

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

**CONSULTANCY SERVICES FOR THE PREPARATION OF A NATIONAL
DEVELOPMENT PLANNING FRAMEWORK**

TERMS OF REFERENCE

1. BACKGROUND

1.01 The Federation of St. Kitts and Nevis is a democratic and sovereign country with a traditional history of sugar production. However, due to major changes in the European Union Sugar Protocols the GSKN closed the sugar industry on St. Kitts in 2005. In response the GSKN launched the National Adaptation Strategy (2006-2013) in 2006 to guide the socio-economic transformation of the economy. Since its implementation in 2006, a number of priority actions outlined as part of the NAS have been advanced. However, in 2008 due to the limited inflows of capital as a result of the effects of the global financial and economic downturn, the implementation and completion of activities were delayed. Therefore, the GSKN in July 2013 decided to extend the period of implementation for the NAS from 2006-2013 to 2006-2017 to facilitate the achievement of these goals. However, in pursuit of these goals, the GSKN recognizes that the threat of climate change to national development must be addressed at the operational, planning and monitoring levels to better inform decision making regarding macro-economic development.

1.02 St. Kitts and Nevis and the wider Caribbean region remains vulnerable to mounting developmental challenges due to geographic location; small land mass, population and size; economic fragility; scarce resources and intensifying vulnerability to climate change related impacts. The impacts have been observed through rising sea levels, extended drought periods, increase intensity and frequency of storms, increasing mean temperatures and changes in rainfall and weather patterns¹. These events adversely impact the socio-economic development of the country in sectors such as Tourism, Agriculture, Water and Infrastructure, particularly, Coastal Infrastructure. Although, the Federation inventory of Green House Gases (GHGs) demonstrate a net sink of global carbon emissions, the potential for devastating impact by no means is lessened. The nation faces the prospect of irreversible and permanent loss and damage resulting from climate change. Notwithstanding, St. Kitts and Nevis is committed to tackling these adverse impacts. It considers its Nationally Determined Contributions (NDCs)² to be ambitious and continues to exhibit evidence of sustainable and environmentally sound development. The achievement of the NDCs remain contingent on the availability of financing and technological support. Development choices made today will influence the country's adaptive capacity well into the future. It is, therefore, important to manage climate change risks as part of our development approach through integrating climate change as a cross-cutting issue in development planning.

1.03 Cognizant of this need, the GSKN has relied heavily on continuous stakeholder engagement to inform policy formulation and decision-making within and across sectors. These are undertaken within the ambit of the National Consultations with the Private Sector, Consultation on the Economy, town halls, focus groups, sector dialogues and television/radio programmes such as 'Working for You' and 'Leadership Matters'. These engagements inform the development of the annual budget, the formulation of projects, programmes, policies and strategies such as the National Climate Change Policy (2017), the National Climate Change Adaptation Strategy (2018) and the Digital Government Strategy (2019). This people centric approach to development is a mainstay of the operations of the Government as discussions continue to advance work on key documents across several sectors including the development of a National Gender Policy, a National Social Protection Policy, the review of the NDCs,

¹ St. Kitts and Nevis GCF Readiness Proposal for Institutional Capacity and Coordination and Country Programming, December 2019 v.5

² www.4.unfccc.int/sites/NDCstrategy

the formulation of renewable and energy efficiency initiatives and the building of resilience within the water sector. It is within this vein, the new National Development Planning Framework (NDPF) will be developed to chart the way forward. The NDPF will build on the successes of the previous Development Plan, incorporate stakeholder dialogue and be informed by the Nationally Determined Contributions (NDCs), the Climate Change Policy for St. Kitts and Nevis, the Sustainable Development Goals (SDGs), the Sendai Framework and the Samoa Pathway. Such an integrated approach will make development more resilient by reducing climate impacts and identifying development opportunities to make more climate-resilient development investments that may otherwise be overlooked.

2. OBJECTIVE OF CONSULTANCY

2.01 The objective of this consultancy is to improve economic and social development in St. Kitts and Nevis by building climate resilience into development planning. Development planning that builds in resilience across all sectors is important for St. Kitts and Nevis and is aligned with the country's climate change goals and policies. While sound economic and social planning is critical, it must take into consideration the threats from climate change if development outcomes are to be sustainable. The main outcome of the project will be a stronger planning framework that incorporates climate change resilience. The main output of the consultancy will be a final NDPF that outlines the guiding framework for development priorities, strategies and targets to be achieved over the period 2022-2037.

3. SCOPE OF SERVICES

3.01 The Consultant will be based in the Department of Economic Affairs and PSIP, Ministry of Sustainable Development and will work closely with the Permanent Secretary, in the Ministry of Sustainable Development. The work undertaken by the Consultant will be advanced through the establishment of Thematic Working Groups (TWGs). The TWGs will be comprised of key technical personnel from the public and private sectors who will play a key role by assisting in the undertaking of the situational and SWOT analysis of sectors in their thematic areas. They will also advise and make recommendations for priorities, goals, objectives and help in setting baseline indicators and targets. The TWGs will be as follows:

Cluster I: Macroeconomic and Financing Framework

- Fiscal and Debt Management Sustainability
- Strengthening Government Institutions (inclusive of public sector modernisation and public finance management)
- Financing for Development

Cluster II: Human Capital and Inclusive Growth

- Human Capital and Stock Formation (inclusive of health and education)
- Social Protection
- Private Sector Development
- Labour Relations
- Information and Communication Technology (ICT)
- Entrepreneurial and Talent Development (inclusive of cultural and creative industry)

Cluster III: Productive Sectors

- Agriculture
- Energy
- Infrastructure (air, water, sea etc.)
- Tourism
- Business Services (doctors, lawyers, architects, artistes etc.)

Cluster IV: Environmental Protection, Land Management, Disaster Risk Management and Climate Change Adaptation and Mitigation

- Protected Areas Management Systems
- Land Use Planning and Management
- Climate Change mainstreaming
- Disaster Risk Management and Reduction

Cluster V: Institutional Arrangements for Management of the NDPF

- Strengths and Weaknesses of Institutional Arrangements that can Impact the Implementation of the NDPF.
- Institutional Arrangements to Facilitate Efficiency in the Implementation of the NDP
- Capacity Building Needs to Strengthen the Institutional Arrangements
- Monitoring and Evaluation Matrix

3.02 The Consultant will carry out all required work to finalise the NDPF and ensure its content and structure meets acceptable regional and international standards inclusive of adding or modifying the priority sectors based on consultation with the stakeholders. More specifically, the Consultant will be required to do the following:

Phase 1: Preparatory Work

- a. Undertake inception meetings with the members of the TWGs to formulate the workplan.
- b. Prepare and present a detailed work plan that clearly lays out the necessary work assignments and timeline to complete the NDPF.
- c. Carry out extensive review of existing development plans and strategic plans done for St. Kitts and Nevis and other similar countries and prepare the draft structure for the NDPF for discussion and approval by the Ministry of Sustainable Development and key stakeholders.

Phase 2: Analytical Work

- d. Undertake a complete SWOT and situation analysis, including the drafting of a vision statement in consultation with the Ministry of Sustainable Development, for stakeholder review.
- e. Consult with key government and non-government stakeholders on the SWOT and situation analysis and the draft vision statement; these stakeholders would include but not exclusive to - the Ministry of Finance; Ministry of Sustainable Development; Ministry of Education; Ministry of Agriculture et. al.; Ministry of Environment and Cooperatives; Ministry of Tourism; Ministry of Public Infrastructure and Transport; Ministry of Urban Development; Ministry of International Trade et. al.; Ministry of Finance, Statistics and Economic Planning (NIA); Ministry of Communications, Public Utilities, Posts et. al (NIA); St. Kitts Tourism Authority; Nevis Tourism Authority; St. Kitts Hotel Association; St. Kitts and Nevis Chamber of Industry and Commerce; National Housing Corporation and the Nevis Housing and Land Corporation.

- f. Coordinate the work of the TWGs who will be responsible for identifying the key objectives, strategies and performance indicators for the various thematic areas and sectors to be contained within the NDPF.
- g. Undertake work to ensure that climate resilience is built into the NDP, paying special attention to those climate sensitive sectors such as agriculture, water and tourism.
- h. Align the NDP with the national policies and strategies, as well as, the SDGs framework, NDCs, Samoa Pathway and other international obligations.
- i. Design an implementation and monitoring plan for the NDP, which takes into account the data needs and gaps, with solutions to address the gaps identified, and which takes into account the need for climate vulnerability assessments to be done for key sectors as identified by the Government.

Phase 3: Reporting

- a. The Consultant will submit the draft NDP to the Permanent Secretary, Ministry of Sustainable Development, the Senior Director, Department of Economic Affairs and PSIP, CDB and other key stakeholders for feedback, and with the support of the Department of Economic Affairs and PSIP and the Climate Finance Expert, organise consultations to present the draft NDP to stakeholders.
- b. Undertake the finalisation of the NDPF, which will incorporate feedback from stakeholders including the feedback received during the organised consultations.
- c. Submit the final NDP to the Permanent Secretary, Ministry of Sustainable Development, the Senior Director, Department of Economic Affairs and PSIP and other key stakeholders, including CDB.

3.03 Given the challenges from the COVID-19 pandemic, it will be necessary for the Consultant to incorporate into his/her work plan, the necessary mitigation measures to be taken to effectively execute the tasks outlined in the scope of services. The work plan should identify the associated risks and the risk management measures. These risk management measures will be reviewed and adjusted as needed, over the life of the consultancy.

4. DELIVERABLES AND REPORTING REQUIREMENTS

4.01 All reports must be submitted in English to the PS, Ministry of Sustainable Development, the Senior Director of the Department of Economic Affairs and PSIP, and CDB, in electronic format (Microsoft Word). The Permanent Secretary, Ministry of Sustainable Development shall be responsible for general oversight of the consultancy. The Consultant shall be responsible for keeping the Permanent Secretary, Ministry of Sustainable Development, the Senior Director, Department of Economic Affairs and PSIP and the Climate Finance Expert apprised of any difficulties encountered during the execution of the Project. The Consultant should:

- (a) Provide a detailed work plan to CDB and the Permanent Secretary, Ministry of Sustainable Development for review by the end of two weeks after signing the contract. The detailed work plan should identify the risks and risk management measures to be taken to effectively operate in the COVID-19 pandemic environment.
- (b) Submit a report of consultations held with stakeholders to inform the content and structure of the NDPF at the end of ten weeks after commencement of the consultancy.
- (c) Submit the draft NDPF to CDB, the Permanent Secretary and the Senior Director,

Department of Economic Affairs and PSIP Ministry of Sustainable Development and senior government officials for feedback at the end of twenty weeks after the commencement of the consultancy.

- (d) Incorporate comments and presentation of the draft NDPF to stakeholder for feedback, including senior government officials, private sector, CDB and other stakeholders at the end of twenty-eight weeks after commencement of the consultancy.
- (e) Submit the final NDPF which includes an implementation and monitoring plan and addresses the comments provided by the stakeholders to the Permanent Secretary, Ministry of Sustainable Development, the Senior Director, Department of Economic Affairs and PSIP and CDB in the thirty-five week after the commencement of the consultancy.

5. QUALIFICATIONS AND EXPERIENCES

5.01 The Consultant must have sound knowledge of the Caribbean economies and related regional and international challenges including the challenges from climate change. The Consultant must have relevant practical experience in macroeconomic planning and policy formulation and must be able to demonstrate a substantial track record in development planning and policy formulation, which incorporates climate change resilience considerations. Specifically, the consultant should have the following minimum qualifications and experience:

- (a) Postgraduate qualification in economics, development planning or a related social science discipline, with a strong background in macroeconomics.
- (b) Minimum of 10 years at a senior or professional level in a Planning Ministry, Ministry of Finance, or an international development institution where in-depth knowledge of development planning and macroeconomic management were prerequisites for his/her job performance.
- (c) Experience in the preparation of medium and/or long-term development plans that incorporate climate change resilience.
- (d) Clear understanding of Development Planning process(es) within a Small Island Developing State (SIDS) context.
- (e) Proven experience in the mainstreaming of MDGs/SDGs and other international obligations in development plans.
- (f) Knowledge of the GCF operations and processes would be a benefit.
- (g) Experience in facilitating and leading consultations and workshops with a wide selection of stakeholders from both the public and private sector.
- (h) Excellent analytical and communication skills.

6. DURATION

6.01 The consultancy will be conducted over a period of eight (8) months.

7. SUBMISSION AND APPROVAL OF REPORTS

7.01 All reports must be submitted to the Permanent Secretary, Ministry of Sustainable Development, the Senior Director, Department of Economic Affairs and PSIP and the CDB. After completion of the review process the Consultant will then submit the revised reports having taken into

account the comments and recommendations received. The final approval of all reports will be issued by the Permanent Secretary, Ministry of Sustainable Development in consultation with the CDB.