

Terms of Reference (ToR)
Consulting Services (Firm)

Saint Vincent and the Grenadines

SVG Coastal and Marine Ecosystems Management Strengthening Project
Biodiversity

GEF Grant No. TF0B8353

Project ID No. P172980

Implementation and Institutional Assessment Support Consultant SVGCMEMS-C-QCBS-1

Background

The government of Saint Vincent and the Grenadines (SVG) has entered into an agreement with the World Bank to implement the Coastal and Marine Ecosystems Management Strengthening Project (the “Project”) using GEF Grant funds of US\$3.65 million over a 5–year period commencing mid-2022. Responsibility for implementation will lie with the Sustainable Development Unit (SDU) within the Ministry of Tourism, Civil Aviation, Sustainable Development and Culture. The objective of the Project is to strengthen the management of coastal and marine ecosystems in Saint Vincent and the Grenadines. The Project supports the GEF–7 Programming Directions, by contributing to the long-term protection of the SVG coastal and marine ecosystem. Specifically, the Project targets the Biodiversity Focal Area. In alignment with the GEF–7 Strategy, the Project follows the priority of mainstreaming biodiversity across sectors as well as landscapes and seascape. The Project contributes to the third pillar *resilience* of the OECS Regional Partnership Strategy (RPS) for FY15–19.

The Government of SVG is seeking a company as an *Implementation and Institutional Assessment Support Consultant* (“the Firm”) throughout the Project startup and early implementation period, with the work completed in the first 3 years of the Project. The Firm will be relied upon to offer expertise in project team management, institutional capacity assessment, legislation review, economic instrument design, compliance monitoring and enforcement, communications/training, and monitoring and evaluation (M&E). The Firm will designate a representative (consultant team manager) to work with the SDU¹, who will work closely with Government staff while drawing on other expertise within the Firm to fulfill specific technical and advisory functions.

Objectives of Consultancy

The Firm—and its staff and subcontractors—is expected to support SVG in implementing the Project through institutional assessments and subsequent reforms initiated over the latter 3 years of the project. Through this, it will be building local capacity and competence to oversee expansion and replication of project activities throughout SVG beyond the 5–year time horizon of this Project. The Firm is also

¹COVID caveat. At this stage it is not possible to determine precisely how the Government team and the Firm’s team will interact, due to the current global pandemic and need to comply with local, regional and international advisories to ensure staff safety. The Project team has prepared a draft COVID Mitigation Plan which demonstrates how such concerns will be addressed through a Labor Management Plan and within the Project Operational Manual consistent with GoSVG protocols. A Firm’s “work within the SDU” will be consistent with the protocols described in the COVID Mitigation Plan and related documents, and revisions to this ToR (and potentially budget) will reflect those circumstances as procurement and contracting progress.

expected to draw on its global and regional (Caribbean) expertise to apply those lessons within the SVG context in a manner appropriate to the local culture and scale of activities.

Project Description and Scope of Consultancy

The Project focuses on institutional strengthening and will also provide grant funding for stand-alone pilot activities at four sites.

Specifically, the Project aims to support participatory approaches in the coastal and marine environment of Saint Vincent and the Grenadines including: (i) institutional and policy support, and capacity building for coordination, spatial and financial planning, and monitoring of the coastal and marine environment; (ii) establishing a publicly accessible national knowledge platform (environmental data and information center) for an improved information base for decision-making on the use and conservation of coastal and marine resources; and (iii) demonstrating the effectiveness of spatial and financial planning approaches in selected pilot coastal and marine sites.

The Project is implemented through four components which are summarized as follows (see **Supplemental Resources** section at end of this ToR for more detailed information), indicating also the role of the Firm within each Component.

Component 1 ‘Institutionalizing Coastal and Marine Ecosystem Management’ will support the enhancement of institutional capacity for mainstreaming coastal and marine ecosystem management within key development sectors that impinge on these resources. The objective of this component is to support the operationalization of the National Oceans Policy and Strategic Action Plan (NOPSAP), including the strengthening of the National Oceans Coordinating Committee (NOCC), primarily by further developing the institutional capacity for mainstreaming coastal and marine policies and management for the key sectors that rely on and affect these resources. In particular, activities under Component 1 contribute to: (i) assessing the roles and responsibilities, laws, mandates, permits, enforcement, and capacity of key institutions in the coastal and marine sector to ensure complementarity, reduce duplication, and align efforts with the NOPSAP; (ii) developing the NOCC Operations Guidance Manual; (iii) informing the revision or updating necessary in relevant policies, strategies, and regulations, including mapping of coastal and marine management zones; (iv) delivering training programs to improve capacity for surveillance, monitoring, and enforcement; and (v) analyzing the current and potential market-based instruments for sustainable coastal and marine use and development of a long-term investment and revenue-generation strategy to finance coastal and marine management from the private sector and through public-private-community partnerships.

- **Component 1 Complementary Non-project Activities.** The above activities will be concurrently ongoing with the development of national development planning activities by the GoSVG.
- **Component 1 Firm Role.** The Firm is responsible for implementation of the majority of Project activities under Component 1.

Component 2 ‘Piloting participatory planning and nature-based solutions in selected sites’ aims to demonstrate spatial planning and innovative financing arrangements through on-the-ground investments in four specific target coastal and marine sites. The identified sites are: (i) Saint Vincent Southeast Landscape/Seascape: Milligan Cay, Brighton, Diamond and Stubbs beaches; (ii) Grenadines Landscape/Seascape: Union Island and Tobago Cays Marine Park (with potential to include Salt Whistle Bay); (iii) Leeward Coast: Richmond Beach, Chateaubelair Bay, Petit Bordel Bay and Troumaca Bay; and (iv) Colonaire Beach.

- Component 2 Complementary Non-project Activities. During the Project other sites may be added that follow a similar approach but are funded by co-financing or other partners. Collaboration among sites is likely to emerge to test management systems and approaches.
- Component 2 Firm Role. A separate technical consultancy will be put in place to oversee Project implementation at the site level. The Firm's responsibility is restricted to liaison tasks such as participation in selected workshops, training exercises, and specific reporting functions arising from its own work-in-progress. Also, the *Economic Instruments Study*, as part of the Firm's mandate, will have the site's specific recommendations tested at the individual pilot sites.

Component 3 'Managing knowledge and data management, and mainstreaming gender' seeks to improve the quality and availability of coastal and marine data to inform policy and decision-making processes in Saint Vincent and the Grenadines. This will be primarily accomplished through the development of the National Environmental Data and Information Platform (NEDIP) dedicated to building the long-term coastal and marine data record. This component will consolidate best practices and lessons learned resulting from project implementation and will support dissemination of lessons learned and experiences at the sub-national and national levels.

- Component 3 Complementary Non-project Activities. SVG continues to improve its various public statistical and data management systems across all sectors and activities. The NEDIP is intended to complement such efforts rather than replace these efforts: NEDIP is expected potentially to include more detailed geographical information needed for environmental information. The system will also build on experience of other island states in the Caribbean, and potentially coordinate activities with such states to improve learnings and conformance among methodologies and data.
- Component 3 Firm Role. A separate technical consultancy will be put in place to conduct an institutional assessment and data gap analysis related specifically to NEDIP. The Firm's responsibility is restricted to liaison tasks, such as participation in selected workshops. The Firm may also rely upon some of the work done in this Component 3 technical consultancy.

Component 4 'Project Coordination and Management' will support the direct equipment, operational and incremental staff costs for project coordination and management. Since different government agencies and other stakeholders are involved in coastal and marine ecosystem management, the Project will also support regular coordination meetings and communication between stakeholders.

- Component 4 Complementary Non-project Activities. SVG is providing substantial human resource and office overhead support of part-time and full-time personnel through this task.
- Component 4 Firm Role. The Firm's responsibility is restricted to liaison tasks such as participation in selected workshops and specific coordination efforts among their own tasks and activities. The Firm will report to the Project Director or to their Deputy.

For clarity, Schedule A attached provides a summary of support for selected office costs, workshop costs, meeting costs, and other logistics that will be provided by the Project or the GoSVG. All other costs are expected to be borne by the Firm.

Tasks & Deliverables

The Firm will be responsible for the following tasks.

- Component 1 Project Management.** Overall management of project activities will be shared with the SVG Project Coordinator within Component 1. The management task within this consultancy will focus on overseeing the tasks within Component 1. Monthly administrative reports will be provided to the Project Director (or their Deputy); quarterly technical reports of work in progress will be provided in a format to be agreed by the Project Director. Additional

reporting may be requested associated with other SVG administrative requirements in response to Government processes.

- B. Legal and Institutional Analysis.** A legal and institutional analysis will include: (i) assessment of the roles and responsibilities of key institutions in the coastal and marine sector; (ii) preparation of a legal review to ensure that mandates across these sectors are complementary; (iii) identification of gaps or overlaps in licensing and permitting, surveillance, monitoring, data management, and enforcement in the sector; (iv) identification of capacity gaps and training needs for key sectors to enhance integrated planning approaches and improve surveillance, monitoring and enforcement; and (v) contribute to an assessment of information gaps and management needs relevant to Component 3. Further details are provided in **Attachment 1: Institutional/Legal Review and Assessment Study**.
- C. Prepare recommendations to NOCC to support the reform/revision/updating of necessary various sectoral policies² and, strategies, and regulations in order to achieve harmonized and integrated approach to improved management of coastal and marine ecosystems.** This analytical component is included as a final step of the legal and institutional analysis elaborated in **Attachment 1**. This may also involve preparation of relevant spatial analyses, which show recommendations in the context of the relevant geographic differences and limits (if any) in tabular or map form. For example, designation of buffer zones around critical habitats may have different regulations and showing these on a map can be a useful communication aide. For clarity, the scope of this task includes preparation of recommendations and potential wording that could contribute to eventual drafting of regulatory instruments; the task excludes final legal drafting, which will be conducted by the SVG legal affairs department.
- D. Prepare an Economic Instruments Study.** This stand-alone task will (i) analyze the current and potential market-based instruments for sustainable coastal and marine use; and (ii) develop a long-term investment and revenue-generation strategy and plan for financing coastal and marine ecosystem management. Please refer to **Attachment 2 for more details: Economic Instruments Study** elaborates key steps contemplated within this work.
- E. Development of NOCC (National Ocean Coordination Committee) Operations Guidance Manual** to reflect best practice which could be applied within the SVG context. This stand-alone task will: (i) carry out desk review the current operational procedures and processes of the NOCC to identify gaps, to ensure consistency with the National Ocean Policy ([link to December 2021 Draft](#))³; (ii) through interviews and/or surveys, obtain input from relevant stakeholders on structure of meetings, consultations, workshops or other fora to recommend how the NOCC can improve its operational processes ; (iii) prepare an draft Operations Guidance Manual for consideration by Government and stakeholders; and (iv) upon receipt of feedback, prepare a final draft Operations Guidance Manual for government endorsement and potential implementation on a trial basis.

² Such as the Fisheries and Aquaculture Policy 2013-2028, the National Ocean Policy and the National Climate Change Policy

³The National Ocean Policy Draft (page 3) states: "The Government of Saint Vincent and the Grenadines will establish a National Ocean Coordination Committee (NOCC). This will be comprised of representatives from State agencies that have responsibility for maritime affairs and marine resource management, the private sector, NGOs, and civil society organisations (CSOs), among others. The main tasks of the NOCC will be to:

- oversee coordination, monitor and evaluation of the implementation of the NOP with other cross-cutting strategies, planning instruments and programmes;
- oversee implementation and monitoring of government-approved cross-cutting actions, measures and policies relevant to the NOP;
- support investments in marine-related activities that sustainably utilises the country's marine resources and assets; and
- facilitate the participation of public and private institutions, non-governmental organisations and civil society in the implementation of the NOP."

- F. **Training and communications for improved surveillance, monitoring and compliance enforcement.** This task includes the following activities: (i) assessment of the capacity needs in coastal and marine planning and management, including equipment (GIS, lab work, cameras etc.); (ii) design and execution of relevant trainings including on enforcement, permit conflicts, planning, and management. Specifically, the Firm should develop training materials on managing permitting conflicts and sustainable permitting for coastal and marine, integrated coastal and marine management and planning, long-term coastal and marine planning and on training for lawyers and judges on the enforcement of coastal and marine regulations. This training is contemplated as a follow-on from the above tasks. GoSVG will provide logistics as summarized in Schedule A. Training material will be prepared in electronic form (no material copies). Training will be conducted with a view to reaching at least 150 participants in total, through on-site participatory activities or (where appropriate) through on-line sessions. Relevant communication material may be required in printed form and will be developed in consultation with communication specialist.

Duration of Services

The duration will last no more than 12 months. The detailed timetable for the deliverables is shown below:

Consultant Team and Experience

The Consultant is expected to have experience in institutional and related assessments relevant to the SVG context across a broad range of sectors relevant to environmental and resource management in the coastal and marine zone. It must be able to demonstrate expertise within the global context; key personnel should demonstrate relevant experience in the regional (Caribbean) setting. The consultancy is expected to be completed by an international firm with local presence in St. Vincent and the Grenadines or complemented by subcontracting or joint venture with a local firm to ensure (a) capacity is built and technical knowledge is retained in the country and (b) coordination with the relevant agencies and stakeholders in country can be carried out effectively. The international inputs are expected to mainly include bringing global best practices, preparing the methodology of the assignment, reviewing the outputs from different local consultants, and preparing the final report. One consultancy firm contract will be used. It is expected that the Firm will at least include the following key experts with experience in the relevant technical disciplines:

- Consultant Team Manager (international expert, minimum 10 years relevant experience, including at least one of the following technical areas of expertise)
- Institutional and regulatory specialist (minimum 5 years relevant experience (add a para))
- Environmental economist
- Environmental and natural resource surveillance, monitoring and enforcement specialist
- Biodiversity specialist
- Climate change specialist

The Firm will propose the most efficient team of individuals to respond to the various thematic requirements. May include the following:

Position	Minimum Qualification	Experience
Team Manager:	<ul style="list-style-type: none"> ➤ MSc. Development studies, Public Administration, Environmental science, Law, Strategic Governance/Strategic management or any related field. ➤ In lieu of an MSc. a Bachelor's Degree in aforementioned fields, with at least ten (10) years of relevant professional experience will be accepted. 	<ul style="list-style-type: none"> ➤ Excellent interpersonal and time management skills and demonstrated ability to lead team of experts to successfully deliver consultancy results in an efficient manner. ➤ Minimum 10 years' relevant experience in the planning, coordination and/or implementation of environmental and natural resource management initiatives in the coastal and marine zones. Experience in effective leadership of participatory stakeholder engagement processes is critical. ➤ Minimum 10 years' demonstrated experience in working with government, multilateral agencies and multiple stakeholders in an inter-institutional and inter-sectoral setting. ➤ At least 5 years' experience conducting stakeholder mapping, analysis and strategy for addressing sustainable coastal and marine ecosystem management gaps. ➤ Experience in conducting institutional analysis and drafting of policy and institutional governance instruments, including operational guidance procedures/protocols for the sustainable management of coastal and marine ecosystems ➤ Demonstrated experience in the preparation, and design of technical and professional reports/proposals for high level decision-making at the policy and steering committee levels.
Legal Counsel/ Lawyer	<ul style="list-style-type: none"> ➤ BSc. level in Law or Paralegal studies. 	<ul style="list-style-type: none"> ➤ At least 10 years' experience undertaking legal analysis and drafting/revision of policies, legislative and regulatory instruments.

Position	Minimum Qualification	Experience
Environmental economist	<ul style="list-style-type: none"> ➤ MSc. in Environmental Economics, Development Economics, Agricultural Economics or related field. ➤ In lieu of this MSc. in the aforementioned fields, a BSc. with at least 10 years strong economics experience in the areas of climate change, coastal and marine ecosystem, environment and/or natural resource management will be accepted. 	<ul style="list-style-type: none"> ➤ At least 5 years' experience in environmental economics, cost - benefit/financial and statistical analyses, and preparing investment and revenue-generation strategies and market-based instruments, related to climate change, natural resource management and/ or coastal and marine or valuation of ecosystem services.
Environmental and natural resource surveillance, monitoring and enforcement specialist	<ul style="list-style-type: none"> ➤ Marine and Coastal Sciences, Biodiversity, Ecology, Biodiversity Conservation, Natural Resources Management, Biological Sciences or related field. ➤ BSc. level in Law or Paralegal studies. 	<ul style="list-style-type: none"> ➤ At least 5 years of experience developing/strengthening laws and regulations to improve effectiveness of coastal and marine ecosystems management. ➤ Experience is preferred in mapping stakeholder and user conflicts in coastal and marine ecosystems and development of proposals for improvement of effective and sustainable management/use of resources. ➤ Strong knowledge of coastal and marine laws and regulations, preferably including those in SVG or similar jurisdictions.

Position	Minimum Qualification	Experience
	<ul style="list-style-type: none"> ➤ Professional training in enforcement and compliance. 	
Biodiversity specialist:	<ul style="list-style-type: none"> ➤ MSc. in Coastal and Marine Sciences or engineering, Biodiversity, Ecology, Natural Resources Management, or related field. 	<ul style="list-style-type: none"> ➤ Demonstrated experience providing guidance on biodiversity mainstreaming across and within coastal and marine related sectors; ➤ Minimum 5 years of practical experience in biodiversity conservation and management in coastal and marine ecosystems. ➤ Proven experience working and collaborating with public, private institutions and NGOs to craft solutions to biodiversity conservation and management in coastal and marine ecosystems.
Climate change specialist:	<ul style="list-style-type: none"> ➤ MSc. in Climate Sciences, Geoscience, Environmental Sciences, Sustainable Development or related field. 	<ul style="list-style-type: none"> ➤ Minimum of 5 years in climate change adaptation with specific experience in coastal and marine ecosystem. ➤ At least 5 years of relevant work experience on issues related to climate risk, vulnerability reduction and capacity development ➤ Experience in development planning is a major asset.

Submission of Applications

Application from interested firms should include: (i) Letter of expression of interest; (ii) Technical proposal including the methodology, activities and timelines; (iii) Financial proposal for the Assignment; and (iv) Detailed Curriculum Vitae (of firm and individual consultants) describing the consultant's preparedness, experience and expertise in conducting similar work as well as description of previous similar work, with names and contact details of referees who are aware of the firms work.

Interested applicants are required to submit their hard copies to **NAME OF PERSON**. The sealed hard copy application documents (technical proposal and financial proposal with title of the assignment) should be submitted at the **NAME OF OFFICE AND ADDRESS**. Deadline for submission is **DATE AND TIME**.

Schedule A: Project Resources

Terms of Reference (ToR)
Consulting Services (Firm)
Saint Vincent and the Grenadines
Coastal and Marine Ecosystems Management Strengthening Project

Component 1: Implementation and Institutional Assessment Support Consultant

This document provides background information to assist firms bidding on Project contracts. It is intended to describe personnel and material resources that will be provided either directly by GoSVG or through grant finances. Firms should assume that they are responsible for costs associated with necessary personnel or logistical support not shown herein.

Personnel. Background documentation (Table A1.2) to the project is reproduced here and shows the personnel resources funded by the project through grant proceeds or government budget. Of particular note to Component 1, the Consultant will have access to the following:

- Director and Deputy Director – for administrative and management matters.
- Project Coordinator– to provide administrative and management oversight
- Communications and knowledge management specialist – to provide guidance on dissemination of results.

Logistical support. Although some interaction will occur electronically, in-person workshops and meetings will be required in some instances. Consultants can assume the following:

- Meeting and office space – paid for by project or in-kind by GoSVG
- Workshop venues – paid for by project or in-kind by GoSVG
- Workshop costs – catering staff, refreshments, A/V equipment rental – paid for by project
- Consultant Travel – consultants (and trainers) will be responsible for their own travel costs
- Participant Travel – paid for by project
- Rapporteur/facilitation – no budgetary resource is available for facilitators, interpreters, or rapporteurs. If such are required, they are the responsibility of the consultant.

Table A1.2: Summary of Project staff and consultant's salary sources.

Government Budget (co-financing to the Project)	Grant proceeds (Project's contribution)
<ul style="list-style-type: none"> • Director (SDU) • Deputy Director (SDU) • Procurement Officer (Ministry of Tourism) • Financial Management Officer (Ministry of Tourism) • Procurement Specialist • FM Specialist • M&E Specialist • Social Development Officer • Environmental Resource Analyst • Gender Officer (Gender Affairs Division) 	<ul style="list-style-type: none"> • Project Coordinator/Policy and Institutional Development Specialist • Pilot Site Coordinator • Data Management Specialist • Communications and knowledge management specialist • Project Officer • Social/Participatory Consultant for Pilot Sites • Environmental Consultant for Pilot Sites • Fisheries Consultant for Pilot Sites • Technical Consultants for Pilot Sites • Administrative Officer

Attachment 1: Institutional/Legal Review and Assessment Study

Terms of Reference (ToR)
Consulting Services (Firm)
Saint Vincent and the Grenadines
Coastal and Marine Ecosystems Management Strengthening Project

Implementation and Institutional Assessment Support Consultant

<p>Sub-Task Summary <i>Institutional/Legal Review and Assessment Study</i></p>
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Background

As a Small Island Developing State, SVG institutions have generally evolved constrained both by financial and human resources. Every Ministry and public organization could arguably have some responsibility over environmental resources in a small State, especially considering that such resources are an important driver of key economic sectors such as tourism and fisheries. To date, overlaps or gaps in responsibility have been managed through a combination of formal, semi-formal and informal mechanisms: these range from promulgated regulations to ad hoc memorandums of understanding to shared membership on NGOs. The small island population also makes personal contacts and social networks important facilitation mechanisms.⁴

Institutions working under such conditions risk, however, coming under greater pressure as environmental management issues—whether those dealing with biodiversity, climate change, or human and environmental health—receive greater priority. Institutions inevitably cope, but the framework in which they operate, and the legislative and other instruments available to them, are not necessarily optimal. In SVG specifically, there is an urgency to address the increasing environmental pressures and to revise legal and institutional frameworks to manage these pressures effectively. Much of the existing legislation is antiquated and – although new institutions have emerged – there are considerable overlaps and gaps in responsibility for particular issues.

Study Objective

A primary task of the consulting services is therefore to conduct an Institutional Review and Assessment Study with a view to addressing potential gaps and overlaps. The objective is to identify an appropriate institutional framework for sustainably managing the SVG Coastal and Marine Ecosystems over the coming decades, specifying priority reforms and a timeline for implementing these reforms. Some of these reforms are expected to be commenced before the close of this Project.

Tasks and Deliverables

Phase 1. Inception (*Synthesis Report*)

A *Synthesis Report* will consist of:

- a synthesis description based on desk reviews of existing legislation, and of existing institutions of relevance in SVG, their functions, responsibilities, relevance to the environmental context

⁴See 2021 institutional review by Noretta John [Saint Vincent and the Grenadines' Policy and Institutional Framework for Coastal and Marine Areas Management: A Synopsis].

(coastal and marine ecosystems), and means of operating within the existing institutional framework. This *Synthesis Report* will be informed also by background work completed to date (e.g., John 2021), guidance received by the SDU, and may include preliminary contact with stakeholders to obtain additional information.

- a timeline for implementing subsequent phases of this task. The timeline may involve deviations from the Phases described below.

Phase 2a. Draft Report to Define Regulatory and Institutional Options (*Options Report*)

Along with the *Synthesis Report*, this *Options Report* is intended as a basis for participatory consultations, to obtain feedback on how to proceed with potential reforms given a number of potential options identified by the Firm. It will provide a review of best practice globally and regionally, identifying how institutions may be organized functionally to address management issues (*inter alia*): overlap of administrative jurisdictions; responsibility gaps related to infrequent events; decentralization/centralization of control; delegation of control to local populations; revenue/cost sharing; reporting to international or regional bodies. The Report organization and options identified will be determined at time of preparation, but should be broad enough to solicit a comprehensive set of viewpoints during subsequent consultations.

Phase 2b. Participatory Consultations on Options Report

Consultations with stakeholders will be held in venues and settings to permit adequate representation of all concerned parties. This may be done through a combination of written surveys, web-based surveys, workshops, focus group meetings, or similar—as determined to be practicable and appropriate during implementation.

Phase 3. Draft Analysis Report of Recommendations (Draft Recommendations)

This report provides a complete diagnostic analysis using appropriate analyses (gap analysis, SWOT, or other) to lay out recommendations for reforms to the existing institutions. The reforms should be prioritized, and supplemented with timelines and budgetary requirements.

Phase 4. Dissemination of Policy Inputs (Communication Materials)

This Phase follows on the Draft Recommendations (and may be delivered at the same time) to include communication material and inputs relating to suggested wording, which would assist in final legislative drafting (or preparation of other instruments such as MoUs). The consultant is not responsible for legislative drafting. GoSVG SDU will facilitate the provision of individuals to provide peer review comment or input on these instruments.

Duration and Schedule

This activity will commence as soon as practicable, with the *Synthesis Report* defining the timetable to be followed consistent with staff and stakeholder availability. Work is expected to be substantially completed within a two-year period—to permit subsequent consultations by decision-makers, as well as formulation (and subsequent drafting) of any regulations or other legislative instruments. [Note: Legal drafting done by AG office now. Firm shall provide inputs and suggested text.]

Other

It is expected that this activity will also be coordinated to reflect input from the *Economic Instruments Study* and other reviews (e.g., those relating to NEDIP in Component 3) undertaken under the Project.

Attachment 2: Economic Instruments Study

Terms of Reference (ToR)
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Saint Vincent and the Grenadines
Coastal and Marine Ecosystems Management Strengthening Project
Implementation and Institutional Assessment Support Consultant

<p>Sub-Task Summary <i>Economic Instruments Study</i></p>

Background

A broad literature in environmental economics has determined that a combination of strict regulations (*command and control*) and market-based economic instruments (fines, taxes, subsidies, etc.) can be usefully deployed to achieve economic efficiency goals, financing goals, and social fairness (through distribution or sharing of revenues). Some instruments may be applied very close to the resource base or user (such as coral reef dive or snorkel permits) or others may generate revenue not directly connected to the environmental resources (such as tourism taxes). OECD and others have identified thousands of specific cases, many uniquely designed for local priorities and management circumstances. SVG has some experience with these instruments (including fines related to fishing bans, tourist fees, or national park user fees), but the instruments are inadequate to ensure the sustainability of institutions or activities within the marine and coastal areas. Indeed, some activities—sea moss collection—are a recent phenomenon spurred by the high unemployment arising from the drop in tourism during the global pandemic.

Study Objective

A primary task of the consulting services is to conduct an *Economic Instruments Study* with a view to improving financial sustainability of resource management, and of the institutions responsible for managing the resources. The objective is to identify a selection of appropriate economic instruments⁵ to assist in managing SVG Coastal and Marine Ecosystems while contributing to their improved financial sustainability either through cost saving or revenue generation. Some of this selection of instruments *will be piloted* before the close of this Project at the sites identified in Component 2. A secondary objective is to improve awareness of the possible uses of such instruments, and to promote voluntary mechanisms which can benefit biodiversity conservation initiatives while also drawing on global interest in—and so-called *willingness to pay* for—ecosystem services.

⁵These might also involve regulatory instruments in association with economic incentive/disincentives. Some would potentially generate public revenues, which could be dedicated to conservation or other environmental initiatives. The use of greenbelt investments in this context will also be considered in this context (see, for example, recent synthesis work in IUCN (March 2020). Thiele, T., Alleng, G., Biermann, A., Corwin, E., Crooks, S., Fieldhouse, P., Herr, D., Matthews, N., Roth, N., Shrivastava, A., von Unger, M. and Zeitlberger, J. (2020). Blue Infrastructure Finance: A new approach, integrating Nature-based Solutions for coastal resilience. IUCN, Gland, Switzerland.

Tasks and Deliverables

Phase 1. Inception (*Synthesis Report*)

A *Synthesis Report* will consist of:

- a description of a methodological basis for classifying and evaluating the applicability of different incentives and disincentives
- a synthesis description of market-based mechanisms and associated regulations in SVG. This will be based on an overview of existing legislation, and of operations within existing institutions of relevance in SVG. This review should not be limited to coastal management, and might include environmental incentives and disincentives in other sectors (e.g., energy, agriculture, solid waste). This *Synthesis Report* will be informed also by guidance received by the SDU, and may include preliminary contact with stakeholders to obtain additional information.
- a timeline for implementing subsequent phases of this task.

Phase 2a. Draft Report to Outline Options (*Options Report*)

Along with the *Synthesis Report*, this *Options Report* is intended as a basis for participatory consultations, to obtain feedback on how to proceed with potential market-based instruments given a number of potential options identified by the Firm. It will provide a review of best practice globally and regionally, identifying how such instruments may be applied to address coastal management issues (inter alia): revenue sharing; efficient resource use; financial cost recovery. The Report organization and options identified will be determined at time of preparation, but should be broad enough to solicit a comprehensive set of viewpoints during subsequent consultations.⁶

Phase 2b. Participatory Consultations on *Options Report*

Consultations with stakeholders will be held in venues and settings to permit adequate representation of all concerned parties. This may be done through a combination of written surveys, web-based surveys, workshops, focus group meetings, or similar—as determined to be practicable and appropriate during implementation. Minimally this should also include feedback from community groups and managers at the four local project sites (in Component 2).

Phase 3. Summary Analysis Report of Preliminary Recommendations (Draft Recommendations)

This report provides a diagnostic analysis to lay out recommendations for potential new or revised instruments. The recommendations should be prioritized, and supplemented with potential timelines, legal/regulatory requirements, and budgetary implications. The Report will also identify those which could be tractably implemented at a pilot site, dealing either with site-specific issues (e.g., sea moss collection) or with more general issues such as zoning and permitting.

Phase 4. Pilot Site Implementation

This Phase develops a pro-forma monitoring schedule and format for reporting on the selected mechanisms at the pilot sites. Tasks of the Firm will include preparation of a monitoring/evaluation document and training of local counterparts in the SDU and/or managers at the pilot sites for implementation.

⁶Environmental economics literature provides numerous examples of how to classify economic instruments and the consultant may choose the framework most useful to the SVG context, in consultation with stakeholders/PSC. World Bank studies in LAC provide such frameworks (Huber *et al.*, 1998 [\[link\]](#); Sanchez-Triana *et al.*, 2020 [\[link\]](#)). Examples may also be found in the 2015 CARICOM Regional MMA Guidelines but, as noted, the framework should not be limited to just coastal and marine examples.

Duration and Schedule

This activity will commence as soon as practicable, with the *Inception Report* defining the timetable to be followed consistent with staff and stakeholder availability. With the exception of Phase 4 Pilot Site Implementation, it is expected to be completed within a one-year time period to permit identification and implementation of pilot instruments at specific sites. It is expected that Phase 4 follow-up evaluation tasks will be completed primarily by site managers before the end of the Project.

Other

It is expected that this activity will also be coordinated to provide input to the *Institutional/Legal Review and Assessment Study* and other reviews (notably those relating to NEDIP in Component 3) being undertaken under the Project.

It is noted that the Bank funded Unleashing the Blue Economy of the Caribbean (UBEC) ([link](#)) project may also be developing information relevant to this task, and the consultant will have access to such information to the extent that it is available.