



## Call for Service Provider - Terms of Reference (ToR)

### Planning of an Awareness-Raising Campaign for Monk Seal Conservation in Greece

#### 1. Background

The Mediterranean monk seal, one of the most endangered marine mammals globally, faces an array of interwoven threats that jeopardize its survival. Despite incremental conservation gains, the species remains highly vulnerable to human-induced pressures and ecological challenges, especially within Greek territorial waters.

Interactions with humans represent a significant and escalating threat, especially now that the species' population has increased. Monk seals are often disturbed by unregulated visits to caves and secluded beaches that serve as essential habitats for resting, breeding, and rearing pups. Such disturbances can cause seals to abandon these critical sites, reducing reproductive grounds. The burgeoning marine tourism industry further compounds these pressures, with boat and diving tours and other recreational activities disrupting the natural behaviours of seals.

Entanglements in fishing gear remain a leading cause of mortality, particularly affecting juvenile and inexperienced individuals. Coastal fisheries, which utilise static gear, inadvertently trap seals, turning essential foraging grounds into deadly hazards. This threat diminishes population numbers and undermines the survival of younger generations critical to the species' recovery.

Noise pollution from marine traffic and recreational boating creates an often-overlooked but profound disturbance. The constant hum of engines and propellers interferes with seals' natural behaviours, capable of forcing them to abandon otherwise suitable habitats. Similarly, pollution from plastics, discarded fishing gear (ghost gear), and chemicals accumulate in these fragile ecosystems, endangering seals through ingestion and entanglement while degrading the quality of the marine habitat.

Human development along coastlines further fragments the monk seal's range. The construction of tourism facilities and other infrastructure encroaches on their natural environment, often rendering once-vital habitats unusable. These effects are compounded by climate change, which drives shifts in sea temperatures and rising water levels, altering the availability of partially submerged sea caves, hence shrinking the seals' already limited range.

Close to 20 % of Greece's territorial waters are designated as protected areas, of which 99% are Natura 2000 areas. However, the process from designation to actual protection by issuing Presidential Decrees and Management Plans is long, leaving these zones vulnerable to unchecked exploitation and disturbance.

The project "[Supporting effective conservation measures for the Mediterranean monk seal and its habitat in Greece](#)" led by NECCA and supported by the Monk Seal Alliance aims to address management and mitigation of threats in important monk seal habitats, responding to the urgency of the situation, preparing relevant stakeholders to adapt their actions and even act proactively to protect these marine mammals and their habitats, even before legal frameworks are fully implemented.

This can be achieved via a well-structured awareness-raising campaign targeting various stakeholders and stressing 1) the importance of preserving and safeguarding the Mediterranean monk seal and its habitats, 2) the types of disturbance, 3) the potential impacts of disturbance, 4) the relevant legal frameworks, 5) the current processes (Natura 2000) and 6) the role of enforcement.

By August 2025, this awareness-raising campaign will aim to engage all relevant stakeholders and ensure that they are well-informed and eager to protect monk seals and their habitats, but also that their concerns are shared with NECCA and taken into consideration (in complement to the official Natura 2000 consultation process), to respond to future potential challenges and pre-identify solutions when protection is legally in place.

**We seek a service provider to define the consultation/awareness-raising campaign strategy and action plan prior to its implementation.**

The campaign will be led under the coordination of the National Environmental Conservation and Control Agency (NECCA) in collaboration with other key conservation actors, including local authorities, NGOs, and international institutions.

## 2. Objective

The objective of the campaign is to raise awareness, ensuring a holistic understanding and proactive engagement among the identified stakeholders about:

- The importance of monk seal habitats for the survival of the species.
- The types of disturbance and the negative impacts they have to monk seals and their habitats.
- Relevant legal processes and the implications of both current and future legal protections for monk seals.
- The role of enforcement in protecting monk seal habitats.
- How to avoid and mitigate disturbances to monk seals during activities such as fishing, tourism, and other marine-related activities.

The campaign planning will be based on a shared vision for monk seal habitat protection (consultation and agreement amongst experts on sensitive questions linked to communication of important monk seal areas) and harmonization of communication efforts across various stakeholders to ensure clear and consistent messaging.

The campaign will run in Greek to facilitate communication with Greek stakeholders in their native language, but consultation with experts, as well as the deliverables and reports, will be required in both Greek and English.

### **3. Scope of Work**

The current offer is relevant to the “planning phase” of the project. As an annex of the current offer, more information is given on the implementation and evaluation phases in the interest of ensuring comprehension of the full project objectives.

At the end of each phase, a new tender will be launched to identify the services providers and organization(s) to be involved in the following phase.

Applicants of the current offer (planning phase) should state their interest, availability and capacity in leading the implementation of the strategy and action plan as an extension of the contract may be envisaged upon validation of the deliverables.

The service provider will be responsible for delivering:

#### **1. Stakeholder Mapping and Analysis:**

- Using the NECCA-provided stakeholder list, categorise groups based on their potential influence on and interest in monk seal conservation.
- Conduct at least 30 consultations (e.g., questionnaires, interviews, workshops) with the identified key stakeholder groups to gain understanding regarding their identified awareness levels, reluctances and motivators for engagement.
- Identify indicators for monitoring and evaluating results

#### **2. Campaign Strategy Development :**

- Draft a detailed consultation and awareness-raising strategy that includes:
  - A minimum of five tailored, clear, concise and actionable key messages aligned with monk seal conservation ethics and expert-reviewed in both Greek and English to serve further on the communication of the project, along with suggested dissemination channels.
  - A prioritization matrix for target audiences, segmented into primary (e.g., municipalities, professional fisheries and marine tourism companies) and secondary groups (e.g., recreational boaters).
  - A comprehensive communication plan outlining specific methods and tools (e.g., brochures, workshops, seminars, digital media) for each audience.

### 3. Partnerships and Coordination:

- Work closely with NECCA, NGOs, and other relevant stakeholders to align the campaign with national and local priorities
- Design a structured collaboration framework to ensure consistent messaging across all stakeholder types, with adaptations tailored to their specific characteristics, roles, and levels of engagement in monk seal conservation efforts.
- Assess relevance and identify potential partnerships with local organisations for the implementation phase

## 4. Targeted Stakeholders

The campaign will target stakeholders who have a direct or indirect impact on monk seal habitats:

- Professional Fisheries Representatives: Local fishery associations and individual professional fishers who operate close to monk seal habitats. Their cooperation is crucial to reducing bycatch and gear entanglement incidents.
- Recreational Fishers: National associations and individual recreational fishers who operate near monk seal habitats. Their cooperation is crucial for raising community awareness about the importance of preserving monk seal habitats and assisting with recording sightings of monk seals.
- Tourism Companies and Associations: National or regional tour operators (e.g., boating, diving), boating companies, and others involved in leisure or ecotourism activities in seal habitats must adapt practices to avoid disturbing seals. Note that the project also plans to develop a national code of conduct for tourism operators.
- Local Authorities and Port Management: Municipalities and port authorities may need guidance on enforcing regulations or developing management measures and in defining the roles of each party.
- National and regional Institutions: Networks and organisations focused on marine wildlife conservation and habitat protection.

Supportive stakeholders/to be consulted and involved:

- Protected Area Management Units: Agencies and organisations responsible for managing marine protected areas where monk seals are found.
- Non-Governmental Organizations (NGOs): Organizations focused on environmental conservation, marine protection, and wildlife advocacy, especially those working with monk seal conservation.

## 5. Deliverables

The service provider will deliver:

- **Stakeholder Analysis Report:** Includes categorization of stakeholder groups and prioritization matrix, by March 10<sup>th</sup>, 2025.

- **Consultation Summary Report:** Details findings from the 30 consultations, including key insights on stakeholder awareness, barriers, and motivators, by March 20<sup>th</sup>, 2025.

- **Awareness-Raising Strategy Document:** Contains the five key messages and suggested dissemination channels, by the end of March, 2025.

- **Comprehensive campaign strategy document & Action Plan** by the 10<sup>th</sup> of April 2025, detailing: Communication tools (e.g., two brochures, one infographic, one video), methods, timelines, and roles tailored to each priority stakeholder group.

- Event plans (e.g., workshops and stakeholder meetings).
- A minimum-maximum budget breakdown for implementation.

-A presentation summarising the strategy for NECCA, MSA and invited stakeholders, due by the 15<sup>th</sup> of April 2025, with a detailed budget for the implementation and evaluation phases.

### **Presentation Schedule Flexibility :**

The presentation date specified in the deliverables section may be subject to change based on unforeseen scheduling adjustments. The service provider is expected to remain flexible and accommodate revised timelines as communicated by the recruiting organization (NECCA/MSA). Any changes will be notified in advance to allow adequate preparation.

## 6. Duration of the Assignment

The assignment will span from early February to mid-April 2025 (2.5 months) with regular milestones and progress reports due as specified in the agreed timeline.

**Flexibility Clause:** While the proposed timeline outlines the expected milestones and deliverables, we are open to considering alternative dates the service provider suggests, provided they align with the project objectives and deadlines.

## 7. Qualifications and Experience of Service Provider

The ideal service provider will have:

-Fluency in Greek and English, with proven ability to produce professional communication materials in both languages (condition for consideration of the application).

- Experience in planning and implementing large-scale environmental awareness and consultation campaigns.
- At least one completed project related to environmental conservation, preferably in the Mediterranean (knowledge particularly on marine conservation and species preservation will be highly appreciated).
- Demonstrated expertise in stakeholder engagement and participatory processes with diverse stakeholder groups, including government entities, NGOs, the private sector, and local communities.
- A portfolio showcasing the successful use of communication tools, both digital and traditional, and the ability to create compelling, culturally appropriate messages for different audiences.
- Ability to monitor and evaluate the effectiveness of awareness campaigns.

## **8. Reporting and Coordination**

The service provider will report to the NECCA project manager and the Monk Seal Alliance and will be expected to collaborate closely with relevant NGOs and other stakeholders involved in the campaign.

Regular progress meetings will be scheduled to ensure alignment with the campaign's objectives and timelines. Reports on activities, outcomes, and any challenges faced will be submitted to NECCA and MSA as defined by the contract schedule. The service provider will participate in weekly virtual progress meetings and submit draft deliverables for review and feedback before finalisation.

## **9. Budget and Payment Terms**

The budget for this assignment will be determined based on the submitted proposal, which is within the limit of 12 000€, including all taxes .

Payments will be made according to the agreed milestones, based on deliverables and approval by the Monk Seal Alliance as the contracting party.

This assignment covers the planning phase of the project.

## 10. Offer procedure, deadlines and selection Criteria Evaluation Grid

Send offers to :

- Auriane Pertuisot (Prince Albert II of Monaco Foundation, Coordinator of the Monk Seal Alliance) : [apertuisot@fpa2.org](mailto:apertuisot@fpa2.org)

**Deadline for receiving offers: January 16, 2025**

**Deadline for response to applicants: January 31, 2025**

Each score will be supported by evidence provided in the applicant's proposal, such as references, portfolio examples, or documented past successes.

Criterion	Weight	Score (1-5)	Comments/Justification
<b>1. Relevant Experience and Expertise</b>	<b>40%</b>		
- Proven experience in planning and implementing environmental awareness campaigns	20%	[ ]	[ ]
- Experience in consultation with diverse stakeholder groups (govt., NGOs, private sector, etc.)	15%	[ ]	[ ]
- Expertise in marine species and habitats conservation (focus on marine mammals, monk seals)	5%	[ ]	[ ]
<b>2. Technical and Strategic Capacity</b>	<b>30%</b>		
- Ability to develop comprehensive campaign strategy and action plan	15%	[ ]	[ ]
- Expertise in communication tools and channels (digital, print, events, etc.)	15%	[ ]	[ ]
<b>3. Knowledge of Local Context</b>	<b>10%</b>		
- Understanding of the local stakeholder landscape (fisheries, tourism, authorities)	10%	[ ]	[ ]
<b>6. Deliverables and Timeline Management</b>	<b>15%</b>	[ ]	[ ]

Criterion	Weight	Score (1-5)	Comments/Justification
- Ability to meet deadlines and deliver on time with clear milestones and progress reports	15%		
<b>7. Budget and Cost-effectiveness</b>	<b>5%</b>	[ ]	[ ]
- Competitive and transparent budget breakdown	5%		



## **ANNEX – Information on the future phases of the project for which tenders will be launched.**

### **Objectives**

The campaign itself aims to achieve the following measurable results:

- Increased Awareness: Pre- and post-campaign surveys will evaluate awareness levels, targeting at least a 70% increase in stakeholder awareness of the importance of monk seal habitats and the legal and practical measures necessary to protect them.
- Behavior Change: Monitoring stakeholder actions, such as adopting sustainable behaviour to avoid negatively impacting monk seal habitats.
- Improved Communication: report on NGOs and other partners aligning their messaging and communication strategies under a unified approach coordinated by NECCA.
- Ongoing Communication Mechanism: Establishment of a feedback loop via regular stakeholder newsletters and online forums, with participation from at least 50% of key groups.

### **Implementation Phase**

The service provider will be responsible for leading and coordinating the implementation of the strategy and action plan defined in the planning phase, with the involvement of all relevant experts and supporting organizations within a consortium.

- Materials and Tools Development: Develop a range of awareness-raising materials (e.g., brochures, posters, videos, social media content, infographics) that can be disseminated across multiple channels.
- Workshops and Training Sessions, events, field visits: Organize and facilitate workshops, seminars, and information sessions for stakeholders. This should include consultation and training for tourism operators, fisheries representatives, local authorities, and NGOs on how to avoid disturbing monk seals and how to effectively protect their habitats. It should also include information on the current habitat protection process (Natura 2000). If relevant, organize field visits or boat trips to seal habitats for stakeholders to experience the environment first-hand and better understand the issues.
- Engagement with Local Communities: Foster engagement with local communities, particularly those who may have a direct impact on monk seal habitats, to ensure their active participation in the conservation effort.

Deliverables will include:

- Awareness-raising materials, including printed and digital resources tailored to various target audiences.
- A report on workshops, events, and outreach activities, including participant feedback and engagement metrics.

Timeline and duration of the implementation phase: August to December 2025

### **Monitoring and Evaluation phase**

The service provider will be responsible for evaluating the achievements of the objectives, measuring impacts, and identifying challenges, solutions and replicability of the various actions developed.

- Monitoring: Track the progress of the campaign against established targets and indicators. Collect data on stakeholder engagement and response.
- Evaluation: Assess the impact of the campaign on stakeholder knowledge and behavior, including whether stakeholders have a better understanding of monk seal conservation issues and are adopting practices to protect habitats.
- Feedback Mechanisms Ensure there is an ongoing feedback loop where stakeholders can raise concerns, ask questions, and offer suggestions. This feedback should be shared with NECCA and used to adjust future campaign strategies.

Deliverables will include: A final evaluation report measuring the impact of the campaign, including stakeholder awareness levels and behavior changes and identifying perspectives.

Timeline and duration of the evaluation phases : January to April 2026 (possibility to adjust timeline within the limit of Dec 2026)