



**Mediterranean  
Action Plan**  
Barcelona  
Convention



*The Mediterranean  
Biodiversity  
Centre*

**Call for Consultancy N°04/2026\_SPA/RAC\_SEMPA**

**SPA/RAC National training sessions on the management  
effectiveness of MCPAs/SPAMIs using IMET tool  
(EU-funded SEMPA Project)**

**February 2026**

**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](http://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, gender-sensitive engagement of stakeholders, and the regular development of capacities.

As of now, Marine Protected Areas (MPAs) in the Mediterranean cover approximately 8.3% of the sea. While this represents a substantial increase over the past decade, the region falls short of the 30x30 target. Moreover, many existing MPAs lack effective management and enforcement, rendering them "paper parks" with limited real-world impact on biodiversity conservation. Key issues include lack of proper law and legislation, inadequate funding, weak governance structures, and insufficient scientific data to inform management practices.

The Mediterranean suffers sometimes from a fragmented approach to marine conservation, with significant disparities in MPA coverage and management effectiveness among countries. Some MPAs are well-managed and deliver positive conservation outcomes, while others suffer from poor enforcement and minimal stakeholder engagement. Furthermore, there is a need for better integration of MPAs with broader spatial planning initiatives and greater coherence between national policies and international commitments.

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 MPA and integrating a gender aspect into MPA planning and management. 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.

On another note, MPAs have been implemented as a conservation tool throughout the world, primarily as a measure to reduce local impacts, but their usefulness and effectiveness is strongly related to climate change. Climate change which is impacting upon global marine ecosystems and ocean wide changes in ecosystem properties are expected to continue. For that purpose, MPAs may (i) have a role in mitigation through effects on carbon sequestration, (ii) affect interactions between climatic effects and other drivers and (iii) be affected themselves as the distributions of protected species change over time. However, to date, few MPA programmes have directly considered climate change in the design, management or monitoring of an MPA network.

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 Mediterranean Sea”<sup>1</sup>. 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 Post-2020 Regional Strategy for Marine and Coastal Protected Areas (MCPAs) and Other Effective Area-based Conservation Measures (OECMs) for a comprehensive coherent network of well-managed MPAs to achieve Aichi Target 11 in the Mediterranean<sup>2</sup> 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; 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.

In 2018, SPA/RAC has run a long-term evaluation of its training programmes<sup>3</sup>, 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, and in the framework of the IMPA-MPA Project, SPA/RAC has developed and implemented a regional capacity building programme for improving Mediterranean MPA management and ensuring their sustainability. It has covered:

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

Currently, in the framework of the EU-funded project “Bolstering Mediterranean biodiversity and Marine and Coastal Protected Areas (MCPAs) for nature” entitled “SEMPA project”<sup>4</sup>, SPA/RAC is presuming

---

<sup>1</sup> 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 <https://legacy.spa-rac.org/fr/publication/download/1377/strategie-de-renforcement-des-capacites-pour-ameliorer-la-gestion-des-amp-en-mer-mediterranee-2012>

<sup>2</sup> 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: <https://legacy.spa-rac.org/en/publication/download/1237/roadmap-for-a-comprehensive-coherent-network-of-well-managed-mpas-to-achieve-aichi-target-11-in-the-mediterranean>

<sup>3</sup> [https://spa-rac.org/wp-content/uploads/capacity\\_building\\_program\\_eval.pdf](https://spa-rac.org/wp-content/uploads/capacity_building_program_eval.pdf)

<sup>4</sup> <https://spa-rac.org/en/themes/sempa/>

the development and implementation of the regional capacity building programme for improving Mediterranean MPA management and ensuring their sustainability.

This capacity building programme will cover key aspects:

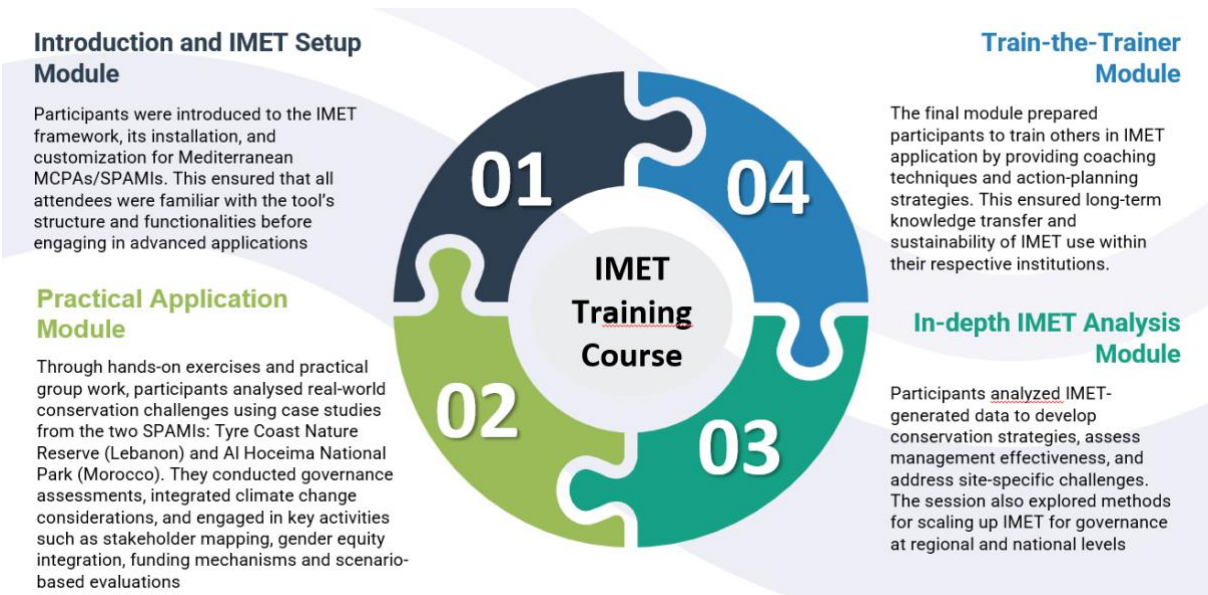
- Assessment of MCPAs/SPAMIs effective management; and
- Climate change adaptation and mitigation in MCPAs/SPAMIs.

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 regional training course on “Assessment of MCPAs/SPAMIs effective management using IMET tool”

The first regional training course on “Assessment of MCPAs/SPAMIs effective management using IMET tool” was successfully conducted in Tunis, Tunisia from 13 to 20 February 2025, bringing together 13 managers of the above-mentioned Mediterranean MCPAs/SPAMIs, to strengthen their capacity in evaluating and improving conservation effectiveness.

The training course was structured into four modules over seven days, in a dynamic program combining plenary sessions, practical exercises, group work, and field visits, as follows:



Throughout the regional training, participants engaged in group discussions, interactive case studies, and structured reporting exercises to enhance their decision-making capacities. As a result, they developed improved governance frameworks, strengthened conservation planning, and identified practical solutions for MCPAs/SPAMIs management in the Mediterranean region.

Worth recalling that the 'train the trainer' module has been intended to improve leadership, communication, training and coaching skills of the beneficiary MCPAs/SPAMIs managers who will act as mentors to organise, in collaboration with SPA/RAC, the national training sessions on the management effectiveness of MCPAs/SPAMIs using IMET tool in the SEMPA Project pilot sites in Lebanon, Morocco and Tunisia in the first step, followed by a second phase in Algeria.

#### **Section 4. Beneficiary countries**

The national training sessions on the management effectiveness of MCPAs/SPAMIs using the IMET tool under the SEMPA Project will be implemented in two phases: as a first step in Lebanon, Morocco, and Tunisia, followed by a second phase in Algeria.

The training session for Algeria, once agreed and confirmed, will be subject to an addendum to the contract to be signed for the current assignment.

**Section 5. Indicative information on the National training sessions on the management effectiveness of MCPAs/SPAMIs using IMET tool**

Title of the regional training course	Format and content	Objectives and means	Target audience	Participants' profile requirements
<p><b><u>TRAINING COURSE :</u></b></p> <p><b>National training sessions on the management effectiveness of MCPAs/SPAMIs using IMET tool</b></p>	<p><b>a. Format</b> The training will be composed of:</p> <ul style="list-style-type: none"> <li>- Plenary sessions (theoretical part) where the trainers present the knowledge.</li> <li>- Working sessions (practical part) where trainers present exercises to be done by the participants.</li> <li>- Field visits (field part), if necessary and possible, where the trainers take the participants on field to showcase and discuss issues related to the training course.</li> </ul> <p><b>b. Content</b> The training should cover at least the following aspects:</p> <ul style="list-style-type: none"> <li>- Management planning.</li> <li>- Participatory gender-sensitive stakeholder engagement.</li> <li>- Conflict resolution and problem solving.</li> <li>- Management effectiveness tools: Integrated Management Effectiveness Tool (IMET).</li> <li>- Management effectiveness assessment.</li> </ul>	<p><b>a. Objectives</b> The main objective of the training is to share knowledge related to the MCPAs/SPAMIs effective management using IMET tool.</p> <p>Participants would be able to answer the followings:</p> <ul style="list-style-type: none"> <li>- What is MPA effectiveness?</li> <li>- What are gender-sensitive management effectiveness indicators of success for or when putting into place an MPA?</li> <li>- Why it is important for MPAs to be effective?</li> <li>- When is effectiveness needed or reached?</li> <li>- How to effectively manage MPAs?</li> <li>- What tools and techniques are available for assessing the effective management of MCPAs/SPAMIs?</li> </ul> <p><b>b. Means/tools</b> The training will be based on:</p> <ul style="list-style-type: none"> <li>- Clear methodology on the use of IMET tool.</li> <li>- Dynamic presentations.</li> </ul>	<p><b>Main targets:</b></p> <ul style="list-style-type: none"> <li>- MCPAs/SPAMIs managers and practitioners,</li> <li>- MCPAs/SPAMIs rangers.</li> </ul> <p><b>Other eventual targets:</b></p> <ul style="list-style-type: none"> <li>- Academics;</li> <li>- Researchers;</li> <li>- Fishery association and cooperatives;</li> <li>- Fishers;</li> <li>- Ministry of Environment;</li> <li>- Ministry of Fisheries;</li> <li>- Ministry of Agriculture/Forests;</li> <li>- Ministry of Physical planning;</li> <li>- Ministry of Tourism;</li> <li>- Ministry of Defense;</li> <li>- Sub-national and local authorities;</li> <li>- Local or national NGOs;</li> <li>- Women's groups/associations;</li> </ul>	<ul style="list-style-type: none"> <li>- Good knowledge of English or French (or Arabic?) (understanding, speaking and writing).</li> <li>- Managing and/or working in or for an established or future MCPAs/SPAMIs.</li> <li>- Daily work includes management, planning, monitoring or financial aspect related to the MCPAs/SPAMIs.</li> </ul>

*SPA/RAC National training sessions on the management effectiveness of MCPAs/SPAMIs using IMET tool  
(EU-funded SEMPA Project)*

	<ul style="list-style-type: none"> <li>- Challenges for an effective management.</li> <li>- Monitoring evaluation.</li> <li>- Gender-responsive MPA governance.</li> <li>- Gender-responsive MPA management and related fields (advocacy, education, awareness, etc.)</li> <li>- Adaptive management.</li> <li>- Fundraising.</li> <li>- Innovative funding for MPAs.</li> </ul>	<ul style="list-style-type: none"> <li>- Interactive exercises, handouts and worksheets.</li> <li>- When necessary, successful and failed case studies and practices from the Mediterranean and beyond.</li> <li>- Practical guidelines.</li> <li>- Audiovisual material.</li> <li>- Useful references.</li> </ul> <p style="text-align: center;"><b>c. Expected results/outcomes</b></p> <ul style="list-style-type: none"> <li>- Participants gain new useful knowledge and skills for daily or regular use.</li> <li>- Local or national management units strengthened.</li> <li>- Management plans implementation initiated or reinforced.</li> <li>- Best practices developed and applied for an effective management of MPAs using IMET tool.</li> <li>- Relevant stakeholders further identified and engaged in MPA management and involved in decision-making processes, including women stakeholders.</li> <li>- Best practices shared and applied for an effective management of MPAs using IMET tool.</li> <li>- Participants are able to define indicators of ecological success of MPAs and be empowered to track progress (targeted monitoring).</li> </ul>	<ul style="list-style-type: none"> <li>- Private sector, including hotels, tour operators, aquaculture farmers;</li> <li>- Donors, including EC;</li> <li>- etc.</li> </ul> <p><b>Note:</b> the composition of the selected participants will be profile-, geographically- and gender-balanced (at least 30% women, if possible).</p>	
--	--	---	---	--

*SPA/RAC National training sessions on the management effectiveness of MCPAs/SPAMIs using IMET tool  
(EU-funded SEMPA Project)*

## **Section 6. Approach**

SPA/RAC will launch a call for consultancy to hire at least two experts in order to plan, prepare, deliver and evaluate the national training sessions on the management effectiveness of MCPAs/SPAMIs using IMET tool in Lebanon, Morocco and Tunisia in a first step.

**A national training session on the management effectiveness of MCPAs/SPAMIs using IMET tool will be planned in Algeria within the second phase and does not constitute a part of this call for consultancy.**

## **Section 7. Tasks and expected deliverables**

In view of the preparation and organisation of the national training courses, the team of 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.

### **7.1. Methodology**

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

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

The methodology should clearly define the specific content and objective of each of the expected training material (i.e. detailed agenda, background documents, the PowerPoint presentations, and training evaluation).

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

### **7.2. Training course package**

Training package for the training course is to be developed in a way that could be suitable to be used:

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

#### **7.2.1. Detailed agenda**

A detailed agenda should be elaborated for the national and training in the three countries Lebanon, Morocco and Tunisia. It is hence expected that the agenda is to be elaborated and detailed for each country (Lebanon, Morocco and Tunisia).

- The first one is the "Internal agenda": specific for the team of trainers and the 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:

**PROVISIONAL AGENDA BY COUNTRY**  
(Target countries: Lebanon, Morocco and Tunisia)

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 point).</p> <p>An activity could be: Presentation, Exercise, Discussion, Icebreaker, Wrap-up, etc. and is to be indicated with 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 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 SPA/RAC agenda.)</p>	<p>Every responsible(s) for each activity is to be specified.</p> <p>(This section concerns only the trainers' and SPA/RAC agenda.)</p>

Worth mentioning that a dedicated session for debriefing at the end of each day could be scheduled, and it might concern the facilitator(s), 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.

**7.2.2. Background documents**

Background documents will support the team of trainers in the delivery of the training and its content.

These 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, concisely. Trainers would give more details and explanations orally.

### **7.2.4. Training evaluation**

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

A detailed evaluation report is also to be prepared by the trainer(s) based on the analysis of the participants evaluations.

## **Section 8. Expert(s) profile requirements**

The national training course on the assessment of MCPAs/SPAMIs effective management using IMET tool, should be delivered by two Individual consultants.

The two individual consultants may associate to form a consultant association to complement their respective areas of expertise, or for other reasons, with a clearly identified leader who will be the legal representative of the consultant association.

The team of experts profile should respond to the following 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, is also required. Experience in leading and delivering training workshops using Protected Areas Management effectiveness tools is required. The team leader has to have general knowledge on Protected Areas, and to master English or French. Proven facilitation, communication, training and coaching skills and experience are required.

- **Expert 2 - Management expert:** He should have an excellent knowledge on Marine and Coastal Protected Areas planning and management. The expert should be familiar with the challenges, success stories of MPAs. Studies or professional experience (at least 10 years) on related topic is required. Experience on the field such as the use of Protected Areas Management effectiveness tools is an asset. Proven facilitation and communication skills and experience are required.

### Section 9. Trainings format

Each national training will be a face-to-face workshop for a 5-day duration for the targeted countries, namely Lebanon, Morocco and Tunisia.

### Section 10. Language

English and French are the working languages of the training workshops. The lead expert (E1) should master both languages. The management expert (E2) should master at least one of the working languages.

The expected deliverables are to be provided 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

National training sessions on the management effectiveness of MCPAs/SPAMIs using IMET tool	Tentative dates	Potential venue	Training delivery duration
<b>Morocco</b>	June/July 2026	- Tbc	5 days
<b>Tunisia</b>	September 2026	- Tbc	5 days
<b>Lebanon</b>	October 2026	- Tbc	5 days

## **B. ADMINISTRATIVE SPECIFICATIONS**

### **Article 1. Conditions for participation in the call for tenders**

The consultant's team should be composed of two experts led by one designated Expert (Expert E1 or Expert E2) who will be the main vis-à-vis of the consultant's association.

### **Article 2. Composition and presentation of offer**

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

#### **2.1. Technical offer**

It must contain:

1. A cover letter outlining the consultant(s) suitability for the job.
2. A curriculum vitae (CV) of the consultants(s) including : high education (at least 4 years of higher education) with copies of the 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 expert(s), 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.

#### **2.2. Administrative documents**

The administrative folder should include the following administrative documents:

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. In cases where the bidder has an academic profession (Researcher or University teaching staff), a sworn statement that he/she is complying with the law applicable to taxes and fees in force in his/her country would be accepted.
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).

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 five (5) days. If after a period of five (5) 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 consultant(s) fees, except travel and accommodation fees which will be covered by the SPA/RAC.

**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 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: [procurement@spa-rac.org](mailto:procurement@spa-rac.org), before **13 March 2026, at 23:59 UTC+1 (Tunis Time)**.

E-mails should have the following subject: **"Call for tenders n°04/2026\_SPA/RAC\_SEMPA– SPA/RAC National 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: [procurement@spa-rac.org](mailto:procurement@spa-rac.org) , no later than seven (7) calendar days before the deadline for the proposal submission.

### **Article 5. Time duration of the contract and deliverables**

The planned duration of the mission is 9 months from the date of the last signature of the related contract.

The maximum number of effective working days needed to perform this assignment is 21 days.

Item	Tasks and deliverables	Duration	Countries	Total days/ expert
<b>Phase 1</b> – Training design & participant profiling	<ul style="list-style-type: none"> <li>Detailed agenda</li> <li>Background documents, including the workbook, worksheet, handouts</li> </ul>	1 day	3	3
<b>Phase 2</b> – National IMET training delivery	Facilitation of the training course	5 days		15
<b>Phase 3</b> – Consolidation, evaluation & national roadmap	Training evaluation report	1 day		3
<b>Total</b>		<b>7 days</b>	<b>3</b>	<b>21</b>

## Article 6. Terms of payment

Payment for the mission will be made as follows:

- **20%** of the total amount of the contract, after submission of the **deliverables of the phase 1 as indicated in section 12**, their approval by SPA/RAC, and submission of an invoice by the consultants;
- **50%** of the total amount of the contract, after submission of the **deliverables of the phase 2 as indicated in section 12** their approval by SPA/RAC, and submission of an invoice by the consultants;
- **30%** of the total amount of the contract, after submission of the **deliverables of the phase 3 as indicated in section 12**, their approval by SPA/RAC, and submission of an invoice by the consultants.

**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 bidder in his/her resident country and where he/she pays the taxes.**

**The travel and accommodation fees (including Flight tickets, accommodation, catering, living expenses, local transportation, travel insurance, etc.) are fully covered by SPA/RAC, through direct payment and the delivery of Daily Subsistence Allowances according to UNEP rules.**

## Article 7. Evaluation procedure

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

### 7.1. Technical evaluation

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

Applications will be evaluated based on the following criteria:

- Profile (experience, references and diploma)** of the of consultant(s) in relation to the subject of the present mission (**50 points**); and
- The methodology** proposed by the of consultant(s)for conducting the mission, and observations/analysis on the terms of reference (**40 points**).
- Detailed time planning schedule**, organization and sequential chronogram of intervention of the consultant(s) (**10 points**).

Technical evaluation grid			
Criteria			Scoring
<b>Bidder: Association of Two Consultants</b>			
<b>Expert 1 <sup>1</sup></b> <i>(Senior training and capacity building Specialist, Training programme Coordinator or Professional Facilitator)</i>	<b>Experience</b>	<ul style="list-style-type: none"> <li>- Experience in conducting regional training workshops using IMET tool, which include design, planning, organising, and facilitating training workshops.</li> <li>- Experience in one-to-one coaching and supervising new trainer participants in implementing training follow-up projects. Experience in designing and delivering training workshops is required.</li> <li>- General knowledge on Protected Areas and mastering of English or French.</li> </ul>	<b><u>25 points maximum</u></b> (5 points/reference)
		No similar references	0 points <b><i>(In this case the offer is eliminated)</i></b>
	<b>Diploma</b>	Post-graduate degree in communication, marketing, biology or ecology, environmental sciences or related discipline	<b><u>5 points maximum</u></b>
		University degree in the the above-mentioned or related disciplines	3 points
		No university degree	0 point <b><i>(In this case the offer is eliminated)</i></b>
	<b>Expert 2 <sup>1</sup></b> <b>Management Expert</b> <i>(Marine and coastal Protected Areas planning and management Expert)</i>	<b>Experience</b>	Experience on Marine and Coastal Protected Areas planning and management The expert should be familiar with the challenges, success stories of MCPAs. Professional experience ( <b>at least 10 years</b> ) on related topic is required. Proven facilitation and communication skills and experience.
No similar references			0 point <b><i>(In this case the offer is eliminated)</i></b>
<b>Diploma</b>		Post-graduate degree in management, planning, biology, ecology, environmental sciences, social sciences, or related discipline	<b><u>5 points maximum</u></b>
		University degree in the above-mentioned or related disciplines	3 points
		No university degree in the above-mentioned or related disciplines	0 point
		No similar references	0 point <b><i>(In this case the offer is eliminated)</i></b>
<b>Methodology proposed for conducting the mission, and observations/analysis on the terms of reference</b>		Methodology clearly presented, well developed and meets the study terms of reference and objectives ( <b>the presentation of improvements and innovations is desirable</b> )	<b><u>40 points maximum</u></b>

*SPA/RAC National training sessions on the management effectiveness of MCPAs/SPAMIs using IMET tool  
(EU-funded SEMPA Project)*

	Methodology clearly presented, fairly well developed and meets the study terms of reference and objectives	30 points
	Methodology not developed but meets the study terms of reference and objectives	20 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>
<b>Detailed time planning schedule, organization and sequential chronogram of intervention of the team experts</b>	Planning is clearly presented, well developed and meets the study terms of reference and objectives	<b><u>10 points maximum</u></b>
	Planning is not developed but meets the study terms of reference and objectives	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>
<b>Total score (100 points maximum)</b>		<b>... points</b>

<sup>1</sup>: **If two experts are proposed per field/position, both CVs will be evaluated and the lower score will be retained.**

Gender-balanced team is an asset.

**IMPORTANT: Any tender that does not reach the minimum score of 80 points is eliminated. If no tender achieves 80 points, the tender procedure is declared unsuccessful.**

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

Once the technical evaluation work has been completed, the Committee awards a final technical score to each tender.

**Technical score = (final score of the technical offer in question / final score of the best technical offer) x 100.**

## **7.2. 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-three thousand US dollars (\$ 23,000), all taxes included, is available for this training course.**

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

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:

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

### 7.3. 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.

$$\text{Technical-financial score} = (\text{Technical score} \times 0.80) + (\text{Financial score} \times 0.20)$$

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 8 - Monitoring, control and validation of the work

The bidder will work under the supervision of a monitoring committee to discuss, validate and finalise the various phases, tasks and deliverables.

the bidder will submit draft version of each deliverable. the bidder will submit the final version of deliverables as indicated in section 7 (Tasks and expected deliverables) of the Technical specifications and in article 5 (Time duration of the contract and deliverables) of the Administrative specifications.

### Article 9 - Deadline for the execution of the mission

The maximum time allocated for carrying out the mission is **9 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:

Item	Tasks and deliverables	Duration	Countries	Total days/ expert
<b>Phase 1</b> – Training design & participant profiling	<ul style="list-style-type: none"> <li>• Detailed agenda</li> <li>• Background documents, including the workbook, worksheet, handouts</li> </ul>	1 day	3	3
<b>Phase 2</b> – National IMET training delivery	Facilitation of the training course	5 days		15
<b>Phase 3</b> – Consolidation, evaluation & national roadmap	Training evaluation report	1 day		3
<b>Total</b>		<b>7 days</b>	<b>3</b>	<b>21</b>

## **Article 10 - Penalty**

In the absence of completion by the consultant of the services at his/her charge within the contractual deadlines envisaged in Article 9 - Deadline for the execution of the mission of the administrative specifications, It will be applied as of right and without notice, a penalty of one two hundredths (1/300) of the total amount of the contract (All Taxes Included - ATI) 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 5% of the total amount of the contract in ATI. When this threshold is reached, SPA/RAC reserves the right to terminate the contract at the holder's fault, in accordance with Article 15 (CANCELLATION CONDITIONS) below, without that the holder cannot raise disputes or claim any compensation.

## **Article 11 - Copyright, ownership of document**

All legal rights throughout the world in works or inventions created by the provider in connection with the consultancy shall be allowed to SPA/RAC. The provider recognizes that such rights include, but are not limited to, copyright and other rights in written material, sound and video recordings (including films), maps, photographs, etc. as well as patents and other rights in inventions, and that the said rights enable SPA/RAC to control and authorize, where appropriate all publications, publicity material and other exploitation of the said works and inventions.

All the plans, drawings, software, photos, videos, data, presentations, study reports and any other documents, elaborated and submitted by the provider to SPA/RAC for the execution of the contract, will become and remain the property of SPA/RAC, and the consultant will submit them to SPA/RAC.

The provider does not have the right to use or copy the products resulting from this consultancy, whatever their form or their media, without the explicit written non objection of the SPA/RAC.

## **Article 12 - 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 13 - 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 14 - 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 15 - 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 9 - Deadline for the execution of the mission;
- b. in the case described in the Article 10 (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 16 - Conflict of interests**

### **16.1. 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.

### **16.2. 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 .....,  
after having taken due note of the dossier documents of the call for tenders N° .....  
launched by SPA/RAC, 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 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 of .....Under the number of ..... RIB (BIC – IBAN.

In ....., on .....

(Name, first name and function)  
(Signature)

**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:

<b>Designation</b>	<b>Unit price</b>	<b>Number of effective working days</b>	<b>Total</b>
<b>Expert 1 Fees</b>			
<b>Expert 1 Fees</b>			
<b>Other costs necessary for the proper execution of the present consultancy</b>			
<b>Total</b>			

Amount of bid, is fixed at the sum of  
 .....  
 .....  
 .....

In ....., on .....  
 (Signature and official stamp of bidder)