



Conducting an evidence-based national Non-State Actors Campaign for a Marine Protected Areas (MPAs) Network in Lebanon

TERMS OF REFERENCE

Location: Lebanon – Multilateral Environmental Agreements (UNCLOS¹, CBD)

Services: Development of an Advocacy Campaign Strategy (ASC) on evidence-based national Non-State Actors Campaign for a Marine Protected Areas Network in Lebanon, and providing regular coaching during the implementation of the campaign.

Duration: 15 May 2023 – 15 November 2025 (31 months)

I. BACKGROUND

Marine Protected Areas (MPAs) are recognized worldwide as valuable science-based resource management tools supporting ecosystem-based conservation. The Fifth World Parks Congress in Durban recommended that countries establish by 2012 a global system of effectively managed representative networks of marine and coastal protected areas and that these MPAs be extensive and include strictly protected areas that amount to at least 20-30% of each habitat.

The Aichi Biodiversity Targets, agreed during the 2010 UN Convention for Biological Diversity, call for the conservation of 10% of coastal and marine areas 2020, especially areas of particular importance for biodiversity and ecosystem services. At the same time, the Ocean Alliance and the High Ambition Coalition for Nature and People, which include more than 48 countries, are calling for the protection of 30% of all oceans and seas by 2030.² Lebanon declared three marine protected areas (MPAs) (with only two having management structures) that cover 0.41% of its territorial waters remaining far from reaching the set 2020 target.³

One of the proven ways to ensure conservation and protection of marine biological resources is the establishment of MPAs. The International Union for Nature Conservation (IUCN) defined MPAs in 2008 as “parts of intertidal or subtidal environments, together with their overlying waters, flora and fauna and other features, that have been reserved and protected by law or other effective means”. More specifically, MPAs are areas of seas, oceans, and estuaries where regulations are

¹ United Nations Convention on the Law of the Sea

² <https://www.gov.uk/government/topical-events/global-ocean-alliance-30by30-initiative/about#global-ocean-alliance-and-the-high-ambition-coalition-for-nature-and-people>

³ SPA/RAC and MedPAN, 2019. The legal framework for marine protected areas in Lebanon: Fact sheets. By Emmanouilidou P., Seddik W., Webster C., El Asmi S. and Kheriji A. Ed. SPA/RAC. MedMPA Network Project, Tunis: 11 pages.



put in place to control human activity usually with the goal of protecting components of natural or cultural importance. Within this context, it became imperative to identify such zones as they can host a variety of ecologically and/or economically valuable organisms/habitats that are under immense pressure from anthropogenic interferences and need the protection of laws and regulations for their survival. Furthermore, it has been established that MPAs can bring in ecological, economic and social benefits when managed properly.

In 2012, the Ministry of Environment (MoE), with the support of IUCN, published its Marine Protected Areas Strategy aiming at declaring at least 18 additional sites.⁴ This strategy is yet to be implemented, as no new MPAs outlined in Lebanon's Marine Protected Area Strategy (MOE/IUCN MPA strategy) has been declared. Currently, only 5 of the 18 sites outlined in the strategy have been proposed for declaration. Personal communication with the MoE has revealed that basic analytical work has been done for the main proposed marine and coastal sites labelled for protection, with some not having received approval from local relevant municipalities. In addition, no basic analysis has been conducted for all the proposed MPA estuary sites within the MOE/IUCN MPA strategy. Until the strategy is implemented fully, it will not be possible to know if Lebanon will meet the existing nationally and internationally set targets since the proposed MPA surface areas are not determined yet. Regardless, the national target 5 in the "Lebanon's National Biodiversity Strategy and Action Plan NBSAP (2016)" aim to reach at least 5% of Lebanon's total area but does not clarify if the EEZ is included.

At the same time, several draft laws are still caught in the legislative process, particularly the draft Integrated Coastal Zone Management (ICZM) law and the new draft Fishing Law. The ICZM law provides a clear definition of the CZ and includes articles stipulating the creation of the National Council for ICZM while other articles are related to sanctions and penalties. On the other hand, the draft Fishing Law prepared by the Ministry of Agriculture (MoA) takes into consideration the new challenges in fisheries management as well as the new scientific references and benchmarks for the sustainable management of marine resources. Furthermore, a section is dedicated to Aquaculture.

An MPA network is defined as a system of individual marine protected areas characterized by connectivity. To build effective networks, we must ensure that these networks are created to add value to existing conservation efforts. Creating networks allow individual MPAs to benefit from making connections through biophysical and social linkages. MPAs within such networks operate cooperatively with a range of protection levels that fulfill biodiversity goals and objectives more effectively than individual sites could alone. In addition to ecological benefits, social, economic and fisheries benefits are realized over time from the scaling up of individual sites to networks of MPAs.

⁴ Lebanon's Marine Protected Area Strategy: Supporting the management of important marine habitats and species in Lebanon. Beirut, Lebanon, Gland, Switzerland y Malaga, Spain: the Lebanese Ministry of Environment / IUCN. 64 pp.



With all the stresses that the marine and coastal biodiversity in Lebanon is facing, particularly from the dreadful management of solid and liquid wastes, drastic land-use change, pollution in all its forms, unsustainable exploitation of natural resources, and climate change, various studies and analysis conducted on national and regional levels indicate that it is necessary to accelerate the development and implementation of policies and regulations for the establishment of an effective MPAs Network.

Successful MPA networks protect important habitats, contribute to fisheries enhancement, and enhance biodiversity conservation. It is best that the included MPAs cover a critical minimum area of a larger ICZM zone. The management system needs to be both horizontal and vertical for sustainability with local governments and concerned stakeholders. In addition, it is best if the foreseen network meets the criteria of representativity, adequacy, viability, connectivity, replicability, protection level, and best available science.

Therefore, the Lebanese Environment Forum (LEF), in partnership with the University of Balamand, and funded by the European Union, is leading a project with the specific objective: **The establishment of an effective MPAs network in Lebanon's EEZ is enhanced for the protection of Lebanon's coastal and marine biodiversity and ecosystems through a national non-state actors advocacy campaign supported by science-based evidence.**

The sub-objectives of the project are:

- 1- A national non-state actors' advocacy campaign to establish an MPAs network has been strengthened through the provision of adequate science-based evidence.
- 2- Lebanon's official "Marine Protected Areas Strategy" implementation has been enhanced.
- 3- The two draft laws, "integrated coastal zone management" and "fishing law", necessary for the effective management of MPAs have been passed by the Parliament.

The main outputs of the project are:

- ❖ Available adequate datasets, robust scientific evidence, analytical work and high-quality scientific studies are analyzed for the establishment of an MPAs network in order to improve the quality of legislation and the quality of dialogue between State's Institutions and Non-State Actors.
- ❖ Non-state actors involved in the protection of coastal and marine biodiversity and ecosystems are adequately trained and their capacity is increased on the use of science and evidence for the establishment, management and sustainability of an MPAs network.
- ❖ An effective MPAs network advocacy campaign to influence national and sub-national policies and regulations has been developed and implemented over the course of the project.



II. THE OBJECTIVES OF THE ASSIGNMENT

The objectives of the consultancy are:

- i. Develop an Advocacy Campaign Strategy (ACS) for the above project, **including an advocacy communication strategy**, through an inclusive and participatory process with the members of the National Campaign for the Establishment of an MPAs Network.
- ii. Setting the main guidelines for the advocacy communication strategy. The recommended material and approach will be further developed in coordination with the communication ad agency to be in line with the project overall communication plan.
- iii. Work with project team (LEF and Balamand University) to develop an advocacy toolkit.
- iv. Facilitate a training programme for advocacy campaign members on advocacy campaign skills.
- v. Provide regular coaching and advisory services on advocacy for the campaign.

The ACS should be around 25 pages and should include:

- Rationale and situation analysis (5 pages)
- Clear and SMART objectives agreed upon by the members of the campaign (3 page)
- Power analysis of all relevant stakeholders, assessing their position and influence on campaign objectives (5 pages)
- Target groups and strategic key messages to be delivered to each target group (5 pages)
- A list and description of advocacy activities to be conducted in a period of 2 years (3 pages)
- A GANTT chart for the activities in the first 12 months (2 page)
- Estimated budget required for the 12 months activities (2 pages)

The consultant should also work closely with an ad agency to be recruited for developing and implementing a detailed communication plan in line with the overall advocacy communication strategy.

The training program should be a hands-on workshop(s), using the ACS as the basis for the training, allowing the campaign members to learn by doing. It is estimated that the training program will require five days (together or separate), and should cover the following aspects:

Day 1: Developing an advocacy campaign strategy

Day 2: Strategic communication and media

Day 3: Different advocacy tactics and building/managing coalitions

Day 4: Influencing policy decisions in Lebanon

Day 5: Influencing Multilateral Environmental Agreements



III. SCOPE OF WORK AND TASKS

Under the direct supervision of the LEF, in close collaboration with the members of the “National Campaign for Establishing an MPAs Network”, the consultant will be responsible for the development of the Advocacy and Communication Campaign Strategy for this campaign, including the role of the national campaign’s engagement in the global effort for a global network, as part of global civil society coordination on the topic. Specifically, the Consultant will be responsible for undertaking following tasks:

- Desk review relevant documents including: project document, reports and evaluations.
- Conduct a detailed power analysis based on detailed information about target groups and platforms (on the local, national, and international levels).
- Through a participatory process not exceeding three months from the start of the consultancy, produce a consensus-based ACS, outlining clear SMART objectives, political analysis, target groups, key messaging for these target groups, allies, strategic communication plan, platform for engagement, action plan for 2 years, key activities and their estimated cost.
- Engage with members of the National Campaign (around 25 organizations) on the development of the ACS through regular face-to-face meetings (collectively and individually), online interviews, email exchanges, and draft document revisions; ensuring full-ownership of the ACS by the members.
- Identify the role of relevant and key National Campaign members on the ACS in influencing the implementation of policies at the national and international level.
- Provide recommendation on potential structure and operation of the ACS.
- Conduct a 5-day training workshop (could be divided into several trainings) for National Campaign members on advocacy campaigning.
- Submit detailed report of the training workshop.
- Provide at least 360 hours of coaching and advisory services to the campaign over a period of 36 months.
- Provide a report on the coaching and advisory services provided every six months, including recommendations for improving and updating the ACS.
- Assist project team in organizing and implementing regular workshops (preferably every six months) to evaluate and update the implementation of the ACS.



- Provide a final report on the consultancy, including recommendations a full ACS for the next phase of the campaign (up to three additional years).

IV. REQUIRED QUALIFICATION AND SKILLS

The consultant should have a legal entity (firm, office or non-governmental organization).

The required qualification and skills for this assignment are:

- Strong experience in developing and implementing advocacy campaign strategies on the national and international levels, including strategic communication;
- Strong experience in conducting trainings on advocacy campaigning;
- Strong experience in advocacy campaigning on environmental policy, preferably in the domain of marine protection and MPAs;
- Strong experience in advocacy campaigning in Lebanon;
- Excellent experience in advocacy campaign within a civil society network (at least 3 campaigns);
- Preferably, experience in engaging in Multilateral Environmental Agreements (MEAs), including advocating for specific policy outcomes in these MEAs, as part of global civil society network;
- Good understanding of Lebanese political, social, cultural, and communication situation;
- Excellent command of oral and written English.

V. KEY DELIVERABLES/OUTPUTS

The consultant will deliver on the following:

- Inception report: Outlining details of activities with proposed methodology and timeline/ delivery dates. The inception report should also include the outline for the ACS;
- Zero draft ACS for feedback and comments, and subsequent revisions of this draft (at least 2);
- A final clean copy of the ACS (e-copy and hard copy) in English, including 3-year implementation plan;
- PPT on finalized ACS to be presented to members;
- Training module and training plan for National Campaign members;
- Six reports on the coaching and advisory services provided (one every six months), including recommendations for improving and updating the ACS;
- Six workshop reports on updating the ACS, including the updated ACS;



- Final report on the consultancy, including recommendations a full ACS for the next phase of the campaign (up to three additional years).

VI. IMPLEMENTATION OF THE TASKS

The starting date for implementation will be the date of signature of the contract for the overall project duration.

VII. SELECTION

LEF will select the firm/office that offers the best value for money in compliance the requirements and specifications described above and following the Evaluation grid in the Annex 1.

VIII. SUBMISSION

Interested consultants should submit below mentioned documents only by email to the address: news@lbeforum.org indicating in the subject: **MPAs Network- Advocacy Strategy Consultancy** no later than **April 30, 2023**:

- A technical proposal, including information on experience of consultant in relation to the requirements listed above, a methodology for the work including a workplan and key personnel.
- A financial proposal, including a total and breakdown budget.
 - It is also required to submit:
 - Company profile (short info up to 1 page).
 - Copy of Company's Registration Certificate.

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Annex 1: Evaluation Grid for offers

Advocacy strategy, training, and consultancy

Technical proposal evaluation

Criteria	Points
Operational Capacity	
Experience in developing and implementing advocacy campaigns (less than 3yrs = 0pts, 3-5yrs = 5pts, 5-7yrs = 10pts, 8+yrs = 15pts)	/15
Experience in advocacy trainings (less than 3yrs = 0pts, 3-5yrs = 5pts, 5-7yrs = 10pts, 8+yrs = 15pts)	/15
Experience in environmental campaigns (less than 3yrs = 0pts, 3-5yrs = 5pts, 5-7yrs = 10pts, 8+yrs = 15pts)	/15
Experience in MPA/marine protection (No exp = 0, experience = 10)	/10
Experience in Lebanon (less than 3yrs = 0pts, 3-5yrs = 5pts, 5-7yrs = 10pts, 8+yrs = 15pts)	/15
Methodology	
Methodology is coherent and realistic. The technical proposal responds to outputs expected, Deliverables well identified	/30
Understanding of the current situation	/10
Total	/100

Financial proposal evaluation

Lowest bid/(proposal being evaluated bid)*100	/100
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Total score calculation

(Technical proposal score) *0.75 + (financial proposal score) *0.25	/100
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Technical proposal is given 3 times the weight of the financial proposal

Bids that receive less than 50 points on the technical proposal will be directly rejected.

Comments (if any):

Date:

Name of Evaluator:

Signature