

CARIBBEAN DEVELOPMENT BANK



**TECHNICAL ASSISTANCE - DEVELOPMENT OF A SPATIAL PLAN
FOR VIEUX-FORT DISTRICT – SAINT LUCIA**

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Considered at the Two Hundred and Seventieth Meeting of the Board of Directors held in St. Vincent and the Grenadines on March 9, 2016.

Coordinator, Environmental Sustainability Unit	Ms. Cheryl Dixon
Operations Officer (Environment) Environmental Sustainability Unit	Ms. Valerie Isaac

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TWO HUNDRED AND SEVENTIETH MEETING OF THE BOARD OF DIRECTORS

TO BE HELD IN ST. VINCENT AND THE GRENADINES

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**TECHNICAL ASSISTANCE - DEVELOPMENT OF A SPATIAL PLAN
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1. APPLICATION

1.01 By letter dated August 11, 2015, the Government of Saint Lucia (GOSL) requested the Caribbean Development Bank (CDB) to provide a grant to finance consultancy services to assist with the preparation of a spatial plan for the district of Vieux-Fort. The Vieux-Fort Spatial Plan (VFSP) will provide GOSL with a physical planning framework to guide long-term sustainable economic and social development and improved management of environment and natural resources within the district. The project is consistent with CDB's strategic objective of supporting inclusive and sustainable growth and development, and CDB's corporate priority to promote environmental sustainability. It aligns with CDB's Climate Resilience Strategy, 2012–2017, which recognises the need to, among other things, increase capacity to mainstream climate change in sector analysis, planning, and project design and improve approaches to resource conservation. It is also aligned with the Special Development Fund (SDF) thematic area of promoting environmental sustainability and disaster risk management. The proposed technical assistance (TA) addresses some development concerns highlighted in the Saint Lucia Country Strategy Paper (CSP), approved by CDB's Board of Directors in December 2012 and is consistent with GOSL's objective to facilitate a more balanced spatial development and increase resilience to climate change.

1.02 The beneficiary of the TA will be GOSL, with the Physical Planning Section (PPS) in the Ministry of Physical Development, Housing and Urban Renewal (MPDHUR) being the implementing agency.

1.03 The total estimated cost of this project, is four hundred and fifteen thousand United States dollars (USD415,000), of which CDB's contribution will be a grant of an amount not exceeding the equivalent of three hundred and forty thousand United States dollars (USD340,000). GOSL's contribution will be of an amount not less than the equivalent of seventy-five thousand United States dollars (USD75,000).

2. BACKGROUND

2.01 Saint Lucia, located in the south-eastern Caribbean is the second largest of the Windward Islands with a geographical area of 616 square kilometres (km²). The island has a total population of 166,526 and is divided into ten administrative districts. Castries, the capital city and its environs is home to an estimated 40 percent (%) of the total population.^{1/}

2.02 In recent years, the St. Lucian economy has shown signs of weak recovery linked primarily to growth in main trading partners, low oil prices and returning investor confidence. Unfortunately the

^{1/} Source Household and Population Census 2010, Preliminary Report (updated April 2011).

increase in economic activity witnessed thus far has been insufficient to have a favourable impact on the labour market as unemployment remains stubbornly high^{2/} especially among vulnerable groups such as females and the youth. Macroeconomic prospects are currently positive based largely on further expansion in the tourism and construction sectors. However, the country remains susceptible to unfavourable movements in the global economy, natural hazards and lingering structural rigidities (such as low productivity and weak institutions), which will need to be addressed more frontally if it is to accelerate economic growth and sustain it at a level that can meaningfully reduce unemployment and improve social outcomes.

2.03 Consequently, GOSL intends to focus on accelerating and broadening the basis of socially inclusive economic growth, providing a more enabling environment for private sector growth and employment; improving governance and fiscal responsibility; and ensuring environmental sustainability. GOSL's national objectives include more balanced spatial development of the island as part of its effort to reduce the primacy of Castries and to reduce some of the many emerging social and economic challenges. These include, amongst other things: (i) low levels and poor quality of urban services in part, due to weak planning and development control; and (ii) inadequate infrastructure investments that have resulted in increasing traffic congestion, urban sprawl, reduced social cohesion and increasing crime and anti-social behaviours.

2.04 In 2013, GOSL prepared a National Urban Renewal Policy and Strategic Plan of Action, to guide the regeneration of urban centres across its districts. The Policy identified Vieux-Fort as a critical growth pole and regional service centre for the south of the island and its regeneration as a key priority for bolstering economic growth and sustainable development of the south.

2.05 Vieux-Fort the second largest district, includes the Vieux-Fort Town and its environs of Belle Vue, Esperance; Pierrot, Morne Caillandre; Savannes; Beanfield, Moule A'Chique; La Resource, Derriere Morne, Collie Town, Grace, Black Bay, Pomme, Augier, La Tourney, Cantonement, Morne Vert, and Woodlands Estate. The administrative district of Vieux-Fort^{3/} and its environs are demarcated at Figure 1. The district's population has shown a steady increase since the 1991 census from 14,754 to 16,284 in 2010, an estimated 9.8% of the total population of Saint Lucia, making it the third most populous district after Castries and Gros-Islet.

2.06 Approximately 28% of the public lands^{4/} in Vieux-Fort is vested in Invest Saint Lucia (ISL), the national investment agency responsible for leveraging local investment and Foreign Direct Investment (FDI). The district also has many valuable resources that need to be preserved, both for their intrinsic value and contribution to the national and local social and economic well-being^{5/}. Unsuitable agricultural farming practices; watershed degradation; the residential developments and informal settlements in physically high-risk areas and non-point sources of pollution are contributing to the degradation of valuable coastal resources and marine habitats.

2.07 Climate change projections for Saint Lucia predict an increase in average atmospheric temperature; reduced average annual rainfall; increased sea surface temperatures; and an increase in the frequency and intensity of tropical storms. Saint Lucia is already experiencing the impacts of frequent extreme weather events. In 2015, GOSL approved its National Climate Change Policy and Adaptation Plan which included

^{2/} Estimated at 24.1% in 2015 - Source GOSL, 2015

^{3/} Vieux-Fort town provides government, administrative and business/financial services for the largely agrarian southern communities, including the nearby districts of Choiseul, Laborie, and Micoud and to a lesser extent, Soufriere.

^{4/} Vieux-Fort district (land area of 4,920 hectares [ha]) has the largest bank of government-owned lands (1,426 ha) in the island, 70% of which are within a flat sandy plain. Source: MPDHUR.

^{5/} Including, but not limited to, archaeological sites, marine reserves and fertile agricultural land. Ecosystems of significant importance include the Savannes Bay and Man Koté Mangroves which were declared Ramsar sites in sites in 2002. The Ramsar Convention is an international treaty for the conservation and sustainable utilisation of wetlands. These mangroves along with the Maria Island Nature Reserve, form part of a wider designated Pointe Sable Environmental Protection Area by GOSL.

the incorporation of climate change concerns and issues into the spatial planning and land use processes as a priority adaptation action. The preparation of the VFSP aims to demonstrate ways in which climate risk and resilience can be integrated into the broader national spatial planning framework. The low elevation of Vieux-Fort makes it highly susceptible to climate variability and climate change impacts. With an increasing population and the expansion of informal settlements, the absolute numbers of the population vulnerable to natural hazards and climate change impacts will continue to increase^{6/}. Critical national, social and economic physical infrastructure in Vieux-Fort will have increased risk from multiple natural hazards.

2.08 Economic activity in Vieux-Fort consists primarily of agriculture, manufacturing, distribution and offshore education and small-scale operators in tourism. The area supports vibrant farming communities producing vegetable and root crops; deep-sea fishing and aquaponics. The establishment of two offshore medical schools has provided expanded opportunities for income generation through rental housing and other services. Additional employment opportunities are few and in 2012 Vieux-Fort had one of the highest district unemployment rates around 38.8%^{7/} compared to the national average of 22.3%.

2.09 Recently GOSL has received a range of proposals for large development initiatives and investments across a range of sectors; residential, commercial, industrial, recreational and tourism for Vieux-Fort. Many of these are being planned in collaboration with Invest Saint Lucia (ISL), local and foreign private investors. GOSL has also been implementing a range of investments^{8/} to rehabilitate or improve critical services and infrastructure as well as to reduce its carbon footprint. However, these investments are being considered and undertaken in the absence of an overall strategic planning framework that would help facilitate optimal investment decisions for the benefit and social and economic development of the residents in and around Vieux-Fort, within the context of the available land space. GOSL intends to formulate a spatial development plan to explore development options for Vieux-Fort and to promote more equitable distribution of the benefits of economic growth beyond the Castries and Gros-Islet areas, having regard to a more transformative and innovative development agenda, including issues of climate resilience.

Institutional and Legislative Arrangements for Spatial Planning

2.10 The administrative, legislative and regulatory framework for natural resources management, environment and disaster risk reduction (DRR) is shared by a range of agencies and government departments. The objectives of the Physical Planning and Development Act 2005, (the Act) include, but are not limited to, the sustainable use of publicly and privately owned land; protection and conservation of the natural and cultural heritage; maintenance and improvement of the quality of the physical environment and the preparation of physical plans for any specified part of the island.

2.11 The Act gives legislative and regulatory authority to the PPS of MPDHUR to implement the provisions through a process of public consultation and review. The primary functions of the PPS include forward planning and policy, environmental protection, development control and building quality control. In accordance with the Act, PPS in carrying out its functions enlists the participation of a number of public sector “referral agencies”^{9/} for specialist advice on the relevant areas of expertise. The input of these referral

^{6/} A significant number of poor households in Vieux-Fort town residing within the floodplain of Vieux-Fort River were adversely affected by Hurricane Tomas (2010) and the December Trough (2013).

^{7/} Source: Analysis of the Saint Lucia Labour Market Needs Assessment Survey, 2012. The district unemployment rate of 38.8% translates to a job gap (the ratio of the number of unemployed and employment-seeking persons to every one vacancy) of approximately 24 compared to a national ratio of 16.

^{8/} GOSL, with financing from CDB, is implementing a Programme for the Regularisation of Unplanned Development (PROUD) to aid in reducing vulnerability of unplanned settlements. The Basic Needs Trust Fund is supporting drainage improvement in Vieux-Fort town aimed at reducing flood risk to poor communities. GOSL is also implementing a CDB financed water supply project in Vieux-Fort and its environs to improve reliability and water quality. The project will provide a framework to support these CDB financed investment projects.

^{9/} These are agencies with key responsibilities for natural resources management, environment, DRR including Sustainable

agencies in the planning process is vital in addressing conflicting interests as it relates to land use and issues of development. Agency collaboration is facilitated through the mechanism of a Development Control Authority (DCA) established under the Act. DCA^{10/} regulates development using planning approval procedures. PPS provides technical and administrative support to DCA. A dedicated Forward Planning^{11/} Unit within PPS is responsible for the day-to-day strategic planning operations and assignments. Policy matters and work programme priorities are determined at the level of the Supervisory Committee for Forward Planning. The Organisational Chart for PPS is attached at Appendix 1.

2.12 PPS faces challenges with respect to the responsibilities assigned to it under the Act. These challenges include:

- (a) limited opportunity for skills upgrading for physical planning officers. While PPS staff have general physical planning skills and on the job experience, particularly with the development control aspects of the portfolio, technical capacity needs to be strengthened to effectively execute the forward planning and policy development functions;
- (b) integrating climate change risks into the functions of PPS. Staff have some awareness of climate risk, however when knowledge is present, awareness of how to take action and ability to implement is limited;
- (c) inadequate capacity to undertake the public education, awareness and engagement function; and
- (d) insufficient technical and financial resources to prepare plans.

2.13 During 2015, GOSL revised components of the national building code to incorporate information related to reducing the vulnerability of buildings to climate change risks. Additionally GOSL is working to establish a National Spatial Data Clearinghouse (NSDC). NSDC will provide the technology, policies, and standards, necessary to acquire, process, store, distribute, and improve use of geospatial data. Land information will be more easily available in the required format, to inform decision-making. The formulation of VFSP to guide the development of the district within the overall framework of national sustainable, economic development planning and poverty reduction policies and strategies, is a priority in the PPS work programme for 2016-2017. GOSL views the VFSP preparation process as an opportunity to improve capacity within PPS. GOSL provides on the job training and direction to planning officers. Three PPS staff have been identified for forward-planning training through the preparation of the VFSP. It shall be a condition that one of the trainees will have the sole responsibility of supporting the Project Coordinator (PC) and the Consultants in preparing the VFSP.

3. PROPOSAL

3.01 It is proposed that CDB provide a grant to GOSL in an amount not exceeding the equivalent of three hundred and forty thousand United States dollars (USD340,000) from its Special Fund Resources (SFR), to assist GOSL to meet the costs for the formulation of a transformational spatial development plan for the Vieux-Fort district (the "Project"). The proposed process for development of the spatial plan provides many opportunities for consultations with key stakeholders, which is critical to gaining public support and ownership for the plan. The Project's Design and Monitoring Framework is presented

Development Division and the Water Resources Management Agency in the Ministry of Sustainable Development, Energy, Science and Technology; National Emergency Management Organisation, the Ministry of Agriculture and Forestry; Solid Waste Management Authority and the Environmental Health Department in the Ministry of Health.

^{10/} The DCA comprises senior technical public sector officers and professional bodies.

^{11/} Forward Planning refers to the component of the physical planning portfolio that deals with strategic planning i.e. preparation of long term national/district spatial and land use plans and strategies.

at Appendix 2 and Draft Terms of Reference (TOR) for the consultancy services in respect of the VFSP are presented at Appendix 3.

3.02 The Project includes:

- (a) Situation Analysis of Key Development Issues, Needs, Opportunities.
- (b) Strategic Framework comprising spatial development scenarios.
- (c) Ten-year spatial plan for transforming social and economic development of Vieux-Fort district.
- (d) Implementation Plan with pipeline of prioritised projects with the estimated cost of implementation for each project.
- (e) Innovative Financing Strategy.
- (f) Training Strategy and Implementation Plan based on a “learning by doing” approach.
- (g) Stakeholder Consultation Plan.
- (h) Public Education and Communication Strategy (PECS) and Communication/Information Toolkit.

4. OUTCOME

4.01 The planned Project outcome is that GOSL adopts a systematic spatial planning approach for informed decision-making to transform social and economic development and to protect vulnerable areas in Vieux-Fort district. The approach will explicitly integrate environment, climate change and DRR considerations into the spatial planning and management of the District.

5. JUSTIFICATION

5.01 In the absence of adequate planning and management arrangements, existing development challenges in the Vieux-Fort district will become even more acute over time as population increases and development pressures escalate. The challenge is therefore how best to plan, allocate and manage the sustainable development of the district, given the need to invest in climate resilient infrastructure; support a range of industries; while at the same time improving the living conditions of the poor and landless.

5.02 A coherent, credible and comprehensive planning framework for the Vieux-Fort district, will guide investment, support more sustainable, climate resilient and inclusive development and improve harmonisation among key national and local government agencies. The VFSP will facilitate informed decision-making, efficient and effective coordination of development programmes and projects within the district. Investors and developers will gain an increased level of confidence from the spatial plan, to make strategic land use and investment decisions.

5.03 The Plan will also provide a means of safeguarding the district’s environmental assets both for their intrinsic value and for their contribution to social and economic well-being, by creating a mechanism for environmental enhancement. This is particularly important where prime agricultural lands and environmentally sensitive areas are privately owned.

5.04 The formulation of a VFSP is viewed as an opportunity to create a positive platform for action on

climate change, by integrating key climate change priorities into planning, budgeting and investment activities for the district. This could contribute to increasing resilience of vulnerable groups.

5.05 The Project's performance assessment score is 3 or "Satisfactory". Details of the rating are shown at Appendix 4. The Project has a Gender Marker rating of 2.75. The scores for the four core criteria and the justification and description for each score is presented at Appendix 5.

6. IMPLEMENTATION/EXECUTION ARRANGEMENTS

6.01 Physical Planning Section in the MPDHUR will implement the Project. It shall be a condition precedent to first disbursement that a PC, reporting to the Permanent Secretary (PS) of MPDHUR, be engaged by GOSL. The PC will be financed by CDB. The PC through the PS, will liaise with CDB on all technical and administrative aspects of the Project. The TOR for the PC is provided at Appendix 6.

6.02 The preparation and implementation of VFSP requires close cooperation among key stakeholder agencies. It shall be a condition precedent that a Project Steering Committee (PSC) chaired by the PS and comprising senior officers from government agencies, statutory bodies, key professional groups, private sector and non-governmental organisations be established prior to the commencement of the work of the Consultants. The PSC will provide technical oversight for the project; policy and technical guidance on inter-sectoral issues; review the Spatial Plan Consultants' (Consultants) reports; facilitate inter-agency coordination and cooperation, and resolve inter-agency conflicts that might arise during project implementation; monitor the timely execution of project activities; and monitor the achievement of outputs and the likely achievement of the Project outcome. The PSC will meet as often as necessary, but at least on a quarterly basis during the implementation period. The PSC shall comprise at least one representative from each of the institutions set out in Appendix 7.

6.03 GOSL will employ a participatory approach to formulate the VFSP reinforced through public education to sustain support for the implementation of VFSP. This is more likely to establish a consensual basis on which future development can occur and provide maximum individual and district benefits. It is also beneficial for generating a high degree of ownership amongst the various stakeholders affected by spatial planning and increase the likelihood that the priorities, programmes, policies and land allocations presented in the spatial plan respond to the local challenges and opportunities. This includes promoting balanced participation of men and women at all phases of the plan formulation process. The planning process will also identify the different priorities, needs and roles of women and men, as well as the actions to facilitate those needs. The public education and awareness activities will also be a key intervention to improve the capacity of PPS to communicate with the general public as well as other public sector agencies, on the role of physical planning in achieving national development objectives and the planning process and regulatory requirements. This can assist with clarifying problems (e.g. compliance) that arise and the reconciliation of serious differing viewpoints.

6.04 The main activities associated with the formulation of the VFSP is summarised in the Activities and Milestones Table set out at Appendix 8. The project will be implemented over a period of 18 months. Appendix 9 provides a draft Project Implementation Schedule.

7. RISK ASSESSMENT AND MITIGATION

7.01 The major risks to achieving the expected project results and the associated mitigation measures are presented in Table 1 below.

TABLE 1: SUMMARY OF RISKS AND MITIGATION MEASURES

Risk Type	Description of Risk	Mitigation Measures
Implementation	Inadequate cooperation and coordination among public sector agencies.	<p>Consultants and PPS will use a participatory approach with sustained communication with key stakeholders using appropriate channels during the plan formulation process and following completion, to promote understanding of the VFSP and garner support for plan implementation.</p> <p>Targeted engagement and dissemination of Plan proposals to key decision makers.</p> <p>Political commitment and the demand for appropriate, strategic and effective planning for Vieux-Fort district is high.</p>
	The daily operations of the PPS office are not conducive to capacity building using the learning by doing approach.	<p>Training plan will define the most effective work arrangements. Work plans of the three PPS staff selected for training will be restructured to facilitate effective exchanges between trainees and Consultants.</p> <p>The PC will be engaged to coordinate project implementation.</p>
Operational	Limited effectiveness of the VFSP if GOSL is unable to find sustainable financing alternatives that do not exacerbate fiscal pressures.	Plan resourcing strategy provides reliable estimates of a proposed pipeline of social and economic development projects with innovative and concessional financing options available to and accessible by GOSL.

8. COST AND FINANCING

8.01 The total cost of the Project is estimated at USD415,000. CDB will fund 82% (USD340,000) of the Project costs with GOSL providing counterpart funding of 18% (USD75,000).

8.02 CDB's resources will be used to finance the costs of professional fees, travel, per diem expenses and other reimbursables of the Consultants to undertake the consultancy services to formulate VFSP, including report production. It is expected that a firm of Consultants, using a team of experienced professionals, will provide those consultancy services.

8.03 Counterpart resources from GOSL will provide for the PC, office accommodation, internal communication, administrative support, local transportation, counterpart staff, and dissemination of VFSP material. GOSL will also finance the costs of the stakeholders' consultations in which the findings and recommendations will be presented for discussions and feedback.

8.04 CDB's contribution will be met through a grant from its SFR. Funds are available from within existing resources. The budget is presented at Appendix 10. The Financing Plan is summarised below:

TABLE 2: FINANCING PLAN
(\$'000)

Contributors	USD	%
CDB	340,000	82
GOSL	75,000	18
TOTAL	415,000	100

9. PROCUREMENT

9.01 Procurement of consulting services shall be in accordance with CDB's "Guidelines for the Selection and Engagement of Consultants by Recipients of CDB Financing" (October 2011). Procurement of goods and non-consulting services will be in accordance with CDB's "Guidelines for Procurement" 2006. The Project's Procurement Plan is presented at Appendix 11. Any revisions to the Procurement Plan will require CDB's prior approval in writing.

10. RECOMMENDATION

10.01 It is recommended that the Board of Directors approve a grant to GOSL of an amount not exceeding the equivalent of three hundred and forty thousand United States dollars (USD340,000) from CDB's SFR (the Grant), to assist GOSL in the financing of the Project on CDB's standard terms and conditions, and on the following terms and conditions:

(1) Disbursement

- (a) Except as CDB may otherwise agree, and subject to sub-paragraph (b) below, disbursement of the Grant shall be made by CDB to GOSL as follows:
 - (i) an amount not exceeding the equivalent of one hundred thousand United States dollars (USD100,000) (the Advance) shall be paid to GOSL as an advance on account of expenditure in respect of the Project following receipt by CDB of:
 - (aa) a request in writing from GOSL for such funds;
 - (bb) a copy of the signed contract between GOSL and the Spatial Plan Consultants (the Consultants); and
 - (cc) evidence acceptable to CDB that the conditions precedent to first disbursement of the Grant specified in sub-paragraph (3) below have been satisfied; and
 - (ii) the balance of the Grant shall be paid to GOSL periodically following receipt by CDB of an account and documentation satisfactory to CDB in support of expenditures incurred by GOSL in respect of the Project.
- (b) CDB shall not be under any obligation to make:
 - (i) the first such payment pursuant to sub-paragraph (a) (i) above until CDB shall have received an account and documentation satisfactory to CDB, in support of expenditures incurred by GOSL with respect to the Advance;

- (ii) any payment pursuant to sub-paragraph (a)(ii) above until CDB shall have received the requisite number of copies of the reports and other deliverables, in form and substance acceptable to CDB, to be furnished for the time being by the Consultants, and the PC in accordance with their respective TORs at Appendix 3 and Appendix 6; and
- (iii) payments exceeding the equivalent of three hundred and six thousand United States dollars (USD306,000) representing ninety per cent (90%) of the amount of the Grant, until:
 - (aa) CDB shall have received the requisite number of copies of the final reports and other deliverables, in form and substance acceptable to CDB, to be furnished by the Consultants and the PC in accordance with their respective TORs at Appendix 3 and Appendix 6; and
 - (bb) a certified statement of the expenditures incurred in respect of, and in connection with the Project.
- (c) The first payment of the Grant shall be made by August 30, 2016 and the Grant shall be fully disbursed by August 30, 2017 or such later dates as CDB may specify in writing.

(2) **Procurement:**

Procurement shall be in accordance with the procedures set out and/or referred to in the Grant Agreement or such other procedures as CDB may from time to time specify in writing. The Procurement Plan approved by CDB is set out at Appendix 11 of this Report. Any revisions to this Plan shall require CDB's prior approval in writing.

(3) **Conditions Precedent to First Disbursement:**

- (a) PSC referred to in sub-paragraph (4) (b) (i) below shall have been established; and
- (b) PC referred to in sub-paragraph (4) (b) (ii) below shall have been engaged.

(4) **Other Conditions:**

- (a) Except as CDB may otherwise agree, GOSL shall implement the Project through PPS of MPDHUR.
- (b) GOSL shall:
 - (i) establish, and for the duration of the Project, maintain PSC, chaired by the PS, with the composition, duties and responsibilities set out in paragraph 6.02 and paragraph 1.01 of Appendix 7 to this Report respectively;
 - (ii) in accordance with the procurement rules applicable to the Grant, engage a PC, who shall report to PS, and be responsible for overall coordination of the Project, including the duties and responsibilities set out in the TOR at Appendix 6. Any person subsequently appointed to the position of PC shall be acceptable to CDB;

- (iii) assign, for the duration of the Project, one of the three trainees at the PPS of MPDHUR to the Project with the sole responsibility of supporting the Consultants and the PC in preparing the VFSP. The qualifications and experience of any person subsequently assigned to this task shall be acceptable to CDB;
 - (iv) in accordance with the procurement procedures applicable to the Grant, engage the Consultants to provide the services outlined in the TOR at Appendix 3; and
 - (v) within a timeframe acceptable to CDB, adopt and implement VFSP and any other recommendations arising out of the Spatial Plan consultancy, as may be acceptable to CDB.
- (c) Except as CDB may otherwise agree, GOSL shall:
- (i) meet or cause to be met:
 - (aa) the cost of items designated for financing by GOSL in the budget set out in Appendix 10 (the Budget);
 - (bb) any amount by which the cost of the Project exceeds the estimated cost set out in the Budget; and
 - (cc) the cost of any other items needed for the purpose of, or in connection with, the Project; and
 - (ii) provide all other inputs, not being financed by CDB, required for the punctual and efficient implementation of the Project.

SUPPORTING DOCUMENTATION:

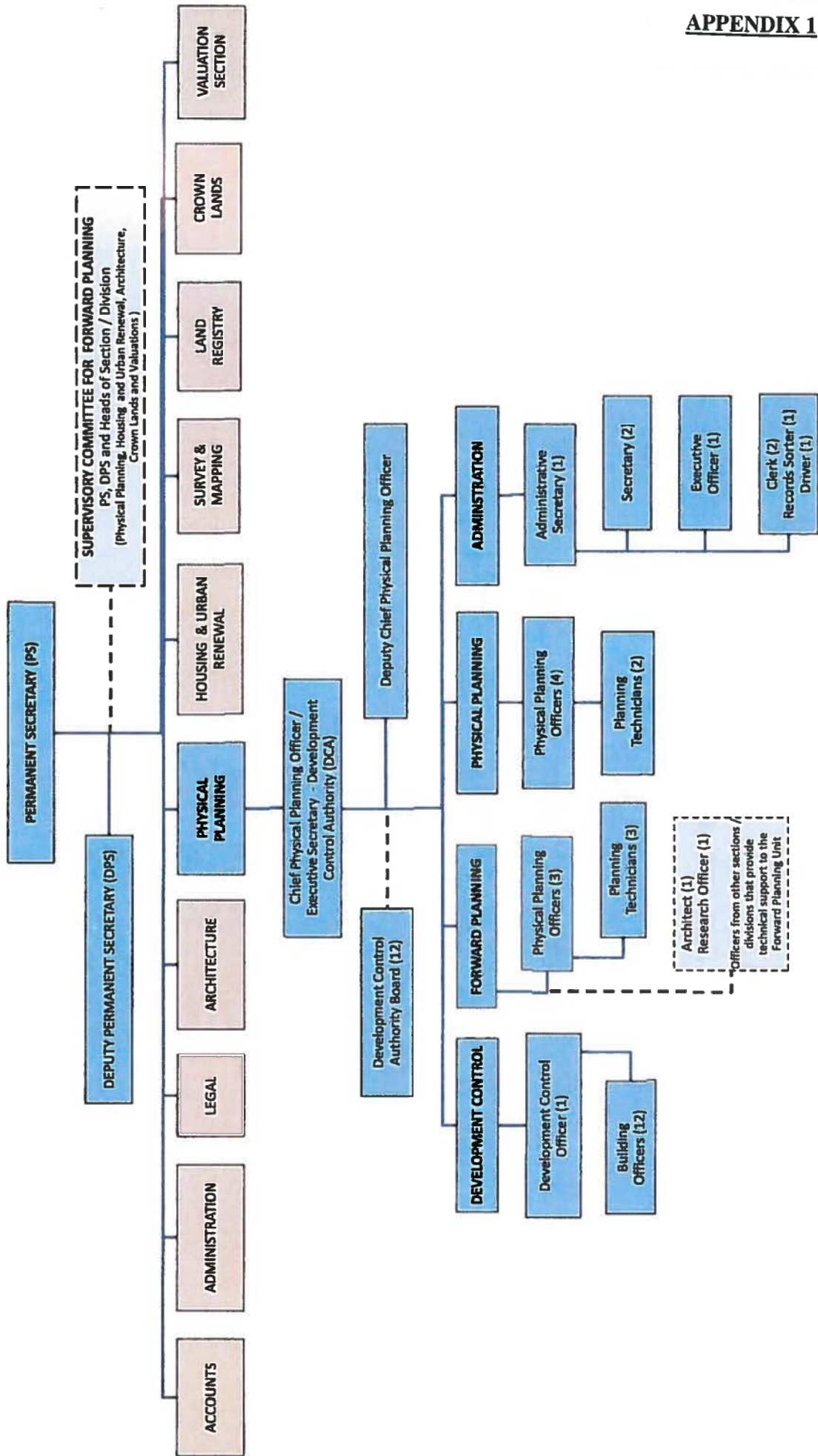
- Appendix 1 - Organisational Chart PPS
- Appendix 2 - Design and Monitoring Framework
- Appendix 3 - Draft Terms of Reference – Consultancy Services for Development of a Spatial Plan for Vieux-Fort District– Saint Lucia
- Appendix 4 - Performance Assessment Score
- Appendix 5 - Gender Marker
- Appendix 6 - Draft Terms of Reference - Project Coordinator
- Appendix 7 - Project Steering Committee
- Appendix 8 - Draft Activities and Milestones Table
- Appendix 9 - Draft Project Implementation Schedule
- Appendix 10 - Budget
- Appendix 11 - Procurement Plan

- Annex - Spatial Component Details

FIGURE 1

- Study Area - Vieux-Fort Administrative District

ORGANISATIONAL STRUCTURE - MINISTRY OF PHYSICAL DEVELOPMENT, HOUSING AND URBAN RENEWAL



DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets/Indicators	Data Sources and Reporting Mechanisms	Assumptions
<p>Project Impact</p> <p>Fully operational spatial plan guiding strategic and integrated management and use of land for accelerated and sustainable economic growth in Vieux-Fort district.</p>	<p><u>By 2025:</u></p> <ol style="list-style-type: none"> 100% of new settlements and infrastructure development investments and/or expansion projects aligned with the VFSP. 	<p>Labour Force survey.</p> <p>Annual Social and Economic Review.</p> <p>Annual Investment Reports (ISL).</p> <p>Annual Reports from Physical Planning, Ministry of Agriculture and Sustainable Development and Environment Division.</p>	<p>Political will to fully apply VFSP.</p> <p>Commitment to an integrated approach to planning is sustained by decision-makers.</p> <p>ISL secures investment financing for its development proposals aligned with the VFSP. GOSL mobilises resources to implement priority development proposals in VFSP.</p>
<p>Project Outcome</p> <p>GOSL adopts a systematic spatial planning approach for decision making to transform social and economic development and to protect vulnerable areas in Vieux-Fort district.</p> <p>Immediate Outcome</p> <p>Improved knowledge of appropriate and integrated land use which encourages adherence to the requirements of VFSP by public sector agencies, private investors and residents of Vieux-Fort district.</p>	<p><u>By December 2019</u></p> <p>90% of DCA approvals consistent with the VFSP.</p> <p><u>By March 31, 2018</u></p> <p>At least 80% of new development applications are consistent with the VFSP.</p> <p>At least 90% of participants who attended consultations report increased awareness and understanding of the VFSP due to education and communication interventions (disaggregated by sex).</p>	<p>Saint Lucia Gazette.</p> <p>DCA meeting minutes.</p> <p>Reports from workshops and other public education/communication sessions facilitated by PPS.</p> <p>Minutes of the meetings of the DCA.</p> <p>Post-Project Knowledge Awareness Perception Surveys by PPS.</p>	<p>GOSL has the political will to approve and the resources to implement the VFSP.</p> <p>All relevant agencies continue to collaborate to improve land use and management practices.</p> <p>Education and communication activities for participatory planning is sustained.</p>
<p>Project Outputs</p> <p>A ten-year spatial planning framework for Vieux-Fort district that is results focused, environmentally sustainable, climate resilient, gender responsive, socially inclusive and reflects the inputs of the private, public sector and civil society leaders.</p>	<p><u>By August 30, 2017:</u></p> <ol style="list-style-type: none"> Situational analysis completed. Strategic Framework for future development completed. Development proposals and Implementation Plan and Financing Strategy completed. Final VFSP completed. Final VFSP submitted to Cabinet of Ministers for approval. 	<p>Reports and Minutes from the PSC.</p> <p>Minutes from the Cabinet of Ministers meeting.</p> <p>Reports from Stakeholder Consultations.</p> <p>Consultants' reports.</p>	<ol style="list-style-type: none"> Relevant stakeholders are committed to collaborating to support all aspects of plan formulation. The data feeding into the preparation of the VFSP is available, verifiable, consistent and timely. All public sector agencies demonstrate an acceptance of the provisions of the Spatial Development Plan.

Design Summary	Performance Targets/Indicators	Data Sources and Reporting Mechanisms	Assumptions
Selected PPS staff are equipped to apply an integrated approach for the formulation of local spatial development plans.	<ol style="list-style-type: none"> 1 Training Plan prepared and implemented. 2 100% of planned actions in training plan for selected physical planning staff is executed. 3. Three Physical Planning Officers (at least one female) trained to prepare a local spatial development plan that is environmentally sustainable, climate resilient, gender sensitive and socially inclusive, through a "learning by doing" approach. 4. PPS personnel targeted for training evaluated as being able to facilitate successful implementation of VFSP and formulation of subsequent spatial plans (disaggregated by sex). 	Knowledge transfer evaluation report.	
PPS staff and key public sector agencies have tools and information to communicate with all stakeholders on key spatial planning issues and requirements for the Vieux-Fort district.	<ol style="list-style-type: none"> 1 PECS and action plan, monitoring and reporting framework completed and implemented. 2 Information and communication toolkit completed. 3 At least 80% of selected sector agencies; government information services and other media agencies; private sector representatives; and district residents participate in the consultation sessions (disaggregated by sex). 	PECS' implementation reports. Participants' feedback from consultation sessions. Public education material. Pre-Project Knowledge Awareness Perception Surveys. Consultants' workshop reports.	
Total Inputs (USD) CDB: SFR 340,000 GOSL: <u>75,000</u> TOTAL <u>415,000</u>			Timely provision of requisite manpower and other resources by GOSL.

**CONSULTANCY SERVICES FOR DEVELOPMENT OF
A SPATIAL PLAN FOR VIEUX-FORT DISTRICT – SAINT LUCIA**

DRAFT TERMS OF REFERENCE

1. BACKGROUND

1.01 Saint Lucia has a small open economy that has progressed within the context of a relatively stable social and political environment. In recent years, the St. Lucian economy has shown signs of weak recovery linked primarily to growth in main trading partners, low oil prices and returning investor confidence. Unfortunately the increase in economic activity witnessed thus far has been insufficient to have a favourable impact on the labour market as unemployment remains stubbornly high^{1/} especially among vulnerable groups such as females and the youth. Macroeconomic prospects are currently positive based largely on further expansion in the tourism and construction sectors. However, the country remains susceptible to unfavourable movements in the global economy, natural hazards and lingering structural rigidities (such as low productivity and weak institutions), which will need to be addressed more frontally if it is to accelerate economic growth and sustain it at a level that can meaningfully reduce unemployment and improve social outcomes.

1.02 Consequently, the Government of Saint Lucia (GOSL) intends to focus on accelerating and broadening the basis of socially inclusive economic growth, providing a more enabling environment for private sector growth and employment; improving governance and fiscal responsibility; and ensuring environmental sustainability. GOSL's national objectives include more balanced spatial development of the island as part of its effort to reduce the primacy of Castries and to reduce some of the many emerging social and economic challenges. These include, amongst other things: (i) low levels and poor quality of urban services in part, due to weak planning and development control; and (ii) inadequate infrastructure investments that have resulted in increasing traffic congestion, urban sprawl, reduced social cohesion and increasing crime and anti-social behaviours.

1.03 In 2013, GOSL prepared a National Urban Renewal Policy and Strategic Plan of Action, to guide the regeneration of urban centres across its districts. The Policy identified Vieux-Fort as a critical growth pole and regional service centre for the south of the island and its regeneration as a key priority for bolstering economic growth and sustainable development of the south.

1.04 Vieux-Fort the second largest of the ten districts, includes the Vieux-Fort Town and outlying communities of Belle Vue, Esperance; Pierrot, Morne Caillandre; Savannes; Beanefield, Moule A'Chique; La Resource, Derriere Morne, Collie Town, Grace, Black Bay, Pomme, Augier, La Tourney, Cantonement, Morne Vert, and Woodlands Estate. The administrative district of Vieux-Fort and its environs are demarcated at Figure 1. Vieux-Fort town provides government, administrative and business/financial services for the largely agrarian southern communities, including the nearby districts of Choiseul, Laborie, and Micoud and to a lesser extent, Soufriere. The district's population has shown a steady increase since the 1991 census from 14,754 to 16,284 in 2010, an estimated 9.8 per cent (%) of the total population of Saint Lucia, making it the third most populous district after Castries and Gros-Islet.

1.05 Vieux-Fort is endowed with the largest expanses of flat to gently sloping public and private lands in Saint Lucia^{2/}. Approximately 28% of the public lands is vested in Invest Saint Lucia (ISL), the national

^{1/} Estimated at 24.1% in 2015 - Source GOSL. 2015

^{2/} Vieux-Fort district (land area of 4,920 hectares [ha]) has the largest bank of government-owned lands (1,426 ha) in the island, 70% of which are within a flat sandy plain. Source: PPS.

investment agency responsible for leveraging local investment and FDI. The district also has many valuable resources that need to be preserved both for their intrinsic value and contribution to the national and local social and economic well-being; including, but not limited to, archaeological sites, marine reserves and fertile agricultural land. Ecosystems of significant importance include the Savannes Bay and Man Koté Mangroves which were declared Ramsar sites in 2002^{3/}. Unsuitable agricultural land use and farming practices; watershed and forestry resource degradation; the development of residential developments and informal settlements in physically high-risk areas and in sensitive coastal ecosystems and non-point sources of pollution are contributing to the degradation of these valuable coastal resources and marine habitats.

1.06 Climate change projections for Saint Lucia predict an increase in average atmospheric temperature; reduced average annual rainfall; increased sea surface temperatures; and an increase in the frequency and intensity of tropical storms. Saint Lucia is already experiencing the impacts of frequent extreme weather events. In 2015, GOSL approved its National Climate Change Policy and Adaptation Plan which included the incorporation of climate change concerns and issues into the spatial planning and land use processes as a priority adaptation action. The low elevation of Vieux-Fort makes it highly susceptible to the impacts of climate variability and climate change. With an increasing population and the expansion of informal settlements, the absolute numbers of the population vulnerable to natural hazards and climate change impacts will continue to increase^{4/}. GOSL, with financing from the Caribbean Development Bank (CDB), is implementing a Programme for the Regularisation of Unplanned Development (PROUD)^{5/} to aid in reducing vulnerability of unplanned settlements. The Basic Needs Trust Fund is supporting a drainage project in Vieux-Fort town aimed at reducing flood risk to poor communities. GOSL is also implementing a water supply project in Vieux-Fort and its environs financed by CDB to improve reliability and water quality in both the dry and rainy seasons. Critical national, social and economic physical infrastructure in Vieux-Fort such as the Hewanorra International Airport, St. Jude's Hospital, Vieux-Fort Sea Port, Saint Lucia free zone area^{6/}, sports stadium and the offsite campus of the Sir Arthur Lewis Community College will have increased risk to multiple natural hazards.

1.07 Economic activity in Vieux-Fort consists primarily of agriculture, manufacturing, distribution and offshore education and small-scale operators in tourism. The area supports vibrant farming communities producing vegetable and root crops; deep-sea fishing and aquaponics. The establishment of two offshore medical schools has provided expanded opportunities for income generation through rental housing and other services. Additional employment opportunities are few and in 2012 Vieux-Fort had one of the highest district unemployment rates around 38.8%^{7/} compared to the national average of 22.3%.

1.08 Recently GOSL has received a range of proposals for large development initiatives and investments across a range of sectors; residential, commercial, industrial, recreational and tourism for Vieux-Fort. Many of these are being planned in collaboration with ISL, local and foreign private investors. GOSL has also been implementing a range of investments to rehabilitate or improve critical services and infrastructure as

^{3/} The Ramsar Convention is an international treaty for the conservation and sustainable utilisation of wetlands. These mangroves along with the Maria Island Nature Reserve, form part of a wider designated Pointe Sable Environmental Protection Area by GOSL.

^{4/} A significant number of poor households in Vieux-Fort town residing within the floodplain of Vieux-Fort River were adversely affected by Hurricane Tomas (2010) and the December Trough (2013).

^{5/} The PROUD programme is geared towards helping squatters on government lands become legitimate land owners and upgrading infrastructure such as electricity, roads, recreational facilities and drainage.

^{6/} Much of the manufacturing and distribution activity takes place on the industrial estate that allows operators to import duty free goods for redistribution, engage in light manufacturing and process raw materials. The presence of the free-zone has led to the location of relatively large food and beverage manufacturing plants in Vieux-Fort.

^{7/} Source: Analysis of the Saint Lucia Labour Market Needs Assessment Survey, 2012. The district unemployment rate of 38.8% translates to a job gap (the ratio of the number of unemployed and employment-seeking persons to every one vacancy) of approximately 24 compared to a national ratio of 16.

well as to reduce its carbon footprint^{8/}. However, these investments are being considered and undertaken in the absence of an overall strategic planning framework that would help facilitate optimal investments for the benefit and social and economic development of the residents in and around Vieux-Fort, within the context of the available land space.

1.09 GOSL intends to formulate a spatial development plan to explore development options for Vieux-Fort and to promote more equitable distribution of the benefits of economic growth beyond the Castries and Gros-Islet areas, having regard to a more transformative and innovative development agenda, including issues of climate resilience.

Institutional and Legislative Arrangements for Spatial Planning

1.10 The administrative, legislative and regulatory framework for natural resources management, environment and disaster risk reduction (DRR) is shared by a range of agencies and government departments. The objectives of the Physical Planning and Development Act 2005, (the Act) include, but are not limited to, the sustainable use of publicly and privately owned land; protection and conservation of the natural and cultural heritage; maintenance and improvement of the quality of the physical environment and the preparation of physical plans for any specified part of the island.

1.11 The Act gives legislative and regulatory authority to the Physical Planning Section (PPS) of the Ministry of Physical Development, Housing and Urban Renewal (MPDHUR) to implement the provisions through a process of public consultation and review. The primary functions of the PPS include forward planning and policy, environmental protection, development control and building quality control. In accordance with the Act, PPS in carrying out its functions enlists the participation of a number of public sector “referral agencies”^{9/} for specialist advice on the relevant areas of expertise. Agency collaboration is facilitated through the mechanism of a Development Control Authority (DCA) established under the Act. DCA^{10/} regulates development using planning approval procedures. PPS provides technical and administrative support to DCA. A dedicated Forward Planning^{11/} Unit within PPS is responsible for the day-to-day strategic planning operations and assignments. Policy matters and work programme priorities are determined at the level of the Supervisory Committee for Forward Planning.

1.12 PPS faces challenges with respect to the responsibilities assigned to it under the Act. These challenges include:

- (a) limited opportunity for skills upgrading for physical planning officers. While PPS staff have general physical planning skills and on the job experience, particularly with the development control aspects of the portfolio, technical capacity needs to be strengthened to effectively execute the forward planning and policy development functions;
- (b) integrating climate change risks into the functions of PPS. Staff have some awareness of climate risk however when knowledge is present, awareness of how to take action and ability to implement is limited;

^{8/} Proposed 3.2 mega-watt (MW) solar farm (1 MW to be commissioned by end of 2016) and Energy efficiency pilot street lighting retrofit project.

^{9/} These are agencies with key responsibilities for natural resources management, environment, DRR including Sustainable Development Division and the Water Resources Management Agency in the Ministry of Sustainable Development, Energy, Science and Technology; National Emergency Management Organisation, the Ministry of Agriculture and Forestry; Solid Waste Management Authority and the Environmental Health Department in the Ministry of Health.

^{10/} The DCA comprises senior technical public sector officers and professional bodies.

^{11/} Forward Planning refers to the component of the physical planning portfolio that deals with strategic planning i.e. preparation of long term national/district spatial and land use plans and strategies.

- (c) inadequate capacity to undertake the public education, awareness and engagement function; and
- (d) insufficient technical and financial resources to prepare plans.

1.13 During 2015, GOSL revised components of the national building code to incorporate information related to reducing the vulnerability of buildings to climate change risks. Additionally GOSL is working to establish a National Spatial Data Clearinghouse (NSDC). NSDC will provide the technology, policies, and standards, necessary to acquire, process, store, distribute, and improve use of geospatial data. Land information will be more easily available in the required format, to inform decision-making. The formulation of the Vieux-Fort Spatial Plan (VFSP) to guide the development of the district within the overall framework of national sustainable, economic development planning and poverty reduction policies and strategies, is a priority in PPS work programme for 2016-2017. GOSL views the VFSP preparation process as an opportunity to improve capacity within PPS.

2. OBJECTIVES

2.01 The objectives of this assignment are to:

- (a) Formulate a credible Spatial Development Plan for Vieux-Fort district that is results-focused, gender sensitive, socially inclusive, and environmentally sustainable and climate resilient and reflects the inputs of public sector, private sector and civil society leaders.
- (b) Design and coordinate the implementation of a results-focused gender sensitive public education and communication strategy to: (i) stimulate interest in the planning process for VFSP process; (ii) develop an appreciation among the key stakeholders of the value of and the need for the VFSP; (iii) catalyse the adoption of behaviours that are aligned to the VFSP; and (iv) improve the capacity of PPS to engage the public as well as other government agencies.
- (c) Train identified technical staff from PPS in the MPDHUR in forward planning, through the process for preparation of the spatial plan for Vieux-Fort and its environs, using a “learning by doing” approach.
- (d) Assess the institutional regulatory and technical requirements for effectively integrating climate change considerations into the national physical planning systems.

3. SCOPE OF SERVICES

3.01 The Consultants will report to the Project Coordinator (PC) in the PPS. In conducting the assignment, the Consultants are required to work closely with and transfer knowledge to selected staff from the PPS in the MPDHUR who will be instrumental in formulating the VFSP, to build PPS capacity in forward planning. The scope of services is understood to cover all the activities to accomplish the stated objective, whether or not a specific activity is cited in these Terms of Reference (TOR).

Spatial Development Plan Guiding Principles

3.02 Conventional planning has frequently failed to produce a substantial improvement in investment and development or to satisfy the priority objectives of policymakers. Spatial planning is viewed as a mechanism for decision support. The formulation of a credible results-focused spatial development plan

for Vieux-Fort district, must be guided during all stages by the following planning principles^{12/} that, among other things:

- (a) Focuses on equity and sustainability e.g. stimulating innovation, economic opportunity (including “greening” potential) and channelling resources to areas of greatest need (social investment) and developmental potential (economic investment); and promotes sustainable use of land and water resources.
- (b) Integrates climate change (adaptation and mitigation) resilience and DRR and environment.
- (c) Provides guidance for integration of public sector plans and development initiatives and private sector projects. The plan would therefore need to include mechanisms that ensure effective linkages to public budgetary processes.
- (d) Facilitates participatory planning, with a high level of buy-in from a wide range of stakeholders (recognising that the process of plan formulation is as important as the product).
- (e) Reflects a clear understanding of the reality of the district’s spatial environmental, social and economic systems and capacity. The plan should therefore be realistic in terms of growth prospects (including the potential of the informal sectors) and financial and institutional capacity to implement plan proposals.
- (f) Includes an implementation plan with measureable targets; that combines long-term awareness and short-term practical actions and is backed by public and private investment where appropriate. The plan should therefore include a Resource/Financing Strategy.
- (g) Pro-poor and inclusive planning, reconciling the priorities of different stakeholders groups, giving particular attention to those whose voices have not been heard in conventional public policy-making, e.g. the old, youth, people with disabilities, women, and those with low incomes etc.
- (h) Is clear and accessible to all stakeholders.

Spatial Development Plan Formulation

Stage 1: Identification and Situation Analysis of Key Development Issues, Needs, Opportunities

- (a) Review the existing documentation and liaise with key stakeholders to develop a more in-depth understanding of Vieux-Fort district development context and sector, national and visions, strategies and plans for accelerating and achieving more sustainable and inclusive economic growth; and the challenges and lessons learnt regarding implementing programmes/projects within the district.
- (b) Prepare a draft Inception Report that details:

^{12/} This planning paradigm is encapsulated in the Global Planner’s Network document on “Reinventing Planning”, which defines principles for planning (Farmer et al., 2006).

- (i) the findings based on (a) above; and how these should influence the preparation of the VFSP;
 - (ii) the proposed approach to:
 - (aa) formulating a credible ten-year spatial plan, based on a consultative and participatory process, for transforming the economy of Vieux-Fort in a manner that is sustainable and inclusive;
 - (bb) transferring knowledge to PPS personnel; and
 - (cc) facilitating stakeholder engagement and formulating and implementing a public education and communication strategy (PECS).
 - (iii) a Work Plan and Schedule for completing the assignment; and
 - (iv) a concise draft training plan for building the capacity of PPS personnel, including through a ‘learning by doing’ approach;
- (c) Revise the Inception Report based on feedback from PPS.
- (d) Train PPS personnel on methodology at item 3.02 Stage 1 (b) (iv) above.
- (e) Conduct an inventory of the environmental, socio-cultural, and economic components of the spatial system of the study area. This will involve review of current planning documentation, identification of data gaps and carrying out of field surveys and consultations to update the baseline information as required. Emphasis will be placed on identifying basic characteristics and an integrated analysis and evaluation of the more significant problems, needs, constraints, opportunities and capacities including trends associated with the following spatial components: Biophysical Environment; Land Use and Tenure; Population and Settlement; Economy; Housing Community Facilities; Utilities and Transportation. Details of areas for consideration are listed in the Annex.
- (f) This analysis will determine the key development issues (including policy impacts) that would need to be addressed. Consideration must be given to the different needs and priorities of men and women including youth.
- (g) Consult with stakeholders on the inventory and analysis of the spatial system and the key development issues identified.

3.03 Approval of the Situational Analysis Report by MPDHUR and CDB’s “no objection” is required prior to commencement of Stage 2.

Stage 2: Strategic Framework for Future Development Activity Comprising Preliminary Spatial Development Scenarios

- (a) Formulate innovative alternative spatial development scenarios illustrating broad land use options for economic development strategies, settlement development strategies, key environmental management strategies, primary transportation network and other economic and social infrastructure and services. Consideration should be given to, among other

things, assessing the feasibility of and prioritising a minimum set of social and economic infrastructure and services required to facilitate the “modernisation” of the rural and urban areas, and for each settlement, hierarchy areas suitable for development clusters/concentrations and development options. This should reflect an understanding of critical spatial development trends and drivers, market demands and needs, and the social, economic and environmental impacts of development.

- (b) Strategies for effective land use and development controls around high growth or environmentally sensitive areas, including areas at high risk to natural hazards and climate change should also be considered. Areas determined to be “No Build” and “High Risk Zones” should be identified and mapped. This should be consistent with the national and sector policy statements and strategic objectives identified for Vieux-Fort district.
- (c) Consult with stakeholders on the alternative spatial development scenarios. Generation of alternatives and options should be assisted by sustainability appraisal/strategic environmental assessment.
- (d) Evaluate the development options and select a preferred scenario based on the outcome of the consultations, including a comparative assessment of the degree to which the alternatives would fulfil the strategic objectives identified for Vieux-Fort, and minimise any adverse environmental and socio-economic impacts.

3.04 Approval of the Strategic Framework Report by MPDHUR and CDB’s “no objection” is required prior to commencement of Stage 3.

Stage 3: Draft VFSP

- (a) Elaborate the preferred scenario into more detailed development strategy including among others:
 - (i) *Land Use and Settlement* – proposed system of settlements; land designations/zoning for settlement development and consolidation, agriculture, forestry, tourism, conservation.
 - (ii) *Economic Development* – proposals for development of the main economic sectors. Propose recommendations to also support innovative small scale and medium-sized investments, including youth entrepreneurship and community-based development activities; potential niche activities; and green economy opportunities. Proposals should be realistic in terms of growth prospects for Vieux-Fort and should consider the potential of the informal sectors.
 - (iii) *Housing* – proposals for affordable upgrading and expansion of housing stock, including appropriate land provisions.
 - (iv) *Community Facilities* – proposals for improving the level and range of community facilities in relation to the size and distribution of the population; and to support “disadvantaged areas” to spread development benefits more equally.
 - (v) *Utilities* – proposals for improving the level of utility services and for making efficient use of infrastructure facilities.

- (vi) *Transportation* – transportation systems proposals to meet travel demands generated by proposed land use and activity patterns.
 - (vii) *Environmental Management* – proposals for natural resources management, parks and protected areas, and management of the developed environment.
- (b) Specify measures for implementation of strategic proposals including:
- (i) *Project Formulation and Implementation Plan* – Translate proposals into a limited number^{13/} of prioritised and sequenced, hard and soft, economically viable key projects in the production, infrastructure, and environment and social services sectors, to profile or pre-feasibility stage. An estimated cost for each project must be included. This pipeline must cover the ten-year planning period broken down into a short-term period (years 1–5) and the medium-term (years 6-10). Inter-related projects should be packaged as far as possible; public and private sector responsibilities identified and a range of incentives, promotional measures and other mechanisms to encourage local and foreign investment.
 - (ii) Assess the major risks to the successful implementation of the pipeline projects and identify mitigating strategies.
 - (iii) *Financing Strategy* - develop a discrete Financing Strategy based on a reliable assessment of the quantum and type of funding available to support the implementation of the project pipeline; which proposes the use of innovative financing instruments; and maximises private sector participation. The strategy should also indicate access to finance from internal and external sources to support climate change activities in new and existing projects.
 - (iv) *Institutional Provisions* - assess the institutional capacity requirements and recommend measures to strengthen and build capacity for effective coordination and management, monitoring, enforcement, implementation and regular updating of VFSP. Identify any new development guidelines and standards, regulations considered to be priority that may be required.
 - (v) Prepare the draft VFSP based on items (a) and (b) above.
 - (vi) Consult with stakeholders on the draft VFSP.
 - (vii) Make recommendations for strengthening the institutional, legislative and regulatory and technical capacity to among other things, integrate climate resilience into a broader national spatial planning process. This should include, but not be limited to, technical support, studies required, and civil society/private sector support mechanisms. The recommendations should be prioritised and presented in the form of a plan with suggested timelines for implementation.

^{13/} The projects identified through a consultative process and should be in addition to projects already identified and/or secured by ISL. Years 1-5 should explicitly include the identification of projects which can be implemented immediately using funding that is immediately/currently available to support implementation of the VFSP.

3.05 Approval of the Draft VFSP by MPDHUR and CDB's "no objection" is required prior to commencement of Stage 3.

Stage 4: Final VFSP

- (a) Revise the VFSP having regard to the comments received from stakeholder consultations. The VFSP should have the appropriate format and suitable expanded tree texting graphic illustrations.

4. CONSULTATIONS

4.01 To facilitate information sharing, gathering feedback and generating a sense of ownership, inclusion and consensus with regard to the VFSP, the Consultants will be required to:

- (a) Assess key stakeholders to ensure their appropriate participation in the plan preparation process.
- (b) Prepare a Draft Stakeholder Engagement Plan (SEP) for consideration and agreement with the PC and PPS. The SEP should be based on international good practice for stakeholder engagement. It should include, among other things, resources and responsibilities and stakeholder log form for use during consultations.
- (c) The stakeholder engagement programme should be linked to the public education and communication strategy and implementation plan.
- (d) Prepare reports on the stakeholder consultations including the list of participants and the main conclusions and recommendations.

PECS

- (a) Formulate a results-focused, gender responsive public education and communication strategy and programme to raise awareness, access information and encourage participation and support the VFSP preparation process, as well as subsequent implementation of the VFSP. The PECS should be linked to the SEP and should, among other things:
 - (i) provide appropriate tools for PPS to undertake their public education and consultation mandate;
 - (ii) ensure that the content and messaging from the VFSP development process and the selection of communication targets reflects concerns from both men and women understanding and reflecting how they are differentially affected by potential impacts including benefits;
 - (iii) sensitise key stakeholders (public sector, private sector, civil society leaders and resident population) on the strategic importance and planned objectives of VFSP;
 - (iv) facilitate stakeholder participation in the formulation of a ten-year spatial plan for transforming the economy of Vieux-Fort district. It should seek to influence decisions in other sectors by building joint ownership of the strategy;

- (v) effectively disseminate information on the status of implementation of the spatial plan and the formulation/planning process to ensure transparency and engender trust. This should include the dissemination of reports generated by the Consultants and information arising from consultations;
- (vi) review and analyse the current state of public awareness and education initiatives addressing physical planning and land use issues in Vieux-Fort; and
- (vii) determine through secondary literature review and consultation with key stakeholders, the following:
 - (aa) principal attitudes and behaviours exhibited by the general public/residents, sector agencies and resource users (in all sectors) that contribute to improper land use in Vieux-Fort district and factors driving these attitudes and behaviours;
 - (bb) common manifestations of improper land use and management and the adverse economic, environmental and social impacts;
 - (cc) issues likely to encourage or reduce effective participation in the formulation and subsequent implementation of VFSP; and
 - (dd) principles and good practice for proper land use and management.
- (b) The Consultants will clearly document and summarise, the conclusions and recommendations of the consultation sessions. The report should identify major issues where the stakeholders disagree and where they were able to find common ground. The list of participants should also be included.
- (c) Assess the current mechanisms in place within the public sector for disseminating key messages to the target audiences. Identify mechanisms with successful outcomes that may have relevance for the formulation of the VFSP.
- (d) Conduct a profile of the target audiences to determine the most effective and efficient media for obtaining maximum reach and impact regarding the VFSP formulation process, and its subsequent implementation. Identify the key messages to be communicated through a PECS.
- (e) Using the information derived in items (i) to (vii) above, supplemented by consultations with key stakeholders, develop a draft PECS. The strategy should include an implementation plan that is detailed, including costs; timelines; responsibilities; appropriate systems to support effective and efficient implementation of the strategy and mechanisms for ensuring sustainability of the strategy implementation on completion of the consultancy. The strategy should also include mechanisms to allow for feedback from, and response to, the target audiences.
- (f) Prepare a discrete monitoring and reporting framework, including appropriate indicators and targets to support effective implementation of the PECS.

- (g) Present the PECS to the Project Steering Committee (PSC) for consideration and discussion.
- (h) Finalise the PECS having regard to comments from the PSC.
- (i) Coordinate implementation of the PECS in collaboration with PPS.
- (j) Prepare simplified and illustrative educational information and communication materials to address the significant issues outlined in the PECS and the situational analysis report of the VFSP, as a Communication/Information Toolkit. The Toolkit should be innovative and include, but not be limited to, campaign slogans and themes; creative advertisements for the electronic and print media, including videos, campaign posters, billboard and social media; activities such as press briefing and press conferences to communicate key messages outlined in the Toolkit; communicating with policy-makers, communities; and facilitating conflict mediation. Most importantly, the Toolkit should assist PPS to facilitate dialogues with key stakeholders and the general public and to provide meaningful, well-organised and easily accessible information.
- (k) Convert the hard copy of the Toolkit into an interactive e-version. The design must facilitate update by Physical Planning Division as necessary.
- (l) Conduct training sessions with the PPS, PSC, other sector agencies as well as government information services to facilitate use of the Communication/Information Toolkit and sustain implementation of the PECS.

5. INPUTS

5.01 Government of Saint Lucia will provide the Consultants with:

- (a) all relevant documentation to facilitate the completion of the consultancy;
- (b) suitable office accommodation, internal communication services, local transportation; and
- (c) access to counterpart staff, administrative support, and the relevant stakeholders.

6 DURATION

6.01 The planned duration of the assignment is approximately 16 calendar months.

7. DELIVERABLES AND REPORTING REQUIREMENTS

7.01 The Consultants shall report to the PC and will be required to produce the following deliverables, not inclusive of the facilitation of consultations and workshops to stakeholder inputs. The Consultants will be required to submit five copies of the reports to the PC within the time periods indicated. The PC will provide CDB with two copies (one hard copy and one electronic copy in Microsoft Word) of each of the deliverables required under this consultancy.

- (a) Draft Inception Report within four (4) weeks after the signing of the contract. The Consultants will finalise the Inception Report in accordance with comments received and agreed upon. A period of two (2) weeks should be allowed for comments by PPS.

- (b) Draft Training Strategy and Implementation Plan: The strategy and Plan will be submitted within seven weeks after the signing of the contract. The consultants will finalise the document in accordance with comments received from PPS. A period of two weeks should be allowed for comments by PPS.
- (c) Draft Stage 1 Report: will be submitted within 21 weeks after the signing of the contract. A period of 4 weeks should be allowed for comments by PPS.
- (d) Final Stage 1 Report: The report will be submitted within two weeks after the receipt of comments on the Draft Report.
- (e) Draft Stage 2 Report: will be submitted within 40 weeks after the signing of the contract. A period of 4 weeks should be allowed for comments by PPS. .
- (f) Final Stage 2 Report: The report will be submitted within two weeks after the receipt of comments on the Draft Report.
- (g) Draft Stage 3 Report: will be submitted within 59 weeks after the signing of the contract. A period of 4 weeks should be allowed for comments by PPS.
- (h) Final Stage 3 Report: The report will be submitted within two weeks after the receipt of comments on the Draft Report.
- (i) Draft Stage 4 Report: The Report will be submitted within 70 weeks after the signing of the contract. A period of 4 weeks should be allowed for comments by PPS.
- (j) Final Stage 4 Report: The report will be submitted within two weeks after the receipt of comments on the Draft Report.
- (k) Report on recommendations for strengthening the institutional, legislative and regulatory and technical capacity to among other things, integrate climate resilience into a broader national spatial planning process. The report will be submitted within two weeks after submission of Final Stage 4 Report.
- (l) Draft PECS: The Report will be submitted within 15 weeks after the signing of the contract. A period of 2 weeks should be allowed for comments by PPS.
- (m) Final PECS: The report will be submitted within two weeks after the receipt of comments on the Draft Report.
- (n) Draft Communication/Information Toolkit: The Report will be submitted within 28 weeks after the signing of the contract. A period of 2 weeks should be allowed for comments by PPS.
- (n) Final Communication/Information Toolkit The report will be submitted within two weeks after the receipt of comments on the Draft Tool Kit.

- (o) Stakeholder Engagement Plan: The Plan will be submitted within eight weeks after the signing of the contract. The consultants will finalise the document in accordance with comments received from PPS. A period of two weeks should be allowed for comments by PPS.

8. QUALIFICATIONS AND EXPERIENCE

8.01 The assignment will be executed by a firm with significant experience in designing local area spatial plans. The consulting team members must demonstrate expertise in their respective fields and must have worked previously in the Caribbean or countries with similar planning systems and social and economic context. They must each be able to integrate ideas from varied sources, governments, non-governmental organisations (NGOs) and donors, while being diplomatic and sensitive to cultural, political and gender issues. All of the members of the consulting team must have excellent communication and inter-personal skills and must be fluent in English. The key experts required for the Consulting team and their minimum qualifications and experience required to fulfil the draft TOR are as follows:

(a) Key Expert No. 1: Urban/Regional Planner (Team Leader)

- (i) The Team leader will be a highly experienced Urban/Regional Planner and is responsible for managing the VFSP preparation through completion, and providing the necessary technical inputs as finalised with the implementing agency. The assignment will require consultations with a wide cross-section of public sector government professionals and policymakers, the private sector as well as personnel from national professional bodies (e.g. architects and engineers) representatives of NGOs and community-based organisations. Supervise the activities of the consulting team and ensure the timely delivery of outputs; detail and finalise the overall work plan, methodology and TORs of individual team members; assess the quality of all outputs produced by team members; discussing and providing direction and guidance on the necessary revisions and amendments; conduct training of assigned PPS staff; prepare the Inception Report and Interim Reports as set out in the finalised Implementation Schedule, and Activities and Milestones set out at Appendix 8.
- (ii) Education: Graduate qualifications in Urban/Regional Planning or a related field and a minimum of 15 years of international/regional work experience in urban/regional planning.
- (iii) Knowledge and Experience: In-depth knowledge and understanding of the planning system in the Caribbean or similar areas. Experience in the management of similar projects in at least one developing country will be an advantage. Experience developing results focused, sustainable climate resilient and inclusive programmes/projects; and translating high level, multi-year strategic objectives to the operational/implementation level.
- (iv) Training skills: Substantive experience in developing training modules and in conducting training programmes.

(b) Key Expert No. 2: Environment, Disaster Risk Management and Climate Specialist

- (i) The Environmental Specialist will work under the general guidance of the Team Leader in collaboration with the other team members and will be responsible for

addressing environmental issues including mainstreaming climate change and DRR into VFSP. Confirm the specific work plan and deliverables in collaboration with the Team Leader.

- (ii) Education: Graduate qualifications in natural resource/environmental management, climate change, disaster risk management or a related field, and a minimum of ten years work experience in the area of natural resource management, climate change, DRR and vulnerability analysis.
- (iii) Knowledge and Experience: In-depth working knowledge and understanding of natural resource/environmental management; watershed management; policy and planning, environmental impact assessment; disaster risk management; and climate vulnerability and climate mitigation and adaptation and; ecosystem-based adaptation.

(c) Key Expert No. 3: Agriculture Specialist

- (i) An Agriculture Specialist will work under the general guidance of the Team Leader and in collaboration with the other team members and will be responsible for addressing agriculture issues for the VFSP. Confirm the specific work plan and deliverables in coordination with the Team Leader.
- (ii) Education: Graduate degree in agriculture or a related field of expertise and a minimum of ten years of working experience, at a national and/or regional level in agricultural land use policy formulation.
- (iii) Knowledge and Experience: In-depth working knowledge about the challenges which currently confront the agricultural sector as well as the current situation, future trends in the sector including climate change impacts.

(d) Key Expert No. 4: Social and Gender Analyst

- (i) A Social and Gender Analyst will, under the direction of the Team Leader, be responsible addressing social and gender issues including gender analysis, and demographic trends. Confirm the specific work plan and deliverables in collaboration with the Team Leader.
- (ii) Education: Graduate degree in Social Analysis, Social planning, gender analysis or similar.
- (iii) Knowledge and Experience: At least ten years' of relevant professional experience in gender planning and development. Experience in the application of qualitative and quantitative methods to the analysis of social and gender conditions and factors affecting social development. Demonstrate experience with working with communities.

(e) Key Expert No. 5: Development Economist

- (i) A Development Economist will, under the direction of the Team Leader, be responsible for examining labor markets and jobs outcomes – with a focus on improving labor market opportunities and mobility for vulnerable households and

women; assessing and identifying issues, demand, needs and strategic proposals related to the economy and economic development; finance/resourcing strategy and implementation plan, including private sector investment and climate finance opportunities.

- (ii) Education: Graduate qualifications in Public Finance or Development Economics and a minimum of ten years' relevant experience in public sector investment programmes and financing.
- (iii) Knowledge and Experience: Substantive experience working with economic and sectoral data and analytical tools to conduct economic analyses; understands policy making process; distilling operationally relevant recommendations/lessons for clients; able to develop innovative solutions; knowledge of climate finance development agenda.

(f) Key Expert No. 6: Infrastructure Specialist

- (i) An Infrastructure Specialist will, under the direction of the Team Leader, be responsible for assessing and identifying demand, needs of and strategic proposals for key sectors and settlements for physical and social infrastructure requirements for draft and final VFSP, such as transportation, telecommunications and utilities. Confirm the specific work plan and deliverables in collaboration with the Team Leader.
- (ii) Education: Graduate degree in civil engineering and professional engineering registration.
- (iii) Knowledge and Experience: At least ten years' of relevant professional experience in the planning, design and construction of public infrastructure. Experience working in developing countries.

(g) Key Expert No. 7: Public Education and Communication Specialist

- (i) A Public Education and Communication Specialist will, under the direction of the Team Leader, be responsible for formulating and implementing a results-focused, gender responsive public education and communication programme to raise awareness, access information and encourage participation in and support for the VFSP; provide support to the stakeholder engagement consultations. Confirm the specific work plan and deliverables in collaboration with the Team Leader.
- (ii) Education: Graduate qualifications in applied communications or related discipline.
- (iii) Knowledge and Experience: A minimum of ten years' relevant experience in public communication; substantial experience in participatory approaches and stakeholder engagement processes. Solid knowledge of developing and implementing media, advocacy campaigns and social media concepts and tools. Ability to repackage information for use by different stakeholder groups. Expertise in facilitating consultations and conflict mediation skills. Experience with developing content and messaging and the selection of communication targets

that reflects concerns from both men and women, e.g. understanding and reflecting how they are differentially affected by potential climate variability and climate change impacts.

PERFORMANCE ASSESSMENT SCORE

Criteria	Score	Justification
Relevance	4	The Project will contribute to the proper management of land resources in Saint Lucia and to the CSP outcome of improved capacity for strategic policy management to reduce vulnerability. The Project is consistent with GOSL's developmental priorities to explore development options for Vieux-Fort district, having regard to climate resilience and gender considerations to spur economic activity in the context of sustainable development; and to promote an equitable and strategic distribution of the benefits of economic growth beyond the northern Castries and Gros-Islet areas. The Project contributes directly to the achievement of CDB's Strategic Objective of supporting inclusive and sustainable growth and development and the Bank's corporate priority to promote environmental sustainability. It is also aligned with the SDF objective of promoting environmental sustainability and disaster risk management.
Effectiveness	3	<p>The expected project outcome is public sector agencies collaborate to adopt a systematic spatial planning approach to transform socio-economic development and to protect vulnerable areas in Vieux-Fort district. The achievement of the expected outcome will depend on the:</p> <ul style="list-style-type: none"> (a) ability to reach consensus and secure strong commitment to and ownership of the plan formulation process and its subsequent operationalisation; (b) demonstrated commitment of PPS personnel to support development of the plan; and (c) ability of GOSL to attract resources against which a pipeline of social and economic development projects can be developed, given the national financial constraints. <p>Specific actions to mitigate the risks to items (a) to (c) above have been identified and integrated into the design of the Project. It is expected that the Project will be delivered within the time period January 2016 to March 2017 and within the budget.</p>
Efficiency	3	The approach adopted for PPS personnel training is deemed to be the most cost efficient for on the job knowledge transfer. It is likely that the Project will be delivered in the most cost efficient manner and the quality of outputs produced will be acceptable.
Sustainability	3	The Project is expected to build technical capacity of the participants and this should help to reduce some of the planning deficiencies in PPS. Implementation of the training plan and the "learning by doing" approach will contribute to the Project's sustainability, through the transfer of knowledge to PPS personnel. Use of the Project outputs specifically, the "Communication Toolkit" for continued engagement of public, private sector stakeholders and district residents and the execution of priority actions outlined in the spatial plan, will also contribute to the continuation of the Project's benefits.
Overall Score	3.25	Satisfactory

GENDER MARKER

Project Stage	Cycle	Criteria	Score
Analysis Introduction/ Background/ Preparation		Consultations with women/girls/men/boys and relevant gender-related or sector-related public or private organisations have taken place.	0.5
		Social analysis identifies gender issues and priorities.	0
		Macroeconomic analysis identifies gender issues and priorities.	0
Design Project Proposal/ Definition/ Objective/ Description		To address the needs of women/girls and men/boys, concrete interventions to reduce existing gender disparities have been designed. The effect on project outcome is direct.	0
		Project objective/outcome includes gender equality.	0.25
Implementation Execution		Implementation arrangements (gender mainstreaming capacity building or gender expertise in implementing agency) to enhance the gender capacity of the implementing agency. The effect on project outcome is indirect.	0.5
		Terms of Reference of the project coordinating unit/project management unit include responsibilities of gender mainstreaming, especially at the levels of the project coordinator/director and the Monitoring and Evaluation (M&E) officer.	0.5
Monitoring and Evaluation Results Monitoring Framework (RMF)		Sex-disaggregated data included in the baselines, indicators and targets of the RMF.	0.5
		<i>Or</i>	
		Collection of sex-disaggregated data required for M&E (stated and budgeted in the Project).	
		At least one gender-specific indicator at the outcome and/or output level in the RMF.	0.5
Total		Code: (MM) Marginally mainstreamed	2.75

PROJECT COORDINATOR

TERMS OF REFERENCE

1. SCOPE OF SERVICES

1.01 The Project Coordinator (PC) will report to the Permanent Secretary (PS) of the Ministry of Physical Development, Housing and Urban Renewal. The PC will be responsible for coordinating and monitoring all aspects of the implementation of the Project. He/she shall be assigned exclusively to the project and will be supported by the professional and administrative staff of the Physical Planning Section.

2. DUTIES AND RESPONSIBILITIES

2.01 The duties and responsibilities include:

- (a) Overseeing the process of selection and engagement of the Consultants.
- (b) Approving the finalised Terms of Reference (TOR) for the Consultants and the agreed project implementation schedule, and detailing the key milestones and deliverables for each Consultants.
- (c) Reviewing the Inception Reports of the Consultants; the finalised Implementation Schedule agreed with Consultants; and reports from the Consultants.
- (d) Coordinate the activities of the Consultants to build synergies with regard to the implementation of activities.
- (e) Ensuring timely availability of resources and other inputs required for execution of the project.
- (f) Supervising the activities of the Consultants with respect to scheduling of the stakeholder consultations and the scheduling of training workshops.
- (g) Liaising with the collaborating public sector agencies on the technical review of project reports to ensure the Consultants receive maximum cooperation and support for timely completion of their deliverables in the execution of the project.
- (h) Providing secretariat functions to the Project Steering Committee (PSC), including responsibility for communicating official Government of Saint Lucia's (GOSL) approval of the Consultants' deliverables and providing formal record of comments and feedback from the PSC to the Consultants. Prepare detailed TORs for the PSC.
- (i) Preparing detailed TOR for the operations of the PSC and ensuring that the PSC meetings are scheduled and held as prescribed and that the minutes of the PSC meeting are prepared.
- (j) Preparing and submitting to the Caribbean Development Bank (CDB) quarterly progress reports. Reporting on achievements against the stated targets and indicators in the project design and monitoring framework, and corrective action taken/planned where targets are not being met.

- (k) Preparing, and the submitting, to CDB, a Project Completion Report (PCR), including a Final Report on the project related costs and expenditure, and disbursement activities not later than three months on completion of major project components.
- (l) Review the Design and Monitoring Framework.
- (m) Updating Procurement Plan at least once a year.

3. QUALIFICATIONS AND EXPERIENCE

3.01 A Masters degree or equivalent in land use planning and environmental management and project management with a minimum of ten years relevant experience to include the following:

- (a) Prior knowledge of, or experience with, land use planning and practices environmental management and permitting systems in the Caribbean.
- (b) Understanding of the key technical considerations for environmental management.
- (c) Project management, including the preparation of project schedules and budgets; monitoring of project execution and project reporting.

4. DELIVERABLES

4.01 The PC through the PS will be required to submit to CDB the following reports:

- (a) An Inception Report within one month of the signing of the contracts with the Consultants, including a detailed Implementation and Schedule, showing a quarterly schedule of the proposed activities.
- (b) Quarterly reports on the progress of implementation activities under the Project. These reports are to be submitted within 30 days after the end of each calendar quarter until implementation of the Project is completed.
- (c) The PCR, to be submitted within three months after final disbursement of the Grant or completion of the Project, whichever is earlier. A meeting will be held between CDB and GOSL after receipt of the PCR report to review the progress and achievements under the technical assistance and examine the need for any additional capacity-building activities for spatial planning.

PROJECT STEERING COMMITTEE

1. STEERING COMMITTEE

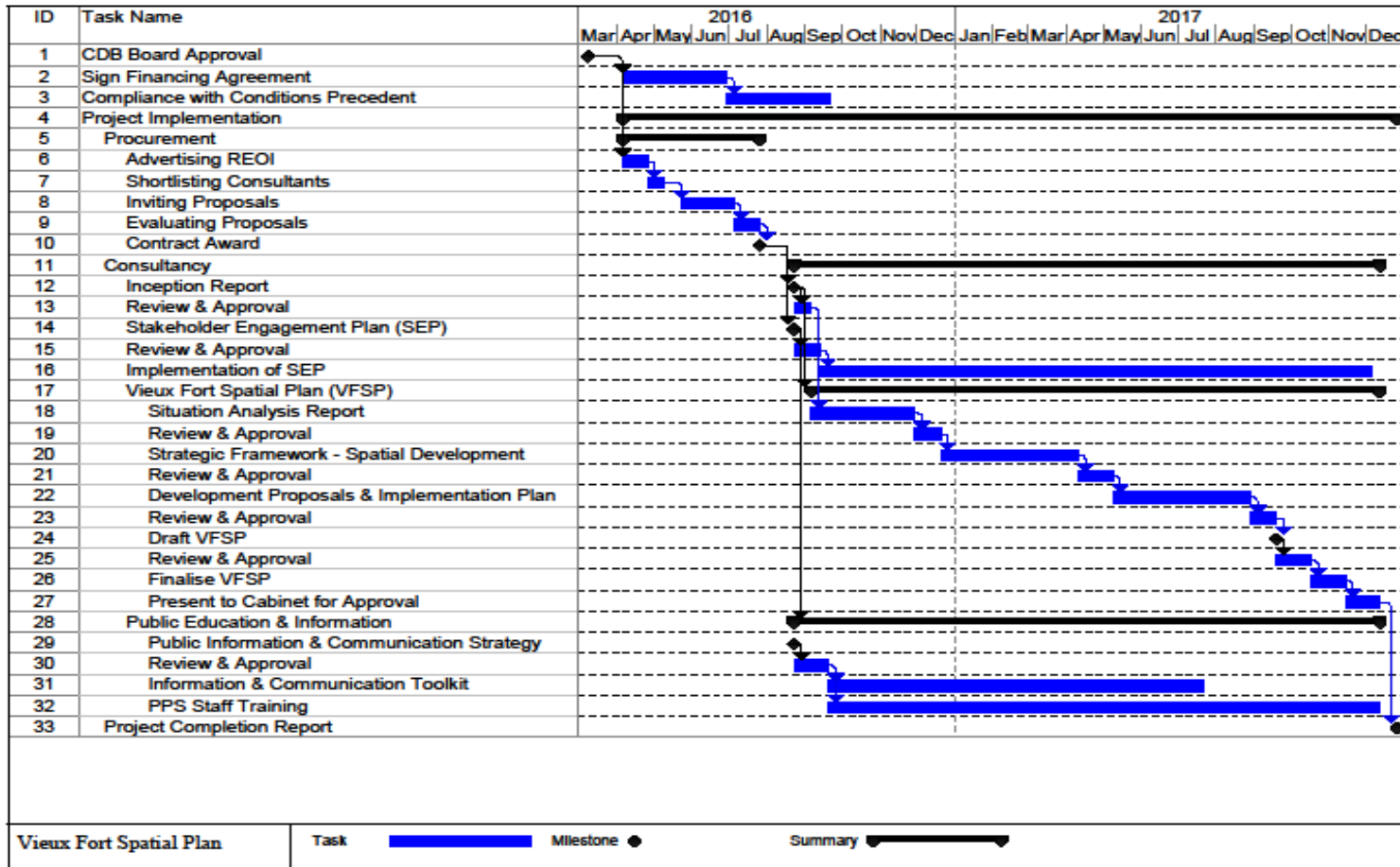
1.01 The PSC will be set up at the outset of the study, and will have the main responsibility to provide guidance and support to the Consultants. The PSC will include but not be limited to, senior representatives from among the following agencies/departments and non-governmental organisations:

- (a) Members of the Forward Planning Supervisory Committee.
- (b) Agriculture Department.
- (c) Gender Bureau.
- (d) Water Resources Management Agency.
- (e) Invest Saint Lucia.
- (f) Private Sector operators within the Vieux-Fort district.
- (g) Water and Sewerage Company Limited.
- (h) Department of Planning and National Development.
- (i) National Emergency Management Office.
- (j) Ministry of Infrastructure, Port Services and Transport.
- (k) Office of the Prime Minister.
- (l) Ministry of Sustainable Development, Energy, Science and Technology.
- (m) Vieux-Fort South Constituency Council.
- (n) Vieux-Fort North Constituency Council.
- (o) Saint Lucia National Trust.
- (p) Vieux-Fort Development.
- (q) Saint Lucia Air and Sea Port Authority.
- (r) Community-based Organisations operating in Vieux-Fort District.
- (s) Farmers Groups in Vieux-Fort District.
- (t) Representative from Saint Lucia Engineers Association.
- (u) Representative from Saint Lucia Architects Association.

DRAFT ACTIVITIES AND MILESTONES TABLE

DRAFT ACTIVITIES WITH MILESTONES	
<p>Procurement of Consultants Inception Report Stakeholder Engagement Plan PPS Training Strategy and Implementation Plan</p> <p>Preparation of VFSP</p> <p>Stage 1: Situational Analysis Assessment of Needs, Opportunities and Constraints</p> <p>1.1 Review existing plans and policies. 1.2 Determine development trends. 1.3 Assess demand, by sector. 1.4 Profile key economic sectors. 1.5 Establish carrying capacities and location criteria. 1.6 Stakeholder consultations.</p> <p>Stage 2: Strategic Framework for Future Development Comprising Preliminary Spatial Development Scenarios</p> <p>2.1 Assess economic and social sectors. 2.2 Draft Strategic Framework. 2.3 Stakeholder consultations.</p> <p>Stage 3: Draft VFSP</p> <p>3.1 Prepare detailed proposals and implementation strategy. 3.2 Define the necessary support guidelines. 3.3 Profile key investment projects. 3.4 Define short and medium-term investment action plan. 3.5 Financing Strategy. 3.6 Define recommendation/procedures for institutional support etc.</p> <p>Stage 4: Final VFSP</p> <p>4.1 Incorporate feedback from the Stakeholder consultations. 4.2 Presentation to Cabinet for approval. 4.3 Dissemination of the VFSP.</p> <p>PECS</p> <p>5.1 Draft PECS and action plan. 5.2 Final PECS. 5.3 Information and Communication Toolkit. 5.4 Public Education and Communication Training Workshops.</p>	

PROJECT IMPLEMENTATION SCHEDULE



**CONSULTANCY SERVICES FOR DEVELOPMENT OF A
SPATIAL PLAN FOR VIEUX-FORT DISTRICT - SAINT LUCIA
BUDGET
(USD)**

Item	CDB	GOSL	TOTAL
1 <u>CDB's SFR</u> Consultants' Fees and Expenses	329,465	-	329,465
2 <u>Beneficiary Contribution</u> Stakeholder Consultations and Office Accommodation		75,000	75,000
Contingencies	10,535	-	10,535
TOTAL	340,000	75,000	415,000

PROCUREMENT PLAN

I. General

1. Project Information:

Country: Saint Lucia
 Grant Recipient: GOSL
 Project Name: Development of a Spatial Plan for Vieux-Fort District
 Project Implementing Agency: PPS

2. Bank's Approval Date of the Procurement Plan: March 9, 2016

3. Period Covered By This Procurement Plan: March 2016 – January 2017

II. Goods and Works and Non-Consulting Services

1. Prior Review Threshold: As indicated below:

Procurement Method	Prior Review Threshold	Comments
Shopping	██████████	

2. Prequalification: Not Applicable (N/A).

3. Reference to (if any) Project Operational/Procurement Manual: CDB Guidelines for Procurement 2006

4. Any Other Special Procurement Arrangements: N/A.

5. Indicative Procurement Packages with Methods and Time Schedule: N/A

1	2	3	4	5	6	7
Ref No.	Contract (Description)	Estimated Cost (USD)	Procurement Method	Prequalification (Yes/No)	Bank Review (Prior/Post)	Comments
1.	Printing of Publications and Information Materials	██████████	Shopping	No	Post	

III. Consulting Services

Procurement Method	Prior Review Threshold	Comments
QCBS	All	
ICS		

1. **Reference to (if any) Project Operational/Procurement Manual:** CDB Guidelines for Selection and Engagement of Consultants 2011

Procurement Packages with Methods and Time Schedule:

1	2	3	4	5	6	7
Ref No.	Assignment (Description)	Estimated Cost (USD)	Selection Method	Review by Bank (Prior/Post)	Expected Proposal Submission Date	Comments
1.	Development of a Spatial Plan for Vieux-Fort District		QCBS	Prior	July 2016	
	Project Coordinator		Individual Consultant	Prior	July 2016	

III. Implementing Agency Capacity Building Activities with Time Schedule

In this section the agreed Capacity Building Activities are listed with time schedule.

No.	Expected Outcome/ Activity Description	Estimated Cost	Estimated Duration	Start Date	Comments
1.	Remote meeting with PPS	N/A	Two hrs	Within two weeks of CDB BOD approval	

IV. Summary of Proposed Procurement Arrangement

Project Components	CDB (SDF)				NBF	Total Cost (USD)
	(USD)				(USD)	
	Goods/Non-Consultancy Services		Consultancy Services			
	DC	Shopping	ICS	QCBS		
Consultancy Services for Spatial Development Plan for Vieux-Fort						
Document Preparation and Printing						
Stakeholder Consultations (Venue Rentals and Refreshments)						
Project Coordination						
Counterpart Costs						
Sub-total						
Contingencies						
Total Project Cost						

QCBS – Quality Cost-Based Selection

ICS - Individual Consultants Selection

NBF - Non-Bank Financed

DC - Direct Contracting

This information is withheld in accordance with one or more of the exceptions to disclosure under the Bank's Information Disclosure Policy.

SPATIAL COMPONENT DETAILS

- (a) *Biophysical Environment* - status of environmental and natural resources – (marine and terrestrial); the location of natural resources, and sensitive ecological systems; structure, stability and carrying capacities and location criteria; land capability for agriculture and other forms of development; environmental hazards (climatic, seismic, man-induced); current levels of resource use; spatial implications of development in other sectors on the environment, including, but not limited to, transportation, telecommunications, utilities, tourism and housing.
- (b) *Land Use and Tenure* - current and historic land use patterns; key elements of urban and rural (village) establishment; unauthorised and uncontrolled development; archaeological and historic sites; development commitments and ongoing projects; current and historic patterns of land sub-division and ownership and land values.
- (c) *Population and Settlement* - population size, growth and/or decline, distribution and density, migration trends; age-sex structure; households' size and the implications for housing type; educational attainment and skills; current population projections; distribution, size, and function of existing settlements; poverty map; determine and profile vulnerable groups who may be affected by factors such as changes in land use and property values (e.g. tourism or agriculture sectors), or community displacement because of economic development, environment or natural resources protection.
- (d) *Economy* - structure and growth of the economy; labour force characteristics (size, employment, place of work); key economic sectors; spatial and sectoral distribution of economic activity and employment; development trends and demand by sector.
- (e) *Housing* - size, distribution, and quality of existing housing stock; current housing needs and constraints; incidence of squatting; current public and private sector development programmes.
- (f) *Community Facilities* - adequacy of infrastructure and services, and current improvement programmes relating to educational, health, cultural, and recreational facilities; and
- (g) *Utilities* - adequacy of infrastructure and services, and current improvement programmes relating to water supply, sewage and solid waste disposal, drainage, energy supply, and telecommunications; assess need for new and upgraded infrastructure
- (h) *Transportation* - adequacy of infrastructure and services, and current improvement plans and programmes relating to road, sea, and air transport.

FIGURE 1

STUDY AREA – VIEUX FORT ADMINISTRATIVE DISTRICT

