



**INTEGRATED WATER, LAND AND ECOSYSTEMS
MANAGEMENT PROJECT**

**CONSULTANCY TO REVIEW AND STRENGTHEN POLICY,
LEGISLATIVE AND INSTITUTIONAL CAPACITY TO SUPPORT
SUSTAINABLE LAND AND WATER RESOURCES AND ECOSYSTEMS
MANAGEMENT IN IWECO PARTICIPATING STATES**



TERMS OF REFERENCE: CONSULTING FIRM

ANNEX II: TERMS OF REFERENCE

Consultancy to Review and Strengthen Policy, Legislative and Institutional Capacity to Support Sustainable Land, Water Resources and Ecosystems Management in IWeco Participating States

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1. BACKGROUND INFORMATION

1.1. Beneficiary country

The direct beneficiary countries for the implementation of this assignment are the following IWEco Project Participating States (Antigua and Barbuda, Grenada, Saint Lucia, Saint Kitts and Nevis, Saint Vincent and the Grenadines, Barbados, Jamaica, and Trinidad and Tobago).

1.2. Contracting Authority

Caribbean Public Health agency (CARPHA)

1.3. Regional Profile

Caribbean SIDS are highly vulnerable to many of the economic and environmental pressures that are evolving globally. The Caribbean is also one of thirty-four Global Biodiversity Hotspots mainly due to the high degree of endemic flora and fauna found in the region, many of which are under threat of species decline and/or even extinction. Another feature of Caribbean SIDS is that their seascape is significantly larger than their land mass. Approximately 20 Million inhabitants in the region depend on the natural resource base for socio-economic development and well-being. Biodiversity and ecosystem services for example, provide food, shelter, protection from natural hazards, while health and recreation are some of the benefits provided by the Region's rich biological resources.

The development programmes of Caribbean SIDS face a number of challenges including threats to natural resources such as land and water resource degradation, depletion of biological resources, habitat degradation and compromised ecosystem functioning resulting from developmental pressures on very fragile environments. These threats are further exacerbated by exposure of terrestrial and marine ecosystems to natural hazards and climate change impacts, some of which may be human induced as well as pollution from land and marine-based sources. Also included are challenges of low institutional capacity, inadequate environmental policy, legislation and regulations including weak enforcement capacity, weak institutional and coordinating mechanisms, inadequate economic valuation of natural resources, limited human and financial resources and inadequate engagement of and provision of incentives to the private sector and civil society to support inclusive green growth.

Regional treaties such as the Revised Treaty of Chaguaramas establishing the Caribbean Community (CARICOM) including its Single Market and Economy (CSME) and the Revised Treaty of Basseterre establishing the OECS Economic Union present opportunities for deeper integration and coordination among key agencies both at the national and regional level in pursuit of sustainable development under the three pillars of economic development, social development and environmental sustainability.

There are also a number of International Conventions and Agreements that CARICOM countries are Party to that deal with the protection of the environment. These include (a) the Convention on Biological Diversity and its 2011-2020 Strategic Plan which contains a number of goals and targets known as the Aichi targets, (b) the 2030 Agenda for Sustainable Development including the Sustainable Development Goals (SDGs) and (c) the Convention for the Protection and Development of the Marine Environment of the Wider Caribbean Region (Cartagena Convention).

A number of national and regional initiatives and projects aimed at reducing water and land degradation and improving biodiversity and ecosystems management have been implemented in the region. However, long-term sustainability has been hampered due to inadequacies within the wider policy, legislative and institutional environments that do not adequately allow for mainstreaming of these interventions beyond the realm of "project-driven, site-specific" actions. In addition, development of new mechanisms for

financing of sustainable land and water management and biodiversity conservation interventions outside of traditional government budgets remains limited.

The precedent-setting *St. George's Declaration of Principles for Environmental Sustainability in the OECS* (the Declaration) which was adopted through signature by Member States in April of 2001, is based on the premise that the efficient and effective management of natural resources is essential to sustainable development, and recognizes the need for an integrated approach to managing environmental resources in the region.

Over the years, the OECS through its Commission has developed and implemented a number of initiatives aimed at land and water resources management, biodiversity conservation and ecosystems management. These include, harmonized biodiversity legislation, a Regional Action Plan (2016 - 2025) for addressing Invasive Alien Species, model policy and legislation on System of Protected Areas, model environmental policy and legislation, model water sector policy, regional land guidelines and national land policies and the OECS Development Strategy. Most notably, in 2015, a comprehensive gap analysis was conducted to assess the institutional preparedness, regulatory framework and the technical, financial and human capacity level in the land management domain of the OECS. That gap analysis report will serve as a key input into this assignment.

The OECS is currently developing a Biodiversity and Ecosystems Management Framework and Action Plan in support of the Caribbean Biodiversity Strategy implementation, a Blue-Green Economy Strategy and a Climate Change Adaptation Strategy and Action Plan.

CARICOM through its Secretariat has also developed and or implemented a number of initiatives focussed on natural resources management. These include the CARICOM Common Water Framework, the Natural Resource Management Strategy, and the Caribbean Biodiversity Strategy.

1.4. Current situation in the sector

Water, Land, Forest and Biodiversity Challenges

Caribbean Small Island Developing States (SIDS) are characterised by, and face challenges emanating from their small, open economies – highly vulnerable to external shocks, limited infrastructure, high vulnerability of ecosystems to natural hazards. These combined with multiple drivers and root causes such as prevailing land tenure systems, fragile ecosystem habitats, physiographic and climatic variation, overexploitation of certain species, invasive species, competition and conflicts pertaining to resource use and user categories including urban settlement, agriculture, fisheries, forestry, tourism and other developments, and impacts of global climate change, all combine to erode the ability of CARICOM States to meet their development aspirations sustainably.

Caribbean SIDS are facing multiple threats of land and water resource degradation, depletion of biological resources, and compromised ecosystem functioning due to intensive developmental pressures on very fragile environments. The “Ridge to Reef” or Integrating Watershed management approach to natural resources management in SIDS is promoted in the Caribbean for maintaining sustainable ecosystems (water, land and biodiversity).

Given the spatial and temporal scarcity of water resources in many countries of the Caribbean, in terms of supply reliability, numerous communities suffer from inadequate availability of clean drinking water and are faced with associated health problems due to unsanitary drinking water, lack of access to sustainable sanitation services, and poor wastewater treatment. Investments by water utilities are hampered by under-capitalization and there is a lack of appropriate governance arrangements to facilitate coordinated management of the water resources along with service provision. IWRM approaches, while becoming better appreciated in the Caribbean have not seen the level of evolution required to make significant changes in mainstreamed inter-sectoral governance for improving water resources management,

wastewater management and sanitation. Water source availability in terms of quality and quantity of the resource has been negatively impacted by poor land management practices.

The rise in development has contributed to the rise in land-based sources of marine pollution and the adverse impacts on marine and coastal resources, livelihoods and human and environmental health. The significant increase in conversion of land use from forests to agriculture and urbanisation has contributed to soil erosion which in turn contributes to increasing sedimentation in freshwater and marine ecosystems and has also impacted the marine and terrestrial habits of many native species resulting in decline in biodiversity richness for which the region is known.

Climate change is a significant driver that may accelerate the significant rate of degradation that is being imposed on the sensitive ecosystems in Caribbean SIDS. Climate change impacts will therefore have serious deleterious environmental, social and economic consequences for these islands. As sea surface temperatures increase, the frequency of high intensity hurricanes and rainfall events is a likely outcome that will worsen land degradation and ecosystem impairment, and further accelerate the deterioration of marine ecosystems through pollutant and sediment mobilization. With higher rainfall intensities the risk of flooding will be increased along with risk of loss of life and property. Already the region is experiencing the effects on corals as they bleach and die with warmer seas, changing weather patterns that affect watersheds and water resources, and the invasion of non-native species is already creating serious problems on islands. Climate change experts estimate that annual rainfall accumulations across much of the Caribbean could be potentially reduced by as much as one third, presenting serious challenges for surface and ground water aquifer recharge threatening water security in many in areas where the water supply infrastructure is already compromised on account of operational challenges, or where demand simply outstrips supply.

Capacity and mainstreaming challenges

Efforts to reduce the negative environmental impacts, protect watersheds, and conserve endangered biodiversity while supporting traditional livelihoods have been frustrated by generally weak policy, in addition to inadequate regulatory and institutional environments. Human and financial resources availability within responsible state agencies remain constrained and compounded by limited economic incentives that will support private sector engagement to invest in greener, cleaner production processes.

Pursuant to the UNCCD and CBD conventions, most Caribbean countries have developed National Action Plans (NAPs) and National Biodiversity Strategy and Action Plans (NBSAPs) that lay out strategic actions in the management of land, forest and biological resources (including terrestrial and marine ecosystems), as well as climate change adaptation and to some extent, fresh water resources. Many policies have been developed and pieces of legislation drafted but the implementation of these are impacted by the inability to adequately mainstream policies into national planning and development and to adequately monitor and enforce legislative mandates, especially those related to environmental protection. Weak coordinating mechanisms and communication among state and non-state actors have also contributed to the inadequate implementation of policies and strategies. There is need therefore to create or improve the enabling environment for integrated natural resources management by strengthening implementation frameworks, enhancing coordinating mechanisms and building capacity at the national and regional level.

1.5. IWEco Project

The Integrating Water, Land and Ecosystems Management in Caribbean Small Island Developing States (GEF-IWEco Project) is a five-year (2016-2021) multi-focal area regional project, comprising 10 Caribbean countries out of which eight (8) Caribbean countries that are the main Participating States (PS) in this initiative having National Projects. The project is funded primarily by the Global Environment Facility (GEF) with significant Co-financing from the United Nations Environment Programme (UNEP), the United Nations Development Programme (UNDP), the Caribbean Public Health Agency (CARPHA)

and the Organisation of Eastern Caribbean States (OECS). CARPHA and the OECS are implementing partners.

The goal of the IWEco project is to enhance the sustainable flow of ecosystem services and their contribution to sustainable socio-economic development in the Caribbean through the application of appropriate solutions for the improved integrated management of water, land and biological resources.

The overall objective of the project is to contribute to the preservation of Caribbean ecosystems that are of global significance and the sustainability of livelihoods through the application of existing proven technologies and approaches that are appropriate for small island developing states through improved fresh and coastal water resources management, sustainable land management and sustainable forest management and that also seek to enhance resilience of socio-ecological systems to the impacts of climate change.

The IWECO project has four components:

1. Development and implementation of integrated targeted innovative, climate-change resilient approaches in Sustainable Land Management (SLM), Integrated Water Resources Management (IWRM) including Water use Efficiency (WUE), Integrated Coastal Zone Management (ICZM) and maintenance of ecosystem services;
2. Strengthening of the SLM, IWRM and Ecosystems Monitoring, and Indicators framework(s);
3. Strengthening of the Policy, legislative and institutional reforms and capacity building for SLM, IWRM/WUE and ecosystem services management taking into consideration climate change resilience building; and
4. Enhancing knowledge exchange, best-practices, replication and stakeholder involvement.

The project is implemented through a network of international, regional and national partners along thematic lines, in accordance with capacity advantage based on institutional mandates of these partners. The Caribbean Public Health Agency (CARPHA) and the Organisation of Eastern Caribbean States (OECS) are jointly implementing **Component 3** under which this assignment falls.

2. OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1. Overall objective

The overall objective of the project under which this assignment is organized, is to provide an integrated framework in support of ecosystem integrity, biodiversity conservation and sustainable livelihoods through sustainable land, a forest and watershed management, improved fresh and coastal water resources management, and enhanced resilience to climate change impacts.

The objective of Component 3 under which this assignment is organised is to strengthen policy, legislative and institutional frameworks, support institutional reforms and capacity building for Sustainable Land Management (SLM), Integrating Water Resources Management (IWRM)/Water Use Efficiency (WUE)/ watershed management and ecosystem services management utilising a watershed management and planning approach and taking into consideration climate change resilience building.

This consultancy directly refers to the following (modified) activities as mentioned in the IWEco Prodoc under component 3 of the project:

Activity 3.1.1.1. Conduct a regional-level review of status of policy & legislative implementation in countries and support the review and upgrade of regional and national strategic and action plans

Activity 3.1.2.1: Support the upgrade/strengthening/implementation of new and existing legislative instruments and/or frameworks and/or development of new legislative instruments.

2.2. Purpose

The purpose of this contract is to retain the services of a suitable consultancy firm which will conduct the assessment of the status of implementation and assist the development of new and/or upgraded/strengthened regional and national-level policies, legislation, regulations, frameworks, action plans and strategies for improved water, land and ecosystems management.

2.3. Results to be achieved by the Contractor

The consulting firm will deliver the following results:

- a. Review of status of policy, legislation, plans and strategies and governance mechanisms for improved water, land, biodiversity and ecosystems management at the regional level and for each of the Participating IWECO States.
- b. Comprehensive gap analysis to assess the technical capacity, institutional preparedness, financial and human capacity level for implementing the land, water, biodiversity and ecosystems management policy and regulatory frameworks, strategies and action plans at the regional level and for each Participating State.
- c. Suitable recommendations on the ideal / most effective institutional setup and on the appropriate human and technical requirements needed to bridge the gaps identified in each Participating State.
- d. Assessment of national needs to identify and prioritize activities that would facilitate development and/or implementation of new or strengthening of existing policies, legislative instruments, frameworks, action plans and strategies at the national level.
- e. Terms of Reference for Consultants to facilitate implementation of national (in-country) prioritized activities in support of the new and or upgraded/strengthened policies, legislative instruments, frameworks, action plans and strategies. This should include identification and details of tasks to be completed, qualifications of consultants, time frames and cost estimates for each consultancy.

3. ASSUMPTIONS & RISK.

3.1. Assumptions underlying the project

The project is conceived based on the following assumptions:

- Participating States will remain committed to the provisions on land, water and ecosystems management as articulated within the IWECO project document;
- CARPHA and OECS Commission will have the requisite capacity to successfully coordinate and implement the assignment.
- Minimal delays due to weather/climatic conditions and in deliverables by the Contractor(s);

- Effective mobilisation and coordination of necessary capacity and inputs from relevant national agencies; and
- Member States will remain committed and work collaboratively with CARPHA, the OECS Commission, UNEP and the Consultant in developing the outputs.

3.2. Risks

A number of risks can be identified that could jeopardize effective implementation of this intervention:

- Unavailability of appropriate personnel to undertake the assignment
- Low capacity at the national level to support implementation of activities
- Lack of uptake, response, support and participation from Member States
- Impact of weather, climate, and/or natural disasters on implementation
- Shift of priority due to new development goals/dispensations by participating Member States

4. SCOPE OF THE WORK

4.1. General

4.1.1. Description of the assignment

This assignment will inform and make recommendations for the development and or enhancement of Policy, legislation and institutional reforms that address inter alia the lack of financing and policy and the lack of coordination among sectors identified in many of the participating countries. Focus will be (in parallel with the innovative project interventions) on development of policy tools and guidelines for the protection of surface and ground-waters from pollution including declines in water quality and quantity associated with extreme events, drought and projected climate change, sustainable provision of improved wastewater management and sanitation services, and sustainable land and biodiversity management abstracted from best practices and lessons learned generated under Component 1 of the IWeco project, and disseminated through knowledge networks. These tools and guidelines will be used as the basis for strengthening implementation of integrated natural resources management mainstreamed within policy, laws and regulations at both the national and regional levels.

At the national level, consultative dialogue as the mechanism for engaging, integrating and empowering national stakeholders in integrated natural resources management will be established taking in to account previous recommendations concerning the establishment and roll of National Intersectoral Committees. A stakeholder identification and analysis process will be utilized in planning and preparation for consultative dialogues to ensure that engagement of relevant policy, sectoral, local community and expertise (scientific, technical, etc.) is representative and inclusive. This will be linked to the implementation of the national project interventions that fall within Component 1. This may include the implementation of approaches to increase stakeholder involvement with an emphasis on the community level, which will ensure input from local communities and associated structures (for instance fishers associations, farmers associations, NGOs, CBOs and local government), provide an information sharing platform where such input can be augmented, discussed and debated, and ‘top down, bottom up’ information sharing can be promoted and developed.

Integral to the component will be capacity building across all the relevant areas required to support successful project implementation and sustainability post-project. Gender-sensitive capacity strengthening will be informed by needs as identified by the countries required for implementation of the national interventions. Regional training programmes will be formulated and executed in response to common needs across countries and with support of the Regional IWeco Partnerships..

4.1.2. Geographical area to be covered

The countries covered by this contract will be Antigua and Barbuda, Barbados, Grenada, Jamaica, Saint Lucia, Saint Christopher and Nevis, Saint Vincent and the Grenadines and Trinidad and Tobago.

4.1.3. Target groups

Environmental stakeholders including Biodiversity, Land and Water Resources and Climate Change focal points / agencies, as well as other stakeholders directly associated with land, water and ecosystems management in the Participating States (including NGOs and CBOs), are the principal targets of the proposed assignment. Private sector actors in the agriculture, fisheries, tourism sectors and other relevant industries will also benefit from activities targeting improved resilience of natural resources to the impacts of climate change through improved land, water and ecosystems management. Relevant regional organizations will be consulted on aspects relating to regional mechanisms and harmonized policies and legislation.

4.2. Specific work

4.2.1. Specific activities

The tasks under this assignment are:

Task 1: Conduct a comprehensive review of the status of development and implementation of policy and legislative frameworks, action plans and strategies for land, biodiversity and ecosystems management within the target countries as well as at the regional level. The review should also assess the degree / extent of integration among the various frameworks for land, water, biodiversity and ecosystems management (Result a). CARPHA and OECS will facilitate introduction of the consultants to the Member States and other relevant regional partners and assist in the provision of the relevant background documents for this assignment.

Task 2: Conduct a comprehensive gap analysis to assess the technical capacity, institutional preparedness, financial and human capacity level for implementing the land, water, biodiversity and ecosystems management policy and regulatory frameworks, strategies and action plans at the regional and national level (Result b). To achieve this result the Consultant will:

- i. Outline the institutional framework currently in place to regulate, coordinate, manage and implement land, water, biodiversity and ecosystems management policy and regulatory frameworks and identify possible gaps and weaknesses (using a Governance Effectiveness Assessment Framework approach that considers how Governments have responded to drivers and impacts on natural resources, the current state of those resources and the response measures implemented at a policy and legislative level
- ii. Outline the human and technical expertise employed to regulate, coordinate, manage and implement land, water, biodiversity and ecosystems management policy and regulatory frameworks, strategies and action plans at the regional and national level and identify possible gaps and weaknesses;

Task 3: Present recommendations for improving the existing policy and regulatory frameworks, including development of more effective (efficient) institutional set up, and on the appropriate human, technical and financial requirements needed to bridge the gaps identified in the preceding stage (Result c). To achieve this result the Consultant will:

- i. Provide specific recommendations on how to improve institutional capacity at the national and regional levels, in terms of policy, legal and regulatory frameworks, organizational setup (e.g.

- distribution of competences, leadership, intersectoral and vertical coordination mechanisms), implementation arrangements, flows of information, stakeholder participation, financial allocations, etc.;
- ii. Provide recommendations on how to improve human and technical capacity at the national and regional levels.
- iii. In close collaboration with the IWECO Communication Specialist, conduct a regional validation workshop to present the findings of the gap analysis and to assist in the development of the recommendations in this task. Please note the section on Communication and project visibility, specifically 4.2.2. b)

Task 4: Carry out an assessment of national needs to identify and prioritize activities that would facilitate development and/or implementation of new or strengthening of existing policies, legislative instruments, frameworks, action plans and strategies (including aspects of enforcement) at the national level (Result d). To achieve this result the Consultant will:

- i. Establish (development and consensus/agreement on) objective criteria for prioritising interventions in each Participating State (PS) in relation to new and/or upgraded/strengthened policies, legislation, regulations, frameworks, action plans and strategies for improved water, land and ecosystems management with a focus on overall improved governance of natural resources;
- ii. Identify at least 3 priority interventions to address the gaps and needs identified for each PS. Define the type of intervention, timing, geographical location, and indicative budget for each intervention, keeping in mind the amount of the overall envelope available for national interventions;
- iii. For each participating state and using the criteria established, indicate the order of priority of the proposed interventions. The list of prioritised activities for each PS will be finalised in consultation with the main focal agency and with project partners (UNEP, CARPHA, OECS and the IWECO PCU). The focal agency of each PS should sign off on the list for that particular country.
- iv. To facilitate the national assessments, the consulting firm should convene national consultations (virtual meetings and at least one in country workshop), including a meeting to validate the findings of the national assessment. Please see section 4.2.2. b for more details.

Task 5: Draft Terms of Reference for Consultants to facilitate implementation of national (in-country) prioritized activities in support of the new and or upgraded/strengthened policies, legislative instruments, frameworks, action plans and strategies (Result e). The consultancies for implementation of prioritised activities may be country specific or may involve more than one country depending on the area of focus.

The assignment might be completed in phases, depending on the Consulting Firm's proposal and methodology (may also want to do two or more work packages – eg OECS countries as a block and the other larger countries as separate blocks. Consultants can bid for more than one work package).

4.2.2. Communication and project visibility

- a) The project should follow the GEF / UNEP requirements and guidelines for communication and visibility. The Consultant will provide templates and guidelines for various communication products. Close collaboration with the IWECO Communication Specialists is required.
- b) A Regional Validation Workshop and national workshops or meetings should be organised for validating and disseminating the results of this assignment. In this context, the following activities will be requested:

- The Consultant will provide information on the project objectives, activities undertaken, results achieved and (as relevant) follow-up plans, in a format suitable for supporting technical discussions during the workshop.
- *At least two weeks before the Regional Validation Workshop, the Consultant will provide the host agency with communication materials, including a video that can be shared with government communication/press bodies or officials, in order to mobilise local media and to assure full coverage of the event. These materials will have been subject to prior validation by the CARPHA and OECSC. Financial support to media coverage is included in the “Incidental Expenditure”. Receipt(s) of the incurred cost for media coverage will be required to verify the costs incurred.*
- The consultant will provide minutes, along with audio-visual and photographic records of the workshop activities.

4.3. Project management

4.3.1. Responsible body

The OECS Commission (OECSC) in collaboration with CARPHA, is responsible for supervising the implementation of this assignment.

4.3.2. Management structure

The consultancy will be implemented through the OECSC with inputs from CARPHA. OECSC with support from CARPHA will closely supervise the implementation of this intervention and monitor its execution pursuant to these Terms of Reference. **For the purposes of this assignment, the IWEco Project Officer at the OECSC will serve as the Project Manager.**

All contractual communications including requests for contract modifications or changes to the Terms of Reference during the execution period of the contract must be addressed with a formal request to the **Project Manager (OECS Comp 3)**.

4.3.3. Facilities to be provided by the Contracting Authority and/or other parties

< Not applicable >

5. LOGISTICS AND TIMING

5.1. Location

The normal place of posting will be Castries, Saint Lucia. *The principal place of work for the Consulting Firm may be the OECS.* Missions and field visits will be carried out as agreed with the Project Manager (OECS) in the work plan.

5.2. Start date & Period of implementation of tasks

The intended start date is April, 2020 and the period of implementation of the contract will be six (6) months from this date, including the Final Report.

6. REQUIREMENTS

6.1. Staff

This Terms of Reference contains expert profiles and the tenderer shall submit CVs and Statement of Exclusivity and Availability for the key experts.

6.1.1. Key experts

The profiles of the key experts for this contract are as follows:

Key Expert 1:

Legal, Policy and Institutional Specialist (Team Leader)

Qualifications and skills

- University degree or equivalent in a relevant discipline (for example environmental law / policy, natural resources management);
- The expert should have a high level of proficiency in spoken and written English; Proficiency in Spanish will be an asset;
- Project management and facilitation skills;
- Proven and demonstrable ability to lead and manage a multi-disciplinary team.

General professional experience

- Significant expertise and at least 5 years of experience in the development of sustainable environmental management policy, legislation and regulations in Small Island Developing States; particular experience in the field of climate change-related policy-making and/or legislation would be an asset;
- Significant expertise and at least 5 years of experience with institutional frameworks related to policy implementation in Small Island Developing States;

Specific professional experience

- Related experience in the Caribbean (minimum 4 assignments) is required and specific experience in four or more CARICOM States including two OECS Member States will be considered an advantage.

Key expert 2:

Natural Resources Management Specialist (Land, Water, Biodiversity)

Qualifications and skills

- A university degree, or equivalent, in Water Resources, Land Resources and / or Biodiversity Management, Engineering, Environment or a field directly related to the assignment;
- High level of proficiency in spoken and written English;
- Proven and demonstrable project management skills.

General professional experience

- Minimum of 10 years of experience in sustainable land, water and biodiversity management, including some experience in Ecosystems Management from a climate change perspective;
- Particular expertise in climate change adaptation would be considered an advantage;
- Proven and demonstrable ability to work as part of a multi-disciplinary team.

Specific professional experience

- Specific experience in Small Island Developing States (minimum 3 assignments);
- Proven and demonstrable experience in implementing ecosystems-based management measures;
- Related experience in the Caribbean is required and specific experience in one or more OECS Member States will be considered an advantage;
- Experience in carrying out consultancy assignments for the GEF, UN Environment or other international development partners will be considered an advantage.

All experts must be independent and free from conflicts of interest in the responsibilities they take on.

6.1.2. Other experts, support staff & backstopping

The Contractor shall select and hire other experts as required according to the needs, and will have to demonstrate in their offer that they have access to experts with the required profiles, including professional qualifications, language skills and work experience. The costs for backstopping and support staff, as needed, are considered to be included in the tenderer's financial offer.

It is anticipated that the services of suitably qualified professional(s) in Survey design, Statistical analysis, Information and Data base management, execution of Public awareness programmes and Workshop facilitation will be utilised in the development of these results.

6.2. Office accommodation

Office accommodation for the experts working on the contract may be provided by the consulting Firm.

6.3. Facilities to be provided by the Contractor

The Consulting Firm shall ensure that experts are adequately supported and equipped. In particular it must ensure that there is sufficient administrative, secretarial and interpreting provision, supplies, services, documentation, logistical support, etc., to enable experts to concentrate on their primary responsibilities. It must also transfer funds as necessary to support their work under the contract and to ensure that its employees are paid regularly and in a timely fashion.

6.4. Equipment

No equipment is to be purchased on behalf of the Contracting Authority / beneficiary country as part of this service contract or transferred to the Contracting Authority / beneficiary country at the end of this contract. Any equipment related to this contract which is to be acquired by the beneficiary must be purchased by means of a separate supply tender procedure.

7. REPORTS

7.1. Reporting requirements

The Consulting Firm will submit the following reports in English in one original and 2 copies:

- **Inception Report** of maximum 12 pages to be produced after **10 working days**, from the start of implementation. In the report the Consulting Firm shall describe e.g. initial findings, progress in collecting data, any difficulties encountered or expected with relation to the work programme and staff

travel. The Consulting Firm should proceed with his/her work unless the Contracting Authority sends comments on the inception report.

- **Interim Technical Report 1** – Report on the status of development and implementation of policy and legislative frameworks, action plans and strategies for land, water, biodiversity and ecosystems management at the regional level as well as within the target countries shall be submitted within **three (3) months** of commencement of the consultancy. The report must include an assessment of the degree / extent of integration among the various frameworks for land, water, biodiversity and ecosystems management.
- **Interim Technical Report 2** - Report on Gap Analysis (GA) assessment of and recommendations for the institutional preparedness, regulatory framework and the technical and human capacity level in the land, water, biodiversity and ecosystems management mechanisms in each Participating State shall be submitted within **four (4) months** of commencement of the consultancy. This report should also include the methodology utilised to engage regional and national stakeholders for the Gap analysis.
- **Interim Technical Report 3** - Report on identification of appropriate interventions in each of the Participating States shall be submitted within **four (4) months** of commencement of the consultancy. This report shall also include objective criteria for prioritising the interventions.
- **Draft Final Technical Report** of maximum 70 pages (main text, excluding annexes). This report shall be submitted no later than **one month** before the end of the period of implementation of tasks and include the findings and outputs of the validation meetings / workshop(s).
- **Final Technical Report** with the same specifications as the draft final report, incorporating any comments received from the parties on the draft report. The deadline for sending the final report is **10 working days** after receipt of comments on the draft final report. The detailed analyses underpinning the recommendations will be presented in annexes to the main report. The final report must be provided along with the corresponding invoice.

All reports shall be submitted to the OECS in the name of the Project Manager (OECS Technical Officer for Comp 3). CARPHA and OECS shall circulate all reports to the respective National Committees across all Participating States and to IWEco PMU in Kingston, Jamaica, for review and comments.

All reports shall be submitted in PDF format, along with relevant editable formats (MS Word, MS Excel, MS Project, MS PowerPoint, etc). All Reports shall include an Executive Summary and MS PowerPoint presentation.

All comments, if any, on each report (except the Final Technical Report) must be provided to the Consultant by and via OECS within 15 working days from submission of the respective report. Final versions of all reports (taking into account relevant comments and propose changes) shall be submitted by the Consultant within 10 working days from receipt of comments.

7.2. Submission and approval of reports

The report referred to above must be submitted to the Project Manager (OECS) identified in the contract. The Project Manager is responsible for approving the reports.

8. MONITORING AND EVALUATION

8.1. Definition of indicators

The Contractor will use a Monitoring and Evaluation framework that draws on the indicators listed below.

- i. Identification of issues as recorded in the Inception Report, Gap Analysis Report and national Assessment Reports;
- ii. Level of participation in the national and regional consultative activities and validation workshop(s);
- iii. Responsiveness of Implementing agencies and Participating States (and consultants) to the various Technical Reports, including the Draft Final Technical Report;
- iv. Adherence to project milestones with regard to timeframe of deliverables;

The Consultant may suggest additional monitoring tools for the contract duration.

8.2. Special requirements

Not applicable.