

SAINT LUCIA

Pilot Program for Climate Resilience (PPCR) Second Joint Mission (WB/IFC-IDB) May 10-11, 2011

Aide-Memoire / Joint Mission Report



A. Introduction and Background

1. During the First Joint Mission held on August 9-10, 2010, it was jointly agreed with the Government of Saint Lucia (GoSL) and the Joint Mission that the World Bank would support the Sustainable Development and Environment Division within the Ministry of Physical Development and the Environment in preparing Saint Lucia's Strategic Program for Climate Resilience (SPCR). It was also agreed that the World Bank would procure, on behalf of the GoSL, a team of consultants to assist the Sustainable Development and Environment Division with the SPCR formulation process in close collaboration with the Ministry of Finance, Economic Affairs and National Development and relevant ministries / agencies of the GoSL to ensure the process is aligned and builds upon national strategic plans and priorities.

2. The preparation of Saint Lucia's SPCR has involved a comprehensive process that included: 1) national consultations, small focus group and one-on-one meetings held with key national stakeholders, policy makers and prospective beneficiaries about the pilot program, to confirm the strategic focus of the SPCR (a complete list of key national stakeholders groups involved in the SPCR design can be referenced in Annex 4); 2) stock-taking of relevant past, planned and ongoing climate change adaptation projects by the GoSL, Multi-lateral Development Banks (MDBs), development partners, the private sector and Civil Society (NGOs / CBOs) to ensure coordination of activities; 3) identification and prioritization of key investment needs; 4) an exhaustive desk-top study of existing national and regional development policies and strategies, including, *inter alia*, the Medium Term Economic Strategy and National Vision Plan, the National Climate Change Policy and Adaptation Plan, the National Environmental Strategy and related Policy, Second National Communication, the Organization for Eastern Caribbean States (OECS)' Saint George's Declaration (SGD) - Principles for Environmental Sustainability (2006), Saint Lucia's National Emergency Management Plan and associated documents, the Coastal Zone Management Policy, the National Water Policy, the National Land Policy, the Draft Saint Lucia Forest Policy, the National Biodiversity Strategy and Action Plan, to name a few. The exercise also included a review of past projects including, among others, the Initial National Communication to the UNFCCC (2001), the 2005 Knowledge Attitude and Practice (KAP) Climate Change survey of 2005, as part of a Vulnerability and Capacity Assessment (VCA) Project and the soon-to-be-completed Second National Communication to the UNFCCC and Special Program on Adaptation to Climate Change (SPACC) Projects.

3. A first draft of the SPCR and Investment Plan was submitted to the Joint Mission on May 2, 2011.

B. Mission Objectives

4. The Second Joint Mission was held with the intention of achieving the following objectives:

- Technical input towards the advancement of the draft SPCR and Investment Plan, in preparation for submission prior to and presentation at, the PPCR Sub-Committee meeting to be held in Cape Town, South Africa in June 2011;

*DPH - C.P.N.D.
A.M.L.*

- A clear way forward and options for concessional financing for the private sector through the International Finance Corporation (IFC) and/or the World Bank;¹
- Agreement in principle on the component and priorities of the Investment Plan; and
- Guidance on the enabling environment required for effective and timely implementation during Phase II.

5. The Second Joint Mission team comprised the World Bank, represented by Justin Locke, Disaster Risk Management Specialist Consultant and Galen Evans, Junior Professional Associate; the International Finance Corporation (IFC) represented by Noleen Dube, Sustainable Business Advisor and Kalim Shah, Resident Representative for Latin American and the Caribbean; and the Inter-American Development Bank (IDB) represented by Cassandra Rogers, Disaster Risk Management Lead Specialist and Pat Mendoza, PPCR Regional Consultant. Other partners were represented by Mizutani Danny and Kohei Hori from the Japanese International Cooperation Agency (JICA), and Peter Murray of the Organization of Eastern Caribbean States-Environment and Sustainable Development Unit (OECS-ESDU).

6. During the mission, the World Bank, the IFC, the IDB and other partners held extensive meetings over a two-day period with (i) the Sustainable Development and Environment Division's PPCR Team; (ii) key national stakeholders; (iii) Government agencies associated with the PPCR process - critical among them being the Ministry of Finance, Economic Affairs and National Development and the National Emergency Management Organization; (iv) representatives from the private sector and civil society - inclusive of wide representation by Financial Business Organizations (FBOs); and (v) key policy makers.

7. Conclusions of the mission were discussed in wrap-up meetings with IDB, IFC, the World Bank; Crispin d'Auvergne, Chief Sustainable Development and Environment Officer and PPCR-National Team Leader; Dawn Pierre-Nathoniell, Sustainable Development and Environment Officer and Coordinator of the national component of the PPCR; Laverne Walker, Sustainable Development and Environment Officer and Coordinator of the regional component of the PPCR; members of the Sustainable Development and Environment Division within the Ministry of Physical Development and the Environment, - Rosilia Joseph, Project Officer- Financial Management, Myrtle Drysdale-Octave, Procurement Officer and Yasmine Anatole, Project Officer, Contract Management; members of the Project Coordination Unit (PCU) of the Ministry of Finance, Economic Affairs and National Development; and PPCR Lead Consultant, Luvette Louisy. The key findings of the mission are summarized below.

C. Key Mission Outcomes

8. The GoSL confirmed that an Investment Plan will be presented as part of its SPCR, within a range of US\$5-7 million in grants, with the understanding that the lower number will apply if the agreed CIF PPCR envelope for the Caribbean Pilot is at the lower range of US\$60 million, and that the higher number, if US\$75 million is available for the Caribbean Pilot. The GoSL expressed concern regarding the constraints of the budget, vis-a-vis the critical needs identified in its SPCR. The GoSL is still to confirm its request for concessional loans under the PPCR to supplement the US\$5-7 million grant allocation. The

¹ The GoSL also reserves the right to explore alternative channels available under the PPCR for accessing concessional funding directed at the private sector and civil society, inclusive of concessional funding managed by the World Bank and channeled through a local lending institution. Discussions to that effect also took place during the mission.

concessional loan request will be based on the confirmed concessional loan envelope available to Saint Lucia. The grant allocation will support the GoSL's efforts to promote climate resilience in core development planning through an integrated cross-sectoral approach. The concessional loan allocation will support and promote private sector and civil society involvement in building climate resilience and fostering ownership for necessary action.

9. As indicated previously, the PPCR in Saint Lucia will be led by the Sustainable Development and Environment Division within the Ministry of Physical Development and the Environment, in collaboration with the Ministry of Finance, Economic Affairs and National Development, through the Permanent Secretary and inclusive of the PCU. The program will enable Saint Lucia to align and upscale its current practices to better address climate risk and vulnerabilities. It is expected that at the end of implementation of Phase 2, Saint Lucia will be able to more strategically and measurably begin to reduce climate vulnerability across different sectors, as well as lay the foundation that will allow for effective follow-up action.

10. The Joint Mission advised the Sustainable Development and Environment Division of the importance of defining targeted project(s) towards specific transformational change proposed for PPCR grant and concessional financing. It was advised that the project concept identification process be conducted jointly with the PCU within the Ministry of Finance, Economic Affairs and National Development, given that the PCU has had extensive experience with developing MDB projects and will be managing all fiduciary and procurement aspects of the proposed investment project(s). The need to collaborate with key agencies already involved in projects that are relevant to those identified for implementation during Phase 2 is also critical. As recommended by the CIF, it was advised that the GoSL give consideration to the blending (co-financing) of PPCR funds with other resources - such as World Bank International Development Association (IDA) funding. Recently, the GoSL requested to participate in the Regional Disaster Vulnerability Reduction Project (RDVVRP) in which Grenada and Saint Vincent and the Grenadines are participating. The RDVVRP would be a likely candidate for blending with PPCR resources, given the similar project preparation schedule and objectives, as well as the fact that there is strong commitment to the RDVVRP within the OECS that would lend to a regional-focused approach that would, in turn, promote best practice, knowledge sharing and better utilization of resources.

11. During the presentation delivered on Day 1 of the mission, the Sustainable Development and Environment Division outlined some of the key outputs of its Phase 1 process, outside of the preparation and submission of an SPCR and Investment Plan. These included: 1) Updated Climate Change Adaptation Policy (CCAP) (from the 2002 policy); 2) Climate Change KAP Study to build on the survey conducted in 2005; 3) Drafting Instructions for an Environmental Management Bill, Environmental Impact Assessment (EIA) and Physical Planning regulations to incorporate the climate change element; 4) Climate Change Public Education and Outreach Strategy and Implementation Plan (with a focus on special and vulnerable groups); 5) Recommendations for data procedures/protocols and for enhanced data management; 6) Basket of incentives to be implemented within and beyond PPCR to address climate change and the establishment of a data sharing tool for informed decision making, namely, a GeoNode Pilot. The mission was informed by Saint Lucia of the installation of the GeoNode software and the training/piloting currently underway in the country regarding the use of the platform as part of its PPCR Phase 1 process, and Saint Lucia's anticipation that: (1) there will be a parallel activity at the regional level that will facilitate the eventual linking of national GeoNodes with regional entities; and (2) resources will be allocated from its national PPCR grant allocation for the further expansion of the GeoNode platform as a data management tool for the government during Phase 2 of the PPCR.

12. During the Second Joint Mission, private sector and civil society participants from local banks, financial institutions, including the Saint Lucia Development Bank (SLDB), development foundations and several players in the hotel and tourism sector were provided with an overview of potential modalities

for engaging in the PPCR. The GoSL is interested in engaging the private sector and civil society in the design and implementation of adaptation activities in the PPCR. In this regard, the GoSL's request for concessional financing from the PPCR will be primarily targeted for the private sector and civil society adaptation. The main objective of providing concessional financing to the private sector and/or civil society is to catalyze investments by addressing market barriers (high costs and/or high risks), which will allow projects that would not otherwise happen. This will promote market transformation and sustainable markets. The concessional funding provided should strive to optimize concessionality and avoid undue market distortion. It is also recognized that some grant funding will be required for associated activities to prepare an enabling environment for the private sector to enter the climate adaptation market.

13. There is the possibility of concessional financing targeted at the private sector and/or civil society (and some minimal grants) flowing through the SLDB, with support from the World Bank or the funds flowing through the IFC directly to private sector clients. The GoSL indicated that it is investigating the possibility of utilizing both mechanisms, targeting different but complimentary markets, e.g. clients of the SLDB could be SMEs and individuals and IFC could engage more with larger firms in the hotel and tourism industry either directly or through local financial intuitions.

14. Key national stakeholders, the MDBs and development partners endorsed the following five strategic pillars (programmatic areas) outlined in the draft SPCR, which represent the SPCRs strategic program areas and key actions:

A. Human Welfare and Livelihood Protection

- Water Supply Augmentation through Conservation and Storage
- Safeguarding Health and Sanitation
- Food Security/Sustainability
- Community Vulnerability Reduction and Adaptation

B. Integrated Natural Resource Protection, Conservation and Management to Promote Sustainable Development

- Integrated Watershed Planning Framework and Implementation
- Sustainable Land Management – climate resilient Practices
- Coastal Resource/Zone Management Framework and Implementation

C. Building Resilience through Business Development, Innovation and Productivity Enhancement

- Adaptation Financing Facility and Trust Fund
- Supply Chain Development in Support of Resilience Building
- Business productivity enhancement

D. Capacity Development/Building and Institutional/ Organisational Strengthening

- Enabling Environment
- Research and Systematic Observation and Data and Information Management
- Public Education and Outreach

E. Reducing Risk to Climate Related Disasters

- Comprehensive Disaster Risk Assessment Tools that incorporate climate risks
- Enhanced Early Warning Systems vis-a-vis Climate-Related Disasters

15. These five programmatic areas include actions targeting the following thematic areas: Water Resources and Integrated Water Resources Management; Coastal Resources/Zone Management;

Sustainable Land Management; Community Vulnerability Reduction; Private Sector Adaptation and Resilience Building; Food Security/Sustainability; Public (human, animal and plant) Health; Reducing Risk to Climate Related Disasters; and Information and Communication Management.

16. The vision of the SPCR is a holistic and cohesive framework for building climate resilience at all levels in Saint Lucia, thereby ensuring that the economic, social and ecological/environmental conditions contributing to climate change concerns are effectively addressed in the context of national sustainable development, for the benefit of all its citizens. The main goal of the SPCR is to clearly articulate the country's strategic response to expected/anticipated climate change risks, in a manner that simultaneously meets current and future social and economic development requirements and satisfies cultural and ecological needs, through, *inter alia*, measures that systematically incorporate climate change-related hazards/consequences in the development process. The primary objective of the SPCR is to undertake and support measures to promote and enhance climate-resilient development at all levels of society; (undertake climate change adaptation measures and actions to build resilience and demonstrate results at all levels of the society), to ensure a sustainable quality of life for the people of Saint Lucia. In addition, Saint Lucia has clearly articulated that its' SPCR is "PPCR and beyond"². The SPCR is expected to further serve as an overarching guide of national significance for addressing climate change, to which all organisations can refer, in their preparation of project/programme proposals for building climate resilience. As such, the SPCR is expected to serve as the "blueprint" from which climate change projects can be developed from a national framework, rather than in an *ad hoc* manner.

17. The SPCR will integrate, as a key implementing tool, an updated National Climate Change Adaptation Policy, to provide an integrated framework for building resilience to the physical, biological and socio-economic impacts of climate change risks. In this regard, the SPCR will provide further opportunities for deriving synergies with current and emerging initiatives in climate change adaptation.

18. Summary of Investment Plan Funding Request:

SPCR Grant Funding Request	US\$5-7 million ³
SPCR Concessional Loan Funding Request	US\$8-15 million ⁴
SPCR Co-Financing	TBD
Total Program	US\$13-22 million

19. It was also jointly agreed with the Sustainable Development and Environment Division that funds remaining in the Phase 1 grant after the SPCR is submitted will be focused, as far as the budget will allow, on: completing and advancing Phase 1 activities, as outlined in paragraph 10; implementing other activities outlined in its approved Phase 1 proposal; enabling participation of a core team from Saint Lucia at the CIF forum in South Africa in June, including the presentation of the SPCR and Investment Plan and preparing the CIF PPCR Sub-Committee endorsed investment project(s) for implementation.

20. The GoSL also indicated its interest in requesting a Project Preparation Advance (PPA) for its proposed investment project(s). This will allow the GoSL to contract consultants and undertake the appropriate assessments and studies in preparation of their CIF PPCR Sub-Committee endorsed

² PPCR and beyond means that it provides the broad project / program areas for all sectors, themes and areas, in pursuit of enhanced climate resilience, well beyond the timeframe of, or funding available under, the PPCR.

³ Saint Lucia intends to plan for a range and present its SPCR and Investment Plan with a proposed project (s) for funding that would request US\$5-7 million in grant - stating their understanding that the lower range would apply if the grant envelope is at the lower end - US\$60 million.

⁴ Saint Lucia intends to plan for a range and present its SPCR and Investment Plan with a proposed project (s) for funding that would request US\$8-15 million in concessional financing - stating its understanding that the lower range would apply if the concessional envelope is at the lower end - US\$40 million.

investment project(s). If the GoSL decides to blend its endorsed PPCR resources with IDA funding, the PPA could be funded from IDA Project Preparation Facility funds. If the GoSL decides not to blend their PPCR, the requested PPA would be funded through the CIF and is understood that it could take additional time.

D. Next Steps

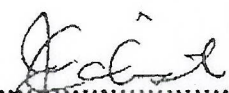
21. Saint Lucia's final SPCR and Investment Plan will be submitted to the Climate Investment Fund's PPCR Steering Committee by June 3, 2011 in order to be presented at the PPCR Sub-Committee Meeting to be held in Cape Town, South Africa, June 28-29, 2011.

22. To keep the desired schedule, the Government and the Joint Mission agreed on the following next steps:


	Action/Agreement	Date	Responsibility
1	Submission of revised SPCR and Investment Plan to External Reviewer	Friday, May 13, 2011	Sustainable Development and Environment Division
2	Feedback to be provided on SPCR and Investment Plan by World Bank PPCR Coordinator and IFC	Friday, May 13, 2011	World Bank PPCR Coordinator / IFC
3	Lead Consultant to revise SPCR and Investment Plan, based on feedback from the World Bank PPCR Coordinator, IFC and External Reviewer (and endorsement by SDED)	Wednesday, May 18, 2011	Lead consultant, other national consultants and Sustainable Development and Environment Division
4	Clarification from World Bank on Trust Fund modality and possible World Bank-executed channeling of concessional financing to private sector through the SLU Development Bank	Monday, May 15, 2011	World Bank
5	Lead Consultant to advance SPCR and Investment Plan to a state of complete readiness for submission	Monday, May 23, 2011	Lead consultant, other national consultants and Sustainable Development and Environment Division
6	Deadline for submission of briefing memo to the Cabinet of Ministers on the SPCR and Investment Plan. through Ministers of Finance, Economic Affairs and National Development and Physical Development and the Environment	Wednesday, May 25, 2011	Sustainable Development and Environment Division
7	Deadline for receipt of SPCR and Investment Plan by PS of Finance, Economic Affairs and National Development	Wednesday, May 25, 2011	Sustainable Development and Environment Division
8	Expected receipt of endorsement by PS of Finance, Economic Affairs and National Development	Wednesday, June 01, 2011	Ministry of Finance, Economic Affairs and National Development
9	Deadline for submission of SPCR and Investment Plan to CIF Admin Unit who will circulate the SPCR and Investment Plan to MDBs then the CIF PPCR Sub-	Friday, June 03, 2011	Sustainable Development and Environment Division

Action/Agreement	Date	Responsibility
Committee for endorsement		

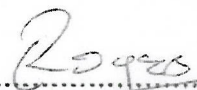
23. The Joint Mission wishes to express its appreciation to the GoSL, particularly the Sustainable Development and Environment Division, for the assistance provided to the Joint Mission. In accordance with CIF guidelines, a publicly available report of the Joint Mission will be prepared and forwarded to CIF for publication on the CIF website at: http://www.climateinvestmentfunds.org/cif/Joint_Missions.



For the Government of Saint Lucia:
Mr. Isaac Anthony
 Permanent Secretary
 Ministry of Finance, Economic Affairs and
 National Development



For the World Bank:
Mr. Niels B. Holm-Nielsen
 Senior Disaster Risk Management
 Specialist/Task Team Leader
 World Bank



For the Inter-American Development Bank:
Ms. Cassandra Rogers
 Disaster Risk Management Lead Specialist
 Inter-American Development Bank

Date: May 19, 2011

ANNEX 1: People and Agencies Met during Joint Mission II

PILOT PROGRAMME FOR CLIMATE RESILIENCE (PPCR)

Saint Lucia's Second Joint Mission-Towards the Refinement of the Strategic Programme for Climate Resilience and Investment Plan

Auberge Seraphine

Day 1: Tuesday, May 10, 2011

Organization	Name
Inter-American Development Bank (IDB)	Cassandra Rogers
PPCR Coordinator, Regional Tract	Pat Mendoza
International Finance Corporation (IFC)	Kalim Shah
The World Bank	Justin Locke Galen Evans
OECS Environment and Sustainable Development Unit (OECS/ESDU)	Peter A. Murray
National Emergency Management Office (NEMO)	Dawn French
Japan International Cooperation Agency (JICA)	Kohei Hori
Ministry of Finance, Economic Affairs and National Development (National Executing Agency)	Josette Maxwell-Dalson Nadia Simeon Norma Cherry-Fevrier Fiona Ghirawoo Mrytle Drysdale-Octave Yasmine Anatole Rosilia Joseph
Sustainable Development and Environment Division, Ministry of Physical Development and the Environment (National Executing Agency)	Crispin d'Auvergne Dawn Pierre-Nathaniel Laverne Walker Shandra St. Ville

National PPCR Consultants	Luvette Louisy- Lead Consultant Vasantha Chase- Policy Consultant Gillian Vidal-Jules- Legislative Consultant Vimla St. Hill- Fiscal Regime Consultant Agnes Francis- Public Education and Awareness Consultant Elizabeth Charles Soomer- Data Consultant

PILOT PROGRAMME FOR CLIMATE RESILIENCE (PPCR)

SAINT LUCIA'S SECOND JOINT MISSION Strengthening Civil Society and Private Sector Engagement in Building Climate Resilience

Royal St. Lucia by Rex Hotel

Day 2: Wednesday, May 11, 2011

Organization	Participant
Inter-American Development Bank (IDB)	Cassandra Rogers
PPCR Consultant, Regional Tract	Patricia Mendoza
The World Bank	Justin Locke Galen Evans
International Finance Corporation (IFC)	Kalim Shah Noleen Dube
Japan International Cooperation Agency / Japan Overseas Cooperation Volunteers (JICA/JOVC)	Kohei Hori Mizutani Danny
Saint Lucia Development Bank (SLDB)	Philbert Francis
Saint Lucia Air and Sea Ports Authority (SLASPA)	Cuthbert Nathoniel Peter F. Jean Jason King Nichalan Myers Christopher Alexander
Saint Lucia Workers Credit Union Ltd	Alvin Blaize
Belle Vue Farmers' Co-operative / U.S. Peace Corpse	Raphael Felix Thomas Kuk

Bank of Nova Scotia	Disraeli James
Laborie Development Foundation	Augustine Dominique
Office of the Private Sector Relations (OPSR)	Jacqueline Emmanuel
National Research Development Foundation (NRDF)	Ronald Charles
Saint Lucia Hotel and Tourism Association (SLHTA)	Noorani Azeez
Saint Lucia Co-operative League	Alexander Joseph
Eastern Caribbean Financial Holdings/ Bank of Saint Lucia (ECFH)	Symphorosa Henry
First Caribbean International Bank	Johnny Cyril
National Development Corporation	Gilbert Fontenelle
Fond St. Jacques Credit Co-operative Society Ltd	Monica Moses
Tapion Hospital	Lindell Gustave
The Marina at Marigot Bay	Bob Hathaway
Consolidated Foods Ltd (CFL)	Marcellinus Hippolyte
Alexis Felix Architect Inc	Alixis Felix
Mon Repos Eastern Co-operative Credit Union	Henry Annelle
Saint Lucia National Trust (SLNT)	Bishnu Tulsie
Ministry of Commerce, Industry and Consumer Affairs	Peter Lorde
Alison King- Joseph –Consultant	Alison King-Joseph

Dannion CE Ltd	EglanFlavien
Beeq Investment Inc	Geraldine Lendor-Gabriel
AnseChastanet/Jade Mountain Hotel	Orual Vandendool
Chamber of Agriculture	Cuthbert Phillips
Heritas	Evestus Augustin
Ministry of Finance, Economic Affairs and National Development (National Executing Agency)	Josette Maxwell-Dalson Nadia Simeon Norma Cherry-Fevrier Avril Edwin-Boxill Fiona Ghirawoo Mrytle Drysdale-Octave Yasmine Anatole Rosilia Joseph Charmaine Louis-Justin
Sustainable Development and Environment Division, Ministry of Physical Development and the Environment(National Executing Agency)	Crispin d'auvergne Dawn Pierre-Nathoniél Laverne Walker Alma Jean Caroline Eugene Shandra St. Ville
National PPCR Consultants	Luvette Louisy- Lead Consultant Gillian Vidal-Jules- Legislative Consultant Vimla St. Hill- Fiscal Regime Consultant Agnes Francis- Public Education and Awareness Consultant

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ANNEX 2: Notification of Joint Mission and Objectives



GOVERNMENT OF SAINT LUCIA
MINISTRY OF PHYSICAL DEVELOPMENT AND THE ENVIRONMENT

*Correspondence on this subject
should be addressed to the
Permanent Secretary*

*Graham Louisy Administrative Building
P.O. Box 709
Castries
Saint Lucia*

20TH April 2011

Administrative Unit
Climate Investment Fund (CIF)
The World Bank
Washington, D.C. 20433

Dear CIF Administrative Unit,

Re: Saint Lucia's Second Joint Mission under the PPCR

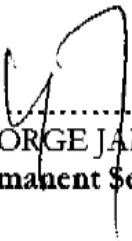
This letter serves as Saint Lucia's official notification of its Second Joint Mission under the Pilot Programme for Climate Resilience (PPCR). This is a collaborative effort at the national level between the executing agencies of the Ministry of Physical Development and the Environment and the Ministry of Finance, Economic Affairs and National Development. The Mission has been scheduled for Tuesday 10th May to Wednesday 11th May 2011, as per the attached agenda.

It is expected that the outcomes of this Second Joint Mission will include, *inter alia*:

- Technical input towards the advancement of the draft SPCR and Investment Plan, in preparation for submission prior to and presentation at, the PPCR Sub-Committee meeting to be held in Capetown, South Africa in June 2011;
- A clear way forward for concessional financing for private individuals/firms through the International Finance Corporation (IFC);
- Agreement in principle on the component and priorities of the Investment Plan; and
- Guidance on the enabling environment required mechanisms for effective and timely implementation during Phase II.

This Ministry, on behalf of the Government of Saint Lucia, thanks you for the opportunity afforded to Saint Lucia as a pilot country under this Project and takes this opportunity to extend its highest regards.

Sincerely.



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GEORGE JAMES
Permanent Secretary

cc

Andrea Kutter, Nancy Charani Meza, Kanta Kumari, Niels B. Holm-Nielsen, Justin Locke,
Oscar Apodaca, Brad Lyon, The World Bank
Gerard P. Alleng, Laura Gaensly, Grunwaldt Alfred Hans, Pat Mendoza, The Inter American
Development Bank
Issac Anthony, Permanent Secretary, Ministry of Finance, Economic Affairs and National
Development
Hildreth Lewis, Deputy Permanent Secretary, Ministry of Physical Development and the
Environment
Kenrick Leslie, Caribbean Community Climate Change Centre
Keith Nichols, Peter Murray, Organisation of Eastern Caribbean States-Environment and
Sustainable Development Unit
Crispin d'Auvergne, Chief Sustainable Development and Environment Officer

ANNEX 3: Agenda: Second Joint Mission

PILOT PROGRAMME FOR CLIMATE RESILIENCE (PPCR)

Saint Lucia's Second Joint Mission

Tuesday, May 10 to Wednesday, May 11, 2011

Agenda

Day 1

Tuesday, May 10, 2011

Auberge Seraphine

Session 1

08:30 a.m. – 09:45 a.m.

Objective: To interface with the Multilateral Development Banks (MDBs) which are collaborating with Saint Lucia on a regular basis in executing activities under Phase 1 of the PPCR.

Participants

- World Bank
- Inter-American Development Bank
- Sustainable Development and Environment Division, Ministry of Physical Development and the Environment
- Ministry of Finance, Economic Affairs and National Development
- Lead Consultant, PPCR Saint Lucia

Time	Session
8:30	W O R K I N G B R E A K F A S T
08:30 – 08:35	Welcome -Chief Sustainable Development and Environment Officer (CSDEO) and Introduction of Participants
08:35 – 08:40	Schedule for Second Joint Mission
08:40 – 09:00	Overview of Strategic Programme for Climate Resilience (SPCR) and Investment Plan (IP)-focus on updates since submission of draft (<i>informal</i>)
09:00 – 09:45	Questions, Issues, Discussion
End of Session 1	

Session 2
10:00 a.m. – 03:05 p.m.

Objective: To obtain feedback and guidance on the draft SPCR and IP from the MDBs, prior to submission to the Climate Investment Fund (CIF).

Participants

- *World Bank*
- *Inter-American Development Bank*
- *International Finance Corporation (IFC)*
- *Other partners*
- *Sustainable Development and Environment Division, Ministry of Physical Development and the Environment*
- *Ministry of Finance, Economic Affairs and National Development*
- *Lead Consultant, PPCR Saint Lucia*
- *Other national PPCR consultants*
- *Organisation of Eastern Caribbean States-Environment and Sustainable Development Unit*
- *Caribbean Community Climate Change Centre*
- *PPCR Coordinator, Dominica*

Time	Session
10:00 – 10:05	Welcome -Chief Sustainable Development and Environment Officer (CSDEO)
10:05 – 10:10	Introduction of Participants
10:10 – 10:40	Overview of the process, consultations and rationale behind the investments, activities, studies ,etc., presented in the SPCR and IP
10: 40 – 11:10	Presentation of SPCR and IP
11:10 – 12:30	Questions, Issues, Discussion
12:30 – 01:30	L U N C H
01: 30 – 03: 00	Questions, Issues, Discussion
03:00 – 03: 05	Plans for Day 2
End of Session 2	
End of Day 1	

Day 2
Wednesday, May 11, 2011
Royal Saint Lucia by Rex

Session 1
09:00 a.m.-02:00 p.m.

Objective: To obtain feedback and guidance from the International Finance Corporation (IFC) on concessional financing for private individuals and firms, towards enhanced climate resilience.

Participants

- *International Finance Corporation*
- *World Bank*
- *Inter-American Development Bank*
- *Other partners*
- *Sustainable Development and Environment Division, Ministry of Physical Development and the Environment*
- *Ministry of Finance representatives(Main office, Project Coordinating Unit and National Reconstruction and Development Unit)*
- *Ministry of Economic Affairs representative*
- *Ministry of Commerce representative*
- *Ministry of Tourism representative*
- *Saint Lucia Air and Sea Ports Authority*
- *Lead Consultant, PPCR Saint Lucia*
- *Other national PPCR consultants*
- *Organisation of Eastern Caribbean States-Environment and Sustainable Development Unit*
- *Caribbean Community Climate Change Centre*
- *PPCR Coordinator, Dominica*
- *Banking institutions, including Credit Unions*
- *Private sector entities, including Saint Lucia National Insurance Council, Saint Lucia Chamber of Commerce and Saint Lucia Hotel and Tourism Association (among many others)*
- *National Development Foundation organizations*

Time	Session
09:00 – 09:05	Welcome -Chief Sustainable Development and Environment Officer (CSDEO)
09:05 – 09:10	Introduction of Participants
09:10 – 09:40	Climate Change Adaptation, the Private Sector and Civil Society in Saint Lucia <i>(emerging ideas and mechanisms for requesting concessional financing and grant funding; climate resilient private properties, homes and communities; corporate and</i>

Time	Session
	<i>social responsibility; etc.)</i>
09:40 – 10:20	Questions, Issues, Discussion
10:20 – 10:35	B R E A K
10:35 – 11:05	Presentation by International Finance Corporation (<i>proposed mechanisms for on-lending; expected role of government for creating an enabling environment and principles of concessional financing for the private sector in the PPCR</i>)
11:05 – 12:30	Questions, Issues, Discussion
12:30 – 01:30	L U N C H
01:30 – 02:00	The Way Forward
End of Session 1	

Session2
02:00 p.m .- 03:30 p.m.

Objective: To review the outcomes of the last two days and to determine the way forward

Participants

- *World Bank*
- *Inter-American Development Bank*
- *International Finance Corporation (IFC)*
- *Sustainable Development and Environment Division, Ministry of Physical Development and the Environment*
- *Ministry of Finance, Economic Affairs and National Development*
- *Lead Consultant, PPCR Saint Lucia*

Time	Session
02: 00 - 02:15	L I Q U I D B R E A K
02:15 – 03:30	Wrap Up, Way Forward Discussion

End of Session 2

End of Day 2

ANNEX 4: Key National Stakeholder Groups Involved in the SPCR & IP Design¹

Pilot Programme for Climate Resilience

Scoping Mission: December 02-04, 2009

Name	Organization
Hon. Stephenson King	Prime Minister & Minister of Finance
H. E. June Soomer	Ambassador to CARICOM, the OECS and the Diaspora
George James	Permanent Secretary, Ministry of Physical Development & the Environment
Lyndon John	Forestry Department
Peter Murray	OECS Secretariat
Allena Joseph	Department of Fisheries
Yvonne Edwin	Department of Fisheries
Angela St. Denis	Caribbean Youth Environmental Network
Bishnu Tulsie	Saint Lucia National Trust
Mervin James	First Caribbean International Bank
Julian Du Bois	National Emergency Management Organisation
Swithin Donnelly	Ministry of Finance
Christopher Alexander	Saint Lucia Air and Sea Ports Authority
Teddy Matthews	Saint Lucia Air and Sea Ports Authority
Herbert Regis	Meteorological Service
Joanna Rosemond	Sustainable Development and Environment Division, Ministry of Physical Development and the Environment
Alma Jean	Sustainable Development and Environment Division, Ministry of Physical Development and the Environment
Neranda Maurice	Sustainable Development and Environment Division, Ministry of Physical Development and the Environment
John Calixte	Ministry of Finance, Economic Affairs

¹ Small focus groups and one-on-one stakeholders have not been included.

Name	Organization
	and National Development
Jim King	Water and Sewage Authority
Shanta King	Professional Solutions Inc.
R. Michael Flood	Ministry of Communications, Works, Transport and Public Utilities
Elizabeth Charles Soomer	Geographic Information System Specialist
Edgarfue Felicite	Saint Lucia Solid Waste Management Authority
Cornelius Edmund	Saint Lucia Electricity Services Limited
Crispin D’Auvergne	Sustainable Development and Environment Division, Ministry of Physical Development and the Environment
Dawn Pierre-Nathaniel	Sustainable Development and Environment Division, Ministry of Physical Development and the Environment

Pilot Programme for Climate Resilience

First Joint Mission

DAY ONE

Ministry of Finance, Project Coordinating Unit Conference Room

Monday, 9th August 2010

Participant List

Name	Agency
Crispin d'Auvergne	Sustainable Development & Environment Section, Ministry of Physical Development and the Environment
Dawn Pierre-Nathoniël	National Project Coordinator, Special Programme on Adaptation to Climate Change, Sustainable Development & Environment Section, Ministry of Physical Development and the Environment
Joanna Rosemond	Sustainable Development & Environment Section, Ministry of Physical Development and the Environment
Laverne Walker	Coastal Zone Management Unit, Sustainable Development & Environment Section, Ministry of Physical Development and the Environment
Luvette Louisy	Local Consultant (engaged under PPCR)
Neranda Maurice	Sustainable Development & Environment Officer, Ministry of Physical Development and the Environment
Data Management Invitees	
Luther Tyson	Ministry of Agriculture, Lands, Forestry and Fisheries
Sherma Lawrence	Saint Lucia Government Department of Statistics
Thomas Auguste	Ministry of Communications, Works, Transport and Public Utilities –Meteorological

Name	Agency
	Services Department
Venantius Descartes	Ministry of Communications, Works, Transport and Public Utilities –Meteorological Services Department
Mission Team	
Peter A. Murray	Organisation of Eastern Caribbean States- Environment and Sustainable Development Unit
Niels Holm-Nielsen	World Bank (World Bank Team Leader)
Galen Evan	World Bank
Sahar Safaie	World Bank
Gerald Meier	World Bank
Justin Locke	World Bank

DAY TWO

Ministry of Communications and Works, Transport and Public Utilities Conference Room

Tuesday, 10th August 2010

Participant List

Name	Agency
Adams Toussaint	Ministry of Agriculture, Lands, Forestry and Fisheries –Department of Forestry
Alfred Grünwaldt	Inter-American Development Bank (Mission Team)
Allena Joseph	Ministry of Agriculture, Lands, Forestry and Fisheries –Department of Fisheries
Alva Francis	Saint Lucia Air and Sea Ports Authority
Andrew George	National Emergency Management Organisation, Office of the Prime Minister
Anita James	Ministry of Agriculture, Lands, Forestry and Fisheries – Biodiversity Unit
Bhaiya Sondawle	Financial Sector Supervision – Ministry of Finance, Economic Affairs and National Development
Cassian Henry	Saint Lucia Solid Waste Management Authority
Crispin d’Auvergne	Ministry of Physical Development and the Environment – Sustainable Development and Environment Section
Dawn Pierre-Nathoniël	Ministry of Physical Development and the Environment – Sustainable Development and Environment Section
Denia George	Saint Lucia National Trust
Denise Collymore	National Conservation Authority
Gabriel James	Saint Lucia Electricity Services Limited

Name	Agency
Galen Evan	World Bank (Mission Team)
Gerald Meier	World Bank (Mission Team)
Jason Mathurin	Saint Lucia Air and Sea Port Authority
Jim King	Water and Sewerage Company
Joanna Octave-Rosemond	Ministry of Physical Development and the Environment – Sustainable Development and Environment Section
Justin Locke	World Bank (Mission Team)
Kimari Storey	Ministry of External Affairs, International Trade and Investment
Laverne Walker	Ministry of Physical Development and the Environment – Sustainable Development and Environment Section
Luvette Louisy	AGRICO Ltd. (consultant engaged under PPCR)
Myrtle Drysdale	Ministry of Finance, Economic Affairs and National Development – Project Coordination Unit
Nadia Simeon	Ministry of Finance, Economic Affairs and National Development - National Development
Neranda Maurice	Ministry of Physical Development and the Environment – Sustainable Development and Environment Section
Niels Holm-Nielsen	World Bank (Mission Team)
Peter A. Murray	Organisation of Eastern Caribbean States– Environment and Sustainable Development Unit (Mission Team)
Phil Leon	Ministry of Physical Development and the Environment – Geographic Information System
R. Michael Flood	Ministry of Communications, Works, Transport and Public Utilities – Public Utilities

Name	Agency
	Department
Rosilia Joseph	Ministry of Finance, Economic Affairs and National Development – Project Coordination Unit
Sahar Safaie	World Bank (Mission Team)
Samantha Charles	Ministry of Tourism and Civil Aviation
Simone Banister	UK Department for International Development (Mission Team)
Tyrone Sankak	Sir Arthur Lewis Community College – Division of Agriculture
Venantius Descartes	Ministry of Communications, Works, Transport and Public Utilities – Meteorological Services Department

DAY THREE

Ministry of Economic Affairs, First Floor Conference Room

Wednesday, 11th August 2010

Participant List

Name	Agency
Crispin d'Auvergne	Sustainable Development & Environment Section, Ministry of Physical Development and the Environment
Dawn Pierre-Nathoniél	National Project Coordinator, Special Programme on Adaptation to Climate Change, Sustainable Development & Environment Section, Ministry of Physical Development and the Environment
Joanna Rosemond	Sustainable Development & Environment Section, Ministry of Physical Development and the Environment
Neranda Maurice	Sustainable Development & Environment Officer, Ministry of Physical Development and the Environment
Laverne Walker	Coastal Zone Management Unit, Sustainable Development & Environment Section, Ministry of Physical Development and the Environment
Mission Team	
Alfred Grünwaldt	Inter-American Development Bank
Peter A. Murray	Organisation of Eastern Caribbean States-Environment and Sustainable Development Unit
Niels Holm-Nielsen	World Bank (World Bank Team Leader)
Galen Evan	World Bank
Gerald Meier	World Bank
Justin Locke	World Bank

Name	Agency
Sahar Safaie	World Bank

Data Management Meeting
Ministry of Physical Development and the Environment
Wednesday, 11th August 2010

Participant List

Name	Agency
Galen Evan	World Bank (Mission Team)
Hildreth Lewis	Ministry of Physical Development and the Environment (Deputy Permanent Secretary)
Laverne Walker	Coastal Zone Management Unit, Sustainable Development & Environment Section, Ministry of Physical Development and the Environment
Peter Felix	Surveys and Lands Section, Ministry of Physical Development and the Environment
Suzanna Aurelien	Surveys and Lands Section, Ministry of Physical Development and the Environment
Randall Emilaire	Physical Planning Section, Ministry of Physical Development and the Environment
Peter Murray	Organisation of Eastern Caribbean States- Environment and Sustainable Development Unit (Mission Team)
Sahar Safaie	World Bank (Mission Team)

National Consultations

Pilot Programme for Climate Resilience (PPCR)

Stakeholder Consultation – Regional/International Organisations, Academia, Research Institutions

Venue: Bay Gardens Hotel, Saint Lucia

Date: Tuesday, March 08, 2011

ORGANISATION	NAME
Caribbean Electric Utility Services Corporation (CARILEC)	Andrew Thorington
Caribbean Water & Wastewater Association (CWWA)	Andy Phillip
Organization of American States (OAS)	Anne-Marie Blackman
Caribbean Youth Environmental Network (CYEN)	Beverly Joseph Charlene Charles
Saint Lucia National Commission for United Nations Educational, Scientific and Cultural Organization (UNESCO) Ministry of Education	Cynthia Joseph c/o Marcia Symphorien
University of the West Indies (UWI) Open Campus	Eulampia Polius Springer
Embassy of Mexico	Gerardo Lozano
National Authorising Office European Development Fund-PNCU	Jeannine Blanchard
Japan Overseas Cooperation Volunteers (JOCV) /Japan International Cooperation Agency	Mizutani Kyohei

ORGANISATION	NAME
(JICA)	
OECS Environment and Sustainable Development Unit (OECS-ESDU)	Peter A. Murray
Winfresh	Rahjim Albertinie
Caribbean Environmental Health Institute (CEHI)	Shermaine Clauzel
Inter-American Institute for Cooperation on Agriculture (IICA)	Una May Gordon
Sustainable Development and Environment Division, Ministry of Physical Development and the Environment (National Executing Agency)	Crispin d’Auvergne Dawn Pierre-Nathoniël Neranda Maurice Laverne Walker Joanna Rosemond Shandra St. Ville Kasha Jn Baptiste
National PPCR Consultants	Luvette Thomas-Louisy Lead Consultant, SPCR

ORGANISATION	NAME
	<p data-bbox="776 342 967 373">Vasantha Chase</p> <p data-bbox="776 411 990 443">Policy Consultant</p> <p data-bbox="776 548 987 579">Gillian Vidal-Jules</p> <p data-bbox="776 617 1045 648">Legislative Consultant</p> <p data-bbox="776 753 928 785">Vilma St. Hill</p> <p data-bbox="776 823 1091 854">Fiscal Regimes Consultant</p> <p data-bbox="776 959 941 991">Agnes Francis</p> <p data-bbox="776 1029 1312 1060">Public Education and Awareness Consultant</p>

Pilot Programme for Climate Resilience (PPCR)

Stakeholder Consultation – Private Sector

Venue: Bay Gardens Resort, Saint Lucia

Date: Tuesday, March 15, 2011

ORGANISATION	NAME
National Development Corporation	Allana Lansiquot
The Marina at Marigot Bay	Bob Hathaway
Insurance Council of Saint Lucia (ICSL)	Joraliah St. Louis
Tapion Hospital	Lindell Gustave
Consolidated Foods Ltd (CFL)	Marcellinus Hippolyte
Saint Lucia Hotel and Tourism Association (SLHTA)	Mc Hale Andrew
Saint Lucia Electricity Services Limited (LUCELEC)	Ormond Reece
East Caribbean Financial Holding Ltd (ECCH)	Tennyson Scott
Association of Professional Engineers of Saint Lucia (APESL)	Verne Emmanuel
Coconut Bay Beach Resort and Spa	Vishal Bhalla

ORGANISATION	NAME
<p>Sustainable Development and Environment Division, Ministry of Physical Development and the Environment</p> <p>(National Executing Agency)</p>	<p>Crispin d’Auvergne</p> <p>Dawn Pierre-Nathoniél</p> <p>Neranda Maurice</p> <p>Alma Jean</p> <p>Caroline Eugene</p> <p>Joanna Rosemond</p> <p>Shandra St. Ville</p> <p>Kasha Jn Baptiste</p> <p>Bethia Daniel</p>
<p>National PPCR Consultants</p>	<p>Luvette Thomas-Louisy</p> <p>Lead Consultant, SPCR</p>

ORGANISATION	NAME
	Vasanth Chase Policy Consultant Agnes Francis Public Education and Awareness Consultant

Pilot Programme for Climate Resilience (PPCR)

Stakeholder Consultation - Civil Society (North)

Venue: Coco Palm Resort, Rodney Bay

Date: Tuesday, March 17, 2011

ORGANISATION	NAME
Caritas Antilles Chancery Offices	Aloycius Hyacinth Marcia Boxill
Saint Joseph's Convent	Anne Johnson-Lowrie
Gros Islet Town Council	Arishey Fontinelle
Saint Lucia National Trust (SLNT)	Bishnu Tulsie
Iyanola Council for the Advancement of Rastafari Inc	Burnet Sealy
Castries Fishermen's Cooperative Society Ltd	Cuthbert Nathoniell
Saint Lucia Dive Association-Anbaglo	Donovan Brown Eget Martyr
The Great Physician International	Empress Itopia Ronda Archer
Dennery Mabouya Valley Development Foundation Inc	Evestus Augustin
Folk Research Centre	Kentry Jn Pierre
Ciceron Secondary School	Marie Edwards

ORGANISATION	NAME
Soufriere Marine Management Association (SMMA)	Newton Eristhee
National (Saint Lucia) Consumers Association	Raphael CK St. Hill
Gros Islet Football League	Trevor Heath
Sustainable Development and Environment Division, Ministry of Physical Development and the Environment (National Executing Agency)	Crispin d’Auvergne Dawn Pierre-Nathoniél Neranda Maurice Joanna Rosemond Shandra St. Ville Namiko Hattori Dunstan Brice Heidi Soucra-Albert
National PPCR Consultants	Luvette Thomas-Louisy Lead Consultant, SPCR Vasantha Chase Policy Consultant

ORGANISATION	NAME
	Gillian Vidal-Jules Legislative Consultant Agnes Francis Public Education and Awareness Consultant

Pilot Programme for Climate Resilience (PPCR)

Stakeholder Consultation – Civil Society (South)

Venue: Kimatrai Hotel, Vieux-Fort

Date: Wednesday, March 23, 2011

Organization	Name
Vieux Fort South Football League	Anicetus St. Aime
Laborie Development Foundation	Augustine Dominique
Mabouya Valley Youth and Sports Council	Caius Cassius
Mon Repos Youth and Sports Council	Dave Charlery
Dennerly Village Council High Street	Desma Faucher
Contractor Cocou, Vieux Fort	Elias Sewak
Mothers and Fathers League	Gregor Biscette
Choiseul Village Council	Henson Samuel
Laborie Youth and Sports Council	James Prophet
Vieux Fort North Council	Kelland Joseph
Anse La Raye Development Foundation	Magnus Deboville
Micoud RC Infant School/ Micoud North Disaster Preparedness Committee	Marcellina Newton
Vieux Fort North Rural Council	Nancy Charles
Micoud Youth and Sports Council c/o	Natasha Ismond

Organization	Name
President Lester Justin	
Roots Alley Lane Football Team	Neil Philip
Desruisseaux Youth and Sports Council	Octavia A. Emmanuel
Soufriere Market Board	Rita Harrison
Youth and Sports Officer of Ministry of Social Transformation, Youth and Sports	Valerina St. Helen
Vieux Fort North Disaster Preparedness Committee	Vincent Charlery
Hanan's Designs and Construction Service Ltd	Vincent Hanan Gabriel
Police Officer (football clubs/youth involvement)	Webster Albert
Vieux Fort South Disaster Committee- National Emergency Management Office (NEMO)	Winston Lubin
Sustainable Development and Environment Division, Ministry Physical Development and the Environment (National Executing Agency)	Crispin d'Auvergne Dawn Pierre-Nathaniel Joanna Rosemond Shandra St. Ville Heidi Soucra-Albert Giselle Amedee

Organization	Name
National PPCR Consultants	Luvette Thomas-Louisy Lead Consultant, SPCR Vasanth Chase Policy Consultant

Pilot Programme for Climate Resilience (PPCR)

Stakeholder Consultation/Project Prioritization and Validation – Public Sector *(and special invitees)*

Venue: Royal Saint Lucia by Rex, Rodney Bay

Date: Thursday, April 07, 2011

Organization	Name
<p>Ministry of Agriculture Lands, Forestry & Fisheries</p> <ul style="list-style-type: none"> -Department of Agriculture -Department Fisheries -Department of Forestry -Water Resources Management Unit 	<p>Sumita Daniel</p> <p>Adams Toussaint</p> <p>Sarita Williams-Peter</p> <p>Allena Joseph</p> <p>Michael Gaspard Andrew</p> <p>Farzana Leon</p> <p>Bernadine Joseph</p>
<p>Meteorological Services Department, Ministry of Communications, Works, Transport and Public Utilities</p>	<p>Govinda Augustin</p>
<p>Ministry of Social Transformation, Youth and Sports</p>	<p>Martha Blanchard</p>

Organization	Name
Saint Lucia Air and Sea Ports Authority (SLASPA)	Daren Cenac Adrian Hillaire Peter F. Jean Cuthbert Nathoniell
Saint Lucia Fire Service, Ministry of Physical Development and the Environment	Michael Charles George Victoria
National Conservation Authority (NCA)	Denise Collymore
Ministry of Housing, Urban Renewal & Local Government	Jenny Daniel
Ministry of Health	Merlene Fredericks Wenal Gabriel
Ministry of Tourism & Civil Aviation	Deepa Girdari
Saint Lucia Electricity Services Limited (LUCELEC)	Gabriel James
Computer Centre Ltd	Jim C. Joseph
Water & Sewage Company Ltd (WASCO)	Jim King
Ministry of External Affairs, International Trade and Investment	Kimberly Louis

Organization	Name
Organization of Eastern Caribbean States-Environment and Sustainable Development Unit (OECS-ESDU)	Peter A. Murray
Officer of the Prime Minister-Office of Private Sector Relations (OPSR)	Vincent Peter
Ministry of Finance, Economic Affairs & National Development (National Executing Agency)	Avril Edwin- Boxill Norma Cherry- Fevrier Bhaiya Sondawle
Ministry of Physical Development & the Environment (National Executing Agency) -Physical Planning Section -Administrative (Budget) Section	Myrtle Alexander David Desir Phil Leon Haward Wells
-Sustainable Development and Environment Division	Dawn Pierre-Nathoniell Neranda Maurice Laverne Walker Alma Jean Joanna Rosemond Caroline Eugene

Organization	Name
	Dunstan Brice
National PPCR Consultants	Luvette Thomas-Louisy Lead Consultant, SPCR Vasantha Chase Policy Consultant