

**GREEN CLIMATE FUND READINESS PROPOSAL FOR ST. KITTS AND NEVIS FOR
INSTITUTIONAL CAPACITY AND COORDINATION AND COUNTRY PROGRAMMING**

CONSULTANCY SERVICES FOR THE DEVELOPMENT OF AN URBAN RESILIENCE PLAN

TERMS OF REFERENCE

1. BACKGROUND AND CONTEXT

1.01 St. Kitts and Nevis (SKN) 2011 census recorded that the Federation had 47,196 residents with 34,918 in St. Kitts and 12,278 in Nevis. The urban parishes of St. Kitts (Saint George and Saint Peter) and Nevis (Saint Paul) account for 37% and 15% of the population, respectively. The major urban centre is Basseterre. The settlement pattern comprises dense population centres in and around Basseterre and scattered satellite villages along the islands' main coastal roads. Daily commuter demand, in and out of the two main town centres, is high as residents continue to maintain a close social and commercial/business relationship with institutions in these urban areas. Climate change is one of the most critical issues facing SKN. The country faces the prospect of irreversible loss and damage resulting from climate change, especially in the urban corridors. Notwithstanding, SKN is committed to tackling these adverse impacts. It considers its Nationally Determined Contributions (NDCs) to be ambitious and continues to exhibit evidence of sustainable and environmentally sound development. The achievement of the NDCs remain contingent on the availability of financing and technological support.

Some Resilience Challenges

1.02 St. Kitts faces several vulnerability challenges due to its geographic location; small landmass and population size; economic fragility; and scarce resources. These challenges are particularly manifested in the country's urban areas and require a coordinated planning approach that is characterised by the integration of social, economic, environmental and risk factors.

1.03 **Infrastructure Issues:** Basseterre, St. Kitts' capital city and main engine of economic activity is grappling with numerous interconnected challenges related to inadequate infrastructure – drainage, roads, solid waste management and drainage systems. These are accompanied by social disparities as manifested in challenges such as reduced access to potable water during periods of drought (which has already increased in both frequency and severity); high poverty levels and a health services sector that is overwhelmed. These problems have been exacerbated by the reality that these infrastructures were not designed in a manner that anticipates, prepares for, and adapts to changing climate conditions.

1.04 **Unsustainable Land Use Practices:** Improper land use practice in SKN has led to negative development patterns in some urban areas. In some instances, old inner-city residential neighborhoods such as Irish Town and New Town, are characterised by poor infrastructure and housing quality/and security problems. Another key issue is urban sprawl, which has several negative implications including high capital and recurrent cost of infrastructure and services, low accessibility and energy use inefficiency, and low resilience to natural events.

1.05 **Climate Change and Environmental Stresses:** The effects of climate change present major risks for Basseterre. As a coastal city, Basseterre is at particular risk of flood and other damage associated with sea level rise. The increase in extreme weather events also present a challenge for Basseterre. The city has been experiencing flooding due to the overflow of ghauts during intense rainfall, and water retention in some sections of the town. Intense rainfall also causes turbidity at surface water springs which limit their supply potential.

1.06 Another concern is the risk of water scarcity increasing due to additional pressure to the long-term water availability that climate change could cause. Hurricane/storms also pose a risk to water infrastructure, particularly damage to pipelines at ghaut crossings and the potential for high wind damage to steel tanks reservoirs. There is an urgent need to make the water supply more resilient to existing and potential climatic fluctuations.

1.07 Water quality is being impaired due to urban encroachment in the upper reaches of the Basseterre Valley Aquifer. In addition, unregulated building and road construction on steep slopes, non-point source pollution from urban runoff, indiscriminate solid waste dumping, and indiscriminate sewage disposal have all contributed to coastal and marine habitats and ecosystems degradation. These problems have been exacerbated by the ever-increasing problem of water scarcity and pressure on aquifers.¹

1.08 **COVID-19:** GSKN has had success in their fight against the COVID 19 pandemic. However, considering the fact that Basseterre is an urban hub of economic activity and that urban sprawl is an indicative feature, it is clear that in the unfortunate event that there is community spread, and in preparation for future similar or more devastating pandemics, the impacts on a densely populated urban centre would be catastrophic. Therefore, it is imperative that during the urban planning process, mitigation measures and guidelines for infrastructure and capacity investments are incorporated to address the COVID-19 pandemic risks and other similar future shocks.

The Government of St. Kitts and Nevis Response

1.09 The Government of St. Kitts and Nevis (GOSKN) has been making attempts to address the socio-environmental degradation of its urban areas for the past 20 years. In 2004, GOSKN developed an Urban Revitalisation Plan (URP) to address the issues that are impacting the functionality of Basseterre including through (a) encouraging new development that incorporates ecologically sustainable development principles and (b) delivering detailed proposals for resolving the sewage and solid waste disposal problems in Basseterre. The URP (2004) focused on the redevelopment of eight activities across six key areas of development:

- (i) Fort Street Improvement.
- (ii) The Historic District of Basseterre.
- (iii) Development of Port Zante and Waterfront Improvements.
- (iv) Settlement Upgrading.
- (v) Public Open Space Recreation.
- (vi) Public Car Parks and Parking Meters.
- (vii) Central Sewerage System.
- (viii) Street Signs and Implementation of New Address System.

1.10 The National Adaptation Strategy (NAS) was adopted for the period 2006-2013 in response to the closure of the sugar industry in 2005. The NAS identified environmental management as an integral component of overall national development, with focal areas including: agriculture, coastal zone and water, climate vulnerability reduction, and sustainable economic growth.

1.11 Since the development of the master plan, several changes have taken place that suggests the need to change the approach for redeveloping Basseterre. These include:

¹ “Food and Agriculture Organisation defines countries like Barbados, Antigua and Barbuda, and SKN as water-scarce with less than 1,000 m³ freshwater resources per capita” (Source – ReliefWeb, available at: <https://reliefweb.int/report/world/drought-characteristics-and-management-caribbean>)

- (a) immigration of other ethnicities in recent years; neglect of properties, and suburbanisation in Basseterre.
- (b) the emergence of several international urban planning frameworks – for example, the urban new agenda that provide standards and principles for planning, constructing, developing, managing, and improving urban areas.
- (c) the ongoing COVID-19 Pandemic which has highlighted the vulnerabilities of the urban poor and the urgency of investing in higher quality housing and infrastructure.
- (d) The recent development, by GOSKN of several key frameworks and vulnerability tools which need to be considered in the redevelopment of Basseterre².

1.12 In light of these developments, GOSKN realises that a climate-resilient approach is required in revising the URP (2004) for Basseterre and will therefore engage a Consultant to develop an urban resilience plan³. The urban resilience plan will attempt to respond to the pressure points of shelter, employment creation, food supply, water, waste disposal, energy, transport, health and social services in the city of Basseterre.

1.13 In the present COVID-19 Pandemic environment it will be necessary for the Consultant to demonstrate, via a Method Statement (MS) incorporating the necessary mitigation measures, how they intend to effectively execute the tasks outlined in the scope of services. The MS should identify the risks associated with the tasks and the risk management measures. Over the project life cycle, the statement will be amended to account for any changes in relevant regulations or in ways of working.

2. DESCRIPTION OF ASSIGNMENT

Specific Objective

2.01 The overall objective is to provide technical support to SKN in strengthening resilience planning through the formulation of an URP.

3. SCOPE OF WORK

3.01 The consultancy requires a collaborative approach with Line Ministries, agencies and stakeholders to formulate an appropriate and comprehensive URP. The requested services of this consultancy will be to prepare an urban resilience plan for Basseterre, SKN. This will be achieved through the following three steps:

Phase 1: Resilience Diagnostic

3.02 Building on previous studies done by the GOSKN, this will involve data gathering and analysis to provide a comprehensive understanding of potential shocks and stresses, related vulnerabilities and key gaps and challenges in building urban resilience. The Consultant will conduct a thorough review of urban

²These include: Draft Land Use Policy (2018), Disaster Vulnerability Assessment for Health, Education and Public Infrastructure Sectors in SKN (2018) and Strengthening Coastal Road Infrastructure Resilience to Geophysical and Climate Related hazards Study.

³Urban resilience is defined as “the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience”. (World Bank 2017).

planning and policy frameworks, tools and related documents relevant to urban resilience planning at the global and national levels as follows:

- (a) Global level: Review relevant sections of the Sustainable Development Goals, Sendai Framework, New Urban Agenda and the Samoa Pathway;
- (b) National Level:
 - (i) collect and review data and information for urban characteristics;
 - (ii) review and assess existing planning-related data and information – vision, national policies, strategies, plans, legislation, regulations, etc., relevant to the redevelopment process to identify gaps and opportunities for integrating strategies proposed in these documents in the urban resilience plan. The documents to be reviewed should include, but not limited to the:
 - Urban Development Master Plan (2004);
 - The National Adaptation Strategy, 2006-2017;
 - SKN Building Code, 1996;
 - National Physical Development Plan, 2006;
 - SKN National Climate Change Policy 2017;
 - SKN National Climate Change Adaptation Strategy 2018;
 - National Determine Contribution – SKN 2016;
 - GSKN National Conservation and Environment Protection Act 1987
 - GSKN National Biodiversity Strategy and Action Plan 2014-2020
 - SKN Poverty Assessment Report, Kairi Consultants (2007-2008)
 - National Land Use Policy for SKN, 2018;
 - National Hazard Profiles of SKN, 2018;
 - National Hazard Mapping System and Atlas of SKN, 2018;
 - Disaster Vulnerability Assessment for the Health, Education and Public Infrastructure sectors in SKN, 2018;
 - Water Sector - Climate and Vulnerability Assessment Report, Screening of Policies, 2018 Plans and Strategies, Investment Plan for Climate Resilient Water Supply Services; and;
 - Coastal Road Infrastructure Resilience Assessment - climate change and disaster risks and vulnerabilities, existing resilience measures and institutional structures, 2018;
- (c) review historical documents and data which inform the background of the establishment of settlements and commercial areas within the urban environs of Basseterre;
- (d) assess the development trends within Basseterre over the past thirty (30) years;
- (e) review key documents and studies related to the development of Basseterre;
- (f) assess the impact of policies such as those for land and housing have influenced development in the urban centres; and
- (g) map all stakeholders working on urban planning in SKN.

Phase 2: Stakeholder Consultations

3.03 In this phase, the Consultant will:

- (a) identify and priorities risks and develop a framework for an urban resilience roadmap through stakeholder consultations;
- (b) consult with key stakeholders, including (government and non-governmental) inclusive of the Ministry of Finance, Ministry of Sustainable Development, the Ministry of Public Infrastructure, St. Kitts and Nevis Chamber of Industry and Commerce and the Urban Development Corporation, Civil Society groups, and community groups. The consultation should discuss preliminary findings of the Diagnostic phase and engage them in the discussion and validation of challenges, opportunities and policy recommendations; and
- (c) organise and participate in a national workshop with selected stakeholders to elaborate key aspects of the proposed urban resilience plan.

Phase 3: Urban Resilience Plan

3.04 Based on Phase I and II above, the Consultant will propose a final set of resilience planning strategies and an action plan to address the environmental, social, infrastructural, economic, and institutional aspects of urban resilience for Basseterre. The resilience planning strategies should:

- (a) identify key risks, visions, goals, intervention areas (policies, programmes or practices for achieving goals), actions (concrete steps on how to achieve each initiative), targets and a detailed implementation plan with timelines, cost estimates and defined stakeholder roles;
- (b) Synthesize and incorporate the work already covered in existing urban planning frameworks as reflected in Phase I Diagnostics;
- (c) take into account historical development, trends, land/property ownership issues, climate change resiliency, tax administration and environmental considerations; and
- (d) consider initiatives to improve shelter, address in-fill development, water management, waste disposal, transport, employment creation, food supply, energy, health and social services (including initiatives to reduce pandemic related vulnerabilities in Basseterre).

Phase 4: Demonstration Project and Place Branding Strategy

3.05 Based on the recommendations of the action plan at Phase 3, the Consultant will be required to develop a demonstration project supported by a place branding strategy.

4. DELIVERABLES

4.01 The specific outputs for the consultancy include:

Name of Report/Output	Content	Timeline
(a) Inception Report and Work Plan.	Will provide an analysis of the current situation and provide a work schedule, issues	Two (2) weeks after commencement of the assignment.

Name of Report/Output	Content	Timeline
	encountered, key prerequisites/factors foreseen and planned activities.	
(b) A Progress Report including findings of the Diagnostics, as well as the meetings with key stakeholders and focus groups.	Involve data gathering from stakeholders and key documents, and analysis to provide a comprehensive understanding of potential shocks and stresses, related vulnerabilities, key gaps and challenges in building urban resilience.	Third month after commencement of assignment.
(c) A Draft Final Report after the stakeholder consultation. The report should include the draft URP and an implementation action plan with implementation cost where appropriate. The Draft Report should consider feedback from the meetings with key stakeholders and focus groups.		Two (2) weeks after completion of stakeholder meetings.
(d) Consultation to discuss the draft URP	The coming together of key stakeholders to discuss the draft URP with information on how their input informed the draft and garner their comments.	Two (2) weeks after submission of draft URP.
(e) A Final Report which includes feedback from the stakeholder consultation, and which should include all the deliverables set out in the scope of services.	A final report that provides main findings, achievements, and recommendation to guide future resilient urban planning.	Six (6) months after commencement of assignment
(f) Demonstration Project design and Place Branding Strategy completed.	Working with the Department of Physical Planning, develop a demonstration project supported by a place branding strategy.	Seven (7) months after commencement of assignment.

5. QUALIFICATIONS AND EXPERIENCE

I. Key Expert: Project Team Leader:

Qualification and Skills Required:

- A Masters in Urban Planning, Urban Policy, Urban Development, or related discipline.
- Professionalism; Communication; Coordination; Teamwork.
- Proven academic and research experience.
- Previous work in developing plans.
- Experience in facilitating and leading workshops and discussions.

- Excellent analytical and communication capacity.
- Ability to work under pressure to meet tight deadlines.

General Professional Experience:

- A minimum of ten years experience in the area relevant to the assignment.
- He/she must have experience with such undertakings in the Caribbean region and/or small island states.
- The Consultant shall have a minimum of ten (10) years experience in research documentation.
- Excellent interpersonal and communication skills (written and verbal) in the English language.

Specific Professional Experience:

- The Consultant must have an understanding of the Caribbean context and must have actively participated in the formulation of policies related to resilient urban development.
- The expert should have a minimum of ten (10) years' experience working in Urban Development, Physical Planning or related field.
- He/she must demonstrate knowledge of the ability to undertake the assessment of urban planning, urban resilience, tax administration matters related to urban resilience and planning, and land use and development.
- Strong interpersonal, leadership and motivational skills.

6. DURATION AND LOCATION

6.01 The intended commencement date is October 2021 and the period of execution of the contract will be seven months. The assignment is expected to be completed by a single Consultant supported by GOSKN.

Location of Assignment

6.02 The assignment foresees in-country dialogue with the key stakeholders in both SKN. The expert will be provided with office space at the Department of Physical Planning within the Ministry of Sustainable Development. Considering the COVID-19 health crisis, greater emphasis will be placed on virtual meetings, and the electronic submission of relevant documents (policies, studies, strategy papers etc.) relevant to the assignment as is necessary.

7. LANGUAGE

7.01 All reports and other documents prepared under the assignment should be in English.

8. SUBMISSION AND APPROVAL OF REPORTS

8.01 All reports should be supplied by e-mail, flash drive or Microsoft Word/Excel or other editable formats.

9. ADMINISTRATIVE INFORMATION

9.01 **Contracting Authority:** The Caribbean Development Bank