

# THE BAHAMAS PROTECTED AREAS FUND



## TERMS OF REFERENCE

### CONSULTANCY TO DEVELOP A COMPREHENSIVE FINANCIAL SUSTAINABILITY PLAN FOR BAHAMAS PROTECTED AREAS FUND

#### 1. Background

The lack of sustainable financing (SF) for biodiversity conservation particularly protected areas (PAs), is problematic globally, but especially for developing countries like The Bahamas. The Convention on Biological Diversity's (CBD) Programme of Work on Protected Areas, defines financial sustainability for PAs as *“the ability to secure stable and sufficient long-term financial resources, and to allocate them in a timely manner and appropriate form, to cover the full costs of protected areas (direct and indirect) and to ensure that Protected Areas are managed effectively and efficiently.”*

In 2008, the Government of the Bahamas outlined its commitment to preserve the Bahamian marine and terrestrial environments by meeting the targets established within the CBD's Programme of Work on Protected Areas. Since then, the Government, through the Caribbean Challenge Initiative, doubled its target with a goal to effectively conserve at least 20% of the near-shore marine resources across The Bahamas by 2020. The Government also committed to the effective management of a minimum of 50% of existing marine and 50% of existing

terrestrial national parks and protected areas by 2020. In 2012, a Master Plan for the Bahamas National Protected Areas System (BNPAS), was published that identified the future assessments necessary to strengthen the national PAs system. It built on the components of the master planning process that included the 2008 Ecological Gap Analysis, Management Effectiveness

Assessment, Capacity Action Plan and Sustainable Finance Plan. The Bahamas Protected Areas Fund (BPAF), is an output of the latter.

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 Protected Areas in The Bahamas”***. 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 areas established to aid in mitigating for and adapting to climate change under relevant multilateral environmental agreements or international conventions.

BPAF is closely associated with the Caribbean Challenge Initiative (CCI), an ambitious project established through the cooperation of a group of Caribbean governments, The Nature Conservancy, the German Development Bank – KfW, and private business leaders. The initiative aims to support the protection and sustainable management of marine and coastal environments throughout the Caribbean. In 2013, Caribbean governments involved in the initiative, including the Bahamas, committed to a goal to protect and conserve 20% of their marine and coastal resources by 2020. The Initiative led to the establishment of the Caribbean Biodiversity Fund (CBF) – an endowment fund capitalized by KfW, the Global Environment Facility (GEF), and The Nature Conservancy. The CBF aids in sustainable financing of CCI goals in member countries, pursuant to certain eligibility requirements that include the establishment of a conservation trust fund such as the BPAF, and new financing mechanisms to generate annual funding flows for the management of PAs.

Approximately 14M acres of marine and terrestrial areas have been declared by the Government of the Bahamas. A 2017 consultancy led by The Nature Conservancy indicated that the annual cost of effectively managing these areas was \$21M with a funding gap of \$10.5M. The study revealed that the gap, which will include the expanded PA network, will balloon to \$140M by 2027. The consultancy also identified eight possible SF revenue options meant to fund BPAF and ultimately PA Managers. The revenue recommendations included contributions through heads of agreements for large developments, an allocation of a portion of gaming house tax, opt in/out conservation contributions, cruise ship tax on passenger tickets and the reallocation of existing revenue streams currently being channelled, i.e., the Environmental Levy.

It is intended that revenues generated from the implementation of the SF revenue options, financial support from the Caribbean Biodiversity Fund, private fundraising and grants, income from BPAF’s investments among other sources of revenues, will support the closure of the financial gap.

## 2. Objectives of the Consultancy

The objective of this consultancy is to support the BPAF's implementation of three of the SF revenue options recommended in the report - '*Bahamas Protected Areas Fund: Implementation Plan for Assessing and Moving Forward on High Priority Revenue Options*' (the Plan), developed for BPAF from the Blue Earth consultancy led by TNC. The three revenue options are:

- i. Reallocation of existing revenues streams to the Fund – e.g. allocation of percentage of the environmental levy.
- ii. Opt in/out conservation contributions
- iii. Contributions through heads of agreements for large developments

The strategy, which will be developed in conjunction with the Board of the BPAF, will build upon the Plan and include a feasibility study of the three recommended sustainable financing options. The Consultant will develop designs for the implementation of the options and a promotional pitch for their implementation by the Government of the Bahamas.

## 3. Duration of Consultancy

This assignment is expected to be carried out over a period of four (4) months.

## 4. Duties and Responsibilities

The duties of the Consultant will include but not be limited to:

a) **A feasibility analysis of and detailed implementation plan for the three revenue options identified in Section 2. The consultant will:**

- i Research to understand the potential investment required and return on investment from each of the funding options.
- ii Include a discussion of required legal, fiscal and policy reforms.
- iii Make recommendations for overcoming other challenges and barriers to the implementation of the three revenue options.
- iv Develop detailed, individual designs of the implementation plans to include tools, technologies, functions, processes and systems, and roles and responsibilities in support of the implementation of the three revenue options.
- v Develop a pitch to garner support for implementation from the Government of the Bahamas and other principal stakeholders. The pitch should describe:
  1. The value of protected areas to The Bahamas
  2. The BPAF and its purpose
  3. An overview of relevant findings from the gap analysis research completed in 2017

4. The percent of the financial gap that BPAF aims to fill

**b) System of Monitoring and Evaluation for financial sustainability**

The management of PAs is a long-term undertaking, therefore stable and continuous funding is critical. A system of monitoring and evaluation will be important to provide early indications if any of the proposed funding options is not performing or is at risk of failing in the future. The Consultant will present indicators and a plan for monitoring and evaluating each of the three options being implemented.

**5. Deliverables**

**a) Sustainable Finance Implementation Designs**

- i Workplan – to be agreed with BPAF.
- ii Feasibility study of three financial options to also reflect level of investment required and ROI.
- iii Report on required, legal, fiscal and policy reforms – actions required for and challenges & recommendations to overcome.
- iv A detailed and complete implementation design for each revenue option to capture among other needs, required resources, tools, processes, systems – including revenue collection, technologies, roles and responsibilities with timelines. The designs must include consideration of BPAF and the all organizations, agencies or government bodies that will be integral to the implementation of the revenue options.
- v A strategy for promoting the plan – “the Pitch”, including PowerPoint presentations for garnering political will - highlighting the importance of implementing the revenue options.
- vi A plan for monitoring and evaluating each of the three revenues options over the long-term.

**b) Other Reports**

- i. Bi-weekly updates (bullet point format)
- ii. Mid-term progress report (5-7 pages), including:
  - a. Summary of results of feasibility study
  - b. Summary of status of other deliverables under Sustainable Finance Options
  - c. Summary of initial implementation designs for the three revenue options.
- iii. Final report (10-12 page), including:
  - a. An executive summary of maximum 2 pages
  - b. Summary of final detailed implementation designs for three revenue options.
  - c. Recommendations on other revenue alternatives for the BPAF, that may arise during the consultancy.

## 6. Time-line for Deliverables

By end of month	Deliverables
1	Bi-weekly updates (2)
	Final Work Plan
2	Bi-weekly updates (2)
	Initial Feasibility Study
	Report on legal, fiscal & policy reforms, implementation requirements & challenges
3	Bi-weekly update (1)
	Mid-term Report
	Draft Implementation Designs for SF Options
	Draft Promotion Plan including Powerpoint Presentation "Pitch" for SF Options
4	Bi-weekly update (1)
	Final Report
	Final Implementation Designs for SF Options
	Plan for Monitoring & Evaluation over long-term
	Final Promotion Plan including Powerpoint Presentation "Pitch" for SF Options

## 7. Institutional Arrangements

The Consultant will report directly to the Executive Director of the BPAF who will provide relevant documents as necessary. A copy of the BPAF Act 2014 and ‘*The Bahamas Protected Areas Fund: Implementation Plan for Assessing and Moving Forward on High Priority Revenue Options*’ and other internal documents that may be helpful during the consultancy may be accessed [here](#). All meetings necessary to the production of the deliverables and reports are the responsibility of the Consultant.

## 8. Expertise

- A Master's or other professional degree in a relevant field with relevant work experience of seven or more years.
- An in-depth knowledge of conservation finance tools.
- Experience carrying out quantitative analyses.
- Ability to distil complex information from various sources into concise and clear communications.
- Knowledge of/experience with protected areas planning and management.

- Experience developing similar written policy products.
- Experience working with diverse groups of stakeholders.
- Excellent organizational, written and verbal communication skills in English.
- Ability to work independently and be a team player.
- Ability to communicate on a regular basis via email, phone, and Skype.

## **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 sustainable finance designs developed, including the best point of contact should a reference check be required.

**Proposals should be emailed to [info@bahamasprotected.com](mailto:info@bahamasprotected.com) to arrive no later than Friday, June 15, 2018 at 3.00 P.M EDT.** Please quote **“Consultancy for Sustainable Finance Options”** on the subject line.

**Only short-listed applicants will be contacted.**