

CARIBBEAN DEVELOPMENT BANK



**TECHNICAL ASSISTANCE - TRANSPORT SECTOR STUDY AND PREPARATION OF A
TRANSPORT SECTOR POLICY, STRATEGY AND OPERATIONAL GUIDELINES -
CARIBBEAN DEVELOPMENT BANK**

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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.

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MARCH 2016

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CARIBBEAN DEVELOPMENT BANK

TWO HUNDRED AND SEVENTIETH MEETING OF THE BOARD OF DIRECTORS

TO BE HELD IN ST. VINCENT AND THE GRENADINES

MARCH 9, 2016

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1. BACKGROUND

1.01 The provision of efficient transport infrastructure and transport services is fundamental to the promotion of inclusive growth and sustainable development within the Borrowing Member Countries (BMCs) of the Caribbean Development Bank (CDB). Access to employment opportunities and education, health and other services, and obtaining benefits from those services, hinge on the availability of safe, affordable, comfortable and efficient transport systems. Inclusive transport systems answer to the needs of different users such as women, children, men, the aging population and the disabled people. Road, air and water transport are all modes used in each of the Bank's BMCs and are all critical to the improvement of the competitiveness of regional economies, though the modal structures vary according to the geography and economy of each territory. Just as the absence of rural roads fosters isolation and poverty and is a constraint to the agriculture sector, air, maritime and inland waterway transport are particularly important to connections within and between BMCs, and with other trading partners. The quality of port infrastructure affects the cost of importing and exporting goods, and the success of the tourism industry depends on the adequacy of airport and port infrastructure and quality of other wider transport arrangements.

1.02 Between 1970 and 2015, approximately 22% (USD1.3 billion) of the financing approved by CDB was toward the transport sector, primarily road transport, though a significant amount was also directed to improvements in other transport modes. The Bank's first and current Transportation Policy was prepared in 1981 to guide its assistance to BMCs in meeting their national and regional transport objectives. Among the main challenges faced by the sector at that time were inadequate analysis of the feasibility of projects due to limited relevant data to appraise the technical, financial and economic viability of proposed projects; weaknesses in institutional capacity; inadequate maintenance capability; construction cost overruns; inadequate tariffs to cover life cycle costs for projects that should be self-financing; limited capability of local and regional contractors to compete for contracts; the high cost for small states to satisfy the levels of service required by stakeholders; and the use of design standards that rendered construction costs uneconomic.

1.03 While these challenges remain stubbornly familiar, the issues affecting the transport sector in the Region have increased in complexity, with several critical issues that include, among many others:

- (a) *Inclusive Development*: The transport sector must operate to meet the needs of a wide range of stakeholders, ensuring gender equity, access for youth and the elderly and considering the needs of disadvantaged social groups. There is often a lack of cohesion between

transport sector development and other national development plans. Transportation infrastructure has a big influence on mobility and time savings of both men and women, with women often benefiting more from time savings as they have to balance productive and reproductive tasks. Improved infrastructure might lead to more productive engagement and/or healthier lifestyles.

- (b) *Institutional and Regulatory Weaknesses:* The structure, staffing, equipment and operational and management systems and processes constrain the effectiveness of key agencies in the sector.
- (c) *Inadequate Maintenance and Capacity of Infrastructure:* The condition and capacity of sections of the road networks, and a number of docks, ports, airports and airstrips across the BMCs are in need of urgent improvement to maintain appropriate levels of service.
- (d) *Road Safety:* A high rate of road traffic fatalities and institutional weaknesses, including in traffic accident investigation, weak surveillance and data reporting are among the challenges faced by BMCs¹. The most vulnerable road users (pedestrians and cyclists) and persons in the community are disproportionately affected by road traffic accidents. Systematic approaches to the issue have not been uniformly applied across BMCs.
- (e) *Gaps and Inefficiencies in Transport Services:* Improvements in public transport services in all modes are required in order to satisfy increasing travel demands in ways that are safe, cost efficient and environmentally sound. Women are particularly affected by unsafe and unreliable public transport systems, as they often have more complex commuting patterns than men.
- (f) *Finance and Private Sector Participation:* There is a need for appropriate financial arrangements, and mobilising private sector resources and competencies to meet the needs of the sector.
- (g) *Vulnerability to Climate Variability and Climate Change (CVC):* Much of the major infrastructure is vulnerable to the effects of CVC including sea level rise; temperature changes and variations; flooding due to changes in rainfall patterns; and storm surges, coastal flooding and wind forces associated with increases in the frequency and/or intensity of tropical storms and hurricanes.
- (h) *Energy Efficiency:* The transport sector is among the largest consumers of energy, within CDB's BMCs, and consumes a larger proportion of total energy consumed than the global average². The sector also produces high levels of greenhouse gas emissions.
- (i) *Inadequate Data:* The absence of data for project planning, design, cost estimation, measuring operational performance and measuring appropriate sector indicators, etc. continues to affect the sector, which must utilise available technology to address this issue.

¹ The average estimated rate of road traffic fatalities among 11 BMCs listed in the 2015 Global Status Report on Road safety is 14.1 per 100,000 population [Aves for High, Middle, Low Income countries: 9.3, 18.5, 24.1]

² [Caribbean Sustainable Energy Roadmap \(C-SERMS\), Phase 1 \(2013\)](#). CARICOM, IDB and Worldwatch Institute. [accessed February 12, 2016]

1.04 Since the adoption of the existing policy, several lessons have been learnt that inform the successful design, implementation and operation transport systems. These include the need to ensure wide stakeholder participation and inclusion; consider means of adaptation to CVC; minimise life cycle costs through energy efficiency considerations; consider the cost of deaths and serious injuries from road traffic accidents; fully analyse social and gender contexts and opportunities to contribute to improvements; develop and strengthen monitoring and evaluation (M&E) systems within institutions; ensure the application of appropriate standards for design and construction that are appropriate; and employ regional approaches to capacity building and efficient service delivery.

1.05 These development challenges and emerging issues in the transport sector render an urgent need to revise the 1981 Transportation Policy to bring it in line with current realities in the sector. A revised sector policy offers an opportunity to better align Bank policy with country needs and promote institutional relevance and strengthen development effectiveness. A deeper engagement with the BMCs on current sector issues is already underway. Over the past five years, CDB has conducted assessments of performance based maintenance in the road sector. The Bank has also provided support to BMCs to participate in road safety training over several years, and engaged with other development partners in the development and implementation of regional road safety programmes. A study of the regional aviation sub-sector was undertaken in 2014³, and this has informed dialogue on options for improvement in the operation of airlines. Updated policy guidance would likely improve results achieved from investment in the sector, particularly if the policy is supported by a strategy for achieving the desired results and guidelines for approaching the design and implementation of interventions.

2. PROPOSAL

2.01 It is proposed that CDB provide Use of Funds (UOF) resources in an amount not exceeding the equivalent of five hundred and nine thousand and sixty United States dollars (USD509,060) from its Special Funds Resources (SFR) to finance consulting services (see Appendix 1) to: (a) assess the transport sector across CDB's BMCs; (b) update the current CDB Transport Policy; (c) develop a Transport Sector Strategy and associated Operational Guidelines for implementation of the strategy; and (d) deliver one regional workshop to engage transport sector stakeholders on the findings of the assessment, CDB's proposals for development of the sector, and BMC perspectives. Additional workshops to disseminate findings among selectively targeted transport sub-sectors would be planned under separate interventions.

2.02 The proposed technical assistance (TA) is consistent with:

- (a) CDB's Strategic Objectives of: (i) supporting inclusive and sustainable growth and development within its BMCs; (ii) promoting good governance; and (iii) Enhancing Organisational Efficiency and Effectiveness.
- (b) CDB's Corporate Priorities of: (i) strengthening and modernising social and economic infrastructure; (ii) adopting a Management for Development Results approach to long-term planning; and (iii) strengthening results measuring, monitoring and reporting.
- (c) Special Development Fund 8 Themes (SDF 8) of: (i) Environmental Sustainability and Climate Change; and (ii) Inclusive and Sustainable Growth.
- (d) CDB's TA Policy and Operational Strategy of commitment to strengthening the synergies between TA operations and the Bank's investment lending.

³ Name of BOG aviation paper in 2014.

- (e) CDB's Gender Equality Policy and Operational Strategy.
- (f) CDB's Regional Cooperation and Integration Strategy.
- (g) CDB's Energy Sector Policy and Strategy.

3. OUTCOME

3.01 The expected outcome of the Project is enhanced operational strategies and policies in line with the Bank's development thrust. The Design and Monitoring Framework for the project is provided at Appendix 2.

4. JUSTIFICATION

4.01 The Bank's Strategic Plan 2015-2019 highlights the importance of the transport sector to inclusive and sustainable growth and the improvement of social and economic conditions in the BMCs. The Plan also underlines the need to enhance the climate resilience of the sector. In addition, improved intra-regional transport is among the three focal areas for support to the Regional Cooperation and Integration mandate. In recent years, CDB has financed a study of Performance-Based Road Maintenance Contracting across its BMCs, related workshops, and participation by BMCs in several road safety programmes developed and implemented with other development partners. A study of the regional air transport sub-sector was completed in 2015, and this has informed dialogue on options for improved governance of the sector and for improved operation of regional airlines. However, gaps remain in the analysis available, particularly in the road transport subsector, and in respect of infrastructure across the entire transport sector. With regard to the air transport and maritime transport, studies have been aimed at addressing the regional transport issues, and gaps remain in data which would be useful to inform the Bank's targeted interventions in individual BMCs. The proposed technical assistance (TA) will assist CDB to:

- (a) determine priority areas of intervention as well as appropriate financing modalities, establish an implementation strategy and improve the monitoring and evaluation (M&E) framework of interventions by CDB; and
- (b) better support its BMCs in the implementation of policies, strategies, projects and programmes geared towards addressing their respective transport challenges.

4.02 The Project will complement the following initiatives:

- (a) Previous CDB-financed and executed Road Maintenance studies/workshops.
- (b) Capital and TA projects focused of improving Road Safety across the BMCs.
- (c) CDB-commissioned study *Making Air Transport Work Better for the Caribbean* (May 2015).
- (d) CDB's planned revision of the *Urban Revitalisation Strategy and Operational Guidelines*.
- (e) The CDB, World Bank and Inter-American Development Bank collaboration on the Public Private Partnership (PPP) Support Facility which is designed to strengthen institutional capacity within its BMCs in the development and implementation of PPPs.

- (f) The UK-financed £300 million infrastructure fund for the Caribbean, to be implemented by CDB, to finance the construction of roads, bridges and ports to help drive economic growth and development across the Region.

4.03 Based on CDB’s TA Performance Rating System, the project has been assessed as highly satisfactory, with a score of 4 (see Appendix 3). This suggests that it is likely to contribute to development effectiveness.

4.04 The project is assessed as Marginally Mainstreamed (MM) based on CDB’s Gender Marker, having limited potential to contribute significantly to gender equality, scoring 2.25 out of 4.00 points. The Gender Marker is summarised in Table 1 below (see Appendix 4 for the Gender Marker Analysis).

TABLE 1: GENDER MARKER SUMMARY

Gender Marker	Analysis	Design	Implementation	M&E	Score	Code
	0.25	0.5	0.5	1	2.25	MM⁴

5. EXECUTION

5.01 CDB will be the executing agency and the Project will be supervised by the staff of Economic Infrastructure Division (EID) who will be responsible for the coordination and supervision of the work of the Consultant in accordance with the Terms of Reference (TOR). In addition, CDB will organise and host a consultation workshop with key stakeholders from the BMCs. Consultation with the Social Sector Division, the Economics Department and other internal partners will be facilitated throughout execution. CDB staff will ensure coordination across other ongoing TA projects to minimise demands made on stakeholders’ time and to ensure the outputs from other related TAs inform policy formulation. It is estimated that the Project will be completed over a period of sixteen (16) months as indicated in the Draft Implementation Schedule (see Appendix 5).

5.02 The resources of CDB will be used to finance the following:

- (a) professional fees of the Consultant as well as the cost of travel and accommodation of the Consultant for country visits; and
- (b) cost associated with the stakeholder workshop, namely:
 - (i) airfare, accommodation and per diem for participants;
 - (ii) meals and materials for the participants;
 - (iii) interpretation services to facilitate the participants from the non-English speaking BMCs; and
 - (iv) cost associated with the marketing, publication and dissemination of the Transport Sector Strategy and Operational Plan.

⁴ MM = Marginally Mainstreamed: the project has limited potential to contribute to gender equality.

5.03 A sample of at least four BMCs will be used for field visits and extensive in-county stakeholder consultations. Sample selection will be based on multiple criteria proposed by the consultant and agreed with CDB, and these will include, among others, factors such as the level of social and economic development; geography, including size; demographics; gender; existing transport infrastructure and services; and perceived infrastructure gaps.

6. RISK ASSESSMENT AND MITIGATION

6.01 The major risks to achieving the planned results of the project and the associated mitigating measures are presented in Table 2 below.

TABLE 2: RISK AND MITIGATION

Risks	Mitigation
1. Inadequate input from BMCs and key stakeholders.	1. Initial discussions with key stakeholders to seek input for development of the strategy, followed by a workshop involving representatives from all BMCs and relevant stakeholder groups to provide appropriate feedback before finalisation of the Strategy.
2. Data not available nor submitted in a timely manner.	2. CDB staff will liaise with stakeholders and country visits will facilitate access to qualitative data to augment quantitative data gaps.

7. COST AND FINANCING

7.01 The total cost of the project is estimated at USD509,060 to be financed from CDB’s SFR. An indicative budget is provided at Appendix 6 and the financing plan is summarised in Table 3 below. Funds are available within existing resources.

TABLE 3: SUMMARY FINANCING PLAN

Contributors	USD
Professional Fees	328,100
Travel and Per Diem	94,750
Report Preparation	5,000
Stakeholders’ Workshop	64,805
Contingencies	16,405
Total	509,060

8. PROCUREMENT

8.01 Procurement of consultancy services will be in accordance with CDB’s procurement procedures with respect to its UOF. A Procurement Plan is presented at Appendix 7.

9. RECOMMENDATION

9.01 It is recommended that the Board of Directors approve the UOF in an amount not exceeding the equivalent of five hundred and nine thousand and sixty United States dollars (USD509,060) from CDB's SFR to (a) engage consultants to conduct a Transport Sector Study of CDB's BMCs; update CDB's Transport Sector Policy; and prepare a Transport Sector Strategy and Operational Guidelines in accordance with the Draft TOR at Appendix 1; and (b) to finance the cost of conducting a regional workshop for consultation with transport sector stakeholders."

SUPPORTING DOCUMENTATION

- Appendix 1 - Draft Terms of Reference - Consultancy Services –
Transport Sector Study and Preparation of a Transport
Sector Policy, Strategy and Operational Guidelines –
Caribbean Development Bank
- Appendix 2 - Design and Monitoring Framework
- Appendix 3 - Performance Rating System
- Appendix 4 - Gender Marker Analysis
- Appendix 5 - Draft Project Implementation Schedule
- Appendix 6 - Budget
- Appendix 7 - Procurement Plan

DRAFT TERMS OF REFERENCE

CONSULTANCY SERVICES

**TRANSPORT SECTOR STUDY AND PREPARATION OF A
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CARIBBEAN DEVELOPMENT BANK**

1. BACKGROUND

1.01 The provision of efficient transport infrastructure and transport services is fundamental to the promotion of inclusive growth and sustainable development within the Borrowing Member Countries (BMCs) of the Caribbean Development Bank (CDB). Access to employment opportunities and education, health and other services, and obtaining benefits from those services, hinge on the availability of safe, affordable, comfortable and efficient transport systems. Inclusive transport systems answer to the needs of different users such as women, children, men, the aging population and the disabled people. Road, air and water transport are all modes used in each of the Bank's BMCs and are all critical to the improvement of the competitiveness of regional economies, though the modal structures vary according to the geography and economy of each territory. Just as the absence of rural roads fosters isolation and poverty and is a constraint to the agriculture sector, air, maritime and inland waterway transport are particularly important to connections within and between BMCs, and with other trading partners. The quality of port infrastructure affects the cost of importing and exporting goods, and the success of the tourism industry depends on the adequacy of airport and port infrastructure and quality of other wider transport arrangements.

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1.03 Over the past five years, CDB has conducted assessments of performance based maintenance in the road sector. The Bank has also provided support to BMCs to participate in road safety training over several years, and engaged with other development partners in the development and implementation of regional road safety programmes. A study of the regional aviation sub-sector was undertaken in 2014¹, and this has informed dialogue on options for improvement in the operation of airlines. Against this background, a review of the transport sector would position the Bank to more effectively target its interventions over the next decade and support the efforts of BMCs to ensure that the sector adequately serves their social and economic needs.

¹ Name of BOG aviation paper in 2014.

2. OBJECTIVE

2.01 The objective of the assignment is to determine the key issues facing the transport sector across CDB's BMCs and likely to affect the sector over the period 2016 to 2026, and to assist in charting the role of the Bank in addressing those issues through development of: (a) a Transport Sector Policy and Strategy for CDB; and (b) associated Operational Plan for implementation of the strategy; and to disseminate the results of the services through delivery of one regional transport sector workshop.

3. SCOPE OF SERVICES

3.01 The services are to be conducted in accordance with generally accepted international standards and professional practices acceptable to CDB. The consultant will perform all the investigative work and analyses to realise the objective stated above, working closely with relevant CDB staff. The scope of services is understood to cover all activities necessary to accomplish the objectives of the consultancy, whether or not a specific activity is cited in these Terms of Reference (TOR). A participatory and consultative approach is to be adopted in the conduct of the services, which will contribute to their completion in as timely a manner as possible. Consultations are to be held with key stakeholders from each BMC, whether in-country or by electronic means. The consultant will adopt measures to ensure the gender-responsiveness of the results. A results-based approach is to be adopted in the conduct of the assignment, with SMART indicators², (sex-disaggregated) baseline data collected, and targets established. Both primary (surveys, focus groups, interviews, etc.) and secondary research methods (literature review, desk research, etc.) are expected to be used.

Phase 1: Desk Review

- (a) Understand the major social and economic changes, trends, and projections across the BMCs with potential impacts on the transport sector.
- (b) Collect, review and analyse information on policies, strategies, plans, legislation, regulations, etc., relevant to development topics in CDB's BMCs and in which the transport sector would have a role. These include, but are not limited to budgets and subsidies provided, commenting on their appropriateness, efficiency and transparency; development partners' country strategies and plans; asset management information including information on existing infrastructure conditions; and existing and proposed projects and programmes.
- (c) Assess the role and work of regional organisations and national, regional, international and multilateral funding agencies in the transport sector. The consultant is expected to meet/consult with representatives of these agencies.
- (d) Review the trends and projections regarding Climate Variability and Climate Change for CDB's BMCs, and determine the extent to which transport policies, strategies and practices address the identified vulnerabilities, and the national capacity to do so, including potential for use of renewable energy across the sector.
- (e) Identify the main drivers/sectors of inclusive and sustainable economic growth and social development over the planning period and undertake qualitative and quantitative assessments of the infrastructure needed to support development led by those drivers/sectors, consistent with the objectives of CDB.

² SMART – Specific, Measurable, Achievable, Realistic and Time-bound.

- (f) Review institutional arrangements covering ownership, management and operation of infrastructure and an assessment of user charges and cost recovery associated transport infrastructure and services, assessing capacities and needs of vulnerable persons, women, the poor, disabled, and the elderly.
- (g) Review and discuss governments' criteria and methodology for sector and project planning, including project identification, prioritisation, preparation, and financing.
- (h) Determine lessons learned from CDB's experience in the sector and the experience of other agencies involved in the sector within CDB's BMCs.
- (i) Design individual sector surveys to be distributed to each BMC. Separate surveys would be required in respect of the various transport sub-sectors. To ensure full understanding of the sector and to fill knowledge gaps, the survey should investigate, but not be limited to, issues that include:
 - (i) Political Support
 - (ii) Policy and Strategy
 - (iii) Legislative and Regulatory Systems
 - (iv) Transport Demand and Forecasts
 - (v) Stakeholder involvement including groups representing the differential interests of women and men, youth, the aging population and persons with disabilities in the sector
 - (vi) Network Planning and Budgeting
 - (vii) Land Use Planning
 - (viii) Funding, including Public Private Partnerships
 - (ix) Funds Management and Disbursement
 - (x) Technology Choice
 - (xi) Standards
 - (xii) Labour Resources
 - (xiii) Equipment Resources
 - (xiv) Materials Resources
 - (xv) Safety requirements (e.g. road safety for women, men and youth)
 - (xvi) Public Transport Requirements, Transport services for different user groups
 - (xvii) Management Resources and Capacity
 - (xviii) Management Information Systems
 - (xix) Geographic Information Systems
 - (xx) Procurement
 - (xxi) Contractor Capacity
 - (xxii) Work Supervision
 - (xxiii) Financial Audit
 - (xxiv) Technical and Performance Audit
 - (xxv) Environment and Safety
 - (xxvi) Security and Certification

- (xxvii) Emergency Management
- (xxviii) Monitoring and Evaluation Capacity
- (xxix) Relevant Regional and International Agreements

Phase 2: Country Visits and Consultations

- (a) Select, in collaboration with CDB, a sample of at least four (4) BMCs for field visits and extensive in-county stakeholder consultations. The selection should be based on multiple criteria proposed by the consultant and agreed with CDB, and should include, among others, factors such as the level of social and economic development; geography, including size; demographics; gender; existing transport infrastructure and services; and perceived infrastructure gaps.
- (b) Conduct in-country research and stakeholders consultations covering the range of issues considered in Phase 1 and other country-specific issues. Stakeholders to be consulted should include government officials responsible for national planning, transport policy, transport infrastructure, private sector firms involved in the sector, development partners, employers, Gender Bureaus, and female and male residents of selected communities in each country. The consultant should determine the appropriate modality of consultation and allow adequate time for arrangements to be coordinated with each BMC in advance of the visits. The visits should include visits to assess the road network, and water and air transport infrastructure and transport services.
- (c) Based on the Phase 1 and Phase 2 findings, including the analysis of survey responses, prepare a Draft Transport Sector Study Report on the transport sector in the BMCs outlining CDB's activities in the sector as well as key issues, constraints, opportunities and best practices for the sector. Recommended performance indicators for monitoring and evaluation of the transport sector are to be provided, and baseline data for each recommended indicator determined by the consultant for each BMC. These indicators are to be consistent with the Bank's reporting frameworks, obligations and practices. The report should include annexes presenting the findings, analysis and recommendations pertaining to each individual BMC.

Phase 3: Policy Formulation and Strategy Preparation

- (a) Deliver a stakeholders workshop presenting findings and facilitating discussions on critical inputs to the Transport Sector Policy, Strategy and Operational Guidelines.
- (b) Revise the Draft Transport Sector Study Report to incorporate the outputs of the stakeholder's workshop and comments by CDB.
- (c) Prepare Draft Transport Sector Policy, Strategy and Operational Guidelines.
- (d) Present the Draft Policy, Strategy and Operational Guidelines to CDB staff and management.
- (e) Submit the final Transport Sector Policy, Strategy and the Operational Guidelines based on comments from CDB staff and management.

4. QUALIFICATIONS AND EXPERIENCE

4.01 All of the members of the consulting team must have excellent communication and interpersonal skills and must be fluent in English. The key experts required for the Consultant's team and their minimum qualifications and experience are as follows:

(a) **Key Expert No. 1: Transport Policy Specialist/Team Leader**

- (i) Education: A Master's degree (or its equivalent) in a Transportation related discipline such as Transportation Planning/Engineering, Transportation Economics, combined with training in Public Policy or Public Administration.
- (ii) Knowledge and Experience: At least fifteen (15) years of relevant professional experience in transport sector analysis, transport policy and strategy, institutional development and sector governance, transport sector reforms, private sector participation and monitoring and evaluation. Demonstrated expertise and technical knowledge in designing transport policies and strategies, transport sector development programmes, and public finance. In-depth technical knowledge of methodologies and techniques for planning and programming, pricing, economic and safety regulations, sector governance issues, and climate change impacts. The candidate must also have at least five (5) years' experience as a Team Leader working on similar projects and must have performed this role on at least two (2) projects of this size and complexity within the past five (5) years.

(b) **Key Expert No. 2: Infrastructure Specialist**

- (i) Education: A degree in civil engineering and professional engineering registration/licensure.
- (iii) Knowledge and Experience: At least ten (10) years of relevant professional experience in the planning, design and construction of transport infrastructure and transport services. The candidate must also have previous experience working in developing countries and must have performed this role on at least two (2) projects of this size and complexity within the past five (5) years.

(c) **Key Expert No. 3: Social and Gender Analyst**

- (i) Education: An advanced degree in social analysis, social planning, gender analysis or similar.
- (ii) Knowledge and Experience: At least ten (10) years of relevant professional experience in the application of qualitative and quantitative methods to the analysis of social and gender conditions and factors affecting social development. Living standards and access to services for and the level of service provided to different population groups should be assessed in qualitative and quantitative terms to the extent practicable within the assignment on the basis the differential needs of women and men, the elderly, disabled and the youth with regards to transport. The candidate must have performed this role on at least two (2) projects of this size and complexity within the past five (5) years.

- (d) **Key Expert No. 4: Environment, Disaster Risk Management & Climate Specialist**
- (i) Education: An advanced degree in environmental science or a related discipline.
 - (ii) Policy and planning; environmental impact assessment; disaster risk management; and the climate vulnerability and climate change mitigation and adaptation: The candidate must have performed this role on at least two (2) projects of this size and complexity within the past five (5) years.
- (e) **Key Expert No. 5: Public Finance Specialist**
- (i) Education: An advanced degree in economics or a closely related discipline.
 - (ii) Knowledge and Experience: At least ten (10) years of relevant professional experience with analysis of macro-economic policies, analysis of national and sector budgets, budgetary planning and implementation mechanisms, and assessment of public expenditure management. The specialist should also have considerable experience in project costing and financial viability assessment. The candidate must have performed this role on at least two (2) projects of this size and complexity within the past five (5) years
- (f) **Key Expert No. 6: Transport Economist**
- (i) Education: An advanced degree in transport economics.
 - (ii) Knowledge and Experience: At least ten (10) years of relevant professional experience in transport economics. The candidate must have performed this role on at least two (2) projects of this size and complexity within the past five (5) years

5. OUTPUTS/DELIVERABLES

5.01 The Consultant will present five (5) hard copies of each report to CDB. The reports shall also be submitted in PDF as complete documents, as well as in Microsoft Word and Excel and/or other formats used in their creation. Electronic copies of all data used in the preparation of the reports shall also be submitted to CDB in formats that readily allow further analysis of the data. The reports and related data and information will be the sole property of CDB. These reports are as follows:

- (a) **Inception Report**: The Inception Report will be presented within two (2) weeks after the signing of the contract, and it will include a review of CDB's operations in the sector, the consultants' detailed work plan and methodology, including the schedule and scope of all activities to be undertaken; and sources of data to be collected, reviewed, etc. The Consultant will adjust the work programme in accordance with the comments received and agreed upon. A period of two (2) weeks should be allowed for comments by CDB.
- (b) **Draft Phase 1 Report**: The report will be submitted within twelve weeks after the signing of the contract. A period of three (3) weeks should be allowed for comments by CDB.
- (c) **Final Phase 1 Report**: The report will be submitted within three (3) weeks after the receipt of comments on the Draft Report.

- (d) Draft Phase 2 Report: The report will be submitted within twenty-three (23) weeks after the signing of the contract. A period of three (3) weeks should be allowed for comments by CDB.
- (e) Final Phase 2 Report: The report will be submitted within three (3) weeks after the receipt of comments on the Draft Report.
- (f) Report on Stakeholder Workshop - The report will be submitted within thirty (30) weeks after the signing of the contract.
- (g) Draft Final Report: The report including the Draft Transport Sector Policy, Strategy and Operational Guidelines will be submitted within thirty-three (33) weeks after the signing of the contract. A period of three (3) weeks should be allowed for comments by CDB.
- (h) Draft Final Report: The report including the finalised Transport Sector Policy, Strategy and the Operational Guidelines will be submitted within thirty-nine (39) weeks after the signing of the contract. A period of three (3) weeks should be allowed for comments by CDB.

6. DURATION OF THE CONSULTANCY

6.01 The consultancy is expected to be conducted over a period of approximately ten (10) months.

7. COMMENTS BY THE CONSULTANTS

7.01 The Consultant are required to make any comments on, and suggestions for, improvements to these TOR. The financial implications, if any, of these recommendations should be indicated in the Financial Proposal.

8. COORDINATION AND FACILITIES

8.01 The Consultant shall report to CDB's Division Chief, Economic Infrastructure Division (EID) or her/his designate. The staff of EID will assist the Consultant to coordinate activities including the planning of meetings, the stakeholder's workshop, interaction with the BMCs agencies and representatives and general administrative matters. EID staff will also work closely with the Consultant in reviewing working papers and reports as well as finalising the Strategy and Operational Plan. The cost of hosting the workshop will not be for the Consultant's account.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Indicators/Targets	Data Sources/Reporting Mechanisms	Critical Assumptions
<p>1. IMPACT</p> <p>Enhanced organisational efficiency and effectiveness of CDB.</p>	<p>(i) 20% increase in annual average approvals in the transport sector portfolio five years after CDB BOD approval of the sector policy, strategy and operational guidelines. Baseline (2010-2015: \$33mn.</p>	<p>(i) CDB PPMS; (ii) CDB evaluation reports (iii) Development Effectiveness Reports (iv) CDB Portfolio Performance Reports</p>	
<p>2. OUTCOMES</p> <p>Enhanced operational strategies and policies in line with the Bank's development thrust.</p>	<p>(i) Transport sector policy, strategy and operational guidelines approved by CDB BOD by March 2018. (ii) At least three BMCs request CDB's assistance to strengthen their transport sector planning capacity by December 2019.</p>	<p>(i) Minutes from CDB BOD meeting (ii) Project Appraisal Reports (iii) CDB Portfolio Performance Reports.</p>	<p>(i) BMCs committed to sustainable development and establish/maintain relevant governance and management systems. (ii) Economic and social conditions within BMCs are stable.</p>
<p>3. OUTPUTS</p> <p>(a) Transport Sector Study completed. (b) Workshop held. (c) Transport Sector Policy revised. (d) Transport Sector Strategy completed. (e) Operational Guidelines for Transport Sector Strategy completed.</p>	<p>(i) Transport Sector Study Reports completed by October 2016. (ii) Stakeholder workshop (1 no.) held by March 2017 (Participants disaggregated by sex). (iii) Transport Sector Policy revised by March 2017. (iv) Gender-responsive Transport Sector Strategy completed by April 2017. (v) Gender-responsive Operational Guidelines for Transport Sector Strategy completed by April 2017.</p>	<p>(i) Consultant's Reports (ii) Project Completion Report</p>	<p>(i) The Policy, Strategy and Operational Guidelines are accepted by CDB. (ii) Participation in Stakeholder workshops is broad and at the levels appropriate to sensitise key decision makers.</p>
Activities/Inputs	USD		
Item	CDB (SFR)	Total	
Consultancy Services	427,850	427,850	<p>(i) Consultants' Agreement signed (ii) Consultant invoices (iii) CDB disbursement records (iv) Progress Report</p> <p>(i) Consultants are engaged in a timely manner. (ii) Stakeholders participate meaningfully in consultations. (iii) BMCs' agencies cooperate with consultants in data gathering and data readily available Cooperation of CDB staff and key stakeholders. (iv) Timely availability of data. (v) Meaningful comments are provided to the consultants in a timely manner.</p>
Stakeholders' Workshop	64,805	64,805	
Contingencies	16,405	16,405	
Total	509,060	509,060	

PERFORMANCE RATING SYSTEM

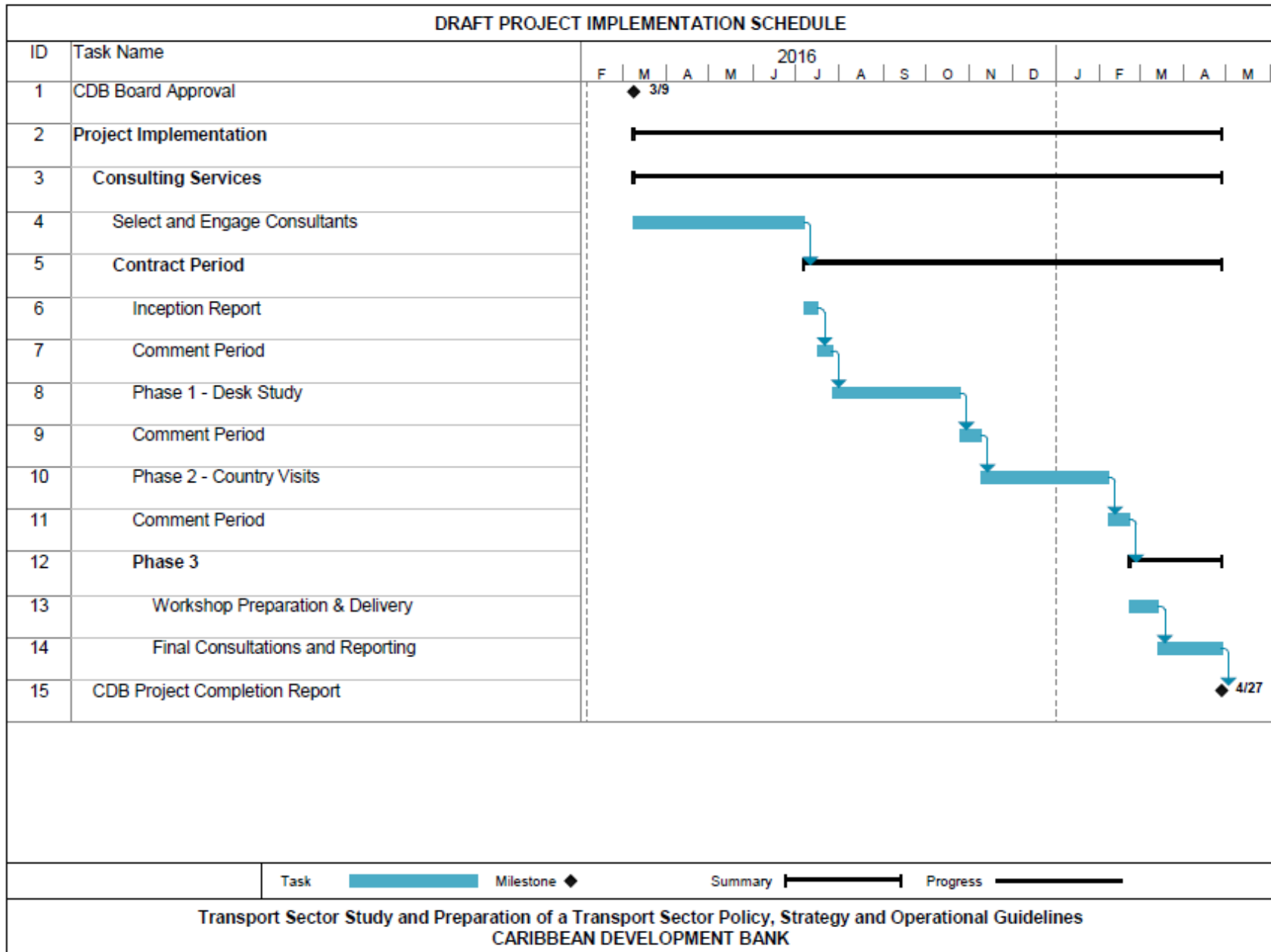
Criteria	Score	Justification
Relevance	4	The proposed TA is consistent with three of CDB's Strategic Objectives and SDF (8) themes of: (i) Environmental Sustainability and Climate Change; and (ii) Inclusive and Sustainable Growth. It is consistent with the priority given to the transport sector as a development priority in all of the Bank's BMCs, The cross-cutting themes are fully considered in the TA design and the TA supports, but does not duplicate, other ongoing initiative to enhance organisational effectiveness.
Effectiveness	4	The project is being implemented by CDB and the implementation schedule is realistic. The risks to achievement of the project outcome have been suitably mitigated and it is expected that the designed outcome of the project will be fully achieved. The composition of the consulting team is designed to ensure delivery of comprehensive outputs. The TOR for the services are comprehensive and the schedule and budget are consistent with the design of similar TA activities recently financed by the Bank.
Efficiency	4	Procurement of consulting services will be open to all member countries and will therefore benefit from competition increasing the likelihood of value for money. The use of technology for surveys and consultations, and the selection of a limited sample of BMCs for in-depth consultations also contribute to the efficient use of resources. The intervention is expected to lead to increased engagement with BMCs, providing further opportunities for country assistance.
Sustainability	3	The outputs of the TA will provide data and information that will benefit CDB and the BMCs. However, the lack of adequate data collection and information management systems across the BMCs might present a challenge in ensuring that the data is updated with the frequency that the consultant will recommend.
Overall Score	3.75	Highly Satisfactory

GENDER MARKER ANALYSIS

Project Cycle Stage	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
	Social analysis identifies gender issues and priorities.	0.25
	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. Effect on project outcome is direct.	0
	Project objective / outcome includes gender equality.	0.5
Implementation: Execution	Implementation arrangements (gender mainstreaming capacity building or gender expertise in implementing agency) to enhance the gender capacity of the implementing agency. Effect on project outcome is indirect.	0
	Terms of reference of project coordinating unit / project management unit include responsibilities of gender mainstreaming, especially at the levels of the project coordinator/director and the M&E officer.	0.5
Monitoring and Evaluation: Results-Monitoring-Framework (RMF)	Collection of sex-disaggregated data required for M&E (stated and budgeted in Project)	0.5
	At least one gender-specific indicator at the outcome and/or output level in the RMF.	0.5
Maximum Score:		2.25

Scoring Code
Gender specific (GS): if 3.75 points to 4 points
Gender mainstreamed (GM): if 3 points to 3.5 points
Marginally mainstreamed (MM): if 1.5 to 2.75 points.
NO: if projects score zero or 1; if NO please give a justification why

Marginally Mainstreamed: The Project has limited potential to contribute to gender equality.



BUDGET
(USD)

Item	CDB
Consultancy Services	427,850
Stakeholders' Workshop	64,805
Contingencies	16,405
Total	509,060

PROCUREMENT PLAN

I. General

1. Project Information:

Country: Regional

Recipient: CDB

Project Name: Transport Sector Study and Preparation of a Transport Sector Policy, Strategy and Operational Guidelines – Caribbean Development Bank

Project Executing Agency: CDB

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

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

II. Goods and Works and Non-Consulting Services

1. Prior Review Threshold: N/A

2. Prequalification: N/A

3. Procurement will be in accordance with CDB’s Procurement Procedures with respect to its Use of Funds.


4. Any Other Special Procurement Arrangements: N/A

5. Procurement Packages with Methods and Time Schedule:

1	2	3	4	5	6	7	8
Ref No.	Contract (Description)	Estimated Cost (USD ‘000)	Procurement Method	Prequal. (Yes/No)	Bank Review (Prior/Post)	Expected Bid-Opening Date	Comments
1.	Regional Workshop – road, air, maritime and inland waterway sub-sectors		DC	N/A	N/A	N/A	

III. Consulting Services

1. **Prior Review Threshold:** N/A
2. Procurement will be in accordance with CDB's Procurement Procedures with respect to its Use of Funds.
3. **Any Other Special Procurement Arrangements:** N/A
4. **Procurement Packages with Methods and Time Schedule:**

1	2	3	4	5	6	7
Ref No.	Assignment (Description)	Estimated Cost (USD '000)	Selection Method	Review by Bank (Prior/Post)	Expected Proposal Submission Date	Comments
1.	Strategy Consultant		QCBS	N/A	May 2016	Expected start: July 2016

IV. Draft Summary of Proposed Procurement Arrangement

Project Component	CDB (USD'000)								NBF (USD'000)		Total Cost (USD'000)
	Primary	Secondary		Other				Country	Institution		
	ICB	DC	RCB	FBS	ICS	CQS	QCBS			SSS	
1. Strategy Consultant											
2. Workshop											
2. Local Transport and Communication											
Total Base Cost											
3. Contingencies											
Total Project Cost											

- | | | | | | |
|-----|---|---|------|---|----------------------------------|
| CQS | - | Selection Based on Consultants Qualifications | NBF | - | Non-Bank Financed |
| DC | - | Direct Contracting | NCB | - | National Competitive Bidding |
| FA | - | Force Account | QCBS | - | Quality and Cost-Based Selection |
| FBS | - | Fixed Budget Selection | RCB | - | Regional Competitive Bidding |
| ICB | - | International Competitive Bidding | SSS | - | Single Source Selection |
| ICS | - | Individual Consultant Selection | UOF | - | Use of Funds |
| LIB | - | Limited International Bidding | | | |

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