TERMS OF REFERENCE FOR CONTRACTORS/CONSULTANTS

Title of Assignment	Develop the following: - Ecosystem Restoration strategic guidelines and principles - Plan for scale-up ecological restoration in AlUla County. - Strategic components of the strategy - Ecosystem Restoration Action Plan - Governance and Funding Model - Risks and Mitigation Actions - Final Report of the Project (Serving as the Ecosystem Restoration Strategy)	
Location	Kingdom of Saudi Arabia (KSA)-AlUla County	
Project name	Strategy and Execution Plan for Ecosystem Restoration in AlUla County	
Timeframe	**From: Upon signature**	**To: 15th May 2024**

Background

The International Union for the Conservation of Nature (IUCN) is the world's leading conservation membership union established over 70 years ago and composed of over 1,400 member-organisations of both government and civil society organizations with the input of more than 18,000 experts. IUCN's mission is to influence, encourage, and assist societies to conserve the integrity and diversity of nature and ensure that any use of natural resources is equitable and ecologically sustainable. Through its Regional Office for West Asia (ROWA) and related global programs, IUCN is seeking to strengthen its presence in Saudi Arabia on initiatives that align with IUCN's mission and priorities.

AlUla has a unique natural environment of diverse terrains and ecosystems that for centuries have combined a wealth of biodiversity, resilient ecosystems, and a valuable cultural heritage. During the last decades, the ecosystems have faced a high degree of degradation and natural resource deterioration as a result of frequent drought, overgrazing, wood cutting, unorganized arid land cultivation, and other human activities. The Royal Commission for AlUla (RCU) is committed to preserving the natural beauty of AlUla's landscapes, rehabilitating rangeland and re-establishing the rich diversity of plant life and wildlife.

IUCN ROWA is currently implementing a project in the Kingdom of Saudi Arabia "Strategy and Execution Plan for Ecosystem Restoration in AlUla in the Kingdom of Saudi Arabia". The main purpose of the strategy and action plan is to ensure the good and successful implementation of ecosystem restoration projects in line with RCU's overall vision, mission, and strategic objectives. The project will conduct analyses of the current situation, make use of the available data and outputs from the executed and current projects, and implement additional baseline ecological surveys in targeted areas to identify the priority areas for protection of important flora and priority degraded rangeland and ecosystems areas for rehabilitation and ecological restoration. The work will be implemented and conducted under the supervision of the IUCN-ROWA Drylands, Livelihoods, and Gender

programme, thus, IUCN-ROWA will hire a qualified consultant/entity for this particular deliverable for the achievement of the project goals and objectives.

Overview of the Project

The project is dedicated to the preservation and revitalization of the natural environment in AlUla, a region renowned for its diverse terrains and ecosystems, as well as its rich cultural heritage. Over the past decades, this unique environment has suffered from significant degradation and the deterioration of natural resources due to a range of factors, including recurring droughts, overgrazing, unregulated wood cutting, and uncoordinated arid land cultivation, all exacerbated by human activities. RCU has undertaken a steadfast commitment to safeguarding the natural beauty of AlUla's landscapes and rejuvenating its ecosystems. In this pursuit, RCU has already initiated substantial efforts to conserve the region's biodiversity and natural ecosystems. AlUla's rich and diverse flora presents an opportunity for the re-establishment of healthy, sustainable ecosystems under protective conditions. However, a substantial portion of the area, both within and beyond designated nature reserves, has experienced severe degradation. Recognizing that protection alone cannot suffice, the project focuses on implementing widespread ecological restoration practices. This endeavor necessitates the formulation of policies and guidelines, the enhancement of technical expertise, and the execution of a comprehensive restoration plan to rehabilitate degraded ecosystems. This project aims to accelerate and facilitate the progress toward ecosystem restoration, ensuring the continued preservation of AlUla's natural splendor and cultural significance for generations to come. This strategy must account for the unique ecological characteristics of AlUla and align with the strategic objectives of both RCU and national initiatives like the Saudi Green Initiative and the KSA National Environmental Strategy.

The overall strategy project encompasses a comprehensive set of deliverables aimed at rejuvenating and safeguarding the diverse ecosystems of AlUla County, in line with the commitment of RCU to preserve this natural and cultural treasure. The deliverables developed prior to this ToR are as follows:

- **Analyses of the Current Situation:** The project was initiated with an in-depth analysis of available reports and data, encompassing long-term climate data, existing information related to ecosystem restoration, and a thorough examination of RCU's strategy, objectives, and long-term plan. Furthermore, it assessed the Saudi Green Initiative, the KSA National Environmental Strategy, and ongoing projects in AlUla related to habitat mapping and ecological restoration. Benchmarking of similar strategies worldwide was completed to help identify best practices. The Drivers, Pressure, State, Impact, and Response (DPSIR) analysis also provided a holistic understanding of the ecosystem in AlUla County. This deliverable will provided to the selected vendor.

- **Baseline Assessment:** This stage involves the implementation of satellites and field baseline surveys in targeted areas identified through the current situation analysis. The assessment covers diverse aspects, including the diversity of habitats, habitat mapping, vegetation cover, and levels of land and vegetation degradation. Highly detailed GIS maps will be generated for these ecosystems, helping prioritize zones based on their ecological importance and restoration needs. The baseline assessment includes vegetation surveys, georeferenced flora databases, and soil surveys and sampling, with in-depth soil analysis. This deliverable will be ready by 30th November 2023, and it will be provided to the selected vendor.

- **Valuation of Ecosystem Services:** The assessment seeks to quantify the ecosystem services provided by AlUla's natural environment. This includes provisioning services, regulating services, cultural services, and supporting services. The standardized methodology follows the Millennium Ecosystem Assessment to provide estimates of the economic and social values of these services. This deliverable will be ready by 15th January 2024, and it will be handed over to the selected vendor.

- **Cost of Ecosystem Degradation and Restoration:** High-level cost estimates for both the degradation and restoration of ecosystems in AlUla County will be developed. This assessment will encompass costs associated with land degradation, desertification, and unsustainable wood cutting. A systematic approach will determine the expenses required for ecological restoration actions, prioritizing areas for cost-effective restoration to achieve targeted levels of ecosystem restoration. This deliverable will be ready by 15th January 2024, and it will be handed over to the selected vendor.

Following on from the above studies, the current contract will then work to use the outputs of these studies to develop the strategy. As such, the following deliverables will be developed within this contract:

- **Ecosystems Strategic Guidelines and Principles:** Lessons learned from best ecological and ecosystem restoration practices in arid and semi-arid areas will be identified. This will lead to the formulation of practical strategies to strengthen the effectiveness of ecosystem restoration in AlUla. Guidelines will be developed, adaptable to different habitats and their varying degrees of degradation. These guidelines will include recommendations for ecological restoration project management and monitoring.

- **Plan for Scale-up of Ecological Restoration:** Detailed GIS maps will be generated, outlining proposed sites and areas for ecological restoration and vegetation development both within and outside nature reserves. Proposed execution areas for ecological restoration practices will be identified and mapped, with a scale-up plan for ecological restoration in AlUla.

- **Strategic Components of the Strategy:** This stage involves identifying the fundamental components of the ecological restoration strategy, including vision, mission, objectives, pillars, initiatives, programs, and key performance indicators (KPIs). It also outlines the appropriate institutional framework for strategy implementation.

- **Ecosystem Restoration Action Plan:** A comprehensive execution plan for the ecological restoration strategy will be prepared. It will encompass detailed descriptions of strategy initiatives, programs, and projects, outlining scopes of work, project phasing, timetables, and budget requirements.

- **Governance and Funding Model:** Identification of key stakeholders, their roles and responsibilities, reporting structures, and mechanisms for monitoring and control. A governance framework will be established, along with proposed funding, operational, and investment models to implement the strategy. Internal (RCU) stakeholder analysis will be completed prior to this contract and provided to the selected vendor.

- **Risks and Mitigation Actions:** A comprehensive risk analysis will identify potential risks associated with the strategy and action plan. Mitigation actions will be proposed to address these risks, including event identification, impact assessment, risk prioritization, and mitigation plans. This will ensure the strategy's resilience in the face of potential challenges.

Site Description:

AlUla is located 1,100km from Riyadh in northwest Saudi Arabia. AlUla is a place of extraordinary natural and human heritage. The vast area of AlUla covers 22,561km² and includes a lush oasis valley, towering sandstone mountains, and ancient cultural heritage sites dating back thousands of years. AlUla has a unique natural environment of diverse terrains and ecosystems that for centuries have combined a wealth of biodiversity, resilient ecosystems, and a valuable cultural heritage. Six nature reserves with a total area of about 13,000 km^2 have been created in AlUla to conserve the biodiversity and natural heritage of AlUla, following international best practice management guidelines (see Table 1).

Table 1 Al Ula Nature Reserves

No.	Site Name	Area	General Description
1	Sharaan Nature Reserve	1600 Km^2	Represents a typical natural landscape of the AlUla area, shaped by sandstone massif erosion that forms a complex network of valleys, gorges, and canyons.
2	Harrat Uwayrid	4680 Km^2	Large discrete Harrat landscape – a landscape shaped by vulcanism and a key watershed, monumental sandstone margins, perpetual springs, and wet/damp wadis.
3	Harrat AlZabin	1677 Km^2	The second largest volcanic harrat, a key watershed, and a Key future component of the much larger AlUla National Park, the Arabian Gazelle are still present, but in small numbers.
4	AlGharameel	2115 Km^2	Diverse desert steppe habitat mosaic, beautiful, outlandish, and varied rock formations.
5	Wadi Nakhlah	2427 Km^2	Wide wadis encompassed by monumental butte and column rock formations and converging into the main Wadi Nakhlah, Castellated rock complexes comprising rock towers and pillars along upper wadi sections.
6	Harrat Khaybar	600 Km^2	A wide range of volcanic rock types and distinctive terrain have been formed over thousands of years. The distinctive shape of the harrat is the result of a massive explosion that emitted gases and ash containing silicon.

Context of the Consultancy

In the distinctive context of AlUla County, this consultancy encompasses seven interrelated assignments that build upon the foundational work laid out in the initial deliverables, namely the Analyses of the Current Situation and the Baseline Assessment, Valuation of Ecosystem Services, and the Cost of Ecosystem Degradation and Restoration. These assignments are designed to provide a comprehensive framework for ecological restoration and sustainability in the region.

Scope of Work

Component No.1: Ecosystems Strategic Guidelines and Principles

This assignment is dedicated to the comprehensive development of Ecosystems Strategic Guidelines and Principles for AlUla County. It involves a multifaceted exploration of the region's diverse ecosystems and a strategic approach to their restoration. The consultant will build upon the previous assessments of ecosystems conducted in the preceding deliverables. Specifically, the detailed ecosystem analysis in AlUla will be reviewed to inform the development of strategic guidelines and principles. This task will also include active stakeholder engagement to capture the insights and perspectives of local communities and domain experts. Furthermore, the assignment will delve into the formulation of practical guidelines adaptable to different habitat types and varying degrees of degradation. The goal is to provide a robust framework for the management and monitoring of ecosystem restoration projects, considering the unique context and the cultural and socio-economic dynamics of AlUla County. The assignment's completion will be marked by a comprehensive report that serves as a valuable resource for all stakeholders involved in the ecosystem restoration journey in AlUla County.

Below is a description of the scope of work intended for the consultant:

Prior to this project phase, a comprehensive analysis of the current ecological and environmental conditions has been completed through the Baseline Assessment, the Valuation of Ecosystem Services and Cost of Degradation and Restoration. As such, all data, reports and materials stemming from these earlier assessments will be provided to the vendor prior to the start of this consultancy. This approach serves to enhance project efficiency while eliminating the need for redundant repetition of these initial steps. The consultant will conduct a systematic analysis and deliver the following scope of work:

1. **Review of Best Practices:**

    - Conduct an extensive review of ecological and ecosystem restoration practices in arid and semi-arid regions worldwide.
    - Identify best practices, success stories, and key lessons learned from these practices.

2. **Stakeholder Engagement:**

    - Engage with local communities, environmental experts, and relevant stakeholders to gather insights and perspectives on ecosystem restoration.

3. **Guideline Formulation:**

- Develop practical and adaptable guidelines for ecosystem restoration in AlUla County.
- Ensure that the guidelines are tailored to different habitat types and consider varying degrees of degradation.

4. **Project Management and Monitoring Recommendations:**

- Include recommendations for effective project management during ecosystem restoration initiatives.
- Define monitoring and evaluation protocols to track the progress of restoration projects.

5. **Policy Alignment:**
   - Ensure that the developed guidelines align with local, national, and international policies related to environmental conservation and restoration.

Component No.2: Plan for Scale-up of Ecological Restoration

This assignment is dedicated to developing a Plan for Scaling up Ecological Restoration in AlUla County. The primary focus is on identifying the proposed sites for restoration and the initiatives to be implemented. The consultant will conduct a spatial assessment, leveraging Geographic Information Systems (GIS) to pinpoint areas suitable for restoration, propose specific initiatives, and prioritize these areas.

The analysis will also encompass a detailed assessment of the economic aspects of ecosystem degradation. The consultant will scrutinize the financial repercussions of degradation, considering factors such as land degradation, desertification, and unsustainable practices.

Simultaneously, the consultant will evaluate prospective restoration measures for their capacity to address the challenges posed by ecosystem degradation. This spatial assessment will provide a comprehensive understanding of where restoration efforts should be concentrated.

The outcome of this assignment will not only include a Plan for Scaling up Ecological Restoration but also a set of prioritization criteria and policy recommendations. While the Plan will outline the specific initiatives, associated costs, and implementation timelines, the spatial assessment will guide the strategic allocation of resources to areas where restoration will have the most significant impact. The consultant will conduct a systematic analysis and deliver the following scope of work:

1. Spatial Assessment for Restoration Initiatives:

Conduct a spatial assessment using Geographic Information Systems (GIS) to identify suitable areas for ecosystem restoration in AlUla County.
Utilize data from previous assignments to inform the selection of restoration sites, considering factors such as land degradation, desertification, and unsustainable resource use.

2. Restoration Measures Evaluation:

Identify a range of potential restoration measures that align with the ecological conditions of AlUla County and the selected restoration sites.
Evaluate the financial requirements, ecological benefits, and feasibility of each restoration measure with a specific focus on the proposed initiatives.

3. Prioritization Criteria Development:

Develop a set of criteria for prioritizing restoration measures based on their potential to effectively restore ecosystems, aligning these criteria with the chosen initiatives.
Consider ecological, economic, and social factors in the prioritization criteria to ensure a balanced approach that meets AlUla County's objectives.

Component No.3: Strategic Components of the Strategy

In this assignment, the primary focus is to craft the strategic elements of the Ecosystem Restoration Strategy for AlUla County, establishing a clear vision, mission, objectives, pillars, initiatives, programs, KPIs, and the necessary institutional framework. This strategic framework will serve as the guiding document for all ecosystem restoration endeavors within the region.

Building upon the foundational work accomplished in the previous assignments, the consultant will perform a comprehensive synthesis of findings. This entails a deep analysis of the lessons derived from best practices in arid and semi-arid ecosystem restoration, as well as a close examination of the economic ramifications of ecosystem degradation. The goal is to harmoniously blend these diverse dimensions, creating a strategy that effectively balances ecological preservation with economic sustainability.

To ensure that the strategy developed aligns with the unique requirements of AlUla County, the consultant will actively engage with stakeholders and experts. This multifaceted approach will provide a comprehensive understanding of the local context, encompassing ecological, economic, and socio-cultural dynamics.

From this in-depth analysis, the consultant will outline a strategic roadmap, complete with vision, mission, objectives, pillars, initiatives, programs, KPIs, and an institutional framework. This roadmap will chart a course toward long-term sustainability and resilience, considering the intricate cultural, ecological, and socio-economic landscape of AlUla County.

The ultimate deliverable for this assignment is a detailed report outlining the Strategic Components of the Ecosystem Restoration Strategy. This report will act as a central guiding document and a valuable resource for all ecosystem restoration efforts within AlUla County, ensuring the safeguarding of its unique natural and cultural heritage. The consultant will conduct a systematic analysis and deliver the following scope of work:

1. Synthesis of Insights and Integration:

- Analyze the insights and recommendations derived from the initial assignments, particularly the Ecosystems Strategic Guidelines and Principles and the Plan for Scaling up Ecological Restoration.
- Identify common themes and critical insights to inform the strategic components effectively.

2. Ecological and Economic Harmony:

- Ensure that the strategy harmonizes the ecological and economic aspects of ecosystem restoration, recognizing the interconnectedness of these goals.

- Develop a clear framework that illustrates how ecological and economic objectives work together to enhance restoration outcomes.

3. Long-Term Sustainability and Resilience:

- Outline the long-term sustainability objectives for AlUla County, encapsulating ecological health, community well-being, and economic benefits.
- Define precise targets for ecosystem recovery and community resilience, providing a clear trajectory for the restoration strategy.

4. Community Engagement and Cultural Heritage:

- Implement strategies for fostering meaningful community engagement throughout the entire restoration process, ensuring that local perspectives and knowledge are valued.
- Integrate measures to preserve and celebrate the cultural heritage of AlUla County within the restoration strategy, recognizing the significance of this heritage.

5. Adaptation and Learning:

- Build adaptive management elements into the strategy to accommodate changing circumstances and emerging insights, promoting flexibility in the approach.
- Cultivate a culture of learning and continuous improvement within the ecosystem restoration efforts, encouraging ongoing refinement based on new information and experiences.

Component No.4: Ecosystem Restoration Action Plan

This assignment marks the transition from strategy to hands-on implementation. The consultant will take the ecological, economic, and cultural insights developed in previous assignments and translate them into actionable steps. Working closely with stakeholders, the consultant will identify, prioritize, and outline specific restoration projects and initiatives. These will be accompanied by detailed implementation roadmaps, resource plans, and monitoring and evaluation frameworks. Crucially, local communities will be actively engaged, and strategies for preserving AlUla's cultural heritage within restoration efforts will be integrated. The final deliverable is the Ecosystem Restoration Action Plan, a comprehensive guide that bridges strategy to tangible action. It offers a clear roadmap for implementing restoration projects in a way that safeguards AlUla's unique natural and cultural heritage, ensuring a sustainable and resilient future for the region.

1. Identification of Specific Projects:

- Collaborate with stakeholders and experts to review the Plan for scaling up restoration and develop a roadmap to identify and select specific ecosystem restoration projects.
- Consider the ecological significance, economic benefits, and alignment with the restoration strategy.
- Develop a comprehensive list of projects that address various ecosystem restoration needs.

2. Timelines and Milestones:

- Establish clear timelines and milestones for each identified project.
- Create a roadmap that outlines the sequence of activities and expected timeframes.
- Ensure that project timelines align with the overarching strategy for sustainability.

3. Resource Allocation:

- Determine the necessary resources, including funding, Human resources, and equipment, for each project.
- Allocate resources efficiently to maximize the impact of restoration efforts.
- Consider budget constraints and seek opportunities for cost-effective implementation.

4. Monitoring and Evaluation:

- Define robust monitoring and evaluation mechanisms for ongoing project assessment.
- Establish clear indicators to track progress and measure the success of restoration measures.
- Ensure that the monitoring process aligns with the objectives outlined in the restoration strategy.

5. Stakeholder Engagement:

- Engage with local communities, experts, and relevant stakeholders in the planning and implementation of restoration projects.
- Foster a sense of ownership and participation among local communities.
- Address concerns and incorporate local knowledge into the action plan.

6. Reporting and Documentation:

- Establish a framework for maintaining comprehensive records of all restoration activities and their outcomes.
- Develop a structure for generating periodic progress reports for stakeholders and funding bodies.
- Define the requirements for vendors responsible for implementing the initiatives to ensure transparency and accountability in the documentation process.

7. Adaptive Management:

- Advise on specific time periods for reviewing and updating the strategy to accommodate unforeseen challenges or changes in the local context.
- Provide guidance on when and how restoration measures should be adapted and refined based on ongoing evaluation and feedback.
- Encourage the establishment of a culture of learning and continuous improvement with a recommended timeline for periodic reviews.

Component No.5: **Governance and Funding Model**

This component focuses on establishing a robust governance structure and a sustainable funding model to guide the ecosystem restoration initiatives in AlUla County. Clear and effective decision-making processes and stable funding mechanisms are vital to support these initiatives.

1. Governance Framework Development:

Roles and Responsibilities Clarification: Develop a Governance Framework that explicitly defines the roles and responsibilities of all stakeholders involved in ecosystem restoration. This framework will promote transparency and inclusiveness in decision-making processes.

Stakeholder Engagement Guidelines: Outline guidelines for stakeholder engagement that ensure active participation, foster collaboration, and address any conflicts constructively. Stakeholders will range from local communities to governmental and non-governmental organizations.

Note: Stakeholder Analysis: A comprehensive internal stakeholder analysis, including the Royal Commission for AlUla (RCU), will be conducted before the commencement of this contract, and the analysis results will be provided to the vendor.

2. Funding Model Design:

Diverse Funding Sources Identification: Develop a comprehensive Funding Model that identifies various sources of financial support, including public and private contributions, grants, partnerships, and potential international funding agencies. These sources should align with the goals of ecosystem restoration.

Resource Allocation Mechanisms: Define mechanisms for efficiently allocating funds to different restoration projects. These mechanisms should consider the restoration strategy's objectives, local economic conditions, and the project's ecological significance.

3. Capacity Building Plan:

Enhancing Local Capabilities: Develop a Capacity Building Plan focused on enhancing the skills and capabilities of local organizations and individuals involved in ecosystem restoration governance. Recommendations for training, skill development, and knowledge transfer should be provided to ensure the effective operation of the governance structure.

4. Policy Alignment:

Alignment with Policies: Ensure that the governance structure and funding model align with local, national, and international policies related to environmental conservation and restoration. Recommendations for policy alterations or enhancements to facilitate implementation should be included.

5. Effective Decision-Making:

Transparency and Inclusivity: Promote transparent, inclusive, and accountable decision-making processes within the governance structure. This should ensure that local communities have a voice in the decision-making process, and that decisions align with the restoration strategy.

6. Community Engagement:

Cultural Heritage Integration: Integrate strategies for meaningful community engagement within the governance framework. Local knowledge, cultural heritage, and community perspectives should be actively considered and preserved throughout restoration efforts.

7. Reporting and Documentation:

Transparency and Accountability: Maintain comprehensive records of all governance decisions, actions, and funding allocations. Periodic progress reports should be generated to ensure transparency and accountability in the decision-making process.

8. Project Governance Alignment:

Harmonize with the Action Plan: Ensure that the governance structure aligns with the projects outlined in the Action Plan developed in Assignment 4. The governance structure should support the successful execution of restoration projects.

The deliverable for this assignment will be a well-documented Governance Framework, a comprehensive Funding Model, and a Capacity Building Plan. These elements are fundamental to the

sustainable and effective governance of ecosystem restoration initiatives in AlUla County. Additionally, the assignment will contribute to ensuring that these initiatives are guided by clear decision-making processes that prioritize ecological preservation and community involvement, safeguarding AlUla County's unique natural and cultural heritage for the long term.

Component No.6: **Risks and Mitigation Actions**

This component is dedicated to identifying and mitigating potential risks that could impact the success and sustainability of the ecosystem restoration initiatives in AlUla County. The objective is to proactively safeguard restoration projects by addressing and managing risks effectively.

1. Risk Assessment:

Comprehensive Risk Identification: Conduct a thorough Risk Assessment to identify potential risks across various dimensions, including environmental, economic, social, and operational. These risks should be evaluated for their potential impact and likelihood to ensure a focused approach.

Prioritization of Risks: Prioritize the identified risks based on their potential impact and likelihood of occurrence. Create a risk matrix that guides the prioritization process to focus resources on the most critical risks.

2. Mitigation Strategies:

Tailored Mitigation Plans: Develop Mitigation Strategies for each identified risk, outlining specific actions and resource requirements for mitigating the risks effectively. These strategies should align with the goals of the restoration strategy, ensuring synergy.

Cost-Benefit Analysis: Include a cost-benefit analysis for each mitigation action. Ensure that mitigation actions are cost-effective and that their benefits outweigh the costs.

3. Monitoring and Evaluation Framework:

Performance Tracking: Develop a Monitoring and Evaluation Framework to track the performance of risk mitigation actions. This framework should rely on defined key performance indicators and reporting mechanisms to assess the effectiveness of mitigation strategies.

Adaptive Management: Incorporate adaptive management principles into the framework to allow for adjustments to mitigation strategies based on evolving risks and insights.

4. Reporting and Documentation:

Documentation of Risks and Mitigation Actions: Maintain comprehensive records of all identified risks, their prioritization, and mitigation strategies. Generate regular progress reports that outline the status of mitigation actions.

5. Stakeholder Engagement:

Stakeholder Awareness: Ensure that stakeholders involved in restoration projects are aware of the potential risks and the corresponding mitigation strategies. Engage them in the risk mitigation process to enhance collective awareness and preparedness.

6. Integration with Governance Structure:

Alignment with Governance and Funding Model: Ensure that the risk mitigation strategies align with the Governance and Funding Model established in Assignment 5. Mitigation actions should consider financial, governance, and stakeholder-related risks.

The deliverable for this assignment will be a comprehensive report outlining the identified risks, their prioritization, mitigation strategies, and a Monitoring and Evaluation Framework. This assignment is crucial for proactive risk management in ecosystem restoration initiatives, enhancing their chances of success and sustainability while safeguarding AlUla County's unique natural and cultural heritage.

Component No.7: **Final Report of the Project (Serving as the Restoration Strategy)**

This assignment represents the culmination of the consultancy, where the final report of the project will serve as the Ecosystem Restoration Strategy. This will provide a synthesis report covering all deliverables developed as part of the overall Strategy for Ecosystem Restoration project (i.e. deliverables developed as part of this consultancy and before) to present the final strategy for implementation. The vendor must review other RCU Strategies to ensure the final product aligns with the RCU strategy format.

Deliverable	Deliverable Description	Timeframe
D 1	**Inception report** An initial report outlining the consultant's understanding of the project, methodologies to be employed, and a detailed work plan and schedule.	**Upon signature**
D2	**Ecosystems strategic guidelines and principles.** A comprehensive document outlining the strategic guidelines and principles for the restoration of ecosystems in AlUla County. This document will serve as a foundational framework for all ecosystem restoration efforts in the region, integrating ecological, economic, and socio-cultural aspects.	**15 Feb. 2024**
D3	**Plan for scale-up ecological restoration and afforestation in AlUla.** A detailed plan that identifies proposed sites for restoration, and specific initiatives, and prioritizes these areas. It will also include a comprehensive spatial assessment, an evaluation of restoration measures, prioritization criteria, and policy recommendations.	
D4	**Strategic components of the strategy.** The ultimate guiding document, the Ecosystem Restoration Strategy will include a comprehensive vision, mission, objectives, pillars, initiatives, programs, key performance indicators (KPIs), and an institutional framework. This document aligns with local, national, and international policies and considers ecological preservation,	**15 March 2024**

	economic sustainability, community engagement, cultural heritage, adaptation, and long-term sustainability.	
D5	**Ecosystem Restoration Action Plan:** This document bridges the gap between strategy and implementation. It includes specific ecosystem restoration projects, implementation roadmaps, resource allocation, monitoring and evaluation frameworks, and engagement strategies for local communities and cultural heritage preservation.	
D6	**Governance Framework, Funding Model, and Capacity Building Plan.** This component will deliver a Governance Framework that defines roles and responsibilities, Stakeholder Engagement Guidelines, a Funding Model that identifies various financial support sources, mechanisms for resource allocation, a Capacity Building Plan, and recommendations for policy alignment.	**25 April 2024**
D7	**Risk Assessment, Mitigation Strategies, and Monitoring and Evaluation Framework.** This component will provide a Risk Assessment detailing identified risks, their prioritization, and mitigation strategies. It also includes a Monitoring and Evaluation Framework with adaptive management principles.	
D8	**Ecosystem Restoration Strategy Final Report.** The culminating deliverable, the Ecosystem Restoration Strategy Final Report, is the synthesis of all preceding components. It will present the final strategy for implementation, aligning with RCU strategy format while covering the entire strategy development process.	**15 May 2024**

Payment Schedule

The consultant is expected to submit all deliverables by the 15th of May 2024 through office and fieldwork, after consultation with the IUCN ROWA, RCU's experts, and other key stakeholders. Both the Royal Commission for AlUla (RCU) and the IUCN-ROWA office must approve the planned deliverables before they can be accepted.

The consultant shall submit an invoice according to the schedule of payments described below:

- 20% upon signing the contract and delivery and approval of the inception report (D1);
- 20% upon delivery and approval of the deliverables (D2 and D3);
- 20% upon delivery and approval the deliverables (D4 and D5);
- 20% upon delivery and approval of the deliverables (D6 and D7).
- 20% upon delivery and approval of deliverable (D8).

Monitoring, control, and validation of the work

The consultant will work collaboratively with the IUCN ROWA-Drylands, livelihoods, and gender program for the successful delivery of the assignment deliverables. Provisional approval of submitted deliverables shall occur at each of the defined milestones in the deliverables section. The consultant shall account for a minimum period of two weeks when delivering the reports, for IUCN to review and accept the deliverables. The consultant is expected to hand in the final version of the deliverables no later than 15 days after IUCN and relevant stakeholders have made their observations and comments. The delivery schedule should be agreed upon with IUCN ROWA at the start of the project and confirmed before each milestone.

Compensation modality and indicative budget

1. The consultant will be paid through a lump sum amount which is all-costs inclusive. All costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred by the consultant must be factored into the final amounts submitted in the financial proposal. Note that the contract price is fixed regardless of changes in the cost component.
2. If the consultant is subject to tax in the territory of Jordan in respect of the consideration received under this agreement, the consultant hereby acknowledges that IUCN is entitled to deduct 5% for residents of Jordan and 10% for residents outside Jordan, in addition to 1% as a national contribution for non-residents, as income tax arising or made in connection with this agreement. Also, IUCN will deduct a 5% amount as admin and review costs arising or made in connection with this agreement.
3. Financial offers shall be submitted in US dollars.

Qualifications of Successful Candidate

- Proposing firms or are required to prepare a simplified technical proposal to apply for this consultancy. The proposal will include a section called “Approach and Methodology”, in which firms should explain specifically how they will achieve the outputs and deliverables. Firms must also describe their relevant professional experience in ecosystem restoration strategy development, and relevant experience elsewhere.
- Proposing firms that suggest innovative and/or original approaches to achieve the project outputs and outcome, and additional opportunities for training and/or knowledge products, will be regarded favorably.
- The proposing firms must show a strong understanding of environmental science, conservation principles, sustainable land management practices, and ecosystem restoration. The proposing firms should be knowledgeable about the ecological dynamics of arid and semi-arid areas and have experience working on similar projects.
- Knowledge and familiarity with regional strategies, such as the Royal Commission for Al Ula's (RCU) plans and the Saudi Green Initiative, as well as national environmental strategies, will be advantageous. Understanding the policy context and the ability to align the proposed strategy with broader objectives is important.
- The firm should have experience working collaboratively with diverse stakeholders, including government agencies, local communities, and environmental organizations. Strong

communication and interpersonal skills are crucial for successful engagement and building partnerships.

- Ability to succinctly compile large amounts of information into a coherent document for conservation practitioners and government officials.

Nature of penalty clause in the contract

If the requested deliverables are not submitted within the 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 are 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:

- All the deliverables from the consultants whether reports, presentations, documents, etc. should include (IUCN, RCU) logos and it should be mentioned whenever this activity is mentioned.
- Any pictures, figures, charts, etc. used in this consultancy must include the copyrights.
- The final compiled reports for this assignment will need to follow IUCN's visual identity and publication guidelines, which will be provided by IUCN, if applicable.