TERMS OF REFERENCE

CHAIR OF THE ACTION PLATFORM FOR SOURCE-TO-SEA MANAGEMENT

Background

The Action Platform for Source-to-Sea Management (S2S Platform) was initiated in 2013 as a global platform to convene key stakeholders from the freshwater, coastal, and marine communities in order to exchange and generate knowledge, and support joint action for improved management of land, water, coastal, and marine linkages. Since 2013, the S2S Platform has grown from the original seven organizations to more than 40 partners and has diversified from its starting point of organizations focused on freshwater issues to include those with a focus on marine, climate change and biodiversity issues. The Partners include international organizations, INGOs, private sector, academia as well as those working at national and sub-national levels.

The S2S Platform's vision is a world in which land, freshwater, coastal and marine resources are managed holistically, balancing benefits for the environment, communities, and economy from source to sea. The linkages between land, freshwater, coastal and marine ecosystems go from the source to the sea and back to the source and include the whole water cycle. This vision is clear in the Strategy 2021-2025. Table 1 summarizes the mission and strategic aims of the Strategy.

Table 1. Mission and objectives

Mission
• Enable sustainable development across the land-freshwater-marine continuum through supporting the adoption and implementation of a source-to-sea approach to management at regional, national, and sub-national levels.
Objectives by Strategic Aim
Strengthening partnership across actors and initiatives Through individual and joint activities, we will engage our extensive networks and connect with relevant initiatives promoting source-to-sea policies and practice; thereby building understanding, commitment and action to address source-to-sea issues. Building commitment for source-to-sea action. Growing Understanding We will substantiate the need for and benefits of the source-to-sea approach and increase the understanding of source-to-sea linkages by gathering and sharing knowledge, building an evidence-base gained through research, and developing guidance on addressing source-to-sea challenges. Building commitment for source-to-sea action

We will inform and influence global, regional, and transboundary agenda setting and the priorities of governments, financiers, private sector and civil society to effectively address source-to-sea issues in policy and practice.

Taking action on the ground

We stimulate source-to-sea action by raising awareness from grassroots to national levels, building local and regional capacity and demonstrating its benefits in addressing development challenges through practical application.

Through its activities, the S2S Platform strengthens partnerships between the terrestrial, freshwater, and ocean communities and different economic sectors. It expands the understanding of source-to-sea challenges and of the solutions that will lead to sustainable development that addresses climate change, ocean pollution, biodiversity loss and impacts from the degradation of ocean health on upstream communities and ecosystems. It builds commitment so that policies and finance stimulate source-to-sea action on the ground. There has been increasing recognition of the need for a source-to-sea approach in key international processes, in financing and operational strategies.

Duties and Responsibilities

- **A Champion for the Action Platform for Source-to-Sea Management:** The Chair will champion source-to-sea management within her/his existing network and beyond to accelerate adoption of source-to-sea management globally. This may include high-level outreach to international organizations, regional, national, and sub-national governments and governing bodies, civil society organizations, academia, and private sector companies as well as speeches and/or presentations at major conferences and other forums. The Chair will collaborate with the Secretariat on contributions to key international processes and will use her/his influence to ensure primary positioning of source-to-sea in preparatory documents, event programmes, and outcome documents such as declarations, summaries of procedures, and others.
- **Guidance on the Strategic Direction:** The Chair will provide guidance on the overall direction of the Platform in consultation with the Steering Committee, Platform partners, and the Secretariat in accordance with the Strategy 2021-2025 and future strategies. The Chair will contribute thought leadership that further substantiates the need for and benefits of source-to-sea management, identifies new knowledge domains to further develop source-to-sea management, and supports its adoption and implementation. Before the expiration of the 2021-2025 Strategy, the Chair will support the facilitation along with the Secretariat of a consultative process to revise and update the Strategy for the following period. The Chair will ensure that all contributions are considered and secure approval of the Strategy by the Steering Committee.
- **Leadership of the Steering Committee:** The Chair collaborates with the Secretariat to develop the agenda for Steering Committee meetings, reviews the documents in advance of the meetings, presides over the meetings, and summarizes all decisions for recording in the meeting minutes. The Steering Committee will seek to reach its decisions by consensus. When no consensus can be reached in a timely manner, the decision shall be reached by a

majority vote amongst participating Steering Committee members. In the event of a tie, the Chairperson will have an additional casting vote.

- **Partner Engagement:** The Chair will engage Platform partners in planned activities such as Partner Meetings and Partners in the Round calls which can include presiding over these events. The Chair will encourage individual and joint projects and programmes conducted by partner organizations.
- **Resource Mobilization:** The Chair will contribute to the development and continuous improvement of the Platform's resource mobilization activities and ensures its alignment with the vision, mission, and overarching strategy of the Platform. The Chair will identify funding opportunities and support efforts for the mobilization of resources to support the long-term viability of the Platform. This includes mobilizing resources for securing the functioning of the Secretariat, as well as programmes and projects aimed at implementation of source-to-sea management by Platform partners.
- **Relationships and accountability:** The Chair is accountable to the Steering Committee but will work collaboratively with the Secretariat and its host institution. The Secretariat is currently hosted by the Stockholm International Water Institute and is responsible for delivery of the Secretariat's work plan, managing its budget and that of the Chair. The Chair will work closely with the Secretariat on external engagement and communications, Steering Committee meetings and partner engagement activities. The Chair and the Secretariat work together to achieve the Platform's mission and will maintain regular communications regarding priorities, allocation of time to different activities, and to receive approval for expenditures. The Chair will collaborate with the Secretariat to identify and confirm representation opportunities in accordance with forecasted budget expenditure. The Chair will contribute to external communications as suggested by the Secretariat. The Chair will communicate with the Secretariat host institution as needed. The Secretariat does not provide any personal administrative support to the Chair.
- **Term:** The Chair is elected by the Steering Committee for a three-year term and can serve for a maximum of two consecutive terms.
- **Time Commitment:** The Steering Committee will normally convene four times a year virtually or in-person. The Chair may call additional meetings should there be a need. The Partners Meeting is normally held annually at World Water Week, and there are up to six virtual Partners in the Round Calls per year. The annual allocation of time will be 25 days, which can be extended with prior approval from the host institution. The Chair may receive remuneration for the hours dedicated to the Chair's responsibilities, as agreed upon by the host institution.

Qualifications of the Chair

- **Professional Background**: Advanced knowledge and experience relevant to the scientific, political, social, and/or governance basis for holistic, source-to-sea management of land, freshwater, coastal and marine ecosystems at international, national, and/or sub-national scales. An active network that spans the freshwater and ocean communities, different sectors and regions that are, or need to be, engaged in source-to-sea management.

Proficient knowledge of English. Additional knowledge of United Nations official languages is beneficial.

- **Advocacy, Influencing and Communication Skills:** Proven ability to develop effective and constructive relationships with Steering Committee members, Partners, and the Secretariat. Evidence of the ability to connect with key external influencers at all levels, including high-level contacts (Minister/CEO level), and across different communities, sectors and geographies. A clear and compelling communicator that can reach people's "hearts and minds" and inspire them to take action.
- **Strategic Insight:** Well versed in the trends in sustainable development and finance relevant to source-to-sea management/ perspectives. Ability to translate a broad-based and long-term view of trends, needs and benefits into priorities for the S2S Platform. Strong listening skills and respect for diverse perspectives and their incorporation into plans and decision-making.
- **Intercultural Skills:** Experience collaborating with people from diverse cultural backgrounds. An international understanding of the issues and perspectives of a wide range of developing countries and the ability to operate effectively in both developed and developing country settings. Personal commitment to diversity in representation and to attract a diversity of Steering Committee members and Partners from different types of stakeholder groups (public-private-civil society, international-regional-national, academia-practice etc.), as well as representation from different parts of the world.
- **Independence and Integrity:** Ability to formulate a balanced and impartial view independently of organizational positions, to articulate a position, speak openly and respectfully to others. The Chairperson will serve in an independent capacity, representing the interests of all partners.

Code of Conduct

The S2S Platform places a very high value on respect, transparency, accountability, integrity, non-discrimination, and inclusion. The Chair is expected to uphold these values in all interactions and activities and comply with applicable law on prohibitions against discrimination on the basis of gender, ethnicity, religion or other faith-based belief, disability, age, transgender identity or expression or sexual orientation.

Election of the Chair

The Chair is elected by the Steering Committee of the S2S Platform according to the decision-making procedures of the Steering Committee. The details of the election process can be found in the annex.

The Steering Committee reserves the right to terminate the agreement with the Chair for poor performance and/or violation of the code of conduct, through a formal decision-making procedure in which the Chair's voting right is ineligible.

In case the role of Chair is vacated ahead of full term through voluntarily resignation or through the termination of agreement by the Steering committee, or if the Chair is otherwise unable to fulfill her/his duties and responsibilities on a long-term temporary basis due to health

considerations, a member of the Steering Committee can be elected as Interim Chair by the Steering Committee while a new Chair is chosen.

When fulfilling her/his term, the incumbent Chair and the Secretariat will coordinate an appropriate transition and handover process with the new Chair to allow for knowledge and experience sharing.

Annex: Outline of Election Process for Steering Committee Chair of the Action Platform for Source-to-Sea Management (S2S Platform)

The following election process of the new Steering Committee Chair is proposed by the S2S Platform Secretariat:

- 26 June 2023: Steering Committee approval of Terms of Reference for the Chair of S2S Platform and the election process.
- June 2023: Publications of the Terms of Reference and opening of the reception of Expressions of Interest. Candidates can be either self-nominated or nominated by partners of the S2S Platform. Each candidate will need to provide an Expression of Interest consisting of a cover letter of max 1 page and a CV, which should address the candidate's motivation to become Chair of the S2s Platform as well as the duties, responsibilities and qualifications of the Chair as outlined in the Terms of Reference document.
- October 2023: The new Steering Committee of the S2S Platform is constituted. During the constituting meeting of the Steering Committee, a Chair Election Committee will be formed, consisting of 3-5 individuals from the Steering Committeethat will review and evaluate Chair candidates and subsequently provide a candidate assessment to the Steering Committee.
- 10 November 2023: Submission deadline for Expressions of Interest.
- October to November: The Chair Election Committee convenes meetings to review and evaluate Expressions of Interests from Candidates.
- November/December 2023, the Chair Election Committee provides their assessment to the Steering Committee two weeks ahead of its Q4 meeting.
- December 2023, the Steering Committee elects a new Chair.

