

## TERMS OF REFERENCE (TOR)

### Consultancy Services to Prepare of a National Policy on the Management of Saint Lucia's Protected Areas

#### 1. INTRODUCTION

The Saint Lucia National Trust otherwise known as The Trust has secured grant funding under the Critical Ecosystem Partnership Fund (CEPF), to assist in addressing various challenges it faces with its protected areas management programming in a key biodiversity area (KBA). As one of the national organisations mandated to protect and conserve Saint Lucia's patrimony, the Trust has been spearheading efforts over the last three decades to establish a Systems Plan for protected areas (SPPA) for Saint Lucia.

The first SPPA for Saint Lucia was compiled in 1992 and revised under the OECS Protected Areas and Associated Livelihoods (OPAAL) project in 2009. Importantly both of the 1992 and 2009 efforts resulted in elaborate plans for a system of protected areas for Saint Lucia, but the overall policy framework for implementing these plans have not been established or formerly adopted. Moreover, much of the legislative and management arrangements were established prior to the emergence of the climate change as an important factor for consideration in protected areas conservation and management, and overall development planning. In her legal analysis Isaac (2017) further reports on the absence of a national policy for protected areas. The report states, *"clearly, there is no single vision which incorporates guiding principles or nationally accepted best practices or standards which inform the elaboration of individual initiatives in protected areas designation or management (p.8)*<sup>1</sup>. While some advancements have been made, they have not been sufficient to facilitate the establishment of a framework that provides adequate protection for our most sensitive areas and natural resource endowments.

#### 2. BACKGROUND

This consultancy is part of a project designed to respond to challenges being experienced with managing the Pointe Sables Environmental Protection Area (PSEPA). PSEPA is a protected area on the south east coast of Saint Lucia in which the Trust has been engaged in a co-management arrangement with other national protected areas management agencies for over two decades.

The PSEPA comprises of both natural and build heritage assets, including networks of interconnected systems including beaches, sea grass beds, coral reefs, dry forests, mangroves, offshore islets. These ecosystems provide safe habitats for many species including threatened terrestrial reptiles, endangered marine turtles, migratory and resident and birds (land and sea) and fish. As reported in the Critical Ecosystems Profile, notable species include the endemic Saint

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<sup>1</sup> <https://1drv.ms/b/s!AhaFtaV-HymMjHTKW7teb9Pzv6KU?e=pgbuyK>

Lucia Whiptail lizard (*Cnemidophorus vanzoi*) and the Saint Lucia Racer snake (*Erythrolamprus ornatus*) and the Saint Lucia Threadsnake (*Tetracheilostoma breuili*). Additionally, these natural and build heritage assets support a variety of community livelihood, recreational and research activities including hiking, horseback riding, bird watching, snorkelling, kayaking, apiculture, sea moss cultivation, fishing, swimming, picnicking, weddings, events, field trips and scientific research.

In recognition of the PSEPA as a key biodiversity area (KBA), it was declared an Environmental Protection Area under Section 34(2) of the Physical Planning and Development Act of Saint Lucia (No. 29 of 2001) in August 2007. Since that time the Trust has increased its natural resource management (NRM) activities in the area through a range of conservation and outreach programmes.

The current environment for management within the PSEPA is one defined by four key challenges–

1. A weak or non-existent policy and weak enforcement of existing legislation;
2. Programming and data/information gaps;
3. Limited outreach and public awareness on the significance of the area; and
4. Insufficient financial resources for effective and sustainable management of the PSEPA

This consultancy is designed to address Challenge No. 1: **A weak or non-existent policy and legislation, weak enforcement of existing protected areas legislation.**

Viewed from the singular perspective of the PSEPA, addressing policy and legislative challenges will ensure that the conditions for addressing the site's management and conservation needs are addressed. It must be stated from the onset that the challenges of managing Saint Lucia's protected areas are by no means limited only to the PSEPA. They extend to all the established protected areas. Isaac (2017) in a legal analysis of Saint Lucia's legislative and governance framework for protected areas prepared under consultancy with the Biodiversity and Protected Areas Management (BIOPAMA) programme reports that Saint Lucia's protected areas management framework is characterised by the following key challenges:

- a fragmented policy framework that requires additional rationalization of conceptual and strategic approaches, as well as development of the appropriate support systems;
- a legal framework with generally adequate principal legislation that create overlapping institutional responsibilities, and inadequate regulations; and
- an institutional framework that requires coordination, though partnership arrangements are increasing being used to implement specific initiatives.

The absence of a policy framework and a coordination mechanism for management of protected areas creates challenges for monitoring, reporting and for meeting Saint Lucia's international obligations under the various United Nations conventions. It also places areas of strategic importance for their biological and other important natural resource uses under constant threat as is the case with the PSEPA and the Pitons Management Area. Efforts to address some of these

challenges have revolved around attempts to adopt the Systems Plan for Protected Areas (SPPA) for Saint Lucia, which remains a widely referenced document.

Isaac 2017, further identifies a series of issues which must be addressed if an improved framework for management of protected areas in Saint Lucia is to be realised. She notes that “The management framework for the system has not evolved to produce adequate policy and procedural guidance, support systems, and generate the necessary capacity to discharge the national and international obligations. The major issues identified are:

1. The need for a Protected Areas Policy and adoption of a System Plan for Protected Areas;
2. The need for a national Institutional and Coordinating Mechanism for protected areas;
3. Rationalisation of laws and institutional arrangements governing protected areas to reduce overlap and optimise integration of programme planning and implementation;
4. There is need for proper coordination of Data Management Systems for protected areas;
5. The need to address the challenges with financing protected area programmes; especially with facilitating land purchases for protection and conservation where necessary.

Saint Lucia has many pieces of legislation that govern various components of its terrestrial and marine protected areas; however, in addition to being outdated, significant gaps exist in respect of how these are coordinated, and how effectively they are enforced. Additionally, the absence of a coordinating mechanism poses challenges for the overall management of national protected areas including the PSEPA from a legislative and institutional perspective. The current national environment is one in which the management and conservation arrangements are loose, incoherent, and driven by individual agencies with limited mechanisms for integration and for addressing challenges emanating from development challenges in an economy that is heavily dependent on tourism. What is required in this context is a national architecture for protected areas that is driven by a national policy on protected areas with implementation governed by a strong and enforceable legislative and institutional framework for effective management and conservation. This national architecture, once established and operational will provide the right environment for the management of Saint Lucia’s protected areas including PSEPA.

### **3. SCOPE OF WORKS**

#### **3.1. Objective**

This consultancy is designed to create an enabling policy environment for protected areas management in Saint Lucia. Specifically, it will facilitate the drafting and adoption of a national policy for protected areas.

#### **3.2. Methodology**

The consultancy process will be under the guidance of the Protected Areas Policy – Project Steering Committee (PAP-PSC) established for that purpose. The consultant will be required to –

- 3.2.1. establish the basis for development of the protected areas policy by undertaking a literature review to include information on previous work undertaken on protected areas management in Saint Lucia that:
  - Helps identify the current status of national protected areas;
  - identifies policy options for sustainable management of the terrestrial and marine protected areas;
  - contributes to the maintenance of Saint Lucia's ecosystems and the sustainable provision of their services;
  - identifies legislation pertaining to protected areas and the relevant management agencies;
  - considers Saint Lucia's international obligations for its established protected areas; and
  - provides any other data and/or information relevant to protected areas management
- 3.2.2. Engage stakeholders at planned national workshops, in focus groups and at individual levels to develop alternatives to the current policy and institutional arrangements for protected areas management and biodiversity conservation in Saint Lucia;
- 3.2.3. Provide policy recommendations that responds to the current deficiencies in the policy environment
- 3.2.4. Develop a draft protected areas Policy for review by stakeholders;
- 3.2.5. Facilitate and lead discussions during the stakeholder review and consultation processes;
- 3.2.6. Provide technical expertise to formulate the final text of national Protected Area Policy;
- 3.2.7. Develop an interagency MOU to guide management of the PSEPA that can be adapted for other protected areas;
- 3.2.8. Present the draft policy to all Stakeholders inclusive of Cabinet of Ministers for public consumption and contribution Present the draft policy to all Stakeholders inclusive of Cabinet of Ministers for public consumption and contribution; and
- 3.2.9. Prepare a final draft of the policy for public discussion and consideration by the Cabinet of Ministers.

#### **4. DELIVERABLES**

The Protected Areas Policy Consultant shall –

- 4.1. Prepare and submit an Inception Report with

- 4.1.1. a situation analysis
- 4.1.2. a detailed schedule of activities for the development of the protected areas policy
- 4.1.3. indicative costs as a financial proposal.
- 4.2. Prepare and submit the draft National Protected Areas Status Report and Protected Areas with Policy Consideration for review by stakeholders.
- 4.3. Prepare and submit an interagency MOU to guide management of the PSEPA as an initial draft for review by stakeholders.
- 4.4. Finalise and submit a final draft National Protected Areas Policy integrating any comments from the PAP-PSC and other stakeholders
- 4.5. Prepare and submit a draft Cabinet Memo on the proposed National Protected Areas Policy to be reviewed by the PAP-PSC.

## **5. INSTITUTIONAL ARRANGEMENT**

- 5.1. This consultancy is a contractual assignment.
- 5.2. The consultant will report on all aspects of the assignment to the Director of the Saint Lucia National Trust or her designate.
- 5.3. The consultant is required to work with the Protected Areas Policy – Project Steering Committee

## **6. DURATION OF THE WORK**

- 6.1. The consultancy is designed as a 40-day assignment spread over a period of 5 months.
- 6.2. The consultant will be paid for specific deliverables over the contractual period.

## **7. QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR**

To be considered, the applicant must have –

- 7.1. A Post Graduate degree in Social Science, Environmental Law and Policy, and Policy Development or related fields.

- 7.2. A minimum of 5 years of experience after Post Graduate degree qualification in Natural Resources Management, Environmental Science, Biodiversity, Policy Analysis or other related fields
- 7.3. Prior experience in preparing policy documents will be an asset.
- 7.4. Demonstrated analytical skills, clarity in writing and ability in translating abstract concepts into concrete actions/recommendations.
- 7.5. Good oral presentation skills and proficiency in both written and spoken English.

## **8. SCHEDULE OF PAYMENTS**

The payment schedule is as follows:

- 8.1. 30% Upon submission and Acceptance of Inception Report with a situation analysis; and acceptable Road Map for the development of the protected areas policy.
- 8.2. 20% Upon submission and Acceptance of the Status Report on Protected Areas Management with Policy Considerations.
- 8.3. 40% Upon Submission and Presentation of the Draft national protected areas policy and an interagency MOU to guide management of the PSEPA to national Stakeholders;
- 8.4. 10% Submission and Acceptance of the Final Draft national protected areas policy and interagency MOU to guide management of the PSEPA.

## **9. APPLICATION PROCEDURE**

The Application process will be conducted in two stages:

- 9.1.1. Submission of an application letter (no more than 2 pages) confirming interest and availability, and outlining expertise and the relevant experience for undertaking the assignment together with a recent CV;
- 9.1.2. Upon review and acceptance of the application, the applicant will be invited to prepare a concise (6-8 pages) technical proposal, highlighting the proposed approach, methodologies, a work schedule with duration, team composition if applicable, and

a Financial Proposal indicating a fixed total contract price, supported by a breakdown of costs.

### 10. CRITERIA FOR SELECTION OF THE BEST OFFER

Criteria	Criteria Description	Score
Minimum criteria to be eligible for the consultancy		80
Relevance of Education	Post Graduate Degree in Environmental Management, Natural Resources Management, Policy Analysis or related field	20
Years of experience	5 years post qualifying experience in Natural Resources Management, Environmental governance, Sustainable Development Management, Policy Analysis or related field	20
Experience and Skills	A good understanding of and/or past experience working in Protected Areas management and/or policy in an area relating to Natural Resource Management	20
	Practical skills in developing and writing policies and implementating plans for managing natural resources	20
	Experience in undertaking multi-stakeholder consultations, facilitating workshops and meetings	20
<b>Score Total</b>		<b>100</b>