

**GREEN CLIMATE FUND READINESS SUPPORT FOR MAINSTREAMING CLIMATE
RESILIENCE INTO WATER SECTOR PLANNING, DEVELOPMENT AND OPERATIONS IN
SAINT LUCIA**

**CONSULTANCY SERVICES FOR CAPACITY BUILDING AND INSTITUTIONAL
STRENGTHENING OF THE SAINT LUCIA WATER AND SEWERAGE COMPANY**

TERMS OF REFERENCE

1. BACKGROUND

1.01 The Water and Sewerage Company Inc. (WASCO) is the utility with responsibility for the provision of potable water and sewerage services in Saint Lucia. In 2014, the Caribbean Development Bank (CDB) funded an Assessment of the Water Sector in the Caribbean (January 2015), which included the preparation of water sector profiles for CDB’s Borrowing Member Countries.

1.02 The profile for Saint Lucia presented climate change projections and identified specific impacts on the sector. One of the investment options recommended to support the water and sanitation sector in Saint Lucia was capacity building to improve standardization and application of an assessment, monitoring and reporting process. Water Utilities are usually knowledgeable about their systems but less so about the climate risks that may constrain their ability to meet the organization’s goals. The staff are usually addressing many pressing issues and have limited time to focus on adaptation planning for the future. In addition, because of resource constraints, water utility companies can only plan for adaptation to climate change impacts within the confines of those limited resources through bilateral and multi-lateral sources. Despite these challenges, the Utility company must incorporate climate change considerations in its planning in order to realise organizational goals. WASCO has been challenged with the provision of adequate services due to a myriad of constraints - technical, managerial and financial – that are exacerbated by the impacts of climate variability and change.

1.03 Water Security in Saint Lucia has become a priority for the country due to the inadequacy of water supply and sewerage services island-wide in the wake of climate change and associated impacts. The availability of a clean, safe and reliable water supply and associated sewerage services is critical not only for day-to-day living but also for the growth of the economy and the development of the country. The water sector is a cross-cutting sector impacting on economic sectors such as tourism, agriculture, industry, commerce as well as education and healthcare institutions. In recent years, climate variability and change through extreme rainfall events have had significant impacts on the water infrastructure which has not been designed to withstand the effects of climate change, therefore impacting the operations of the water utility company. Also of significance is extreme dry weather or droughts resulting in an inability to adequately supply customers with minimum water quantities at various times.

1.04 The Government of Saint Lucia (GOSL) through the Department of Economic Development, Office of the Green Climate Fund (GCF) National Designated Authority (NDA) has received approval from the GCF to support a climate change readiness project aimed at enhancing water security through mainstreaming of Climate Resilience in Water Sector Planning, Development, Investment and Operations in Saint Lucia. This project entitled “Mainstreaming Climate Resilience into Water Sector Planning, Development and Operations in Saint Lucia” will be implemented through CDB, acting as the Delivery Partner (DP).

1.05 The purpose of this readiness project is to support the capacity building and institutional strengthening of WASCO to facilitate mainstreaming of climate resilience into water sector planning, development and operations in Saint Lucia. This readiness will address the following barriers:

1. Limited access to concessionary financing.
2. Limited institutional capacity within the Water Utility Company to respond to climate change.
3. Inadequate development of a pipeline of projects for climate resilient infrastructure to ensure safe and reliable water supply and sewerage services.
4. Limited communication and public awareness of water supply issues relating to climate change.

1.06 Over the years the cadre of human resources of the utility company has been significantly depleted and the utility continues to face human resource constraints. At this point WASCO has embarked on various institutional strengthening initiatives geared at increasing the capacity of the agency to be more responsive to the impacts of climate change on the utility operations. This includes recruitment of new staff to fill vacant positions as well as training of all staff and ensuring an increased capacity to facilitate the delivery of climate resilient water supply and sewerage services and staff that are responsive to climate change issues in the execution of duties. This readiness project will build upon previous initiatives.

1.07 The capacity, systems and networks of the main water sector stakeholder WASCO will be enhanced to support the development and implementation of GCF-funded activities. This would result in the technical and administrative capacities being strengthened for the development of climate resilient initiatives. In addition, the communication strategy and associated action plan when implemented will catalyze behavioral change on climate related challenges. As well, it is expected that there will be an enhanced capacity to develop and submit water sector concept notes and associated GCF Project Preparation Facility requests addressing challenges of water security. This would effectively address all the barriers highlighted previously and support the overall objective of the project to mainstream climate resilience into water sector planning development and operations in Saint Lucia through the strengthening of WASCO.

2. OBJECTIVE OF THE CONSULTANCY

2.01 The objective of this consultancy is to support the capacity building and institutional strengthening of WASCO to facilitate mainstreaming of climate resilience into water sector planning, development and operations in Saint Lucia. The Consulting Firm selected will be expected to undertake a series of activities in an effort to deliver the proposed activities of the readiness project, as described below.

3. SCOPE OF SERVICES

3.01 To achieve the expected outputs, the Consulting Firm will undertake the following activities:

A. Technical and Administrative capacities within WASCO is strengthened for the development and implementation of climate resilient interventions. Activities to be carried out are:

- (a) The Consulting firm will conduct the necessary literature search and review of recent relevant reports to support project activities, including but not limited to:
 - WASCO Strategic Plan 2018-2022.
 - Climate Risk and Vulnerability Assessment (CRVA) 2022.
 - Adaptation Plan of Action (APA) 2022.
 - GOSL Water Sectoral Adaptation Strategy and Action Plan (SASAP) 2018.

- GOSL National Adaptation Plan (NAP) 2022.
- Reports generated by the CDB funded projects.
- GCF Country Programme

(b) Review WASCO's structure, processes, and work environment and prepare an Institutional, Capacity Assessment, Capacity Building and Training Needs Assessment and Training Plan to support the mainstreaming of climate resilience into water sector planning, development and operations in Saint Lucia.

This would include an in country institutional assessment of Baseline conditions, identification of gaps and development of recommendations and associated Action Plan to support the mainstreaming of climate resilience into water sector planning, development and operations in Saint Lucia.

Specific activities will include the development of institutional elements fundamental to capacity development as follows:

- Data collection and a desk review of all relevant normative framework.
- Organization mandate review/update including strengths, weaknesses, opportunities, threats (SWOT) Analysis.
- Development of strategic human resourcing plan inclusive of a revised organization structure, job descriptions, skills mapping, workforce planning, career planning, recruitment and retention, performance management plans as performance improvement in these areas will reduce risk and increase the chance of success for the both the project and ongoing asset management post capital works phase.
- Process optimisation and re-engineering for priority operational and support functions.
- These elements above will be developed in collaboration with the Human Resource Department and contribute to the development of the updated strategic plan as highlighted below.

The WASCO strategic plan for period ending 2022 will be reviewed to facilitate an update for period 2023-2028. This will include the review of the following approved WASCO strategic priorities for 2023-2028 which will form the basis of the revision of the strategic plan:

1. Institutional Strengthening & Capacity Building including Establishment of Strategic Partnerships.
2. Improve Knowledge Management (Technical Assessments & Feasibility Studies, Supply & Demand Forecasting).
3. Develop & Implement Climate Resilient Infrastructure Projects.
4. Develop & Implement of Non-Revenue Water Reduction Programme including Smart Metering.
5. Explore New Water Sources e.g. groundwater (WRMA) & Optimise location of Existing Water Sources / Abstraction Points.
6. Improve Operational and Maintenance Protocols with respect to Climate Hazards (Emergency Management, Asset Management).
7. Develop & Implement Energy Efficiency & Renewable Energy Initiatives.
8. Enhance Customer Service Delivery (Billing & Collection System, Accounting System).
9. Increase Communication & Public Education.
10. Promote User Demand Management and Water Efficiency (Rainwater Harvesting, Water Conservation).

- (c) Review of the Water and Sewerage Co. (WASCO)'s project management units, identify gaps and develop recommendations and associated Action Plan to support the mainstreaming of climate resilience into water sector planning, development and operations in Saint Lucia.
- (d) Develop training material to address the capacity needs of WASCO staff based on the review and assessment undertaken at activity bullet (b) and (c) above. The training material should cover Project Management, Climate Finance Training and Capacity Building: This will include, but not be limited to, training as follows:
- Project Management Training (e.g. PRINCE 2, PMI)
 - International Federation of Consulting Engineers (FIDIC) Contract Management training for key WASCO staff
 - Chartered Institute for Procurement and Supply (CIPS) & Caribbean Development Bank (CDB) Procurement Training
 - Climate Finance and Proposal Preparation

Additional Project Management and Contract Management training activities will be delivered, depending on identified requirements.

- (e) Conduct a stakeholder workshop with 30 participants (5 days) comprising senior and middle management staff of WASCO, Department of Infrastructure and Port Services, National Integrated Programming & Planning Unit (NIPP) in Department of Finance, National Utilities Regulatory Commission (NURC) and Water Resources Management Agency (WRMA) to validate the Institutional Assessment, Project Management Assessment and Capacity Building on Plan and training materials.
- (f) Conduct training sessions including training of trainers, based on and informed by activity bullet (d) above for 125 participants (20 days) drawn from WASCO Management and Technical staff to facilitate effective dialogue and coordination between project agencies and institutions leading the climate resilience agenda in the water sector.
- (g) Conduct training sessions for 20 persons (5 days) from WASCO, WRMA and NIPP to develop skills in the preparation of Concept Note and PPF applications for GCF.

B. Project Concept Note, for strengthening the climate resilience of the water sector finalized, submitted and approved by the NDA. Activities to be carried out are:

- (a) Review and update existing Water SASAP project pipeline in consultation with WASCO and WRMA to fully reflect water sector needs with priority consideration given to the Desilting of the John Compton Dam. Refer as well to the WASCO Adaptation Plan of Action 2022.
- (b) Carry out a one-day national consultation exercise with up to 25 participants across key stakeholder groups (National Climate Change Committee (NCCC) members, public sector, private sector and civil society), with gender responsive and inclusive participation, to assess, prioritize and validate the project pipeline based on revised water SASAP, NDC Partnership Plan and GCF Country Programme priorities.
- (c) Conduct one-day Accredited Entity pitch session with Accredited Entities (AEs) to matchmake against prioritized project ideas identified in activity bullet (b) above, which will be validated by NCCC and the NDA.

- (d) Conduct technical and financial pre-feasibility studies for one GCF Project Concept Note idea (this project concept note idea would have been identified during the undertaking of activities bullet b and c above); these pre-feasibility studies should include, but not limited to, basic asset planning, technical and financial/economic assessments, bathymetric survey (John Compton Dam) all done in close consultation with the NDA, DSD and the identified AE.
- (e) Based on the pre-feasibility studies undertaken, develop one GCF Concept Note for the prioritized project in the Water SASAP; this should be in alignment with the GOSL GCF Country Programme priorities.
- (f) Submit One (1) draft Concept Note application through Saint Lucia's No-Objection Procedure for review by NCCC, NDA and AE for onward submission to the GCF, and further support the NDA with revisions to the draft Concept Note based on GCF feedback.

C. GCF PPF application for elaboration of climate resilient project identified in GCF Concept Note, prepared, submitted and approved by the NDA. Activities to be carried out are:

- (a) Support the development one draft GCF PPF application for the prioritized water sector Concept Note developed in parallel to Output B above.
- (b) Conduct preliminary stakeholder consultation to determine the feasibility studies required to inform the full GCF funding proposal with gender responsive and inclusive participation; these studies would also be informed by the GCF review of the Concept Note.
- (c) Submit one (1) draft GCF PPF application through Saint Lucia's no-objection procedure for review by NCCC and onward submission to the selected AE and the DP for feedback.
- (d) Support the NDA with revisions to the draft PPF application based on the received feedback from the AE and DP.

The Consultant will ensure gender mainstreaming in the development and delivery of capacity building and training activities and will review previous reports on gender mainstreaming in WASCO: The Gender Institutional Assessment of WASCO, Caribbean Policy Development Centre, March 2020.

4. DELIVERABLES

4.01 The Consulting Firm will submit the following deliverables:

- (a) An Inception Report and Detailed Work Plan submitted to WASCO, the NDA and DP within two (2) weeks after executing the contract in electronic format.

A. Technical and Administrative capacities within WASCO is strengthened for the development and implementation of climate resilient interventions.

- (a) A Report containing the result of the Institutional Assessment and Capacity Building Action Plan for transformation of institution to meet Climate Change challenges along with

staff pre- training evaluation assessment and baseline studies. These baseline studies will include:

- Planning Assessment Report & Recommended Procedures.
 - Asset Mapping Assessment Report & Recommended Systems.
 - Operations and Maintenance Assessment Report and Recommended Systems.
- (b) Project Management Assessment (PMA) and Associated Action Plan (PMAAP) for transformation of the institution to meet Climate Change.
- (c) Training material addressing the capacity needs of WASCO staff.
- (d) Report of workshop to validate the institutional assessment, project management assessment and capacity building plan and training materials.
- (e) Training workshop report summarizing the training sessions held, with gender disaggregated data and staff pre and post training assessment and validated training materials including training manual.
- (f) Updated WASCO Strategic Plan for period 2023-2028.

B. Project Concept Note, for strengthening the climate resilience of the water sector finalized, submitted and approved by the NDA.

- (a) Report containing the revised Water SASAP reflecting WASCO priorities.
- (b) Report on National Consultation including prioritized project pipeline based on revised Water SASAP, NDC partnership Plan and GCF Country Programme priorities; a gender disaggregated list of participants to be included.
- (c) Report on the Accredited Entity pitch session including a prioritized project pipeline with identified AE's.
- (d) Final technical, financial, social and environmental pre-feasibility assessments for prioritized project idea.
- (e) One (1) draft Concept Note targeting building climate resiliency in water sector infrastructure projects submitted; draft Concept Note to be reviewed by the NCCC, NDA and the DP, and timely feedback provided. Revised Concept Note, based on feedback, to be submitted to GCF for review through the NDA.

C. GCF PPF application for elaboration of climate resilient project identified in GCF Concept Note, prepared, submitted and approved by the NDA.

- (a) Completion of one (1) draft GCF PPF application based on the Concept Note developed.
- (b) Report of stakeholder consultations including a list of feasibility studies required to inform the GCF full funding proposal; a gender disaggregated participants also to be included.
- (c) Finalized and validated shortlist of feasibility studies required to develop the GCF full funding proposal for a climate resilient water infrastructure project.

- (d) One (1) draft PPF application reviewed by NCCC, NDA and DP and timely feedback provided pending the Concept Note review by GCF.
- (e) Revised PPF application re-submitted, based on feedback from stakeholders.

5. QUALIFICATIONS AND EXPERIENCE

5.01 The Consulting Firm must demonstrate the following:

Qualifications and Experience:

- (a) The Consulting Firm should consist of persons having the appropriate professional and academic qualifications and a minimum of 10 years relevant experience in the areas of water engineering, water supply and sanitation planning, organisational analysis, and strategic planning and project management.
- (b) Experience with climate change and conducting strategic planning exercises for public organisations is required.
- (c) Post Graduate qualifications in the required fields as well as specific experience in the Caribbean will be an asset.
- (d) The Consultant should feel free to add experts, as necessary and appropriate to accomplish the task based on professional judgement.

5.02 The Consulting Firm must provide a team of key experts capable to delivering on the scope of services presented, including, but not limited to:

Institutional Strengthening Specialist	Public Administration expert with Bachelor's Degree or equivalent in Public Administration, International Development/ Relations, Education, or Project Management. Minimum 10 years of relevant experience.
Project Support Specialist	Bachelor's Degree in Public Administration, Education, Organisational Analysis or Project Management Minimum 5 years of relevant experience.
Knowledge Management Specialist	An expert in developing, deploying, moderating, monitoring and evaluating e-learning material. Qualifications to include a Bachelor's Degree or equivalent in Education, Strategic Planning, Communications, International Development or Relations, or other relevant areas with minimum 7 years of relevant experience.
Climate Finance and Sustainability Specialist	A Bachelor's or postgraduate Degree in Climate Change Policy or Environmental Science or other relevant discipline, with minimum 10 years of relevant experience.
Project Development Specialist	A Bachelor's Degree or postgraduate degree in Climate Change, Environmental Science, Water Resources or Utility Management, Engineering, Project Management or other relevant areas, with minimum 7 years of relevant experience, including the preparation of funding proposals, in particular GCF concept notes funding proposals and PPF applications.

Local Civil / Water Engineer (1)	A Bachelor's Degree in Water Resources or Utility Management, Engineering, or other relevant areas, with a minimum 7 years of relevant experience.
Local Civil Engineer / Project Development Specialist/ (1)	A Bachelor's Degree in Water Resources or Utility Management, Engineering, or other relevant areas, with minimum 7 years of relevant experience.

6. DURATION

6.01 The services of the Consulting Firm will be executed over a period of 20 months. This includes international travel, training, consultations, studies, other inputs which are expected to be delivered in Saint Lucia. The Consulting Firm will be expected to report to the Project Co-Ordinator throughout the duration of the assignment.