



**The Regional Office for Mexico, Central America and the Caribbean of the  
International Union for the Conservation of Nature**

**(IUCN-ORMACC)**

**REQUIRES**

**PROFESSIONAL CONSULTANCY SERVICES  
FOR**

*“Policy analysis and development of policy recommendations to reduce plastic waste in  
Antigua and Barbuda”*

<b>Type of Contract:</b>	Professional Consultancy Services
<b>Period:</b>	4 months
<b>Availability:</b>	Immediate
<b>Person Responsible for Supervision:</b>	Domenique Finegan, Technical Officer

## **1. BACKGROUND AND JUSTIFICATION**

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### **About the IUCN**

The International Union for the Conservation of Nature (IUCN) helps the world find pragmatic solutions to our most pressing environment and development challenges.

IUCN work focuses on valuing and conserving nature, ensuring effective and equitable governance of its use, and deploying nature-based solutions to global challenges in climate, food and development. IUCN supports scientific research, manages field projects all over the world, and brings governments, NGOs, the United Nations and companies together to develop policy, laws and best practice.

IUCN is the oldest and largest environmental organisation in the world, with more than 1,300 government and NGO members and around 15,000 volunteer experts in some 160 countries. Its work is supported by a team of over 950 people in 50 offices and hundreds of partners in public, NGO and private sectors around the world.

## About the Project

Over 10 million tons of plastic waste enter the ocean every year. Many of the efforts to minimise and mitigate impacts of plastic waste focus on tackling the sources on continental land, rivers and coastal areas.

The Plastic Waste-Free Islands (PWFI) project, funded by the Norwegian Agency for Development Cooperation (NORAD) and implemented by IUCN, seeks to make a significant, quantified reduction in plastic waste generation and leakage within the planned project timeframe of three years. This is a global initiative, working in Pacific and Caribbean Small Island Developing States (SIDS). In the Caribbean region, the project focuses in Antigua and Barbuda, Grenada, and Saint Lucia, and involves participation of the country governments, as well as regional partner, the Organisation of Eastern Caribbean States (OECS). PWFI is part of the IUCN global “*Close the Plastic Tap*” programme.

Key stakeholders from governments, private sector and civil society, as well as local men and women, united in a learning and leadership network, will co-generate and demonstrate demand-responsive solutions to plastic waste, which incorporate policy and business operations. This will not only support the reduction of waste generation on the islands but also will utilise and re-purpose waste into prototype products, with the potential to generate job opportunities and income.

Evidence and lessons will be packaged into a scalable ‘blueprint’ for use beyond the initial six-targeted SIDS. Key regional bodies will be equipped with the blueprint and supported to identify further opportunities to grow its application.

The project consists of three components as follows:

- 1) Improved knowledge of waste generation among six target islands and measurable increase in policy effectiveness to reduce plastic waste<sup>1</sup> generation and enhance disposal;
- 2) Enhanced adoption of plastic leakage reduction measures by tourism, fisheries and waste management sectors and value chain development; and,
- 3) Development of Plastic Waste Free Island Blueprint and endorsement by regional SIDS bodies.

The overall IUCN PWFI project has four components that primarily involve three main sectors associated with small islands: **tourism, fisheries, and waste management:**

- Assessing the quantity and quality of the wastes produced;
- Identifying the best-available technology to dispose of plastics;
- Developing policy recommendations targeted at reducing the plastic waste stream; and

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<sup>1</sup> “Plastic waste” is defined in this TOR as plastic that is not used for the main purpose it was conceived, such as plastic packaging, used cups, cutlery, bags, fishnets, buoys, etc.

- Assessing economic implications of this policy.

## 2. OBJECTIVES OF THE CONSULTANCY

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### 2.1. General:

**2.1.1.** Develop policy / legislation implementation and solutions targeted at reducing the plastic waste stream in Antigua and Barbuda.

### 2.2. Specific:

**2.2.1.** Develop a Stakeholder Engagement Plan and undertake engagement (including online workshops). The consultant will assess and engage stakeholders in collaboration with IUCN ORMACC, and other partners.

**2.2.2** Identify and describe national, regional and international legislation and policy instruments (inclusive of strategies and action plans) to manage plastic waste, as well as of international organisations and bodies involved in plastic waste management, that are relevant to Antigua and Barbuda.

**2.2.3.** Identify areas of intervention and potential policies to prevent and mitigate the amount of plastic waste that is headed for landfilling or may eventually become marine litter through leakage.

Specifically, the consultancy will provide input for the following Outcomes and Outputs of the PWFI project.

### Contribution to PWFI Outcomes and Outputs

The consultant will work closely with IUCN and its partners to develop solutions for improved management of plastic waste. The consultant should consider but not be limited to the key components and areas noted in Technical Annex 2: Key Components Required for Policy Scoping and Gap Analysis and Technical Annex 3: Potential Areas for Reduction Measures.

### Current Plastic Waste Management Instruments

**Outcome 1: Improved knowledge of waste generation among six target islands and measurable increase in policy/legislation effectiveness to reduce plastic waste generation and enhance disposal**

- *Output 1.4: Current waste management legislation, policies (including drafts) and practices assessed on target SIDS to generate a baseline understanding on content, financing and implementation of policies related to project outcome*

The engaged consultant must identify and describe national, regional and international legislation and policy instruments (inclusive of strategies and action plans) to manage plastic waste, as well as of international organisations and bodies involved in plastic waste management, that are relevant to Antigua and Barbuda.

The consultant's overview will include the following:

1. **National** legal instruments, including national policies or prevention/mitigation strategies and the financing (including monetary incentives) and implementation of these instruments;
2. **Regional** legal instruments, including regional policies, and the financing and implementation of these instruments as noted above (i.e., for Caribbean Region);
3. **International** legal binding/non-binding agreements/conventions;
4. **International** organisations and bodies involved with waste; hazardous waste; and, logistics, handling, disposal, trade, export, and import of waste.

### Plastic Leakage Reduction Measures

#### **Outcome 2: Enhanced adoption of plastic leakage reduction measures by tourism, fisheries, waste management sectors, and value chain development**

- *Output 2.1 Key stakeholders (public and private, as well as the informal waste sector) in each target sector are identified and engaged in enhanced plastic waste management measures;*
- *Output 2.3 An action plan for each sector on enhanced plastic waste management is co-developed and implemented with island governments and key stakeholders*

As part of the overall PWF1 project, IUCN is developing a material flow analysis, for each of tourism, fisheries and waste management sectors. This analysis will seek to identify how much and what types of plastics wastes are being generated (quantity) in each of the target countries. It will also describe the condition of these plastics and their suitability for recycling (quality). The end-purpose of the quantification/qualification process is to identify how much (mass) of plastic waste is accessible that could be targeted by policies to prevent and mitigate plastic waste generation.

For this consultancy, the consultant will work with IUCN and the consultants from the plastic Material Flow Analysis (MFA) and Alternative Value Chains (AVC) to identify areas of intervention and potential policies to prevent and mitigate the amount of plastic waste that is headed for landfilling or may eventually become marine litter through leakage. The consultant will adapt relevant policies used in other regions to address the specific situations in Antigua and Barbuda. Thus, solutions should consider the requirements of the Current Plastics Waste Management Instruments, the key components and areas noted in Technical Annexes 2 and 3, and the results of IUCN's material flow analysis. The consultant will have access to the results of IUCN's quantification and qualification studies. The consultant's policy solutions must be developed for the tourism, fisheries and waste management sectors in Antigua and Barbuda.

The consultant will identify and promote the engagement of key stakeholders in the tourism, fisheries and waste management sectors to solicit information, perspective and feedback in order to develop each measure to enhance plastic waste management. Stakeholders engaged will include members from the public, private and the informal waste management sectors. In this way, the solutions for each sector will be co-developed and can be implemented with the Government and key stakeholders.

### 3. EXPECTED DELIVERABLES

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No.	Deliverable	Description
1	Stakeholder engagement plan	<p>The engagement plan must include, but is not limited to:</p> <ul style="list-style-type: none"> <li>• A description of how the consultant will support the engagement with the Government Focal Point regarding findings of this consultancy.</li> <li>• A description of how the consultant will undertake the engagement with other relevant stakeholders.</li> <li>• A Stakeholder List. This list will be used to engage partners in developing the adapted policies, as well as facilitating the implementation of the adapted policies.</li> <li>• Online Workshops: At least two consultation workshops per sector, and one in each country, to share results.</li> </ul>
2	Progress report	<p>Progress report, including:</p> <p>An outline of the findings on the current plastic waste management instruments review, including national, regional and international instruments, as well as a review of international organisations (as specified above);</p> <p>Plastics leakage reduction measures, plastics waste management measures, action plans or policy recommendations, specific to Antigua and Barbuda, to improve plastic waste management.</p>
3	Draft final report	<p>Draft final report, including:</p> <p>Current plastic waste management instruments, plastic leakage reduction measures, and action plans or policy recommendations to law enforcement. The draft final reports will be based on an agreed format and provided at least 30 days before the submission of the Final Report, for review and approval by IUCN.</p>
4	Final report	<p>Final report, including:</p> <p>Current plastic waste management instruments, plastic leakage reduction measures, and action plans or policy recommendations to law enforcement. The Draft Final Report will be based on an agreed format.</p>

#### 4. INTELLECTUAL PROPERTY

All Intellectual Property rights conceived or made by the Consultant / Consulting Firm in the course of providing the Services will belong to IUCN.

#### 5. SCHEDULING AND TIMETABLE FOR DELIVERING PRODUCTS

##### 5.1. Activities and programming

Specific objectives	Activities	Months			
		1	2	3	4
Develop a Stakeholder Engagement Plan and undertake engagement (including online workshops). The consultant will assess and engage stakeholders in collaboration with IUCN ORMACC, and other partners;	Define strategies, actions, and recommendations for stakeholder engagement.				
	Delivery of product 1.				
Identify and describe national, regional and international legislation and policy instruments (inclusive of strategies and action plans) to manage plastic waste, as well as of international organisations and bodies involved in plastic waste management, that are relevant to Antigua and Barbuda.	Collect, analyse and share information on current national, regional and international legal instruments, including policies and prevention/mitigation strategies and action plans related to plastic waste management and marine plastic pollution; this is inclusive of existing drafts or works in progress.				
	Collect, analyse and share information on international legal agreements and conventions, and on international organisations and bodies involved in plastic waste management.				
	Participate in national meetings and workshops as needed.				
	Prepare draft and final reports on the current status of plastics waste management instruments and organisations.				
	Delivery of product 2				
	Delivery of product 3				
	Delivery of product 4				
Identify areas of intervention and potential policies to prevent and mitigate the amount of plastic waste that	Provide guidance on the draft policies prepared to date and the effectiveness of current policies, specifically to advise on whether there is need to focus on: improving the existing policies; suggesting new policies; or, employing a mixture of				

is headed for landfilling or may eventually become marine litter through leakage.	both (i.e., identifying where efforts should be best targeted). Address this using a circular economy approach, identifying where the critical points are. <sup>2</sup>				
	Develop measures, action plans or policy recommendations, specific to the situation in each of three SIDS in the Caribbean and supported by the results of IUCN's plastics material flow analysis, to reduce the amount of plastics that are headed for landfill or that may become marine litter.				
	Prepare draft and final reports on plastics waste management measures, action plans or policy recommendations specific to Antigua and Barbuda to improve plastic waste management.				
	Delivery of product 2				
	Delivery of product 3				
	Delivery of product 4				

**5.2. Timetable for delivery of products:**

Products	Expected date of delivery	Percentage of pay
1- Stakeholder engagement plan	January 29 <sup>th</sup> , 2021	20%
2- Progress report	February 26 <sup>th</sup> , 2021	20%
3- Draft final report	March 31 <sup>st</sup> , 2021	30%
4- Final report	April 30 <sup>th</sup> , 2021	30%

- All products will be paid once delivered to IUCN's complete satisfaction.
- Disbursements will depend on the availability of funds from the donor.
- The consultant / consulting firm must consider in the technical proposal the modification of some deliverables during the execution of the contract, if it is necessary, to adapt some results, without affecting the amount of the original contract.

**6. TECHNICAL PROFILE**

For the development of this consultancy, the following profile is required:

- Master's degree in Environmental Law, Waste Management, recycling processes, industrial engineering, or related field.
- Experience working in the tourism, fisheries and waste management sectors in SIDS, preferably related to marine plastics.
- Proven experience in legislation, policy analysis and development.
- Experience working on environmental / environmental pollution matters would be an asset.

<sup>2</sup> See The PEW Charitable Trusts and SYTEMIQ. 2020. *Breaking the Plastic Wave: A Comprehensive Assessment of Pathways Towards Stopping Ocean Plastic Pollution*, available [here](#).

- Experience in interacting with multidisciplinary and multicultural teams, government organisations, regional bodies and multisectoral stakeholders.
- Ability and excellence in English oral expression and writing skills.

## **7. CONTENT OF THE TECHNICAL AND FINANCIAL PROPOSAL**

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**The consultant must submit the following documents, in the order listed:**

### **ADMINISTRATIVE REQUIREMENTS**

- a. Copy of identification document or passport (in case of being a foreigner)
- b. Copy of legal invoice for fees collection.
- c. Copy of resume
- d. Letter of interest signed, indicating that the Consultant have read, understood and accept the content of these Terms of Reference. (Appendix 1)

*For Consultancy Companies:*

- a. Copy of Certification of Incorporation
- b. Copy of identification document of the Legal Representative
- c. Copy of legal invoice for fees collection.
- d. Copy of resumes of the Consulting Team
- e. Letter of interest signed, indicating that the Consultant have read, understood and accept the content of these Terms of Reference. (Appendix 1)

### **FINANCIAL PROPOSAL**

- a. Signed by the proponent, indicating the value of professional services (in *insert currency*) in numbers and letters.

### **TECHNICAL PROPOSAL:**

*Note that the technical proposal is not an identical copy of the ToR. The document should reflect the methodology and work proposal that the Consultant intends to develop to achieve the objectives of the consultancy in question*

- a. **Methodology:** The proponent will describe the methodology to be implemented in the consultancy in a clear, consistent and precise way, indicating the actors with whom it will coordinate and the procedures, instruments and parameters to be used to carry out all the activities necessary to obtain the deliverables.
- b. **Schedule of activities:** The proponent must set out in the schedule of activities the logical dimension of time according to the scope of the required deliverables.

**If a company or group of consultants is applying, the proposal should include the following additional information:**

- Person in charge of the consultancy
- Composition of the consultant team, specialty of each member (include CV)



- Each member's role and responsibility in activities/products in accordance with ToR

## **8. PERIOD AND COORDINATION**

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The period of the consultancy will be 4 months.

**Form of work (with Unit/Project):** to achieve the products from this consultancy, the consultant is required to work closely with Ms Dominique Finegan, IUCN Technical Officer, and relevant focal points of the international consultancies hired under the project. The consultant is also required to work in close coordination with Ms Indira James-Henry, National Project Focal Point within the Ministry of Health, Wellness and the Environment, and regional partner, the Organisation of Eastern Caribbean States (OECS).

## **9. Other Expenses**

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The consultant or Consulting Team (in case of company) must:

- a) duly pay the taxes and/or contributions in the country of execution of the contract;
- b) have up-to-date medical and life insurance; and
- c) will cover bank fees for transfers.

No travel is expected for this consultancy.

## **10. EVALUATION CRITERIA**

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Proposals will be evaluated according to the following criteria:

- Technical Proposal that includes activities, methodology and timetable: 50%
- Experience, technical profile and references regarding previous consultancies in similar areas: 30%
- Price Proposal, which includes all expenses involved in carrying out this work: 20%

## **11. SUBMISSION OF THE PROPOSAL**

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The proposal must be sent to: [sofiamariela.madrigal@iucn.org](mailto:sofiamariela.madrigal@iucn.org), under the reference *“Policy analysis and development of policy recommendations to reduce plastic waste in Antigua and Barbuda by Wednesday December 2<sup>nd</sup>, 2020 at the latest.*

## ANNEX 1: LETTER OF INTEREST

Fill in the information in blue

[Place and date]

TO: [IUCN]

The undersigned, [name of the professional], after having examined the Terms of Reference for the Contracting of the Professional Consulting Services for (name of the consultancy) and offers to perform these services in accordance with the call for date \_\_\_\_\_.

The attached Financial Proposal is for the total sum of [amount in letters and figures], which includes all taxes required by law.

The period of time in which the signatory of this document agrees to provide the services is from the date of signing the contract, until the date of termination thereof, without price variation, unless modifications are made resulting from contract negotiations.

The undersigned declares that all the information and statements made in the submitted proposals are true and that any misinterpretation contained in them may lead to disqualification.

Cordially,

Signature \_\_\_\_\_

Full name of the proposer or legal representative \_\_\_\_\_

## Technical Annex 2: Key Components Required for Policy Scoping and Gap Analysis

In conducting this work, the consultant should consider (but not be limited to) the following key components:

1. Manufacturing: Production and Pre-production
  - a. Supply, transport, use, and leakage of plastic resin pellets used in manufacture of plastic products
2. Consumption, from:
  - a. Land-based sources (industry, the general public, institutions)
  - b. Marine-based sources (recreational/commercial fishing, aquaculture, offshore oil and gas exploration)
3. Waste Management or Disposal, and specifically plastic waste management and disposal, including:
  - a. Legal waste management (landfill, incineration and recycling, and associated leakage during collection and transportation; wastewater treatment and sewer overflow);
  - b. Illegal, unregulated and accidental waste disposal (illegal dumping, littering, other leakage);
    - i. Marine Litter (including illegal/unregulated disposal, lost cargo and gear, etc.);
    - ii. Lost Plastic Resin Pellets – during manufacturing, processing, transport, etc.
    - iii. Accidents and Disasters – anthropogenic and natural (release of plastics through accidents, storms and natural disasters like tsunamis, hurricanes and tornados)
  - c. Waste Avoidance (energy recovery, re-use, reduction of demand of plastic products, biodegradable plastics, substitutes to plastics, innovation);
4. Kinds of Instruments, including regulatory (affirmative/prohibitive), economic (incentives/disincentives) and information (research, record-keeping, education, etc.) instruments and including the following:
  - a. Price-based (e.g., taxation of plastics or subsidising alternatives, such as taxing poor environmental performance, subsidising research and innovation, adjusting waste charges, deposit-refund programmes, tax breaks to incentivise better plastics stewardship, or fees/levies/duties applied to people or companies to discourage poor stewardship, etc.);
  - b. Rights-based (e.g., cap and trade systems; promoting extended producer responsibility, which provide property rights and duties to producers; pay-per-use; waste-based billing; promoting the sorting of wastes for recycling; etc.);
  - c. Regulations (e.g., limits to allowable pollution levels; standards for plastic pellet spills; plastic /landfill bans; mandatory recycling legislation; stewardship practices to supporting extended producer responsibility; prohibitions against irresponsible plastics waste-handling; etc.);
  - d. Behavioural (influencing behaviours to reduce plastic pollution; education and providing information; social comparisons use; supporting research,

awareness campaigns, labelling of products to instruct uses on end-of-life best practices; etc.)

5. Targets of Instruments
  - a. Plastics industry;
  - b. Consumption of plastics (by companies, organisations or the public);
  - c. Tourism (land, water, cruise ships) and fisheries industries (specifically or as relevant to SIDS);
  - d. Legal/illegal plastics disposal;
  - e. Land-based and marine based sources of plastics waste and leakage;
  - f. Capture of plastics after they have been leaked to the environment;
  - g. Macro- and microplastics;
  - h. Recycling measures or incentives?
6. Key Considerations and Analyses: The consultant will conduct analyses on the collected information to develop recommendations for the best policy to manage non-recyclable plastic waste and reduce or eliminate plastics leakage into the environment in each of these three SIDS in the Caribbean Region. This will include (but will not be limited to):
  - a. Gap analysis (e.g., gaps related to policy or gaps in knowledge, technology, financial measures that affect policy, or gaps in determining effectiveness of instruments, gaps in types of plastics managed, etc.), discussion of effectiveness or risks associated with the instrument, positive or negative interactions/conflicts/harmonisations among instruments or pairing two instruments together (e.g., a ban and education), issues relating to lack of accurate information, enforcement issues, local/regional effects on policy implementation or effectiveness, analysis of the types of instruments being used and what plastics/sources are targeted, and lessons learned;
  - b. Review of financing and implementation options associated with these instruments.

## Technical Annex 3: Potential Areas for Reduction Measures

The consultant's recommendations for policy to address specific situations in each of the three SIDS will consider, but are not limited to, the following areas. The consultant will also consider the results of the review of Current Plastic Waste management Instruments and Technical Annex 1, where relevant:

- Corporate Social Responsibility (CSR) Support
  - e.g., Promotion of coordination and integration of plastic reduction strategies, which could include:
    - Institutions and entities (like governments) that purchase large amounts of plastic products;
    - Sectors, like the fishing sector, tourism, and waste management, or other users of plastic and generators of plastic waste, etc.
    - How plastics are used (e.g., changing materials used in packaging)
- Extended Producer Responsibility (EPR) Support

- e.g., Infrastructure/innovation investments for plastic design, production, recovery, moving toward circular economy, etc.
  - Return/bring back schemes, deposits
- e.g., Developing targets and performance standards for recycled content, facilitating end-of-life recycling, removing barriers, etc.
  - Segregation and valorisation of residues in landfills
- e.g., Organic materials are compostable. Therefore the volume of space that organic matter occupies in a landfill will decrease over time as it degrades. Plastic, however, will not degrade so the volume it occupies in a landfill will not diminish. Thus, waste management fees based on volume of waste should consider degradation (or its lack) of waste over time.
- Energy Recovery
  - e.g., Use of plastics in waste-to-energy combustion plants
  - e.g., Producing fuel from plastics wastes (refuse-derived fuel), as by using heating and pyrolysis to create synthetic oil products