

## Terms of Reference (TOR)

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### **A. Project Title: Implementing a “Ridge to Reef” Approach to Protecting Biodiversity and Ecosystem Functions Within and Around Protected Areas in Grenada**

### **B. Project Description**

The landscapes of Grenada, once heavily covered with forested species especially in upper altitudes are now being increasingly threatened by encroaching agriculture, housing and other urban developments. Special features of the Grenada landscapes and seascapes include: low lying landscapes, small outer islands and an island shelf to the north and south of mainland Grenada. These outer islands are considerably less mountainous than the central part of the main island and notable for their white sand beaches generated by coral reef derivatives. They are also noted for being relatively dry when compared with the mountainous areas of the main island; the local area biodiversity distinctly reflects the wetter or drier environments.

The three coastal habitats that are important for maintaining Grenada’s nearshore fishery are the mangrove swamps, seagrass beds and coral reefs. Mangrove ecosystems provide substrate for marine organisms, feeding and breeding, foraging, and refuge areas for many commercial species and act as nurseries for their offspring. A very good example of mangrove vegetation exists at Levera Pond, St. Patrick and at Harvey Vale Carriacou. Other areas include Conference/ Pearls area and the bays between St. David and Prickly Bay on the south coast of the island. The main species of mangrove include red mangrove (*Rhizophora mangle*), black mangrove (*Avicennia germinans*), white mangrove (*Laguncularia racemosa*) and button-wood (*Conocarpus erectus*). Seagrass beds act as a transition point and ecosystem energy bridge between mangrove communities and the reef system and fishing grounds. Marine turtles e.g. Atlantic green turtles, depend on healthy sea grass communities as a source of food. Coral reefs provide excellent shelter for some resident and transient species (to offshore fishing grounds) as well as substrate for algae and other organisms which form part of a rather complex food web.

The Ridge to Reef will provide multiple global and local benefits by strengthening land, forest and reef management processes (eco-systems functions) and biodiversity conservation on all terrestrial landscapes and marine and seascapes in Grenada, especially within and around marine and terrestrial protected areas. This will be achieved through a multi-focal strategy having a “Ridge to Reef” approach that increases protected areas’ management effectiveness and applies targeted land management practices to include:

- Development of a policy-based legal, planning and institutional /regulatory framework in support of a sustainably managed network of Terrestrial Protected Areas (TPAs) and Marine Protected Areas (MPAs);
- Development and management of landscapes and seascapes by adopting the approach of integrating SLM and SFM/REDD+ principles and practices as a matter of public policy (integrated approach for managing forest ecosystems, protection and sustainable use of the biodiversity, prevention of land/sea degradation, and integration of people’s livelihood objectives within the management of forest and marine eco-systems.);
- By piloting SFM/REDD+ and SLM practices in the Annandale/Beausejour watershed to improve Carbon stocks, reducing deforestation, reducing susceptibility to drought (and forest fires) and consequent land degradation that would impact downstream landscapes and seascapes.

The Ministry of Agriculture, Lands, Forestry, Fisheries and the Environment in association with the UNDP/GEF Ridge to Reef Project is currently seeking to establish 1 new terrestrial Protected Area (PA) - Mt. St. Catherine, covering 1,000 hectares; strengthen local capacities for its management; protect the ecosystem goods and services such as biodiversity, habitat, tourism attractions, soil protection and water provision.

By legally establishing Mt. St. Catherine as a PA there will be less pressure on the existing forested PAs in terms of deforestation. There will be institutional strengthening on fire management, and control of encroachment, slash and burn agriculture and conservation of the carbon stock.

### ***C. Scope of Services, Expected Outputs and Target Completion***

#### **Objectives**

This assignment has two major objectives:

- To develop a landscape management manual for the integration of land, soil and water management in the proposed Mt. St. Catherine Protected Area; and
- To undertake an environmental and socioeconomic site inventory and analysis.

Several benefits are expected to be derived as a result of the outputs of this work, including:

- Farmers/landowners adjacent to or bordering the proposed protected area are expected to benefit from better practices in sustainable land management;
- Farmers/landowners in the adjacent/adjoining communities endorse participatory sustainable management manual and engage in sustainable land management practices;
- The Forestry Department effectively coordinates their field interventions using a multi-sectoral approach; and
- Policymakers and key stakeholders have an increased knowledge of sustainable landscape management through services and training.

The assignment should inform:

- Assessment of the potential future impacts of project interventions;
- Identification of appropriate environmental safeguards and mitigation measures for application;
- Environmental screening of alternative and new sustainable livelihood activities;
- Identification of activities and livelihood enhancement projects; and
- Task methodology.

#### **Scope of Work**

The consulting firm will employ a participatory approach in conducting the studies with face to face consultations and/or focus groups discussions with the Forestry Department, Ridge to Reef project team and other relevant stakeholders.

The environmental and socioeconomic baseline studies and development of the landscape management manual will be undertaken for the Mt. St. Catherine site, where 1,000ha of forested and agricultural lands will be zoned to be legislated as a Protected Area. The manual will designate or demarcate the area of lands that can be cultivated with ecologically sustainable traditional or modern agricultural practices bolstered by integrating pest resistant crop varieties, intercropping, organic farming, agroforestry, contour/terraced farming, indigenous tree planting etc. under the management of the

Forestry Department, the farmers and the communities.

The assignment of the firm will comprise the following:

***Task 1. Inception meeting and finalisation of work plan***

A work plan will be developed in consultation with the Forestry Department, the Ridge to Reef project team and the firm to:

- Review and discuss the process for conducting the assignment;
- Clarify roles and responsibilities;
- Identify sources of information/preliminary background information related to the project and its interventions at the site level;
- Verify scope of work; and
- Finalise the work plan and schedule.

***Task 2. Undertake site assessments***

The firm should be cognisant of collecting any data specific to the development objectives of the project, outlined in the project document, particularly the results framework.

**A) Environmental baseline:**

The firm will be required to prepare:

- a) Description of the environmental assets;
- b) A list of key (rare, threatened, endangered and keystone) animal species, including their distribution and habitats;
- c) Develop a zonal plan for Mt. St. Catherine that identifies environmental assets/threats/management issues, including potential impacts of possible development of the area;

In conducting the tasks above, the firm will:

- Review and utilise relevant documentation including scientific literature, existing outputs of other projects and other initiatives of relevance to the site;
- Undertake field visits to verify/update verbal and/or written information and gather additional primary information;
- Consult with the Forestry Department and other relevant stakeholders to verify information.

**B) Socioeconomic baseline:**

Prepare socioeconomic baseline assessments. In doing this, the firm will:

- a) Verify accuracy where possible when reviewing relevant secondary data and information on socioeconomic issues and conditions which have an impact on the site and its management.
- b) Identify stakeholders and undertake a stakeholder analysis, focusing primarily on the communities that might be potentially affected by the establishment of the Protected Area or strengthening of management of the area.
- c) Consult with the local residential and adjacent communities to identify existing economic activities and livelihoods associated with the area.
- d) Consult with the Forestry Department, Statistical Department, Ministry of Labour, Ministry of Social Development and other relevant stakeholders to assist in describing the

- socioeconomic conditions and mitigation measures applicable for addressing potential interventions, with an emphasis on natural resource use issues;
- e) Identify key issues for the human communities to contribute to the site landscape management manual, including:
- i. Potential benefits and methods by which the local communities might be involved in project activities;
  - ii. Identify and assess national socioeconomic conditions and trends and their impacts on potential livelihoods;
  - iii. Assess land tenure and resource access conditions and identify existing and potential legal disputes and other forms of conflict that could affect the management of the site;
  - iv. Recommend how socioeconomic trends and issues could be factored into decision making regarding the management of the protected area and information flow among stakeholders; and
  - v. Develop a zonal plan for Mt. St. Catherine that identifies socioeconomic activities in the area (to be developed in conjunction with a) and c) above).

### ***Task 3. Development of a Landscape Management Manual***

Building on the work already done by the Forestry Department and its experts to assess the existing literature and studies on landscape management – soil management, conservation etc., the consulting firm will:

- a) Review the National Agriculture/Forestry Sector Plans, including:
  - i. Watershed maps etc.
  - ii. Documents/papers/policies on site management planning for protected areas, agroforestry techniques and plans to address climate change in forest management.
- b) Consult with farmers, adjacent communities to the proposed protected area to get their input and feedback on the feasibility and challenges related to sustainable landscape management practices.
- c) Develop a landscape management manual for the proposed Protected Area that is Mt. St. Catherine in coordination with the Forestry Department.

### ***D. Institutional Arrangements***

The Team Leader will report directly to the UNDP Programme Manager and the Ridge to Reef Project Officer, who will supervise the consultancy. The Team Leader will provide monthly briefs via email to the UNDP on the progress of the work, any challenges being encountered or risks foreseen, proposed or taken mitigation measures, and where UNDP/national support may be required. Outputs produced by the contracted firm will undergo review for certification of acceptance.

Administration and all other costs incurred by the firm as part of this contract should be included within the financial proposal. The firm is expected to have the appropriate software, equipment, facilities or access to such to satisfactorily complete all tasks.

The Forestry Department staff will assist in initial communication with the Government and other national partners, after which communication and consultation will primarily be the responsibility of the firm.

### ***E. Duration of the Work***

**Expected start date:** 20 March 2017

**Total time:** approx. 3-4 months

Review of and comment on outputs by national stakeholders and UNDP should be expected to take up to 2 weeks.

### ***F. Location of Work***

The contracted firm will operate from its usual base, and undertake missions to Grenada as needed.

### ***G. Qualifications of the Successful Service Provider at Various Levels***

The contracted firm should have a basis in natural resource management and/or community development and over 10 years of experience. The entity must demonstrate proven and reliable experience in delivering high-quality, robust, and analytical analysis.

The contracted firm should:

- Present a past portfolio of at least 5 similar projects or assignments;
- Show previous experience in conducting similar assessments in the Caribbean or small island developing states (SIDS); and
- Demonstrate previous experience working with international development agencies.

The team shall comprise at a minimum the following team leader/key expert profiles. These and any other key experts the contracted firm/consortium nominates shall supply their CVs for review within the firm's application. Other junior associates and administrative staff may also work with the team but their qualifications will not be evaluated.

<b>Team Leader</b>	
Academic qualifications	<ul style="list-style-type: none"><li>• Advanced university degree (MSc or equivalent, PhD preferred) in one of the key areas of expertise (e.g. natural resource management, environmental economics, ecotourism) or other related educational background</li></ul>
Experience	<ul style="list-style-type: none"><li>• 8 years of progressively responsible professional experience in Protected Areas (PA) and watershed/landscape level planning, policy development and conservation</li><li>• Demonstrated experience working with national governments, communities, and diverse stakeholder groups</li><li>• At least 5 listed projects undertaking similar assignments are desirable, with description of work and specific role</li><li>• Demonstrated knowledge of climate change and variability and its possible impacts on tropical fauna and flora is desirable</li><li>• Proof of experience in applying or engaging in community participatory approaches to natural resource management</li></ul>

- Demonstrated experience leading field and/or research teams

- Competencies
- Timely delivery of high quality analytical work
  - Strong problem solving skills

### Key Experts

	<b>Tropical Fauna Expert</b>	<b>Community Development Expert</b>
Academic qualifications	<ul style="list-style-type: none"> <li>• Advanced university degree in conservation biology, animal ecology, zoology or related field</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced university degree in community development, agriculture, forestry, sociology, anthropology or other relevant field</li> </ul>
Experience	<ul style="list-style-type: none"> <li>• 5 years of progressively responsible related professional experience</li> <li>• Remote sensing/GIS/data management expertise</li> <li>• At least 3 listed assignments in developing terrestrial inventories or similar</li> </ul>	<ul style="list-style-type: none"> <li>• 5 years of progressively responsible related professional experience</li> <li>• At least 3 listed assignments in undertaking participatory approaches and sociological/anthropological or similar studies</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>• Strong technical report writing, data acquisition and analysis skills</li> <li>• High proficiency with word processing, Microsoft Office, database management, and spreadsheet software programmes</li> <li>• Excellent interpersonal and communication skills</li> <li>• Excellent command of written and oral English is required</li> <li>• Ability to meet deadlines and prioritise multiple tasks</li> </ul>	

### H. Scope of Proposal Price and Schedule of Payments

The contract price is a fixed output-based price regardless of extension of the specific duration herein. The Financial Proposal will include all fees and costs associated with the execution of the contract, including professional fees, travel, equipment and all other expenses that will be incurred during the execution of the work.

Payment will be remitted subject to the approval of final deliverables by UNDP and the Forestry Department, and based on the contractor's price proposal. Expected deadlines and proposed payment allocations are as follows:

<b>Deliverables</b>	<b>Expected deadline</b>	<b>Percentage payment</b>
Inception meeting report including agreed scope of work and process for conducting the inventory	3 April 2017	10%
Literature review, inclusive of: <ul style="list-style-type: none"> <li>• overview of available data sets and metadata on the animal species and environmental assets/threats/management issues</li> </ul>	17 April 2017	15%

<b>Deliverables</b>	<b>Expected deadline</b>	<b>Percentage payment</b>
<ul style="list-style-type: none"> <li>overview of available data sets and metadata on the socio-economic activities and agricultural practices of the area</li> </ul>		
<p>Report of the site assessments and methodologies used, building upon and verifying/refining data gathered previously through field surveys, including:</p> <ul style="list-style-type: none"> <li>A list of key (rare, threatened, endangered and keystone) animal species, including their distribution and habitats</li> <li>A zonal plan for Mt. St. Catherine that identifies environmental assets/threats/management issues and socioeconomic activities, including potential impacts of possible development of the area</li> <li>Analysis of the socioeconomic environment, focusing on the local communities, including land use, demographics, economic activities, and livelihoods</li> </ul>	<p>8 May 2017 (draft)</p> <p>22 May 2017</p>	35%
<p>A landscape management manual, which should include:</p> <ul style="list-style-type: none"> <li>An overview of the existing practices for agriculture and forestry in the proposed PA</li> <li>A summary of the most suitable landscape management practices for agriculture and forestry resources in the proposed PA</li> <li>An assessment of the input of existing agricultural/ forestry techniques on the soils and landscape</li> <li>Detailed information on the most appropriate alternative for sustainable landscape management for the proposed PA</li> <li>A cost-benefit analysis of the use of sustainable landscape management practices.</li> </ul>	<p>12 June 2017 (draft)</p> <p>26 June 2017</p>	30%
<p>Final consultancy report indicating challenges faced during the assignment and the possible impact they may have on follow up activities and lessons learnt/recommendations for future assessments</p>	10 July 2017	10%