



**Mediterranean
Action Plan**
Barcelona
Convention



*The Mediterranean
Biodiversity
Centre*

CALL FOR TENDERS

Call for tenders N°19/2021_SPA/RAC_IMAP-MPA/MTF

**Development of the SPA/RAC Regional Capacity Building
Programme for Improving Mediterranean Marine Protected
Areas Management and Ensuring their Sustainability**

3 May 2021

**This call for consultancy document is available only in English.
Offers could be made either in English or French.**

A. TECHNICAL SPECIFICATIONS

Section 1. The Specially Protected Areas Regional Activity Centre

The Specially Protected Areas Regional Activity Centre (SPA/RAC) was established by the Contracting Parties to the Barcelona Convention in order to assist the Mediterranean countries in implementing the Protocol concerning Specially Protected Areas and Biological Diversity in the Mediterranean (SPA/BD Protocol) of the Barcelona Convention. Tunisia has been hosting the Centre since its establishment in 1985. The Centre works under the auspices of the United Nations Environment Programme / Mediterranean Action Plan (UNEP/MAP) - Barcelona Convention Secretariat, based in Athens, Greece.

SPA/RAC's main objective is to contribute to the protection, preservation and sustainable management of marine and coastal biological diversity in the Mediterranean and, in particular, the creation and effective management of marine and coastal areas of particular natural and cultural value and the conservation of threatened and endangered species of flora and fauna in the Mediterranean.

For more information, please consult: www.spa-rac.org.

Section 2. Rationale

The effectiveness of Marine Protected Areas (MPAs) management relies upon political commitment for the establishment of clear legal and institutional frameworks, proper design and planning, as well as the provision of adequate human, technical and financial resources. Thus, an effective management requires the establishment and enforcement of integrated and coordinated policies, the setting up of clear legal, institutional and administrative frameworks, a gender-sensitive engagement of stakeholders, and the regular development of capacities.

In the Mediterranean, only 2.48% of the Mediterranean is covered by MPAs with a management plan, half of which with clear objectives and only 1.27% of the Mediterranean is effectively protected¹. Besides, only 12% of the needs for effective MPA management are covered by regular financial resources². Although significant improvements have been made in the last decade, Mediterranean MPAs are still far from being effective, including their delivery of ecological, social, and economic benefits for both women and men.

Several analyses have highlighted that significant improvements are urgently needed for management measures to be implemented in all areas through effective management mechanisms, combined with adequate availability of human, material, and financial resources.

At the same time, the role of women in coastal management in the Mediterranean basin tends to be overlooked. Women have a key role as stakeholders, resource users and managers. Understanding the differences between women and men, ensuring women and men participate in and benefit equally from MPAs and integrating a gender aspect into MPA planning and management, should be pursued in the Mediterranean region.

Therefore, capacity building is considered a key success factor for reaching an efficient level of inclusive management in existing and future MPAs in the region.

In 2012, SPA/RAC has elaborated, together with WWF and MedPAN, and with the support of other partners from the region, a "Capacity Building Strategy to enhance the management of MPAs in the

¹ Gomei M., Abdulla A., Schröder C., Yadav S., Sánchez A., Rodríguez D., Abdul Malak D. (2019). TOWARDS 2020: How Mediterranean countries are performing to protect their sea. 38 pages. Available at: https://d2ouvy59p0dg6k.cloudfront.net/downloads/towards_2020_scorecard_27_nov_low.pdf

² Binet, T., Diazabakana, A., Hernandez, S. 2015. Sustainable financing of Marine Protected Areas in the Mediterranean: a financial analysis. Vertigo Lab, MedPAN, RAC/SPA, WWF Mediterranean. 114 pp. Available at : http://www.rac-spa.org/sites/default/files/doc_medmpanet/final_docs_regional/55_study_on_the_sustainable_financing_of_mediterranean_mpas.pdf

Mediterranean Sea”³. The strategy called for the setting up of a coordinated regional capacity building programme delivery mechanism, that should allow for the flexibility of cooperative actions, while keeping individual organizations to operate independently to fulfil their own missions. It was then the starting point for the delivery of joint or individual knowledge and skill development programmes targeting MPA practitioners in the region.

Furthermore, the Barcelona Convention Roadmap for a comprehensive coherent network of well-managed MPAs to achieve Aichi Target 11 in the Mediterranean⁴ has called upon regional and international organizations to:

- Strengthen the existing capacity building mechanisms for MPA managers, and promote their coordination into a regional capacity building system, using a wide range of training approaches (e.g. training courses, on the field trainings, online trainings modules, exchange of visits). The system should target also other actors (e.g. enforcement and judiciary authorities, private sector) and decision-makers (suggested action 2.6); and
- Assist countries to build national capacities for fundraising for MPAs through training activities, promoting exchange of experience and dissemination of information about best practices and innovative funding success in MPAs (suggested action 4.6).

In 2018, SPA/RAC has run a long-term evaluation of its training programmes⁵, that involved collecting feedback from women and men beneficiary trainees as well as mobilised trainers. The assessment provided recommendations to be considered in the design of future training programmes.

Based on the above, in the framework of the EU-funded project “Towards achieving the Good Environmental Status of the Mediterranean Sea and Coast through an Ecologically Representative and Efficiently Managed and Monitored Network of Marine Protected Areas” (IMAP-MPA project⁶), supported by the Centre core funds (MTF⁷), SPA/RAC is proposing the development and implementation of a regional capacity building programme for improving Mediterranean MPA management and ensuring their sustainability.

This capacity building programme will cover the following key aspects:

- MPA effective management and sustainable financing; and
- Socio-economic sustainability of MPAs.

In the proposed programme, specific challenges will be addressed to provide the knowledge and tools needed, by combining theoretical training with practical experience through a dynamic, innovative and gender-inclusive approach.

Section 3. General information on the Capacity Building Programme

Given the fact that capacity building is well known and recognised to be key for the improvement of MPA management effectiveness, SPA/RAC, through its EU-funded IMAP-MPA project and MTF core funds⁸, is investing in a region-wide capacity building programme, that will be delivered mainly through separate regional training courses:

- A training course on MPA effective management and sustainable financing; and
- A training course on socio-economic sustainability of MPAs.

³ Di Carlo G., Lopez A., Staub F., 2012. Capacity building strategy to enhance the management of MPAs in the Mediterranean Sea. Commissioned by WWF MedPO / MedPAN / UNEP/MAP/RAC/SPA. 19 pages + Annexes. Available at http://www.rac-spa.org/sites/default/files/doc_medmpanet/final_docs_regional/1_cb_strategy_to_enhance_mpa_management.pdf

⁴ Roadmap for a comprehensive coherent network of well-managed Marine Protected Areas (MPAs) to achieve Aichi Target 11 in the Mediterranean. UN Environment/MAP Athens, Greece 2017. Available at: http://www.rac-spa.org/sites/default/files/action_plans/fdr_en.pdf

⁵ https://rac-spa.org/sites/default/files/capacity_building_program_eval.pdf

⁶ Project "Towards achieving the Good Environmental Status of the Mediterranean Sea and Coast through an Ecologically Representative and Efficiently Managed and Monitored Network of Marine Protected Areas": <http://www.rac-spa.org/node/1919>

⁷ The UNEP-managed Mediterranean Trust Fund (MTF) established by the Contracting Parties to the Barcelona Convention to ensure the effective coordination and funding of the Mediterranean Action Plan (MAP) activities.

⁸ UNEP/MAP Programme of Work and Budget 2020-2021: http://www.rac-spa.org/sites/default/files/doc_cop/cop21/decision_24_14_eng.pdf

These training courses will focus on relevant technical challenges, such as management planning, management effectiveness, stakeholder engagement, conflict resolution, fundraising, innovative funding, gender equality, and defining and strengthening socio-economic sustainability of MPAs.

Each training course will involve:

- The development of dedicated training modules;
- The delivery of the training course, which will include:
 - o A training-of-trainers aspect dedicated to selected participants (mentors) to enhance their leadership, communication, training and coaching skills;
 - o The training workshop's delivery, including its planning, preparation, organization and evaluation; and
- Post-training implementation activities, which will involve the development and implementation by the participants (under the guidance of mentors) of tailor-made projects in their MPAs/countries based on the knowledge and skills gained during the training(s). These post-training activities will be delivered with the financial support of SPA/RAC (EU-funded IMAP-MPA project) through the conclusion of implementation agreements between SPA/RAC and each beneficiary party.

The training workshops' format will consist of:

- Plenary sessions, during which technical information is provided;
- Working sessions, during which participants are asked to work individually, in groups or as a single team; and
- Field sessions/site visits, during which on-job and practical information are provided or practiced.

The combination of the plenary sessions and working sessions will allow each participant to benefit from the opportunity of exchange with the participants from different countries coming with different backgrounds, experiences and stories, and at the same time, will help each participant to design, together with participants from the same country, a national tailor-made project to be adapted to the specific needs of their MPA(s) in the framework of the post-training implementation phase.

MPA authorities, managers, academics/researchers, relevant sectoral activities' administrations (such as fishery and tourism), NGOs, local artisanal fishers, and tourism actors/operators will be targeted to participate in the capacity building programme.

This programme will consider the gender-equity dimension during its preparation and delivery process. Ensuring that both men and women beneficiaries are invited to participate in and fully benefit from training workshops and can attend (at convenient times and dates) is key.

Since the capacity building programme is composed of two training courses, the training materials to be prepared should be, thus, tailored to answer objectives, requirements and expected results for each of the training courses.

Section 4. Beneficiary countries

The eligible countries of this capacity building programme are those of the IMAP-MPA project, which are the Southern and Eastern Mediterranean countries: i.e. Algeria, Egypt, Israel, Lebanon, Libya, Morocco, and Tunisia, as well as Jordan and the State of Palestine.

The post-training implementation activities will mainly concern participants from Morocco and Tunisia, but could be extended to other beneficiary countries.

Section 5. Indicative information on the two training courses

Title of the training course	Format and content	Objectives and means	Target audience	Participants' profile requirements
<p>TRAINING COURSE 1:</p> <p>EMPOWERED MPAs: Training on management effectiveness and financial sustainability of Marine Protected Areas</p>	<p>a. Format The training will be composed of:</p> <ul style="list-style-type: none"> - Plenary sessions (theoretical part) where the trainers present the knowledge. - Working sessions (practical part) where the trainers present exercises to be done by the participants. - Field visits (field part) where the trainers take the participants to the field to showcase and discuss issues related to the training course contents and objectives. <p>b. Content The training should cover at least the following aspects:</p> <ul style="list-style-type: none"> - Management planning. - Participatory gender-sensitive stakeholder engagement. - Conflict resolution and problem solving. - Management effectiveness tools. - Management effectiveness assessment. - Challenges for an effective management. - Monitoring evaluation. - Gender-responsive MPA governance. - Gender-responsive MPA management and related fields 	<p>a. Objectives The main objective of the training is to share knowledge related to MPA effective management and innovative funding.</p> <p>Participants would be able to answer the followings:</p> <ul style="list-style-type: none"> - What is MPA effectiveness? - What are gender-sensitive management effectiveness indicators of success for or when setting up an MPA? - Why it is important for MPAs to be effective? - When is effectiveness needed or reached? - How to effectively manage MPAs? <p>In a same way, regarding the funding aspect, participants would be able to answer the followings:</p> <ul style="list-style-type: none"> - What is fundraising and innovative funding? - Why it is important to master fundraising? - When to resort innovative funding mechanisms? - How to fundraise and come up with innovation funding solutions? <p>b. Means/tools The training will be based on:</p> <ul style="list-style-type: none"> - Clear methodology. 	<p>Main targets:</p> <ul style="list-style-type: none"> - MPA managers; - MPA rangers. <p>Other targets:</p> <ul style="list-style-type: none"> - Academics; - Researchers; - Fishery association and cooperatives; - Fishers; - Ministry of Environment; - Ministry of Fisheries; - Ministry of Agriculture/Forests; - Ministry of Physical Planning; - Ministry of Tourism; - Ministry of Defense; - Sub-national and local authorities; - Local or national NGOs; - Women's groups/associations; - Private sector, including hotels, tour operators, aquaculture farmers; - Donors, including EC; - etc. <p>Note: the composition of the selected participants</p>	<ul style="list-style-type: none"> - Good knowledge of English or French (understanding, speaking and writing). - Working in or for an established or future MPA. - Daily work includes management, planning, monitoring or financial aspect related to the MPA.

	<p>(advocacy, education, awareness, etc.)</p> <ul style="list-style-type: none"> - Adaptive management. - Fundraising. - Innovative funding for MPAs. 	<ul style="list-style-type: none"> - Dynamic presentations. - Interactive exercises, handouts and worksheets. - Successful and failed case studies and practices from the Mediterranean and beyond. - User-friendly tools (including online tools). - Practical guidelines. - Audiovisual material. - Useful references. <p>c. Expected results/outcomes</p> <ul style="list-style-type: none"> - Participants gain new useful knowledge and skills for daily or regular use. - Local or national management units strengthened. - Management plans implementation initiated or reinforced. - Best practices developed and applied for an effective management of MPAs. - Relevant stakeholders further identified and engaged in MPA management and involved in decision-making processes, including women stakeholders. - Best practices shared and applied for an effective management of MPAs. - Participants are able to define indicators of ecological success of MPAs and be empowered to track progress (targeted monitoring). 	<p>will be profile-, geographically- and gender-balanced (at least 40% of women).</p>	
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<p>TRAINING COURSE 2:</p> <p>THRIVING MPAs: Training on Socio-economic sustainability of Marine and Coastal Protected Areas</p>	<p>a. Format The training will be composed of:</p> <ul style="list-style-type: none"> - Plenary sessions (theoretical part) where the trainers present the knowledge. - Working sessions (practical part) where the trainers present exercises to be done by the participants (using training modules, exercises, handouts, worksheets, audiovisual material). - Field visit (field part) where the trainers take the participants to the field to showcase and discuss issues related to the training course contents and objectives. <p>b. Content The training should cover at least the following aspects:</p> <ul style="list-style-type: none"> - Define what could be a socially sustainable MPA; - Define what could be an economically sustainable MPA; - Define a systemic approach to MPAs based on a holistic understanding of the complex environment/society/economy interlinkages; - Socio-economic role of MPAs within the ecosystem approach (socio-economic-ecological interdependent aspects to be highlighted). - Sustainable socio-economic approach applied to MPAs within the ecosystem approach. 	<p>a. Objectives The main objective of this training is to understand the importance of the socio-economic sustainability of MPAs. Participants would be able to answer the following:</p> <ul style="list-style-type: none"> - What is a socially and economically sustainable MPA? - What are the social-economic gender-sensitive indicators of success for or when setting up an MPA? - Why it is important to ensure a socially and economically sustainable MPA? - When does the MPA become socially and economically sustainable? - How to ensure a socially and economically sustainable MPA? <p>b. Means/tools The training will be based on:</p> <ul style="list-style-type: none"> - Clear methodology. - Dynamic presentations. - Interactive exercises, handouts and worksheets. - Successful and failed case studies and practices from the Mediterranean and beyond. - User-friendly tools (including online tools). - Practical guidelines. - Audiovisual material. - Useful references. 	<p>Targets:</p> <ul style="list-style-type: none"> - Fishers; - Fishery association and cooperatives; - MPA managers; - Sub-national and local authorities; - Local or national NGOs; - Private sector, including hotels, tour operators, aquaculture farmers; - Ministry of Environment; - Ministry of Fisheries; - Ministry of Agriculture/Forests; - Ministry of Physical Planning; - Ministry of Tourism; - Ministry of Defense; - Academics; - Researchers; - Women associations; - Donors, including EC; - MPA rangers; - etc. <p>Note: the composition of the selected participants will be profile-, geographically- and gender-balanced (at least 40% of women).</p>	<ul style="list-style-type: none"> - Good knowledge of English or French (understanding, speaking and writing). - Working in or for an established or future MPA. - Daily work includes management, fisheries, tourism or financial aspect related to the MPA.
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	<ul style="list-style-type: none"> - Ecosystem-services valuation (monetary and non-monetary valuation). - Alternative income generating activities in MPAs and surrounding territories. - Gender-equity for MPA sustainability such as socio-economic activities, nature-based solutions, etc. - Ways to change decision-makers' perception of MPAs as a natural capital investment project. 	<p>c. Expected results/outcomes</p> <ul style="list-style-type: none"> - Participants are able to identify socially and economically sustainable activities in their MPA. - As for the socially sustainable aspect, participants are able to distinguish the socially acceptable and socially desirable. - As for the economically sustainable aspect, participants are able to distinguish the financially sustainable and economically sustainable aspects for the MPA. - Participants gain new useful knowledge and skills for daily or regular use. - Identification of potential barriers women face in participating in MPA management and respective solutions. - Local or national management units strengthened. - Management plans implementation initiated or reinforced. - Best practices developed and applied for an effective management of MPAs. - Socio-economic aspects that consider MPAs in a systemic approach are better known and relevant stakeholders further identified and engaged in MPA management and involved in decision-making processes. - Participants are able to define gender-sensitive indicators of social, economic (along with ecological which is addressed through training course 1) success of MPAs and be empowered to track progress (targeted monitoring). 		
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Section 6. Approach

In view to set up the capacity building programme, SPA/RAC will launch a call for tenders to hire consultants in order to plan, prepare, deliver and evaluate the capacity building programme. The call for tenders will contain two separate lots, each of them concerns one of the two training courses. Bidders can submit for one lot (Lot 1 or Lot 2), or for both (Lot 1 and Lot 2), while ensuring proposing separate offers for the two lots.

Section 7. Tasks and expected deliverables

In view of the preparation and organisation of the two training courses presented hereafter as two separate lots, experts are expected to prepare a set of materials that will be shared and discussed with SPA/RAC in view of its validation and dissemination as needed for either (i) one training course (i.e. only for one of the two Lots), or (ii) separate set of materials for both training courses (i.e. corresponding to the two Lots).

7.1. Methodology

The methodology is key for the whole process and is the basis for the development of all the materials to be prepared and shared with the participants.

It should mainly respond to the requirements stated in the present terms of reference. Also, it has to be clearly drafted, coherent, straightforward, and comprehensive. Innovation (e.g. icebreakers, dynamic and interactive exercises, etc.) and use of technology (e.g. tools, online tools, Apps, etc.) are very much encouraged.

It should also include a detailed timeline for the preparation of all the expected deliverables.

7.2. Training course package

Training packages for the training courses are to be developed in a way that could be suitable to be used:

- a. during the training workshop (face-to-face or online training); and
- b. by individuals, groups of people or other future SPA/RAC trainings (materials to be developed to be timeless training packages that could be used wherever, whenever and by any trainer).

7.2.1. Detailed agenda

A detailed agenda should be elaborated for the training workshops.

For each of the two training workshops, it is expected that two agendas are elaborated and detailed for each day (one day = around 7 hours):

- The first one is the "Internal agenda": specific for the trainers and organisers, and is composed of: "Time, Activity and its objective, Material, Notes, and Responsible".
- The second one is the "Participants agenda": is an extraction of the previous one with only three columns, which are: "Time, Activity and its objective, and Material".

Example of agenda:

AGENDA OF DAY 1

Content of the Internal Agenda				
Content of the Participants Agenda			Notes	Responsible
Time	Activity and its objective	Material		
Exact timing foreseen for each activity to be specified	<p>Each scheduled activity is to be specified broadly (e.g., in a couple of lines or in form of bullet points).</p> <p>An activity could be: Presentation, Exercise, Discussion, Icebreaker, Wrap-up, etc. and is to be indicated with a proper title to be easily referred to.</p> <p>The main objective of the activity is also to be specified.</p>	<p>Specific materials to be used for the different activities is to be specified, for example: worksheet, handout, flip chart, coloured stickers, online application, videos, etc.</p>	<p>A brief description of the activity, its choreography for participants or trainers to be indicated.</p> <p>Anything that will be needed is to be mentioned here.</p> <p>(This section concerns only the trainers and organisers agenda.)</p>	<p>Responsible(s) is/are to be specified for each activity.</p> <p>(This section concerns only the trainers and organisers agenda.)</p>

Worth mentioning that a dedicated session for debriefing at the end of each day is to be scheduled, and it concerns the facilitators, organisers, and some selected participants (mentors). The aim of this session is to reflect on the whole day, specify the good and challenging things faced during the delivery of the training, in order to overcome or adjust them as necessary for the following day or trainings.

7.2.2. Background documents

Based on the indicative information specified in Section 5, the background documents will support the trainers in the delivery of the training and its content.

The documents to be prepared are the following:

- **Workbook:** this intends to illustrate the different elements communicated during the presentations, with more detailed information, definitions, and relevant examples and case studies. The workbook is a life-long tool that participants could refer to once the training finishes. The workbook should cover all the content and aspects detailed in the agenda.
- **Worksheets:** the participants are to be asked to do some exercises prior or after introducing some knowledge. Worksheet should be thus a support material to present the exercise, its objective, any useful tips and steps. Participants can answer directly the exercise on the worksheet both in individual or group exercises. However, interactive and innovative exercises are encouraged, such as: role play, manual work, storytelling, etc. The worksheets are to be annexed to the workbook.
- **Handouts:** useful concise tool for participants to better understand any introduced knowledge presented or to accompany worksheets. These could be annexed to the workbook.

These documents are to be submitted to SPA/RAC in an editable format (e.g., Microsoft Word, or Google Doc). The Workbook and Handouts are to be shared with the participants in PDF format, and the worksheet in editable format.

7.2.3. PowerPoint presentations

PowerPoint presentations are practical tools that facilitate the trainers' mission in presenting and sharing the trainings content.

This tool should cover the aspects detailed in the workbook, in a clear and concise way. Trainers would give more details and explanations orally.

7.2.4. Training evaluation

An evaluation sheet is to be prepared for the participants in order to allow them evaluating the different parts of the course content and delivery.

A detailed evaluation report is also to be prepared by the trainees based on the analysis of the participants evaluations.

7.3. Training-of Trainers-Programme

The Training-of-Trainers programme aims to give further guidance to some targeted participants of the training workshops, hereafter referred to as 'Mentors'. These mentors are to be identified and targeted by SPA/RAC. One mentor will be appointed from each country.

The selection of these mentors will be based on the following criteria:

- Excellent understanding of the challenges related to the training workshop topic.
- Good professional relationships with the existing MPA management bodies and with institutions, organizations or authorities related to marine and coastal management and protection in their country.
- Strong interpersonal and communication skills.
- A good working knowledge of English and/or French is required.

The ultimate objective of a mentor is to support and help participants coming from the same country during the training workshop, and guide and advise them in preparing, drafting and delivering a tailor-made project in their MPAs/countries, through which they should apply the knowledge and skills gained during the training workshop.

The mentors will be part of the training workshop participants, and at the same time, with the delivery team. They could be consulted to further tailor their contribution to the training, either in plenary sessions, working sessions, and/or field visit.

The selected consulting team (trainers) is asked to prepare and organise a specific 'warm-up workshop' for the mentors, in order to help them enhance their communication, training and coaching skills.

Necessary working documents for the mentors warm-up workshop to be prepared should include:

Skill	Objective	Need
Communication skills	Learn basic communication skills related to training delivery, including public speaking	- PowerPoint presentations - Body language and communication - Build and convey a message - Storytelling - Gender-sensitive communication
Training skills	Learn advanced skills to manage participants to the training workshops, which including training planning and organising	- Roles and responsibilities of the trainer - Training multicultural participants - Skills for facilitating active learning - Understand group dynamics and team building - Examples of icebreakers - Gender-sensitive communication

Coaching skills	Learn some basic skills needed to coach and guide participants	<ul style="list-style-type: none"> - Coaching skills - Empowering skills - Leadership skills - Conducting successful group discussions - Team management - Conflict resolution - working with difficult people - Gender-sensitive communication
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This warm-up workshop is to be organized back-to-back with (before) the regional training workshop during about one day. Mentors will thus be able to apply the learned skills during their contribution to the training workshop and in particular when mentoring the participants of their country to help them prepare and deliver the tailor-made project (post-training implementation activities).

7.4. Post-training implementation activities

The post-training implementation activities (implemented through implementation agreements) are an opportunity for the participants of the training workshops, in which they can propose, prepare and deliver a tailor-made project for their respective countries/MPAs, and through which they would apply the knowledge and skills gained during the training. The mentor is a key player in this action as they will be guiding and advising participants from their country in the setting up and implementation of their project. At least one expert from the consulting team (trainers) is asked to also follow up and guide the participants in this action.

Participants from Morocco and Tunisia are targeted to be offered an implementation agreement opportunity for post-training implementation activities, as planned in the framework of the IMAP-MPA project. However, the Implementation agreement opportunity would be extended to other training participants in case of budget availability.

It is expected from the consulting team to **deliver a follow-up programme**, in order to clarify how the concerned participants of the post-training implementation activities will be guided and closely monitored during their implementation activity in their respective countries.

The consulting team can discuss and exchange about this activity with the concerned participants during (or before) the training workshop(s) to allow them better tailor the programme to participant's needs and views.

The consulting team is thus expected to help, guide and assist the concerned participants during this phase. The follow-up programme should be clarified the methodology to be adopted for this action.

The objective of this action is to capitalize on the knowledge and skills acquired during the training workshop and assist the participants to apply them through a project in their respective countries/MPAs.

Section 8. Experts profile requirements

The consultancy is divided in two lots.

The first lot concerns the elaboration of all required deliverables and the delivery of the training course 1: MPA effective management and sustainable financing (i.e. Lot 1).

The second lot concerns the elaboration of all required deliverables and the delivery of the training course 2: Socio-economic sustainability of MPAs (i.e. Lot 2).

Bidders can submit offers for either "Lot 1" or "Lot 2", or for both.

Bidders intending to submit for both lots, should present separate technical (and financial) offers for each lot, which entails, among other, proposals of two separate teams.

The consulting team should be composed by at least 4 experts.

- **The team leader** being a professional trainer or capacity building specialist who will be the main expert in charge of the design of the training course, drafting of the training materials, coaching some selected participants (mentors), as well as guiding participants during the post-training implementation activities (close follow-up with participants in proposing and delivering tailored projects in their countries/MPAs based on the knowledge and skills gained during the training course). The team leader should have thus communication, facilitation, training and coaching skills that will allow him/her planning and delivering the capacity building programme.
- **3 or more thematic experts** with specific knowledge in topics related to the MPA conservation and management. The different profiles are specified below for Lot 1 and Lot 2.

8.1. Lot 1: Training course 1 on MPA effective management and sustainable financing

At least four (04) experts are needed to develop and deliver the training course 1, with the following profile requirements:

- **Expert 1 - Team leader:** Senior training and capacity building Specialist, Training programme Coordinator or Professional Facilitator, with proven extensive experience (at least 15 years) in conducting regional training workshops, which include design, planning, organising, and facilitating training workshops. Experience in one-to-one coaching and supervising new trainer participants in implementing training follow-up projects, as well as development of Training-of-Trainers courses is also required. Experience in leading a team for designing and delivering training workshops is required. The team leader has to have general knowledge on Marine Protected Areas in the Mediterranean, and to master English or French. Proven facilitation, communication, training and coaching skills and experience are required.
- **Expert 2 - Management expert:** The Expert 2 has to have an excellent knowledge on Marine Protected Areas planning and management in the Mediterranean, in other seas or at global level. The expert should be familiar with the challenges, success stories of MPAs. Studies or professional experience (at least 15 years) on related topic is required. Experience on the field as MPA stakeholder is an asset. Proven facilitation and communication skills and experience are required.
- **Expert 3 - Management expert:** The Expert 3 has to have an excellent knowledge on Marine Protected Areas planning and management in the Mediterranean, in other seas or at global level. The expert should be familiar with the challenges, success stories of MPAs as well as barriers women face in participating in MPA management. Studies or professional experience (at least 7 years) on related topic is required. Experience on the field as MPA stakeholder is an asset. Proven facilitation and communication skills and experience are required.
- **Expert 4 - Financing expert:** The expert 4 has to have excellent knowledge of MPA financing mechanisms, sustainable and innovative financing, and fundraising (at least 10 years). Experience in conducting studies, trainings and knowledge on MPA sustainable financing mechanisms and fundraising are an asset. Proven facilitation and communication skills and experience are required.

A gender-balanced team is an asset.

8.2. Lot 2: Training course 2 on socio-economic sustainability of MPAs

At least four (04) experts are needed to develop and deliver the training course 2, with the following profile requirements:

- **Expert 1 - Team leader:** Senior training and capacity building Specialist, Training programme Coordinator or Professional Facilitator, with proven extensive experience (at least 15 years) in conducting regional training workshops, which include design, planning, organising, and facilitating training workshops. Experience in one-to-one coaching and supervising new trainer participants in implementing training follow-up projects, as well as development of Training-

of-Trainers courses is also required. Experience in leading a team for designing and delivering training workshops is required. The team leader has to have general knowledge on Marine Protected Areas in the Mediterranean, and to master English or French. Proven facilitation, communication, training and coaching skills and experience are required.

- **Expert 2 - Socio-economic/Gender expert:** Senior socio-economic/gender specialist, with proven experience (at least 10 years) on socio-economic aspect, fisheries or related field of Marine Protected Areas in the Mediterranean or other seas, and experience on integrating gender perspectives in programmes and trainings. Proven facilitation and communication skills and experience are required.
- **Expert 3 - Tourism expert:** Senior marine environment conservation expert or MPA tourism specialist, with proven experience (at least 10 years) on socio-economic aspects and preferably on tourism in MPAs. Proven facilitation and communication skills and experience are required.
- **Expert 4 - Nature-based solution expert:** Senior marine environment expert or Nature-based solutions specialist, with proven experience (at least 7 years) on nature-based solutions for MPAs in the Mediterranean, other seas or at regional level. Proven facilitation and communication skills and experience are required.

A gender-balanced team is an asset.

Section 9. Trainings format

Taking into consideration the unclear future situation related to the COVID-19 pandemic, two options for delivering the trainings are envisaged: presential or hybrid training workshops.

IMPORTANT: for both cases, the expected materials should be adequate for both delivery formats.

9.1. Presential workshop

The training will be a face-to-face workshop.

5-day workshop trainings, including a one-day field trip for each training.

The workshops are expected to take place in a Mediterranean MPA.

9.2. Hybrid workshop

If traveling will not be possible because of the sanitary conditions in the scheduled training dates, the training will be delivered totally online. This format will include the equivalent of 4 days to be held as an online workshop.

Noteworthy that SPA/RAC can make available a professional online platform (i.e., Zoom), which could be suitable to hold the training.

Once the sanitary conditions will be convenient to travel after, a presential mini training of 1 day and half and a 1-day field trip could be scheduled.

Section 10. Language

English and French are the working languages of the training workshops. The team of consultants should master at least one of the working languages. Mastering both languages is an asset.

Simultaneous interpretation will be provided into English and French.

The expected deliverables are to be delivered in one of the two languages (either French or English). These will be translated by the SPA/RAC into the other language.

Section 11. Tentative calendar and potential venues

Title of workshop	Tentative dates	Potential venue	Duration
Training course 1: EMPOWERED MPAs Training on effective management and innovative funding of Marine and Coastal Protected Areas	End of September 2021	- Scandola marine Reserve – France or - Medes Islands – Spain or - Portofino MPA – Italy	5 days, including 1 day of a field visit if presential workshop
Training course 2: THRIVING MPAs Training on Socio-Economic sustainability of Marine and Coastal Protected Areas	End of October 2021	- Gökova MPA – Turkey or - Kas kekova – Turkey	5 days including, 1 day for a field visit if presential workshop

Section 12. Time Schedule

12.1. LOT 1 Time schedule

Steps	Tasks and deliverables	Deadline
Step 1: Inception	Kick off meeting	31 May 2021
	Reviewed methodology (after the kick-off meeting)	6 June 2021
Step 2: Curriculum	Detailed agenda	20 June 2021
	Background documents, including the workbook, worksheets, handouts, and evaluation sheets	18 July 2021
	Working documents for the warm-up workshop	18 July 2021
	PowerPoint presentations	31 July 2021
Step 3: Delivery	Facilitation of the Training for Trainers programme and the training course	End of September 2021
	Training evaluation report	7 November 2021
Step 4: Follow-up	Follow-up programme for the Post-training implementation activities	15 November 2021
	Completion of the Post-training implementation activities	31 December 2021

12.2. Lot 2 Time schedule

Step	Tasks and deliverables	Deadline
Step 1: Inception	Kick off meeting	31 May 2021
	Reviewed methodology (after the kick-off meeting)	6 June 2021
Step 2: Curriculum	Detailed agenda	20 June 2021
	Background documents, including the workbook, worksheets, handouts, and evaluation sheets	18 July 2021
	Working documents for the warm-up workshop	18 July 2021
	PowerPoint presentations	31 July 2021
Step 3: Delivery	Facilitation of the Training for Trainers programme and the training course	End of October 2021
	Training evaluation report	7 November 2021
Step 4: Follow-up	Follow-up programme for the Post-training implementation activities	15 November 2021
	Completion of the Post-training implementation activities	31 December 2021

B. ADMINISTRATIVE SPECIFICATIONS

Article 1. Conditions for participation in the call for tenders

Are eligible for the call for tenders: consulting firms, individual consultants, NGOs, universities department, and research institutions.

Individual consultants may associate with each other to form a consultant association to complement their respective areas of expertise, or for other reasons.

The training team should be composed of at least four consultants, with a clearly identified leader who will be the legal representative of the consultant association.

It is worthy to mention that proposing a **gender-balanced team** for the consultancy is highly recommended.

Article 2. Composition and presentation of offer

The submitted offer must include separately: (i) a technical offer, (ii) administrative documents, and (iii) a separate financial offer for each of the lots (Lot 1 and Lot 2).

The services provided as part of this assignment consist of an overall fixed and non-revisable cost.

2.1. Technical offer

It must contain:

2.1.1. For individual consultants (freelance, members of NGOs, of universities department, of research institutions, etc.):

1. A cover letter outlining the consultant's suitability for the job.
2. A curriculum vitae (CV) for each expert including: high education (at least 4 years of higher education) with copies of their university diplomas, qualifications, professional experience, and references to previous relevant works and publications highlighted **in bold** and particularly relevant studies.
3. Documents/URL links/certificates that support the relevant references presented.
4. A detailed methodological note presenting the consultants vision for the project and how it mirrors the assignment objectives and scope, the methodological approach, organization of the work, and comments on the terms of reference, if needed.
5. A detailed time planning schedule, organization and sequential chronogram of intervention of the team experts, the consulting firm intends to apply to implement this mission.

The selection process may include interviews (through a teleconferencing platform), as well as a pre-selection phase followed by requests for complementary information / negotiation if required.

2.1.2. For Consulting Firms:

1. The consulting firm references regarding similar studies; relevant references should indicate the nature of the service provided, the sponsor, budget, and completion date of the study, completion certificate, acceptance minutes or any other documentary evidence delivered by the study sponsor.
2. The CV of the project experts, signed/initialed by the expert on every page of the CV, to be in charge to carry out the study with their education (at least 4 years of higher education) with

copies of their university diplomas, qualifications, experience and references to previous relevant works and publications highlighted **in bold** and particularly relevant studies regarding similar studies;

3. Documents/URL links/certificates that support the relevant references presented.
4. A methodological note including: the context of the study, the detailed methodology, the composition of the team of experts and responsibilities of its members. The methodological section should describe the sequences and steps/tasks of the mission, with the necessary means for each task and expected results/deliverables; and
5. A detailed time planning schedule, organization and sequential chronogram of intervention of the team experts, the consulting firm intends to apply to implement this mission.

2.2. Administrative documents

The administrative folder should include the following administrative documents:

2.2.1. For individual consultants:

1. Document certifying the ability to practice this profession (registration certificate, for example) according to the legislation of their country with the tax number on it.
2. A sworn statement that the bidder is in no situation that could in any way be incompatible with the mission or compromise independence in carrying out the mission.
3. Terms of reference signed (date, signature and stamp of the provider at the end of the document).

2.2.2. For Firms:

1. A certificate proving that the tenderer is registered in the commercial register, or the equivalent.
2. A tax certificate, valid on the offer submission date, proving that the consulting firm/service provider company has no outstanding tax obligations.
3. A statement delivered by the social security body to which the consulting firm/service provider company is affiliated stating that all dues have been paid and which is valid on the date of submission.
4. A sworn statement of non-bankruptcy.
5. A sworn statement that the consulting firm/service provider company is in no situation that could in any way be incompatible with the mission or compromise independence in carrying out the mission.
6. A sworn statement from each of the team of expert members, who are not staff members, confirming that they are willing to participate in the work team to carry out this mission.
7. The present restricted call for tenders signed (date, signature and stamp of the consulting firm/service provider company at the end of the document).

If the original administrative documents are not in English or French, it should be provided with additional copies translated into English or French by a sworn translator.

Should any of the administrative documents be missing, the tenderer will be contacted to complete the missing offer documents within a period of ten (10) days. If after a period of ten (10) days, the documents are still not complete the offer will be eliminated.

2.3. Financial offer

The financial offer must be expressed in **United States Dollars (USD)**, in both **tax-free** and **all tax-included prices**. It should include all the costs connected to the provision of the service.

It is important to note that the financial offer should detail the number of working days (person-days), as well as the allocation of funds to each of the various tasks and deliverables, and including, but not limited to experts, and any necessary equipment and/or supplies.

The tenderer must present his financial offer for the two lots separately.

The financial offer should also include;

- 'Submission letter', using the template attached in **Annex 1**.
- 'The details of the global price' using the template in **Annex 2**.

Article 3. Submission

Offers must be received electronically at the following e-mail address:

car-asp@spa-rac.org, before **Sunday 23 May 2021, at 23:59 UTC+1 (Tunis Time)**.

E-mails should have the following subject: **"Call for tenders n°19/2021_SPA/RAC_IMAP-MPA/MTF – SPA/RAC Capacity Building Programme – 'Applicant name'"**.

Proposals received after this deadline will not be considered.

Article 4. Additional information

Should questions or need for clarification related to these terms of reference and their content arise, bidders may submit a written request by e-mail to: asma.kheriji@spa-rac.org; cc: souha.asmi@spa-rac.org; atef.limam@spa-rac.org; car-asp@spa-rac.org, no later than five (10) calendar days before the deadline for the proposal submission.

Article 5. Maximum budget available

A total maximum budget available for this call for consultancy is **55,000 USD all taxes included subject to two separate contracts (contract for Lot1 and contract for Lot2)**, divided as follows:

5.1.LOT 1 (Training course 1)

The maximum budget available for the Lot 1 is: **27,500 USD. Any financial offer exceeding this amount will not be considered.**

Travel and accommodation should not be included in the offer. Any possible travel and accommodation fees will be covered by the SPA/RAC.

5.2.LOT 2 (Training course 2)

The maximum budget available for the Lot 2 is: **27,500 USD. Any financial offer exceeding this amount will not be considered.**

Travel and accommodation should not be included in the offer. Any possible travel and accommodation fees will be covered by the SPA/RAC.

5.3.Bidder financial offer(s)

The bidder should propose two detailed financial offers for each workshop lot one for the presential workshop, the second for the hybrid workshop, i.e.:

- a. Lot 1 (Workshop 1):**
 - Financial offer for a presential workshop, and
 - Financial offer for a hybrid workshop.
- b. Lot 2 (Workshop 2):**
 - Financial offer for a presential workshop, and

- Financial offer for a hybrid workshop.

Article 6 - Definition, consistency and variation of prices

The services provided as part of this assignment consist of an overall fixed and non-revisable cost.

6.1- variation of prices

The prices of the contracts are fixed and not subject to revision.

6.2- Finality of prices

The services provided may not, under any pretext, reconsider the market prices which were agreed by him.

Article 7 - Tender validity period

Any tenderer who submitted a tender will be bound by his tender for one hundred and twenty (120) days starting from the day following the deadline fixed for receiving the offers. During that period, the prices and information proposed by the tender will be firm and non-revisable.

Article 8. Terms of payment

Payment for the mission will be made as follows:

- **10%** of the total amount of the contract, after submission of the **deliverables of the Step 1 as indicated in Article 11**, their approval by SPA/RAC, and submission of an invoice by the consulting firm;
- **30%** of the total amount of the contract, after submission of the **deliverables of the Step 2 as indicated in Article 11** their approval by SPA/RAC, and submission of an invoice by the consulting firm;
- **30%** of the total amount of the contract, after submission of the **deliverables of the Step 3 as indicated in Article 11**, their approval by SPA/RAC, and submission of an invoice by the consulting firm; and
- **30%** (the balance) of the total amount of the contract, after submission of the **deliverables of the Step 4, as indicated in Article 11**, their approval by SPA/RAC, and submission of an invoice by the consulting firm. This payment is also conditioned by a certificate from SPA/RAC that the service provider has accomplished all its contractual obligations and duties at SPA/RAC satisfaction.

All payments will be made by bank transfer after the receipt of an invoice from the contractor. Payments shall be made to a bank account held by the contractor.

Article 9. Evaluation procedure

The evaluation will be based on combined technical and financial criteria as follows:

9.1. Technical evaluation

The technical offers will be first examined, while the financial offers remain sealed.

Applications will be evaluated based on the following criteria:

- (i) Consulting firm experience in relation to the subject of the present mission, if relevant (10 points);
- (ii) Profile (experience, references and diploma) of the team of consultants in relation to the subject of the present mission (50 points for Legal entities or 60 points for Group of

- consultants); and
- (iii) The methodology proposed for conducting the mission, and observations/analysis on the terms of reference (30 points).
- (iv) Detailed time planning schedule, organization and sequential chronogram of intervention of the team experts (10 points).

9.1.1. Technical evaluation of Lot 1 (Training course 1 on MPA effective management and sustainable financing)

LOT 1 Technical evaluation grid				
Criteria			Scoring for legal entity	Scoring for a group of individual consultants
Legal entity	Experience	Experience in conducting regional training workshops with multi-profile experts, in relation with marine environment conservation	10 points maximum (3.5 points/reference)	N/A
Expert 1 - Lead consultant (Senior training and capacity building Specialist, Training programme Coordinator or Professional Facilitator)	Experience	Experience in conducting regional training workshops, which include design, planning, organising, and facilitating training workshops. Experience in one-to-one coaching and supervising new trainer participants in implementing training follow-up projects, as well as development of Training of Trainers courses is also required. Experience in leading a team for designing and delivering training workshops is required. General knowledge on Marine Protected Areas in the Mediterranean, and to master English or French	12 points maximum (3 points/reference + 1 additional point for a Mediterranean valid reference)	16 points maximum (4 points/reference + 1 additional points for a Mediterranean valid reference)
		No similar studies	0 points (In this case the offer is eliminated)	0 points (In this case the offer is eliminated)
	Diploma	Post-graduate degree in communication, marketing, biology or ecology, environmental sciences or related discipline	2 points maximum	2 points maximum
		University degree in the the above-mentioned or related disciplines	1.5 point	1.5 point
		No university degree	0 point (In this case the offer is eliminated)	0 point (In this case the offer is eliminated)
	Expert 2 - Management Expert (Marine Protected Areas planning and management Expert)	Experience	Experience on Marine Protected Areas planning and management in the Mediterranean, in other seas or at global level. The expert should be familiar with the challenges, success stories of MPAs. Studies or professional experience (at least 15 years) on related topic is required. Proven facilitation and communication skills and experience.	10 points maximum (2.5 points/reference + 1 additional point/reference including the Mediterranean region and/or countries)
No similar references			0 point (In this case the offer is eliminated)	0 point (In this case the offer is eliminated)
Diploma		Post-graduate degree in management, planning, biology, ecology, environmental sciences, social sciences, or related discipline	2 points maximum	2 points maximum
		University degree in the above-mentioned or related disciplines	1.5 point	1.5 point

		No university degree in the above-mentioned or related disciplines	0 point	0 point
Expert 3 – Management Expert (Marine Protected Areas planning and management Expert)	Experience	Experience on Marine Protected Areas planning and management in the Mediterranean, in other seas or at global level. The expert should be familiar with the challenges, success stories of MPAs as well as barriers women face in participating in MPA's management. Studies or professional experience (at least 7 years) on related topic is required. Proven facilitation and communication skills and experience.	10 points maximum (2.5 points/reference + 1 additional point/reference including the Mediterranean region and/or countries)	12 points maximum (3 points/reference + 1 additional point/reference including the Mediterranean region and/or countries)
		No similar references	0 point (In this case the offer is eliminated)	0 point (In this case the offer is eliminated)
	Diploma	Post-graduate degree in in management, planning, biology, ecology, environmental sciences, social sciences, or related discipline	2 points maximum	2 points maximum
		University degree in the above-mentioned or related disciplines	1.5 point	1.5 point
		No university degree	0 point	0 point
Expert 4 – Financing Expert (MPA sustainable financing mechanisms and fundraising Expert)	Experience	Experience on MPA financing mechanisms, sustainable and innovative financing, and fundraising (at least 10 years). Experience in conducting studies, trainings and knowledge on MPA sustainable financing mechanisms and fundraising. Proven facilitation and communication skills and experience.	10 points maximum (2.5 points/reference + 1 additional point/reference including the Mediterranean region and/or countries)	12 points maximum (3 points/reference + 1 additional point/reference including the Mediterranean region and/or countries)
		No similar references	0 point (In this case the offer is eliminated)	0 point (In this case the offer is eliminated)
	Diploma	Post-graduate degree in management, planning, biology, ecology, environmental sciences, finances, social sciences, or related discipline	2 points maximum	2 points maximum
		University degree in the above-mentioned or related disciplines	1.5 point	1.5 point
		No university degree in the above-mentioned or related disciplines	0 point	0 point
Methodology proposed for conducting the mission, and observations/analysis on the terms of reference		Methodology clearly presented, well developed and meets the study terms of reference and objectives (the presentation of improvements and innovations is desirable)	30 points maximum	30 points maximum
		Methodology clearly presented, fairly well developed and meets the study terms of reference and objectives	25 points	25 points

	Methodology not developed but meets the study terms of reference and objectives	15 points	15 points
	Methodology not clearly presented and does not meet the study terms of reference and objectives, or No methodology presented	0 point <i>(In this case the offer is eliminated)</i>	0 point <i>(In this case the offer is eliminated)</i>
Detailed time planning schedule, organization and sequential chronogram of intervention of the team experts	Planning is clearly presented , well developed and meets the study terms of reference and objectives	<u>10 points maximum</u>	<u>10 points maximum</u>
	Planning is not developed but meets the study terms of reference and objectives	5 points	5 points
	Planning not clearly presented and does not meet the study terms of reference and objectives, or No planning presented	0 point <i>(In this case the offer is eliminated)</i>	0 point <i>(In this case the offer is eliminated)</i>
Total score (100 points maximum)		... points	... points

Gender-balanced team is an asset.

Any offer that has not attained the minimum score of 80 points will be eliminated.

In the event of no offer obtains 80 points or more, the call for consultancy process will be declared unsuccessful.

9.1.2. Technical evaluation of Lot 2 (Training course 2 on socio-economic sustainability of MPAs)

LOT 2 Technical evaluation grid				
Criteria			Scoring for legal entity	Scoring for a group of individual consultants
Legal entity	Experience	Experience in conducting regional training workshops with multi-profile experts, in relation with marine environment conservation	10 points maximum (3.5 points/reference)	N/A
Expert 1 - Lead consultant (Senior training and capacity building Specialist, Training programme Coordinator or Professional Facilitator)	Experience	Experience in conducting regional training workshops, which include design, planning, organising, and facilitating training workshops. Experience in one-to-one coaching and supervising new trainer participants in implementing training follow-up projects, as well as development of Training of Trainers courses is also required. Experience in leading a team for designing and delivering training workshops is required. General knowledge on Marine Protected Areas in the Mediterranean, and to master English or French	12 points maximum (3 points/reference + 1 additional point for a Mediterranean valid reference)	16 points maximum (4 points/reference + 1 additional points for a Mediterranean valid reference)
		No similar studies	0 points (In this case the offer is eliminated)	0 points (In this case the offer is eliminated)
	Diploma	Post-graduate degree in communication, marketing, biology or ecology, environmental sciences or related discipline	2 points maximum	2 points maximum
		University degree in the the above-mentioned or related disciplines	1.5 point	1.5 point
		No university degree	0 point (In this case the offer is eliminated)	0 point (In this case the offer is eliminated)
	Expert 2 - Socio-economic/ Gender Expert (socio-economics, gender or fisheries Expert)	Experience	Senior socio-economic/gender Specialist, with proven experience (at least 10 years) on socio-economic aspect, fisheries or related field of Marine Protected Areas in the Mediterranean or other seas. Experience on integrating gender perspectives in programmes and trainings. Proven facilitation and communication skills and experience.	10 points maximum (2.5 points/reference + 1 additional point/reference including the Mediterranean region and/or countries)
No similar references			0 point (In this case the offer is eliminated)	0 point (In this case the offer is eliminated)
Diploma		Post-graduate degree in in socioeconomics, social sciences, environmental sciences, or related discipline	2 points maximum	2 points maximum
		University degree in the above-mentioned or related disciplines	1.5 point	1.5 point

		No university degree in the above-mentioned or related disciplines	0 point	0 point
Expert 3 – Tourism Expert (tourism or marine conservation Expert)	Experience	Senior marine environment conservation expert or MPA tourism specialist, with proven experience (at least 10 years) on socio-economic aspects and preferably on tourism in MPAs. Proven facilitation and communication skills and experience.	10 points maximum (2.5 points/reference + 1 additional point/reference including the Mediterranean region and/or countries)	12 points maximum (3 points/reference + 1 additional point/reference including the Mediterranean region and/or countries)
		No similar references	0 point <i>(In this case the offer is eliminated)</i>	0 point <i>(In this case the offer is eliminated)</i>
	Diploma	Post-graduate degree in management, planning, biology, ecology, environmental sciences, social sciences, or related discipline	2 points maximum	2 points maximum
		University degree in the above-mentioned or related disciplines	1.5 point	1.5 point
		No university degree	0 point	0 point
Expert 4 – Nature-based solution Expert (Nature-based solutions or marine environment Expert)	Experience	Senior marine environment expert or Nature-based solution specialist, with proven experience (at least 7 years) on nature-based solution for MPAs in the Mediterranean, other seas or at regional level. Proven facilitation and communication skills and experience.	10 points maximum (2.5 points/reference + 1 additional point/reference including the Mediterranean region and/or countries)	12 points maximum (3 points/reference + 1 additional point/reference including the Mediterranean region and/or countries)
		No similar references	0 point <i>(In this case the offer is eliminated)</i>	0 point <i>(In this case the offer is eliminated)</i>
	Diploma	Post-graduate degree in management, planning, biology, ecology, environmental sciences, socio-economics, social sciences, or related discipline	2 points maximum	2 points maximum
		University degree in the above-mentioned or related disciplines	1.5 point	1.5 point
		No university degree in the above-mentioned or related disciplines	0 point	0 point
Methodology proposed for conducting the mission, and observations/analysis on the terms of reference		Methodology clearly presented, well developed and meets the study terms of reference and objectives (the presentation of improvements and innovations is desirable)	30 points maximum	30 points maximum
		Methodology clearly presented, fairly well developed and meets the study terms of reference and objectives	25 points	25 points

	Methodology not developed but meets the study terms of reference and objectives	15 points	15 points
	Methodology not clearly presented and does not meet the study terms of reference and objectives, or No methodology presented	0 point <i>(In this case the offer is eliminated)</i>	0 point <i>(In this case the offer is eliminated)</i>
Detailed time planning schedule, organization and sequential chronogram of intervention of the team experts	Planning is clearly presented , well developed and meets the study terms of reference and objectives	<u>10 points maximum</u>	<u>10 points maximum</u>
	Planning is not developed but meets the study terms of reference and objectives	5 points	5 points
	Planning not clearly presented and does not meet the study terms of reference and objectives, or No planning presented	0 point <i>(In this case the offer is eliminated)</i>	0 point <i>(In this case the offer is eliminated)</i>
Total score (100 points maximum)		... points	... points

Gender-balanced team is an asset.

Any offer that has not attained the minimum score of 80 points will be eliminated.

In the event of no offer obtains 80 points or more, the call for consultancy process will be declared unsuccessful.

9.2. Financial evaluation

Once the technical evaluation has been completed, the financial offers of applicants that have not been eliminated during the technical evaluation will be examined.

The evaluation committee will check that the financial offers do not contain any obvious arithmetical errors. Any possible obvious arithmetical errors will be corrected, and the corrected figures will be taken into consideration.

A maximum budget of twenty-seven thousand five hundred US dollars (\$ 27,500), all taxes included, is available for each lot.

A maximum budget of fifty-five thousand US dollars (\$55,000), all taxes included, is available for the whole consultancy (both Lot 1 + Lot 2).

Any financial offer exceeding the mentioned budgets means that the offer will be eliminated.

For each lot, the evaluation committee will then proceed to a financial comparison. The lowest financial offer that is judged acceptable will receive 100 points. The other offers will be attributed a score based on the following equation:

$$\text{Financial score} = (\text{amount of the lowest accepted offer/amount of the considered offer}) \times 100$$

9.3. Conclusions of the evaluation committee

For each lot, the choice of the best offer is achieved by weighting the technical and financial scores using a distribution key of 80/20 basis. To this end:

- The technical score will be multiplied by a coefficient of 0.80.
- The financial score will be multiplied by a coefficient of 0.20.

The weighted technical - financial scores thus calculated will be added to ascertain the offer with the best technical and financial score.

If two offers obtain the same weighted technical-financial scores, preference will be given to the applicant in the following order:

- having obtained the best technical score.
- having obtained the best score for methodology.
- having obtained the best total score for experience and qualifications of experts.

Article 10 - Monitoring, control and validation of the work

The two contracts (contract for Lot1 and contract for Lot2) related to this tender will be signed with SPA/RAC.

The bidder will work under the supervision of SPA/RAC. The bidder will submit draft version of deliverables within the timeline specified in article 11 below. The bidder will submit the final version of deliverables as indicated in section 7 of the technical specifications.

Article 11 - Deadline for the execution of the mission

The maximum time allocated for carrying out the mission is 8 months as from the date of signature of the contract, including the deadlines for handing in the final documents and deliverables according to the following timeline:

11.1. Lot 1 deadline for the execution of the mission

Steps	Tasks and deliverables	Deadline
Step 1: Inception	Kick off meeting	31 May 2021
	Reviewed methodology (after the kick-off meeting)	6 June 2021
Step 2: Curriculum	Detailed agenda	20 June 2021
	Background documents, including the workbook, worksheets, handouts, and evaluation sheets	18 July 2021
	Working documents for the warm-up workshop	18 July 2021
	PowerPoint presentations	31 July 2021
Step 3: Delivery	Facilitation of the Training for Trainers programme and the training course	End of September 2021
	Training evaluation report	7 November 2021
Step 4: Follow-up	Follow-up programme for the Post-training implementation activities	15 November 2021
	Completion of the Post-training implementation activities	31 December 2021

11.2. Lot 2 deadline for the execution of the mission

Step	Tasks and deliverables	Deadline
Step 1: Inception	Kick off meeting	31 May 2021
	Reviewed methodology (after the kick-off meeting)	6 June 2021
Step 2:	Detailed agenda	20 June 2021

Curriculum	Background documents, including the workbook, worksheets, handouts, and evaluation sheets	18 July 2021
	Working documents for the warm-up workshop	18 July 2021
	PowerPoint presentations	31 July 2021
Step 3: Delivery	Facilitation of the Training for Trainers programme and the training course	End of October 2021
	Training evaluation report	7 November 2021
Step 4: Follow-up	Follow-up programme for the Post-training implementation activities	15 November 2021
	Completion of the Post-training implementation activities	31 December 2021

Article 12 - Penalty

In the absence of completion by the tenderer of the services at his charge within the contractual deadlines envisaged in Article 10 (Deadline for the execution of the mission), it will be applied as of right and without notice, a penalty of one three hundredth (1/300) of the total amount of the contract for each calendar day of delay.

The amount of the late penalties will be deducted from the accounts. The amount of the penalties is capped at 10% of the total amount of the contract. When this limit is reached, SPA/RAC reserves the right to terminate the contract at the service provider's fault, in accordance with Article 18 (Cancellation conditions), and without that the service provider can raise disputes or claim any compensation.

Article 13 - Copyright, ownership of document

All the plans, drawings, software, photos, videos, data, presentations, study reports and any other documents, elaborated and submitted by the consulting firm (or the lead expert) to SPA/RAC for the execution of the contract, will become and remain the property of SPA/RAC, and the consulting firm (or the lead expert) will submit them to SPA/RAC. The names and logos of UNEP/MAP - SPA/RAC must be displayed appropriately in the documentation to be produced in the framework of this consultancy.

Article 14 - Confidentiality / professional secret clauses

The selected service provider undertakes to observe total discretion in all matters relating to the facts and information of which he became aware during the performance of his assignment.

Any member of the team assigned to the mission covered by this contract who contravenes the aforementioned obligation of professional secrecy would expose himself to legal proceedings.

Article 15 - Arbitrage, dispute settlement

Every dispute arising from or in connection with this contract execution shall be solved by way of amicable negotiations by the parties. The contract is deemed to have been made in Tunisia and to be subject to Tunisian law. In case of dispute, the Court of Tunis is competent.

Article 16 - Liability and insurance

SPA/RAC does not accept any liability for acts of third parties, accidents, sickness, losses of any kind, however caused arising during the implementation of the specific actions and the production of the relative outputs expected. The bidder confirms that themselves or any involved staff will be covered by appropriate insurance.

Article 17 - Force majeure

Force majeure means any event outside the control of a party so that it is impossible for one party to carry out his obligations or the implementation of these obligations becomes so difficult that it is considered to be impossible to carry them out under such circumstances.

The party which invokes force majeure must inform its co-contractor within seven (7) days of its occurrence so that the contractual deadline will be suspended with a joint agreement between the parties for the period which is covered by the case of force majeure.

SPA/RAC has a right to assess the circumstances of the impediments invoked by the holder as a case of force majeure to see if they are convincing, and if this should not be the case, then the days of discontinued work will be accounted for as days of delay.

Failure by either party to fulfil any of its contractual obligations does not entail a contract termination or failure to fulfil its contractual obligations if such a failure is due to a case of force majeure, if the party that finds itself in such a situation has done the following:

- a. has taken all the reasonable precautions and measures to allow it to comply with the terms and conditions of the contract; and
- b. has informed the other party of the event, as soon as possible. Any timeline given to a party for the execution of its contractual obligation will be prolonged by a period which is equal to the period during which that party was prevented from fulfilling its obligations.

Any timeline given to a party for the execution of its contractual obligations will be prolonged by a period which is equal to the period during which that party was unable to fulfil its obligations due to the case of force majeure.

Article 18 - Cancellation conditions

SPA/RAC could cancel this contract through a notification in writing addressed to the tenderer after one of the events indicated in the following paragraphs:

- a. no respect of the deadline of the execution in application of Article 11 (Deadline for the execution of the mission);
- b. in the case described in the Article 12 (Penalty) when the amount is capped at 10% of the total amount of the contract;
- c. non-conformity to the content of the service listed in the technical specification of the present tender documents;
- d. If the tenderer goes bankrupt or into receivership;
- e. If, after a case of force majeure, the holder is unable to execute a substantial part of the Services for a period equal to at least sixty (60) days;
- f. If the tenderer was involved in corruption or fraudulent manipulations in order to obtain the contract or during the execution of the contract. For the purpose of the clause: a person is guilty of "corruption" if he/she offers, gives, solicits or accepts any kind of advantage in order to influence the action of a public official during the selection or the execution of the contract; and undertakes "fraudulent manipulations" which distort or denature the facts so as to influence the selection or the execution of the contract to the detriment of the borrower; by "fraudulent manipulations" is meant any agreement or collusive manipulation of the tenderers (before or after submitting the proposals) so as to artificially maintain the prices of the tenders at levels which do not correspond to prices which would have resulted from free and open competition and which deprive the borrower of the advantages of free and open competition; or
- g. If SPA/RAC, on its own initiative and for any reason whatsoever, decides to terminate the contract.

Article 19 - Conflict of interests

19.1. Prohibition of incompatible activities

The contract tenderer, the personnel and agents must not engage, directly or indirectly, during the contract implementation period, in professional or commercial activities which could be incompatible with the activities with which they have been entrusted due to the present contract.

19.2. Non-participation of the holder and his associates in certain activities

The tenderer and his associates are prohibited, during the contract duration and at the end of the contract period, to provide good, works or services means for any project stemming from the Services or closely connected with the present contract services (except for the implementation of the present contract services and their continuation).

ANNEX N°1

SUBMISSION LETTER

I, the undersigned (Director) of
.....recorded in the commercial register onunder the number
..... Domiciled at After having taken
due note of the dossier documents of the call for tenders N° launched by
....., pertaining to a mission of

I hereby pledge to execute the requested services in conformity with the provisions defined in the documents referred to, for the prices as established by myself without taking into account the taxes and knowing that the stamp duties and registration are to be covered by the insurer.

The total price of my bid :

For Lot N°1 : the total amount is (.....) USD Dollars

For Lot N°2 : the total amount is..... (.....) USD Dollars

I take due note of the fact that you are not obliged to proceed with the tendering procedure and that I cannot claim a compensation.

I pledge that the conditions in my tender will remain valid for a period of one hundred and twenty days (120 days) starting from the day after the date for the deadline for the receipt of tenders.

SPA/RAC pledges to pay the amount after the signing of a convention into the bank current account of the Bank In the name ofUnder the number of
..... RIB (BIC - IBAN)
.....

In, on

(Name, first name and function)

Right for submission

(Signature and official stamp)

ANNEX 2

DETAILS OF GLOBAL PRICE

The bidder, in support of its bid, should provide a breakdown of each unit price according to the following model for Lot N°1 and/or Lot N°2 **separately**:

Designation	Unit price	1 st step		2 nd step		3 rd step		4 th steps		Total steps (1+2+3+4)	
		Durati on	Sub-total	Durati on	Sub-total	Durati on	Sub-total	Durati on	Sub-total	Duration	Sub-total
Fees											
Project manager											
Expert 1											
Expert 2											
Expert 3											
Expert 4											
Other costs											
Travel and accommodation											
Other costs necessary for the proper execution of the present consultancy											
Sub-total/phase											
Grand total											

Amount of bid, is fixed at the sum of

In, on
 (Signature and official stamp of bidder)