the borders of several countries and swim through international waters during the course of its life.

While marine turtles are found throughout the world (and further north/south due to climate impacts), the threats they face in different parts of their life cycles and in different regions can be quite distinct; thus, finding a solution to any given issue that might be applicable on a global scale is often difficult. Although a revised global review of threats to marine turtle populations is being drafted (due June, 2024), **use/trade + climate change + bycatch remain the top three threats to global turtle populations** (Wallace et al., 2010a). This current study also outlined that the

regional management units (RMUs) of **hawksbills, greens and leatherbacks** still require the most urgent intervention, the **Pacific Ocean basin is at the highest risk** in comparison to all other ocean basins, and that **take (use and/or trade) occurred in the most RMUs** across the globe, with **by-catch (very marginally) considered the key threat**. Note, climate induced threats are being included in the revised study and the RMUs that warrant the most urgent attention may alter. Yet, these threats clearly remain key issues to be addressed for marine turtle population recovery (Hamilton et al., 2023; Senko et al., 2023; Wallace et al., 2010) and the focus of WWF's global marine turtle program.

## 1.2 History of WWF's network work and initiatives on sea turtles

WWF has played a pivotal role in marine turtle conservation for decades. Our efforts (together with many other dedicated organisations, individuals and communities) have produced some great success stories, but many marine turtle populations around the world are still at serious risk of extinction.

WWF-International previously hosted the *WWF Marine Turtle Global Strategy (2009-2020)* – a collective global effort focused on marine turtle conservation involving staff across WWF. Renamed, *Marine Turtle Strategic Plan (MTSP (2018-2020))* three broad pillars of action were identified. In 2021, these pillars were encapsulated into the new *WWF Protecting Marine Turtles for Tomorrow (PT4T)* marine turtle program of work of which at WWF-NL's invitation, the WWF-Coral Triangle Programme (WWF-CTP) assumed responsibility to renew and host (FY22-24), supported by a global marine turtle conservation lead, re-hosted by WWF-Australia. WWF's global marine turtle program, *Protecting Marine Turtles for Tomorrow* has been in operation since January 2022. During this time, WWF's global turtle team has almost doubled, and we have collectively achieved considerable outputs given the short time period re-instigating the program. We have brought about global cohesion in our offices and connectivity between our national-regional programs of work. Two global turtle programs were implemented – ShellBank and the Turtle Use Project. Enshrined in both the Wildlife and Ocean Practice Strategies for WWF network roll out and implementation, ShellBank has now become a significant turtle program of WWF thanks to the efforts of WWF-NL and WWF-Australia.

In late 2023, at WWF-NL's invitation, WWF-CTP assessed the current global program and designed its next phase (FY25-FY28). On the back of the global turtle program successes, there is a continued need and great appetite for this network coordination to continue alongside developing new global implementation projects to fill key gaps, and ensure our work is backed by evidence-based and data-driven science, is on target, impactful and scalable to reverse the negative trajectory of global turtle populations. Starting 1 July 2024, Blue Corridors for Turtles will be added to the global marine turtle program.

Marine turtles remain a WWF Wildlife Practice priority species and are 'flagship' for multi-Practice objectives. We are now in a strong position internally with marine turtles firmly embedded in both the Wildlife and Ocean Practice Strategy refreshes, through successful global coordination and implementation of our initial two global programs, and having re-established ourselves externally

as a leader in marine turtle conservation. Therefore, expanding to Blue Corridors for marine turtles is a logical and necessary next step.

Supported by our revised global turtle conservation plan of action (under development, due June 2024), our global marine turtle program delivery strategies include:

1. **LEADERSHIP & COHESION:** Continue to improve coordination and build cohesion and capacity among the WWF network to support national and regional conservation efforts and innovation, including development of scalable toolkits of our existing work.
2. **SPEARHEAD POLICY, COMMUNITY LED DECISION MAKING & ADVOCACY:** Drive effective transboundary policy reform for marine turtle conservation to strengthen government and community-led decision making, law, enforcement and advocacy in reducing fisheries by-catch, overexploitation and climate driven impacts.
3. **CRACKING THE CODE FOR RECOVERY:** Delivering and upscaling ShellBank and Turtle Use Project to uncover and address unsustainable use, trade and bycatch in marine turtles, pinpointing populations targeted and those that require greatest protection, including where reducing reliance may be needed through community sustainable development.
4. **BLUE CORRIDORS FOR TURTLES:** Initiating and delivering Blue Corridors for Turtles (also using ShellBank) to pinpoint populations most at-risk, spatial hotspots, and required management and policy interventions to aid marine turtle recovery that will deliver on 30x30 agenda and sustainable development goals (e.g. NbS).

The three global programs are connected and although stand alone projects, are dependent on each other for success. As such, there is a need to holistically define and map out the global marine turtle program, with the three global programs positioned as integrated but also as standalone projects.

#### Members of the consortium:

WWF is the world's largest independent conservation organisation, with a global network active in over 100 countries. Conserving ocean ecosystems and priority marine species, such as turtles, are two key priorities for WWF globally.

Two offices of the WWF network have partnered together to further develop the Global Marine Turtle Program, including Blue Corridors for Turtles, as its new global implementation project :

- WWF-Coral Triangle programme

WWF has been pioneering conservation in the Coral Triangle - the world's centre of marine biodiversity - for more than two decades, collaborating with partners in the private sector, governmental agencies and civil society in Indonesia, Malaysia, the Philippines, Papua New Guinea and Solomon Islands. By providing technical expertise and funding, and promoting innovative public-private partnerships, WWF is committed to catalyzing positive impact with coastal communities. Together, we are working to safeguard the health of critical marine and coastal resources within a changing climate, building resiliency of communities, food security and contributing to improved quality of life for generations to come.

- WWF- France

WWF-France is a non profit foundation created in 1973 that works to preserve the world's biodiversity by lobbying decision-makers to ensure biodiversity mainstreaming in public policies and corporate strategies. WWF-France directly implements ecosystem restoration and natural resources management projects with the support and expertise of its network partners. WWF-France also operates on the field through its oversea based office in New Caledonia and French Guyana. In 2021, WWF-France adopted a four-year "Biodiversity and Sustainability" strategy including seven strategic orientations : energy and climate, agriculture and food, ocean wildlife, forest life, freshwater and natural capital. Within this strategy, sea turtles were identified as one of the prioritized species.

- WWF-Netherlands:

Founded in 1962 WWF-NL, is a non-profit organization part of the WWF network. Connectivity is one of WWF-NL's core theme's. Together we work towards healthy oceans and creating safe havens for keystone marine species throughout their critical habitat with resilient coastal ecosystems that are healthy and that can adapt to climate change impacts. WWF-NL is one of the main founders of the Protecting Whales Initiative and Protecting Blue Corridors approach. In particular, we focus our work in seascapes in the Caribbean, Arctic and Coral Triangle. From our office in Bonaire, WWF-NL manages its work in the Caribbean. For example, WWF-NL was the initiator of the Regional Action Plan for Leatherback turtles ([Regional Action Plan for the NWA Leatherback \(2022\)](#)).

#### Noteworthy sea turtles projects

- Existing global programs<sup>[1]</sup> :

- [ShellBank](#) is an innovative traceability toolkit and a global database of marine turtle DNA, officially launched in 2022. ShellBank is central to our global turtle program. It provides comprehensive genetic profiles from marine turtle populations worldwide, crucial for tracing the origins of harvested, traded and bycatch turtles and turtles products to identify source populations impacted. By analysing mtDNA from any turtle or turtle part, we can compare them against the genetic profiles in

the ShellBank database. This enhances our ability to identify how turtles are connected, which populations are most at-risk and those that require greatest protection; informing conservation and law enforcement, ultimately strengthening management measures to recover turtle populations.

- WWF has been coordinating the **Turtle Use Project** to understand the drivers, motivations and baseline of turtle take and trade, and work with communities to find solutions to possible overharvest. This two-staged program aims to 1) gain a better understanding of the cultural, social and economic importance of all marine turtles to coastal communities, and 2) where take and trade is considered unsustainable or overexploited, build community capacity for sustainable development. We, and our collaborative partners at SPREP, have been rolling out the Turtle Use project to communities in Papua New Guinea, Fiji, Tonga. We have engaged a network of community monitors to collect turtle use and trade data (using a standardized survey), and with this, collect a large quantity of genetic samples from harvested turtles (with data associated) as to when, where and how they were caught to identify which populations are being targeted or incidentally caught.
  
- **The Argos tracking project for New-Caledonian sea turtles (SAT-NC)** is an initiative that, since 2017, has equipped 80 turtles with satellite tags in all the main nesting areas of New Caledonia. This global approach provides the territory with a holistic picture of regional key habitats to consider for the conservation of their native sea turtles' populations. Painlessly attached to the shell, satellite devices make it possible to track turtles movements and map the main areas used as corridors and feeding grounds. The initiative has led to major discoveries for regional turtle protection, including the identification of important migration corridors from New-Caledonia's nesting sites to the Great Barrier Reef in Australia and to Papua New Guinea. The main feeding areas for Caledonian turtles have also been defined, taking them as far as Fidji. The data thus collected has made it possible to identify the main countries that share a responsibility for safeguarding these species. The project was implemented by the WWF-France office in New-Caledonia.

### **1.3 Presentation of the “Blue corridor program for sea turtles”**

To ensure ours, the turtle community, government and communities turtle efforts are well captured, and our decades of (mostly) nesting beach work is not in vain, we need to track and trace turtles, expanding our view from local to regional to global, if we have any chance of long-term recovery. This is critically important given the growing demand and urgency for improved transboundary collaboration on marine resource management, particularly for migratory species such as turtles, and to meet those needs, working with coastal communities who are dependent

on turtles. Doing so will allow focusing a greater sense and ability to work together, with their governments, between transboundary nations to improve the conservation and management for turtles and their migratory corridors. There is a growing demand and urgency from practitioners and policymakers to work on marine connectivity, but they often do not know where to start.

**Blue Corridors for Turtles** aims to digitally map turtle movement and geographically distributed threats to pinpoint populations most at risk, spatial hotspots, community connections and required management and policy interventions or solutions needed to recover marine turtles globally. For the first time ever, we now can incorporate genetic data from ShellBank with new and existing tracking data (once validated) into a global Blue Corridors framework and mapping product. As part, we will also map coastal communities and other relevant actors in each country working on turtles. Combining comprehensive threat assessment (including fisheries and climate) with detailed genetic population and satellite tracking mapping will allow us to deliver our aim. ShellBank is the cornerstone piece underpinning this work, and scaling the Turtle Use Project will, for the first time, start to identify where the small-scale turtle fishery occurs. Meaning the three global implementation projects are all connected. Through Blue Corridors for Turtles, we will be able to better protect marine turtles from key threats in many of the areas where they are particularly vulnerable, and reverse their extinction trajectory to secure their long-term survival.

The aim (goal) of the Blue Corridors for Turtles project is: *To pinpoint populations most at risk, spatial hotspots, and required management and policy interventions or solutions to recovery marine turtles globally.*

So that by 2027, the blue corridors for turtles are defined by tracking of all 7 species of marine turtle species through genetic assignment (ShellBank), flipper and satellite tracking, whereby area-based protection and threat assessment defines which populations are most at-risk and require greatest protection from bycatch and climate mitigation, and over-exploitation, informing 30x30 (include critical habitats, important marine turtle areas).

## **2. Objectives of the consultancy**

### **2.1 Global objective**

The main objectives of this consultancy are:

- 1) Using Project and Program Management Standards (or Conservation Standards) develop a programmatic and supporting fundraising proposal with a clear theory of change, log frame, narrative and governance framework for WWF's Global Marine Turtle Program "Protecting Turtle for Tomorrow" 2.0, including the new Blue Corridors for Turtles project; and,
- (2) identify sources of funding through donor mapping and writing various forms of the fundraising proposals in the form of statements of intent meeting the requirements of international funding agencies.

### **2.2 Specific objectives**

The consultancy will be structured around two specific interdependent objectives: the first one will focus on designing the global narrative and governance framework, and the second one to identify donors and partners for the implementation of the program.

**Writing the narrative and governance framework**

The consultant will design the global narrative and governance framework of the Global Marine Turtle Program, including Blue corridors for Turtles project together with WWF’s global turtle lead, with consideration of both for the global scale and three specific focus areas : *the Pacific region, Coral Triangle region and the Wider Caribbean Region*. In using the PPMS framework of WWF, the consultant will:

1. Carry out interviews of the members of the WWF consortium to understand and integrate their vision and expectations for the program;
2. Propose an overall narrative , including a specific focus on the priority intervention areas; this framework should formalize the main activities to be implemented (and associated budgets), help define the modus operandi and build the logical framework.
3. Map the potential partners both at a global and local scale: public agencies, Civil Society Organizations (CSOs), Academics, private sector, international organization, local communities, etc.
4. Propose an appropriate governance and intervention structure within the consortium to enable the implementation of the program.

**Identify potential sources of funding**

Based on the above results, the consultant will identify potential financial partners to enable the implementation of the programme:

- Mapping of international funding agencies (AFD,EU, GEF, World Bank, FFEM, KIWA, Blue Action Fund, etc.) and other major philanthropic foundations, and assessing their potential interest for the Global Marine Turtle Program and its three global implementation projects (ShellBank, Turtle Use Project and Blue Corridors for Turtles), based on their strategy, requirements, future planned calls for proposals if any, etc.
- Based on the mapping, prioritize the funding agencies to approach, at a global scale as well as for the priority intervention areas;
- For each prioritized donor, draw out a statement of interest meeting their requirements.

**3. Timeline**

Operational timeline	
Scoping note	Early September 2024
Draft final report	November 15th 2024
Final report	November 30th 2024

#### **4. Expected results**

Deliverables:

1. At the start : 1 scoping note detailing the methodology and roadmap which will be validated by the consortium ;
2. Final deliverables :  
Programmatic proposal (using PPMS standards) and a fundraising proposal including:
  - 2 notes of intent per prioritized donor including the following sub-sections for each funding mechanism identified, on the one hand, for supporting the global programme global architecture and, on the other hand, the Pacific region, Coral Triangle and Wider Caribbean Region specific activities :,
  - Proposed narrative : most favorable area of intervention, general and specific objectives, planned actions, expected results,
  - Proposed governance framework
  - Stakeholder mapping (whenever relevant potential technical partners to consider for accessing the funds) and financial goals and requirements.
    - Memo on funding opportunities including calendar for submission of each calls
    - General Swot analysis on each funding opportunities
3. Presentation of the results : 1 workshop at the end of the consultancy to present the final deliverable to the consortium

#### **5. Expected expertise**

The consultant responsible for this consultancy must:

- Hold a higher education degree in the field of marine conservation, management of marine ecosystems or similar experience.
- Demonstrate significant experience in international projects development financed by various international donors, such as AFD, the European Union or development banks
- Demonstrate a good knowledge of the political, social and economic context of the priority areas of intervention (Coral Triangle Region, Pacific and Wide Caribbean) ;
- Have a substantial international experience, working in various contexts
- Have substantial experience in writing programmatic and fundraising proposals, preferably using Conservation Standards.

Consultants must also be:

- Able to work fully in English and make themselves available via Zoom, with consideration to the different time zones ;
- Good analytical, summarizing and drafting skills in English ;



- Capacity to understand ecological, social and economic issues across the board ;
- Able to meet delivery deadlines

## **6. Indicative provisional budget**

A maximum budget of €25,000 (including VAT) has been set aside for this consultancy.

## **7. Offer**

Composition of the application file

- Technical offer

The application file (technical and financial offers) must include the following elements:

- A letter of motivation addressed to the Director of WWF-France
- Understanding of the Terms of Reference ;
- The suggested methodology to carry out the assignment ;
- At least 4 references for similar studies or projects submissions to international donors ;
- The planned timetable to carry out the assignment
- The CV and resume highlighting the qualifications and professional experience of the consultants, and references from people who can attest to the candidates capacities ;
- The signed and dated letter of submission indicating the amount of the bid ;
- The signed declaration of integrity (in appendix 1)

- Financial offer

The financial offer must be a fixed and firm price for the services mentioned in the invitation to tender in their entirety. It must include the overall budget for the assignment, including the following budgetary elements: fixed daily fee in euros, breakdown of time spent by team member and by work step, ancillary costs, and any logistical expenses.

Applications should be sent to the following address, with the following headline “Sea turtles consultancy: technical/financial offer”:

- [chof@wwf.org.au](mailto:chof@wwf.org.au)
- [nhoutman@wwf.nl](mailto:nhoutman@wwf.nl)
- [ebessis@wwf.fr](mailto:ebessis@wwf.fr)

The application should be sent no later than June 27th 2024 (6.30 pm CET). Submission received after the date and time indicated above will not be considered.

For information, the standard contract proposed by WWF-France is appended to this document (appendix 2).

## 8. Proposal selection and timeline

The service provider will be chosen using a selection method based on quality and cost:

- Technical offer : understanding of the Terms of Reference, methodology and timetable, consultants experience ;
- Financial offer: daily rates, number of days proposed, additional costs, overall offer proposed in line with services.

Evaluation of offers will be based on the following criteria:

Criteria	
<b>TECHNICAL OFFER</b>	<b>70%</b>
Understanding of Terms of Reference	<b>20%</b>
Presentation of the methodology to be applied, including timeline	<b>20%</b>
References and experience of the consultant	<b>10%</b>
Knowledge of the context of target areas, of the donor's ecosystem for biodiversity projects and conservation standards	<b>10%</b>
Fluency in English, clear communication and ability to summarize	<b>10%</b>
<b>FINANCIAL OFFER</b>	<b>30%</b>
<b>TOTAL</b>	<b>100%</b>

This call may be canceled if no answer is deemed satisfactory.

### Timeline

- Publication of the terms of reference : **June 6th 2024**
- Deadline for submission of questions : **June 17th 2024**
- and answers : **June 20th 2024**
- Deadline for submission of offers : **June 27th 2024**
- Contract awarding : **July 6th 2024**