

**GOVERNMENT OF THE COMMONWEALTH OF DOMINICA**

**MINISTRY OF ENVIRONMENT, RURAL MODERISATION, KALINAGO  
UPLIFTMENT AND CONSTITUENCY EMPOWERMENT**

**Leveraging Eco-Tourism for Biodiversity Protection in Dominica (LETBP)**

**TERMS OF REFERENCE**

Position title	<b>Consultancy Services</b>
Project activity	<b>Protected Areas Finance Management Specialist</b>
Location	<b>EALCRP Project Implementation Office</b>
Duration	<b>Nine (9) months</b>
Procurement Plan Ref. #	<b>DM-MOERMKU-439639-CS-INDV</b>
Tentative Start Date	<b>October 2024</b>

**I. Background**

The Government of the Commonwealth of Dominica has received the grant funding from the Global Environment Facility (GEF), the world's largest funder of biodiversity protection, nature restoration, pollution reduction, and climate change, for the implementation of the project “*Leveraging Eco-tourism for Biodiversity Protection in Dominica*” (LETBP). GEF financing is channelled through the World Bank, as a GEF ‘implementing agency’. As such, LETBP is being implemented alongside other World Bank financed operations in Dominica, namely Emergency Agricultural Livelihoods and Climate Resilience Project (EALCRP).

The EALCRP is part of an overall developmental partnership initiative supporting medium and long-term recovery in Dominica after the devastating effects of Hurricane Maria, while LETBP focuses on leveraging Dominica’s natural environment as a driver of economic resilience, in line with the National Biodiversity Strategy and Action Plan 2014-2020 and the National Resilience Development Strategy 2020-2030. This overall program of support complements and is aligned with other development partner initiatives and fills critical gaps for agricultural development and biodiversity conservation.

A Project Implementation Unit (PIU) established within the Ministry of Agriculture, Fisheries, Blue and Green Economy (MAFBGE) coordinates the day-to-day management and execution of the EALCRP and will also support the administration of the LETBP project in joint execution with the Ministry of Environment, Rural Modernisation, Kalinago Upliftment and Constituency Empowerment (MERMKUCE). The PIU works in close coordination with the Central Services Unit (CSU), under the Climate Resilience Execution Agency of Dominica (CREAD), which supports on procurement, social and environmental risk management, and financial management, and serves as a shared resource for all World Bank financed project in Dominica.

## II. Project Description

### *Leveraging Eco-tourism for Biodiversity Protection in Dominica (LETBP)*

The LETBP project aims to coordinate and optimize the Government's approach to Protected Areas (PAs) management and forest systems and support the Government in its efforts to conserve biodiversity as part of its pursuit to establish Dominica as an eco-tourism destination. This will be achieved by improving regulation and enforcement of its natural capital, and by improving the Government's capacity to manage PAs in line with international best practice to simultaneously promote biodiversity conservation and economic development. The project consists of three components each addressing key pillars for eco-tourism and biodiversity protection and mutually supporting the overall Project Development Objective "*to improve management of Dominica's three national parks and the Waitukubuli National Trail*".

Key barriers identified to be addressed through the project implementation include (a) a limited integration of PAs planning and management into national key development processes (land-use planning, agriculture, forestry management, etc.); (b) a lack of awareness at the decision-making level of the value of the country's biodiversity; and (c) insufficient baseline data, weak monitoring capacities, and information needed to measure threats at the ecosystem level. Project components set out policy, investment, and capacity building and awareness raising interventions to promote conservation through the development opportunities provided by nature-based tourism, in pursuit of the Project Development Objective and Dominica's National Biodiversity Objective.

The first component (*Protected Areas Planning*) will support strengthening the institutional framework for PAs planning and management for three national parks (The Morne Trois Pitons National Park, The Morne Diablotin National Park, and The Cabrits National Park) and the Waitukubuli trail network. This component will also assist in improving national and local capacities for PA monitoring and management through a strong stakeholder engagement approach and will include a thorough assessment on the role and value of ecosystem services as well the impact of Invasive Alien Species (IAS). The second component (*Biodiversity and Sustainable Ecotourism Operations*) will enhance the physical and institutional environment for the protection of biodiversity through the sustainable use of landscapes along the Waitukubuli National Trail (WNT) and in the three National Parks. This component will also improve financial management and visitor management which will greatly contribute to revenue mobilization, increased visitor experience and promotion efforts. The third component (*Sustainable Livelihoods*) will support enhanced opportunities for sustainable livelihoods for the Kalinago Community along the Waitukubuli National Trail and the areas surrounding PAs to engage in and benefit from Dominica's nature-based tourism sector. This will be accomplished through investment in sustainable land use and through the preservation and inter-generational transfer of traditional Kalinago knowledge and livelihood training to better integrate in tourism value chains.

The project will strengthen biodiversity protection, financial management and build capacity for the national parks and the national trail system personnel, as well as local communities. The direct

project beneficiaries include communities and their members in targeted landscapes, farmers, tour guides, entrepreneurs, small and medium enterprises (SMEs) and community-based organizations (CBOs). Women, including within the Kalinago Community, bear the heavy burden of ensuring the livelihood sustainability of rural households and as of such are expected to benefit significantly. Benefits are expected to include improved access to skills training for business development, finance, and markets, improved local governance, and subsequently more profitable community or individually owned businesses and increased household income, all while promoting conservation of Dominica's rich biodiversity endowment.

### **III Objective of Assignment**

The purpose of this consultancy is to provide expert services to support the implementation of activities in Component two (2) related to financial and visitor management. Planned activities will serve as a planning process for the later expected introduction of an electronic ticketing system for all Protected Areas (PAs), Waitukubuli National Trail (WNT), and other eco-tourism sites. Activities under this consultancy will also build capacities and improve the effectiveness of the Forestry, Wildlife and Parks Division (FWPD).

The main objective of this consultancy is to:

1. Develop a new pricing model for all eco-tourism sites including the Waitukubuli National Trail, and
2. Develop a Financial Management System (FMS) at the Forestry, Wildlife and Parks Division (FWPD).

#### **Specific objectives**

1. The development of a pricing model should cover:
  - A review of the current user fee schedule and visitor management system,
  - A review of visitor surveys and stakeholder consultations gathered through recent assessments and projects,
  - Examples of various types of entrance fee/visitor service fee systems in Protected Areas regionally and globally,
  - Examples and recommendations for use of Smart-card-based system fees (annual all-sites pass, annual resident pass, special pass for volunteers, workers, and similar),
  - Analysis of existing fee-related policies and legislation that influence fee formulation and changes,
  - Examples of best practices using different financial models for management of Protected Area revenue,
  - Different entry fee categories, such as, but not limited to:
    - Demand management (e.g., different prices for the period of the day or a year with lower number of visitors);

- Individual and group visits (e.g., families, students), bundle tickets (e.g., mountain trails, waterfalls, etc.);
- Researchers, special guests and similar.
- Proposal for a promotion and information dissemination campaigns regarding the new pricing model that will ensure the transparency and clear understanding of the pricing, thus influencing the fee acceptance. For example, informational materials explaining the fee purpose for distribution to tourism industry and media, or explanation that a ticket is not an “entrance fee” but rather a “conservation contribution”.

The fee structure determination should justify the formulation of prices for offered services, and that fees are closely linked to the real costs of providing those services.

The Consultant is expected to facilitate complex discussions with key relevant stakeholders and partners, in particular technical staff of the Ministry of Environment, Rural Modernisation, Kalinago Upliftment and Constituency Empowerment (MERMKUCE), Ministry of Tourism (MT), and Ministry of Finance and Investments (MFI) in determining the best pricing model and consolidate the desired user fee schedule for all eco-tourism sites and the Waitukubuli National Trail.

The Consultant is also expected to facilitate consultations with tour guides and tour operators to gather inputs on visitors’ preferences based on their experiences. The consultations with private landowners that provide access to specific natural attractions (e.g., Jacko Falls, Spanny Falls, Jacko Steps, Victoria Falls, etc.) are also needed to examine possible partnership arrangements with the Government that would enable and regulate access to all eco-tourism sites through the new pricing model.

2. The main objective for the design and implementation of the Financial Management System (FMS) is to establish a set of procedures and analytical tools for enhanced financial and visitor management, by beneficiary requirements and the relevant legislation. The FMS should rely on available simple, but efficient open-source tools rather than customized, complex, and expensive IT solutions.

The Consultant is expected to work closely with the FWPD technical staff and other relevant stakeholders to propose a set of procedures and analytical tools (herein referred to as the Financial Management System). Consultation should include the Ministry of Finance and Investment to discuss the potential establishment of a separate account (budgetary line) for PAs revenue that would be allocated for their future protection, preservation, and maintenance.

The planning process and design of the pricing model and FMS should consult with the following existing national policies, regulations, planning documents, and relevant assessments to ensure alignment:

1. National Parks and Protected Areas Act No. 16 of 1975 and Amendments No. 54 of 1986, No. 12 1990 and No. 8 of 2001,
2. National Parks Regulations - Statutory Rules and Orders (SRO) No. 54 of 2003,
3. National Parks and Protected Areas (Eco-tourism Site) (User Fee) Regulations - SRO No. 22 of 2008,
4. National Parks and Protected Areas (Eco-tourism Site) (User Fee) Regulations Amendment - SRO No. 7 of 2013,
5. Forestry and Wildlife Act, No. 12 of 1976 and Amendments No. 35 of 1982, No. 12 of 1990,
6. Forestry and Wildlife (Fees) Regulations No. 19 of 2014,
7. Tourism (Regulations and Standards) Act No. 19 of 2005 and Amendment No. 16 of 2016,
8. State Budget Estimates,
9. National Forest Policy 2022,
10. Tourism Master Plan 2012-2022, June 2013
11. Final Draft Business Plan for Cabrits National Park 2023-2028, UNEP 2022,
12. Policy and Operational Guidance Notes Forest-Smart Products and Solutions, WB 2023,
13. Revenue Generation Feasibility Assessment, UNDP 2020,
14. Sustainable Management Plan and Structure for the Waitukubuli National Trail, 2013,
15. Audit and Design of Civil Works for Rehabilitation of the Waitukubuli National Trail, 2023.

#### **IV Key Responsibilities**

1. Conduct preparatory activities that include a literature review, research for PAs revenue and preparation of the detailed work plan. The proposed work plan should include the methodology for the design, implementation, and stakeholder engagement activities.
2. Prepare a pricing analysis for all eco-tourism sites and the Waitukubuli National Trail. The analysis should cover a review of the current user fee schedules and visitor management systems; analysis of existing fees-related policies and legislation in Dominica; best practices for visitor service fees system worldwide; market rates in countries with similar features; concept of willingness-to-pay; re-investment in improving the facilities, facility management, and demand management.
3. Prepare and facilitate consultations and working sessions with relevant stakeholders to obtain agreement on the most desired pricing model for all eco-tourism sites and the Waitukubuli National Trail. At least three targeted workshops are planned to include tour

guides, tour operators, and private landowners that provide access to specific natural attractions.

4. Prepare the final pricing model for all eco-tourism site locations (inside and outside Protected Areas) and the Waitukubuli National Trail. The final pricing model should contain marketing and promotion campaign recommendations for agreed fee structure.
5. Prepare and facilitate consultations and working sessions with relevant stakeholders to obtain agreement on a FMS for all products and services under the Forestry, Wildlife and Parks Division portfolio.
6. Develop the Guidelines for the FMS of the Forestry, Wildlife and Parks Division portfolio. Consider potential risks and mitigation strategies related to implementing the proposed FMS and pricing model, anticipate possible challenges and propose plans to mitigate them proactively.

The deliverables must include all the documents that resulted from the analysis performed as part of pricing model preparation, and all the data used in analysis in the digital form.

Specific Deliverable	Timeline
Submission of a literature review, research, and preparation of the detailed work plan.	One (1) month after signing of contract
Submission of a pricing analysis for all eco-tourism sites and the Waitukubuli National Trail.	After two (2) Months
Submission of a report on consultations and working sessions with relevant stakeholders.	After four (4) months
Submission of the final pricing model for all eco-tourism sites.	After six (6) months
Submission of a report on consultations and working sessions with relevant stakeholders to obtain agreement on a FMS.	After six (6) months
Submission of Guidelines for the FMS of the Forestry, Wildlife and Parks Division portfolio	After eight (8) months

## **V Qualifications and Experience Required**

The contracted individual should have a proven track record in financial management with at least eight (8) years of practical experience and knowledge of Protected Areas planning and management.

The individual must possess the following minimum requirements:

1. Advanced university degree (MSc, equivalent or higher) in one of the key areas of expertise (e.g., natural resources management, finance, environmental economics, ecotourism) or another related educational background.
2. At least eight (8) years of relevant professional experience.
3. At least three (3) projects related to Protected Areas outlining the description of work.
4. Proven experience working on projects that include State Budgetary accounting and Treasury proceeds.
5. Demonstrated experience in facilitating workshops, round tables, and complex discussions among various stakeholders.
6. Knowledge of relevant laws and the social-economic context of the Commonwealth of Dominica or a similar small island developing state within the Caribbean Region is an asset
7. Demonstrated experience working with international agencies.
8. Fluency in English with the ability to write in a clear and concise manner.

The consultant will work under the supervision of the manager of the Project Implementation Unit or his designate.