



GOVERNMENT OF SAINT LUCIA

**MINISTRY OF HOME AFFAIRS, CRIME PREVENTION AND PERSONS WITH
DISABILITIES**

TERMS OF REFERENCE (ToR)- (Individuals)

ENHANCING THE RESILIENCE OF THE SAINT LUCIA FIRE SERVICE PROJECT:

**CONSULTANCY SERVICES FOR DEVELOPMENT OF A SUSTAINABILITY
MANAGEMENT PLAN (SMP)**

GOVERNMENT OF SAINT LUCIA**ENHANCING THE RESILIENCE OF THE SAINT LUCIA FIRE SERVICE PROJECT
CONSULTANCY SERVICES FOR DEVELOPMENT OF A SUSTAINABILITY
MANAGEMENT PLAN (SMP)****TERMS OF REFERENCE (ToR)-(Individual)****1. BACKGROUND**

The Government of Saint Lucia (GOSL) has received financing from the Caribbean Development Bank (CDB) towards the cost of the Enhancing the Resilience of the Saint Lucia Fire Service Project and intends to apply a portion of the proceeds to eligible payments under this contract. The Ministry of Home Affairs Crime Prevention and Persons with Disabilities (MOHACPPwD) is the Executing Agency of this Project and now wishes to procure consultancy services for Development of a Sustainability Management Plan (SMP).

Sustainability and Resilience in the Saint Lucia Fire Service (SLFS)

The Government of Saint Lucia (GOSL), as part of its national security mandate, recognises the critical role of the Saint Lucia Fire Service (SLFS) in safeguarding lives and property. To ensure a robust and adaptive response to evolving challenges, it is imperative to implement a comprehensive and sustainable approach to organisational development, environmental adaptation, and resource allocation. A sustainable development framework must be inclusive, emphasizing operational efficiency, prudent resource management, natural resource conservation, and effective waste management. This strategy will enable the SLFS to enhance service delivery, strengthen resilience, improve quality, and uphold health and safety standards.

The SLFS is responsible for providing regulatory training, fire prevention, investigation, and emergency response services to both industries and the public. This includes firefighter training, fire investigations, public education on fire and life safety, and incident response support. However, Saint Lucia is increasingly exposed to a broad spectrum of hazards—both natural and man-made—placing significant strain on SLFS resources, particularly its Emergency Medical Services (EMS). The challenges are most pronounced during extreme weather events, including storms, hurricanes, droughts, and associated secondary hazards such as flooding and wildfires. Climate projections indicate an increased frequency and intensity of extreme weather events, including rising temperatures and unpredictable rainfall patterns. In regions already susceptible to wildfires, the fire season is expected to lengthen, with more days characterized by conditions conducive to fire spread and intensity due to prolonged dry periods. To address this evolving hazard landscape, the SLFS must be adequately equipped to enhance its emergency response capabilities.

As a public service organisation, the SLFS has a direct responsibility to minimise its environmental impact while supporting Saint Lucia's national policy objectives on carbon emissions reduction, sustainable waste management, and climate resilience. Strengthening the SLFS's resilience to operational risks is essential in meeting these objectives. However, the absence of a Sustainability Management Plan hinders the organisation's ability to systematically manage risk, waste, water, and energy consumption. The development of such a plan will provide a structured framework to achieve environmental sustainability and ensure that SLFS facilities operate in alignment with modern industry best practices.

To address these challenges, it is critical to enhance the SLFS's capacity to improve emergency response services, mitigate risks, and effectively manage future emergencies across Saint Lucia.

2. OBJECTIVE OF THE ASSIGNMENT

The objective of the consultancy is a comprehensive Sustainability Management Plan developed to comprehensive guidelines established for the Saint Lucia Fire Service (SLFS) to effectively respond to socio-economic and cultural changes, mitigate environmental impacts, facilitating enhanced quality assurance, and improved health and safety standards under the project.

The Consultant will report to the Permanent Secretary (PS) in the MOHACPPwD and the Project Coordinator (PC). While SLFS will assist in facilitating the work of the Consultant, the Consultant will be responsible for the collection of all data and information required for the successful completion of the consultancy. PC will act as the liaison for consultations between the Consultant and the relevant Government agencies and other key stakeholders throughout the duration of the assignment.

Primary Objectives of the Consultancy

1. Socio-Economic and Cultural Adaptation

- Align the structure of the SLFS with its social responsibilities, ensuring that its services effectively meet community needs.
- Strengthen community education and emergency response initiatives to enhance public awareness and engagement.

2. Environmental Sustainability

- Develop a systematic approach to risk management for emergency response in a sustainable manner.
- Incorporate conservation strategies, waste management protocols, and measures to mitigate biological and chemical hazards.
- Safeguard ecosystems while ensuring compliance with environmental best practices.

3. Quality Assurance

- Optimise the effective and efficient use of resources, including asset management and operational deployment.

- Enhance financial and economic value through robust budgeting and strategic planning.

4. Health and Safety Compliance

- Ensure adherence to all established and emerging health and safety regulations and standards.
- Implement measures to protect the well-being and rights of SLFS personnel and all beneficiaries of its services.

The Sustainability Management Plan will serve as a strategic framework to enhance SLFS's operational resilience, service effectiveness, and long-term sustainability in alignment with national and international best practices.

The Project will be implemented in accordance with the Procurement Policy for Projects Financed by CDB (November 2019) and the Procurement Procedures for Projects Financed by CDB (January 2021).

3. GENERAL SCOPE OF SERVICES

The Consultant shall work in full cooperation with the Saint Lucia Fire Service (SLFS), the Ministry of Home Affairs, Crime Prevention and Persons with Disabilities (MOHACPPWD), the Department of Sustainable Development, and other key stakeholders, including relevant agencies of the Government of Saint Lucia (GOSL).

The Consultant will be solely responsible for:

- The collection, analysis, and interpretation of all necessary data to effectively perform the required services.
- The timely completion of all reports.
- Ensuring accuracy and completeness in the findings and recommendations.

All essential data and calculations must be presented in sufficient detail to facilitate verification and future updates.

Scope of Activities

1. Background Research

- Conduct a comprehensive review of government policies and legislation relevant to SLFS operations.

2. Diagnostic Assessment

- Prepare a Diagnostic Report identifying gaps in SLFS' operations concerning sustainability.
- Develop recommendations for integrating sustainability considerations into SLFS operations and document these procedures for presentation to SLFS management and staff.

3. Draft Sustainability Management Plan

- Develop a Draft Sustainability Management Plan for review and approval by the MOHACPPwD and other relevant stakeholders. The Plan will incorporate the following key components:

a. Organisational Sustainability Management

- Develop a Sustainability Management Framework for SLFS, providing a structured approach to sustainability improvements.
- Formulate a waste management strategy and action plan, including specific measures for the sustainable disposal of outdated firefighting foam classified as carcinogenic, as well as other bio-chemical hazards.
- Recommend strategies for water conservation and efficiency, ensuring sustainable water use in emergency response while safeguarding ecosystems.
- Propose an organisational structure to support sustainability implementation and build awareness among SLFS staff and stakeholders, including adherence to health and safety standards.

b. Climate Change Adaptation

- Conduct a climate risk assessment to identify SLFS's vulnerabilities to climatic changes, develop climate change scenarios, and assess their potential impact on SLFS operations and infrastructure.
- Provide recommendations for integrating climate change considerations into SLFS operations, establishing implementation mechanisms, and identifying capacity-building and technical support needs.

c. Energy Management

- Analyse SLFS's energy consumption patterns and trends.
- Assess existing sustainable energy management initiatives within SLFS.
- Identify opportunities for energy optimisation and efficiency improvements, including potential cost-saving measures.

d. Final Report

Prepare a Final Report, structured to include:

- Objectives
- Context and Background
- Overview of Current Sustainability Initiatives
- Sustainability Management Plan
- Implementation Process and Responsibilities

- Monitoring and Reporting Framework

This comprehensive approach will ensure SLFS operates in alignment with sustainability best practices while enhancing its resilience, efficiency, and environmental responsibility.

4. CONSULTANT COMMENTS AND RECOMMENDATIONS

The Consultant shall provide any observations and suggestions for improvements to these Terms of Reference (ToR).

5. OUTPUTS & DELIVERABLES

The Consultant shall deliver **five (5) copies** of each report—**four (4) copies** to the Client and **one (1) electronic copy** to the Caribbean Development Bank (CDB). Additionally, reports must be submitted in PDF format as finalised documents, along with editable versions in Microsoft Word, Excel, or any other applicable formats used in their creation.

All electronic data utilised in the preparation of the reports shall be provided to SLFS in formats that enable further analysis. A **two-week period** will be allocated for SLFS review and feedback, followed by an additional **two (2) weeks** for submission of revised reports incorporating the received comments.

These deliverables will ensure a structured, well-documented, and actionable approach to incorporating sustainability into SLFS operations.

All reports, data, and related information shall remain the exclusive **property of SLFS**. The required reports and their submission timelines are as follows:

1. Inception Report

- To be submitted within **two (2) weeks** of contract signing.
- The report shall outline the proposed methodologies and approach for delivering the scope of work.
- SLFS will review and provide feedback within **one (1) week** of receiving the report.
- The Consultant shall incorporate SLFS comments and submit a revised report within **one (1) week** of receiving feedback.

2. Diagnostic Report

- To be submitted within **two (2) weeks** following SLFS's comments on the Inception Report.
- This report shall identify gaps in SLFS operations and present recommendations for integrating sustainability into its functions.

3. Draft Sustainability Management Plan

- To be submitted within **two (2) weeks** after receiving comments on the Diagnostic Report.
- The plan shall outline **structured sustainability strategies and implementation measures** for SLFS.

4. Final Report

- To be submitted within **two (2) weeks** after receiving comments on the Draft Sustainability Management Plan.
- This report will summarise the **implementation process, outcomes, and key findings** from the consulting services.

6. PERFORMANCE ASSESSMENT

The Consultant's performance will be evaluated based on the Contract, including the Terms of Reference (ToR), the detailed Project Work Plan, and the overall quality of deliverables. Performance assessments will be conducted against agreed targets, budget allocations, and submitted reports.

7. PROJECT DURATION

- The Consultant's services will be required for a period of **three (3) consecutive months** to execute the various activities outlined in Section 4-6 of the ToR.
- The Consultant shall provide all necessary equipment, and resources to fulfil the assignment. The Consultant is also responsible for obtaining any supplementary information required for the execution of the services. Furthermore, the Consultant is expected to proactively communicate any implementation challenges, risks, or unforeseen issues to the MOHACPPwD and SLFS and take appropriate measures to address them in accordance with professional standards.

8. QUALIFICATIONS, EXPERIENCE, AND COMPETENCIES

1. QUALIFICATIONS

The Consultant may be industry accredited/certified by International Organization of Standardization (ISO) 14001 or 5001, or have other Industry coded classification or membership such as;

- Leadership in Energy and Environmental Design (LEED),
- Association of Energy Engineers (AEE),
- International Social Sustainability Professional (ISSP),
- Global Reporting Institute (GRI)- Certified Sustainability Development Professional or Certified Environmental Social Governance (ESG) Analyst.

The Consultant may have industry related skills in providing technological support/training in energy and waste management efficiencies, or strategic sustainability supply chain policy development plans. Knowledge of environmental or sustainability regulations, or related laws would be an asset.

Additional proficiencies and further qualifications, with Curriculum Vitae (CV)/Professional Profile and experience in alignment with the Terms of Reference to include at least the following;

A **Master's Degree** from a recognised and accredited university in one of the following fields:

- Environmental and Sustainable Development Studies
- Business Management/Administration
- Strategic Management
- Operations Management
- Finance and Administration
- Or a Master's degree closely related to the primary Qualifications.
- Professional Qualification, a minimum of one professional qualification or accredited certification in Sustainability Management—such as ISO 14001, or 5001, or equivalent—is required. The certification must be issued by a recognized institution and demonstrate at least 20 hours of formal training or continuing education in sustainability-related practices.

2. EXPERIENCE REQUIREMENTS

Applicants must provide a comprehensive overview of previous project experience, including:

- Clearly defined roles and responsibilities
- Project duration and timelines
- Objectives and key outcomes
- Major milestones achieved

The Consultant must meet the following **minimum experience requirements**:

- **At least five (5) years** of progressively responsible and relevant professional experience in developing sustainability plans for similar organisations.
- Prior experience in organisational development and capacity-building initiatives is required.
- Strong strategic visioning, analytical thinking, and the ability to develop strategic partnerships.
- Proven experience working in the Caribbean context is highly desirable.
- Proven experience in Fire Service operations would be considered an asset.

- The Consultant must demonstrate excellent organisational and communication skills.

3. COMPETENCIES

The Consultant must demonstrate the following core competencies:

- **Professionalism-** Proven ability to adhere to high standards of engineering and project management best practices.
- **Collaboration & Stakeholder Engagement-** Ability to establish and maintain effective working relationships with key stakeholders.
- **Communications-** Strong written and verbal communication skills, including the ability to articulate complex information clearly and concisely.
- **Report Preparation-** Demonstrated experience in preparing clear, well-structured reports.
- **Technical Proficiency-** Proficiency in common office software and project management tools.
- **Attention to Detail-** Ability to meticulously review technical and contractual documents.
- **Language Proficiency-** Fluency in written and spoken English.

Key Competencies for the Consultant: Development of a Sustainability Management Plan

To successfully develop and implement a Sustainability Management Plan, the Consultant must demonstrate a diverse set of competencies that align with the educational qualifications and experience requirements specified. Below are the key competencies that should be considered:

1. Sustainability and Environmental Management

- Deep understanding of **sustainability principles**, environmental impact assessments, and sustainable resource management.
- Knowledge of **climate risk assessment** and the integration of climate adaptation strategies into organisational operations.
- Expertise in **waste management strategies**, including hazardous materials disposal and conservation practices.

2. Strategic Planning and Policy Development

- Ability to **develop, implement, and evaluate sustainability policies** that align with organisational and governmental goals.
- Experience in creating a structured **Sustainability Management Framework** tailored to public service organisations.

- Strong understanding of **regulatory compliance and policy frameworks** related to environmental sustainability and health and safety.

3. Organizational Development and Capacity-Building

- Proven ability to **assess operational gaps** and recommend improvements in organisational structures, sustainability integration, and staff training.
- Experience in designing and **implementing capacity-building programmes** to enhance organisational effectiveness.
- Strong background in **stakeholder engagement and institutional strengthening**.

4. Financial and Operational Management

- Proficiency in **financial planning and budgeting** to ensure cost-effective sustainability initiatives.
- Experience in **economic analysis** related to sustainability investments, including return-on-investment assessments.
- Understanding of **risk management frameworks** to mitigate financial and operational risks associated with sustainability practices.

5. Research, Data Analysis, and Reporting

- Expertise in **data collection, analysis, and interpretation** to support evidence-based decision-making.
- Ability to **design sustainability monitoring and evaluation (M&E) systems** for tracking progress and performance.
- Strong **technical writing skills** for developing reports, policies, and strategic recommendations.

6. Project Management and Implementation

- Proficiency in **managing complex projects**, ensuring timely delivery and quality execution of deliverables.
- Experience in overseeing **multi-disciplinary teams**, particularly in the public sector or emergency response organisations.
- Ability to **coordinate multi-stakeholder engagements** and facilitate collaboration between government agencies, NGOs, and other relevant entities.

7. Communication and Leadership

- Strong **communication and negotiation skills** to effectively engage with stakeholders, leadership teams, and technical experts.
- Ability to **advocate for sustainability initiatives**, fostering buy-in from senior management and operational teams.

- Proven experience in **leading organisational change** and driving continuous improvement in sustainability practices.

These competencies will ensure the Consultant is equipped to **develop a comprehensive and actionable Sustainability Management Plan** that aligns with organisational goals, regulatory requirements, and best practices in sustainability.

9. DUTY STATION

This role is hybrid; however, the selected Consultant is expected to report to the PC and work closely with personnel of the Saint Lucia Fire Service. Accordingly, the Consultant must be physically present to conduct on-site assessments, facilitate discussions and meetings, provide recommendations, and lead training seminars at the respective Fire Stations. Where necessary, these activities will be carried out in collaboration with the implementing agency, the MOHACPPwD.