

APPENDICES

APPENDIX 1

ANNEX A

Prepared by: **Technical Staff of the Ministry of Economic Development, Housing, Urban Renewal, Transport and Civil Aviation**
Date: **June 2016**

TERMS OF REFERENCE

THIRD UNITED NATIONS CONFERENCE ON HOUSING AND SUSTAINABLE URBAN DEVELOPMENT (HABITAT III)

1.0 BACKGROUND

The New Urban Agenda is the first step for operationalizing sustainable development in an integrated and coordinated way at global, regional, national, sub-national and local levels. By creating an action-oriented road map for implementation, the New Urban Agenda will drive the achievement of the 2030 Agenda for Sustainable Development, especially Goal 11, of making cities and human settlements inclusive, safe, resilient and sustainable, as well as other targets across the Sustainable Development Goals.

The New Habitat Agenda adopted in 1996 called for a partnership action plan to improve the quality of life in cities and human settlements. Heads of State and Governments committed themselves to the following two main goals and to implement a plan of action based on these goals:

1. Adequate shelter for all, and
2. Sustainable human settlements in an urbanizing world.

With respect to the goal of “Adequate shelter for all”, Heads of State and Governments committed themselves to enabling people to obtain shelter that is healthy, safe, secure, accessible and affordable and that includes basic services, facilities and amenities in which everyone enjoys freedom from discrimination in housing and legal security of tenure (all fully consistent with human rights standards, paragraph 39 of the Habitat Agenda). In the Millennium Declaration, Heads of State and Governments committed themselves to improving the lives of at least 100 million slum dwellers by 2020. They also committed themselves to reducing the proportion of the population without adequate sustainable access to drinking water and basic sanitation by fifty percent (50%) in 2015.

With respect to the goal of “Sustainable human settlements in an urbanizing world”, the Heads of State and Governments committed themselves to developing societies that make efficient use of resources within the carrying capacity of ecosystems and by providing all

people, in particular those belonging to vulnerable and disadvantaged groups, with equal opportunities for a healthy, safe and productive life in harmony with nature and their cultural heritage and environmental protection, thereby contributing to the achievement of national sustainable development (paragraph 42, Habitat Agenda).

2.0 OBJECTIVES OF THE CONSULTANCY

2.1 Overall Objectives

The overall objective of this consultancy is to compile information and prepare a draft National Report for Saint Lucia for the Third United Nations Conference on Housing and Sustainable Urban Development (HABITAT III).

2.2 Specific Objectives

- To conduct an analysis of the information gathered relating to housing and sustainable development from the government and other related agencies;
- Based on the information gathered, prepare a draft national UN Habitat III report, as per the terms of reference developed by the UN Habitat and outlined at the beginning of Annex A above, for review and approval by Department of Housing, Urban Renewal and Telecommunications.

3.0 SCOPE OF WORK

General and Specific Activities

In carrying out this assignment, the Consultant will be required to:

1. Compile and conduct an analysis of the agency specific reports collected from the various government or other related agencies;
2. Review and report on the indicators, best practices, case studies, good policies and action plans such as National Habitat II reports, national urban policies (where they exist), national urban development strategies, etc.
3. Prepare and submit a draft national report which should not exceed 25,000 words or 50 pages, inclusive of tables and illustrative material. The report should be prepared using MS Word, single line spacing and font size 12. The report should follow the structure outlined below:

▪ **Urban Demographic Issues and Challenges for a New Urban Agenda**
(Maximum of 4,160 words inclusive of tables and illustrative material)

Describe what the Central Government, Local Authorities (including urban centres) and other sub-national governmental authorities, in partnership with stakeholders have achieved through the Habitat Agenda in the areas listed below. Also, describe the challenges experienced and lessons learnt in these areas, as well as future challenges and issues that could be addressed through a New Urban Agenda.

1. Managing rapid urbanization (540 words)
2. Managing rural-urban linkages (540 words)
3. Addressing urban youth needs (540 words)
4. Responding to the needs of the aged (540 words)
5. Integrating gender in urban development (540 words)
6. Challenges experienced and lessons learnt in these areas (1-5) (730 words)
7. Future challenges and issues in these areas (1-5) that could be addressed by a New Urban Agenda (730 words)

▪ **Land and Urban Planning: Issues and Challenges for a New Urban Agenda**
(Maximum of 4,160 words inclusive of tables and illustrative material)

Describe what the Central Government, Local Authorities (including the urban centres) and other sub-national governmental authorities, in partnership with stakeholders have achieved through the Habitat Agenda in the areas listed below. Also, describe the challenges experienced and lessons learnt in these areas, as well as future challenges and issues that could be addressed through a New Urban Agenda.

1. Ensuring sustainable urban planning and design (540 words)
2. Improving urban land management, including addressing urban sprawl (540 words)
3. Enhancing urban and peri-urban food production (540 words)
4. Addressing urban mobility challenges (540 words)
5. Improving technical capacity to plan and manage cities (540 words)
6. Challenges experienced and lessons learnt in these areas (1-5) (730 words)
7. Future challenges and issues in these areas (1-5) that could be addressed by a New Urban Agenda (730 words)

- **Environment and Urbanization: Issues and Challenges for a New Urban Agenda**
(Maximum of 3,560 words inclusive of tables and illustrative material)

Describe what the Central Government, Local Authorities (including the urban centres) and other sub-national governmental authorities, in partnership with stakeholders have achieved through the Habitat Agenda in the areas listed below. Also, describe the challenges experienced and learnt in these areas, as well as future challenges and issues that could be addressed through a New Agenda.

1. Addressing climate change (540 words)
2. Disaster risk reduction (540 words)
3. Reducing traffic congestion (540 words)
4. Air pollution (540 words)
5. Challenges experienced and lessons learnt in these areas (1-3) (700 words)
6. Future challenges and issues in these areas (1-3) that could be addressed by a New Urban Agenda (700 words)

- **Urban Governance and Legislation: Issues and Challenges for a New Urban Agenda**
(Maximum of 4,160 words inclusive of tables and illustrative material)

Describe what the Central Government, Local Authorities (including the urban centres) and other sub-national governmental authorities, in partnership with stakeholders have achieved through the Habitat Agenda in the areas listed below. Also describe the challenges experienced and lessons learnt in these areas, as well as future challenges and issues that could be addressed through a New Urban Agenda.

1. Improving urban legislation (540 words)
2. Decentralization and strengthening of local authorities (540 words)
3. Improving participation and human rights in urban development (540 words)
4. Enhancing urban safety and security (540 words)
5. Improving social inclusion and equity (540 words)
6. Challenges experienced and lessons learnt in these areas ((1-4) (730 words)
7. Future challenges and issues in these areas (1-4) that could be addressed by a New Urban Agenda (730 words)

- **Urban Economy: Issues and Challenges for a New Urban Agenda**
(Maximum of 4,160 words inclusive of tables and illustrative material)

Describe what the Central Government, Local Authorities (including the urban centres) and other sub-national governmental authorities, in partnership with stakeholders have achieved through the Habitat Agenda in the areas listed below. Also, describe the challenges experienced and lessons learnt in these areas, as well as future challenges and issues that could be addressed through a New Urban Agenda.

1. Improving municipal/local finance (540 words)
2. Strengthening and improving access to housing finance (540 words)
3. Supporting local economic development (540 words)
4. Creating decent jobs and livelihoods (540 words)
5. Integration of the urban economy into national development policy (540 words)
6. Challenges experienced and lessons learnt in these areas (1-4) (730 words)
7. Future challenges and issues in these areas (1-4) that could be addressed by a New Urban Agenda (730 words)

▪ **Housing and Basic Services: Issues and Challenges for a New Urban Agenda**

(Maximum of 4,800 words inclusive of tables and illustrative material)

Describe what the Central Government, Local Authorities (including the urban centres) and other sub-national governmental authorities, in partnership with stakeholders have achieved through the Habitat Agenda in the areas listed below. Also, describe the challenges experienced and lessons learnt in these areas, as well as future challenges and issues that could be addressed through a New Urban Agenda.

1. Slum upgrading and prevention (540 words)
2. Improving access to adequate housing (540 words)
3. Ensuring sustainable access to safe drinking water (540 words)
4. Ensuring sustainable access to basic sanitation and drainage (540 words)
5. Improving access to clean domestic energy (540 words)
6. Improving access to sustainable means of transport (540 words)
7. Challenges experienced and lessons learnt in these areas (1-4) (780 words)
8. Future challenges and issues in these areas (1-4) that could be addressed by a New Urban Agenda (780 words)

▪ **Indicators**

Provide data for Saint Lucia for the following urban indicators. Data should be for 1996, 2006 and 2013, when possible disaggregated by gender.

- i. Percentage of people living in slums
- ii. Percentage of urban population with access to adequate housing
- iii. Percentage of people residing in urban areas with access to safe drinking water
- iv. Percentage of people residing in urban areas with access to adequate sanitation
- v. Percentage of people residing in urban areas with access to regular waste collection
- vi. Percentage of people residing in urban areas with access to clean domestic energy
- vii. Percentage of people residing in urban areas with access to public transport
- viii. Level of effective decentralization for sustainable urban development measured by: (i) Percentage of policies and legislation on urban issues in whose formulation local and regional governments participated from 1996 to the present; (ii) percentage share of both income and expenditure allocated to local and regional governments from the national budget; (iii) percentage share of local authorities' expenditure financed from local revenue
- ix. Percentage of city, regional and national authorities that have implemented urban policies supportive of local economic development and creation of decent jobs and livelihoods
- x. Percentage of city and regional authorities that have adopted or implemented urban safety and security policies or strategies
- xi. Percentage of city and regional authorities that have implemented plans and designs for sustainable and resilient cities that are inclusive and respond to urban population growth adequately
- xii. Share of national gross domestic product (GDP) that is produced in urban areas
- xiii. Any other urban-related data relevant to the National Report

▪ **Case Studies and Policy Documents**

The report should include case studies, action plans and policy documents, etc. on successful approaches to the implementation of the Habitat Agenda. These documents should be illustrative of the achievements mentioned in the Habitat III national report. However, these documents should not be submitted as part of the national report, but as additional material.

4.0 CONSULTANT'S REPORTING OBLIGATION

The Government of Saint Lucia will provide logistic support for the duration of the assignment. Logistical support to be provided by the Department of Housing, Urban Renewal and Telecommunications shall include facilitation of access to all available documents which are pertinent to the assignment and to facilitate contact with Government agencies or personnel with whom the Consultant may need to confer. The researcher will be required to report to the Chief Housing and Urban Renewal Officer of the Department of Housing, Urban Renewal and Telecommunications or any other officer designated for this purpose.

5.0 LIST OF DELIVERABLES

The researcher will provide the Department of Housing, Urban Renewal and Telecommunications with four (4) printed copies of a draft report and one electronic copy of the same at the end of the assignment. The Department of Housing, Urban Renewal and Telecommunications will review the report and provide the researcher with comments on the report submitted, within ten (10) working days of receipt of the report. The final report shall be submitted within ten (10) working days of receipt of comments from the Client.

APPENDIX 2

SUPPORTING DATA REPORT FOR INDICATORS

1. Determination of Urban Population

A precursor to deriving the data for urban areas was the re-examination of the definition of the terms urban and rural. As currently and historically reported in the national census, the central urban area, meaning core areas of the city of Castries; the towns of Gros-Islet, Soufriere and Vieux-Fort, and the six (6) villages were considered urban. All areas outside these locations were classified as *nonurban or rural*. Using the most recent satellite image of Saint Lucia (2014) a visual assessment of settlements was undertaken. Urban areas were classified into three (3) categories. The basic unit of assessment was the settlement. Settlement boundaries are determined and reported in the national census based on respondents' perception of where they live.

- Urban Core: Central Business District and contiguous surrounding built area with urban roads and services.
- Urban Periphery: Housing areas with mixed urban uses on the fringe of but continuous with the urban core.
- Sub-Urban Areas: Housing and mixed-use areas around urban peripheral areas, either contiguous or separated by small tracts of vegetated area.

Areas separated from the urban periphery or related sub-urban areas, with large tracts of vegetated areas and agricultural land were considered rural. It should be noted that an observable trend in the 2010 Census is the growth of housing developments in rural areas.

The above definitions provide a more accurate base for reporting census statistics relevant to the indicators set in the New Urban Agenda, and going forward provide an adequate base for inter census comparisons and the UN Habitat Indicator Monitoring.

Table 1.1 Distribution of Population by Urban and Rural – 2010 Census

Urban/Rural	Total Population	%
Urban Core	12,778	8%
Urban Peripheral	22,210	13%
Sub-Urban	40,036	24%
Total Urban	75,024	
Rural	90,469	55%
TOTAL	165,493	100.00%

2. Urban Indicators

i. Percentage of People Living in Slums

8.2% of the population live in slum households.

Table 1.2 Methodology for estimating Slum Households

<p>Slum areas were determined through a three (3) stage process.</p> <ol style="list-style-type: none">1) Using GIS, the area in sq. km. of each settlement was determined and was divided by the total population.2) High Population density (top 20% of most densely populated communities) Class 1 - 0 to 310 persons per sq. km. Class 2 - Over 310 to 650 Class 3 - Over 650 to 1,350 Class 4 - Over 1,350 to 2,500 Class 5 - Over 2,500 to 16,500 persons per sq. km.3) A multi-criteria or composite index of five (5) characteristics of vulnerable or poor conditions (three (3) or more simultaneously occurring) was developed and applied to the census data<ol style="list-style-type: none">1) Overcrowding (three (3) or more persons per room)2) Poor roof3) Poor walls4) Access to services – lighting, water supply, Internet connection (new key indicator of wellbeing)5) Unsecure tenure (rented land whether or not the house is owned, and squatting)
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ii. Percentage of Urban Population with Access to Adequate Housing.

Ninety-five point five percent (90.5%) of the urban population has access to adequate housing, while nine point five percent (9.5%) live in inadequate housing, using the definition provided below. This is higher than the national average of five point eight percent (5.8%) and the rural average of six point three (6.3%).

Using the UN Habitat definition of adequate housing, two variables were considered - the durability of the physical structure in terms of roof and walls, and the level of overcrowding.

Other important related variables such as basic services (water and electricity) and sanitation (sewage and solid waste disposal method) were not included as these are covered as individual variables reported as part of the UN Habitat Report. A composite index for the physical state of housing and the level of overcrowding was developed and applied to the 2010 Census data set.

Table 1.3 Adequate Housing (CSO 2018)

SETTLEMENT	HOUSING CONDITION		MALE	FEMALE	TOTAL
Urban Centre	Housing Situation	Adequate Housing	5,915	5,941	11,856
		Inadequate Housing	458	464	922
	Total		6,373	6,405	12,778
Urban Periphery	Housing Situation	Adequate Housing	10,276	10,298	20,574
		Inadequate Housing	779	857	1,636
	Total		11,055	11,155	22,210
Sub-Urban	Housing Situation	Adequate Housing	18,752	19,979	38,731
		Inadequate Housing	636	670	1,306
	Total		19,388	20,649	40,037
Urban			1,873	1,991	3,864
Rural	Housing Situation	Adequate Housing	42,569	42,131	84,700
		Inadequate Housing	2,790	2,979	5,769
	Total		45,359	45,110	90,469
NATIONAL	Housing Situation	Adequate Housing	77,512	78,349	15,5861
		Inadequate Housing	4,663	4,970	9,633
	TOTAL POPULATION		82,175	83,319	165,494

iii Percentage of People Residing in Urban Areas with Access to Safe Drinking Water

Ninety-eight point seven percent (98.7%) of the urban population has access to safe drinking water. Water provided through a private source, whether piped or not piped, along with water abstracted from a river or spring, were considered unsafe sources as the quality and level of treatment of the water was not validated.

iv Percentage of People Residing in Urban Areas with Access to Adequate Sanitation

Seventy-four point two percent (74.2%) of people living in urban areas have access to adequate sanitation. Flush toilets, whether linked to a sewer or septic tank, were considered adequate.

Other forms such as a pit latrine/VIP were considered inadequate. Other related sanitation variables such as drainage were not reported in the census and solid waste collection is covered separately in this report.

v. Percentage of People Residing in Urban Areas with Access to Regular Waste Collection

Close to 97% of the urban population has access to regular waste collection.

Waste collection via truck, whether private or public, and composting were considered acceptable means of solid waste disposal while the dumping of solid waste on land or in a water course and burning were considered unacceptable.

Table 1.4 Distribution of Urban Population by Solid Waste Disposal Type

Solid Waste Disposal	Urban /Rural					Total
	Urban	Urban Per	Sub Urban	TOTAL URBAN	Rural	
Dumping (land)	32	47	43	122	628	750
Compost	0	1	16	17	81	98
Burning	94	124	179	397	1,773	2,170
Dumping river/sea/pond	27	60	133	220	350	570
Burying	3	31	22	56	111	167
Garbage truck/skip/bin – public	12,459	21,684	38,684	72,827	86,630	159,457
Garbage truck/skip/bin – private	108	176	741	1,025	567	1,592
Other	6	21	136	163	143	306
Not Stated	50	66	82	198	184	382
Total	12,779	22,210	40,036	75,025	90,467	165,492

CSO -Population Census 2010

vi Percentage of People Residing in Urban Areas with Clean Domestic Energy

The use of clean energy is low. The national census revealed that 0.1% of the urban population use clean energy (solar or wind). Since 2010, the Government of Saint Lucia has made several strides in renewable energy under a number of climate change initiatives, including formulating and approving a National Energy Transition Strategy. With solar energy gaining acceptance because of greater access to photovoltaic and related technology, along with GOSL initiatives to produce renewable energy from photovoltaic systems on public buildings, several individual

households have opted mainly for solar energy, selling unused energy to the national grid based on a net metering arrangement with the Saint Lucia Electricity Services, LUCELEC.

vii Percentage of People Residing in Urban Areas with Access to Public Transport

Close to 97% of the urban population has access to public transportation (estimated using proxy indicators).

This statistic was difficult to obtain due to the absence of the collection of such data and the general complexity of transport data itself – due to private ownership of the service and the lack of a scheduled bus service, along with the necessary compliance monitoring.

A rough estimate/proxy was used to determine access by the urban population to public transport. The 2010 Census reports that 64% of the population living in urban areas do not own a car. As a result, 48,665 people will depend on public transport as a means of transportation. Data from the Department of Transport (2017) indicates that 1,304 privately owned buses operating in 30 bands or routes serve this segment of the population. Based on the seating capacity of the vehicle stock and working with the conservative assumption that four (4) trips per day were made by buses in the north to Castries, and elsewhere buses commuted twice a day, it is estimated that a total of 47,318 passengers commute daily.

The close approximation of these two (2) figures – passengers transported per day and the number without a car, roughly indicates that access to public transport is good – close to 97%.

viii Level of Decentralization

(i) Percentage of Policies and Legislation on Urban Issues in whose Formulation Local Government Participated in 1996 to the Present

Legislation

Constituency Development Act 2012 – 100%

Policy Initiatives – Initiated by LAs

- Rodent Control Initiatives
- Sanitation and Assistance with Vector Control
- Vending in Restricted Areas – 100%
- Castries Parking Zones - 2017

Policy/Plan – was consulted and participated in: -

- Castries Redevelopment Plan, OAS 1999
- National Vision Plan (IDEA) 2007 Sewage Proposal /Plan 2007
- Greater Castries Transportation Study 2005
- Castries Sewage Study 2012

(ii) Percentage % Share of Income and Expenditure Allocated to Local Government from the National Budget

Table 1.5 – Expenditure and Income: Local Government

		% Share
Share of Income		
Recurrent	7,068,3037	1.6%
Capital	2,766,703	
Total for Local Government	19,835,066	
Total National	1,073,345,10	
Share of Expenditure		
Recurrent	1,151,510,900	1.31%
Capital	362,141,300	
Total Local Government	1,513,652,200	
Total National		

GOSL, 2016 Estimate of Expenditure (author's calculations)

(iii) Percentage (%) share of Local Authorities Expenditure Financed from Local Revenue

Apart from the Soufriere Regional Development Foundation whose finances are derived from user fees for assets vested in the SRDF, and the Castries Constituency Council with powers of autonomy under the Corporation Act, all other local authorities collect minimal amounts of revenue and are required to remit revenue collected to the Central Government. The Castries Constituency Council (City) obtains approximately \$1mil annually from revenue collection. This is included in its annual budget for capital and recurrent spending. All other councils depend on centralised financing from the Government of Saint Lucia to fund their operations (recurrent and capital).

ix Percentage of *Local and National Authorities* Implemented Urban Policies Supportive of Local Economic Development and Creation of Decent Jobs

Table 1.6 Urban Projects and Initiatives by Local Authority

Urban Area	Urban Projects and Initiatives
Castries	
National Government	-Vendors' Market Project (CIDA 1996) -Castries Market Enhancement -Urban Housing Project (New CDCs)
LA	-Expansion Areas for Street Vending -Shopping Centre – Jeremie Street and Darling Road -Parking Area around Derek Walcott Square - Saturday Night Street Party (Food and Beverage Booths) - Fish Vending Facility - Saturday Street Market
Anse la Raye	
National Government	-Water Supply System at Au Tabor -Fisheries Complex and Vending Areas
LA	-Mangrove Cleaning and Tourism Tour Development -Tourism Readiness Support in preparation for employment with major hotels
Canaries	
National Government	-Canaries Bridge Reconstruction
LA	- Beautification and Clean up - Support for Jounen Kweyol
Laborie	
National Government	-Rudy John Park Upgrading and Development -Craft Market
LA	-Berthing facilities in conjunction with Laborie Foundation - Street Vending and Market
Soufriere	
National Government	Soufriere Jetty -Sports Stadium (vending and spin-offs) -Soufriere Bridge
LA	-Waterfront Upgrading and Craft Market - Tet Paul Gros Piton Trail - Enhancement of facilities including vending at Sulphur Springs - Tour guide training and employment creation
Choiseul	
National government	Craft Centre – La Fargue

Urban Area	Urban Projects and Initiatives
LA	Beautification
Laborie	
National Government	-Rudy John Park Upgrading and Development -Craft Market
LA	Berthing facilities in conjunction with the Laborie Foundation - Community Tourism Initiative (EU funded 2006) - Street Vending
Dennerly	
National Government	- Fisheries Complex - Mandele Point and La Pointe tourism developments under EU CBEAT Project - National Enrichment Learning Programme (NELP) Training programme
LA	Saturday Night Fish Lime Street Vending
Micoud	
National Government	Proposed Waterfront Development Project Redevelopment of Micoud Primary School
LA	Beautification and Clean up Mural of Sport Heroes After school Programme
Vieux-Fort	
National Government	- Fisheries Complex - cold storage and processing, facilities and lockers for fishers (1999) - National Abattoir (2014) - Free Zone (1999)
LA	-Vieux-Fort Square and Vending Areas
Gros-Islet	
National Government	HRDC Centre New Office and Market facility – Local Government Coastal Road – opening up of sea front
LA	Friday Night Activity - Vending Consideration of CARILED initiative

vi. Percentage of City and Regional Authorities that have adopted or implemented Urban Safety and Security Policies and Strategies

All LAs implement urban safety and security policies and strategies in collaboration with the Saint Lucia Royal Police Force. The Castries City Council has a small constabulary and has recently expanded this to include officers to support the safety of tourists. All LAs with a night economy and activities hire private security.




vii. Percentage of City and Regional Authorities that have implemented Plans and Designs for Sustainable and Resilient Cities that are Inclusive and Respond to Population Growth Adequately

This is beyond the current purview of all LAs, however all participate when consulted by central agencies. The Local government Bill provides for the greater involvement of LAs in the planning of urban areas

viii. Share of National Gross Domestic Product (GDP) that is Produced in Urban Areas

Business entities also report as single entities as opposed to sub offices or branches operating in disparate geographic regions, this data is consequently not directly available. The Census Statistical Office estimates that 80% of GDP is produced in urban areas.

3. URBAN AREAS BY DISTRICTS -2010

- Urban Core 
- Urban Periphery 
- Sub Urban 

CASTRIES

SETTLEMENTS	CORE	PERIPHERY	SUB URBAN	TOTAL
BANANNES BAY - CASTRIES	0	364	0	364
BARNARD HILL - CASTRIES	0	169	0	169
BELLA ROSA - CASTRIES	0	0	261	261
BOIS CACHET - CASTRIES	0	0	67	67
CALVARY - CASTRIES	0	29	0	29
CEDARS - CASTRIES	0	472	0	472
SUNBILT - CASTRIES	0	0	628	628
CITY - CASTRIES	846	0	0	846
GRASS STREET - CASTRIES	0	126	0	126
PEARTS GAP - CASTRIES	0	63	0	63
CITY GATE - CASTRIES	0	0	394	394
DARLING ROAD - CASTRIES	0	341	0	341
FAUX A CHAUD - CASTRIES	0	330	0	330
HOSPITAL ROAD - CASTRIES	0	560	0	560
JOHN COMPTON HIGHWAY - CASTRIES	0	0	23	23
LA TOC - CASTRIES	0	0	826	826
LASTIC HILL - CASTRIES	0	460	0	460
NEW VILLAGE - CASTRIES	0	384	0	384
PATTERSON'S GAP - CASTRIES	0	231	0	231
PAVEE - CASTRIES	0	1,168	0	1,168
ROSE HILL - CASTRIES	0	510	0	510
WATERWORKS - CASTRIES	0	558	0	558
WILTON'S YARD/GRAVE YARD - CASTRIES	0	78	0	78
CASTRIES	0	199	0	199
AURENDEL HILL - CASTRIES	0	565	0	565
BAGATELLE - CASTRIES	0	1,293	0	1,293
BISSEE - CASTRIES	0	0	692	692
BISHOP'S GAP/GHIRAWOO ROAD - CASTRIES	0	692	0	692
BOCAGE - CASTRIES	0	0	1,462	1,462
CARELLIE - CASTRIES	0	0	1,176	1,176
RAVINE CHABOT - CASTRIES	0	0	517	517

CICERON - CASTRIES	0	0	2,830	2,830
MONKEY TOWN/CICERON - CASTRIES	0	0	1,016	1,016
COUBARIL - CASTRIES	0	0	257	257
ENTREPOT - CASTRIES	0	0	942	942
INDEPENDENCE CITY - CASTRIES	0	0	389	389
LA CLERY - CASTRIES	0	0	1,475	1,475
ACTIVE HILL - CASTRIES	0	0	683	683
CHASE GARDENS - CASTRIES	0	0	419	419
YORKE HILL - CASTRIES	0	0	323	323
LA PANSEE - CASTRIES	0	957	0	957
GEORGEVILLE - CASTRIES	0	117	0	117
LESLIE LAND - CASTRIES	0	323	0	323
MARCHAND - CASTRIES	0	745	0	745
BLACK MALLET - CASTRIES	0	102	0	102
GEORGE CHARLES BOULEVARD - CASTRIES	0	324	0	324
MAYNARD HILL - CASTRIES	0	581	0	581
TROU ROUGE - CASTRIES	0	420	0	420
MORNE DUDON - CASTRIES	0	2,223	0	2,223
AGARD LANDS - CASTRIES	0	0	872	872
BOIS PATAT - CASTRIES	0	1,188	0	1,188
HILLCREST GARDENS - CASTRIES	0	0	120	120
MORNE ROAD - CASTRIES	0	0	153	153
MOUNT PLEASANT - CASTRIES	0	6	0	6
PARKER'S HILL - CASTRIES	0	3	0	3
ROCK HALL - CASTRIES	0	805	0	805
RAVINE TOUTERELLE - CASTRIES	0	185	0	185
SAN SOUCI - CASTRIES	0	0	615	615
LANSE ROAD - CASTRIES	0	0	361	361
SUMMERSDALE - CASTRIES	0	0	214	214
SUNNY ACRES - CASTRIES	0	0	386	386
TAPION - CASTRIES	0	0	133	133
THE MORNE - CASTRIES	0	0	1,402	1,402
VIDE BOUTEILLE - CASTRIES	0	0	531	531
VIGIE - CASTRIES	0	0	288	288
LA CARRIERE - CASTRIES	0	0	157	157
TOTAL	846	16,571	19,612	37,029

ANSE LA RAYE

	CORE	PERIPHERY	SUB-URBAN	TOTAL
AU TABOR - ANSE LA RAYE	0	0	180	180
AU TABOR HILL - ANSE LA RAYE	0	0	290	290
ST LAWRENCE - ANSE LA RAYE	0	70	0	70
VILLAGE - ANSE LA RAYE	698	0	0	698
VILLAGE/PETITE BOURGH - ANSE LA RAYE	0	15	0	15
TOTAL	698	85	470	1,253

CANARIES

SETTLEMENT	CORE	PERIPHERY	SUB-URBAN	TOTAL
VILLAGE - CANARIES	836	0	0	836
TOTAL	836	0	0	836

SOUFRIERE

SETTLEMENT	CORE	PERIPHERY	SUB-URBAN	TOTAL
FOND BERNIER - SOUFRIERE	0	0	721	721
NEW DEVELOPMENT - SOUFRIERE	0	0	1,190	1,190
PALMISTE - SOUFRIERE	0	0	523	523
TOWN - SOUFRIERE	1,791	0	0	1,791
BARON'S DRIVE/COIN DE L'ANSE - SOUFRIERE	0	351	0	351
LENNY HILL - SOUFRIERE	0	0	115	115
TOTAL	1,791	351	2,549	4,691

CHOISEUL

SETTLEMENT	URBAN	PERIPHERY	SUBURBAN	TOTAL
VILLAGE - CHOISEUL	155	0	0	155

LABORIE

SETTLEMENT	CORE	PERIPHERY	SUB-URBAN	TOTAL
VILLAGE - LABORIE	1,077	0	0	1,077
KENNEDY HIGHWAY - LABORIE	0	261	0	261
TOTAL	1,077	261	0	1,338

VIEUX-FORT

VIEUX-FORT TOWN	CORE	PERIPHERY	SUB-URBAN	TOTAL
BEANE FIELD - VIEUX-FORT	0	0	58	58
BLACK BAY - VIEUX-FORT	0	0	1,025	1,025
DERIERRE MORNE - VIEUX-FORT	0	0	390	390
LA RESSOURCE - VIEUX-FORT	0	0	1,580	1,580
DOCAMEL/LA RESSOURCE - VIEUX-FORT	0	0	206	206
LA TOURNEY/CEDAR HEIGHTS - VIEUX-FORT	0	0	1,392	1,392
MOULE A CHIQUE - VIEUX-FORT	0	0	183	183
BRUCEVILLE/SHANTY TOWN - VIEUX-FORT	0	1,231	0	1,231
TOWN - VIEUX-FORT	1,456	0	0	1,456
WESTALL GROUP/THE MANGUE - VIEUX-FORT	0	257	0	257
VIEUX FORT/LABORIE HIGHWAY - VIEUX-FORT	0	0	40	40
TOTAL	1,456	1,488	4,874	7,818

MICOUD

	CORE	PERIPHERY	SUB-URBAN	TOTAL
NEW VILLAGE - MICOUD	0	237	0	237
VILLAGE - MICOUD	3,355	0	0	3,355
TOTAL	3,355	237	0	3,592

DENNERY

Settlement	CORE	PERIPHERY	SUB/URB	TOTAL
BOIS JOLI - DENNERY	0	0	205	205
DENNERY BY PASS - DENNERY	0	291	0	291
DENNERY BY PASS/GREEN MOUNTAIN - DENNERY	0	146	0	146
DENNERY BY PASS/ROCKY LANE - DENNERY	0	236	0	236
DENNERY BY PASS/WHITE ROCK GARDENS - DENNERY	0	115	0	115
DENNERY VILLAGE - DENNERY	1,758	0	0	1,758
LA POINTE - DENNERY	0	1,011	0	1,011
	1,758	1,799	205	3,762

GROS-ISLET

SETTLEMENT	CORE	PERIPHERY	SUB-URB	TOTAL
GROS ISLET	0	0	276	276
BEAUSEJOUR - GROS ISLET	0	0	1,246	1,246
BEAUSEJOUR/FOSTIN'S DEVELOPMENT - GROS ISLET	0	0	6	6
BEAUSEJOUR/NDC - GROS ISLET	0	0	1	1
BELLA ROSA - GROS ISLET	0	0	156	156
BOIS D'ORANGE - GROS ISLET	0	0	641	641
BOIS D'ORANGE/TROUYA - GROS ISLET	0	0	439	439
BONNETERRE - GROS ISLET	0	0	1,207	1,207
BONNETERRE GARDENS - GROS ISLET	0	0	94	94
CAP ESTATE - GROS ISLET	0	0	575	575
CAP ESTATE/SADDLE BACK - GROS ISLET	0	0	52	52
CAP ESTATE/LOWER SALINE POINT - GROS ISLET	0	0	27	27
CAP ESTATE/UPPER SALINE POINT - GROS ISLET	0	0	27	27
CAP ESTATE/RANCH SITE - GROS ISLET	0	0	14	14
CAP ESTATE/GOLF PARK - GROS ISLET	0	0	164	164
CAP ESTATE/BECUNE PARK - GROS ISLET	0	0	40	40
CAP ESTATE/BECUNE POINT - GROS ISLET	0	0	4	4
CAS EN BAS - GROS ISLET	0	0	770	770
CORINTH - GROS ISLET	0	0	1,942	1,942
CORINTH ESTATE - GROS ISLET	0	0	174	174
MARISULE - GROS ISLET	0	0	1,217	1,217
MARISULE/BON AIR - GROS ISLET	0	0	429	429
MARISULE/EAST WINDS - GROS ISLET	0	0	66	66
MARISULE/TOP OF THE WORLD/BELLE VILLE - GROS ISLET	0	0	8	8
MARISULE/LA BRELLOTTE - GROS ISLET	0	0	10	10
MARISULE/TOP OF THE WORLD - GROS ISLET	0	0	42	42
MASSADE - GROS ISLET	0	0	684	684
MONCHY/LAFEUILLE - GROS ISLET	0	0	560	560
PIGEON ISLAND - GROS ISLET	0	5	0	5
REDUIT - GROS ISLET	0	0	101	101
REDUIT ORCHARD - GROS ISLET	0	0	289	289
REDUIT PARK - GROS ISLET	0	0	248	248
RODNEY BAY - GROS ISLET	0	349	0	349
RODNEY HEIGHTS - GROS ISLET	0	0	359	359
GROS ISLET TOWN - GROS ISLET	807	0	0	807
GROS ISLET/EDGE WATER - GROS ISLET	0	20	0	20
BELLE VUE - GROS ISLET	0	0	444	444
BELLE VUE ESTATE - GROS ISLET	0	0	14	14
TOTAL	807	374	12,326	13,507
TOTAL FOR ALL DISTRICTS	12,779	22,212	40,036	75,027

3. List of Solid Waste Service Providers by Area

LOCATION	COMPANY	COLLECTION FREQUENCY
CASTRIES Urban Core & Periphery	St. Lucia Environmental Company Limited (SLECL)	3 weekly
Castries Sub-Urban South	Shuga Waste	2 weekly
Castries Sub Urban East	Trashbusters Limited	2 weekly
Castries Sub Urban North	Trashbusters Limited	2 weekly
Gros-Islet :- core, periphery and sub-urban	Shuga	2 weekly
Canaries Urban	Serieux's Solid Waste Disposal	2 weekly
Anse la Raye	Serieux's Solid Waste Disposal	2 weekly
Soufriere	Sadoo and Son Ltd.	2 weekly
Choiseul	South Shore Auto Service	2 weekly
Laborie	South Shore Service Ltd.	2 weekly
Vieux Fort Core and Periphery	Sadoo and Son Ltd.	2 weekly
Vieux-Fort Sub urban	Sadoo and Son Ltd.	2 weekly
Micoud	Sadoo and Son Ltd.	2 weekly
Dennery	South Shores Auto Service	2 weekly

4. Public Transport Stock and Capacity

ROUTE	NO. OF BUSES	SEATING CAPACITY		
		11 SEATER	14 SEATER	15 SEATER
1A	175	3	62	110
1B	87	14	59	19
1D	46	3	31	9
1E	49	1	30	18
1F	3		2	1
2A	53	8	32	7
2B	33		8	22
2C	42		15	25
2H	117		40	77
3A	44	1	13	30
3B	36	2	11	23
3C	28	3	13	12
3D	17	1	6	10
3E	17	1	6	10
3F	26		10	16
4A	34		15	19
4B	28		18	10
4C	61		40	21
4D	14		8	6
4E	36		22	5
4F	24		10	14
4G	24		14	10
4H	17		12	1
4I	13		5	8
4J	17	2	11	4
5A	44	1	33	10
5B	15	2	10	3
5C	57	10	30	17
5D	36	5	25	6
5E	39	5	19	15
5F	72	5	31	36
TOTAL	1,304	67	641	574

5. Public Transport Routes

ROUTE	DESCRIPTION	LOCATION
1A	CASTRIES TO GROS ISLET	DARLING ROAD, CASTRIES
1B	CASTRIES TO BABONNEAU	RECLAMATION GROUNDS, CASTRIES
1D	CASTRIES TO GRANDE RIVIERE	CORNER OF JEREMIE STREET AND DARLING ROAD
1E	CASTRIES TO MONCHY	DARLING ROAD, CASTRIES
2A	CASTRIES TO BEXON	LOWER DARLING ROAD, CASTRIES
2B	CASTRIES TO DENNERY VALLEY	LOWER MICOUD STREET, CASTRIES
2C	CASTRIES TO DENNERY VILLAGE	MONGIRAUD STREET, CASTRIES
2H	CASTRIES TO VIEUX-FORT	HOSPITAL ROAD, CASTRIES
3A	CASTRIES TO LA CROIX	PEYNIER STREET, CASTRIES
3B	CASTRIES TO JACMEL	VICTORIA STREET, CASTRIES
3C	CASTRIES TO MILLET	UPPER MONGIRAUD STREET, CASTRIES
3D	CASTRIES TO ANSE LA RAYE	UPPER BRIDGE STREET, CASTRIES
3E	CASTRIES TO CANARIES	RECLAMATION GROUNDS, CASTRIES
3F	CASTRIES TO SOUFRIERE	CARL CRESCENT STREET, CASTRIES
4A	VIEUX-FORT TO LABORIE	VIEUX-FORT /LABORIE HIGHWAY, VIEUX-FORT
4B	VIEUX-FORT TO BELLEVUE/PIERROT	LOUISVILLE, VIEUX-FORT
4C	VIEUX-FORT TO GRACE/AUGIER/LA RESSOURCE	VIEUX-FORT/LABORIE HIGHWAY, VIEUX-FORT
4D	VIEUX-FORT TO SALTIBUS	VIEUX FORT/LABORIE HIGHWAY, VIEUX FORT
4E	VIEUX-FORT TO CHOISEUL	VIEUX FORT/LABORIE HIGHWAY, VIEUX FORT
4F	VIEUX-FORT TO SOUFRIERE	VIEUX FORT/LABORIE HIGHWAY, VIEUX FORT
4G	VIEUX-FORT TO DESRUISSEAUX	LOUISVILLE, VIEUX FORT
4H	VIEUX-FORT TO	CORNER OF LOUISVILLE,

ROUTE	DESCRIPTION	LOCATION
	MICOUD/TI ROCHER	VIEUX-FORT
4I	VIEUX-FORT TO MON REPOS	BEANFIELD, VIEUX-FORT
4J	SOUFRIERE TO FOND ST JACQUES	BOULEVARD STREET, SOUFRIERE
5A	CASTRIES TO MORNE DU DON	UPPER JERREMIE STREET, CASTRIES
5B	CASTRIES TO ROCKHALL/PAVEE	CORAL STREET, CASTRIES
5C	CASTRIES TO BOCAGE	CHISEL STREET, CASTRIES
5C	CASTRIES TO ENTREPOT	CHISEL STREET, CASTRIES
5C	CASTRIES TO FOND ASSAU	HIGH STREET, CASTRIES
5C	CASTRIES TO CACAO/SUNBUILT	MARY ANN STREET, CASTRIES
5D	CASTRIES TO FORESTIERE	CHISEL STREET, CASTRIES
5E	CASTRIES TO LA CLERY	RECLAMATION GROUNDS, CASTRIES
5F	CASTRIES TO CICERON	ST. LOUIS STREET, CASTRIES
2H	VIEUX-FORT TO CASTRIES	NEW DOCK ROAD, VIEUX-FORT
3F	SOUFRIERE TO CASTRIES	HENRY BELMAR STREET, SOUFRIERE
4F	SOUFRIERE TO VIEUX-FORT	HENRY BELMAR STREET, SOUFRIERE

APPENDIX 3

SUGGESTED INDICATORS

Suggested framework of possible indicators derived from the situational assessment of the Thematic Areas and available and/or data that could be reasonably collected. Section 7 of the Report and TOR outlines the Indicators to be reported in accordance with UN HABITAT requirements

Thematic Area	Suggested Indicator(s)	Source /Comment
1. Urban Demographic Issues and Challenges		
1.1 Managing rapid urbanization	<ul style="list-style-type: none"> • %Population growth • % Growth in number of Households • Changes in landuse in Built Up Area category and Agricultural land • Changes in population density 	Census Information – comparative analysis Time series Aerial and Satellite Imagery information
1.2 Managing rural-urban linkages	<ul style="list-style-type: none"> • No. of Agricultural land policies • No. of Landuse conversion from agriculture • Participation in agriculture: no. of farms; acreage cultivated • Agricultural production 	Ministry of Agriculture (MOA) DCA Sub division and other records Agricultural Census
1.3 Addressing urban youth needs	No. of youth social programmes No. participating by sex Youth unemployment by sex Youth Poverty	Social Agencies Labour Force Surveys CSO, Census CSO; Poverty Assessment
1.4 Responding to the needs of the aged	% population above 65 years No. of social programmes and numbers participating Number of 65 plus year olds on social support % indigent	Census Ministry of Equity, Empowerment Poverty Assessments
1.5 Integrating gender in urban development	<ul style="list-style-type: none"> • No. of Employment programmes targeting gender groups • Employment by Sex and educational attainment • Suicide rates by sex • Health data by sex 	

Thematic Area	Suggested Indicator(s)	Source /Comment
2. Land and Urban Planning		
2.1 Sustainable Urban and Planning Design	<ul style="list-style-type: none"> No. of renewal plans developed and implemented with landscape, open spaces and greening Physical Area of the green components Level of Implementation of Vision Plan Proposals 	Physical Planning, Department of Urban Renewal Vision Plan 2008
2.2 Improving urban land management, addressing urban sprawl	<ul style="list-style-type: none"> Number of Landuse Plans (all levels) developed and approved Number of approved Greenfield developments greater than 1 mile from existing development Development permission granted in the context of a plan 	DCA – Forward Planning; Invest Saint Lucia DCA records
2.3 Enhancing urban and peri-urban food production	<ul style="list-style-type: none"> Number of back yard gardens Number and Value of Programmes by MOA targeting these 	MOA
2.4 Addressing urban mobility challenges	<ul style="list-style-type: none"> Planning/ Implementation of Urban Parking Schemes Number of new Buildings with Wheel chair Access and Ramps – Public & Private Accommodation for wheel chair users: sidewalk ramps, rails Implementation of Bus Terminals Implementation Progress of Castries City Council Urban Renewal Initiative Implementation Progress of Soufriere Initiative Implementation Progress of ISL Master Plan 	Ministry for Infrastructure; DCA, LAs World bank Tourism
2.5 Improving technical capacity to plan and manage cities	<ul style="list-style-type: none"> Capacity Needs Assessments and analysis of requisite skills set 	Periodic Institutional Review of Agencies involved in Land and Urban Planning and Management
3. Environment and Urbanization		
3.1 Addressing climate change	<ul style="list-style-type: none"> Total Carbon Emission values in accordance with Nationally Determined Contributions 	GHGI & Mitigation Assessments as part in BUR and National

Thematic Area	Suggested Indicator(s)	Source /Comment
	<ul style="list-style-type: none"> Advances made with the REDD+ Strategy Assessments to determine carbon sequestration and sinks Cases of vector borne diseases – dengue and Zika and other related 	<p>Communications</p> <p>MOH Records</p>
3.2 Disaster risk reduction	<ul style="list-style-type: none"> % Implementation of DVRP programme % GOSL budget dedicated to DVR and Adaptation 	Ministry of Economic Affairs Monitoring Reports (World Bank PCU)
3.3 Reducing traffic congestion	<ul style="list-style-type: none"> Traffic counts Number of vehicles registered by area Vehicular Imports 	Traffic Counts MOI – Castries and Choc roundabout; Choc and Castries, South and North
3.3 Air pollution	<p>% Implementation of Electric cars in the public sector</p> <p>Ambient Air Measurements</p>	<p>Ministry of Sustainable Development and Infrastructure Reports</p> <p>Need to develop capacity</p>
4. Urban Governance and Legislation		
4.1 Improving urban legislation	Number of New Bills/Laws and Regulations including amendments	AG Statutory Index
4.2 Decentralization and strengthening of local authorities	Number of services provided by LA Increased Powers for LA	
4.3 Improving participation and human rights in urban development	<ul style="list-style-type: none"> -No. Programmes implemented for the Mentally Challenged -No.PWD employed in the Public Sector -No. Employed in the Private Sector -No. of Public Sector Initiative involving -- PWD in planning and implementation Implementation of Local Government Act 	
4.4 Enhancing urban safety and security	<ul style="list-style-type: none"> -Number of Safety and Security Programmes -Incidence of Violent Crime Other crime statistics - No. Policemen operating in the urban areas 	Royal Saint Lucia Police Force and LA Records
4.5 Improving social inclusion and equity	Buildings with disable parking, ramps Sidewalk ramps and rails by urban centre	
5. Urban Economy		

Thematic Area	Suggested Indicator(s)	Source /Comment
5.1 Improving municipal/local finance	% share of revenue and expenditure to LA	
5.2 Strengthening and improving access to housing finance	Public Sector Programmes aimed at Housing finance Packages offered by Banks and Credit Unions	Credit Unions, Commercial and Development Banks
5.3 Supporting local economic development	Number of local economic development projects	Economic Affairs, Sector Ministries including Tourism
5.4 Creating decent jobs and livelihoods	Level of employment	Labour Force Surveys CSO
5.5 Integration of the urban economy into national development policy	Inclusion of Urban Economy Medium Term Development Programme and PSIP	Ministry of Finance
6. Housing and Basic Services		
6.1 Slum Upgrading and Prevention	<ul style="list-style-type: none"> Number or % living in Slums Number of Slums Upgraded or regularised Title transfers from Public Sector Projects	CSO can run composite index on 2020 data Department of Housing Records Number of titles transferred
6.2 Improving Access to adequate Housing	Number of Housing lots delivered for sale by NHC or other	Department of Housing and NHC records
6.3 Sustainable access to safe drinking water	% with access to potable water	WASCO customer base Census data
6.4 Access to basic sanitation and drainage	% with access to SLSWMA refuse collection Incidence of vector borne diseases (leptospirosis and dengue and other)	Census Data SLWMA Department. of Health: (Epidemiology)
6.5 Access to sustainable means of transport	# Using of electric cars by GOSL Other modes of transport: ferry, shuttle and public transportation	Department of Sustainable Development
6.6 Improving access to clean domestic energy	Energy generation from renewable sources – GOSL initiatives Energy generation from renewable sources – Private (net metering) LUCELEC installation of 30Mgw capacity	Sustainable Development – Energy Section LUCELEC Records LUCELEC Vieux-Fort Plant Progress Reports

Thematic Area	Suggested Indicator(s)	Source /Comment

APPENDIX 4 CASE STUDIES, POLICIES AND PLANS

CASE STUDY I

Single Mothers in Life Skills Enhancement Project (SMILE)

1. Background

The SMILE programme was developed and funded by the GOSL in 2012 and was designed to provide soft and technical skills training to young disadvantaged single mothers to empower and enable them to become employed and matched with available jobs on the local job market.

Since commencement, the programme has gone through for four (4) cycles and is executed by the National Skills Development Centre (NSDC). The NSDC falls under the Ministry of Education and administers the national skills development programme and is equipped (with specialised training facilities to undertake practical training and outsourced or in-house trainers) to deliver life skills

along with technical skills training leading to regional certification – as a Caribbean Vocational Certification (CVQ) and Technical and Vocational Education and Training centre. Job internships are provided to facilitate absorption of trainees into the job market. NSDC operates four (4) centres sufficiently geographically spread to ensure easy access to its suite of training programmes based on market needs and demand for training.

The SMILE programme is one of the many programmes ran by the centre. The initial target age was between 15-25 years. This has since been extended to 15-40 years based on the profile of the mothers demanding the service. Table 1 shows the financing and their sources for the SMILE programme.

Table 1 Funding Budget & Sources

Source of Funding	1 st Cycle	2 nd cycle	3 rd Cycle	4 th Cycle
GOSL	1.2 mil	\$500,000	\$500,000	\$500,000

Average of \$6000 per Trainee

2. Programme Description and Requirements

The programme provides grants to young mothers to cover the costs associated with transport, child care, food and tools and supplies. Most of the programmes run for 3-4 months, five days a week between 9 am to 3pm. The grant also covers the cost of certification (paid to the Ministry of Education or other provider of such service for example GAMMA that provides certification in accounts).

The admission process is initiated by application either on line or in person along with official Identification. Applicants sit an entrance exam and are then assessed. A career counselling session is held and the assessed candidate is placed on a suitable and available programme. A precursor to the programme is **soft skills training**: parenting skills, self-defence, self-esteem, job application preparation, entrepreneurship, financial management, productivity and work ethics and the like. The programme also provides a one (1) month internship once there is a suitable opportunity matched with the soft and technical skills of the trainee. The grant continues into the one-month period of internship, to enable the trainee to attend.

The technical training includes core areas demanded by the labour market including: - Data operations, accounting, office administration, massage therapy, hairdressing, early childhood education, housekeeping, baking (cakes, biscuits and pastries) hospitality and crop production. The programme cycle is based on available funding and the balancing of subscriptions (demand for course) against the demands of employers (labour market). The NSDC maintains a mutually symbiotic relationship with private sector and other entities to understand the dynamics of skillset demand as well as research into new areas specifically demanded as these emerge. For example, the data operations training in Vieux-Fort in the first cycle was designed to facilitate employment opportunities in data processing from a FDI in a data management operation in Vieux-Fort.

3. Programme Performance

The programme targets 90 trainees per cycle. Table 1 below shows a total of 490 trainees completed the programme in four (4) cycles, which exceeded the target of 360 trainees. The first cycle was run twice and had a total intake of 140 trainees. A total of 111 or 25% got jobs. The data also shows a trend of a greater demand for office related work and housekeeping. The area in lowest demand is crop production showing perhaps the gender bias of this field to males or the general low preference for work in agriculture.

NSDC maintains a database on trainees and conducts routine Tracer studies to (i) monitor the level of absorption of trainees in jobs locally, and (ii) to match unemployed mothers with suitable jobs on an ongoing basis. NSDC maintains a very good relationship with employers and undertakes periodic research to understand the needs of the labour market.

Table 2 Programmes Offered, Number Completing the Programme & Numbers Gaining Employment

Programme	1 st cycle A & B	Total 1 st Cycle	2 nd Cycle	3 rd Cycle	4 th Cycle	Total
Office Administration			18	37		55
Accounts	17 / 15	32			19	51
Micro Soft unlimited	10	10				10
Cellular services	11	11				11
Data Operations	25 / 19	44				44
Hairdressing			14	13	15	42
Massage Therapy					20	20
Early Childhood			14			14
House keeping			23	18	16	57
Cookery	18 / 15	33			16	49
Bread cakes and pastries			15	19		34

Hospitality	17 / 17	34				34
Crop production			14			14
TOTAL		164	98	87	86	435

No. gaining employment after the programme		28	15	22	46	111
% employed		17%	15%	25%	53%	26%

NSDC Records: One on One Consultation June 2018

4. Lessons Learnt

The NSDC can maximize the scope of its facilities for the continuation of the programme as it possesses centres nationally however the greatest issue is the availability of funding. The average cost per participant can range between \$5,5000 to \$6000. The NSDC is now seeking further funding to continue the programme.

The planned cost of assisting a trainee can go beyond what the programme provides. There have been instances where staff members have made personal contributions to enable trained candidates to take up available jobs. A common request is for food for the household to enable the single mother to take care of her other children.

While the programme exceeded targets in terms of the trainees completing the programme many dropped out mainly because of the lack of family support while some obtained jobs while undergoing training.

To ensure commitment on the part of trainees the NSDC contracted transport and childcare services and paid food grants in arrears rather than making direct and advance payments to trainees.

CASE STUDY II WOMEN IN CONSTRUCTION INITIATIVE

1. Project Description

This project was funded under the Basic Needs Trust Fund (BNTF) through the Caribbean Development Bank (CDB) and targeted West Coast Communities in Saint Lucia where there is currently limited economic activity and hence employment. Poverty levels in the target communities are high in particular among women. The project was implemented by the NSDC with a budget of \$522,000 XCD.

2. Project Objectives

- Increase number of women in the construction sector
- Increase project trainee self esteem
- Sensitize public on women in construction
- Training of 120 women in construction related skills
- Sensitise stakeholders to women in construction

Training Programme: As with the other NSDC programmes a necessary precursor when applicants have been selected to participate is to receive career counselling along with productivity enhancement and self-esteem training. First aid, gender awareness training along with technical vocational orientation were also provided. The training programme included a job attachment programme

Technical Training Areas included: -Carpentry and roofing; masonry and steel bending; electrical installation; AC & refrigeration; Painting and tiling and plumbing.

Results

- 112 trainees completed TECH/VOC training
- 67 trainees went on job placement; 31 gained permanent employment
- Establishment of the West coast construction group by the trainees at the Anse La Raye training centre
- Increased number of women in the construction sector and Stakeholders sensitized to women in construction

Lessons Learnt:The job attachment component was seriously affected by the downturn in the economy especially in the construction sector. Difficulty was encountered in securing an appropriate venue for masonry training.

CASE STUDY III

SOLID WASTE MANAGEMENT PROJECT

1. Background

The Solid Waste Management project was developed in 1993 and was catalysed internally by mounting public health issues resulting from poor waste disposal and the desire to conform to the requirements of the MARPOL convention developed by the International Maritime Organization (IMO) in 1973 for **the Prevention of Pollution from Ships**, with modification in 1978 (MARPOL 73/78). MARPOL is short for marine pollution and is one of the most important international marine environmental conventions developed in an effort to eliminate pollution of the oceans and seas, including dumping of oil, solid waste and air pollution by oil and other harmful substances and to minimize accidental spillage of such substances. Under the convention the Caribbean Area is treated as a Special Area due to the rapid growth in cruise tourism and existing and potential marine pollution.

The project was developed by the OECS Secretariat with assistance from the World Bank. The project formed part of a regional project involving the islands of Grenada, St. Kitts and Nevis, Dominica, Antigua and Barbuda and Saint Lucia.

2. National Circumstances - 1996

At the time of conception of the project, Saint Lucia operated six (6) landfill sites operated by the respective local authorities. The general operation of these landfills did not meet the standard operating practices for landfills – there was little and no compaction of waste, burning was a common practice; there was no special handling of hazard and hospital waste at landfills; limited physical capacity, poor road access, little or no assessment was conducted for leachate contamination and other forms of environmental pollution along with public health issues associated stench, rodents and flies. In one local area waste was collected and pushed out to sea.

A fair percentage of the urban population was not served with collection services (curb side and other) due to issues of vehicle maintenance and capacity to handle difficult terrain in places. Collection services by and large did not include rural areas. Communal receptacles of varying types and sizes were commonly inadequate and the use of skips posed issues with removal due to vehicle maintenance issues. Collection services for ship generated waste at the ports of entry and subsequent handling and disposal by private operators was also not within acceptable standards – lack of sufficient port holding facilities, illegal dumping, waste overspill, delays in removal, odour and rodent issues were common. Lack of public awareness generally and the relatedness of such issues to public health and to the quality of the destination for tourism visitation were also issues.

Another major issue was the inadequate technical and administrative capacity of Local Authorities to manage solid waste disposal and the fragmentation of responsibility at the expense of resource sharing. These included six (6) local authorities, Saint Lucia Air and Seaport Authority (SLASPA) for the management of ship generated waste between ship agents and private haulers and the private sector for commercial and industrial waste. Legal powers were also spread between the Ministry of Health with powers under the Public Health Act Cap 11/ 10; Saint Lucia Air and Seaport Authority Act 10/1983 and Regulations (92/1985), Maritime Areas Act 1984 and the Litter Act-14/993 (later amended to include solid waste) which involves local authorities, police force, public health officers and forest officers under Sections 12 and 13.

The need to address solid waste management issues was increasingly becoming as much of a national issue with the growth in national and urban population and attendant growth in solid waste as it was becoming an international issue with the *special area* designation of the Caribbean area as a hotspot for ship based marine pollution. This was pertinent to the OECS given that most island economies recorded large growth in cruise tourism arrivals. Based on similar issues experienced among other Small Island Developing States (SIDS) the SWMP was conceived with the OECS as the executing agency and facilitator, handling the necessary feasibility studies, project design and development of model standards and legislation.

3. Project Description and Objectives

The project commenced in 1993 and with a duration of 5 years. At the implementation stage the project fell under the Ministry of Planning (Economic Planning) and at the operational stages, the Ministry of Health. The project was funded by the World Bank: International Bank for Reconstruction and Development (IBRD), International Development Agency (IDA) (\$4.6 mil); Global Environmental Facility (GEF) US \$2.45 mil; Caribbean Development Bank (CDB) - \$US 1.73 mil and Government of Saint Lucia (GOSL) -\$US1.7, totalling US \$10.70mil. The project inputs covered seven (7) main areas:

Port facilities: Adequate Reception facilities for storage and handling waste were to be established at the five (5) main ports of entry: - Castries, Vieux-Fort, Marigot, Rodney Bay and Soufriere.

Storage and Collection Nationally: Improvement in storage systems included distribution of 3000 plastic bins in the city for curb side collection, procurement of 60 skip bins, skip hoists, trucks (compacting trucks, flat-bed truck, side loader truck).

Material recovery Facility (8000 tonnes of waste recycled in 1998) glass, metals (brass and copper). Paper and plastic planned.

Landfills: EIA and other technical assessment (hydro-ecological) of the Vieux-Fort Landfill to serve the south of Saint Lucia; assessment and acquisition of Deglos Site in Cul-de-Sac to serve the north of the island.

Equipment and Special Waste Handling: incinerator, tire shredder, stationary compactor or vehicle disposal.

Institutional: establishment of the Saint Lucia Solid Waste Management Agency (SLSWMA); supporting legislation and regulations. A key element was the cost recovery and revenue generation to sustain the operations of the SLSWMA including the power to charge levies.

The following statistics were derived from the information used to determine the level of levies :-

Table 1- Waste Generation Rates

Source of Waste	Waste/kg/day	Source	Waste in Kg per day
Land based Waste		Ship based	
Residential	0.58	Cruise	2.95
Urban Residential	0.52	Merchants	2.3
Industrial, Commercial and Institutional (Urban)	0.45	Yachts	1.6
Industrial, Commercial and Institutional (Rural)	0.27		
Stayover Tourists	1.6		

Source: World Bank Project Appraisal Report April 1995

4. Achievements

- i. The Solid Waste Management Act No.20/96 which established the Saint Lucia Solid Waste Management Authority (SLSWMA) and its functions (see list below) including the power to make regulations (Section 35) and the power to charge levies (Part V sections 26, 28,29) was promulgated in 1996 and the Saint Lucia Solid Waste Management Agency (SLSWMA) established.

The above Act provides for clearly defined functions: - i) Manage, regulate, control and treat waste alone or in conjunction with other agencies; ii) Establish, maintain, improve, regulate and use landfills; iii) Establish facilities for hazardous waste; iv) Maintain transfer stations; v) maintain, safety and maintenance issues; vi) Promote public awareness and education; vii) Develop a network to receive, monitor and respond to public complaints about service effectiveness and collections.

- ii. The centralization of the responsibility has led to a more efficient arrangement for dealing with all matters relating to waste disposal including the management of collection by contracted haulers, public education, revenue arrangements for ship generated waste and commercial, waste.
- iii. In 2010 the Population and Housing Census recorded an 8.4% increase in the use of garbage disposal via trucking from 88.4% in 2001 to 96.8% in 2010.
- iv. Public relations programmes cover waste recycling, littering, bulk waste disposal, garbage collection days, use of the landfill among other areas. This is done on an ongoing basis on radio and TV with the use of local vernacular and cartoon type characters along with the Solid Waste Mascot 'Tin Tin'. Campaigns are routinely aired around events/situations of national interest – Christmas, the hurricane season, outbreaks of mosquito vector borne diseases – Zika, dengue etc. Though difficult to measure outside KAP studies, there is greater visibility of the interrelatedness of waste management and public health issues associated with rodents
- v. A Waste Categorization study was conducted in 2002 and 2007 to guide the pursuance of a waste recycling strategy, public awareness programmes among others.
- vi. A web based spatial complaints management and monitoring system, Fulcrum was established.
- vii. Centralised disposal facilities with SOP procedures that reflect common acceptable universal standards for operation including the conduct of EIA and leachate testing in the initial stages of the location of the landfill facilities. The Deglos Landfill which serves the north of the island

was acquired and established. It has a remaining life of 11 years (from 2018) and the Vieux-Fort Solid Waste Site, six (6) from 2018.

5. Lessons Learnt and Challenges

- i. Financing to augment the budget for general efficient operations of the agency is the main challenge. The agency started with a deficit and there was an earlier intention to levy charges on domestic consumers. (Table 2). The SLSWMA receives a subvention from the GOSL and the rest of their revenue is raised from levies (at ports) SLASPA; haulage and tipping levies at the ports and commercial and other non-residential classes of users.
- ii. Rather than providing the collection and hauling waste directly, the service is outsourced to nine (9) licenced private companies. A complaints management system is being used to monitor complaints and link these to the respective contractor. The proposed development of an app to provide alerts and real-time information on collection should improve the indiscriminate dumping habits especially where the difficulties of terrain or poor road access in high density settlements do not permit curb collection.
- iii. The need to invest in more tire shredders along with their maintenance is an issue. The breakdown resulted in fears regarding mosquito breeding. The agency also has to fumigate the landfills during the rainy season to control mosquitos.
- iv. A total of 84,527 tonnes of waste was generated nationally in 2007 of which 45% was from organic sources followed by plastics 22% (Waste Characterisation Study 2007) with a projected annual increase of 4%. There is thus a need to advance recycling and composting to extend the life of both national waste disposal sites.

Several public awareness programmes have been mounted around the subject of recycling with video and information posted on the agency's website. In conjunction with other programmes and the demonstration effect of the success of a local young entrepreneur using sargassum seaweed to make potent fertilizers, it is hoped that the SLSWMA can succeed in increasing the use of composting at the household and business levels. The separation of waste at the household level is seen as a challenge as habits are difficult to change thus requiring the need for strong and continuous public awareness programmes.

- v. A better framework for enforcement involving law enforcement and enforcement services of local government is required.

CASE STUDY IV

CLIMATE ADAPTATION FINANCING FACILITY (CAFF)¹

1. Background and Objectives

The Climate Adaptation Financing Facility (CAFF) is a component of the Saint Lucia Disaster Vulnerability Reduction Project (DVRP) funded by the World Bank. The DVRP and the CAFF are intended to help Saint Lucia reduce vulnerability to natural hazards and climate change impacts. In the housing sector the CAFF supports components of resilient housing.

Adaptation Financing. Component 3 of the DVRP seeks to create the CAFF to provide small businesses and private citizens with access to financing for climate change adaptation. The facility will provide an incentive for target groups (i.e. individuals, households, private enterprises) to undertake climate resilience-building measures and will provide these loans across socio-economic and gender lines. The Saint Lucia Development Bank (SLDB) has been designated to establish and implement the CAFF.

The total loan amount is \$4.5 mil USD, with \$0.5 mil USD allocated to a technical assistance component. The loan component is to ensure that SLDB has the means to establish a sustainable adaptation lending facility, while the technical assistance component will finance support to SLDB to address gaps in its operational practices, staffing and the marketing of the CAFF.

The CAFF became effective in December 21st 2016 with the SLDB receiving the first tranche of approximately XCD \$2.6 million in March 2017 to on-lend for the specific purpose of reducing the vulnerability of St. Lucia to natural hazards and climate related threats. The targeted sectors are Agriculture, Housing, Manufacturing, Tourism and Services with introductory interest rates ranging from 4.5% to 7.5%. A loan limit per project of E.C. \$100,000.00 is placed on Agriculture, while Housing, Manufacturing, Tourism and Services having a maximum limit of E.C. \$150,000.00. Loan terms are not to exceed 10 years for Agriculture, Services, Tourism and Manufacturing. In the case of housing, a loan term restriction of 7.5 years is stipulated. Table 4 below outlines the terms and conditions for lending and Table 5 provides an exclusion list.

2. Marketing Plan

SLDB has prepared a Marketing Strategy for the CAFF with the assistance of the World Bank. The overall purpose of this Marketing Strategy is to generate awareness of the existence of a new loan facility developed for climate change adaptation and to sensitize

¹ Case study provided by Saint Lucia Development Bank and edited by the author

the population to the ways in which these funds may be applied to better secure homes and businesses against the impacts of natural disasters. The marketing is funded under the technical assistance component of the project.

Several marketing initiatives were carried out during the periods such as:

- Presentation to various organizations from the private and public sectors.
- Advertising through mainstream and social media.
- Soft product launch at Constitution Park, Castries.
- Presentation to participants at the consultation on Saint Lucia's National Adaptation Plan.
- Participated in interviews with local media houses for news inserts aired from August 2017.
- Loan canvassing community meetings were held in two (2) local communities. Loan canvassing will be extended to the south and west coast communities
- A Business mixer is also planned to market the CAFF products to the private business sector
-

3. Project Achievements - Operating Results at March 31st 2018

The project commenced in 2017 with marketing activities which are ongoing in 2018. As such, take up of loans is in its early stages.

Table 1. Sectoral breakdown of cumulative enquiries and approvals- ending March 31, 2018

Sector	Cum. Enquiries	Cum. Approvals(Cum. Approvals(\$)
Housing	109	35	\$828,246.20
Agriculture	9	4	\$155,148.34
Services/Tourism/Manufacturing	5	1	\$150,000.00
Total	123	40	\$1,133,394.54

Housing remains the leading sector both in terms of enquiries and approvals, followed by Agriculture. Services/Tourism/Manufacturing has specific challenges such as the loan limits, which in turn restrict flexibility with the loan term and repayment.

Table 2 Female Borrowers

Female Sub Loan Borrowers	22%
Percentage of outstanding loans in good standing	100%

4. Challenges

Several of the challenges which currently face the CAFF can be attributed to one or a combination of the following factors: -

- The general expectation of the public is for CAFF to be a grant.
- Delays in finalizing the marketing strategy have posed a challenge in building awareness of the CAFF. However, a number of marketing activities have been rolled out to assist in the marketing of the product.
- Disbursement is slow, as persons upon approval are still scanning the market for better rates and better loan repayment options with extended terms.
- Although applicants can be considered for 100% financing, collateral to secure the loans is an ongoing challenge for lending in general. Currently, all loans require 100% security which can take the form of guarantors, bills of sale on equipment, first and second mortgages, and cash liens. The expectation of the public is for the CAFF to be an unsecured loan facility or a grant.
- Most enquiries also have challenges meeting the acceptable debt service ratio. Therefore, refinancing packages at lower interest rates is more inviting to prospective clients.
- Enquiries quite often reveal that individuals already have established relationships with other financial institutions and thus these institutions already have claim to their assets.
- The loan term is too short, especially in the case of housing, to allow for affordable repayment plans for potential clients.
- Although the CAFF's introductory interest rate is among the lowest on the market, there remain very competitive products on the market with low interest rates; no or little collateral requirements; and no restrictions on purpose of lending with quick turnover time. Environmental and social screening are mandatory for all CAFF projects.
- There is a slow response from regulatory authorities to CAFF Projects. A case in point is with the National Utilities Regulatory Commission (NURC).

- There is an expectation for lower interest rates than the current offering available under the introductory rates.

Table 3. Cumulative Enquiries from April 01, 2017 to March 31, 2018 as per loan purpose

Loan purposes	Period 1	Period 2	Period 3	Period 4	TOTAL
General enquiries	41	2	6	0	49
Solar water systems	6	3	1	0	10
Slope stabilization	1	0	0	0	1
Roofing and guttering	16	1	0	1	18
Retaining walls	9	1	1	5	16
Greenhouses	2	1	0	0	3
PV Systems	5	4	3	3	15
Rain water harvesting	3	0	3	0	6
Drainage	5	0	0	0	5
TOTAL	88	12	14	9	123

Table 4 CAFFLOAN TERMS AND CONDITIONS - CAFF Loan Terms by Sector; Purposes and Exclusions

	Agriculture	Housing	Manufacturing/Tourism/Services
Loan Limits	XCD\$2,700–XCD \$100,000 (USD\$1,000– USD \$37,037)	XCD\$2,700–XCD \$100,000 (USD\$1,000– USD \$37,037)	XCD\$2,700–XCD \$150,000 (USD\$1,000– USD \$55,556)
Introductory CAFF Interest rates [1]	5.5%-7.5%	4.5%-6.5%	4.5%-7.5%
Default CAFF Interest rates	7.5%-9.5%	6.5%-8.5%	6.5%-9.5%
Loan Period	<ul style="list-style-type: none"> • Not to exceed 10 years or remaining term on loan from GOSL, whichever is shorter. • Grace period on principal repayment will not exceed any period of construction 	<ul style="list-style-type: none"> • Not to exceed 7.5 years or remaining term on loan from GOSL, whichever is shorter. • Grace period on principal repayment will not exceed any period of construction 	<ul style="list-style-type: none"> • Not to exceed 10 years or remaining term on loan from GOSL, whichever is shorter. • Grace period on principal repayment will not exceed any period of construction
Security	Guarantors Registered Bill of sale on equipment, vehicles etc. First and second hypos Cash liens	same	Same
Application fee	XCD10	XCD10	XCD10
Appraisal fee	One half of one percent (1/2%) of the principal amount.	One half of one percent (1/2%) of the principal amount	One half of one percent (1/2%) of the principal amount.

	Agriculture	Housing	Manufacturing/Tourism/Services
Loan purposes (indicative)	<ul style="list-style-type: none"> • Drought&diseaseresistant crops • Fertilizers • Waterholdingfacilities • Drainage • Soil stabilization • Rain waterharvesting • Irrigationsystems • Greenhouses • Storagefacilities • Renewableenergyalternatives 	<ul style="list-style-type: none"> • Gutteringandfittings • Retainingwalls • Drainage • Rain waterharvesting • Waterholdingfacilities • Retrofittingofroofs • Renewableenergyalternatives • Remodelingofbuildings • Land conservation • Structural re- 	<ul style="list-style-type: none"> • Renewableenergyalternatives • Rain waterharvesting • Waterholdingfacilities • Alternativetechnologies • Plantremodeling • Retrofitting • Businesscontinuityplans

- Environmental and Social Screening are compulsory for all projects.

Table 5 CAFF Exclusionlist

<ul style="list-style-type: none"> • Category A projects • Any project that requires involuntary resettlement. • Other exclusions [based on IFC exclusion list] <ul style="list-style-type: none"> ▪ Production or trade in any product or activity deemed illegal under host country laws or regulations or international conventions and agreements, or subject to international bans, such as pharmaceuticals, pesticides/herbicides, ozone depleting substances, PCB's, wildlife or products regulated under CITES. ▪ Production or trade in weapons and munitions, alcoholic beverages (excluding beer and wine), or tobacco.¹ ▪ Gambling, casinos and equivalent enterprises.¹ ▪ Production or trade in radioactive materials. This does not apply to the purchase of medical equipment, quality control (measurement) equipment and any equipment where the radioactive source is trivial and/or adequately shielded. ▪ Production or trade in unbonded asbestos fibers. This does not apply to purchase and use of bonded asbestos cement sheeting where the asbestos content is less than 20%. ▪ Drift net fishing in the marine environment using nets more than 2.5 km. in length. ▪ Production or activities involving harmful or exploitative forms of forced labor²/harmful child labor.³ ▪ Commercial logging operations for use in primary tropical moist forest. ▪ Production or trade in wood or other forestry products other than from sustainably managed forests. ▪ Production or activities involving harmful or exploitative forms of forced labor²/harmful child labor.³ ▪ Production, trade, storage, or transport of significant volumes of hazardous chemicals, or commercial scale usage of hazardous chemicals. Hazardous chemicals include gasoline, kerosene, and other petroleum products. ▪ Production or activities that impinge on the land owned, or claimed under adjudication, by Indigenous Peoples, without full documented consent of such peoples.
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A reasonableness test will be applied when the activities of the project company does not comply but would have a significant development impact.

CASE STUDY V

PROUD PROGRAMME

1. Background

The pattern of land ownership in Saint Lucia is reflective of the plantation era where the landscape was dominated by large plantations and subsistence farms in marginal areas. Many of the large estates and marginal areas were acquired by the government to sustain the export of commodity crops (bananas) and transfer title to small farmers, for example in the Mabouya Valley². In the case of Vieux-Fort³, lands were acquired for the construction of the Beanfield airbase in the war years, and in other locations to accommodate public sector projects requiring relocation.

In urban areas, the rental of house lots to low income families by landowners like the Catholic church (a major owner of urban and other lands) and influential local families, led to the growth of poorly serviced, high density settlements mainly of wooden construction (temporary construction due to tenure insecurity) on the periphery of the main urban centres. The main dilemma of the early leaseholds was the cost of servicing lots while at the same time leasing lands at affordable rates to the landless and urban poor.

Several programmes were executed by the Central Planning Unit of the Ministry of Planning in the 1970s and 1980s to improve drainage, access, and basic services on such lands. These programmes achieved positive localised effect but without comprehensive island coverage.

A key challenge of these initiatives was the need to deal with the social and administrative aspects of resettlement:- title transfer; squatting and related statutory obligations of the state for those occupying for more than 30 years; poverty and indigence; personal financing arrangements for land purchase; dedicated service and resources to handle land surveys; dedicated legal services to handle agreements, transfers, non-compliance; transparent system to ascertain need and validate information provided by potential beneficiaries; a sound system to administrate the handling of payments, among other areas. Another key issue was the design, costing and financing of services and implementation including necessary relocations to achieve regularization.

2. ThePROUD Project

² The Mabouya Valley lands were administered by the Mabouya Valley Development Project funded by EDF (\$11 mil) with settlement regularization and development programmes in eight (8) rural communities. The project also included farmer resettlement components.

³ In 1973 the acquired lands in Vieux-Fort became vested in the National Development Corporation (NDC) now trading as Invest Saint Lucia (ISL) to facilitate investment and light industrial development

Against this background the PROUD programme was developed initially as a Government Financed project with the objective of bringing unplanned settlements under planning control, and to develop and implement regularization proposals to improve human conditions targeting existing programmes like the CDB-Funded Basic Needs Trust Fund (BNTF).

In 2000 the GOSL received co-financing from the CDB estimated at \$38 mil XCD to execute the First Phase of the PROUD programme. The project was implemented as a special project by a dedicated team located within the Ministry of Planning and with a direct reporting process to the Permanent Secretary of that Ministry. Later the project was subsumed within the newly established Housing Department. The project was implemented in collaboration with the Physical Planning Section using powers under the Physical Planning and Development Act to declare Special Enforcement Areas and to curtail further squatting in target areas.

The dedicated staff included a Project Coordinator, Economist, Physical Planner, Social Planner, outsourced surveyors and designers. Legal support was provided by the Attorney General's (AG) Chambers.

The CDB funding was packaged under the Shelter Development Project (SDP) aimed at improving the shelter conditions of low-income households. The project covered other areas of housing, the PROUD Project being one of them. The SDP comprised the following four (4) sub components and was executed between 2001-2007: -

- (1) PROUD
- (2) Sites and Services Revolving Fund (SSRF)
- (3) Core Unit Construction: where 100 starter units were to be constructed in Monchy
- (4) Home Improvement Loan Programme: small loans of up to \$15,000 for home improvement for up to 355 homes

Phase I PROUD 2000-2007

- Targeted 11 sites and succeeded in regularizing and servicing up to 1900 lots
- At the end of the project the following seven (7) settlements by and large were completed: Desbarras, Garrand, Bexon, Sarrot, Cendre-de-Feu, L A'bbayee Ravine Poisson and Piaye.

Phase II PROUD– co-financed by CDB under the SDP Programme

- Targeted the remaining 6 communities from Phase 1 in addition to the completion of some aspects of Phase I
- Communities: parts of Bexon, Cendre De Feu, L'Abbyee, La Croix-Laborie, La Ressource (Vieux-Fort) and Sarrot.
- The project continued to facilitate improved access to basic infrastructure and services for residents in these informal settlements and included the provision of serviced lots and technical assistance (TA) to enhance sector capacity.

Phase 111 co financed by CBD : \$80 mil under SDP, Commenced in 2015⁴

- Six (6) settlements were targeted and approximately 1038 households in addition to 650 new lots. These include Pomme /Augier, Cantonment, Aux Piquate, Bruceville, Rock Hall and Aux Lyons. All are urban/suburban areas except Aux Lyons.
- To ensure disaster resilient settlements, the CDB required hazard assessments to be undertaken as a prerequisite for funding the development of Phase111 given the devastating impacts of Hurricane Tomas in 2010 on Saint Lucia. This was recently completed through a contracted service.
- Phase III in 2015 commenced with the conduct of survey works in five communities at a cost in excess of \$2.5 million.

The following quote from the then Prime Minister of Saint Lucia sums up the positive impact of the PROUD programme: “Through PROUD, we are truly helping to build our communities.... With this initiative, we have been able to regularize several squatter settlements, and put electricity, roads, recreational facilities, adequate drainage, and proper garbage collection in place...We are knitting the fabric of the nation by empowering ordinary Saint Lucians, instilling greater pride and greater responsibility in our people. This Government is transforming the lives of the poor and vulnerable, and taking real, tangible steps to address poverty. The very many successes of the PROUD project are there for all to see.” (Newonline Report, 23rd September 2015)

3. Achievements

- Phase 1 was completed in 2014 and achieved the resettlement of 2,000 beneficiaries,
- To date, 800 have full transfer of title.
- 3 urban settlements La Resource (Vieux Fort), Derriere Morne, Bruce Ville,
- 8 rural settlements have benefited: Garrand, Des Barras, La Croix (Laborie), Ravine Poisson, Sarrot, Bexon, Pays Perdu and Piaye

4. Lessons Learnt

- Despite the subsidized cost of land and the use of legal sale and title transfer agreements, many beneficiaries do not conclude payments. The power to enforce agreements in locations where houses (immovable) already exist is difficult and the monitoring of payments is a tedious exercise.

⁴ Newonline Media Reports, 23rd September 2015

- General resistance of the project beneficiaries to accept the need to be relocated to facilitate a logical and workable design. Many want the design to happen around them and still achieve the regularization.
- An agreement for some beneficiaries signals ownership and small sums are paid whenever convenient, requiring a continuous administrative process to receive and monitor payments.
- Public awareness is necessary on an ongoing basis – many perceive the presence of survey pegs to mean they own the land and many engage in the removal of pegs in boundary disputes with their neighbours
- The process of regularization is not a politically neutral process especially when beneficiaries complain to their parliamentarians.
- Though sold at a subsidized cost, lands are sold to occupiers on the following scale to create pride and to remove the idea that the government is providing a ‘handout’: on a square foot basis, a \$2.00 cost is set for new lands, \$1.50 for lands occupied for 5 years, \$1 if land is occupied for 10 years and \$0.50 if land is occupied for over 15 years. In other areas prices ranged from \$2.00 – 2.50 per sq. ft. The prices structure is approved by the Cabinet of Ministers.
- Improving access to finance through partnerships with beneficiaries and their locally based Credit Unions may be worth assessing to support land sales to title transfer.
- The legal process through the office of the AG can be longwinded due to competing demands from other legal matters.
- While squatting is a reflection of land hunger, there is a negative attitude of some members of the public to lands owned by government.
- Infrastructural cost is high and would require continuous funding.
- Density and topographic constraints can militate against the pursuance of the best design options

POLICIES

1. Land Policy (2007)

The National Land Policy was developed through a national participatory process and was approved by the Cabinet of Ministers in 2007. The main goal of the National Land Policy is to guide the use, management, development and administration of land resources in Saint Lucia in order to optimise the contribution of land to sustainable development. The main strategic objectives of the National Land Policy are to:

- Enhance the contribution of land to economic development, including poverty reduction, food security, and employment and revenue generation opportunities for all citizens.
- Facilitate the provision of adequate public services to all, notably in health, education, public utilities, recreation and transportation.
- Provide opportunities for all citizens to have access to adequate shelter.
- Minimise the risk of loss of life, degradation of land resources and other assets from the impact of hazards and disasters.
- Establish and maintain patterns of land use and development that are responsible and sustainable, and that maintain options for future uses.
- Encourage the development and functioning of efficient land markets.
- Conserve the country's biological diversity.
- Support the rehabilitation, restoration and management of degraded lands.
- Maximise the effectiveness and efficiency of land management institutions, systems and procedures.
- Provide a framework for the management, resolution or avoidance of conflicts related to land and its uses.
- Develop and promote a positive cultural relationship between people and the land.

2. National Environmental Policy (NEP)/National Environmental Management Strategy (NEMS) - 2004

This policy and strategy were formulated in 2004 in accordance with the St. George's Declaration of Principles for Sustainable Development in the OECS. The NEP/ NEMS also encompass a number of international conventions that the country has recognized and ratified. These include the United Nations conventions (UNCCD, UNFCCC and UNCBD), the Millennium Declaration and the Barbados Programme of Action for the Sustainable Development of SIDS.

Central to the strategic actions under the NEP/NEMS is a policy-driven approach to environmental management within a framework of Integrated Development Planning; integration of environmental and development concerns and actions at the macro and micro levels; appropriate institutional arrangements and effective instruments for environmental management, capacity building, improved access and availability of pertinent environmental information; public awareness and the promotion of attitudinal and cultural change.

3. National Climate Change Adaptation Policy (2003)

This policy was approved in 2003 and its aim is to foster and guide a national process of addressing the short, medium and long term effects of climate change in a co-ordinated, comprehensive and participatory manner in order to ensure that the opportunities for sustainable development are not compromised and a good quality of life for the people of St. Lucia notwithstanding the vulnerability of the island to the impacts Climate Change. This policy aims also to guide the work of all Governmental, statutory, Non-governmental and Civic entities involved in addressing Climate Change issues as they affect St. Lucia. This Policy and Strategy bear testimony to St. Lucia's commitment to confronting and addressing the challenges within the country's limited economic, financial and technological resources.

Specifically, the Government of St. Lucia, in collaboration with other relevant entities will:

- i. Develop or improve the basis for sound decision making by promoting and fostering the development of capacity to undertake research into and analysis of the relevant climate change processes which may affect coastal settlements. These may include, *inter alia*, sea level rise;
- ii. Undertake a comprehensive assessment of human settlements and related infrastructure at risk from the effects of climate change. The results thereof will be incorporated into national land use and disaster management plans;
- iii. Develop a comprehensive national land use and management plan, which *inter alia*, incorporates climate change concerns and which based upon such concerns, makes prescriptions regarding the location of future settlements and urban development without

- compromising water supply and other such requisites for the sustainability of settlements;
- iv. Develop and implement a plan for the relocation or protection of settlement, utilities and infrastructure at risk from the effects of climate change;
 - v. Ensure the incorporation of climate change considerations into existing or proposed national emergency plans;
 - vi. Promote the development and enforcement of a building code which addresses climate change considerations including hurricane resistance; energy/heat efficiency and flood resistance;
 - vii. Ensure that national infrastructure standards (jetties, roads, bridges. etc.) are adequate to withstand the impacts of climate change; and Integrate Climate Change considerations into the physical planning process, including the implementation of Environmental Impact Assessment requirements;
 - viii. Implement fiscal measures where appropriate to encourage the adoption of building codes and other relevant measures;
 - ix. Foster increased public awareness of climate change and its effects on human settlements;
 - x. Encourage the financial sector to develop mechanisms aimed at assisting human settlements affected by climate change.

4. National Communication on Climate Change

Saint Lucia is signatory to the United Nations Framework Climate Change Convention (UNFCCC) and has completed three (3) National Communications (NCs). Each National Communication reported on National Circumstances, Green House Gas Inventory, Vulnerability and Adaptation Assessment, Assessment of Mitigation Measures appropriate to national circumstances; Gaps and Constraints (data, institutional and capacity gaps) and other Related Matters as per IPCC guidelines. The Government of Saint Lucia has shown further commitment to reporting on Climate Change and has requested support to undertake the Biennial Update Reports (BUR) commencing in 2018. Saint Lucia's National Determined Contributions (NDC) to the IPCC was approved and there is a plan for the reduction of emissions and increase in carbon sinks.

5. Energy Policy (2010)

The National Energy Policy was approved in 2010 and was informed by techno-economic analysis of a combination of energy investments that achieves the objectives of maintaining or improving electricity reliability, cost containment and energy independence. The main goal of the policy is to reduce the company's dependence on fossil fuels for energy generation and decrease the amount of GHG emissions.

The techno-economic assessment resulted in the development of a National Energy Transition Strategy (NETS) which lays out a five-year plan of cost-effective energy efficiency programs, renewable energy, and energy storage investments, as well as the necessary regulatory changes to set Saint Lucia on the pathway to meet its energy transition goals. Energy options assessed include geothermal (now being pursued in terms of exploration), wind and solar energy. In the case of the latter the GOSL has led by example and invested under a number of Climate Change Initiatives, in solar panels to produce energy for several Ministries and Agencies in a shared metering arrangement with LUCELEC. In 2012, under the Sustainable Energy for All initiative, Saint Lucia committed to a 35 percent share of renewable energy in the power sector by 2020.

6. The National Environment Policy (NEP) and Management Strategy (NEMS) – 2004 [This is the same caption as 2. Above]

This strategy was published in 2004 outlines the policy framework for environmental management in Saint Lucia. The plan emphasizes the need for this overarching framework in which knowledge of the environment and the physical, biological, social, economic and cultural factors that impact on the environment can be understood and implemented with the overall aim of fostering equitable and sustainable improvement in the quality of life for all Saint Lucians. Priority areas for this policy are: Climate Change; Biodiversity; Waste, Resource Management & Chemicals; Integrated Watershed Management; Water Quality and the Aquatic Environment; Coastal and Marine environments; Air Quality, Atmospheric Deposition and Noise; Natural Disaster Management; Soils and Land-use; Urban Sprawl; and Socio-economic Considerations.

7. Coastal Zone Management Policy, Guidelines (2004)

The CZM Policy was approved in 2004, with concurrent guidelines, strategies and actions, aimed at fostering an integrated approach to coastal zone planning, management and development. The objectives of the island's Coastal Zone Management Policy are to:

- maintain the integrity and productivity of the coastal zone and resources therein;
- optimize the contribution of the coastal zone to social and economic development through the sustainable use of resources and the equitable sharing of benefits; and
- harmonize uses of the coastal zone and provide a framework for the management and resolution of resource use conflicts.

8. National Social Protection Policy (NSPP, 2014)

The NSPP was approved in 2014 and provides a framework for enhancing equity, efficiency and transparency in the delivery of social protection services in Saint Lucia. Given the vulnerability of Saint Lucia as a Small Island Developing State (SIDS) to climate change and its impacts, economic shocks and natural disasters, the Social Protection policy seeks to marry social, economic and environmental factors to address the multi-dimensional nature of poverty. The policy recognises that social protection performs an important role in poverty reduction and strengthening resilience of children, households and communities.

This policy also provides a platform for coordinating programmes among social agencies to reduce the duplication of effort and to make more effective the combined efforts of agencies to reduce poverty and vulnerability. The Policy is supported by a Strategic Plan of Action for achieving the established objectives and combines a mixture of protective, preventive, promotive and transformative measures to achieve the policy objectives. These are as follows:

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- Alleviating economic, social and environmental deprivation, including relief of chronic and extreme poverty (protective);
- Reducing the consequences and impacts of shocks before they occur (preventive);
- Enhancing human capital, real income, capabilities and assets (promotive), while avoiding damage to the existing natural capital in order to facilitate the transition towards a Green Economy; and
- Addressing social equity and exclusion concerns, including discrimination and abuse (transformative).

The Policy is underpinned by the recommendations from the following social assessments – Social Protection and Poverty Reduction in the Caribbean (2004); the Country Report on Social Protection (2004); the Country Poverty Assessment (2005/06); and the Saint Lucia Social Safety Net Assessment (2010) among others.

9. National Youth Policy (2000 and updates in 2015)

In 2000 a National Youth Policy was formulated, which sought to address challenges associated with youth and health, youth and crime, teenage pregnancy, youth and religion, education and training, sports and recreation. Poor attitude, lack of resources and absence of educational and job opportunities leading to high drop-out rates especially among males (65% in 2003-2004) as well as low paid jobs. The policy was enacted in 2003 and reviewed in light of changes in Saint Lucia's socio-economic position in 2015.

The main goal of the National Youth Policy is 'to establish a framework and structure that will provide the youth with a voice, equal opportunities and autonomy, with a view to developing their full potential and ensuring their role and participation in all aspects of nation building' (National Youth Policy 2003). The National Youth Policy will: 1. Provide a vehicle for full participation of youth in national development. 2. Reflect the needs, aspirations and interests of youth in all spheres and at all levels. 3. Encourage self-assertion and the development of self-esteem. 4. Facilitate the holistic development of youth. 5. Guarantee equal opportunity for all young persons regardless of gender, race, ability, political affiliation or social status. 6. Support the self-development and autonomous governance of the youth.

10. Housing Policy and Action Plan (2011)

The main aim of the policy is to provide a clear framework for housing delivery to meet the needs of the populace while maintaining a balance between economic development and environmental sustainability and to ensure that public and private sector housing efforts are implemented according to a set of clear objectives and cohesive approaches.

The Vision of the National Housing Policy is to: Facilitate the provision of adequate and affordable housing that meets the needs of communities; Encourage adequate growth, maintenance and improvement of housing stock to meet human conditions; Promote sustainable mixed-income housing developments that meet the needs of all socio-economic groups and also takes cognizance of the needs of vulnerable groups;

The specific objectives are

- i. Develop an effective and comprehensive legislative and administrative framework that supports housing development.
- ii. Promote effective public and private partnership within the housing sector;
- iii. Increase capacity-building and institutional development within the housing sector;
- iv. Foster active participation of civil society institutions, community-based organizations and individuals in the provision of sustainable housing;

A key priority area is a focus on households in very low to low income or those core experiencing 'housing stress' or in need of 'core housing'.

1. National Disaster Response Plan (NDRP)

The NDRP for St. Lucia was approved by the GOSL in 2007. St. Lucia has benefited from several initiatives relating to hazard assessment and mapping, vulnerability and risk assessment. Key among these include: -Coastal Hazard Assessment: multi hazard assessment of coastal areas in all of St. Lucia (Degraf 1985); Flood Risk: all of St. Lucia except Anse La Raye\Canaries (CEPA 2005); Landslide Risk: - detailed for Castries (CEPA 2005); Landslide Risk and Inventory: 11 Watersheds in St. Lucia (Rogers 1995); Drought Maps: all of St. Lucia (World Bank 2007).

2. Agricultural Policy 2009-15

The Ministry of Agriculture programme of work is guided by the National Agricultural policy which identifies the following strategic areas: - economic viability and competitiveness; expanding production and market base; improvement in technology; enhancing food security; rationalising the use of land (protecting agricultural land from conversion to other uses); environmental sustainability; and generating new opportunities for employment of youth in agribusiness.

3. Tourism Master Plan (2005)

Though dated, the Tourism Master Plan has broad objectives that are applicable to the Project area. Key policy goals are:- Establishing tourism as a strategic economic development priority; expanding local participation directly or indirectly in the tourism sector; improving (continuously) the quality of the tourism experience and product and developing a positive and unique identity in generating markets; stimulating and facilitating additional investment in the upgrading, expansion and diversification of the tourism infrastructure and production base; strengthening the backward and forward linkages between tourism and agriculture and other sectors of the economy; capitalising on regional and international opportunities and improving the public's perception of and attitude towards tourism.

4. National Vision Plan (2007)

This is the main strategy for physical and economic development. It promotes balanced spatial development by segmenting the island into four (4) quadrants. Within these quadrants the strategy encourages regional specialization through specific strategic interventions or catalysts to capitalize on the comparative advantages of each region. In the context of the local plans this strategic framework defined some of the key opportunities for local development. The strategy was approved by government as the guiding framework for national and regional development in April 2007

5. The Village Tourism Programme (VIT) -5-year programme funded by GOSL and the CARICOM Development Fund CDF

The objective of the VTP is to create employment and income generating opportunities for the towns and villages while developing the national tourism product to respond to the growing trend for experiential, authentic and unique experiences. Through the following key components, the VTP is intended to assist communities and small businesses participate in the tourism sector and to develop tourism products: -

- Compilation of community product inventories
- Development of community brand
- Development of quality and performance standards
- Development of products and services including tours, sites and attractions, enabling, accommodation and enabling infrastructure,
- Provision of business support services
- Assistance in accessing capital/funding
- Marketing Assistance

List of Laws Relevant to Urban Management

Aliens Landholding Regulation Act (1999)
Crown Lands Ordinance (Cap 108)
Condominium Act of 2006
Constituency Council Act 2012
Disaster Management Act No. 13 of 2006
Draft EIA Regulations and Draft Building Code and Guidelines
Land Development Act of 1971
Land Acquisition Ordinance
Land Adjudication Act (1984)
Land Registration Act (1984) and their various amendments.
Local Government Act 2007
Maritime Areas Act 1984
National Trust Act Cap 6.02
Physical Planning and Development Act (2001),
Property Tax Amendment (1999)
Public Assistance Act 1968
Public Health Act 8/1975 and Regulations (various)
Rent Restriction (2001)
Road Traffic Act 2008
Saint Lucia Air and Sea Ports Authority Act and Regulation
Saint Lucia National Housing Corporation Act of 2001
Saint Lucia Solid Waste Management Authority Act No.8, 2004
Slum Clearance and Housing Ordinance (1971)
Special Enforcement Areas Act (2000)

