

**SAINT LUCIA**  
**CONSULTANCY FOR THE DEVELOPMENT OF A NATIONAL SOLID WASTE MANAGEMENT**  
**POLICY AND STRATEGY**

**TERMS OF REFERENCE**

**1. BACKGROUND**

Solid waste management is a universal issue affecting every single person in the world. Individuals and governments make decisions about consumption and waste management that affect the daily health, productivity, and cleanliness of communities. Poorly managed waste is contaminating the world's oceans, clogging drains and causing flooding, transmitting diseases via breeding of vectors, increasing respiratory problems through airborne particles from the burning of waste, and affecting economic development, such as through diminished tourism and environmental degradation. Unmanaged and improperly managed waste from decades of economic growth requires urgent action at all levels of society.

Driven by rapid urbanization and a growing population, the World Bank (What a Waste 2.0) postulates that by 2050, the global waste generation will increase by seventy percent (70%) of current levels. This would mean that global annual waste generation would be three point five (3.5) billion tonnes over the next thirty (30) years. Addressing this issue, there are seventeen (17) Sustainable Development Goals, comprising one hundred and sixty-nine (169) targets, informed by two hundred and forty-four (244) indicators.

Accordingly, the Saint Lucia Government established the Saint Lucia Solid Waste Management Authority (SLSWMA) in 1996 through an Act of Parliament. Current legislation – the Waste Management Act, Cap. 6.05 of the Revised Laws of Saint Lucia (2023<sup>1</sup>), summaries the general powers and responsibilities of the Authority as follows:

“The Authority shall for the purposes of this Act, provide coordinated and integrated systems for the collection, treatment, recycling and disposal of solid waste, including hazardous waste, and establish and manage sanitary landfills throughout Saint Lucia, as appropriate.”

As part of the aforementioned functions, the SLSWMA has assumed direct responsibility for the final disposal of municipal solid waste collected throughout the island. In that regard, the Authority has engaged the services of several private contractors, to provide waste collection services. More specifically, the collection of residential (i.e., household and bulky) and institutional waste. One contractor is also responsible for the collection of biomedical waste. Commercial, agricultural, industrial, construction and demolition waste and waste from

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<sup>1</sup> [Schedule 3 | Waste Management Act | Revised Laws of Saint Lucia | Attorney General Chambers](#)

municipal services<sup>2</sup> is managed by designated government agencies (e.g. National Conservation Authority and constituency councils) and private contractors.

At present, final disposal of all waste collected takes place at the Transfer facility in Vieux Fort and the Deglos Sanitary Landfill, in Castries, which has been in operation since 2003. Whilst the majority of all waste is disposed of at the Landfill, it is estimated that the landfill has currently depleted only approximately fifty percent (50%) of its original design capacity. The transfer facility in the town of Vieux Fort operates primarily as a waste collection area, with waste being transported to the landfill daily, except on Sundays. However bulky waste, green waste and waste requiring special disposal (e.g., waste from the Hewanorra International Airport) are still disposed of at the transfer facility.

The aforementioned Act, under Part III – “Waste Management Planning”, Subsection 5, Clause 4 – directs the Authority to prepare a National Waste Management Strategy, providing detailed guidelines for the formulation and review of the Strategy. Further, Clause 5 directs that the National Waste Management Strategy be prepared through broad-based consultation with identified agencies and policy stakeholders.

Albeit referenced, given the absence of consolidated policy guidelines and a current and relevant strategy addressing the emerging challenges within solid waste management, this consultancy will develop both a comprehensive National Solid Waste Management Policy (NSWMP) and a supporting National Solid Waste Management Strategy (NSWMS) for Saint Lucia. The Policy will provide the legal and regulatory framework, principles and objectives that shape the entire waste management approach, while the Strategy will provide a long-term vision and action plan for achieving sustainable waste management within a circular economy. While the National Waste Management Strategy will be required to be reviewed every five (5) years as stipulated in the Waste Management Act, the Plan of Action resulting from this current consultancy is to consider a minimum 20-year planning horizon and include various short, medium, and long-term objectives and actions to achieve an effective integrated solid waste management system.

## **2. OBJECTIVE OF THE CONSULTANCY**

The overall goal of this consultancy is to assist the Government of Saint Lucia in preparing, adopting and implementing a National Solid Waste Management Policy and Strategy and an associated Plan of Action for a period/planning horizon of not less than Twenty (20) years. Note that the actions and their associated strategies are to be categorized and address short term, medium term and long-term goals. In this regard, this assignment should address the following specific objectives inter alia:

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<sup>2</sup> Municipal services – street cleaning, landscaping, maintenance of parks, beaches and other recreational areas, management of water and wastewater treatment plants.

1. Provide a long-term vision for sustainable solid waste management in Saint Lucia.
2. Develop national strategies and actions in support of the long-term vision.
3. Identify and address current and future challenges, along with the emerging risks in the solid waste management sector, with a focus on social inclusion, climate resilience and environmental sustainability over short, medium and long-term horizons.
4. Promote waste reduction, reuse, recycling, and recovery, minimizing reliance on landfilling.
5. Establish a sound and economically self-sustainable institutional framework for solid waste management.
6. Ensure compliance with national, regional, and international conventions and best practices.
7. Includes broad-based consultation, broad-based participation, gender-sensitive approaches and considers the needs of vulnerable and disadvantaged groups.
8. Incorporate a robust monitoring and evaluation framework with Key Performance Indicators (KPIs).

### **3. SCOPE OF THE CONSULTANCY**

The scope of the proposed consultancy shall include, but not be limited to, all the activities required for preparation of an effective National Solid Waste Management Policy and Strategy. As a result, the Consultant shall carry out all necessary technical and other studies, research, analysis, broad-based consultations and related work to achieve the objectives presented above. The Consultant shall identify and assess policy, legislative and institutional options and best practices for the design and implementation of an effective integrated solid waste management system (and its components) and make recommendations for mitigating existing solid waste management deficiencies in a technically sound, cost-effective, sustainable, socially acceptable, and environmentally compliant manner applicable to Saint Lucia. To accomplish this, the consultancy will be required to:

- a. Assess and make recommendations on the current solid waste management situation related to the collection, recycling and disposal of all types of solid waste generated in Saint Lucia including residential, institutional, commercial, industrial, healthcare and hazardous waste and the social and environmental impact. The evaluation should at a minimum, include collection service coverage, frequency and quality of services under the jurisdiction of the SLSWMA, the National Conservation Authority, and the Constituency Councils.
- b. Assess and make recommendations on the recycling processes and market conditions in Saint Lucia, juxtaposing against international and emerging trends, and best practices.
- c. Assess and make recommendations on the existing legislative and institutional arrangements related to the management of all types of solid waste generated in Saint Lucia, with the intent of establishing a sound and economically self-sustainable

institutional framework to initiate, operate and supervise an effective solid waste management system.

- d. Assess current waste recovery and disposal practices, including the condition and operational status of existing facilities. Evaluate their compliance with the requirements of the Waste Management Act, incorporating relevant findings from the legislative and institutional assessment. Provide clear recommendations for improvement.
- e. Assess and make recommendations on the current solid waste management enforcement framework, including all applicable laws and standards and an analysis of compliance to regional and international conventions.
- f. Review and make recommendations on current financial and economic conditions associated with solid waste management collection and disposal services; and various options for achieving effective service sustainability once system improvements have been implemented. This should include potential sources of revenue and user fees for the sustainability of the solid waste management system, and financial and economic aspects of any recommended waste recycling, recovery and treatment processes and facilities.
- g. Conduct a Risk Analysis of the recommendations being made, clearly Identifying constraints (technical, regulatory, institutional, and economic, etc.) to implementing an environmentally sound and cost-effective integrated solid waste management system.
- h. For a planning horizon of not less than twenty years, design short, mid and long-term plans and risk responses for implementing the National Waste Management Strategy to achieve environmentally sound, feasible, cost-effective and realistic practices for solid waste management within a circular economy.
- i. Propose target outcomes, impacts, accomplishments, and indicators for addressing current solid waste management deficiencies. Key Performance Indicators (KPIs) will be presented for measuring progress in achieving all the intended results of the Strategy including improvements to current core waste collection and disposal services.

In this regard, the Consultant will ensure;

- 1. Engagement / consultations with key stakeholders;
- 2. Implementation of participatory approaches across all activities to ensure broad stakeholder involvement, with special attention to gender, differently-abled individuals and the elderly.
- 3. The presentation of preliminary findings in a workshop setting (minimum 3) to the SLSWMA and stakeholders as outlined below before completing the Final Report, and Draft National Waste Management Policy and Strategy, inclusive of a Plan of Action.

#### 4. TASKS TO BE COMPLETED BY THE CONSULTANT

The following describes the work tasks and activities that the Consultant will be required to complete-

**Work Task 1 - Data Collection and Review** – The Consultant will conduct a comprehensive desk review of all existing legislation, policy, institutional, technical and economic information related to solid waste management in Saint Lucia. The Consultant will also gather and review all existing studies related to the history and status of solid waste management in Saint Lucia. Also, the Consultant will conduct broad-based and multi-tiered consultation with Stakeholders to ascertain their views on the current situation relating to waste management. To the degree possible, all relevant legal/institutional instruments, previous reports, weighbridge data, etc. will be provided in digital form by the SLSWMA for use by the Consultant. After review of all existing data and information provided, a gap analysis will be completed by the Consultant to identify further areas of research and/or data collection that may be necessary to achieve the required outcomes of the consultancy.

**Work Task 2 - Baseline Assessment** - The Consultant will develop the findings of Work Task 1 and conduct any further or primary research necessary to address any gaps, including to:

- a. Assess the current solid waste management system in the island as it relates to waste collection, disposal, recycling, etc. and identify deficiencies in the system.
- b. Assess all current collection and transport services provided by the SLSWMA and other agents through private contractors in all waste collection zones. At a minimum, this will include an assessment of service delivery schedules and routing, equipment and staff utilized, and waste generator interface issues associated with the waste collection process. This activity will include an assessment of the level of service quality in a representative sample of the waste collection zones.
- c. Inspect and evaluate the function of the Deglos Sanitary Landfill and Vieux Fort Transfer Station to determine the effectiveness and compliance with the Waste Management Act and sound international standards and best practices. Health, safety, operational and environmental issues to be assessed at the Transfer Station and Deglos landfill will at a minimum, include the waste receipt inspection and weighbridge procedures, the application of daily and intermediate cover, compaction practices, presence and activities of waste pickers, utilization of appropriate equipment, environmental impact and aesthetic issues, etc.
- d. Assess the current policy, institutional, legal and regulatory framework for the management of all types of waste generated including, but not limited to, residential, institutional, commercial, industrial, ship-generated, hazardous and bio medical wastes. The technical, institutional, and regulatory assessment of the solid waste management sector must include a complete analysis of the current management practices of all types of solid waste. A regulatory impact assessment will be a component of this work task to consider the impact of current laws and regulations on current solid waste management practices and facilities and any new infrastructure and processes recommended in the

development of the National Waste Management Strategy. This work task will also include an assessment of the existing technical and institutional capacity of the SLSWMA to manage all aspects of the integrated solid waste management system to result from the implementation of the intended National Waste Management Strategy.

- e. For benchmarking and planning purposes, gather information related to the factors/characteristics of similar solid waste management systems in other island nations within the Caribbean region. This will include a description of;
  - a. the technical approaches utilized for the collection, recycling/recovery, and disposal of waste,
  - b. the legal and institutional framework associated with solid waste management in these locales,
  - c. the cost of collection, treatment and disposal services,
  - d. How, if and the level of user fees collected, and
  - e. the extent of recycling and the market conditions affecting existing recycling and recovery processes and facilities.
- f. Assess environmental and social issues associated with all existing collection, treatment, and disposal functions and facilities.

### **Work Task 3 – Assessment and Analysis of Current and Future Trends in Waste Generation**

- The Consultant will:

- a. Assess Saint Lucia's current waste generation, future trends and patterns including, but not limited to demographic changes and unit waste generation rates associated with residents and visitors/tourists. This shall include a review of historical weighbridge data for disposal of all types of solid waste in the island.
- b. Analyze population and economic growth impacts and trends to project solid waste generation rates for all types of solid waste over a 20-year planning period. To the degree possible, this will include solid waste to be generated in each of the existing collection zones and to be generated from large scale commercial and industrial sources.

### **Work Task 4 - Options for Improving of Baseline Solid Waste Management Practices** - To accomplish this work task, the Consultant will:

- a. Identify and characterize all technical options for mitigating current solid waste management problems and deficiencies identified in Work Task 2 and 3 above and achieving all target integrated solid waste management objectives related to waste reduction, collection, transport, recycling/recovery, treatment, and disposal functions. A high priority should be placed on defining alternative and effective ways to reduce the amount and types of solid waste generated in Saint Lucia through the promotion of a circular economy.

- b. Comment on the viability and options for landfill gas collection, treatment and utilization at the Deglos Sanitary Landfill to determine the potential for monetizing, for landfill gas emission reduction or for enhanced management activities to manage gas generation and minimize GHG emissions.
- c. Identify and evaluate viable waste diversion opportunities to reduce landfill disposal reliance to include processes associated with, at a minimum, source separation and separate collection of recyclables and organic components of the waste stream, waste processing and treatment (thermal, composting, etc.).

**Work Task 5 - Stakeholder Engagement** - The Consultant will, throughout this assignment, adopt a Stakeholder Engagement and Participatory approach to accomplish the following:

- a. Identify and characterize all key solid waste management stakeholders in Saint Lucia that have a relevant role in the country's current solid waste management system.
- b. Make recommendations for gender, differently abled and aged-inclusive stakeholder engagements and awareness for achieving all objectives associated with the proposed National Waste Management Strategy.
- c. Consult with relevant stakeholders including from the public and private sector, civil society, etc., to seek input into the assessment of current solid waste management in Saint Lucia and their roles, responsibilities and activities that impact solid waste management.
- d. Consult with the operators responsible for current solid waste collection and disposal operations in order to identify deficiencies in the solid waste management sector and propose solutions.
- e. Organize a minimum of three (3) workshops to seek the views of relevant government officials involved directly or indirectly in waste management as well as other stakeholders that may have a role in solid waste management. At the first workshop the Consultant will present a Situational Analysis Report outlining the findings on existing solid waste management conditions in Saint Lucia and the options for improving them. The second workshop will be presented upon completion of the Draft report, to present the proposed National Waste Management Policy and Strategy (incl. Plan of Action). The third workshop will be use for the presentation of final deliverables.

**Work Task 6 - Financial and Economic Analysis** - The Consultant will review and comment on:

- a. The Cost/Benefit of the current collection and disposal of solid waste undertaken by the SLSWMA. The Projected costs for the implementation of the proposed National Waste Management Strategy (incl. Plan of Action) planning period of 20 years will be included.. This review will recommend potential user fees and revenues for services provided by the SLSWMA.

- b. The Conduct of a preliminary economic feasibility assessment of the alternative integrated solid waste management options, including all proposed solid waste management service improvements.
- c. The Development of a financial model that will incorporate revenue, operating cost, capital cost, and financial assumptions. The financial model's worksheets and statements will meet the parameters and hierarchy of donor banks, potential equity investors, and private lenders.
- d. The Identification and evaluation of alternative financing mechanisms and models for the implementation of the proposed integrated solid waste management system and all new or upgraded/expanded components. Through this work task, the Consultant will identify potential financing sources that may be utilized to develop and implement all recommended infrastructure and services.
- e. The Consultant will advise on the structuring and likely financing plan for implementing the necessary improvement required to mitigate existing deficient conditions. The recommended financing plan will be based on experience with similar projects and the realities of the current financial marketplace for solid waste management sector projects, including information obtained from a possible query of financing sources and financing results.

**Work Task 7 – Final Baseline/Situational Analysis Report**– The Consultant will prepare a detailed Final report that presents all findings associated with the consultancy work tasks results. At a minimum, the Final report will include:

- 1. A summary of the Situational Analysis: - i.e., An assessment of current solid waste management practices and operations of the existing collection, recycling/recovery, processing, and disposal system including existing solid waste management system issues to be addressed by the National Waste Management Policy and Strategy.
- 2. Recommend changes or improvement to current solid waste management-related policies, legislation, and/or regulations for achieving the integrated solid waste management objectives including those associated with waste collection, recycling/recovery, and final disposal.
- 3. Recommend procedures for addressing current deficiencies associated with municipal solid waste collection and transport and for establishing updated private contractor service contracts for an effective waste collection service.
- 4. Recommend procedures and targets for reducing the amount of all types of solid waste generated in Saint Lucia including the support of policies aimed at creating a circular economy approach to waste generation and management.



5. Make recommendations concerning the potential waste treatment and disposal options for Saint Lucia for maximizing waste diversion from landfill disposal. (For each option, state the assumptions and present the advantages and disadvantages, potential environmental impacts, and likely estimated capital and operational costs associated with viable alternatives over the 20-year planning period.
6. Information related to the current and future generation of all types of solid waste to be managed during the target minimum 20-year planning period.
7. A policy, institutional and regulatory assessment of the solid waste management sector in Saint Lucia as well as recommendations for improvements to support the target integrated solid waste management system including required technical and managerial capacity.
8. An economic assessment of the cost and user fee/revenue implications of all recommended service and infrastructure improvements.
9. A financial assessment presenting potential sources of financial resources for the implementation of the Consultant's recommendations.

#### **Work Task 8 Development of NSWMP Policy:**

1. Develop a NSWMP that provides the legal and regulatory framework to support the NSWMS and to define a vision, mission, and strategic goals for sustainable waste management.

#### **Work Task 9 Development of NSWMP Strategy:**

1. Develop a comprehensive NSWMS with a minimum 20-year horizon, including short, medium, and long-term objectives and action plans.
2. Preparation of a detailed Plan of Action inclusive of indicative costing and timelines for implementing all recommended improvements and systems. At a minimum, this plan will include:-
  - a. A description of the optimum process for implementing each component of the upgraded integrated solid waste management system.
  - b. A viable projected implementation schedule in Gantt Chart format.
  - c. The proposed Plan of Action
  - d. A Monitoring and evaluation system with clearly identified and described Key Performance Indicators (KPIs) by which to gauge progress in achieving all objectives of the proposed National Waste Management Strategy.
3. Develop a risk management plan, identifying potential challenges and mitigation strategies.

## 5. REPORTING AND DELIVERABLES

Following the Consultancy contract award, the Consultant will prepare and submit a consultancy Inception Report reaffirming the Consultants understanding of the assignment and describing the project management approach that will be utilized in accomplishing this assignment. This detailed Inception Report shall be submitted to the SLSWMA within two weeks of the award of the contract. At a minimum, the Inception Report will include all proposed logistical procedures to accomplish all consultancy tasks as well as establish the communication and reporting means required to secure necessary and timely SLSWMA and stakeholder input and approvals throughout the consultancy. The Inception Report will also describe the process by which the Consultant will gather all required information to achieve the intended results of the consultancy and will include a stakeholder engagement plan detailing how stakeholders will be engaged.

As a condition of this Inception Report, the Consultant shall, at a minimum, provide status update to the SLSWMA at fortnightly meetings concerning all progress or impediments associated with the Consultant's work to achieve the objectives of the consultancy.

For all deliverables, the Consultant will present six (6) hard copies of each required deliverable described below. All reports shall also be submitted digitally in Word and PDF format. Copies of all data used in the preparation of the reports shall also be submitted as Annex materials, if necessary, to support the recommended National Waste Management Policy and Strategy report content and recommendations. The SLSWMA will provide comments on the draft policy, strategy and action plan reports within fourteen (14) calendar days of receipt and the Consultant will revise the report according to the comments received and resubmit the report for final approval by the Authority within ten (10) calendar days. The required reports and deliverables are presented in the following table.

SUMMARY OF CONSULTANCY REPORTS AND DELIVERABLES		
No.	Task/Deliverable	Description of the Submittal
1	Inception Report	The inception plan shall describe the Consultant's approach to accomplishing all work tasks associated with this consultancy. The inception report shall contain a proposed outline of the Final report and draft National Policy and Strategy incl. Plan of Action.
2	Draft Situational Analysis Report	<p>The consultant shall submit a report on the current state of solid waste management in the island. The report shall fully develop the Summary of Findings, addressing all issues raised in Work Task 2 to 4 above.</p> <p>This shall incorporate an assessment of the current solid waste generation and an analysis</p>

		<p>of future trends and patterns, including projected solid waste generated rate for the 20-year planning horizon. Juxtaposing the same against international trends.</p> <p>The Consultant shall also incorporate a detailed financial and economic analysis of the waste management functions of the SLSWMA. This should, inter alia, present an analysis of the proposed cost for implementing the improvements identified in Task 4.</p> <p>Consultation Workshop No. 1 - The Consultant shall prepare and deliver the Situational Analysis Report using suitable presentation formats within a consultation workshop setting. This shall be tailored to each Consultation grouping.</p>
3	Final Baseline Assessment/Situational Analysis Report Consultation Workshop No. 2	This report will be presented at Consultation Workshop No. 2 to the relevant stakeholders and will include the findings, results and recommendations of the Consultancy. The report should, at a minimum, include a problem statement, background information, planning concept, technical and financial viability of alternatives and recommended Integrated Solid Waste Management elements to address current solid waste management deficiencies and issues having incorporated all comments/feedback from Workshop 1. This will be presented at Workshop 2.
4	Draft NSWM Policy and Strategy	The Consultant shall prepare a draft NSWM Policy and Strategy. The draft Policy and Strategy is to be presented at Workshop 2.
5	Final NSWM Policy and Strategy and Consultation Workshop 3.	The Consultant shall prepare a Final NSWM Strategy including the Plan of Action. The final report is to be presented at Workshop 3.

## 6. STAFFING AND QUALIFICATIONS

The Consultant shall effectively manage and provide all the required resources necessary to accomplish the consultancy objectives and work tasks for the duration of this assignment. The Consultant's Team Leader will be the primary point of contact for all matters related to the Consultancy and will work closely with the SLSWMA representative (Project Coordinator) in all aspects of the assignment. The Consultant shall be responsible for ensuring the technical and procedural quality of the assignment output to include, but not limited to:

- Submission of required reports, deliverables and other documentation in a thorough and timely manner
- Thoroughness and accuracy of all evaluations and deliverables including the draft and final National Waste Management Strategy
- Effective quality assurance and control in all matters associated with the assignment and its output submittals.

At a minimum, the Consultant will have relevant and sufficient experience in municipal solid waste management in the areas of strategic planning, solid waste management service delivery related to collection, recycling/recovery, treatment, and final disposal processes and facilities. All the members of the consulting team must have excellent written communication and interpersonal skills and must be fluent in English. The technical expertise required for the consultancy shall, at a minimum, include project management; solid waste management systems planning and operational assessment; civil and environmental engineering; environmental impact assessment; social impact assessment; gender analysis and gender impact assessment; institutional assessment; legal assessment; and financial and economic analysis capabilities. A consortium or contractor/subcontractor relationship of international and Saint Lucian consulting firms is expected to be of benefit in accomplishing all work tasks and activities associated with this consultancy.

Team members should possess educational and/or professional qualifications and experience appropriate to their specified discipline and responsibilities. The minimum level of relevant qualifications and professional experience is presented in the table below for the Consultant's key personnel to be assigned to the project.

KEY PERSONNEL MINIMUM QUALIFICATIONS	
STAFF POSITION	KEY EXPERIENCE
Team Leader	Graduate degree in civil, environmental, mechanical, or solid waste management engineering and over 15 years of experience managing solid waste management projects and consultancy assignments. Knowledge of or experience within the Caribbean region solid waste sector will be an asset including experience in the development of waste management strategies.

<b>Safeguards Specialist</b>	Graduate degree in environmental science. Over 10 years of experience in the environmental risks assessment, particularly in small island states.
<b>Solid Waste Management Technical Specialist</b>	Over 15 years of experience in waste collection, recycling/recovery, processing and disposal including experience in the site development for final disposal and waste treatment technologies and facilities and in assessing the function of existing waste management systems and facilities related to waste collection, transport, recycling/recovery, treatment, and disposal processes.
<b>Financial/Institutional Specialist</b>	Over 15 years of experience in solid waste management, financial and institutional analysis of waste management facility and service implementation and operations. Experiences in solid waste management, public-private partnership and environmental-related projects shall be essential.
<b>Civil Engineer - Cost Specialist</b>	Over 5 years of experience practicing civil engineering with extensive experience in estimating costs for civil works construction and landfill construction/closure activities including preparing detailed cost estimates and analyses related to all types of solid waste management infrastructure and services.
<b>Legal and Policy Specialist</b>	Over 15 years of experience in assessing and developing legal and policy frameworks and instruments for the administration and regulation of solid waste management systems and processes in island countries and a demonstrated capacity to draft legal instruments for British Commonwealth type legal systems.
<b>Gender analysis and impact assessment</b>	Graduate degree in social or gender studies. Over 10 years of experience in social assessment, particularly in small island states.

## 7. CONSULTANCY TIMETABLE

The assignment is expected to be concluded by September 30, 2025. The expected duration includes the requirement for adequate stakeholder engagement and consultation during the consultancy period. The estimated time required to achieve each of the above work tasks is presented in the following table.

CONSULTANCY ANTICIPATED SCHEDULE	
MILESTONES	ESTIMATED WEEKS TO COMPLETION
Contract award and commencement of consultant services	0
Submission of Inception Report	4
Workshop 1	7
Submission of Draft Situational Analysis Report	8
Workshop 2	9
Submission of Draft policies	12
Submission of Final NSWM Policy and Strategy Report	13
Workshop 3	14
<b>Total Anticipated Consultancy Duration</b>	<b>15</b>

## 8. PAYMENT SCHEDULE

The Consultant will be compensated according to the following payment schedule:

1. First payment: Upon contract signing - 10% of contract price
2. Second payment: Inception report submitted – 25% of contract price
3. Fourth payment – Submission of Draft Situational Analysis Report-25% of contract price
4. Fifth payment - Draft Policies submitted – 15% of contract price
5. Final Payment – Upon approval of Final NSWM Policy and Strategy Report – 25% of contract price.

## 9. CONSULTANCY COORDINATION AND FACILITIES

The SLSWMA is the Executing Agency for this consulting assignment. The Consultant shall report to the SLSWMA through its Project Coordinator identified in the consultancy contract. The GoSL will facilitate the issuance of any permits required for the Consultant to carry out their duties. All consultancy services shall be conducted in Saint Lucia and the home country of the Consultant, as the available technology facilitates and work task necessitates after consultation with UBEC PIU and the SLSWMA

The SLSWMA will provide office accommodation for two (2) consultant staff during the execution of the assignment. While the SLSWMA will provide direct supervision and facilitate involvement with GoSL agencies and key stakeholders, the Consultant will be required to liaise closely and directly with other stakeholders as may be necessary to accomplish all stipulated consultancy work tasks and activities.

The Consultant shall prepare and submit all reports to the Project Coordinator for review by a committee comprising the following persons:

- The Project Coordinator
- The Permanent Secretary of the Ministry of Finance or his/her nominee
- Three Board members of the Saint Lucia Solid Waste Management Authority
- Representative of the Ministry of Health
- Representative of the Ministry of Sustainable Development, Energy, Science and Technology

The committee shall review all reports submitted by the Consultant and submit feedback through the Project Coordinator.