



GOVERNMENT OF SAMOA
MINISTRY OF WORKS, TRANSPORT & INFRASTRUCTURE

TERMS OF REFERENCE FOR CONSULTANCY FIRM'S SERVICES
FOR THE DEVELOPMENT OF RESILIENT SĀLELOLOGA TOWNSHIP PLAN,
SĀLELOLOGA SUSTAINABLE MANAGEMENT PLAN (SMP), and STRATEGIC
ENVIRONMENTAL AND SOCIAL ASSESSMENT (SESA)
PACIFIC REGION PREPAREDNESS, ADAPTATION AND RESILIENCE – SAMOA
PROJECT (P507749)
PROCUREMENT REFERENCE Number: WS-MWTI-529735-CS-CQS

Background



Figure 1: Satellite Image of Samoa

Urbanization and Economic Growth

The Independent State of Samoa is experiencing slow urban population growth rates within defined administrative boundaries. However, this is likely explained by growth in peri-urban areas and urban corridors (such as in the northwest of Upolu and the peri-urban areas of Sālelologa). This has led to disparities in educational and employment opportunities, as well as reduced municipal services in secondary urban centers such as Sālelologa. The Pathway for

the Development of Samoa (2021-2026) emphasizes the need for spatially balanced development to support national economic growth. Recognizing Sālelologa's potential, the Planning and Urban Management Agency (PUMA) under the Ministry of Works, Transport, and Infrastructure (MWTI) aims to develop a Township Plan and Sustainable Management Plan (SMP), in line with the *Planning and Urban Management Act 2004*. These plans will act as catalysts for sustainable growth while integrating climate and disaster resilience into urban development, an approach yet to be systematically applied in Samoa's secondary urban areas.

Climate and Disaster Risks

The challenges of rapid urbanization and substandard construction are expected to worsen due to climate change and natural hazards. Key risks include:

- (i) Sea level rise, leading to property damage, displacement, and transport network disruptions.
- (ii) Increased intensity of tropical cyclones, disrupting public services, economic activity, and causing asset damage and loss of life.
- (iii) Heavier precipitation events, resulting in flooding exacerbated by poor urban drainage and unregulated development.
- (iv) Water infrastructure and management challenges, with seasonal variations, limited storage, and inadequate distribution infrastructure.
- (v) Extreme heat events, intensified by vegetation loss and excessive use of impermeable surfaces.

The impacts from natural and climate-related hazards are particularly concerning for Sālelologa due to its role as a key service and transport hub for Savai'i. Critical infrastructure, including the wharf, ferry terminal, market, schools, fire station, and power substation, is highly exposed to natural hazards such as floods, strong winds, coastal erosion, and landslides. Parts of the town also fall within the tsunami evacuation zone. However, housing and public assets are not always located in safer areas and designed with climate and disaster resilience in mind, making them exposed and vulnerable to hazards. Risk-informed urban planning, strengthening

Risk-Informed Planning and Disaster Preparedness

Risk-informed and integrated land-use planning at national and local levels is crucial for managing urbanization and climate change challenges. This requires:

- Stakeholder engagement, including landowners, public authorities, private sector, and local communities.
- Sustainable land management capacity building, ensuring resilience to climate change impacts.
- Understanding of risk profiles and future risks, and their application to proposed developments.
- Incorporation of disaster risk management (DRM) measures, enhancing preparedness and response strategies.
- Understanding of the potential environmental or social implications and opportunities of land use planning and future developments.

Samoa's DRM efforts focus on flood management, climate-proofing infrastructure, and strengthening resilience to disasters and health risks. Over the past decade, the country's approach has evolved from post-disaster response to proactive interventions, led by the Ministry of Natural Resources and Environment (MNRE)¹. Initiatives such as the World Bank-financed Pacific Resilience Program (PREP)² have enhanced multi-hazard early warning systems (MHEWS), strengthened school infrastructure, and improved financial protection against disasters.

Strengthening Emergency Preparedness and Response

Continued investment in MHEWS and emergency preparedness and response (EP&R) capabilities will better equip Samoa to protect communities and the economy from climate-related hazards. Key priorities include:

¹ The key divisions responsible for Samoa's MHEWS are the Disaster Management Office, Samoa Meteorological Division, Water Resource Division, and Information Communications and Technology division.

² PREP – Samoa Project (P154839)

- (i) Integrating risk considerations into urban planning, preventing the placement of people and critical assets in vulnerable areas.
- (ii) Enhancing public building designs, incorporating updated energy and water efficiency standards to minimize operational costs.
- (iii) Developing strategic EP&R mechanisms, addressing infrastructure, regulatory frameworks, emergency personnel training, and information systems.
- (iv) Strengthening emergency management infrastructure, particularly for hazard monitoring and services such as firefighting, including at the subnational level.

Further investment is needed to bolster resilience at both national and local levels.

Integrated Urban Development Approaches

Past development of the MNRE-led Community Integrated Management (CIM) Plans has facilitated collaboration among government, community, and non-government stakeholders. The Fa'asaleleaga CIM Plan, which includes Sālelologa, prioritizes essential infrastructure upgrades and disaster preparedness measures, such as improved drainage and evacuation routes. Meanwhile, the Vaitele SMP and 2018 Urban Design Standards for the Apia Waterfront provide guidelines for:

- (i) Guiding land use to support sustainable urban growth.
- (ii) Promoting resilient and functional urban spaces that enhance safety and livability.
- (iii) Ensuring new infrastructure development aligns with disaster risk reduction objectives.

While the *Planning and Urban Management Act (2004)* mandates national development policy controls and the *National Urban Policy (2013)* guides development in Apia, there are no policies to guide and regulate future growth in Samoa's secondary urban areas. The *Pathway for the Development of Samoa (2021-2026)* emphasizes the need for long-term planning to achieve a more spatially balanced distribution of economic opportunities across the country, while promoting overall national economic growth. To support the vision of the *Pathway*, The Ministry of Women, Community, and Social Development's District Development Plan (DDP) enhances the social, economic, and intellectual development of its population by addressing the most pressing needs of the community especially the most vulnerable such as persons with disability, youth, children, elderly and women.

Future Resilience for Sālelologa

Proactively integrating climate and disaster resilience into Sālelologa's development is critical, given its growing population and exposure to natural hazards. Between 2016 and 2021, Savai'i's population grew by 3.7 percent, reaching 45,175, with approximately a third of the population residing in the Fa'asaleleaga District. However, Sālelologa's low-lying areas, including the tsunami evacuation zone, heighten vulnerability. The town's critical infrastructure, including its wharf, ferry terminal, airport, fire station, market, schools, public library, and substation, is vital to the community's daily life and economy.

Despite its importance, much of Sālelologa's public infrastructure remains inadequately designed for Samoa's climate and disaster risk profile. Climate change amplifies existing vulnerabilities across multiple sectors, disproportionately affecting women, youth, the elderly, and persons with disabilities. Societal roles, existing inequalities, and limited resources make these groups particularly susceptible to the cascading effects of climate change, including worsening gender-based violence, mental health challenges, and land tenure disputes as rising sea levels threaten displacement. To address these challenges, investments must focus on:

- (i) Sustainable urban designs that adapt to climate change while mitigating Samoa's risk profile.
- (ii) Universal accessibility standards, ensuring inclusivity in urban planning and reducing barriers for vulnerable populations.
- (iii) Climate-adaptive public spaces and infrastructure, fostering long-term resilience, economic viability, and equitable access to essential services across all sectors, including healthcare, education, and fisheries.

- (iv) Taking an integrated strategic approach to planning in order to understand and minimize downstream environmental implications and be sympathetic to the social and cultural context of the existing communities with a goal to enable enhanced opportunities and outcomes.

By implementing these measures, Sālelologa can serve as a model for sustainable urban development in Samoa's secondary urban centers, ensuring that its growth is resilient, inclusive, and environmentally sustainable.

Objectives

The overall objective of this consultancy is to prepare a Township Plan, SMP, and Strategic Environmental and Social Assessment (SESA) for Sālelologa under Component 3 of the World Bank-financed Pacific Region Preparedness, Adaptation and Resilience (PREPARE) – Samoa (see Annex 2 for additional project details). These will sit under the *Planning and Urban Management Act 2004* and will complement the broader PREPARE-Samoa project by guiding the physical and sustainable development of Sālelologa in line with existing land uses, and existing government priorities and policies (refer to Annex 1 for a list of relevant reports). Responses to, consideration of, and mitigation strategies for sea level rise, natural hazards, and the impacts of climate change are to be embedded in the plans. These will encapsulate the key development strategies to achieve significant urban transformation to enhance livability, support economic growth and protect the environment. The plans must build on community listening sessions and ensure that further consultation shapes their development. This includes consultation with communities, women, youth, aging, people with disabilities, businesses and private sector, environmental and special interest groups such as churches and faith-based organizations.

The specific objectives of this consultancy can be grouped into the delivery of the following components.

1. A Sālelologa Township Plan that provides a high-level vision to environmentally and socially sustainable and climate resilient public space enhancements and coastal protection strategies for wider Sālelologa. The Township Plan is meant to incorporate urban design elements, engineering considerations, environmental and social considerations, and visual plans, prepared in a manner that is consistent with the previously developed *Apia Waterfront Development Plan (2017-2026)*. The Township Plan is to include rapid technical assessments, detailed visual representations to guide future development in alignment with the *Samoa National Urban Policy (2013)* and recommendations on further relevant technical studies required to ensure that any development will not negatively impact the outcomes sought under the framework. The Township Plan should consider the structure and process of the *Apia Waterfront Plan 2017-2026* and 2018 Urban Design Standards.³
2. A SMP that will become a statutory document prepared and endorsed in accordance with Part IV of the *Planning and Urban Management Act (2004)*, establishing prescriptive land use zoning, development controls, and regulatory mechanisms for urban development within the Government of Samoa (GoS) owned township area. It will define clear zoning designations, infrastructure requirements, building heights, setbacks, and sustainability standards, ensuring compliance with the *National Building Code of Samoa (2017)*, *Disaster and Emergency Management Act (2007)*, and other relevant planning regulations. The SMP will serve as a legal instrument to guide and regulate development in alignment with the vision and objectives of the Township Plan.
3. A comprehensive two-step Strategic Environmental and Social Assessment (SESA). A SESA has the dual purpose to (i) understand the downstream environmental and social implications of urban planning and support the integration of these findings into the high-level vision of the Sālelologa Township Plan, and to (ii) provide a strategic framework process for understanding and addressing environmental and social risks and impacts of specific proposed interventions within the SMP. The SESA will be conducted in accordance with the WB's Environmental and Social Framework (WB-ESF); the country's Environmental and Social Framework (C-ESF) or Samoan laws, regulation and policy; SPREP's SEA Guidelines⁴ and other Good International Industry Practices (GIIP).

³ <https://www.mwti.gov.ws/wp-content/uploads/2022/09/Waterfront-Plan-2017-2026.pdf>

⁴ <https://www.sprep.org/sites/default/files/documents/publications/SEA-Guidelines.pdf>

The overarching objective is to promote sustainable, climate-resilient, and well-integrated urban development, ensuring the long-term viability and livability of Sālelologa as the primary urban center of Savai'i.

Scope of Consultancy, Deliverables, and Timeline

The following table lists key deliverables and milestones and serves as a guideline for the consultancy. The duration of this consultancy is expected to be 15 months.

No.	Deliverables	Format	Duration
Task 1: Inception Report and Literature Review			2 months
1.1	Preparation of Inception Report including: - An overview of project objectives, strategies, work plan, and timeline. - A list of project team members, their qualifications, assigned tasks, and time allocations. - Identification of available literature and data and reports/technical studies relevant to the assignment. - Outline reports, drawings, and maps to be submitted. - Plan field visits and include a capacity building program for the project. - Assess and propose membership of the activity's Steering Committee and Technical Working Group and monthly meeting dates	- Email softcopy of reports. - An electronic slide deck highlighting key findings and decision points.	Due 1.5 month after contract commencement.
1.2	Preparation of Literature Review including: - A review of relevant government policies, planning documents, and existing studies, including national climate change, disaster risk management, urban resilience plans, environmental and social conditions and technical studies (utilizing the World Bank's <i>Multi-Hazard Risk Assessment and Investment Options - City-Level Case Study in Sālelologa</i>) - Investigation into best practices from urban resilience studies and planning documents.		

	Where data from previous relevant consultations is not readily available, engage with relevant government agencies, local representatives, and stakeholders to address any knowledge gaps and ensure alignment with national and local priorities.		
1.3	Preparation of a concise SESA scoping report (for public dissemination once finalised) to: • Inform stakeholders of the issues, objectives and alternatives that are to be considered in the assessment of impacts to go into the SESA. • The proposed approach for assessing impacts and engaging with stakeholders.		
1.4	Preparation of the Communications Strategy and Engagement Plan including identification of key stakeholders; a draft strategy defining stakeholder engagement; mobilization strategies; key messages; and consultation, dissemination and feedback methods.		
1.5	Inception workshop presenting Tasks 1.1-1.3 to the Steering Committee and Working Group.		1 week after submission of Inception Report, Literature Review, SESA Scoping Report and Communications Strategy and Engagement Plan to client.
1.6	Review and incorporation of comments into final version		1 week after presentation of draft plans to government agencies
Task 2: Spatial and Economic Analysis including Projections			4 months
2.1	Spatial and Economic Analysis including: • Evaluate land ownership, land use, zoning regulations, and infrastructure capacity. • Identify economic drivers and potential growth industries,	• Email a softcopy of all reports, plans and related GIS and CAD files. • An electronic slide deck highlighting key findings and decision points.	Due 3.5 months after approval of the Inception Report and Literature Review.

	ensuring alignment with the Pathway for the Development of Samoa (PDS). - Conduct climate risk assessments (e.g., flooding, sea level rise, erosion) in accordance with the National Adaptation Programme of Action (NAPA) and Samoa Climate Change Policy (2020 - 2030), (utilizing the <i>Multi-Hazard Risk Assessment and Investment Options - City-Level Case Study in Sālelologa</i>). - Develop GIS-based spatial planning maps. - Planning analysis of the study areas. - Projections for the future.		
Review and incorporation of comments into final version			2 weeks
Task 3: Preparation of Township Plan, SMP, and SESA			9 months
Stakeholder Consultation			
3.1	Preliminary Consultations – Present initial concepts and relevant analysis to stakeholders for input prior to drafting the plans.	- PowerPoint presentation. - Email softcopy of all information collected and reports.	2 weeks following Spatial and Economic Analysis.
3.2	Provide findings from the preliminary consultations in a Stakeholder Engagement Report.		1 week after the conclusion of preliminary consultations.
Draft Strategic Environmental and Social Assessment (SESA)			
3.3	Prepare a Draft SESA including: - Examination of downstream implications on the environmental, social and cultural heritage associated with the development of the Township Plan and SMP. - Assess the potential direct, indirect, and cumulative environmental, social and cultural heritage benefits and impacts of current/proposed physical and framework implementation and their potential to address environmental, social and cultural heritage priorities for Sālelologa. - Propose a set of actionable recommendations by which these	- A PowerPoint presentation highlighting key findings, recommendations, and decision points - Emailed softcopy of all reports and related files	Up to 6 months, concurrent with the preparation of the Communications and Engagement Plan, Stakeholder Consultations. The Draft SESA will be completed 3 months prior to finalization of Township Plan and SMP. The draft Township Plan and SMP may be started concurrently but will be informed by the Draft SESA.

	issues can be addressed so as to enhance environmental sustainability and social equity in the Township Plan and SMP. • Informed by the literature review, identify gaps of the country's environmental and social framework (C-ESF) and propose gap filling measures to be included in the Township Plan and SMP for good international industry practices (GIIP).		
Sālelologa Township Plan Preparation			
3.4	Prepare a draft Sālelologa Township Plan including: • Developing strategies for sustainable coastal management, ensuring alignment with climate adaptation and disaster resilience priorities. • Establishing guidelines for waterfront land use and public space management, drawing from best practices like the Apia Waterfront Development Plan. • Undertaking environmental and infrastructure assessments to identify challenges such as erosion, flooding, waste, and water quality. • Preparing urban design elements and visual representations, including site plans, waterfront activity zones, and climate adaptation features.	• 3 hardcopy reports in A4 and/or A3 size, plans in A1. • A PowerPoint presentation. • Emailed softcopy of all reports, plans and related GIS and CAD files.	5 months, concurrent with the preparation of the SMP and SESA, after the submission of the Stakeholder Engagement Report.
Sustainable Management Plan (SMP) Preparation			
3.5	Prepare a draft SMP including: • Preparation in accordance with Part IV of the Planning and Urban Management Act (2004). • Establishing land use zoning, urban design guidelines, and infrastructure priorities aligned with relevant plans and policies.	• 3 hardcopy reports in A4 and/or A3 size, plans in A1. • A PowerPoint presentation. • Emailed softcopy of all reports, plans and related GIS and CAD files.	5 months, concurrent with the preparation of the Sālelologa Township Plan and SESA, after the submission of the Stakeholder Engagement Report.

	- Developing design controls for building heights, setbacks, green spaces, and sustainability, ensuring compliance with disaster management legislation. - Undertaking of technical assessments to address data gaps and recommend priority studies for the area. - Preparing of visual representations to guide and support structured urban development		
Final SESA			
3.6	Prepare a final SESA building on the draft to include: - Assess the extent to which the recommendations made in the draft SESA were addressed in the final Township Plan and SMP - Update the draft SESA to assess and minimize the downstream the environmental and social implications associated with the final Township Plan and SMP	3 hardcopy reports in A4 and/or A3 size, plans in A1. - A PowerPoint presentation. - Emailed softcopy of all reports, plans and related files	2 months, concurrent with the finalization of the Township Plan and SMP
Stakeholder Consultation			
3.7	Present the draft plans to all relevant government agencies and stakeholders for consultation and validation, including details on directions taken from preliminary stakeholder consultations.	- A PowerPoint presentation. - Email softcopy of all information collected and reports.	2 weeks after submission of draft Sălelologa Township Plan and SMP and the final SESA.
3.8	Provide findings from the government agency and stakeholder consultations in an updated Stakeholder Engagement Report.		1 week after presentation of draft plans to government agencies.
Finalization and Client Approval			
3.9	Finalize the plans through: - Incorporating feedback from government agencies and refine both plans. - Submitting final Township Plan, SMP, and SESA for client approval.	3 hardcopy reports in A4 and/or A3 size, plans in A1. - A PowerPoint presentation. - Emailed softcopy of all reports, plans and	1 month after providing updated Stakeholder Engagement Report.

	Assisting client with any minor edits or alterations, if required.	related GIS and CAD files.	
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The Consultant is expected to propose a work plan outlining all tasks and sub-tasks (including any additional review or consultations sessions they wish to propose), whilst ensuring the timeline meets the objectives of the assignment. At least three in-country visits will be required.

Detailed Scope of Consultancy

The following outlines the necessary task in the development of the project.

Each task shall include appropriate consideration of:

- Disaster and climate risk, including climate impacts (e.g., sea level rise)
- Ecological environment, including land, lagoon and ocean
- Community health, community cohesion, accessibility to services (including health services for noncommunicable diseases such as heart diseases and diabetes), social equity and gender-based violence
- Traditional land ownership and community structures in Sālelologa.

This is critical to the project and the consultant must demonstrate their response to each of these bullet points in their submission.

MWTI and the Ministry of Lands and Survey will provide cadastral maps of traditional land boundaries (where available and known).

The consultant must plan for stakeholder consultation sessions in Sālelologa and site visits to familiarize themselves with the urban context.

The geographic study areas for each of the plans is identified in the *Multi-Hazard Risk Assessment and Investment Options - City-Level Case Study in Sālelologa, prepared by ONE Consortium (2025)*. The study areas are to be confirmed by PUMA and GoS.

The Township Plan will be a high-level vision for the Sālelologa town. The proposed study area is outlined in black in Figure 3 and marked “study area.” The proposed study area for the SMP is to be prepared and considered in accordance with Section IV of the Planning and Urban Management Act 2004 and will consist of the government-owned land forming the Sālelologa Township plots and the proposed Nature Preserve as seen in Figure 3 in the red dotted line.



Figure 2: Proposed Study Area for Township Plan and SMP (white dotted line depicts Township Plan study area; yellow dotted line depicts SMP study area)

The Consultant is required at each stage of the work to closely coordinate with the PUMA, MWTI, MNRE, MoF, SPA, LTA, MWCSD, DMO, and other stakeholder agencies. The Government will form a high-level Steering Committee (made up of senior Government leadership) and Technical Working Group (comprised of relevant line agencies, NGOs and shall be at least 50 percent female) to advise the Consultant, and the Consultant is expected to nominate the agencies and/or individuals involved during the Inception Phase. The Village Mayor(s) should be named to the Steering Committee. The nature and frequency of coordination meetings shall be determined in discussions between the Consultant and the Client but will be expected to occur monthly.

All technical deliverables will need to be reviewed and cleared by the Client. In addition, the World Bank team will provide technical inputs on deliverables through the Client.

The Consultant must include a capacity building program throughout the project.

Task 1: Inception Report and associated documents

1. 1.5 months after contract commencement, an Inception Report, Literature Review, SESA scoping report and Communications Strategy and Engagement Plan shall be submitted, with a short review process before documents are finalized.

Inception Report

2. The inception report should cover: (i) overall assignment objectives and strategies; (ii) a work plan – outlining project sub-tasks, methodology, timeline, dedicated resources, deliverable review schedules/milestones including any holding points, etc.; (iii) list of key and supporting staff, their qualifications and experience, tasks assigned and time allocations; (iv) available literature and data; (v) list of reports, drawings and maps to be submitted; (vi) outline of the Communications Strategy and Engagement Plan for engaging various stakeholders, questionnaires / checklists for information gathering, key respondents to be interviewed and consulted etc. (see below); (vii) planned field visits; (viii) a capacity building program for the project; and (ix)

suggested membership of the Steering Committee and Technical Working Group and a proposed meeting schedule.

Literature Review

3. Carry out literature review and assessment for Sālelologa. Much of this information can be found in the *Multi-Hazard Risk Assessment and Investment Options - City-Level Case Study in Sālelologa* and should be utilized to the maximum extent possible. This includes, but is not limited to, the following activities:
 - a. Conduct data collection and review of government policies, including the National Adaptation Programme of Action (NAPA), Samoa Climate Change Policy (2020 - 2030), National Environment Sector Plan (NESP), National Strategy for the Development of Samoa (SDS), Planning and Urban Management Act (2004), and sector plans, as well as census data and other existing planning-related, environmental, cultural or country safeguard systems studies, reports, and policies.
 - b. Review similarly developed and relevant urban resilience and planning studies for Samoa, including the Apia City Spatial Plan (2014), Apia Waterfront Development Plan (2017 - 2026) and the SMP (Vaitele) (2012). Investigate best practices and learnings from Apia and other Pacific urban centers that could be applied to Sālelologa.
 - c. Review similarly developed and relevant SESA reports from similar projects in the region to identify best practices and learnings for achieving meaningful integration of SESA recommendations into planning outcomes.
 - d. Where data from previous relevant consultations is not available, engage with key government agencies, economic bodies, NGO/CSOs and community groups. This may include consultations with different areas or departments of MWTI, MNRE, MoF, SPA, STA, MWCSO, MAF, and MCIT, Fa'asalele'aga District representatives, the business sector, SPREP, the Samoan Conservation Society, Sālelologa Council of Chiefs and other local village councils (fono) to ensure alignment with national and local priorities. *Multi-Hazard Risk Assessment and Investment Options - City-Level Case Study in Sālelologa* should be utilized to the maximum extent possible as it recently assessed the town's critical urban resilience challenges, which included the establishment of a methodology for analyzing hazards and risks, the extent of exposure and vulnerability of each hazard and their impact, and the impacts of urbanization. The assessment included relevant past and ongoing trends in population density, urban planning and design, infrastructure development, urban centers and urban corridors, and the social, environmental, and economic shifts have occurred in Sālelologa. Based on the developed multi-hazard risk profile, exposure and vulnerability analysis and urban design analysis in Sālelologa, the Case Study advised on a list of high priority investment options for urban resilience that would complement ongoing work by GoS. The Case Study was presented to and validated by GoS in February 2025. These investment options, background analysis, and collected data and literature shall provide the baseline analytics and to the Township Plan and SMP.

SESA Scoping Report

4. A clear and concise SESA scoping report is to be developed during the inception phase which should include the following:
 - a. A summary of the proposed township plan and SMP for Sālelologa including the process for their development and how this will intersect with the SESA.
 - b. To the extent available, a brief description of the alternatives that will be considered in the SESA.
 - c. A summary of the key environmental and socio-economic issues/priorities that are to be considered during the assessment of impacts.
 - d. SESA linkages with the Communications Strategy and Engagement Plan.
 - e. A summary approach for carrying out the SESA, including proposed sources of data (as identified in the Literature Review) as well as an indicative project plan identifying the key steps, relationship with township plan and SMP development, and timings for consultations. Any critical gaps in the

baseline data required for the SESA will also be identified and measures to address these gaps will be proposed.

The SESA scoping will need to be reviewed and cleared by the Client.

Communications Strategy and Engagement Plan

5. A Draft Communications Strategy and Engagement Plan (CSEP) is to be developed at the start of the consultancy for the purpose of defining engagement of stakeholders during the planning process. The strategy will be derived from the project-level Stakeholder Engagement Plan and: (i) identify key groups of stakeholder and mobilization strategies for these groups; (ii) propose key messages; (iii) consultation and dissemination strategies; iv) feedback mechanisms. The Draft CSEP will need to be reviewed and cleared by the Client.

Stakeholder Workshop

6. Prior to the finalization of the Inception Phase, the Consultant will organize an Inception Workshop with key stakeholders, including the members of the Steering Committee and Technical Working Group.

Task 2: Spatial and Economic Analysis including Projections

1. 3.5 months after approval of the Inception Report and Literature Review, a Spatial and Economic Analysis (including projections) shall be submitted, with a short review process before documents are finalized.
2. The Spatial and Economic Analysis for Sālelologa must integrate key insights, data, and policy frameworks from the literature review and provide a well-founded and contextually relevant analysis. Much of this information can be found in the *Multi-Hazard Risk Assessment and Investment Options - City-Level Case Study in Sālelologa* and should be utilized to the maximum extent possible. This includes, but is not limited to, the following activities:
 - a. Assess current land use (including any informal use), and zoning regulations to identify development constraints and opportunities. Utilize findings from the completed literature review regarding existing planning frameworks such as the Planning and Urban Management Act (2004) and the National Urban Policy (2013) to ensure alignment with national land use strategies.
 - b. Map land tenure/ownership/leases and any areas of dispute within the study area, and examine land tenure and ownership structures, referencing legal frameworks reviewed in the completed literature review, such as the Village Fono Act (1990), to ensure that proposed development strategies respect traditional governance and legal requirements. Develop a comprehensive cadastral map with the support of the Ministry of Lands and Survey for the Township Plan study area for public dissemination, consultation and feedback.
 - c. Analyze transportation and mobility networks, including road infrastructure, public transport availability, pedestrian and cycling accessibility, and connectivity to other islands and districts of Savai'i. Identify gaps in infrastructure and propose strategies for improvement, drawing on transport-related data and policies reviewed in the completed literature review.
 - d. Review infrastructure and utility provision, including water supply, water catchments, sanitation, drainage, energy distribution, and solid waste management. The consultant should reference the National Environment Sector Plan (NESP) and other infrastructure-related findings from the completed literature review to assess service adequacy and future demand.
 - e. Conduct an environmental and disaster/climate risk assessment, integrating hazard and vulnerability insights from the completed literature review, including Light Detection and Ranging (Lidar) remote sensing data, the CIM Plan for Fa'asalele'aga 1 District (2018), the Samoa Climate Change Policy (2020 - 2030), and the World Bank multi-hazard risk assessment and investment options technical study. This

should be used to identify high-risk areas and develop resilience strategies for Sālelologa. Additional analysis may be required, including risk assessments for flooding, drought, and other impacts of climate change.

- f. Evaluate population, housing and urban growth trends, utilizing demographic, socio-economic, and migration data compiled in the completed literature review. Analyze existing residential densities, housing supply, and affordability to project future needs and ensure that proposed developments align with housing demands and sustainability principles. Conduct a housing market analysis to understand existing housing stock in relation to projected population growth.
- g. Analyze economic drivers and employment sectors, referencing economic data and trends identified in the completed literature review, including insights from the National Pathway for the Development of Samoa (PDS) and Samoa 2040. Identify key industries supporting Sālelologa's economy, assess potential for expansion, and recommend strategies for sustainable economic diversification. This will require a high-level economic analysis to evaluate the costs and benefits of the proposed urban planning strategies, projects, and policies to determine their overall impact on the local economy.
- h. Identify potential areas for residential, commercial, industrial, and institutional development, ensuring alignment with policies and strategies identified in the completed literature review. Assess feasibility for new business districts, markets, industrial zones, and government facilities in consideration of economic growth priorities.
- i. Conduct a tourism sector analysis, building on tourism-related data reviewed in the completed literature review, including the Samoa Tourism Sector Plan and any lessons learned from the implementation of the Apia Waterfront Development Plan (2017 - 2026). Identify opportunities for sustainable tourism expansion, including eco-tourism and cultural tourism initiatives.
- j. Consider cultural heritage (tangible and intangible) aspects in line with any Ministry of Education and Culture policy frameworks.
- k. Gather and analyze existing information to make informed projections for future scenario planning for Sālelologa. This will include incorporating resilience measures, population fluctuations, possible future population structures, education requirements for all ages (including classroom numbers), health and aging population needs, gender-based violence considerations, housing requirements (including potential for different densities), construction trends, economic opportunities and household income sources, environmental health and sustainable living opportunities, including cultural practices.
- l. Validate findings through engagement with the client, leveraging relationships and insights established during the completed literature review consultations.

The reality of sea level rise and importance of integrating disaster and climate resilience within urban planning and design aspects, should be inherent in all parts of the Spatial and Economic Analysis.

Task 3: Preparation of Township Plan, SMP, and SESA

3. 9 months after submission of the Spatial and Economic Analysis (including projections) the requirements of Task 3 shall be submitted, with presentation to government agencies and relevant stakeholders (per the Stakeholder Engagement Plan) and a detailed validation process required before documents are approved by the GoS and finalized.

Stakeholder Consultation

4. Provide technical advice to PUMA to provide public notice in accordance with the Planning and Urban Management Act 2004 on the government's intention to prepare an SMP (and Township Plan). The notice shall include a detailed proposal to prepare the plan, the reasons for preparing the plan, the aim and objectives of the proposed plan, a description of the land to be affected by the proposed plan, and any other matters which PUMA considers relevant.

5. Identify key stakeholders, including representatives from government agencies (e.g., MWTI, MNRE, MoF, SPA), community leaders, environmental organizations, and vulnerable populations in alignment with the *Planning and Urban Management Act (2004)* and the *Village Fono Act (1990)*. Conduct stakeholder consultations to ensure broad engagement and participatory input into the Sālelologa Township Plan and SMP to validate project priorities, ensuring the process aligns with recognized and supported stakeholder engagement practices.
6. Due to a significant amount of previous consultation the Consultant shall first determine key themes and suggestions for inclusion in the Sālelologa Township Plan and SMP for presentation and discussion with relevant stakeholders.⁵ Separate engagement sessions shall be held for all impacted government agencies. The consultations are to include, but are not to be limited to, the following activities:
 - a. Preliminary Consultations – Present initial concepts, spatial and economic analysis findings, and relevant data to stakeholders for input before drafting the plans. The consultant shall:
 - Prepare a PowerPoint presentation and workshop materials (e.g., posters, handouts, maps) summarizing key insights and initial planning considerations.
 - Distribute a soft copy of all collected information and reports via email to stakeholders.
 - Conduct workshops, interviews, and focus group discussions with key stakeholders, including representatives from MWTI, MNRE, MoF, SPA, STA, MWCSO, MAF, MCIT, NDMO, Fa’asalele’aga District representatives, and local village councils (fono).
 - Document stakeholder feedback to inform subsequent planning stages.
 - b. Stakeholder Engagement Report – Compile findings from the preliminary consultations into a structured report that:
7. Summarizes key feedback, issues and priorities raised during consultations and how they will be addressed in the Township Plan and SMP.
 - Identifies areas requiring further analysis or additional engagement.
 - Serves as a reference for government agencies and stakeholders during later validation stages.

Strategic Environmental and Social Assessment (SESA)

8. Background: A SESA is a set of analytical and participatory processes for incorporating environmental and social considerations, at early stages of decision making, into policies, plans, and programs that affect natural resources. The Consultant is to prepare a SESA to ensure that the Township Plan and SMP for Sālelologa comprehensively address the potential environmental, social, and cultural issues/priorities and strategic impacts by demonstrating an understanding of the existing biological and social environment, integrating existing stakeholder feedback and aligning with key policies and legal frameworks.
9. The SESA shall be prepared concurrently with the process of preparing the Township Plan and SMP. That means the SESA should be a mandatory, essential input to the planning process to inform both the Township Plan and SMP. That requires the full involvement of the environmental and social specialists as members of the dedicated technical team or consultancy firm.
10. The SESA will be completed in three stages. Stage one is the development of a SESA scoping report during project inception (refer above). The SESA scoping report should draw on the initial identification of E&S risks specific to the Sālelologa Township and development of the town plan and SMP (refer annex 4). Stage two is the preparation of a Draft SESA to inform the development of the Township Plan and SMP. The Draft SESA will be carried out over 6 months commencing in the inception phase and completed at least 3 months prior to the finalization of the Township Plan and SMP. Stage three is the preparation of the Final SESA which will examine how the TP and SMP addresses the environmental, social and cultural issues/priorities and recommendations; assesses the potential risks and impacts of the final Township Plan and SMP. The Final SESA will be completed over 2 months concurrent with the finalization of the Township Plan and SMP.
11. Specific objectives of the Draft SESA are to:

⁵ This shall include all affected stakeholders including any owner, occupier, and person having an interest in the land affected by the draft SMP whose name and addresses are readily available.

- a. Consolidate existing studies or reports, findings from previous/ongoing stakeholder consultations to confirm the comprehensive set of environmental, social (including land), and cultural strategic issues/priorities that are appropriate to be captured under the planning processes, drawing on insights from the *Multi-hazard Risk Assessment and Investment Options – City-Level Case Study in Sālelologa (ONE Consortium, 2025)* and past experiences in the development and implementation of the *Apia Waterfront Development Plan (2017–2026)* and the *Vaitele Sustainable Management Plan (2012)*.
 - b. Examine the identified strategic environmental, social and cultural heritage (ESCH) issues/priorities and map their relationship to specific elements of the Township Plan or SMP, noting to what extent these issues/priorities can be addressed through the Township Plan or SMP and identifying, as appropriate, more applicable mechanisms or institutions to address them.
 - c. Compile and present the ESCH baseline: Prepare a description of the existing and predicted future ESCH conditions that are relevant to the scope of the SESA and the strategic issues/priorities. The baseline should provide a strategic-level understanding of current conditions to assess potential cumulative and long-term impacts of the township masterplan, and to inform the development of sustainability objectives and monitoring indicators.
 - d. Assessment of Potential Impacts: To complete this work, the description and analysis of the outcomes that are expected as a result of implementing the town plan and SMP and alternatives will be finalised. Based on this, an assessment of potential strategic level environmental, social (including land) and cultural heritage impacts, both direct and indirect will be conducted. Strategic level impacts to be assessed and addressed under the SESA are those with downstream implications which may result from implementation of the Township Plan and SMP at a broad level, rather than specific impacts which would result from implementation of specific interventions under the plan.;
 - e. Propose a set of actionable recommendations, informed by stakeholder engagement, by which both the mapped strategic issues/priorities and the direct and indirect impacts can be mitigated/addressed so as to enhance environmental sustainability and social equity in the Township Plan and SMP.
 - f. Informed by the literature review, identify any environmental and social legislative, policy and institutional gaps relating to the strategic level impacts and propose gap filling measures to be included in the Township Plan and SMP. Gap filling measures will be provided as actionable recommendations to inform the Township Plan and SMP.
 - g. Monitoring plan: In consultation with PUMA, outline a monitoring plan that can support long term tracking of the township plan and SMP's progress against national priorities for sustainable development . Emphasis should be placed on ensuring the plan is practical for use by national and local institutions and can inform future plan reviews, investment decisions, and policy dialogue.
 - h. Provide institutional strengthening on the purpose and application of SESA through on-the-job mentoring to the MWTI PMD and CTSSU.
 - i. Provide clear guidance on the finalization of the Draft SESA.
12. Specific objectives of the Final SESA are to:
- a. Assess the extent to which the recommendations for addressing issues/priorities and impacts made in the Draft SESA were addressed in the final Township Plan and SMP including the legislative, policy and institutional gap filling measures.
 - b. Document how stakeholder input has been systematically integrated into the Township Plan and SMP, ensuring traceability of decision-making processes and adherence to existing frameworks.
 - c. Update the Draft SESA findings to assess the residual environmental and social risks and impacts associated with the final Township Plan and SMP.
 - d. Provide mitigate measures for residual impacts with a focus on how these should be incorporated at either the national planning or the individual investment / project level.

- e. In consultation with PUMA, finalise and expand on Draft SESA monitoring plan to encompass reporting mechanisms to monitor emerging concerns and maintain alignment with broader national policies and resilience strategies, for example, *Samoa 2040*, the *Disaster and Emergency Management Act (2007)*, and the *Samoa Climate Change Policy (2020 - 2030)*.
- f. Continue institutional strengthening of MWTI PMD.

Sālelologa Township Plan Preparation

13. The Consultant is to prepare a draft Sālelologa Township Plan including the following:

- a. A comprehensive urban plan that provides an overarching strategic vision for Sālelologa's urban development including goals, guiding principles, precincts/sub-plan areas, urban planning strategies, policy direction, monitoring plan, and investment plan, based on the findings of the previous tasks and stakeholder consultations, with guidance from the Samoa National Urban Policy (2013). The plan will respond to the recommendations provided in the Draft SESA and, to the greatest extent possible, will integrate the SESA findings and recommendations.
- b. The development of strategies for sustainable coastal management that support environmental resilience and promote recreational opportunities for both local communities and visitors. The plan should include measures to address coastal erosion, flooding, waste management, and water quality, while enhancing the waterfront's attractiveness as a destination for eco-tourism and recreational activities. The consultant will reference national policies such as the Samoa Climate Change Policy (2020-2030) and the National Adaptation Programme of Action (NAPA) to ensure that environmental strategies align with climate change mitigation goals. Additionally, the plan should explore opportunities to integrate natural features like parks, walking trails, and cultural heritage sites into the waterfront's design to encourage both community engagement and tourist interest while also integrating the findings and recommendations of the Draft SESA.
- c. The promotion of economic development, tourism, and recreational opportunities by identifying key areas for development, such as leisure parks, picnic areas, walking and cycling paths, and other waterfront activities. The consultant should align these opportunities with those found in the Apia Waterfront Development Plan (2017 - 2026) and the broader National Tourism Policy to ensure consistency with national objectives for sustainable tourism. The plan should develop strategies to diversify land use throughout Sālelologa to promote economic development, such as mixed-use development, public facilities for recreation, and eco-tourism opportunities, while considering any pertinent findings of the Draft SESA. The plan should also consider integrating spaces for local markets, cultural festivals, and events that will attract both residents and visitors, creating a vibrant and inclusive public space that encourages both economic development and social cohesion.
- d. The undertaking of technical assessments to support the sustainable management of the waterfront, with a focus on environmental resilience, tourism development and community recreation. These assessments will fill data gaps related to environmental impacts, infrastructure, and recreational needs. Assessments will be guided by the Draft SESA as appropriate. Using Lidar data, the consultant will conduct studies on coastal erosion, flood modelling, and water quality, alongside the potential for recreational activities, ensuring that these developments are climate-resilient and sustainable. The CIM Plan for Fa'asalele'aga 1 District and the Samoa National Disaster Management Plan (NDMP) will guide the integration of disaster risk reduction into tourism and recreational planning.
- e. Integrate detailed visual representations to guide the development of both recreational spaces and any other required infrastructure. The consultant will produce maps, diagrams, and visualizations that depict the proposed waterfront layout, including zones for tourism-related activities and outdoor recreational areas. These visual tools will also include strategies for integrating green spaces and natural features to enhance the area's appeal to both residents and tourists.
- f. Undertake technical assessments to support the urban planning process, with a focus on urban planning and design, environmental sustainability, disaster and climate resilience, tourism development and community recreation. These assessments will fill data gaps related to environmental impacts, infrastructure, and recreational needs. Using Lidar data, the consultant will

conduct studies on coastal erosion, flood modeling, and water quality, alongside the potential for recreational activities, ensuring that these developments are climate-resilient and sustainable. The CIM Plan for Fa'asalele'aga 1 District and the Samoa NDMP will guide the integration of disaster risk reduction into urban, tourism and recreational planning.

Sustainable Management Plan Preparation

14. The Consultant is to prepare a SMP for the Sālelologa New Township. The SMP will apply to new applications or applications for changes of use or renovation of existing buildings (private and public land). The SMP does not apply to continuing uses. No individual landowner will be affected by the provisions of the SMP except in the circumstance listed above. All land affected by the SMP is freehold or public land. The SMP will incorporate the following:
 - g. The SMP will be a statutory document prepared in accordance with Part IV of the *Planning and Urban Management Act (2004)*, establishing prescriptive land use zoning, development controls, and regulatory mechanisms for urban development within the GoS-owned township area. It will define clear zoning designations, infrastructure requirements, building heights, setbacks, and sustainability standards, ensuring compliance with the *National Building Code of Samoa (2017)*, *Disaster and Emergency Management Act (2007)*, and other relevant planning regulations. The SMP will serve as a legal instrument to guide and regulate development in alignment with the vision and objectives of the UrbanPlan.
 - h. The establishment land use zoning, urban design guidelines, and infrastructure investment priorities, ensuring alignment with the pertinent plans, policies, legislation, and documents listed at Annex 1 as well as responding to and integrating findings or recommendations from the Draft SESA. Development standards will be identified for residential, commercial, industrial, and public use zones as well as the process of rezoning land. The consultant should draw from the *Apia City Spatial Plan (2014)* and *Vaitele SMP (2012)* to ensure that the Sālelologa SMP follows national urban development principles. This document outlines land use zoning and infrastructure priorities for Samoa's capital, providing a framework that can be adapted for Sālelologa, ensuring a balanced approach to urbanization. Additionally, the *National Urban Policy (2013)* and the *Planning and Urban Management Act (2004)* should guide zoning decisions to ensure compliance with national legal frameworks and sustainable growth practices. This approach will integrate strategies for future urban resilience, supported by insights from the National Strategy for the Development of Samoa (SDS). Land use categories and the relevant use types and mix of uses in the use type are included in Annex 1.
 - i. The development of design controls regulating building heights, setbacks, green spaces, and sustainability measures, ensuring compliance with the *Disaster and Emergency Management Act (2007)*. The consultant should incorporate design guidelines that reflect the *National Building Code of Samoa (NBCS) (2017)* to establish safety standards for buildings and land use. These controls will regulate building heights and setbacks while promoting green spaces to improve urban resilience and quality of life. Sustainability measures will be embedded, taking into account the *Samoa Climate Change Policy (2020 - 2030)* and *National Adaptation Programme of Action (NAPA)* to address climate risks and ensure compliance with disaster risk management frameworks.
 - j. The undertaking of rapid technical assessments to address identified data gaps and include recommendations for any relevant technical studies that should be a priority for the area. Using Lidar data, the consultant will conduct assessments to fill data gaps, particularly in areas like flood modelling and coastal erosion. These technical studies will be informed by the *CIM Plan for Fa'asalele'aga 1 District (2018)*, which outlines local disaster risk mitigation strategies, and the *Samoa NDMP (2017 - 2020)*, ensuring that the SMP reflects local environmental hazards and incorporates appropriate resilience measures. Recommendations will also include studies related to infrastructure, utilities, and transportation, with insights from the *Apia Waterfront Development Plan (2017 - 2026)* for improving coastal and public space development.
 - k. The incorporation of detailed visual representations to support structured urban development. Visual aids, such as maps, diagrams, and renderings, will be developed to illustrate the planned land use zoning, infrastructure layout, and urban design concepts. These visual tools will be based on

principles from the SMP for Vaitele (2012), which offers a precedent for urban development in Samoa. The consultant will ensure that these representations also reflect strategies for climate-resilient urbanization, drawing insights from the *Multi-Hazard Risk Assessment and Investment Options - City-Level Case Study in Sālelologa* and incorporate findings or recommendations from the Draft SESA where these might influence visualizations or design. These visualizations will help stakeholders understand the Township Plan and will be essential for guiding future development.

- l. The establishment of land use zoning, urban design guidelines, infrastructure investment priorities, and urban planning policies, ensuring alignment with the pertinent plans, policies, legislation, and documents listed at Annex 1. The consultant should draw from the *Apia City Spatial Plan (2014)* to ensure that the Sālelologa Township Plan follows national urban development principles. This document outlines land use zoning and infrastructure priorities for Samoa's capital, providing a framework that can be adapted for Sālelologa, ensuring a balanced approach to urbanization. Additionally, the *National Urban Policy (2013)* and the *Planning and Urban Management Act (2004)* should guide zoning decisions to ensure compliance with national legal frameworks and sustainable growth practices. This approach will integrate strategies for future urban resilience, supported by insights from the *National Pathway for the Development of Samoa (PDS)*.
- m. The development of design controls regulating building heights, lot/site coverage, building setbacks, green spaces, and other relevant resilience and sustainability measures, ensuring alignment with the *Planning and Urban Management Act (2004)* and the *Disaster and Emergency Management Act (2007)* and integrating recommendations from the Draft SESA where applicable. The consultant should incorporate design guidelines that reflect the *National Building Code of Samoa 2017 (NBC)* to establish safety standards for buildings and land use. These controls will regulate building heights and setbacks while promoting green spaces to improve urban resilience and quality of life. Sustainability measures will be embedded, taking into account the *Samoa Climate Change Policy (2020 - 2030)* and *National Adaptation Programme of Action (NAPA)* to address climate risks and ensure compliance with disaster risk management frameworks.

Finalization of the SESA

15. The Consultant is to update and finalize the SESA based on the feedback from the draft SESA and the submission of the draft Township Plan and SMP. The consultant shall:
 - n. Assess the extent to which the issues/priorities/recommendations made in the draft SESA were addressed in the final Township Plan and SMP
 - o. Update the draft SESA to assess the environmental and social risks and impacts associated with the final Township Plan and SMP

Draft Plan Presentation to Government Agencies, Stakeholders and Communities

16. The Consultant is to present the draft Sālelologa Township Plan and SMP and final SESA to relevant government agencies, stakeholder and community for review, validation, and feedback. The consultant shall:
 - a. Summarize findings from preliminary stakeholder consultations and explain how feedback has been incorporated into the draft plans.
 - b. Engage with relevant agencies and stakeholders, ensuring alignment with national policies and technical requirements.
 - c. Distribute a soft copy of the draft plans to government agencies and stakeholders for review.
 - d. Prepare an updated version of the Stakeholder Engagement Report, incorporating government feedback from the draft plan presentation. The report shall:
 - Summarize key comments and revisions suggested by government agencies.
 - Identify any outstanding issues requiring further consideration.
 - Outline any additional steps needed before finalizing the plans.

Knowledge transfer and training

17. The Consultant is to design and implement a structured capacity building and knowledge transfer plan to transfer knowledge developed under this technical assignment for a variety of project stakeholders including

government, non-government organizations, diverse and vulnerable groups, youth, and community members. This shall include the preparation and delivery of targeted training sessions, workshops, and hands-on technical support focused on risk-informed urban planning, integration of environmental and social considerations into spatial planning, and application of SESA findings in decision-making processes. The program shall be tailored to local institutional needs and aim to strengthen long-term capacity for implementing, monitoring, and updating the Township Plan and SMP, including the use of tools, methodologies, and data systems that support climate- and disaster-resilient urban development in Samoa. The plan may be implemented at various stages of the technical assignment, including during the consultations of the draft master plan.

Finalization and Client Approval

18. The Consultant is to finalize the Sālelologa Township Plan and SMP by incorporating all necessary revisions based on government agency feedback and preparing the final documents for client approval. The Consultant shall:
 - a. Incorporate feedback from government agencies, ensuring that all relevant comments and recommendations are addressed in the final plans.
 - b. Refine and finalize both the Sālelologa Township Plan and SMP, ensuring alignment with national policies, stakeholder priorities, and technical requirements.
 - c. Submit the final Township Plan, SMP, and SESA to the client for approval, including all required reports, plans, and supporting documentation.
 - d. Provide ongoing assistance to the client for any minor edits or alterations, if required, to facilitate the approval process.
19. The Township Plan and SMP will be presented to the Planning and Urban Management (PUM) Board and Cabinet for their review and approval.

Consultant's Qualifications and Experience

A multi-disciplinary team will be required for the execution of the project with demonstrated recent experience in urban precinct / master planning, preferably for small island developing states. The Consultant shall be led by a Team Leader with extensive experience in urban precinct / master planning and working with local communities, who shall be a full-time employee of the Consultant. Other professionals will be required to provide specialized inputs. The Consultant is expected to formulate a dedicated technical team for this technical assignment, comprised of international and local-based experts / specialists. The Consultant shall specify the location of the proposed experts.

The following tables list the key experts and non-key experts required for the assignment. The Consultant may propose additional experts for the assignment that are required to fulfill the ToR.

Key experts:

Position	Indicative Time Inputs (in total days)	Qualifications
Team Leader	120	Urban Planner, Architect, Urban Project Manager or equivalent (preferably postgraduate degree in urban design, architecture, landscape planning, urban planning, public infrastructure, or related discipline) with at least 20 years of experience in precinct / master planning and urban design guidelines. This should include: (i) experience working as a Team Leader for similar planning projects; (ii) a minimum of 10 years of experience working with communities to deliver community vision projects; (iii) experience in technical, social, environmental and institutional aspects of precinct / master plans. Delivery in contexts that are particularly vulnerable to sea level rise and climate change is an advantage;

		(iv) A demonstrated ability to recognize and integrate indigenous cultural values in precinct / master plans. (v) Demonstrated work experience in Pacific or Island Nations would be highly desirable.
Urban Planner	170	Urban planner (or equivalent), preferably with post graduate degree in urban planning or architecture, with more than 10 years of experience in urban contexts including precinct planning and projections for communities. Experience in small island environments will be considered an advantage.
Disaster Risk Management Specialist	100	Disaster Risk Management Specialist with 10 years of experience, including relevant expertise in multi-hazard risk analysis. Experience in small island environments will be considered an advantage.
Engineer / Infrastructure Specialist	110	Degree in Civil Engineering or relevant qualification plus demonstrable experience in planning of urban infrastructure for small islands. 10 years of experience, including experience in Pacific or Island Nations.
Economist	30	Minimum 5 years of relevant work experience and should have a degree/specialization in economics. Experience in economic planning in relation to urban precinct / master plans. Experience in Pacific or Islands Nations is an advantage.
Social and Lands Specialist	170	Relevant bachelor degree or higher in social science. Minimum 10 years of experience as a Social Specialist with experience in undertaking social impact assessment and land due diligence assessments. Involvement as a lead social specialist in a minimum of two precinct / master plans. Mandatory: Experience in Pacific or Island Nations. Experience implementing World Bank, ADB or similar E&S policies/requirements is essential. If the specialist has the appropriate skills the environmental and social roles may be undertaken by one person.
Environmental Specialist	80	Relevant bachelors degree or higher in environmental science, coastal resource management or other similar fields. Minimum 10 years of experience as an Environmental Specialist with experience in undertaking environmental impact assessment including involvement in a minimum of three precinct / master plans. Mandatory: Experience in Pacific or Island Nations. Experience in projects financed by the World Bank, ADB or multilateral development bank with similar E&S policies/requirement is essential. If the specialist has the appropriate skills the environmental and social roles may be undertaken by one person.
Stakeholder Facilitation Specialist	170	Samoa national with experience working with working with land and mapping, and ability to work with government departments and provide information and past studies. Experience convening a diverse range of stakeholders and organizing workshops is essential. Knowledge of urban and sustainable management planning and/or mapping is desirable. Minimum five years of relevant experience is required. The specialist must be based in Samoa.
Landscape Architect	30	Landscape architect (preferably with post graduate degree in landscape architecture) with more than 10 years of experience in landscaping, including precinct / master plans. Work in coastal environments is considered an advantage. Demonstrated experience providing integrated solutions, i.e., "grey" and "blue-green" infrastructure, and with priority given to nature-based solutions when it is financially and technically feasible.

Non-key experts:

GIS	Licensed surveyor with at least 5 years of experience providing surveying and mapping for precinct / master plans, design guidelines and infrastructure planning. Advantage: Experience in Pacific or Island Nations.
Graphic Designer	Graphic designer with at least 3 years of experience in urban design and community engagement projects. Advantage: Design experience in Pacific or Island Nations.
Community Liaison Officer	Community liaison with minimum 3 years of experience engaging with different types of community stakeholders in Samoa – from landowners and elected representatives, through to civil society, special interest groups, the general population and affected communities. Ability to work with communities to understand their aspirations and knowledge of land access protocols and dispute resolution pathways in Samoa is desired.

Reporting and Client Support

The Consultant Team will work under the supervision of MWTI-PUMA as the Implementing Agency with contract management support and safeguards inputs from the MWTI-Project Management Division (PMD).

The consultant will be provided with all available documents, acts, reports, maps, and plans in the Client's possession. This will include a briefing note on the pertinent legislation, acts and government plans and policies, as well as previous analytics related to urbanization in Samoa (refer to Annex 1).

The Consultant will be provided with relevant letters of introduction to any stakeholder when required. PUMA will make arrangements for any consultation sessions, as well as presentations and meetings.

The Consultant will be provided with timely feedback on the draft reports and plans, including from the World Bank through the Client.

Each of the Consultant's experts will be expected to sign a Code of Conduct covering expected behavior when working in Samoa under the project.

Schedule of Payment

The payment schedule is:

	Deliverable	Amount Payable	Timeline
1	Advance payment	10% of the contract amount	Within 2 weeks of contract signing
2	Upon Client approval of the final Inception Report, Literature Review, SESA scoping report and Communications Strategy and Engagement Plan.	15% of the contract amount	Within 2 months of contract signing
3	Upon Client approval of the final Spatial and Economic Analysis	25% of the contract amount	Within 6 months of contract signing
4	Upon Client approval of the draft Sālelologa Township Plan, SMP, and SESA	25% of the contract amount	Within 12 months of contract signing
5	Upon Client approval of the final Sālelologa Township Plan, SMP, and SESA	25% of the contract amount	Within 15 months of contract signing

Annex 1: Pertinent Plans, Policies, Acts and Documents

Documents covered in this annex are:

- Apia City Spatial Plan (2014)
- Apia Waterfront Development Plan (2017 - 2026)
- Community Integrated Management (CIM) Plan for Fa'asalele'aga 1 District (2018)
- Disaster and Emergency Management Act (2007)
- Lidar Data
- National Building Code of Samoa (NBC) (2017)
- National Environment Sector Plan (NESP)
- National Pathway for the Development of Samoa (PDS)
- National Adaptation Programme of Action (NAPA)
- Planning and Urban Management Act (2004)
- Samoa 2040
- Samoa Climate Change Policy (2020 - 2030)
- Samoa National Action Plan (NAP) for Disaster Risk Management (2017 - 2021)
- Samoa National Disaster Management Plan (NDMP) (2017 - 2020)
- Samoa National Urban Policy (2013)
- Sustainable Management Plan (SMP) (Vaitele) (2012)
- Multi-hazard risk assessment and investment options - City-Level Case Study in Sālelologa, ONE Consortium (2025)
- Village Fono Act (1990)

This annex is not an exhaustive list of information that is available.

Apia City Spatial Plan (2014)

The Apia City Spatial Plan provides a framework for urban development within Samoa's capital. It outlines land use zoning, infrastructure priorities, and strategies to improve urban resilience. The consultant should refer to this document to ensure that the Sālelologa Township Plan aligns with national urban planning principles and can adopt best practices suited to the Samoan context.

Apia Waterfront Development Plan (2017 - 2026)

This plan details the development strategies for Apia's waterfront, emphasizing public space enhancement, tourism development, and climate resilience. Given the focus on Sālelologa's waterfront, the consultant should use this document as a reference for integrating sustainable coastal management and public amenity improvements.

Codes of Environmental and Social Practice (COESP) 2026

The COESP set out mandatory environmental and social standards for development activities in Samoa, including impact management, health and safety, stakeholder engagement and climate resilience. The consultant shall use the COESP as a reference and incorporate its requirements into the Sālelologa Township Plan, SMP and SESA, including the screening of development options, identification of risks and integration of mitigation measures, monitoring requirements and compliance provisions.

Community Integrated Management (CIM) Plan for Fa'asalele'aga 1 District (2018)

The CIM Plan identifies environmental risks and disaster management strategies at the district level. As Sālelologa falls within Fa'asalele'aga 1, this document is crucial for understanding local hazard mitigation measures and incorporating them into the Township Plan.

Disaster and Emergency Management Act (2007)

This act establishes Samoa's framework for disaster risk management and emergency response. The consultant must ensure that both the Township Plan and SMP align with the legal requirements for hazard preparedness and community resilience.

Lidar Data

Lidar data provides high-resolution topographical and elevation information, essential for flood modeling, coastal erosion assessments, and infrastructure planning. The consultant should use the datasets available from the client to inform zoning decisions and resilience-building measures in Sālelologa.

Ministry of Women, Community, and Social Development District Development Plan (DDP).

The DDP encourages the community and its leaders to work together to formulate practical activities built upon their experiences and statistics verified by government to improve quality of life, achieve gender equality and women's empowerment, and promote peaceful and inclusive societies for sustainable development.

Multi-hazard risk assessment and investment options - City-Level Case Study in Sālelologa, World Bank (2025)

This Case Study offers insights into resilience strategies tailored to Sālelologa's unique geographic and socio-economic context. The consultant should utilize this research to ensure the deliverables incorporate best practices for climate-adaptive urbanization.

National Building Code of Samoa (NBC) (2017)

The NBC sets minimum standards for construction and land use planning to enhance safety and resilience against natural hazards. The Township Plan must incorporate these standards to ensure compliance with national regulatory frameworks.

National Environment Sector Plan (NESP)

The NESP outlines Samoa's strategic environmental priorities. It provides guidance on sustainable land use, biodiversity conservation, and climate adaptation. The consultant should integrate these principles into both planning documents.

National Strategy for the Development of Samoa (SDS)

The SDS is Samoa's overarching economic and social development strategy. The consultant should ensure that the Township Plan and SMP align with the national vision for sustainable growth and urban development.

National Adaptation Programme of Action (NAPA)

NAPA identifies priority adaptation strategies to address climate change impacts. The consultant must incorporate its recommendations into Sālelologa's resilience and disaster preparedness strategies.

Planning and Urban Management Act (2004)

This act governs urban planning and land use regulations in Samoa. The consultant must ensure that the new urban plan complies with the legal provisions set forth in this legislation.

Samoa 2040

Samoa 2040 provides a long-term development vision, focusing on economic diversification and resilience. The consultant should align the Township Plan's growth strategies with the national aspirations outlined in this document.

Samoa Climate Change Policy (2020 - 2030)

This policy defines Samoa's approach to mitigating and adapting to climate change. The consultant should incorporate its guidelines into infrastructure and environmental planning efforts in Sālelologa.

Samoa National Action Plan (NAP) for Disaster Risk Management (2017 - 2021)

The NAP provides a strategic framework for disaster risk reduction. The consultant must integrate risk mitigation measures from this plan into the plans and waterfront management strategies.

Samoa National Disaster Management Plan (NDMP) (2017 - 2020)

The NDMP outlines national disaster preparedness and response strategies. The consultant should incorporate its guidelines into the planning framework to enhance resilience.

Samoa National Urban Policy (2013)

The policy promotes well-planned, sustainable urban development. The consultant should ensure that the Sālelologa Township Plan aligns with its urban growth management principles.

Sustainable Management Plan (SMP) (Vaitele) (2012)

The SMP for Vaitele provides a precedent for structured urban development in Samoa. The consultant should analyze its approach to zoning, infrastructure planning, and sustainability for application in Sālelologa.

Village Fono Act (1990)

This act defines the governance framework for village councils (fono) in Samoa. The consultant must respect and integrate local governance structures and traditional land management practices.

Annex 2: The Pacific Region Preparedness, Adaptation and Resilience (PREPARE) – Samoa Project

Introduction

The GoS, through the MWTI, is undertaking the preparation of a Township Plan, SMP, and SESA for Sālelologa as part of the proposed Pacific Region Preparedness, Adaptation and Resilience – Samoa Project (PREPARE), planned to be funded under an International Development Association (IDA) grant through the World Bank. One of the key project objectives is to strengthen the resilience of select urban areas in Samoa to the impacts of natural hazards and climate change. The project is structured under four components as described below:

Component 1: Hazard Monitoring and Early Warning Systems

Activities under Component 1 will invest in global, regional, and country-level decision support systems, instrumentation, and capacity and institutional strengthening for MHEWS, supporting both climate-related and geophysical hazards. This includes strengthening the “upstream” end of effective MHEWS through investments in observations and forecasting, including for the Global Basic Observation Network (GBON).⁶

Component 2: Emergency Preparedness and Response

Activities under Component 2 will enhance national- and community level response capacities to better prepare for, and respond to, future disasters. This will be achieved through supporting the “downstream” end of effective MHEWS, particularly infrastructure designed to national climate-resilient building design standards, investments in dissemination and communication, and EP&R at the country and community levels.

Component 3: Resilient Infrastructure

Activities under Component 3 will invest in national and local activities to reduce the exposure and vulnerability of priority assets to climate and natural-related hazards. This will be achieved through the risk-informed town planning, strengthening of critical public facilities, including to current energy/water efficiency and natural hazard resilience standards, physical climate adaptation measures, and institutional strengthening related to infrastructure resilience.

This Terms of Reference relates to activities supported under this component.

Component 4 – Project Management.

Activities under Component 4 will support project management and implementation support, including: (i) recruitment of consultants to provide support on project engineering, environmental and social management, procurement, financial management, and monitoring and evaluation and contract management; (ii) monitoring, review, and evaluation of the project; and (iii) capacity building and training including for operations and maintenance. Technical specialists, such as the Urban Planning Specialist, would be funded under other components.

Component 5 - Contingent Emergency Response Component (CERC).

The CERC will provide a mechanism: (i) for quick disbursements to meet the immediate liquidity needs of the Recipient following an eligible disaster event in order to finance critical imports; or (ii) to finance pilot adaptive social protection measures, emergency response, recovery and reconstruction works and associated services.

Project Implementation Arrangements

The Implementing Agencies for the project are MNRE and MWTI, including PUMA. Other key government stakeholders include the MoF, the Samoa Ports Authority (SPA), the Land Transport Authority (LTA), the Ministry of Women, Community and Social Development (MWCSO) and the Disaster Management Office (DMO). The PMD within the MWTI will support the project to manage and implement key project-related tasks including project planning, coordination, technical, financial management, procurement and contract management, environmental and social risk

⁶ GBON is a fundamental element of global weather forecasting systems based on the international exchange of observational data, which underpin all weather, climate, and water services and products. SOFF is facilitating implementation of GBON in the Least Development Countries and Small Island Developing States, including Samoa, to generate and internationally exchange the required GBON station data.

management, and monitoring and reporting throughout the project implementation period. Figure 3 provides a diagram of project implementation arrangements.

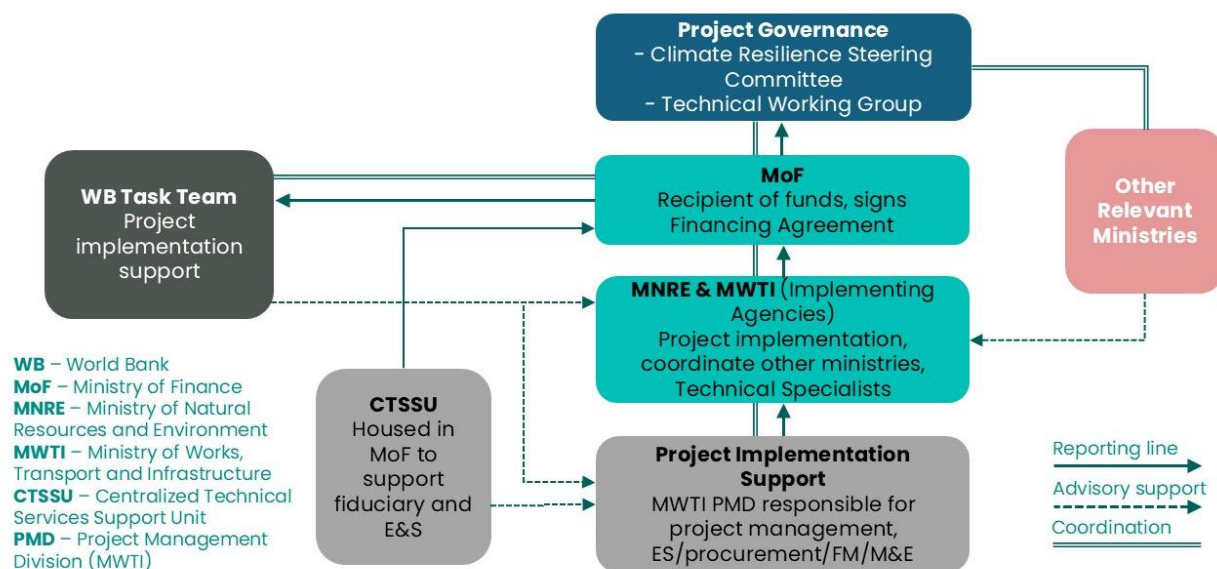


Figure 1: Project Implementation Arrangements

Annex 3: Sustainable Management Plan Indicative Land Use Categories

Category	Use Type	Mix of Uses Included in Use Type
Residential	Dwelling	House Fale
	Accommodation	Motel Hotel Guest House Bed and Breakfast Resort Beach Fales
Public Use	Government Buildings	School Health Facility Community centre/fale
	Public Space	Parks Open Space
	Utilities	Utilities
Retail	Shop	Small retail shops (faleoloa (< 20 sqm retail floor space)) Bank Post Office Medical Centre Supermarket Market Clothing
	Food Premises	Food Hall Take Away Food Premises Samoan BBQ / Roadside Stall Restaurant Café
	Petrol Station	Petrol Station
	Vehicle/Machinery Sales	Car Sales Car Yards Car Hire Machinery Sales Machinery Hire Mechanical Sales and Hire
	Large Format Retail	Timber and Hardware Sales Wholesale Sales Furniture Sales Showroom Large Retail Premises (>1,000 sqm retail floor space) Office Supplies (>1,000 sqm retail floor space)
	Garden Supplies	Garden Supplies Nursery
Industry	Storage Yard	Storage Yard Shipping Container Storage
	Light Industry	Mechanic Engineering Small Manufacturing Food and Beverage Manufacturing (small)

		Warehouse
	Heavy Industry	Large Manufacturing Raw Material Processing, Road Construction Food and Beverage Manufacturing (large) Warehouse
	Mining	Sand mining Quarry
Entertainment	Cinema	Cinema
	Outdoor Entertainment	Outdoor Entertainment
	Indoor Entertainment	Multi-purpose Hall Ceremonial Fale
	Nightclub, Bar	Nightclub, Bar
Recreation	Indoor Recreation	Gym Indoor Sports Centre (e.g., Squash, Netball)
	Outdoor Recreation	Golf Course Rugby Pitch Playing Field Tennis Courts
Religious Institution	Religious Use	Church Church Hall Worship Centre
Transport	Transport	Bus Company Taxi Stand

This is an indicative list only and must be confirmed by the Government of Samoa.

Annex 4: E&S Risks Associated with the proposed Sālelologa town plan and sustainable management plan

This annex summarises the key environmental and social risks identified during Project preparation for the Sālelologa Township Plan and Sustainable Management Plan (SMP), to be further assessed through the Strategic Environmental and Social Assessment (SESA).

These risks represent upstream, strategic-level concerns that may arise from the planning decisions and spatial development patterns under the Township Plan, rather than project-specific impacts. They have been identified through stakeholder consultations, site visits, review of existing plans and assessments, and lessons learned from comparable planning processes in Samoa.

ENVIRONMENTAL RISKS

Wastewater Treatment Challenges: The Sālelologa Township Plan proposes expansion of residential, commercial, and public infrastructure, which will increase demand on local wastewater systems and may have implications for the Vaiaata Wastewater Disposal System. At present, wastewater management in Sālelologa relies heavily on on-site disposal methods such as septic tanks, many of which are not designed for dense urban development. Without appropriate planning, this could lead to untreated effluent reaching groundwater or marine environments, especially during heavy rainfall or flooding events. Furthermore, there is currently limited infrastructure to support a centralised or community-scale wastewater treatment system. Without proactive design, these constraints could pose serious environmental and public health risks, particularly as population and commercial activity in the township increases. Planning provisions must address these risks through zoning, investment in infrastructure, and clear discharge management guidelines within the SMP.

Stormwater Runoff and Water Quality in Sālelologa Bay: Anecdotal reports from stakeholders suggest that Sālelologa Bay currently experiences relatively little siltation or turbidity, even during periods of heavy rain—a sign of relatively healthy natural hydrology and intact upstream catchments. However, township development introduces significant risks of increased impermeable surfaces and poorly managed runoff. Without appropriate stormwater drainage design, rainfall can carry sediment, waste, and pollutants into the bay, degrading water quality and marine ecosystems. The introduction of hardscaping in the waterfront park and nearby infrastructure, if not offset by green infrastructure solutions such as bioswales, rain gardens, or retention ponds, may worsen runoff dynamics. This risk highlights the need for the SESA to recommend minimum design standards for drainage, permeability, and pollution control to maintain water quality in Sālelologa Bay. The SESA shall, in consultation with MNRE, also assess whether there are requirements, under the Water Resources Management Regulation (2013) to establish reserves or easements and buffer zones in relation to surface water management.

Ecological Impacts on the Adjacent Nature Reserve: Sālelologa Township borders a proposed nature reserve, which reportedly holds conservation status through to 2040. However, while some legacy formal documentation has been provided, the legal foundation of this designation appears unclear, and the area's ecological significance may not be formally recognised in national planning systems. Expansion of public spaces such as the proposed waterfront boardwalk risks increasing human activity at the edge of or within the reserve, potentially leading to habitat degradation, disturbance of wildlife, and introduction of invasive species. These pressures are compounded by uncertainty around long-term management and governance of the reserve. Given its current apparent ecological health, the SESA must assess its conservation value and establish how future development can avoid encroachment, support restoration, and respect any existing legal protections.

Solid Waste Management Constraints: The projected increase in households, businesses, and visitor activity in Sālelologa will generate higher volumes of solid waste. At present, there is limited infrastructure and capacity for

collection, segregation, and disposal of waste, particularly in peri-urban or informal areas. Stakeholders also raised concerns about illegal dumping and inadequate public awareness regarding waste management. Without coordinated improvements, increased waste generation could lead to land and water pollution, public health risks, and diminished amenity in public spaces. The SESA should recommend policy, infrastructure, and capacity strengthening measures that can be included in the SMP, including waste zoning, provision for transfer stations, and awareness-raising campaigns.

Green Space and Heat Risk: Urban green space plays a vital role in moderating urban temperatures, providing shade, and supporting biodiversity. Sālelologa stakeholders have raised concerns that current park and public space designs, including the waterfront park—may not include sufficient green or shaded areas, leading to increased heat exposure, particularly during dry seasons. Excessive hardscaping (e.g., concrete surfacing) without adequate canopy cover could reduce comfort, especially for vulnerable groups such as the elderly or children. Integrating more trees, shaded seating, and permeable surfaces is essential not only for public health but also for water management and amenity. The SESA should propose minimum standards for shade and permeability in public spaces to support climate resilience.

Cumulative Environmental Impacts: Individually, each component of the Township Plan may have modest impacts, but collectively they pose significant cumulative risks—particularly when considered alongside other regional infrastructure and population growth trends. These may include water pollution, habitat fragmentation, and increased pressure on utilities and services. The lack of a coordinated approach across sectors and institutions may lead to overlapping development approvals or inconsistent land use decisions. The SESA must assess how the Township Plan interacts with other regional plans and proposes a framework for coordinated environmental management, including cross-agency collaboration and long-term monitoring.

SOCIAL RISKS

Uncertainty over Land Disputes: There is ongoing uncertainty regarding legacy land issues stemming from the Government of Samoa's acquisition of Sālelologa Township. Reports suggest longstanding disputes with customary landowners, leading to the return of substantial portions of previously acquired land. While the government retains ownership of a smaller portion, it remains unclear whether disputes over this land have been fully resolved to the satisfaction of both the government and customary landowners. Further complexity arises from reports that a local family has laid claim to parts of the proposed waterfront park and nature reserve area. These factors could delay implementation, provoke community resistance, or result in legally contested projects. The SESA must identify these tenure risks at a strategic level and recommend early land due diligence through coordination with GoS to ensure that disputed lands are not included in strategic planning activities.

Zoning and Incompatible Land Uses: Stakeholders have raised concerns about zoning inconsistencies in the current township layout and in early drafts of the proposed plan. In particular, proximity between incompatible land uses—such as food vendors, residential areas, and light industrial activities—may create conflict, diminish public health standards, and reduce land use efficiency. Without adequate buffers, residents and businesses may be exposed to noise, pollution, or sanitation issues. Zoning conflicts also increase the risk of land disputes and regulatory challenges. The SESA must review existing and proposed zoning schemes with an eye to compatibility and recommend spatial separations or overlays where needed to protect sensitive uses and improve the liveability and functionality of Sālelologa as it grows.

Public Safety and Anti-Social Behaviour in Public Spaces: Crime and safety in public spaces—especially in the proposed waterfront area—was flagged as a community concern during consultations. The perception or reality of unsafe environments can lead to underutilization of public spaces, reduced community cohesion, and vulnerability for women, children, and other at-risk groups. Factors contributing to this include poor lighting, lack of passive surveillance (e.g. from active building frontages), and insufficient community engagement in park design. The SESA

should examine urban design principles for safety, drawing on Crime Prevention Through Environmental Design (CPTED) approaches, and provide practical recommendations for lighting, sightlines, and activation strategies to make public areas feel secure and welcoming for all users.

Undervaluing of Cultural Identity and Community Space: Sālelologa is considered a cultural and commercial hub for Savai'i, yet stakeholders have expressed concerns that current public infrastructure proposals do not adequately reflect the township's strong cultural identity. There is a risk that without dedicated planning for multipurpose community spaces, arts, and cultural expression, the development could feel generic or disconnected from its people. This can affect community ownership and pride and limit the social utility of public space. The SESA should identify culturally significant values and practices and provide guidance on how they can be integrated into urban design, public space layout, and the Township Plan's vision. This may include provision for fale spaces, performance areas, or culturally appropriate materials and symbols

Unmanaged Population Growth and Township Expansion: As infrastructure and services improve, the township is likely to attract new residents and businesses from surrounding areas. Without careful planning, this could lead to informal settlement, increased demand on infrastructure, and uncoordinated sprawl. The risk is particularly acute in peri-urban areas with unclear land ownership or weak enforcement of planning controls. Population growth also puts pressure on water, waste, education, and health systems. The SESA should assess future growth scenarios and propose planning controls to manage expansion, such as urban growth boundaries, staged development areas, or incentives for infill development. Planning provisions must also ensure that infrastructure is scalable and resilient under projected population increases.

Road Reserve Encroachments: Stakeholders have noted gaps in road survey data and boundary mapping in the Sālelologa area. This creates risks that new development may encroach on road reserves or public infrastructure corridors. It also creates uncertainty around access, safety, and future transport planning.

Limited Accessibility and Inclusive Design in Public Infrastructure: As Sālelologa expands, there is a risk that the design of new public infrastructure—such as walkways, public parks, bus terminals, and civic spaces—may not adequately reflect the needs of all users. In particular, the absence of universal design standards may lead to barriers for people with disabilities, the elderly, children, and others with mobility or sensory constraints. This risk is heightened in areas of high foot traffic and social significance, such as the proposed waterfront park, market precincts, and informal vendor zones. Infrastructure that lacks features such as ramps, shaded rest areas, accessible toilets, clear wayfinding, or safe pedestrian crossings can result in passive exclusion, reduced participation in public life, and inequitable access to services.