



## ICRI Motion on the International Coral Reef Action Network (ICRAN)

Recalling that ICRAN must transition to a sustainable model in order to continue to serve as an operational network;

Acknowledging that this transition has provided valuable opportunity to refresh and refocus the mandate and oversight of ICRAN as an operational network of ICRI;

The General Meeting of the International Coral Reef Initiative:

Notes with gratitude the contributions of the ad hoc Committee in the review of ICRAN during 2010;

Notes with gratitude the role of current hosting institution, UNEP-WCMC, in providing financial security for technical staff of the ICRAN Coordinating Unit;

Notes the option paper submitted to the general meeting by the ad hoc Committee detailing the proposed near-term structure and operational model of ICRAN, which:

1. Refines the global niche, roles and responsibilities of ICRAN;
2. Supports the delivery of existing ICRAN commitments throughout 2011;
3. Provides a flexible arrangement for ICRAN that is responsive to funding flows;
4. Defines appropriate management and oversight processes to guide the future operation of ICRAN.

ICRI members are encouraged to:

1. Consider the revised Structure and Terms of Reference for ICRAN (Annex 1);
2. Establish the ICRAN Management Group via appointment of candidates according to the proposed composition.

## ANNEX 1: PROPOSED STRUCTURE AND TERMS OF REFERENCE FOR ICRAN DRAFT - OCTOBER 2010

### BACKGROUND

ICRAN was established as an operational network of ICRI at the ICRI Coordination and Planning Committee Meeting in Noumea in May 2000. Through a challenge grant from the United Nations Foundation, ICRAN has worked with partners to release matched funding for coral reef activities, growing into a well recognised global programme delivering tangible benefits to coral reefs and dependent communities. The ICRAN Coordinating Unit has been successful at raising funds outside of the UN Foundation arrangement, and in supporting the delivery of key ICRI activities e.g. Coral Reef CSI and ITMEMS.

Following a decade of operation, and the near completion of activities and core funds available under the UN Foundation challenge grant, ICRAN must transition to a revised and sustainable model in order to continue to serve as an ICRI operational network.

At the ICRI General Meeting in Monaco in 2010, the membership reiterated its endorsement of ICRAN as an operational network of ICRI, and requested that an Ad Hoc Committee on ICRAN was formed to elaborate: a) the role and responsibilities of ICRAN; b) appropriate governance and oversight; and c) appropriate funding model for its continued operation.

This document presents a model, guiding principles and terms of reference for ICRAN based on the consultations of the Ad Hoc Committee consisting of USDOS, UNEP, Ministère de l'écologie, de l'énergie, du développement durable et de la mer France, UNEP-WCMC, and the ICRI Secretariat. The Committee invites consideration and comments on this document, prior to it being tabled at the next ICRI General Meeting in Samoa in November 2010.

### GLOBAL NICHE FOR ICRAN

There was broad agreement among the Ad Hoc Committee that the 'coordination and networking' activities of ICRAN bring the greatest added value to ICRI and represent a key global niche. Specifically, it was identified that ICRAN adds value to ICRI by:

- Serving as a pro-active mechanism to promote networking, best practices, and encourage technical cooperation and exchanges both within and beyond the ICRI membership;
- Facilitating interaction and dialogue between disciplines and sectors;
- Relating local management, science and development realities to assist the ICRI Secretariat to define its long term vision;
- Raising the profile of coral reefs and associated ecosystems through targeted education, awareness and communications.

In this vein, the roles and responsibilities of ICRAN have been updated to better reflect this unique global niche. ICRAN will continue to support the attainment of objectives under the ICRI Call to Action and Framework for Action.

## UPDATED ROLES AND RESPONSIBILITIES OF ICRAN

### 1. Applied learning network

Active coordinating mechanism for gathering, disseminating and promoting evidence-based approaches for the effective management of coral reefs and related ecosystems:

- a. Maintain professional awareness of research and management evidence relevant to coral reefs and associated ecosystems at a range of scales and facilitate exchange of essential knowledge;
- b. Facilitate effective matching of needs with available resources and technical expertise particularly in response to information gaps, as identified by the ICRI membership;
- c. Facilitate collective action to promote the uptake and application of evidence-based management approaches, tools and available science, as required;
- d. Raise awareness of critical coral reef issues through education and outreach;

### 2. Interface between science, management and policy:

Proactive interface between existing networks and initiatives to enhance interaction and technical exchanges between sectors:

- a. Review and relate contemporary site level management experiences and priorities to ICRI to ground the ICRI FFA, and inform its evaluation and review;
- b. Facilitate practical peer-to-peer capacity development through applied exchanges, site visits, mentoring and training in line with identified needs and priorities (and funding);
- c. Convene and provide technical support for activities at a range of scales to bring together current science, management, development and other perspectives;
- d. Leadership and technical support for the International Tropical Marine Ecosystem Symposium within the resources provided by the host, and the timeframe of the ICRI Secretariat;
- e. Facilitate integration of management experiences and priorities into relevant science (e.g. ICRS) and development processes to inform and influence responsive research, frameworks, and projects;

## OPERATIONAL STRUCTURE OF ICRAN

Network Structure: Within the context of project grants ICRAN will continue to function through a voluntary global and multi disciplinary network of key organisations and individuals working to halt and reverse the decline in health and function of the world's coral reefs and associated ecosystems. The technical staff of the ICRAN Coordinating Unit will liaise with, and interface between, national coordinators and focal points of relevant networks such as (but not limited to) ICRI, GCRMN, UNEP Regional Seas Programmes, UNEP Coral Reef Unit, and UNDP Country Offices for the optimal design and delivery of projects and activities.

#### Location of ICRAN Coordinating Unit

UNEP-WCMC has hosted the ICRAN Coordinating Unit (ICU) since 2001. Furthermore, UNEP-WCMC served as the Designated Administrative Representative to ICRI during 2003-2009, and retains considerable institutional memory and technical expertise. In 2008, the ICU was integrated into the UNEP-WCMC Marine Assessment and Decision Support Programme to ensure firm institutional support for ICRAN for as long as it is viable. UNEP-WCMC will continue to host the ICU in Cambridge, UK. This arrangement supports the equitable engagement of ICRAN in all coral reef regions.

**LOCATION:** The ICRAN Coordinating Unit will continue to be located at the UNEP-World Conservation Monitoring Centre, Cambridge UK

#### Structure of ICRAN Coordinating Unit

The ICRAN Coordinating Unit will continue to exist, with roles as laid out in the new Terms of Reference (detailed overleaf). Technical staff of the ICU, as employees of UNEP-WCMC, will be seconded to implement ICRAN projects and activities as and when specific funding is available for ICRAN. This flexible arrangement will ensure that dedicated technical staff are maintained in the event of unfavourable funding flows for ICRAN, and will facilitate continuity and ease of mobilisation of expertise for existing and future funded ICRAN activities. ICRAN will be inactive during periods of no funding.

**STRUCTURE:** Delivery of ICRAN projects on an ad hoc basis, through seconded technical staff (supporting implementation of discrete grants)

#### Modalities of funding the ICRAN Coordinating Unit

UNEP-WCMC accepts financial liability for the ICRAN Coordinating Unit to enable effective delivery of existing ICRAN commitments throughout 2011. In the absence of specific project funds for ICRAN, UNEP-WCMC will assign these staff to other funded projects, facilitating the delivery of ICRAN activities on a flexible basis. The substantive engagement of ICU technical staff and external expertise in ICRAN activities will be negotiated on a case by case basis in accordance with the specific roles required.

**FUNDING:** Staff costs recovered for substantive engagement on specific funded projects where available (negotiated on a case by case basis); UNEP-WCMC accepts financial liability for technical staff during periods of ICRAN inactivity.

#### Governance of ICRAN

The ICRI General Meeting in Monaco agreed that the Ad Hoc Committee on ICRAN should serve as the interim governing body of ICRAN, superseding the previous governance arrangements. In light of the proposed revisions to the structure and administration of ICRAN a small management group is suggested, with the following composition:

#### MANAGEMENT GROUP - Composition:

Management group members will be selected in line with the following categories:

- A representative of the ICRI Secretariat (current).
- A representative of the ICRI Secretariat (outgoing).
- A representative of the hosting institution.
- Representatives from interested ICRI Member Country Governments.
- A representative of the ICRI community nominated by members.
- Supported by the ICRAN Acting Director.

Honorary or advisory members such as donors or other members with specific technical expertise can also be elected at the discretion of the Management Group to assist in supporting ICRAN and with high level fundraising assistance.

Once formally appointed, the management group will operate in line with the Terms of Reference outlined below.

## TERMS OF REFERENCE

### HOST INSTITUTION – Responsibilities

Specifically, the host institution will:

- Provide logistical, institutional and administrative support to facilitate the work of ICRAN technical staff on ICRAN funded initiatives;
- Provide the ICRAN Coordinating Unit with office space and other relevant support, including for communication;
- When necessary, enter into contracts or agreements for the implementation of ICRAN activities;
- Assume financial responsibility for the ICRAN Coordinating Unit.

### ICRAN COORDINATING UNIT – Responsibilities

Within the context of funded projects, the technical staff of the ICRAN Coordinating Unit will be required to provide:

- Leadership and technical support for the delivery of funded activities, ensuring alignment with the ICRI FFA and the ICRI Secretariat plan of action;
- Efficient contract administration and management of discrete project grants, including maintaining relationships with donors and stakeholders;
- Effective promotion and communication of outputs;
- Facilitate coordination, partnership, capacity building, communication, public awareness and sharing of experiences related to coral reefs and associated ecosystems;

In addition, the ICRAN Acting Director will:

- Identify future funding opportunities and prepare funding proposals in close collaboration with project stakeholders and the Management Group;
- Prepare work plans, progress reports, resolutions and statements for the consideration of the ICRI General Meeting on issues pertinent to ICRAN;
- Coordinate and provide strategic and technical leadership and oversight for the implementation of ICRAN projects;
- Supervise and provide professional development support to the technical staff of the ICRAN Coordinating Unit;
- Provide recommendations on the permanent and temporary staffing requirements of the ICRAN Coordinating Unit to the Management Group;
- Act as Secretary to the Management Group recording proceedings and decisions of meetings for forwarding to ICRI;

### ICRAN COORDINATING UNIT – Staffing

- The ICRAN Acting Director is appointed by the Management Group for a period of 3 years. This may be renewed.
- The ICRAN Acting Director position may be part or full time as determined by the Management Group and depending on funding flows for ICRAN;

- Staff seconded to ICRAN projects by the hosting institution should have a minimum of 5 years experience relevant to tropical coral reef ecosystem management issues, and a working knowledge and institutional memory of ICRI and ICRAN;
- The number and seniority of staff seconded to ICRAN projects will depend on the required technical inputs, scope of activities, and the available funding; to be arranged on a case by case basis;
- Staff and consultants external to the hosted institution may be appointed to provide specific expertise and support to the ICRAN Coordinating Unit as required to deliver funded ICRAN projects.

#### MANAGEMENT GROUP – Responsibilities:

The management group will provide oversight for ICRAN, including:

- Provide high level guidance and support on near and longer term strategies, funding possibilities, and services provided by ICRAN technical staff.
- Approve work plans, resolutions and statements for the ICRI General Meeting as prepared by ICRAN technical staff.
- Hold hosting institution accountable for proper expenditure of ICRAN resources and effective reporting.
- Guide and support the ICRAN Coordinating Unit in the delivery of activities and tasks.
- Review and recommend the appointment of the ICRAN Acting Director, and confirm appointment of technical staff to the ICRAN Coordinating Unit as proposed by the Acting Director.
- Submit proposals on behalf of ICRAN and support fundraising efforts of the ICU.
- Identify experts or practitioners to support the delivery and promotion of ICRAN products and outputs, as required.

#### MANAGEMENT GROUP – Meetings and Membership

- The Management Group will be appointed by the ICRI General Meeting, and will be rotated at the pleasure of ICRI but not more frequently than a bi-annual appointment.
- A member of the Management Group will be elected as the Chair, with the specific role of serving as an ambassador for ICRAN, maintaining routine communications with the ICRAN Coordinating Unit, and leading the management group in performing its duties.
- Additional members may be appointed to assist ICRAN activities and fundraising provided that a proposal has been circulated one month in advance, and 60% of the Management Group approve the appointment.
- Management Group meetings may also be attended (with observer status) by other key institutions and interested parties (e.g. GCRMN, ReefCheck, etc.).
- The ICRAN Acting Director will act as the Secretary for the Management Group and will make reports on a regular basis, as required.
- The Management Group will meet on an opportunistic basis, coinciding with ICRI general meetings or other relevant international fora, and will maintain electronic contact in the interim.
- Members of the management group may be called upon to represent ICRAN at events and meetings, and at meetings where it may be impossible, cost ineffective or impractical for ICRAN technical staff to attend;
- Decisions of the management group will be made on a consensus basis. No binding decisions can be made without a quorum; the majority of Management Group members.

## GUIDING PRINCIPLES FOR REVISED ICRAN OPERATIONAL MODEL

The following guiding principles have been suggested to facilitate the effective implementation of the revised ICRAN operational model.

- The ICRAN Coordinating Unit, with the support of the current hosting institution UNEP-WCMC, will continue to facilitate all funded ICRAN coral reef activities at the local, regional and global scales;
- During periods of funding, the ICRAN Coordinating Unit will facilitate further fundraising, seeking opportunities that will generate adequate income for the ICRAN programme of work and associated technical staff;
- The ICRAN Coordinating Unit staff will be charged to funded projects at UNEP-WCMC's standard rates. An overhead will be applied by UNEP-WCMC to ICRAN contracts and on funds disbursed to third parties; to be negotiated on a case by case basis. Any shortfall in overhead costs incurred by UNEP-WCMC will be reported as an in-kind contribution to the operation of ICRAN projects;
- The ICRAN Coordinating Unit will inform the Management Group of all fundraising concepts and proposals in development. The ICRAN branding may only be used on activities and projects that are facilitated by the technical staff of the ICRAN Coordinating Unit and have been endorsed by the Management Group;
- The hosting institution, currently UNEP-WCMC, will ensure that hosted ICRAN Coordinating Unit staff are mobilised to respond to funded opportunities for ICRAN;
- The Acting Director of ICRAN, currently Nicola Barnard, will remain the key focal point for all ICRAN related issues;
- The model presented in this paper represents a near term strategy for ICRAN which will ensure effective delivery of existing commitments (e.g. ITMEMS). The Management Group may decide to further explore alternative hosting arrangements for the ICRAN Coordinating Unit (e.g. co-location with UNEP Coral Reef Unit) to facilitate attainment of longer term objectives for ICRAN;
- As an intermediate goal for ICRAN, the Committee encourages the identification of sustainable annual funding for a part-time ICRAN Coordinator (~30% of one person's time) located at an appropriate hosting institution to facilitate the delivery of key coordination and networking roles in line with the recognised niche for ICRAN, adding value to ICRI and maintaining regular support to the global network. This arrangement will enable staff to engage in further fundraising and the incremental development of the ICRAN programme of work in support of the ICRI FFA and CTA;
- The Management Group will review the financial status and funding prognosis for ICRAN on an annual basis. In the absence of forthcoming resources for ICRAN, a decision may be taken to close ICRAN by consensus of the Management Group;