

CARIBBEAN DEVELOPMENT BANK



**URBAN SECTOR ASSESSMENT AND PREPARATION OF AN URBAN 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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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

PAPER BD 21/16

TECHNICAL ASSISTANCE

**URBAN SECTOR ASSESSMENT AND PREPARATION OF AN URBAN SECTOR POLICY,
STRATEGY AND OPERATIONAL GUIDELINES – CARIBBEAN DEVELOPMENT BANK**

1. BACKGROUND

1.01 Urbanisation is one of the characteristic features of the Borrowing Member Countries (BMCs) of the Caribbean Development (CDB), with the Caribbean being one of the more urbanised regions in the world. The combined population of BMCs is estimated at 17.64 million (mn)¹, approximately 52% of which reside in urban areas². Although there are only four cities in the Caribbean³ with more than one million people on average, 66% of the Caribbean population is considered to be urban - ranging from 30% in Antigua and Barbuda to 84% in the Bahamas.

1.02 National and regional economies depend upon towns and cities for positive growth, where they provide jobs, access to the best cultural, educational and health facilities and they act as a hub for communication and transport which are necessary conditions for economic development. High urban densities reduce transaction costs and make public spending on infrastructure and services more economically viable. Research shows there is a close correlation between the wealth of nations and their level of urbanisation⁴. Further research indicates that globally, countries which have achieved sustained economic growth or rapid social development, such as Singapore and other Asian countries, have not done so without urbanisation (countries with the highest per capita income tend to be more urbanised, while low-income countries are the least urbanised).

1.03 Within the past 20 years, CDB has financed \$44.703 mn in urban policies, projects and programmes, which have been classified as being for Urban Development, and which represent just 1% of CDB's financing portfolio. However, projects categorised under other sectors often have urban development elements, but have not been categorised as such. CDB's urban lending is currently guided by the Bank's Urban Revitalisation Strategy and Operational Guidelines (URSOG), which was approved in October 2000.⁵ This has led to the implementation of various urban projects by CDB mostly in the areas of public spaces and drainage. The key challenges such as poverty, heritage preservation, land management, environmental and institutional capacity building were addressed under the URSOG. Addressing these

¹ <http://data.worldbank.org/indicator/SP.POP.TOTL>

² The official definition of the term 'Urban' varies by country, and often includes additional distinctions between large, small cities and towns. An urban area, in general terms, is a continuous built-up area of high population density and having certain facilities. <http://www.unicef.org/sowc2012/pdfs/SOWC-2012-DEFINITIONS.pdf>

³ Havana (Cuba), Port au Prince (Haiti), San Juan (Puerto Rico) and Santo Domingo (Dominican Republic). Kingston (Jamaica) has over 0.5mn residents.

⁴ State of World's Cities 2010/2011 Bridging the Urban Divide, UN Habitat; 2002 European Commission 'Consultative Guidelines for Sustainable Urban Development

⁵ <http://www.caribank.org/uploads/about-cdb/policies-strategies/UrbanRevitBklet2.pdf>

challenges has allowed for a positive focus on the need to coordinate with multilateral and bilateral organisations, enhancements of urban transport and drainage infrastructure, community involvement and the integration of gender sensitivity within urban renewal designs.

1.04 To date, no formal evaluation has been undertaken to assess the present URSOG in terms of its relevance, impact, efficiency, or effectiveness. However, during this period, changes and advancements have had implications for global, regional and national urban development. The present strategy does not address critical prevailing issues such as poor governance, climate change variability, renewable energy and sustainable growth, which are critical to the success of an urban sectoral approach.

1.05 The potential of the urban sector to contribute to the economic development of the BMCs has been constrained due to the numerous challenges associated with managing the sector, with some of these critical issues being:

- (a) *Urban Governance and Finance:* Urban governance and finance are the driving forces of sustainable urban development. Poor urban governance, management and finance presently constrain possible improvements in the provision and maintenance of urban infrastructure and services.
- (b) *Inadequate Infrastructure and Services:* Most of the primary urban infrastructure, such as roads, drainage and buildings, constructed prior to the mid-1950s, has been inadequately maintained. In some cases, urban centres have outgrown their original boundaries and have expanded into surrounding areas. The generation of high volumes of waste with devastating implications for the environment and public health further add to the severity of the problems confronting urban areas. Other pressing problems include inefficient intra and inter-urban mobility, including inadequate transportation solutions, adverse impact on citizen security, and an increasingly aging population. A lack of adequate infrastructure affects women and men in general but may have a greater negative impact on women. Women rely more on public transportation having more complex commuting patterns than men and perform, in general, water-related tasks in the household. A lack of adequate infrastructure also leads to higher time constraints and less time for productive tasks. In addition, safety of public spaces often used by women for recreational and productive tasks carries important gender effects.
- (c) *Embracing Sustainability Principles:* Failure to embrace concepts such as “smart growth”⁶ which emphasises sustainability principles, particularly mixed lands use, walkable neighbourhoods, preservation of open space and the provision of a variety of transport choices.
- (d) *High Levels of Poverty:* Urban poverty is not only related to low income. It involves, but is not limited to, poor health and education, and deprivation in knowledge and communications. Poverty is a major cause of social tensions and threatens to divide nations because of income inequality. Further, households headed by women, more common in urban areas, are particularly vulnerable to poverty due to higher dependency ratios. In addition, women generally suffer disparities in employment opportunities and wage levels when compared to their male counterparts.

⁶ “Smart growth involves building urban, suburban, and rural communities with housing and transportation choice near jobs, shops and schools” - <http://www.smartgrowthamerica.org/what-is-smart-growth>

- (e) *Vulnerability to Climate Variability and Climate Change (CVC)*: Much of the major infrastructure within urban areas 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. High energy consumption and energy costs are associated with the transport sub-sector, as well as high levels of emissions of greenhouse gases.
- (f) *High Energy Cost*: With rapidly emerging urban centres, there is a growing demand for sources of energy to support transport, industrial and commercial activities, buildings and infrastructure, water distribution and food production. This growing demand presents itself as an added burden on the already strained and limited financial resources of BMCs.

1.06 CDB's Strategic Plan 2015-19 reflects the key development issues which face BMCs, of which many are systemic to their urban development. These issues include: low and variable economic growth; unsustainable debt and weak fiscal management; high unemployment; vulnerability to the effects of climate change and natural hazards; environmental degradation; crime and increasing threats to citizens' security; and persistent and extreme poverty. Consistent with its mandate, CDB is committed to assisting BMCs in reducing inequality and halving the incidence of extreme poverty⁷ by 2025 through promotion of sustained and inclusive economic growth.

1.07 Transformation of the uncoordinated and unsustainable approach to urban development will require that CDB take an integrated approach and move beyond the scope of URSOG (2000) with greater emphasis on a holistic approach. A clear strategy and set of operational principles are therefore required to bring about this change. This approach will provide the basis for a more sustainable approach to the development of liveable urban spaces and will be consistent with urban planning and development initiatives being undertaken by other International Financial Institutions, such as Sustainable Cities and Habitat III⁸.

2. PROPOSAL

2.01 It is proposed that CDB approve the Use of Funds (UOF) in an amount not exceeding the equivalent of five hundred and eleven thousand seven hundred and eighty-five United States dollars (USD511,785) from its Special Funds Resources (SFR) to finance of consultants to:

- (a) conduct an assessment of the urban strategies and centres of select BMCs of CDB;
- (b) review the Urban Revitalisation Strategy and Operational Guidelines (2000);
- (c) develop an Urban Sector Policy, Strategy and Operational Guidelines; and
- (d) facilitate a workshop in accordance with the Draft Terms of Reference (TOR) at Appendix 1.

⁷ Extreme poverty or indigence refers to a level of poverty where a household's ability to consume basic nutritional requirements is wholly lacking and as a consequence, experiences severe hardship and deprivation. (Source: CDB's Strategic Plan: 2015-19).

⁸ BMCs presently being focused upon under 'Sustainable Cities' initiative – Barbados, the Bahamas, Trinidad and Tobago, Belize, Jamaica.

3. OUTCOME

3.01 The expected outcome of the Project is enhanced capacity of CDB to contribute to the development of inclusive and sustainable urban development in its BMCs. The Design and Monitoring Framework for the activity is presented at Appendix 2.

4. JUSTIFICATION

4.01 CDB, in its 2014 Caribbean Economic Review and Outlook for 2015, indicated that it will “maintain its focus on providing regional decision-makers with the policy tools and financial support to deal with the pressing challenges they face in their efforts to unlock sustainable and inclusive growth”. The gaps that presently exist in URSOG 2000 do not support what is required for sustainable urban sectoral growth. It is expected that the output of the consultancy will present comprehensive and relevant data, information, analyses and recommendations that will enhance the operational effectiveness of CDB and the capacity of the Bank and BMCs to contribute to sustainable development through prioritised interventions in the urban sector.

4.02 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;
- (b) better support its BMCs in the implementation of policies, strategies, projects and programmes geared towards addressing their respective urban challenges; and
- (c) better align its Urban Policy to appropriate Poverty Reduction Strategies, social protection frameworks, Caribbean-specific Sustainable Development Goals, and targets and indicators, as well as its policies and strategies adopted on Disaster Risk Management and Gender and Governance. By so doing, CDB will be able to provide a more effective response to poverty, deprivation, vulnerability, gender inequality and economic stagnation, by way of improved urban development and support services.

4.03 Based on CDB’s TA Performance Rating System, the Project has been assessed as highly satisfactory with a score of 3.5 (see Appendix 3), which 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 the limited potential to contribute significantly to gender equality, scoring 2.00 out of 4.00 points. The Gender Marker is summarised in Table1 (see Appendix 4 for the Gender Marker Analysis).

TABLE 1: GENDER MARKER SUMMARY

Gender Marker	Analysis	Design	Implementation	M&E	Score	Code
	0.5	0.5	0.5	0.5	2.0	MM⁹

⁹ Marginally Mainstreamed (MM): the Project has limited potential to contribute significantly to gender equality. See Appendix 4 for Gender Marker Analysis.

4.05 The proposed TA is consistent with:

- (a) CDB's Strategic Objectives of: (i) supporting inclusive sustainable growth and development; (ii) promoting good governance; and (iii) enhancing organisational efficiency and effectiveness and continuing internal reform within its BMCs.
- (b) CDB's Corporate Priority of strengthening and modernising social and economic infrastructure.
- (c) Special Development Fund 8 (SDF 8) themes of: (i) Environmental Sustainability and Climate Change; (ii) Citizen Security; and (iii) 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.
- (e) CDB's Gender Policy and Operational Strategy.

5. EXECUTION

5.01 CDB will be the executing agency and the Project will be supervised by the staff of the Economic Infrastructure Division (EID) within the Project Department, who will be responsible for the coordination and supervision of the work of the Consultant in accordance with the TOR. In addition, CDB will organise and host the consultation workshop with key stakeholders from BMCs. It will be necessary for EID and the consultants to work closely with the Social Sector Division to ensure that the findings of the Housing Sector Policy and Strategy consultancy are utilised to ensure synergy between the two policies and strategies. It is estimated that the Project will be completed over a period of twenty-three months as indicated in the Draft Implementation Schedule shown in Appendix 5.

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

- (a) consultant - professional fees, cost of travel and accommodation for country visits and conduct of the workshop; and
- (b) cost associated with the consultation workshop:
 - (i) airfare, accommodation and per diem for participants;
 - (ii) meals and materials for participants;
 - (iii) interpretation services to facilitate the participants from the non-English speaking BMCs; and
- (c) cost associated with marketing, publication and dissemination of the Urban Sector Policy, Strategy and Operational Guidelines.

6. RISK ASSESSMENT AND MITIGATION

6.01 Some risks have been identified which could have an effect on the implementation of the Project. The risks of the proposed project 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 draft Urban Sector Policy, Strategy and Operational Guidelines, followed by a workshop involving representatives from all BMCs and relevant stakeholder groups to provide appropriate feedback before finalisation of the Guidelines and Strategy.
2. Data not available nor submitted in a timely manner.	2. CDB staff will liaise with the network of Urban Planners 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 five hundred and eleven thousand, seven hundred and eighty-five United States dollars (USD511, 785). The financing plan is summarised in Table 3 below.

TABLE 3: FINANCING PLAN FOR CONSULTANCY SERVICES

Contributors	USD
Consultancy Services	419,232
Stakeholders' Workshop	54,300
Contingencies	38,253
Total	511,785

8. FUNDING SOURCE

8.01 CDB's contribution of the equivalent of five hundred and eleven thousand, seven hundred and eighty-five United States dollars (USD511,785) is eligible for financing from CDB's SFR. Funds are available within existing resources. A detailed budget is attached at Appendix 6.

9. PROCUREMENT

9.01 CDB's Procurement shall be in accordance with CDB's procurement procedures with respect to its UOF (see Appendix 7 for Procurement Plan).

10. REPORTING REQUIREMENTS

10.01 The Consultant shall be required to submit to CDB Inception, Initial Findings, Draft and Final Reports, in keeping with the Draft TOR shown at Appendix 1.

11. RECOMMENDATION

11.01 It is recommended that the Board of Directors approve UOF of an amount not exceeding the equivalent of five hundred and eleven thousand, seven hundred and eighty-five United States dollars (USD511,785) from CDB's SFR, to engage consultants to conduct an assessment of the urban centres of CDB's BMCs, review CDB's Urban Revitalisation Strategy and Guidelines and develop an Urban Sector Policy, Strategy and Operational Guidelines and facilitate a stakeholders' workshop in accordance with the Draft TOR at Appendix 1.

SUPPORTING DOCUMENTATION

- Appendix 1 - Draft Terms of Reference - Consultancy Services – Urban Sector Policy, Strategy and Operational Guidelines
- 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

URBAN SECTOR POLICY, STRATEGY AND OPERATIONAL GUIDELINES

1. BACKGROUND

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1.05 The potential of the urban sector, in BMCs, to contribute to the economic development of their countries has been constrained due to the numerous challenges associated with managing the sector, with some of these critical issues being:

- (a) *Urban Governance and Finance:* Urban governance and finance are the driving forces of sustainable urban development. Poor urban governance, management and finance presently constrain possible improvements in the provision and maintenance of urban infrastructure and services.
- (b) *Inadequate Infrastructure and Services:* A majority of the primary urban infrastructure, such as roads, drainage and buildings which were constructed prior to the mid-1950s, has received inadequate maintenance. In other cases, some urban centres have outgrown their original jurisdictions and have expanded into surrounding areas. The generation of high volumes of waste with devastating implications for the environment and public health further add to the severity of the problems confronting urban areas. Other pressing problems include inefficient intra and inter-urban mobility, including inadequate transportation solutions, adverse impact on citizen security, and an increasingly aging population. A lack of adequate infrastructure affects women and men in general but may have a greater negative impact on women. Women rely more on public transportation having more complex commuting patterns than men and perform, in general, water-related tasks in the household. A lack of adequate infrastructure also leads to higher time constraints and less time for productive tasks. In addition, safety of public spaces often used by women for recreational and productive tasks carries important gender effects.
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infrastructure, water distribution and food production. This growing demand presents itself as an added burden on the already strained and limited financial resources of BMCs.

1.06 CDB's Strategic Plan 2015-19 reflects the key development issues which face BMCs, of which many are systemic to their urban development. These issues include: low and variable economic growth; unsustainable debt and weak fiscal management; high unemployment; vulnerability to the effects of climate change and natural hazards; environmental degradation; crime and increasing threats to citizens' security; and persistent and extreme poverty. Consistent with its mandate, CDB is committed to assisting BMCs in reducing inequality and halving the incidence of extreme poverty⁷ by 2025 through promotion of sustained and inclusive economic growth.

1.07 Transformation of the uncoordinated and unsustainable approach to urban development will require that CDB take an integrated approach and move beyond the scope of URSOG (2000) with greater emphasis on a holistic approach. A clear strategy and set of operational principles are therefore required to bring about this change. This approach will provide the basis for a more sustainable approach to the development of livable urban spaces and will be consistent with urban planning and development initiatives being undertaken by other International Financial Institutions, such as Sustainable Cities and Habitat III⁸.

2. OBJECTIVE

2.01 The expected objective of the Project is to identify the key issues presently confronting and expected to confront the urban sector of CDB's BMCs over the medium to long, and to assist in charting the role of the Bank in addressing those issues through development of: (a) an Urban Sector Policy and Strategy for CDB; and (b) associated Operational Guidelines for the implementation of the strategy; and to disseminate the results of the services through delivery of a Regional Workshop on the Urban Sector.

3. METHODOLOGY

3.01 **Desk Review:** Analysis of the current state of urban development in the Region, including national, regional and international policies, strategies and reports, review of all relevant existing documents, including the current policy and strategy, CDB's appraisal and project completion reports, as well as supervision, monitoring and evaluation reports.

3.02 **Consultation with Key Stakeholders:** The exercise should include field missions to five selected BMCs, selected on the basis of pre-set criteria in consultation with CDB (including population size and density), discussions and meetings with officials, management of the Bank and experts in the field as well as other stakeholders in the sector. Additionally, the Consultant(s) shall review a sample of CDB's interventions in the sector; including, but not limited to, interventions in the following areas: urban rehabilitation and related infrastructural projects. The Consultant(s) will be responsible for coordinating field visits with CDB and a representative sample of BMCs selected based on urban composition, size and economic activity. Priority must be given to consult with representatives of men as well as women, as beneficiaries of the urbanisation process. A list of all persons interviewed and other pertinent information must be documented.

⁷ Extreme poverty or indigence refers to a level of poverty where a household's ability to consume basic nutritional requirements is wholly lacking and as a consequence, experiences severe hardship and deprivation. (Source: CDB's Strategic Plan: 2015-19).

⁸ BMCs presently being focused upon under 'Sustainable Cities' initiative – Barbados, the Bahamas, Trinidad and Tobago, Belize, Jamaica.

4. SCOPE OF SERVICES

4.01 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. A results-based approach is to be adopted in the conduct of the assignment, with SMART indicators⁹ (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.

4.02 The scope of services of the Consultant will apply to CDB and all of its BMCs and will include, but not be limited to, the following:

(a) Part I: Desk Review of CDB's activities in Urban Development

- (i) Review key documents related to the Bank's strategic direction and policies.
- (ii) Review CDB's activities under the existing 2000 Urban Revitalisation Strategy and Guidelines, including interventions in urban development and urban related infrastructural development projects; identifying major factors that may have influenced the Bank's performance and the outcomes of selected past or on-going interventions, etc.
- (iii) Collect, review and analyse information on policies, strategies, plans, legislation, regulations, etc., relevant to development topics in CDB's BMCs and in which the urban 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.
- (iv) Preliminary review of data layers and mapping available to become familiar with the existing context. In particular, the assessment of the (b) Geographical Information System (GIS) layers, in terms of level of detail, data availability and data management protocol. Identification of data assumptions, sources and any data gaps that may be necessary to address to undertake the sectoral analysis.
- (v) Assess linkages/synergies of the existing urban policy and initiatives with Caribbean-Specific Millennium Development Goals, Sustainable Development Goals (SDGs) and CDB policies and strategies.
- (vi) Assess the role and work of regional organisations and national, regional, international and multilateral funding agencies in the urban sector.

⁹ SMART – Specific, Measurable, Achievable, Realistic and Time-bound.

- (vii) Determine lessons learned from CDB's experience in the sector and the experience of other agencies involved in the sector within CDB's BMCs.
- (viii) Review the trends and projections regarding Climate Variability and Climate Change for CDB's BMCs, and determine the extent to which urban 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.
- (ix) 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. Discuss the role of enhancing gender equality within this context.
- (x) Review institutional arrangements covering ownership, management and operation of infrastructure and an assessment of user charges and cost recovery associated urban infrastructure and services assessing capacities and needs of vulnerable persons like women, poor, disabled and elderly.
- (xi) Review and discuss governments' criteria and methodology for urban sector and project planning, including project identification, prioritisation, preparation, financing.
- (xii) Design individual sector surveys to be distributed to each BMC. Separate surveys would be required in respect of the various urban sub-sectors, such as water and sewerage, transportation, housing etc. To ensure full understanding of the sector, the key strengths and weaknesses and to fill knowledge gaps, the survey should investigate, but not be limited, issues that include:
 - (aa) Political Support.
 - (bb) Policy and Strategy.
 - (cc) Legislative and Regulatory Systems.
 - (dd) Stakeholder Involvement, including groups representing the differential interests of women and men, the aging population and the disabled in the sector.
 - (ee) Network Planning and Budgeting.
 - (ff) Funding, including Public Private Partnerships.
 - (gg) Funds Management and Disbursement.
 - (hh) Technology Choice.
 - (ii) Standards.
 - (jj) Labour Resources.
 - (kk) Equipment Resources.
 - (ll) Materials Resources.
 - (mm) Management Resources and Capacity.
 - (nn) Management Information Systems.
 - (oo) Procurement.
 - (pp) Contractor Capacity.
 - (qq) Work Supervision.
 - (rr) Financial Audit.
 - (ss) Technical and Performance Audit.
 - (tt) Environment and Safety.

- (uu) Security.
- (vv) M&E Capacity.
- (xiii) Based on (i) to (iii) prepare an Inception Report.
- (xiv) Meet with CDB staff and management to discuss the findings of the above review, and the implications for conducting the assignment.

The estimated cost of this phase is

(b) Part II: Country Visits and Consultations

- (i) Conduct in-country research and stakeholders consultations covering the range of issues considered in Part I and other country-specific issues in five (5) selected BMCs conduct research on the following:
 - (aa) state of urban, past and ongoing policies, strategies, projects and programmes,
 - (bb) lessons learned and best practices in implementing urban development initiatives also with regards to enhancing gender equality and sustainable economic growth;
 - (cc) key strengths and weaknesses facing the sector;
 - (dd) environmental, natural hazards/vulnerability reduction, institutional and regulatory framework, adherence to respective country and regional codes and practices;
 - (ee) key stakeholders, socio-political, socio-economic, and gender issues;
 - (ff) urban patterns/trends (including urban-urban, urban rural, rural-urban and divergent patterns);
 - (gg) urban composition, residential to commercial, transportation, recreational, supporting infrastructure and social supporting amenities and interventions (informal settlement regulations and homeless regulations);
 - (hh) performance of the other key sector/sub-sectors to which urban development is linked;
 - (ii) future development trends;
 - (jj) major factors affecting and influencing BMCs' urban development; and
 - (kk) social or welfare initiatives for vulnerable and temporarily displaced persons to determine modality for social protection and assistance.

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

- (ii) Based on Part I (i) to (xiv) and Part II (i) prepare a report on urban development, outlining CDB's activities in the sectors as well as major urban development issues, constraints, opportunities and best practices among BMCs, taking into consideration the major stakeholders and their contribution to the effectiveness and efficiency of the sector. The report should also include:
 - (aa) Strategy and policy options and alternatives; and
 - (bb) Identification of activities and preliminary investment needs for guiding CDB and the respective BMCs in the formulation of sustainable and gender-responsive urban sector investments for the medium to long term.
- (iii) Present report in: (ii) and act as resource person(s) in the stakeholders' workshop as well as facilitate discussions on critical inputs into the Urban Sector Policy, Strategy and Operational Guidelines.
- (iv) Revise paper in (ii) above incorporating comments of the stakeholders' workshop and CDB, incorporating recommended priority investment needs, strategies and policy directions.

The estimated cost of this phase is [REDACTED] that include amounts for
Consultancy Fees [REDACTED] and Workshop [REDACTED]

(c) **Part III: Draft Urban Sector Policy, Strategy and Operational Guidelines and an Implementation Strategy**

- (i) Based on the acceptance of CDB of Parts I and II, prepare and present to CDB's senior management and technical staff a draft:
 - (aa) Urban Sector Policy, Strategy and Operational Guidelines: articulating CDB's vision with regards to achieving inclusive and sustainable growth and role in supporting the attainment of that vision, and the priority areas for support. The role of enhancing gender equality should be discussed.
- (ii) Submit the final draft of the documents at Part III (i) and a summarised version of the policy document in accordance with the comments received and agreed upon by the Consultant(s) and CDB's management and staff.

The estimated cost of this phase is [REDACTED]

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

5. DURATION

5.01 It is expected that the consultancy will be executed over a period of nine (9) months.

6. DELIVERY AND REPORTING REQUIREMENTS

6.01 The Consultant(s) will be required to provide to CDB two (2) hard and one (1) electronic copy, of the following reports and deliverables within:

- (a) Inception Report: Two (2) weeks of commencing the consultancy, the Consultant(s) will be required to submit an Inception Report including a review of CDB's operations in the sector, a work plan, approach and methodology, schedule for completing the consultancy and sources of data to be collected, reviewed, etc. The Consultant(s) will adjust the work programme in accordance with the comments received and agreed upon.
- (b) Draft Phase I Report: Eight (8) weeks of commencing the consultancy, the Consultant(s) will be required to submit to CDB, for review and comments, a draft assessment of urban centres, strategy and policy options/alternatives and the identification of activities and preliminary investment needs.
- (c) Final Phase I Report: Within two (2) weeks of receiving comments on the Draft Report, the Consultant(s) will be required to meet with CDB's technical staff to prepare for the Stakeholders' workshop and discuss the findings of the paper at (b) above as well as the implications for preparing the Urban Sector Policy, Strategy and Operational Guidelines.
- (d) Draft Phase II Report: Within nineteen (19) weeks of receiving comments on the Final Phase I Report, the Consultant(s) will be required to present and facilitate discussions on the paper, at item 4.01(b)(iii) solicit feedback on critical inputs into Urban Sector Policy, Strategy and Operational Guidelines at a CDB stakeholders' workshop, in accordance with the comments received and agreed upon by CDB's technical staff.
- (e) Final Phase II Report: The Report will be submitted within two (2) weeks after the receipt of comments on the Draft Phase II Report.
- (f) Draft Final Report: Within five (5) weeks of receiving instructions from the CDB to proceed with the completion of the Final Draft Report, the Consultant(s) will be required to present the first draft of the Urban Sector Policy, Strategy and Operational Guidelines and final report for the paper at item (d) above to CDB senior management and technical staff for review and comments, incorporating feedback from the stakeholders' workshops and meeting held during discrimination and in country discussion period between CDB and Stakeholders.
- (g) Final Report: The report will be submitted within three (3) weeks after the receipt of comments on the Draft Phase III Report.

7. CONSULTANT REQUIREMENTS

7.01 The consulting team should consist of persons having a Master's Degree and minimum of ten (10) years' relevant experience in the areas of urban planning, environmental and climate change, gender

and social, urban design/architectural/heritage and culture, transport planning and coastal planning. Relevant team members should also have experience in project management.

7.02 All of the members of the consulting team must have excellent technical, management, communication and interpersonal skills and must be fluent in spoken and written English. The key experts required for the Consultants' team and their minimum qualifications and experience are as follows:

- (a) **Key Expert No.1: Project Manager/Team Leader:**
 - (i) Education: MSc. in Urban Planning and or Management
 - (ii) Experience: At least fifteen (15) years of experience in urban planning and management with at least five (5) years experience within the region. The candidate must also have at least five (5) years' experience as a Team Leader working on projects in developing countries and must have performed this role on at least two (2) projects of this size and complexity within the past eight (8) years.

- (b) **Key Expert No. 2: Environmental and Climate Change Specialist:**
 - (i) Education: MSc in Environmental Management (or equivalent).
 - (ii) Experience: At least ten (10) years of experience in environmental management, with knowledge of climate change and urban management with at least five (5) years experience in developing countries within the Region. The candidate must have performed this function on at least two (2) similar projects within the past five (5) years.

- (c) **Key Expert No. 3: Gender and Social Specialist:**
 - (i) Education: MSc in Social Sciences or Gender and Development Studies (or equivalent).
 - (ii) Experience: At least ten (10) years of experience as a social analyst, with knowledge of gender and at least five (5) years experience within the Region. The candidate must have performed this function on at least two (2) similar projects within the past five (5) years.

- (d) **Key Expert No. 4: Urban Designer:**
 - (i) Education: MSc. in Urban Design (or equivalent).
 - (ii) Experience: At least ten (10) years of experience in urban design, with knowledge of architectural and cultural heritage with at least five (5) years experience within the Region. The candidate must have performed this function on at least two (2) similar projects within the past five (5) years.

- (e) **Key Expert No. 5: Transport Planner**
 - (i) Education: MSc. in Transport Planning (or equivalent)

- (ii) Experience: At least ten (10) years of experience in transportation planning with knowledge of transport planning for urban centres with at least five (5) years' experience within the Region. The candidate must have performed this function on at least two (2) similar projects within the past five (5) years.

7.03 It is envisaged that part-time inputs would be required from the following non-key experts:

- (a) Resource Economist; and
- (b) GIS Specialist.

7.04 The Consultant(s) must specify the qualifications and experience of each expert to be assigned to the project. For each key expert proposed, curriculum vitae detailing the relevant qualification and experience should be provided in the format presented in CDB's Standard Request for Proposals.

8. IMPLEMENTATION ARRANGEMENTS

8.01 The Consultant(s) shall report to CDB's Division Chief, Economic Infrastructure Division (EID) or her/his designate. The staff of EID will assist the Consultant(s) to coordinate activities including the planning of meetings, the stakeholders' workshop, interaction with the BMCs agencies and representatives and general administrative matters. EID staff will also work closely with the Consultant(s) in reviewing working papers and reports as well as finalising the Strategy and Operational Guidelines.

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) 300% growth in portfolio value of the urban sector 5 years after CDB BOD approval of the sector policy, strategy and operational guidelines. Baseline (2006-2016): \$15mn</p>	<p>(i) CDB PPMS; (ii) CDB evaluation reports (iii) Development Effectiveness Reports</p>	<p>(i) Macroeconomic stability. (ii) BMCs have the fiscal space to implement pipelines within the medium to long-term. (iii) CDB actively implements Urban Sector Policy, Strategy and Operational Guidelines.</p>
<p>2. OUTCOMES</p> <p>Enhanced operational strategies and policies in line with the Bank's development thrust.</p>	<p>(i) Urban sector policy, strategy and operational guidelines approved by CDB BOD by March 2018. (ii) Increased value of urban sector pipeline by 2019. Baseline (2016): \$5mn (iii) Urban sector considered in mid-term review of CDB 2015-2019 Strategic Plan, and identified as a corporate priority in CDB's 2020-2025 Strategic Plan.</p>	<p>(i) Minutes from CDB BOD meeting (ii) CDB Project Appraisal Reports (iii) Mid-term review report and CDB Strategic Plan 2020-2025</p>	<p>(i) Stakeholders agree to the final report. (ii) CDB Board of Directors accept the revised Urban Sector Strategy, Policy and Operational Guidelines.</p>
<p>3. OUTPUTS</p> <p>(a) Inception Report completed. (b) Workshop held. (c) Draft Final Report completed. (d) Final Report completed. (e) Stakeholder consultations completed. (f) Urban sector policy, strategy and operational developed (USPSOG)</p>	<p>(i) Phase I – Desk Review completed and accepted by CDB September 2016 (ii) Phase II -Assessment Report completed and accepted by CDB March 2017. (iii) Final Report available by April 2018. (iv) Stakeholder consultations (1) held by January 2017. (v) USPSOG finalised by January 2018.</p>	<p>(i) Consultant's Reports. (ii) Final Report. (iii) Final Report and summary of CDB USPSOG (2018).</p>	<p>(i) Timely availability of data. (ii) Stakeholders participate in consultation. (iii) Cooperation of key stakeholders.</p>
<p>Activities/Inputs</p>	USD		
Item	CDB (SFR)	Total	
Consultancy Services	419,232	419,232	
Stakeholders' Workshop	54,300	54,300	
Contingencies	38,253	38,253	
Total	511,785	511,785	<p>(i) Consultants' Agreement signed. (ii) Consultant invoices. (iii) CDB disbursement records. (iv) Progress Report.</p> <p>(i) Stakeholders are effective in workshop participation. (ii) BMCs' agencies cooperate with consultants in data gathering and data readily available.</p>

PERFORMANCE RATING SYSTEM

Criteria	Score	Justification
Relevance	4	The proposed TA is consistent with: (a) CDB's Strategic Objective of supporting inclusive growth and sustainable development within its BMCs; (b) CDB's Corporate Priority of strengthening and modernising social and economic infrastructure; (c) SDF 8 Themes 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; (e) the Bank's investment lending; and (f) CDB's Gender Policy and Operational Strategy.
Effectiveness	4	The Project is taking place at a juncture when the international development agenda is under review. It therefore provides an opportunity for ensuring that CDB's goals for urban renewal are aligned with the goals that have been regionally and internationally established. Stakeholder participation and inputs will lead to greater ownership by BMCs and the public relations activities will ensure that there is greater knowledge and understanding within BMCs of how CDB proposes to advance urban renewal and growth in partnership with member countries.
Efficiency	3	The Project is designed to ensure that the Urban Sector Policy, Strategy and Operational Guidelines play a significant role in fashioning the direction of urban renewal and growth in the Region. The focus on data gathering and inclusiveness will contribute to outputs that are relevant to the shaping of both national and regional agendas. The regional workshop and the country visits are cost effective means to access regional input and validation for the Urban Sector Policy, Strategy and Operational Guidelines.
Sustainability	3	The project outcome will assist CDB in adequately advising BMCs regarding their development agenda, and ensure that CDB's interventions are in keeping with the urban development needs of BMCs. Having indicated its intention to maintain its focus on providing regional decision-makers with the policy tools and financial support to deal with the pressing challenges they face in their efforts to unlock sustainable and inclusive growth, CDB is therefore expected to continue to play a major role in the development of urban renewal and growth in the Region.
Overall Score	3.5	Highly Satisfactory

GENDER MARKER ANALYSIS

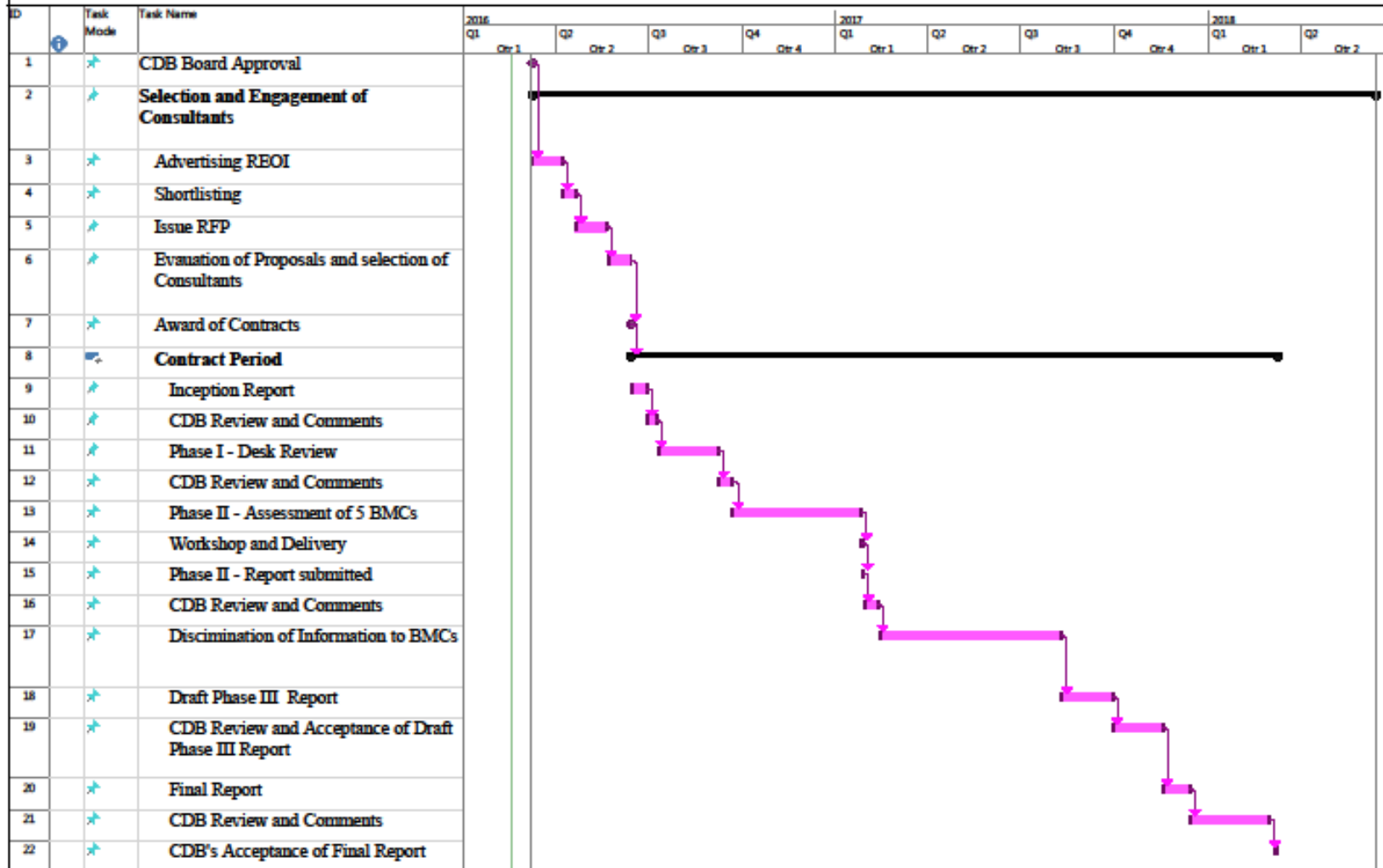
Project Cycle Stage	Criteria	Score
Analysis: Introduction/ Background/ Preparation	Consultations with women/girls/men/boys and relevant gender-related or sector-related public or private organisations have taken place.	0
	Social analysis identifies gender issues and priorities.	0.25
	Macroeconomic analysis identifies gender issues and priorities.	0.25
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
Maximum Score:		2.0

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.

DRAFT PROJECT IMPLEMENTATION SCHEDULE



Urban Sector Assessment and Preparation of an Urban Sector Strategy and Operational Guidelines
 CARIBBEAN DEVELOPMENT BANK

**BUDGET
(USD)**

Item	Person Days	Rate	CDB (SFR)	Total
Consultancy Services	-	-	419,232	419,232
Stakeholders' Workshop	-	-	54,300	54,300
Contingencies	-	-	38,253	38,253
Project Total	-	-	511,785	511,785

PROCUREMENT PLAN**I. General****1. Project Information:**

Country: Regional

Recipient: Caribbean Development Bank

Project Name: Urban Sector Assessment and Preparation of an Urban 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:** June 2016 – April 2018**II. Goods and Works and Non-Consulting Services****1. Prior Review Threshold:** N/A**2. Prequalification:** N/A**3. Reference to Project Operational/Procurement Manual:** 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		DC	N/A	N/A	January 2017	

III. Consulting Services

1. **Prior Review Threshold:** N/A
2. **Reference to Project Operational/Procurement Manual:** 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.	Consultant		QCBS	N/A	May 2016	Expected start: June 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	In Kind			
1. Strategy Consultant	-	-	-	-	-	-	-	-	-	-	-	-
2. Workshop	-	-	-	-	-	-	-	-	-	-	-	-
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 Section |
| 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 | | - | |

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