



TERMS OF REFERENCE (TOR)

Development of a Protected Areas Management Effectiveness (PAME) Tool to Support the Seychelles Marine Spatial Planning Agency in Monitoring Marine Protected Area (MPA) management performance of the Seychelles MPA network

1. Introduction

This consultancy is funded by the Seychelles Conservation and Climate Adaptation Trust (SeyCCAT) through the Blue Nature Alliance and is led by the Seychelles Marine Spatial Planning Agency (SMSPA). This body of work ties into the need to strengthen frameworks for the effective implementation of the Seychelles Marine Spatial Plan (MSP) and management of the expanded MPA system.

2. Background

The Republic of Seychelles has committed to conserving and sustainably managing its marine biodiversity through an expanded network of Marine Protected Areas (MPAs). Effective management of these protected areas is essential to achieving national biodiversity objectives, international commitments under the Convention on Biological Diversity (CBD), the Kunming-Montreal Global Biodiversity Framework (GBF), the Sustainable Development Goals (SDGs), and the sustainable blue economy agenda.

While management plans and monitoring programmes exist for many MPAs, Seychelles currently lacks a standardized national system for periodically assessing and tracking Protected Area Management Effectiveness (PAME) across the MPA network. Such a system is required to:

- evaluate whether management inputs, processes and governance arrangements are leading to desired conservation outcomes;
- identify strengths, weaknesses and investment priorities;
- enable consistent reporting across agencies;
- support adaptive management;
- fulfil reporting requirements under GBF Target 3 and other international obligations.

3. Context

The services of a suitably qualified environmental consultancy are sought to design and pilot a national PAME Tracking Tool specifically adapted for Seychelles' MPA system. The consultancy should draw upon international good practice, including experience from South Africa's nationally adapted Management Effectiveness Tracking Tool (METT-SA), Jordan's protected area management effectiveness assessment framework, the WWF/World Bank METT, IMET, the IUCN Green List Standard and the IUCN-WCPA Framework for Assessing Management Effectiveness.

4. Objective

The overall objective of the consultancy is to develop a practical, nationally owned Protected Area Management Effectiveness (PAME) Tracking Tool that can be consistently applied across Seychelles' MPA network to support adaptive management, investment planning and national reporting. Importantly, the Seychelles PAME Tracking Tool should be designed to be:

- nationally owned;
- scientifically credible;
- practical and easy to use;
- evidence-based;
- transparent and repeatable;
- suitable for periodic assessment (recommended every three to five years);
- adapted for use across both small scale, coastal MPAs in close proximity to Mahe and large-scale, remote and pelagic MPAs.
- compatible with adaptive management;
- aligned with global best practice and international reporting requirements;
- scalable to terrestrial protected areas if desired in the future.

5. Scope of Work

The scope of work of the Consultant will include:

Task 1: Inception

Prepare an Inception Report that includes, but is not limited to: an executive summary, objective of the assignment, approach/methodology, consultation, and work plan/schedule.

Task 2: Baseline Assessment

A literature review of all documents relating to PAME for Seychelles. This should:

- a. Review existing management effectiveness assessment methodologies relevant to marine protected areas plus existing PAME tracking tools in use in Seychelles.
- b. Assess current management planning, governance and monitoring arrangements across Seychelles' MPAs including an understanding of existing national, regional and international studies and documentation of relevance (see Annex A) and related to matters pertaining to a PAME system in Seychelles, in order to obtain an accurate picture of any risks associated with a successful operational standard over time.

Based on activities (a) and (b), compile a Baseline Report that provides a comprehensive assessment of the actions required and from this, make recommendations for improvement. The report should include sections on the following and any other sections as may be required :

- national legislation governing MPAs;
- protected area management plans;
- monitoring protocols;
- biodiversity monitoring programmes;
- marine spatial planning framework;
- reporting obligations;
- governance arrangements;
- existing indicators and databases.
- Review international PAME approaches including WWF/World Bank METT; South African METT; Jordan Protected Area Assessment System; IMET, IUCN Green List Standard IUCN-WCPA Framework; CBD guidance on PAME; examples from regional Small Island Developing States plus any other PAME tools in use in the Seychelles.

The review shall produce a SWOT analysis that identifies strengths, limitations and applicability to Seychelles.

Task 3: Presentation of Options and Preferred Way Forward.

The findings of the Baseline Report (Task 2) shall be presented at a one-day workshop for the MECENR, MSP Management Committee members, and key strategic partners in order to obtain comments and feedback, including:

- MECENR;
- Seychelles Parks and Gardens Authority;
- Seychelles Conservation and Climate Adaptation Trust (SeyCCAT);
- Seychelles Fisheries Authority;
- NGOs;
- research institutions;
- MPA managers;
- local communities;

- tourism operators;
- enforcement agencies;
- development partners

Task 4: Develop the Seychelles PAME Tracking Tool and Framework

The consultant shall build on the observations raised from Task 3 to develop an assessment framework aligned with international best practice while reflecting the national context. This must consider context, planning needs, inputs, processes, outputs and expected outcomes of the proposed PAME system. This shall set the foundation for the practical piloting of the PAME tracking tool. The consultant shall develop a practical assessment tool that includes:

- scoring methodology;
- guidance notes;
- evidence requirements;
- rating scales;
- indicator definitions;
- confidence scoring;
- data quality assessment;
- summary dashboards;
- graphical reporting templates.

Of note, at all times, the consultant should consider how best to make the tool:

- easy to apply
- minimise subjectivity;
- permit trend analysis;
- support adaptive management;
- be compatible with national databases;
- be suitable for spreadsheet and digital implementation.

Where feasible, the consultancy should recommend options for future online implementation.

Task 5 – Pilot Testing

The consultant should “Pilot” the tool in 2 defined MPAs that represent different:

- governance models;

- ecological systems;
- management capacities;
- levels of protection.

The Pilot testing should include:

- facilitated assessments;
- user feedback;
- scoring consistency;
- assessment timing;
- practical implementation issues.

Task 6 – Revision

This Task focuses on offering revisions to the tool based upon pilot findings. Where suitable, the consultant is requested to update the tool with key focus on:

- indicators;
- scoring;
- guidance;
- terminology;
- reporting format;
- usability.

Task 7 – Implementation Roadmap (Final Report)

The consultant is required to produce a Final Report (Implementation Roadmap) that includes:

- governance arrangements;
- institutional roles;
- assessment frequency;
- quality assurance;
- reporting procedures;
- database management and review cycles;

6. Deliverables

The consultant will be expected to complete the following deliverables in the given (tentative) timeline:

Key Deliverables	Expected Submission
Deliverable 1 (Task 1): Meeting with the project team and submission of an Inception Report.	Within two (2) weeks of the commencement of the contract

Deliverable 2 (Tasks 2 and 3): A Baseline Report that presents the accepted PAME tool way forward and the facilitation of a Workshop (including presentation(s) and registration form). <i>To note: Workshop costs will be covered by the Project.</i>	Within two (2) months of the commencement of the contract (to be completed by early October 2026)
Deliverable 3 (Tasks 4, 5 and 6): Draft PAME framework, tool and pilot testing and facilitation of a workshop to present results. <i>To note: Workshop costs will be covered by the Project. Stakeholders will be given two weeks to provide review and/or feedback prior to Workshop 2.</i>	Within three (3) months of the commencement of the contract (to be completed by mid-November 2026)
Deliverable 4 (Task 7) Implementation Roadmap (Final Report)	Within four (4) months of the commencement of the contract (to be completed by mid-December 2026)

7. Duration & Timeline

The expected contract duration is **4 months to begin in mid-August 2026 and be completed before the end of December 2026, over 45 working days.**

8. Responsibilities & Reporting

The consultant will report to the Project Team, composed of the SMSPA, the Department of Environment and Natural Resources, and SeyCCAT for the quality and timeliness of the activities carried out, as well as for the use of funds.

9. Type of Contract

This is a short-term national consultancy.

10. Qualifications, Experience, and Skills Required

The contracted party should have at least one individual with the following minimum qualifications and experience:

- University Degree in Environmental Management, marine and/or coastal management, fisheries management or related fields.

- Expertise in protected area management; marine ecology; conservation planning; governance and institutional analysis; monitoring and evaluation; GIS and data management and stakeholder engagement;
- The Team Leader should have at least ten years' experience in protected area management effectiveness assessments.
- Experience in Small Island Developing States and marine protected areas will be considered an advantage.

The contracted party should hold the following minimum skills and competencies:

- Indicate proven experience by stating past/current contracts or past/current employment experience to show demonstrated ability to work on and design reporting tools for marine protected areas, including their planning and execution;
- Ability to multi-task and deliver on time;
- Excellent communication skills and effective interpersonal and negotiation skills with experience in moderation and facilitation of stakeholder discussions and reviews.
- Indicate proven experience by stating past/current contracts or past/current employment experience to show understanding of Seychelles Marine Spatial Plan initiative, Seychelles Ocean Governance and management, or related strategic plans.

The following experiences are preferable:

- ➔ Indicate years of direct experience in marine conservation and protected areas management and/or fisheries policy, legislation, or management areas of the mentioned fields.
- ➔ Indicate years of direct experience and involvement in the 10-year process of developing PAMEs or similar.
- ➔ Must have knowledge and involvement in the Seychelles environmental governance, the structures involved (including the development management cycle), the legislation, and the various pertinent strategic documents, as listed below, but not limited to Seychelles' international obligations in this domain and the ecological and climate-related aspects of the MSP.
- Strong writing, presentation, and reporting skills.
- Competence in the use of Microsoft Office applications, including but not limited to Word, Excel, and PowerPoint
- Indicate Proven experience by stating past/current contracts or past/current employment experience to show Demonstrated examples of similar work done
- Indicate a list of past executed contracts with client references, to show proven track record of delivering on time for past contracts/project.
- Indicate a list of assignments executed or employment history to show Knowledge or past experience working on donor funded projects is an advantage.

11. Selection Criteria

The consultancy will be evaluated on:

- demonstrated experience developing PAME or management effectiveness systems;
- experience in large-scale and remote marine protected areas;
- familiarity with IUCN, CBD and Green List frameworks;
- experience in participatory stakeholder processes;
- quality of the proposed methodology;
- qualifications and experience of the proposed team;
- previous work in island states or the Western Indian Ocean region.

12. Applications

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

- A cover letter describing qualifications and experience pertaining to this assignment
- A full CV with two references
- A sample of previous works similar to what is being requested in TOR
- A simple work plan or timeline. Template provided in Annex C may be used.
- A financial proposal linked to the work plan. Template provided in Annex D may be used.
- Mark proposals as **Development of PAME Tool**

Applications should be sent via email, or via physical submission, to:

Grants & Fundraising Coordinator
 Seychelles Conservation and Climate Adaptation Trust (SeyCCAT)
 Ocean Gate House, Room 109, Flamboyant Avenue, Victoria, Mahé, Seychelles
 Tel (Office): +248 4325806 Tel (mobile): +248 2632386
 Email: info@seyccat.org CC: drenaud@seyccat.org

ANNEX A. Key Documents

Below is a list of documents referenced in 5 (c) and (d) (ii) but, depending on recommendations by the MECENR, the consultant may **not be limited to these documents.**

1. Seychelles Marine Spatial Plan
2. Seychelles MSP Policy and Action Plan
3. Seychelles Marine Spatial Planning Agency Act, 2026
4. Fisheries and Aquaculture Act, 2025 and Regulations
5. Seychelles Fisheries Authority Act 2024 and Regulations
6. Seychelles Nature Reserves and Conservancy Act 2022 and Regulations
7. Seychelles Environment Protection Act 2016 and Regulations
8. Physical Planning Act 2021 and Regulations
9. Maritime Zones Act 1999 and Regulations
10. Seychelles Blue Economy Strategic Policy Framework and Roadmap (2018 – 2030)
11. Seychelles National Development Strategy 2024 - 2028
12. Protected Areas Expansion Report
13. Developing an Interim Governance Arrangement for the Seychelles Marine Spatial Plan Initiative using the Environment Protection Act of 2016_FINAL REPORT 2023
14. Towards effective implementation of the Seychelles Marine Spatial Plan – Legal Considerations and Roadmap
15. 2024 SMSP and MPA capacity needs assessment and capacity development plan
16. 2024 “Updating Costing and Financing Options to Implement the Seychelles Marine Spatial Plan” Report

Add

Wild Animals and Birds Protection Act 1961 and regulations

ANNEX B: PAME Discussion Document

The Management Effectiveness Tracking Tool (METT)

This is an internationally recognized framework developed by the World Bank and the World Wide Fund for Nature (WWF) to assess and monitor the management effectiveness of protected areas. It provides a simple, practical, and adaptable approach to evaluating how well protected areas meet their conservation objectives. The METT was originally designed to measure progress in management effectiveness at particular sites over time. It has a number of clear advantages. It is a simple, cheap and flexible tool that can give a quick overview of the effectiveness of protected area management (including MPAs) without requiring expensive consultants or taking up too much time for managers, rangers or others responsible for governance. The METT has since become the commonest protected area management effectiveness (PAME) tool, that is used in over 2,500 protected areas covering over 4.2 million km² (i.e. over a fifth of the world's terrestrial protected areas by area) in at least 127 countries. Its popularity is also linked to the requirements of many donors to use it for projects with their funding programmes.

Limitations

There are, however, clear limitations linked to the METT. Firstly, it is usually run as a qualitative assessment and relies to a large extent on the judgement and honesty of the assessors. It is therefore better at addressing changes over time at a single site than detailed comparison of individual indicators between different sites (such as comparing a network of MPAs in countries where MPAs cover a large spatial area, such as across the Seychelles). It is also much better at providing information about how well management is being carried out (the processes and outputs of management) rather than in discovering whether that “management process” is ultimately successful (i.e.: the outcomes in terms of successful nature conservation and other values).

Secondly, the usefulness of the METT approach is also closely connected to how well the assessment is carried out. A manager can (for example) sit in their office and fill out the form in a few minutes, but the results may subsequently be inaccurate, be lacking justification and will certainly have little buy-in from other stakeholders. Experience dictates that a good METT process should take up to two or three days to produce and has higher credibility if the assessment is evidence-based and a diverse group of stakeholders have a chance to input into the results.

Recent METT Updates

METT-4 (Fourth Edition - 2021) represents a major leap forward for the METT. This version is designed for, and often used by, complex, large-scale protected areas (including large MPAs). It is in an Excel-based format that allows for easier data management, tracking of progress over time across multiple stakeholders, with an increased focus on conservation outcomes, climate change, and ecosystem services¹. Additional questions have been updated, to address issues relevant to protected areas today, e.g. climate change, and to provide greater focus on the assessment of outcomes, the lack of which has been a consistent criticism of the METT.

METT-4 now has 38 questions; eight more than the original METT as some questions have been broken down into two to make responding to them easier, and new questions have been added on issues like climate change. The order of the questions has also been revised in METT-4 to make the flow easier to follow and understand.

Specific details of the updated questions being posed may be found at this link:

<https://rris.biopama.org/sites/default/files/2020-12/METT-4%20guide.pdf>

Other Tools that are Available

The following offers a simple introduction to a few other tools that are being used to help with Protected Area Management Effectiveness (PAME) monitoring. As stated above, challenges are

¹ <https://rris.biopama.org/sites/default/files/2020-12/METT-4%20guide.pdf>

apparent with most PAME tools as they often struggle to provide a detailed analysis of management effectiveness in the surveyed protected area and do not facilitate adoption of a results-oriented approach. Even though they produce aggregated scores that facilitate bird's-eye view of the situation, they struggle to uncover critical issues in the management process.

- A) The State of the Parks (SOP). This methodology is designed to systematically and simultaneously assess protected areas of a given system, generally at the state level. The SOP survey is distributed among area managers, from field rangers to regional level managers. SoP programs are generally developed with the twin objectives of improving capacity to accurately report to government and the public on whether management activities are effective in meeting planned objectives and contributing to a better knowledge of the condition of and pressures on protected areas within the system.
- B) RAPPAM². This methodology evaluates a network or system of protected areas via a SWOT-type analysis. Although it provides an in-depth approach to specific problems, it struggles to measure the situation in a specific protected area accurately and is more suitable for a comparative analysis.
- C) Enhancing our Heritage. This tool is designed to evaluate World Heritage Sites. It offers a more comprehensive approach to management effectiveness evaluation but still leave space for robust numerical evaluation of protected area management effectiveness in its all dimension and are not designed to directly prompt the authorities of participating sites to design managerial responses to existing issues. The Enhancing Our Heritage Toolkit 2.0 (EoH 2.0) provides a globally tested self-assessment methodology to support World Heritage managers and actors to evaluate management effectiveness in a World Heritage property or other heritage place. Enhancing our Heritage, offer a more comprehensive approach to management effectiveness evaluation but still leave space for robust numerical evaluation of protected area management effectiveness in its all dimension and are not designed to directly prompt the authorities of participating sites to design managerial responses to existing issues

Adapted Global Examples of the METT

South Africa

Of particular interest to the Seychelles is the METT-SA (South Africa³). This is because having a METT adapted to the Seychelles context using a traffic light system represents the kind of management effectiveness tracking tool that has been discussed as being of value to Seychelles for some time. WWF South Africa has adapted the METT specifically for its MPA network, assessing 22 MPAs and three island nature reserves. It brings together multiple government, agency, and regional managers to conduct evaluations every five years, using a traffic-light (green, orange, red) system to guide urgent actions by different authorities.

Whilst more work is needed to define the exact steps required to help guide or indicate the process of adapting the METT-SA, Annex 5 of the link below may offer ideas for a first step for Seychelles. An initial action is to agree on the questions that a revised METT system should ask. That aspect could be quite easy to achieve before consider how to create the traffic light automated spreadsheet (or similar).

https://www.dffe.gov.za/sites/default/files/reports/research/biodiversity/management_effectiveness_saprotected_areas.pdf

² <https://wwfeu.awsassets.panda.org/downloads/rappam.pdf>

³ https://wwfafrica.awsassets.panda.org/downloads/wwf_sa_mett_3_report.pdf

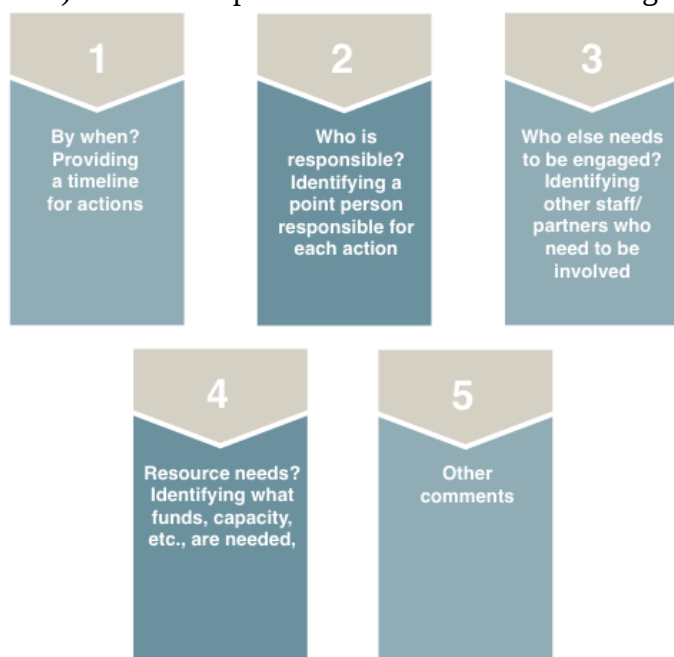
in addition, the report below offers quite useful lessons learned from the METT-SA process which could be of value to Seychelles.

Jordan⁴

The Jordan localized Management Effectiveness Tracking Tool (Jo-METT - 2025) monitors progress in assessing the effectiveness of protected area management over time and identifies the actions required to address management weaknesses.

The approach adopted by Jordan may be relevant to reflect how best to pursue a nationally bespoke METT for Seychelles. This is because through a detailed and participatory consultative process, additional evaluation criteria, including climate change and gender considerations, have been incorporated which were widely accepted among stakeholders in Jordan and hence has demonstrated strong usability and effectiveness across the country's protected areas. A user manual has been produced that is based on the comprehensive handbook for version 4 of the Management Effectiveness Tracking Tool (METT-4).

What appears of value to the Seychelles situation, is the way that the Jo-METT analyses the completed baseline data and assessment sheets compiled into an excel sheet that will show what has been recorded in a manner to enable a series of "actions to improve management" to be produced that stakeholders have identified. An Implementation Action Plan (for individual or grouped MPAs) can then be produced that focuses on seeking to address 5 key areas as presented below:



Actions should be divided between those that are feasible within the current budget and staff members, and those that will require additional money and perhaps extra people or expertise. Then for each, actions should be ordered by priority. Those of high priority and within the current budget can be written into the current or, at latest, the next year's work plan. Priorities that need additional resources need to be identified in current and future funding proposals.

Recommended Way Forward

As Seychelles is a signatory party to the Convention on Biological Diversity (CBD), there is a need for the Seychelles to demonstrate its commitment towards making progress on matters relating to equitable governance and effective management of protected and conserved areas under Target 3⁵ of the Kunming-Montreal Global Biodiversity Framework.

⁴ https://iucn.org/sites/default/files/2025-10/jomett_english_final_version_7oct2025.pdf

⁵ Target 3 of the GBF outlines a commitment to effectively conserve and manage 30 % of terrestrial and inland waters and coastal and marine

Whatever adapted METT system is proposed, it is strongly recommended that this is designed to be as simple as possible to complete. Confusing and complicated systems will not be completed and momentum will be lost and not sustained over time.

As tracking progress on the vital qualitative elements defined within current METT related tools, including equitable governance and effective conservation and management, however, remains challenging, it is recommended that attention is placed squarely of how to adapt existing adapted versions of the METT (i.e.: Jo-METT or METT-SA). This is proposed so that Seychelles may embark on a process that can effectively measure the objectives MPAs, not only in relation to targets, but also for identifying areas of improvement and priority setting from that point onwards.

ANNEX C
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: GIF MNGT PLN **T.I.N:**

CONTRACT DURATION:
 (Please refer to TOR)

SCOPE OF WORK AND PROPOSED APPROACH:
 (Please refer to TOR – elaborate your proposed approach and justify and changes being proposed)

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									Month 17		
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 D
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: ALDABRA GROUP MNGT PLN

T.I.N:

ITEM DESCRIPTION	QUAN- TITY Days	UNIT PRICE Per day (CUR- RENCY)	TOTAL (CUR- RENCY)
1. Professional fees	DAYS		
2. Any other cost (<i>please itemize e.g. taxes</i>)			
Additional information •			
TOTAL COST (CURRENCY)			

Date:

Signature: ...