

THE BAHAMAS PROTECTED AREAS FUND



TERMS OF REFERENCE

CONSULTANCY TO DEVELOP 2019-2022 STRATEGIC PLAN AND GRANTS FRAMEWORK FOR THE BAHAMAS PROTECTED AREAS FUND

1. Background

The Bahamas Protected Area Fund (BPAF) was established in 2014 by an Act of Parliament. *The purpose of the fund is to ensure sustainable financing into perpetuity for the management of The Bahamas National Protected Area System (BNPAS).* Protected areas include those established by the Government of The Bahamas as well as areas established for various reasons inclusive of biodiversity conservation, protection of carbon sinks, water resources, wetlands and blue holes, degraded or threatened ecosystems as well as those areas established to aid in mitigating for and adapting to climate change under relevant multilateral environmental agreements or international conventions. The BPAF is a partnership and participatory Fund that will balance both government and NGO needs as its activities extend to various agencies or ministries of the Government, NGOs, local universities, private organizations, community based groups and other groups whose activities are synonymous with the purposes and goals of the BPAF.

In 2008 the Government of the Bahamas outlined its commitment to preserve the Bahamian marine and terrestrial environments by meeting the targets established by the Convention on Biological Diversity Programme of Work on Protected Areas (PoWPA) for 2010 and 2012, and to effectively conserve at least 20% of the near-shore marine resources across The Bahamas by 2020. The Government also committed to a minimum of 50% of existing marine and 50% of existing terrestrial national parks and protected areas being effectively managed by 2020. In 2012 a Master Plan for BNPAS was published that identified the future assessments necessary to strengthen the national system including those related to equity and benefits sharing and governance. It built on the components of the master planning process completed over a 5-year period which included the

2008 Ecological Gap Analysis, Management Effectiveness Assessment, Capacity Action Plan and Sustainable Finance Plan. The BPAF is an output of the latter.

The Caribbean Challenge Initiative (CCI) also started in 2008 through the cooperation of a group of Caribbean governments, The Nature Conservancy and the German Development Bank, KfW. In 2013, Caribbean governments involved in the Initiative, including the Bahamas, committed to a goal to protect and conserve 20% of the marine and coastal resources by 2020. The Initiative has led to the establishment of the Caribbean Biodiversity Fund (CBF) - capitalized with funds from the German Government, the Global Environmental Facility and The Nature Conservancy. The CBF aids in sustainable financing of CCI goals in member countries, pursuant to certain eligibility requirements, one of which is the establishment of a conservation trust such as the BPAF and a new financing mechanism to generate annual funding flows for the management of protected areas.

Approximately 14M acres of marine and terrestrial areas have been declared by the Government of the Bahamas. A recent study indicates that by 2018, the financial gap for effective maintenance of these properties will be \$10.5M annually increasing to \$139.7M by 2027. It is intended that revenues generated from the BPAF and support from the Caribbean Biodiversity Fund will provide funding for protected area managers to help with the closure of the financial gap.

2. Objectives

The overall objective of this consultancy is two-fold:

- a) To develop a four-year comprehensive **Strategic Plan (2019-2022)** for the BPAF to guide our strategic direction and growth.
- b) To customize a **Grants Framework** for the BPAF to establish its priorities, policies and its overall parameters to ensure that the BPAF fulfils its mandate. (Several excellent regional examples exist that may be adapted for this purpose). This framework will set out (at a minimum):
 - i. Key threats to ecosystem health and statement of need for effective management of protected areas.
 - ii. Indicative conservation goals and priorities
 - iii. Guidelines for funding allocations.

3. Scope of Work

The scope of work for the Consultant will include but not be limited to the following:

- a) Undertake stakeholder mapping and analysis;
- b) Through a consultative process and application of an appropriate tool of analysis:
 - i. Identify focus areas and develop strategic objectives and key result areas for same;
 - ii. Develop grant-making procedural tools and identify biodiversity threats and funding priorities. The consultant will develop a set of

criteria and factors that will be used to prioritize PAs and threats based on a review of key literature and an agreed stakeholder consultations process. With respect to these rules and policies, the consultant will consider the following sources and others, as appropriate:

1. Marine Ecosystems Protected Areas Fund – MEPA
 2. Saint Lucia National Conservation Fund (SLUNCF)
 3. Micronesia Conservation Trust
 4. The Nature Conservancy, Northern Caribbean Program
 5. GEF/UNDP SGP program
 6. GEF/UNEP strategies for The Bahamas
 7. Critical Ecosystem Partnership Fund
 8. All relevant national policy and action plan documents
- c) Review of the institutional capacity, organizational set-up, financial and administrative systems against (e) above, and make recommendations, if any;
- d) Propose a strategy for achieving the strategic objectives and key results and for implementing the Grants Framework;
- e) Develop a Results and Resources Framework for the plan period;
- f) Develop the draft Strategic Plan and Grants Framework
- g) Hold stakeholder meeting(s) to validate the draft Strategic Plan and Grants Framework. Incorporate appropriate adjustments as necessary.
- h) Facilitate development of a budget for the implementation of the Strategic Plan that considers the implications of the Grants Framework.
- i) Finalize Strategic plan and Grants Framework and submit to BPAF.

4. The consultant will be responsible for:

- a) A project inception report outlining details of activities indicating delivery dates and the methodology to be used in accomplishing the consultancy.
- b) Preparation of a work plan consistent with the above.
- c) Actively engaging with the BPAF staff, Board members and other stakeholders using participatory processes including the facilitation of a two-day Strategic Plan and Grants Framework workshop.
- d) Scan the conservation and protected areas environment to identify key national issues and priorities, including the Bahamas' National Biodiversity Action Plan, in addition to key targets flowing from regional and international agreements ratified by the Government of the Bahamas that could impact the BPAF and its stakeholders.
- e) Regular written progress reporting to the BPAF with periodic calls as required.
- f) Production of deliverables in accordance with the requirements and timeframes of the Terms of Reference and the workplan.
- g) Developing a draft Strategic Plan and Grants Framework for circulation to and consulting with the BPAF Board and other stakeholders.

- h) Finalising the Strategic Plan and Grants Framework to capture comments and feedback received, including the responsibility for the cost of printing the final reports.
- i) In-person Board Training Session

5. Deliverables

- a) Project Inception Report – detailing tools and templates.
- b) Stakeholder mapping and analysis.
- c) Workplan
- d) Workshop Report
- e) Draft Strategic Plan
- f) Draft Grants Framework that will include the requirements from 2(b) above:
 - i. *Key threats to ecosystem health*
 - ii. *Recommended BPAF conservation goals and priorities and*
 - iii. *Guidelines for funding allocations.*
- g) Annual operational Plan and Budget
- h) Final four-year 2019-2022 Strategic Plan including a results and resources framework
- i) Final Grants Framework that will also include:
 - i. *Governance process for grant-making*
 - ii. *Eligibility conditions of potential grantees*
 - iii. *Grant-making cycle – grant process, selection, approval*
 - iv. *Monitoring and evaluation of grants*
 - v. *Other relevant procedures and policies.*
- j) Strategic Implementation Plan to be presented to the Board during the in-person Board Training Session.

6. Time Span

This assignment is expected to be carried out over a period of four months.

7. Institutional Arrangements

The Consultant will report directly to the Executive Director of the BPAF who will provide relevant background documents necessary for the assignment including, the BPAF Act 2014 and Bye-laws, the current strategic plan for 2015-2018 and other internal policy documents. The BPAF shall be responsible for the coordination of meetings and other activities under the Consultancy.

8. Expertise

a) Academic Qualifications

At least a master's degree in a relevant field including the areas of planning, environmental conservation or business management.

b) Experience

- At least ten years professional experience in strategic planning and management.
- Demonstrated experience in working with non-government partners and other stakeholders in institutional capacity planning and development.
- Familiarity with Bahamian environmental policies and landscape desirable.

c) Skills and Competencies:

- Extensive experience in strategic planning and management
- Proven knowledge of protected areas management and issues and general biodiversity.
- Experience in environmental research and project design and management.
- Familiarity with outreach and advocacy.
- Good reporting and facilitation skills.
- Must be results-oriented, exhibiting high levels of enthusiasm, tact, diplomacy and integrity;
- Demonstrate excellent interpersonal and professional skills in interacting with donors, board members, government and development partners;
- Evidence of having undertaken similar consultancies.

9. Other terms and conditions.

The BPAF reserves the right to modify the terms of reference at any time.

10. Assessment criteria

The criteria for assessing the proposals shall include:

- a) Qualifications and experience of the applicant
- b) Methodology to complete the work
- c) Understanding of the consultancy
- d) Depth of experience as judged by previous consultancies
- e) Proposed quality assurance measures and
- f) Realistic financial requirements.

11. Application process.

Interested and qualified candidates should submit their applications which should include the following:

1. Detailed Curriculum Vitae
2. Proposal for implementing the assignment including detailed costing by deliverable.
3. An example of other strategic plans developed, including the best point of contact should a reference check be required

Proposals should be emailed to info@bahamasprotected.com to arrive no later than Friday, December 15, 2017 at 3.00 P.M EST. Please quote “Strategic Plan & Grant Making Framework– Bahamas Protected Areas Fund” on the subject line.

Only short-listed applicants will be contacted.