## Terms of Reference for Individual Contractors/Consultants

<table>
<thead>
<tr>
<th>Title of Assignment</th>
<th>Consultant to develop “An updated Protected Area Management Plan for Palm Island Nature Reserve”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Lebanon</td>
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<tr>
<td>Project</td>
<td>“Market policy and legislative development for mainstreaming the sustainable management of marine and coastal ecosystems in Lebanon”</td>
</tr>
<tr>
<td>Duration</td>
<td>14 weeks</td>
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<td>From: March 25, 2021 To: June 25, 2021</td>
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</tbody>
</table>

### Background

The Lebanese coastline extends 220 km from Abdi in the North to Naqoura in the South along a north-south axis in the eastern Mediterranean. It is mainly a rocky shoreline with stretches of sand (20%) and pebbles inhabited by a variety of common and endangered species. This coastline includes 3 bays, several headlands and river mouths. Nearly 55% of the population lives on the coast and industrial, commercial and urban activities are concentrated on the water’s edge. The marine and coastal fauna and flora in Lebanon is considered Mediterranean with some sub-tropical elements. However, there are few published studies that document the ecosystem diversity and its components (fish, benthic communities, invertebrates, marine flora, sea avifauna, habitats). There are currently two officially declared coastal protected areas: Tyre Coast Nature Reserve in the south and the Palm Islands Nature Reserve in the north.

Unfortunately, over the years, the marine and coastal ecosystem in Lebanon has been threatened by a multitude of factors that have caused the loss of species, the fragmentation or destruction of habitats: urban sprawl, industrialization, domestic wastes, tourist activities, sand and pebble extraction, sand dredging, sea filling, water pollution, illegal and overfishing. Man-made embankments have destroyed several important biocenosis, which are vital environments for the spawning and feeding of several species of coastal and deep-sea fish. In addition, the sea birds suffer also from persecution, illegal fishing using poisonous products such as aluminium phosphide, lannate, in addition to the use of dynamite. On beaches, gull’s eggs are stolen by fishermen to use them as aphrodisiac food. Gulls, waders and marine birds are killed by trash accidentally ingested; and in the sea the diving cormorants are caught by fishing nets. These destructive activities are predominantly due to the lack of law enforcement and lack of public awareness. Moreover, the Lebanese coastline has been affected by a major oil spill that resulted from the Israeli bombing of Jiyeh power plant in July 2006.

On the other hand, baseline studies that document the ecosystem components, ecosystem services and characteristics as well as the marine species including marine birds are considered rare.

### Context

The International Union for the Conservation of Nature – Regional Office for West Asia (IUCN-ROWA) is currently executing the Project, *"Market policy and legislative development for mainstreaming the sustainable management of marine and coastal ecosystems in Lebanon"*. The project is implemented in partnership with the Lebanese Ministry of Environment and with a fund from the Global Environment Facility (GEF) and UN Environment programme as an implementing agency. The project aims to create an enabling integrated framework for coastal and marine biodiversity management and protection, and to mainstream marine and coastal biodiversity into national plans and coastal zone management plans, with
particular focus on the impact of climate change on biodiversity. As such, it provides an opportunity to coordinate with past and new initiatives in the region to address gaps in assessments, and seek sustainable and economically viable policy and technological options for the protection of key marine and coastal biodiversity to be included in coastal zone management plans, Marine Protected Area (MPA) plans and integrated into national plans.

One of the main objectives of the project is the local implementation of marine and coastal biodiversity conservation management plans. This consultancy aims to update the management plan for Palm Island Nature Reserve.

A management plan serves as a tool to define and achieve the mandate of the protected area. Management planning involves ensuring that the plan is thorough and addresses the current and expected future needs and concerns of a protected area. It provides a mechanism to consider the threats and opportunities as well as a systematic structure of pre-defined steps that address the rationale for the proposed actions and implementation arrangements.

The targeted protected area for this consultancy is Palm Island Nature Reserve. Located almost 5 km offshore north west from Tripoli, PINR consists of three rocky islands that make up the reserve. The Protected area was declared nationally under the mandate of the Ministry of Environment in 1992 under the issued Law no.121. PINR was also internationally designated an Important Bird Area (IBA) in 1994, a Ramsar Wetland of Special International Importance in 2001, and a specially protected area of Mediterranean Importance (SPAMI) in 2012. A management plan already exists for PINR (2000-2005), but it is however in need of updating to accommodate the current PA needs and to create new management objectives.

The assignment shall be conducted within a period of 14 weeks.

**Scope of Work and Objectives**

Under the direction of the Programme Manager at Protected area, World Heritage and Business Programme at IUCN ROWA, the consultants’ team/firm shall conduct the following tasks:

1. Deliver an inception report showing how the assignment will be conducted and the proposed timeframe.

2. Perform desktop review to assess the previous management plan and to gather background information on the protected area (resources and their conditions, physical facilities, socio-economic conditions, capacity of PA staff and facilities, visitor characteristics and influence, land use and planning, the marine and coastal biodiversity present etc.). The consultant should evaluate the goals and outputs of the first MP and assess the achievements made.

3. Study the legislative requirements in Lebanon regarding protected areas as well as policies and strategies on protected areas.

4. Conduct stakeholder consultation sessions with the PINR committee, managers and staff, Ministry of Environment, related NGOs and CBOs to identify gaps in the last management plan and to outline what is needed in the next management plan.
5. Conduct field visits and/or focus groups meetings, if needed, to gather data on the baseline situation in PINR, specifically those related to:
   
a) The existing socio-economic conditions within the PA. The consultant can refer to the recent economic valuation study done under this project, and coordinate with the programme manager to obtain data generated from this study about the socio-economic benefits of PINR, the non-use values, and ecosystem services that the PA provides.
   b) Preliminary field data on marine and coastal biodiversity present from visits and based on the desktop review mentioned in point 2 above.
   c) The ecotourism activities implemented inside the PA.

6. Develop a draft management plan for PINR. The consultant shall refer to the IUCN’s management planning guidelines in the preparation of the management plans. ([https://www.iucn.org/content/guidelines-management-planning-protected-areas-0](https://www.iucn.org/content/guidelines-management-planning-protected-areas-0))

   The development plan should cover the following:
   
a) Refined management objectives and outputs.
   b) Description of the PA outlining main features; location & PA boundaries, natural cultural, historic and socio-economic conditions; current use; legal and management frameworks; organizational structure
   c) Zoning plan and basemaps of the site.
   d) Identification of protected area stakeholders.
   e) SWOT analysis including constraints and opportunities and threats to conservation management and maintenance.
   f) Operational plan for five years that include activities set for each year (for ecotourism, biodiversity monitoring, conservation and restoration, awareness, patrolling, protection and enforcement, socio-economic development etc.) to achieve MP objectives.

7. Develop recommendations on sub-plans: biodiversity monitoring plan, restoration/rehabilitation plan, eco-tourism plan and visitors’ management, awareness plan, patrolling plan, business plan, community partnership program.

8. Conduct final workshop with the relevant stakeholders to consult on and verify the final management plan. The modality of the workshop will be decided based on the COVID 19 outbreak implications by the end of this assignment.

**Work relationships:** The consultant shall report to the Programme Manager at Protected area, World Heritage and Business Programme at IUCN ROWA.

**Deliverables**

1. Inception report to be delivered, within a week of contract signature, explaining the planned methodology and proposed timeline.

2. Desktop Review Report within 4 weeks of contract signature. The report shall outline the gaps in the last management plan, the background information on the protected area and
the legislative requirements, and summarize the results of the sessions done with focus groups and stakeholder consultation sessions and field visits.

3. Draft management plan including recommendations on the sub-plans within 8 weeks of contract signature.

4. Final management plan within 12 weeks of contract signature and after verification with relevant stakeholders through the final workshop.

### Payment Schedule

The consultant is expected to work between March 2021 and June 2021 through office work, and consultation with the Ministry of Environment and relevant stakeholders. The consultant shall submit an invoice at the end of all tasks and delivery of all the above-mentioned reports. The payment of full instalment will be made upon satisfactory completion of deliverables.

The payments shall be made according to the following schedule:

- 30% upon successful delivery of deliverable (1).
- 40% upon the successful delivery of deliverable (2) and (3).
- 30% of the remuneration upon the successful delivery of deliverable (4).

### Qualifications of Successful Candidate

Interested firms/teams willing to apply should have the following qualifications:

1) **Management planning consultant:**
   - At least a Master's degree in ecology, biology, natural resources / environmental management or related field, preferably PhD in relevant field.
   - Minimum 10 years of working experiences related to planning and/or implementation of management assignments on biodiversity conservation, protection and/or restoration and/or PA operational planning and management in PAs.
   - Demonstrated involvement in developing one/several PA management plan(s) in Lebanon or abroad.
   - Experienced in, or extensive knowledge of, environmental and biodiversity related issues and conservation management solutions in Protected areas.
   - Understanding of legislative requirements for PA establishment and management, including regulations on development and approval of management plans.
   - Excellent leadership skills, experienced with serving as team leader in international projects.
   - Having outstanding skills and experiences in data analysis, synthesis and reporting.
   - Good communication skills, organization skills and presentation skills; good capability and experience in working with authorities at local level in Lebanon.
   - Proficient English language skills; able to working independently with international experts.

2) **Socio-economic expert:**
   - At least a Master’s degree in any relevant discipline.
   - Proven experience in social and economic development projects.
• Experience in operational planning and implementation of social and economic development activities.
• Demonstrated ability in economic assessment.
• Preferably knowledge in Protected area management, and participatory approaches of local communities.
• Demonstrated experience in socio-economic aspects related to protected areas, biodiversity and resource management, social surveys and research, statistical analysis of social data and analysis of socio-economic conditions.

3) **Marine expert**
• At least a Master’s degree in marine biology, marine science, ocean and earth sciences, oceanography, or any other marine-related studies.
• Demonstrated experience in marine research, assessment and field studies, and conducting species inventories, and collecting data samples.
• Previous experience in Marine protected areas design and management requirements.
• Outstanding skills in conducting research and analysis as well as developing technical reports.
• Knowledge of working with international NGOs and donors and/or previous experience in IUCN projects.

4) **Ecotourism expert**
• University education in natural and/or environmental sciences, environmental management or any relate fields.
• Proven experience in developing sound ecotourism plans.
• Previous experience in Lebanon, and capability to work with and involve local communities.
• Demonstrated ability to propose feasible diversified ecotourism activities.
• Previous experience in developing ecotourism projects in Protected Areas including eco-friendly accommodations, visitor centres, and eco-guides.

**How to apply**
Submit your Company profile and/or Team CVs, and a strong justification for your application including:

1- Two samples of a similar work previously undertaken.
2- Narrative proposal showing how the assignment will be conducted and the suggested methodology that will be used.
3- Financial proposal for conducting the assignment.

Qualified consultants shall submit their proposals and required documents to westasia@iucn.org, and Natalia.Boulad@iucn.org March 20, 2021, before 4.00 PM Amman Time. Consider your application unsuccessful if you do not hear from us.

**Bidding Information**
All the proposals and offers will be evaluated based on the following criteria and weighted as below:

1- Narrative proposal 35%
2- Company profile/ Team CVs 35%
3- Financial proposal 30%

The financial offer shall not include the cost of the workshop (venue, meals, refreshments, etc) as it will be covered separately by IUCN.

Nature of penalty clause in contract

If the reports and documents are not submitted according to the deliverables and timeframe stated in this TOR, the payments will be withheld.

International Union for Conservation of Nature – Regional Office for West Asia (IUCN-ROWA) reserves the right to withhold all or a portion of payment if performance is unsatisfactory, if work/outputs is incomplete, not delivered or for failure to meet deadlines. All materials developed will remain the copyright of IUCN and IUCN will be free to adapt and modify them in the future.

Important notes:
1- All the deliverables from the consultants whether reports, presentations, training materials, etc. should include (IUCN, GEF, UN Environment, MoEnv) logos and the four institutions should be mentioned whenever this activity is mentioned.
2- All the deliverables from the consultants should be in word and PDF formats.
3- Any pictures, figures, charts, etc. used in this consultancy must include the copyrights.