

## IMPLEMENTATION OF THE ESCI IN NASSAU, THE BAHAMAS

**BH-T1045**

### CERTIFICATION

I hereby certify that this operation was approved for financing under the Emerging and Sustainable Cities Special Program (SCT), through a communication dated May 21, 2015 and signed by Jane de Souza Silva, ORP/GCM. Also, I certify that resources are available for up to **US\$1,100,000** in order to finance the activities described and budgeted in this document. This certification reserves resources for the referenced project for a period of four (4) calendar months counted from the date of eligibility from the funding source. If the project is not approved by the IDB within that period, the reserve of resources will be cancelled, except in the case a new certification is granted. The commitment and disbursement of these resources shall be made only by the Bank in US dollars. The same currency shall be used to stipulate the remuneration and payments to consultants, except in the case of local consultants working in their own borrowing member country who shall have their remuneration defined and paid in the currency of such country. No resources of the Fund shall be made available to cover amounts greater than the amount certified herein above for the implementation of this operation. Amounts greater than the certified amount may arise from commitments on contracts denominated in a currency other than the Fund currency, resulting in currency exchange rate differences, for which the Fund is not at risk.

***Original Signed***

7/9/2015

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Sonia M. Rivera  
Chief  
Grants and Co-financing Management Unit  
ORP/GCM

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Date



## MEMORANDUM

File Classification: PO-BH-T1045-Adm

IFD/FMM/106/2015

Date: **August 06 2015**

**To:** Santiago Levy  
Vice President for Sectors and Knowledge

**From:** Ana Maria Rodriguez Ortiz  
Sector Manager, IFD/IFD

**Subject:** BAHAMAS. Implementation of the ESCI in Nassau, The Bahamas (BH-T1045). Nonreimbursable financing up to the amount of US\$1,100,000. Emerging and Sustainable Cities Special Program (SCT). Approval.

We are attaching for your consideration and approval, the document describing Technical Cooperation "Implementation of the ESCI in Nassau, The Bahamas." This document has been prepared by the Project Team pursuant to the guidelines and procedures established for the preparation and processing of nonreimbursable technical cooperation operations.

Pursuant to Resolutions DE-44/08 and DE-103/14, and in accordance with the delegation of authority granted by the President to the Vice Presidents pursuant to the provisions set forth in the Bank's Operations Processing Manual (PR-501), the Vice President for Sectors and Knowledge has the authority to approve nonreimbursable technical cooperation operations up to the amount of US\$1,500,000.

Therefore, taking into consideration that the amount of this operation does not exceed the amount of US\$1,500,000, it is hereby recommended that the above-referenced operation be approved.

Mr. Andres G. Blanco Blanco ([ablanco@iadb.org](mailto:ablanco@iadb.org), ext. 1331), Project Team Leader, will be available to answer any questions.

Approved: **Original Signed**  
Santiago Levy, Vice President

Date: 08/7/2015



## MEMORANDUM

File Classification: PO-BH-T1045-Adm  
IFD/FMM/106/2015

**Date:**

**To:** Santiago Levy  
Vice President for Sectors and Knowledge

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Sector Manager, IFD/IFD

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VoBo:

Date:

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*Original Signed*  
Diego Buchara, LEG/SGO

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*Original Signed*  
Vicente Fretes-Cibils, IFD/FMM

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*Original Signed*  
Gerard Johnson, CCB/CCB

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*Original Signed*  
Marina Bassi, VPS/VPS

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## TECHNICAL COOPERATION (TC) DOCUMENT

### I. Basic Information

<b>Country/Region:</b>	The Bahamas (Nassau)
<b>TC Name:</b>	Implementation of the ESCI in Nassau, The Bahamas
<b>TC Number:</b>	BH-T1045
<b>Team Leader and Members:</b>	Team Leader: Andres Blanco (IFD/FMM); Rebecca Sabo, Roland Krebs, Diego Arcia and Dianela Avila (IFD/FMM); Ellis J. Juan (VPS/VPS); Luis Lopez-Torres, David Maleki and Sarah Benton (INE/WSA); Cassandra Rogers (RND/CBA); Gerard Alleng (INE/CCS); Camille Davis Thompson, Michelle Evans and Natalie Bethel (CCB/CBH); Robert Pantzer (ICS/CBH); and Maria Elisa Arango (LEG/SGO).
<b>Taxonomy:</b>	Research and Dissemination
<b>Date of the Abstract:</b>	<a href="#">May 14, 2015</a>
<b>Beneficiary:</b>	The Government of the Commonwealth of The Bahamas
<b>Executing Agency</b>	Inter-American Development Bank (IDB), through the Fiscal and Municipal Management Division (IFD/FMM) in coordination with the Emerging and Sustainable Cities Initiative.
<b>Donors providing funding:</b>	Emerging and Sustainable Cities Special Program (SCT): <b>US\$1,100,000</b>
<b>Execution Period:</b>	42 months
<b>Disbursements Period:</b>	48 months
<b>Start Date:</b>	July 2015
<b>Consultant Type:</b>	Individual Consultants and Firms
<b>Prepared by:</b>	IFD/FMM
<b>UDR:</b>	Institutions for Development Sector (IFD)
<b>Priority Sector GCI-9:</b>	(i) Infrastructure for competitiveness and social welfare; (ii) Institutions for growth and social welfare; and (iii) Protect the environment, respond to climate change, promote renewable energy, and secure food security.

### II. Objective and Justification

#### A. Objective and Site Selection

- 2.1 The main objective of this Technical Cooperation (TC) is to implement the methodology of the Emerging and Sustainable Cities Initiative (ESCI) in Nassau, The Bahamas under ESCI's regular program. In accordance with GN-2652-5, the ESCI's regular program is implemented in one city of each IDB borrowing member country. According to ESCI's city selection process, Nassau was selected for ESCI's 2015 regular program.

## **B. Local Context**

- 2.2 Nassau is located on the island of New Providence in the Commonwealth of The Bahamas. As the country's capital city and business center, Nassau is also the seat of the central government. The Local Government Act of 1996 created districts to provide elected local governments to the islands of The Bahamas whose daily needs could not be met efficiently by the geographically separated central government. However, not surprisingly, Nassau and the island of New Providence are administered directly by the central government.
- 2.3 New Providence is by far the most populated of The Bahamas' over 700 islands with 70% of the country's population. Its population grew by an average of 2% per year over the last three decades, from 135,437 habitants in 1980 to 246,329 habitants in 2010.<sup>1</sup> The central government of The Bahamas is located in Nassau. Over recent years there has been strong touristic activity, with over 3 million visitors to Nassau annually; but, coupled with much migration from the less populated islands to New Providence, these are putting pressure on the sustainability of this already very densely populated island (1,190 people per km<sup>2</sup>). Added to the rapid population growth, coastal hazards and sea level rise due to climate change pose additional challenges for the future.
- 2.4 The operation will support a diagnostic assessment and the preparation of an action plan to improve Nassau's sustainability in the three pillars of ESCI (environmental, urban, fiscal and governance). It will then support collaboration with the beneficiary on the prioritization of pre-investment studies consisting of more detailed diagnostics, economic and technical pre-feasibility studies, engineering designs (where applicable), and designs of projects that are included in the action plan.

## **C. Regional Context**

- 2.5 Rapid urban growth in LAC has presented a series of challenges that should be addressed through a holistic and multi-sectorial approach to ensure sustainability in the urban environment, especially in intermediate-sized emerging cities.<sup>2</sup> In the Caribbean sub-region, urban growth has followed a similar trend, though the level of urbanization has been lower than regional averages. Its rate of urbanization, however, is quickly surpassing that of much of the LAC region. Since the 1980s, there has been a trend toward a reduction in the rate of growth of the largest cities in LAC and a sizeable increase in the rate of population and economic growth in intermediate cities, as has been observed in Argentina, Chile, Brazil, and Mexico.<sup>3</sup> These countries, however, have already experienced their urban transition. Variation exists throughout the LAC, and many countries particularly in the Caribbean have not yet reached this point, as their urban populations and intermediate-sized cities are still growing.

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<sup>1</sup> Of The Bahamas' 19 islands for which population data is available, this is the third-highest annual average growth rate, behind only Abaco, whose population grew from 7,271 to 17,224, and Exuma & Cays, whose population grew from 3,670 to 6,998 during the same period.

<sup>2</sup> In the context of the ESCI, "Intermediate-Sized Emerging Cities" refer to LAC cities ranging in population between 100,000 and 2.5 million that show economic and democratic growth higher than the national average rate.

<sup>4</sup> For more information, please see document GN-2652.

- 2.6 This growth in intermediate cities in the Caribbean is taking place within the context of a series of urban challenges that threaten the sustainability of these cities and negatively affect the quality of life of their residents. Poverty, inequality, housing, urban sprawl, mobility and transportation, employment, and security, are a few of the problems facing these growing cities. And with 73% of the population in the LAC living in low-altitude coastal areas, many of these cities are particularly vulnerable to the expected effects of climate change, such as floods caused by the increased frequency and intensity of extreme hydroclimatic events, and sea level rise. The Caribbean, and Latin America in general, is ill-prepared to respond to and recover from natural disasters, with much of their critical urban infrastructure located in vulnerable areas. These challenges are varied and interrelated, which further complicates the measures that need to be implemented to resolve them.<sup>4</sup>

#### **D. The ESCI**

- 2.7 The ESCI's mandate is to apply the Emerging and Sustainable Cities methodology (identification, prioritization, and initial financing of the actions that will lead to sustainable development) in at least 26 emerging urban areas in the region, with one ESCI city per borrowing member country of the Bank. The ESCI specifically adds value to the cities in aspects such as: (i) mobilizing financial resources of potential partners; (ii) supporting the pre-investment and complementary funding; (iii) identifying action/project priorities for sustainability; and (iv) deepening knowledge and understanding of the urban dynamics in the region.
- 2.8 Comprehensive support to the region's emerging cities is an important opportunity for the Bank to help them find a path to sustainability. One of the most important opportunities is to assist countries to fulfill goals related to the Ninth General Capital Increase (GCI-9). The ESCI will contribute directly to (i) infrastructure that promotes competitiveness and social well-being; (ii) institutions for growth and social well-being; and (iii) protection of the environment, responses to climate change, promotion of renewable energy, and food security. In this case, it will also contribute directly to supporting small, less developed, vulnerable countries.
- 2.9 The operation is also aligned with the IDB [Country Strategy with The Commonwealth of The Bahamas](#) (2013-2017), as the topics assessed for potential inclusion as priority areas in the action plan include four of the five targeted in the country strategy: (i) public finances and management; (ii) citizen security; (iii) energy; and (iv) coastal risk management and climate change adaptation. Furthermore, this TC operation is also aligned with the Private Sector Development area of said Country Strategy, and will consider PPP opportunities across sectors during the assessment, prioritization, and action plan development stages.
- 2.10 This operation also provides an important opportunity to foster a multi-sectorial, integrated technical support coordinated among the different expertise areas of

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<sup>4</sup> For more information, please see document GN-2652.

the Bank, with a holistic perspective and the possibility to adapt the Bank's support to the challenges created by climate change in the region's urban areas.

### III. Description of Components and Budget

- 3.1 **Component 1. Preparation, diagnostic assessment and analysis, prioritization, strategy selection, and preparation of action plan (US\$450,000).** This component includes the identification of critical action areas for Nassau using a multi-sectorial diagnostic assessment of its environmental, urban, and fiscal and governance dimensions. Bank specialists and consultants will analyze a set of indicators representing these dimensions, in conjunction with stakeholder interviews and other relevant documents such as development plans. Subsequently they will prioritize critical action areas with the greatest potential to improve the sustainability in the city using environmental, economic, and public opinion criteria. This component also covers an assessment of opportunities for PPPs (public-private partnerships); an urban footprint study; a vulnerability and hazard study in the context of climate change; and a greenhouse gas emissions inventory as inputs for this analysis. In consultation with the authorities and other relevant stakeholders, an action plan will then be developed with concrete strategies to address the issues identified in the priority action areas. The assessment will identify which thematic areas of Nassau are weakest in terms of environmental, urban, and fiscal/governmental sustainability and thus are priorities for action. The action plan will integrate the design, execution, and potential financing sources, with a focus on PPPs, of the identified strategies, and shall be agreed upon with The Government of the Commonwealth of The Bahamas prior to the initiation of any pre-investment studies.
- 3.2 **Component 2. Pre-investment Studies for Prioritized Interventions (US\$550,000).** The operation will finance pre-investment studies essential to the sustainability of Nassau. The pre-investment studies will cover projects in one or more of the initiative's three pillars (environmental, urban, and fiscal/governance). The number, depth, and areas of coverage of the studies will be determined by the action plan.
- 3.3 The financing for each intervention will be distributed according to the priorities, government capacities, and the technical analysis of the Bank's specialists. The public investment unit of the Ministry of Finance will also be included, due to its proven capacity to coordinate and supervise pre-investment studies. Synergies will be sought with other projects currently under execution.
- 3.4 **Component 3. Monitoring System (US\$100,000).** This component will finance the design and initial implementation of an external system to monitor the results of Nassau's action plan and the city's general progress. This system will be set up with local actors, such as civil society organizations, universities, media agencies, the private sector, etc. and will provide a platform for them to track the progress of the city through the monitoring of a series of indicators of their choosing. They may use indicators collected during the diagnostic assessment and update them over time with data provided by the government. The resources provided by this component will cover the design, establishment, and initial

operation of the system, which will then be handed over to the local group identified to lead and maintain it.

- 3.5 It is expected that the Bank's staff and consultants with specialized technical and first-hand knowledge of ESCI's methodology will lead the implementation of the activities included in the components of this TC. This is considered essential not only for the proper implementation of the TC and the quality of the technical studies, but it will also contribute to addressing one of the main challenges identified for the implementation of the TC, which is ensuring cooperation and coordination between the Bank and the government counterparts.<sup>5</sup>

**Indicative Result Matrix**

Results Indicators	Baseline	Goal	Verification Method
The city has adopted the ESCI Action Plan	0	1 Action Plan (I Q 2016)	Source: The TC's monitoring and evaluation system
Product Indicators	Baseline	Goal	Verification Method
<b>Component 1. Preparation, analysis and diagnostic assessment, prioritization, strategy selection, and preparation of action plan</b>			
The city has applied the methodological instruments and the sectors/action areas have been prioritized	0	Prioritization (III Q 2015)	Source: The TC's monitoring and evaluation system
The greenhouse gas emissions inventory, vulnerability and hazard assessment in the context of climate change, and urban growth study have been carried out and finalized	0	3 Studies (IV Q 2015)	Source: The TC's monitoring and evaluation system
<b>Component 2: Pre-investment studies for prioritized interventions</b>			
Number of pre-investment studies finalized	0	≥ 1 Project (IV Q 2017)	Source: The TC's monitoring and evaluation system
<b>Component 3: Monitoring system</b>			
The ESCI Action Plan monitoring system has been established and implemented	0	1 System (III Q 2017)	Source: The TC's monitoring and evaluation system

- 3.6 The budget for this technical cooperation will be US\$1,100,000, from the Emerging and Sustainable Cities Special Program (SCT) Ordinary Capital (see [Detailed Budget](#)).

<sup>5</sup> In accordance with the provisions of ¶2.32 of GN-2470-2 (Proposal for a new Bank policy on technical cooperation), this TC proposes that part of the resources of the Bank's contribution be used for the financing of staff travel that is considered essential to perform activities comprised in the components of the TC. The financing of these expenses is strictly necessary for the implementation of the activities, and will not supplement the administrative budget of the Coordinating Group of ICES for routine or customary activities.



#### Indicative Budget

Components	Ordinary Capital
<b>Component 1.</b> Preparation, analysis and diagnostic assessment, prioritization, strategy selection, preparation of action plan (Consulting services/studies)	450,000
<b>Component 2.</b> Pre-investment studies for prioritized interventions (to be determined by the action plan) (Consulting services)	550,000
<b>Component 3.</b> Monitoring system (Consulting services and workshops)	100,000
<b>Total</b>	<b>1,100,000</b>

#### IV. Executing Agency and Execution Structure

- 4.1 **Executing Entity.** The Bank, through IFD/FMM, will be responsible for executing this TC due to FMM's substantial experience providing technical assistance to cities and technical knowledge, particularly in the areas of fiscal sustainability, institutional strengthening, housing, and urban planning. This will be done in close coordination with the Bank's ESCI Coordination Group. Bank execution will afford an optimum level of standardization in the methodological approach process and instruments applied in each one of the cities, as the main counterpart, as well as the operative coordination to ensure the TC's success. The Government of the Commonwealth of The Bahamas steering committee for ESCI will participate in the application of the methodology and benefit from the final products. The Bank has specialized technical knowledge of ESCI's methodology, as well as experience providing technical assistance to cities.
- 4.2 **Procurement.** The procurement of individual consulting services will be carried out by the IDB in accordance with Human Resources (HRD) policies, Complementary Workforce (CW) (AM-650). The procurement of consulting services different from consultants will be carried out in accordance with the IDB Corporate Procurement Policy (GN-2303-20).
- 4.3 **Operative Structure.** The development of the activities related to Nassau will be led by the team leader with the support of other specialists from various areas of the Bank, in coordination with the specialists located in country office of The Bahamas. The project team will include at least one specialist representing each of the ESCI's three dimensions of sustainability. The ESCI Coordination Group will work with the Office of Outreach and Partnerships (ORP) in topics related to the ESCI's external partners to mobilize external resources for the project.
- 4.4 Nassau will benefit from the integrated diagnostics and action plan, including the identification of the principal problems and potential strategies to resolve them. This process will be executed under the leadership of the Bank's technical team.

#### V. Major Issues

- 5.1 There are two fundamental risks that could impede achieving the results of this TC: (i) lack of coordination within the government as a whole during the implementation of the methodology in Nassau, especially given the centralized

nature of The Bahamas' political-administrative system; and (ii) institutional weakness and low technical capacity of the government as a whole.

- 5.2 To mitigate the first risk, during the execution of this TC the ESCI team will hold coordination meetings with all government agencies involved in the process, including the Ministry of Finance and the Economic Development Planning Unit (Office of the Prime Minister). This coordination is expected to strengthen ESCI's operations in the city, providing an adequate framework for identification of priority interventions, the development of its activities and methodology. As to the second risk, the action plan will incorporate institutional strengthening methods to improve the capacity of the authorities in The Bahamas to execute and supervise projects like those to be implemented from the ESCI action plan.

## **VI. Exceptions to the Bank's Policy**

- 6.1 No exceptions to Bank policy have been identified.

## **VII. Environmental and Social Strategy**

- 7.1 The studies and projects will contribute to a positive social and environmental impact, promoting improvements in the urban environment of Nassau. This TC has been rated as "C" based on the [Safeguard Screening and Classification Toolkit](#).

## **ANNEXES**

- Annex I: [Letter of No Objection](#)
- Annex II: [Terms of Reference](#)
- Annex III: [Procurement Plan](#)

No. FIN/201.53

In reply please  
quote this number



**MINISTRY OF FINANCE**

P. O. BOX N-3017

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NASSAU, BAHAMAS

August 4, 2015

Ms. Astrid Wynter  
Representative  
Inter-American Development Bank  
Nassau, Bahamas

Dear Ms. Wynter,

**RE: TC Document for the Implementation of the Emerging and Sustainable  
Cities Initiative in Nassau, The Bahamas  
BH-T1045**

In regards to the captioned subject, I have been directed to formally convey that the Ministry of Finance has no objections to the contents of the document which establishes the Emerging and Sustainable Cities Initiative (ESCI). I wish also to note that the Ministry is supportive of the Bank assuming the execution role for the assignment.

Should you require further clarification in this regard, please do not hesitate to contact the undersigned.

Sincerely,

A handwritten signature in black ink, appearing to be 'C. Oliver', written over a horizontal line.

Carl Oliver  
(for) Financial Secretary

TERMS OF REFERENCE <sup>*</sup>		
	Name of Consultancy	Electronic link IDBDocs #
<b>Component 1</b>		
Annex II – (A)	Climate Change and Urban Development Studies	<a href="#">#39613888</a>
Annex II – (B)	Rapid Evaluation of the Fiscal and Financial Capacity of Nassau	<a href="#">#39613889</a>
Annex II – (C)	Support to the ESCI implementation in Nassau: Individual Local Consultant	<a href="#">#39613883</a>
Annex II - (D)	Administration and Analysis of a Public Opinion Survey in Nassau	<a href="#">#39613884</a>
Annex II - (E)	Application of the ESCI Methodology in Nassau: Individual International Consultant	<a href="#">#39613885</a>
<b>Component 3</b>		
Annex II - (F)	Establishment of a Monitoring System for Nassau	<a href="#">#39613886</a>

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<sup>\*</sup> Terms of reference for Component 2 will be determined by the prefeasibility studies that are required by the action plan.

## The Bahamas

### Climate Change and Urban Development Studies

#### Terms of References

##### I. Background

- 1.1 Cities play a key role in the economy of Latin America and the Caribbean (LAC) through the generation of expertise, diffusion of innovation, concentration of specialized labor, and provision of educational, cultural, and recreational services. At the same time, the majority of people in LAC that live in poverty live in cities. City dwellers have increasing and often unsatisfied demands for urban and social services, decent housing conditions, employment and opportunities to generate income.
- 1.2 Intermediate cities in LAC present particularly complex and interrelated challenges, especially in relation with their fast growth rates that frequently surpass some of the region's large cities, which have been growing more slowly since the 1980s (Cristini et al. 2008). Overcoming the challenges of intermediate cities requires a comprehensive approach that enables them to develop sustainably and simultaneously improve their citizens' quality of life.
- 1.3 As a response to this situation and in light of the continuing urbanization process in the Region, the Inter-American Development Bank (IDB or "Bank") launched the Emerging and Sustainable Cities Initiative (ESCI). The purpose of this Initiative is to contribute to the improvement of the quality of life in LAC's cities in terms of environmental, urban, and fiscal sustainability. Through the ESCI, the Bank combines the expertise of its different sector departments in the formulation of comprehensive action plans designed to facilitate sustainable city planning. It leverages its capacities as the leading source of development financing for the region and applies its long experience in supporting the countries of LAC.
- 1.4 One of the challenges prioritized in many cities in the region is managing urban growth and territorial expansion. Formal and informal growth often lead to negative environmental, social, and economic impacts. Municipal policy makers in intermediate cities usually lack adequate data and analysis to inform the design of policies that help promote growth in a sustainable way. In many cases, the implications for the municipal budget in terms of financing infrastructure development and operation costs have not been clarified in newly urbanized areas. Additionally, the environmental impacts of city growth are often not fully considered. Areas for conservation and aquifer recharge need to be protected or established and vulnerability to natural disaster and the effects of climate change reduced. Anticipatory planning can also help reduce greenhouse gas emissions (GHG) as a major factor affecting climate change.
- 1.5 The studies described in these Terms of Reference aim to facilitate understanding and awareness of these dynamics and specifically address the following issues: [See complementary information for Annex II \(A\)](#)

## **II. Consultancy objective(s)**

- 2.1 The overall development goal of this consultancy is to promote sustainable development in Nassau, The Bahamas. The products outlined in these Terms of Reference will contribute to this goal by providing analytical inputs necessary for the application of the ESCI methodology and by developing important planning tools for city officials.

## **III. Main activities**

- 3.1 The studies that form part of this consultancy seek to achieve specifically the following; (i) the climate change mitigation assessment will provide the analysis and tools necessary to assess and reduce a city's carbon footprint; (ii) the disaster risk and climate change vulnerability assessment will allow a better understanding of the risks a city faces from natural hazards, including increasing hazardous risk due to climate change, and facilitate adequate planning; and (iii) the urban growth study will assess the urban footprint of a city and its dynamics under past, current, and expected future trends to inform and facilitate successful infrastructure and environmental planning at the city and regional level.

## **IV. Reports / Deliverables**

- 4.1 All products must be presented to the Bank in an editable, electronic format. Reports and manuals shall be compatible with MS Word, inventories and comparable products with MS Excel, and the GIS database with ESRI ArcGIS. All maps produced shall be submitted in .mxd format. All spatial data should include metadata. A file summarizing the metadata of the layers (e.g. Excel file) should be submitted. All spatial layers shall additionally be submitted in Google Maps format (.kml). All data collected and used shall be submitted to the Bank, including a detailed listing of all input data used in each step of the Consulting Engagements with full references. Further specifications may apply. Reports, maps, and manuals shall also be submitted in print with five copies.
- 4.2 All products specified below must be provided in English.

## **V. Payment Schedule**

- 5.1 The delivery of the products and the corresponding payments will be scheduled as follows:

Milestone	Timing	Payment
Agreement on the work plan	within 2 weeks from the starting date of the contract	20%
Submission of the initial drafts	within 2 months from the starting date of the contract	20%
Submission of the final drafts	within 4 months from the starting date of the contract	20%
Submission of the final products	within 5 months from the starting date of the contract	40%

5.2 All payments are subject to the Bank's approval of the corresponding products.

## **VI. Characteristics of the Consultancy**

- a. Consultancy category and modality: Products and External Services Contractual, Lump Sum
- b. Contract duration:
  - Consulting Engagement 1: The proposed subproject manager must have a Master's degree in applied sciences, environment, engineering, or related areas, and should have at least 8 years of professional experience in developing GHG emission inventories, emission scenarios, and GHG mitigation actions and strategies. Documented work experience at city level is considered an asset. The members of the team should have a minimum combined experience of 20 years in the subject area.
  - Consulting Engagement 2: The proposed subproject manager must hold a Master's degree in applied sciences, engineering, or related areas, and should have at least 8 years of professional experience in probabilistic disaster risk assessments and climate change adaptation in an urban context. Key personnel must have expertise in hazard and risk assessment and related disciplines including hydrology, coastal engineering, geology, and experience in GIS applications. The members of the team should have a minimum combined experience of 20 years in the subject area.
  - Consulting Engagement 3: The proposed subproject manager must be a professional in city planning and urban information systems with at least 10 years of professional experience. The members of the team should have a minimum combined experience of 20 years in sustainable urban development and planning and developing related information systems (including GIS), preferably with a focus on incorporating climate change mitigation and adaptation as well as disaster risk management.
  - A local consultant with expertise relevant to this assignment and based in Nassau must be hired to serve as a focal point for data collection and stakeholder consultations. An alliance with a local research institution is highly recommended.
- c. Place(s) of work: External consultancy
- d. Division Leader or Coordinator: The consulting firm's work and deliverables will be supervised by Mr. Ellis Juan, General Coordinator of the Emerging and Sustainable Cities Initiative; and David Maleki, Climate Change Analyst.

## **The Bahamas**

### **Emerging and Sustainable Cities Initiative (ESCI)**

#### **Fiscal Sustainability Pillar Rapid Evaluation of the Fiscal and Financial Capacity of Nassau**

#### **Terms of Reference**

### **I. Background**

- 1.1 Nassau, The Bahamas, has been selected to participate in the IDB's Emerging and Sustainable Initiative (ESCI), whose objective is to assist rapidly growing intermediate cities in identifying their principal challenges and prioritize the actions that have the greatest potential to have a positive impact on their sustainable urban development. As of 2014, 26 cities are already participating in the ESCI, and a total of 50 are expected to be participating by the end of 2015.
- 1.2 The ESCI uses a multidimensional definition of sustainability, applying a holistic approach which addresses the sustainability challenges of Latin American and Caribbean cities in: (i) environment and climate change; (ii) urban development; (iii) governance and fiscal performance.
- 1.3 As part of the governance and fiscal dimension of urban sustainability it is necessary to produce the analytical and informational inputs to assess the capacity to improve the finances and management of Nassau in the framework of the ESCI Action Plan. The evaluation covers the areas of revenue, expenditure, and borrowing capacity.

### **II. Consultancy objective**

- 2.1 This consultancy's objective is to conduct a quick assessment of Nassau's (The Bahamas') fiscal and financial management capacity.
- 2.2 Based on this evaluation the consultant is expected to identify concrete actions to improve fiscal sustainability, financial management capacity and budget performance capacity of the island, such that its overall investment capacity is increased.

### **III. PRODUCTS**

#### **A. Rapid Evaluation of Nassau's Fiscal and Financial Management.**

- 3.1 The consultant will prepare two products:
  - (i) Evaluation of its medium term fiscal capacity;
  - (ii) Rapid evaluation of the city's (The Bahamas') finances.



- 3.2 Both products must include a series of recommendations that, in the short term, improve the performance of the island's finances.

**B. Evaluation of Medium Term Fiscal Capacity:**

- 3.3 Analysis of Fiscal Legal Framework The consultant will review the principal legal instruments of Nassau in order to establish the main rules, regulations, norms, limits, and restrictions regarding current transfers, national and local taxes, municipal borrowing, budget, and auditing of the government. The political-administrative and institutional framework of The Bahamas and how national revenue, spending, and borrowing policies affect fiscal capacity in Nassau, should be clearly established and explained.
- 3.4 Collection of the city's financial information: The consultant will collect current and historical information on the island's finances (revenues, expenditures, and debt) for the last 5-7 years. All of the information must come from official sources, conform to the IMF International Public Financial Statistics Manual classification, and have the greatest level of disaggregation possible. The consultant will make field visits to validate the data and/or assumptions used with the principal actors involved.
- 3.5 Finally, the consultant must collect relevant contextual macroeconomic information for analysis (inflation rate, interest rates, gross domestic product, unemployment, etc.) that is readily available in IMF reports such as the Article IV reviews.
- 3.6 Revenue Analysis: The consultant will (i) analyze the composition of the principal sources of revenue that benefit the city, establishing their historical and present behavior; (ii) analyze the relative importance of different sources of income using ratios, growth rates and/or comparative data; (iii) make projections of the growth of the main revenue categories; clearly establishing the assumptions applied in the construction of the scenarios; and (iv) identify the revenue categories with the greatest underutilization, volatility, and/or potential to increase through short-medium term action.
- 3.7 Expenditure Analysis: The consultant will: (i) analyze the level, composition, and behavior of the city's current and capital expenditure<sup>1</sup>, (ii) analyze with greater detail the investments indicating their principal sources of financing; (iii) analyze the relative importance of the different types of financing used in public investments; (iv) make projections of growth of the main types of expenditure in order to establish a baseline scenario and a scenario with potential improvements, clearly defining the assumptions applied in each case (in analogous manner to that in which the revenue projections were made); and (v) identify the categories with the greatest possibilities for adjustment, recommending actions for their improvement in the short-medium term.
- 3.8 Borrowing (debt) Analysis: The consultant will: (i) analyze the level, composition, and behavior of the city's short and long term debt, if any, establishing whether the debt and its service are within the legal or regulatory limits; (ii) analyze the possible and available debt instruments to finance capital investments; (iii) analyze the relative importance of the different sources of borrowing for the city; (iv) make projections of growth of the existing and potential municipal debt (if any) in order to establish a baseline scenario

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<sup>1</sup> Use the disaggregation of expenditure established by the governing bodies of the country's accounting systems.

and a scenario with potential improvements, clearly defining the assumptions applied in each case (in analagous manner to that in which the revenue and expenditure projections were made); and (v) identify the possibilities for the introduction of debt instruments, with or without sovereign guarantee.

- 3.9 Analysis of the Fiscal Results, Debt Situation, and Recommendations: Based on the previous information and any addition debt information, the consultant will: (i) analyze the city's fiscal results for the period of analysis and for any scenarios previously projected, focusing on the primary balance and the overall fiscal balance; and (iii) compose a series of recommendations of measures to improve the finances that could be implemented in the medium term.
- 3.10 Estimation of the indicators of the ESCI's Fiscal Pillar: Based on the aforementioned information and [Annex 2, "Indicators of the Emerging and Sustainable Cities Initiative,"](#) of the ESCI's methodological guide, the consultant will estimate the indicators of the following subtopics: (i) municipal revenue and taxes, (ii) quality of public spending; (iii) contingent liabilities; and (iv) sustainability of municipal debt.
1. **Product A: "Evaluation of Nassau's Medium Term Fiscal Capacity" consulting report and calculation of the ESCI's fiscal pillar indicators in accordance with the corresponding methodological guide's specifications.**

### **C. Rapid Evaluation of the Financial Management Capacity**

- 3.11 Rapid Evaluation of the Local Tax Administration: The consultant will: (i) Review the pertinent legal framework to establish whether the city is making use of all its authority to collect taxes; (ii) identify the two or three main sources of own revenues; (iii) make a rapid estimate of the potential for growth in the two or three selected sources; (iv) for each of the categories of revenue, analyze the tax administration processes, clearly establishing the main shortcomings in the processes of registry, billing, collection, auditing, follow-up and control, and service to the taxpayer; (v) rapidly evaluate the city's tax administration *systems*, paying special attention to the registry system; and (vi) make a series of recommendations of measures to improve the tax administration, particularly in terms of how it affects Nassau's financial situation, that could be implemented in the short-medium term.
- 3.12 Rapid Evaluation of the Expenditure Management Capacity: Given the expeditious character of this evaluation, the consultant will
- 3.13 It base the evaluation on structured interviews with the main officials responsible for the management of the expenditure. The results of these interviews must be validated with information from additional sources and field visits. The objective of this evaluation is to determine the effectiveness of the government in achieving the results expected from its expenditure programs and (capital) investment projects. Also, the qualitative evaluation should determine how much of the city's expenditure programs depend on transfers and coordination of central government budgets with line ministries and how these revenue streams can be reflected in the expenditure accounting of Nassau. Also, the consultant should provide a preliminary opinion about the potential for the city to finance capital expenditure programs using land rent value capture, land market transactions, or public private partnership contracts, based on interviews with national government officers.

- 3.14 Public Financial Management (PFM) Capacity Evaluation: The consultant should conduct an evaluation of the PFM capacity of the city using the Management by Results Evaluation System survey developed by the IDB (PRODEV's SEP, for its abbreviation in Spanish). Specifically, the consultant is expected to determine the degree of implementation and integration of the five priority areas of results-based financial management: (i) strategic planning; (ii) budgeting and operational programming; (iii) auditing and financial management; (iv) management of public investment projects; and (v) monitoring and evaluation. Based on that rapid evaluation, the consultant must make a series of recommended measures to improve the management of the public expenditure, as it affects Nassau, that could be implemented in the short-medium term.

Product B: "Rapid Evaluation of the Tax Administration and the Management of Public Spending" report and calculation of the ESCI indicators in accordance with the corresponding methodological guide.

2. **Product B: "Evaluation of Nassau's Financial Management Capacity" consulting report, including the PRODEV's SEP assessment based on the standrad survey<sup>2</sup>.**

#### **IV. Payment Schedule**

- 4.1 The payment will be made in accordance with the following schedule: (i) 30% upon signature of the contract; (ii) 30% upon approval of the drafts of products A and B; y (iii) 40% upon approval of the final versions of products A and B.

#### **V. Characteristics of the Consultancy**

- 5.1 This consultancy will be supervised by Andres Blanco (IFD/FMM), Sectoral Coordinator for the ESCI and Team Leader for the ESCI in Nassau.
- 5.2 **Duration and Characteristics of the Consultancy:**
- 5.3 **Type and duration of the consultancy:** Individual consultant with a duration of 35 non-consecutive days over two months, beginning September 2015 (subject to confirmation).
- 5.4 **Qualifications:** Consultant with proven experience in municipal public finances or those of autonomous sub-national entities. The consultant must have: (i) at least ten years of experience in subnational financial topics, (ii) at least five years of experience advising municipalities in Latina American and Caribbean countries, and (iii) a Masters in economics, finance, public accounts, or business administration.

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<sup>2</sup> The application if the SEP survey will not require obtaining and providing the detailed supporting documentation to justify the point category in the 0-5 scale for each question.

## **The Bahamas**

### **Implementation of the Emerging and Sustainable Cities Initiative (ESCI) in the city of Nassau** **Support to the ESCI implementation in Nassau**

#### **Terms of Reference**

#### **I. Background**

- 1.1 The Emerging and Sustainable Cities Initiative (ESCI) employs a multidisciplinary approach to addressing the challenges facing the urban areas of LAC, integrating environmental sustainability, comprehensive urban development, fiscal sustainability and good governance.
- 1.2 The ESCI provides a set of tools for intermediate cities to: (i) identify key bottlenecks that they may face in their path towards sustainability; (ii) weigh and prioritize the identified problems to guide investment decisions in the sectors that may generate more positive impacts; (iii) find specific adequate solutions according to their cost-benefit that would pave the road towards increasing sustainability. In addition, solutions should take into consideration different local sources to finance them as well as the institutional capacity for their implementation; and (iv) follow up progress and advances in closing gaps and reaching goals. The work culminates in an action plan for each city, related to the three dimensions.
- 1.3 The environmental and climate change dimension is concerned with environmental management and local pollution control issues (including air and water pollution, solid waste management, and disaster prevention), climate change mitigation (through energy efficiency and other measures), and climate vulnerability reduction and adaptation measures.
- 1.4 The urban development dimension refers to the effects of the city's design and footprint (or its ability to control its growth through effective planning and land use control), social inequality and uneven distribution of urban services, efficiency of its urban transportation network, economic competitiveness, and the level of public safety.
- 1.5 The fiscal sustainability dimension is related to the ability of local governments to prioritize and finance needed investments, fund and maintain their urban and social services, adequately control their expenditures and debt, and make decisions in a transparent manner.
- 1.6 As explained above, the Initiative consists of five phases: preparation (Phase 0), analysis and diagnosis (Phase 1), prioritization (Phase 2), development of solutions (Phase 3), action plan and its implementation (Phase 4), and monitoring (Phase 5). One of the major activities of the analysis and diagnosis phase is the collection of data to complete the ESCI's set of 117 indicators of sustainable urban development for the city. A local consultant is contracted in each city to collect the data needed for the diagnosis, working with local and national institutions and independently researching secondary or tertiary (e.g. interview) source data as needed.
- 1.7 The Initiative is currently initiating work in Nassau, The Bahamas. A local consultant is needed to help collect and organize the information needed for the assessment of the city.

## **II. Consultancy objective**

- 2.1 The objective of this consulting assignment is to support the ESCI's Nassau team in collecting the data needed for diagnosis of Nassau's sectors, working with relevant institutions and independently researching secondary or tertiary (e.g. interview) source data as needed.

## **III. Main activities**

- 3.1 Research, collect and clean the data required to complete the ESCI's set of (approximately 117) indicators for Nassau, The Bahamas, including the value, data source and year, political-administrative level of data, and any relevant notes on the particular methodology used, if applicable. Analyze relevancy of data to the ESCI indicators and perform appropriate calculations to transform the data into the indicators described in [Annex 2 to the ESCI methodological guide](#), where relevant. Propose appropriate proxy indicators in cases where data is not available for the ESCI indicators.
- 3.2 Organize relevant data and qualitative information presented by IDB specialists, government or other local actors and other members of the ESCI Nassau team.
- 3.3 Assist in preparing reports based on collected data, specialist analysis, and/or meetings attended, as needed.
- 3.4 Prepare tables, charts, or other materials as needed for the presentation of information.
- 3.5 Coordinate the collection of data with other members of the ESCI Nassau team, including IDB specialists.
- 3.6 Meet with national and local stakeholders in Nassau as needed to collect relevant information. Maintain record of meetings and information collected therein.
- 3.7 Analyze data and data sources as needed to determine "stoplight color" classification for indicators in Nassau.
- 3.8 Provide logistical support to the ESCI Nassau team, including working with the ESCI Nassau team leader and members, government counterparts, and other external actors to organize missions. This includes, but is not limited to, preparing terms of reference, scheduling the corresponding meetings; organizing events and procuring services from vendors, such as catering, meeting rooms, etc.; and drafting mission reports.
- 3.9 Advise ESCI Nassau team on local matters, such as institutional framework, protocol, cost estimates, relevant current events, and government schedule.

## **IV. Payment Schedule**

The consultant will be paid twice a month.

## **V. Qualifications**

- a. Academic Degree/level and years of professional experience: Bachelor's or Master's degree in international development, economics, international relations, or similar related field with an interdisciplinary approach. Minimum one year of experience in a research capacity and one year in a capacity coordinating with government or external clients. Experience in The Bahamas highly desirable.
- b. Language: English (Spanish desirable for communications with HQ and other ESCI city teams.)
- c. Areas of expertise: international development, The Bahamas/Caribbean, research methods
- d. Skills: data collection and indicator analysis; excellent written and oral communication in English; cultural sensitivity; ability to liaise with a variety of actors, including local and national government authorities, civil society organizations, and staff of multilateral organizations.

## **VI. Characteristics of the consultancy**

- a. Consultancy Category & Modality: TTC
- b. Contract Duration: 6 months, renewable. Estimated start date: June 2015.
- c. Place(s) of work: Nassau, The Bahamas.
- d. Division Leader or Coordinator: Andres Blanco, IFD' Sector Coordinator for the ESCI.

## **The Bahamas**

### **IFD/FMM**

#### **Implementation of the Emerging and Sustainable Cities Initiative (ESCI) in the city of Nassau**

#### **Administration and Analysis of a Public Opinion Survey in Nassau**

### **TERMS OF REFERENCE**

#### **I. BACKGROUND**

- 1.1 The fast urbanization process observed in Latin America and the Caribbean (LAC) in recent decades has brought many challenges for the development of the region: (a) sprawl and inadequate land use patterns; (b) increasing proportion of the population living in poverty; (c) limited resources and institutional capacity; and (d) increasing environmental and social problems, increase in the vulnerability of the population. The challenges of rapid urbanization become more relevant in intermediate sized cities where the urban population tend to settle more.
- 1.2 Approximately, 27% of the urban population in Latin America lives in slums. This situation creates great contrasts in the quality of life in the cities with developed and well-appointed areas coexisting with areas of extreme poverty that lack services, urban infrastructure, and social services and where people are living in poor environmental and housing conditions. Extreme weather events increase the vulnerability of this population, especially in cities located on the coast or on plains that could be affected by flooding. At the same time, urban living accelerates the climate change process as cities consume more than 75% of the energy distributed and are responsible for the emission of 75 – 80% of greenhouse gases<sup>1</sup>. On the other hand, the process of decentralization that has developed in the region during the past two decades has led to many local governments assuming greater responsibility for the provision of services, even when they are not exploiting their own sources of income and are dependent on national transfers for funding.
- 1.3 Dealing with these challenges demanded the launch of a new IDB initiative, the Emerging and Sustainable Cities Initiative (ESCI), to contribute to the achievement of urban, environmental and physical sustainability of cities with an intermediate population that is rapidly growing. The initiative seeks integrated development of the cities, so that cities can offer their residents a high quality of life while having a lower environmental impact and creating the fiscal and administrative capacity to deal with the responsibilities of urban management.
- 1.4 The initiative identifies constraints and bottlenecks impeding the path to sustainability, and prioritizes the problems identified to guide investment decisions in the sectors that have the potential to generate major impacts, resulting in an action and financing plan. The prioritization of the problems is based on: a) analysis of the city's status in each topic relative to benchmarks developed by using international

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<sup>1</sup> LAC countries have higher GHG emissions per capita than most developing countries in the world, including China and India.

standards and comparable cities; b) the economic and environmental impact of these topics, including their relationship with climate change process; c) the current degree of priority that they have for the government, as manifested through existing institutional initiatives; and d) public opinion.

- 1.5 In order to collect the aforementioned public opinion data contributing to the prioritization process, it is necessary to contract a firm to administer and analyze a public opinion survey designed to identify the priorities of the residents of Nassau.
- 1.6 In order to collect the aforementioned public opinion data contributing to the prioritization process, it is necessary to contract a firm to administer and analyze a public opinion survey designed to identify the priorities of the residents of Nassau.

## **II. OBJECTIVE OF THE CONSULTANCY**

- 2.1 Design, carry out, and analyze a public opinion survey in Nassau that permits the identification of the topics that the city's residents consider to be most problematic for the sustainable development of the city.

## **III. MAIN ACTIVITIES**

- 3.1 In close collaboration with the IDB team responsible for the implementation of the Initiative in Nassau, the consulting company will perfect the preliminary model survey provided by the team, with the objective of using it in a pilot application of the survey to test the effectiveness of its design and the chosen methodology. In this phase, the questions and the answer categories (for example, the distribution of ranges in numerical answer multiple choice questions) can be adjusted. The questionnaire should also include: demographic and socioeconomic variables that allow for cross tabulations during data processing and analysis. Most importantly, the survey will be designed to identify the areas which citizens consider to be priorities. The consulting company should specify the processes of control and verification of the data collected, the methodology used to determine a representative sample and the selection of cases. The survey will be directed to the residents of Nassau who are 18 years of age or older. The survey must cover the following characteristics: (i) Intersectoral. The principal objective of the survey is to find out the hierarchy and relative comparison that residents of Nassau make among different issues. The final list of topics that should be taken into account in the intersectoral design of the survey will be determined prior to signature of the contract. The intersectoral questions of the questionnaire should allow the topics to be prioritized, at the city level, neighborhood level, and by any other relevant divisions of the population determined with the IDB at the appropriate time. Two relevant questions (88 and 89) can be found in the model questionnaire; (ii) Intrasectoral. The analysis of the survey should identify Nassau residents' main concerns within each topic. Working together with the Bank's Nassau team, the company should use and complement or design questions to determine what the general public considers to be the main problems within each topic, using the model questionnaire as a base and the list of provided by the team.



- 3.2 Using the pilot questionnaire prepared during the previously mentioned activity, the contracted company will carry out a pilot survey, administering 30 valid surveys to the general public. The company will then process and analyze this data, delivering a report with the results of the analysis at the end of the pilot process, which will be used to adjust the final questionnaire.
- 3.3 After analyzing the results of the pilot process together with the ESCI Nassau team, the company must develop the final questionnaire and obtain the IDB team's approval of the questionnaire before proceeding with the application of the survey.
- 3.4 Using the final questionnaire prepared in the previous activity, the company will administer and process 1,000 valid surveys to the general population of the defined survey area. When carrying out the surveys, the company must apply the methodology that the IDB approved for determining the sample (which must be stratified or zoned as agreed upon with the IDB), selecting cases, and verifying the data collected.
- 3.5 The information obtained must be processed electronically, entering and presenting the data in a SPSS V. 10.0 or similar file type. Using this statistical software, the company must prepare and deliver a report to the Bank presenting the data obtained, including cross tabulations with control variables accepted by the IDB team. The cross tabulations should also be delivered in electronic form.
- 3.6 The company will work closely with the members of the ESCI Nassau team so that the final design of the survey will be consistent with the ESCI's objectives.
- 3.7 The company will have complete autonomy for the collection of the required data and must be self-sufficient in terms of transportation and equipment. The company will use personnel appropriately trained to carry out and supervise the survey process and interviews.

#### **IV. DELIVERABLES**

- 4.1 The company must deliver the following products: (i) questionnaire to use in the pilot phase, in accordance with the description above of this document. This must be delivered within 5 consecutive calendar days from the signature of the contract; (ii) report synthesizing the analysis of the results of the pilot phase, with recommendations for the final questionnaire. This must be delivered within 12 consecutive calendar days from the signature of the contract; and (iii) final questionnaire for the approval of the IDB, within 20 consecutive calendar days from the signature of the contract.
- 4.2 First draft of the final report of the data obtained from the surveys, complete with tables, cross tabulations, graphics, a detailed description of the methodology used, and principal conclusions, within 45 consecutive calendar days from the signature of the contract. The report should contain a section on lessons learned that can serve to improve the process of assessing public opinion in future applications of the ESCI

methodology to other cities. The draft of the final report should include the file of data obtained in the surveys and a brief report on the preparatory and field activities.

- 4.3 Final report and database, within 60 consecutive calendar days from the signature of the contract. The final report will incorporate the content from all of the products produced under this contract. This final version must take into consideration all of the observations, modifications, and comments made by the IDB. The report will incorporate all of the information explicitly and implicitly required in these terms of reference.

## **V. PAYMENT SCHEDULE**

- 5.1 Payment will be made according to the following distribution:

- a. 20% upon signature of the contract.
- b. 40% upon delivery of the final questionnaire.
- c. 40% upon delivery of the final report.

## **VI. QUALIFICATIONS**

- Academic Degree & Areas of Expertise: Master's Degree in the Social Sciences; expertise in social science research and statistics, Latin American/Caribbean Studies, Urban Studies, Sociology, or related areas.
- Experience: At least 8 years relevant experience, specifically with public opinion surveys. Proven experience working with the public and communities, as well as liaising and collaborating with government officials, civil society, and multilateral organizations. Experience working in The Bahamas or the Caribbean desired.
- Languages: English and another official Bank language (Spanish, Portuguese, or French)
- Skills: Strong research and writing skills; strong analytical skills and ability to develop and administer public opinion surveys; ability to create, process, and analyze datasets and use relevant software (i.e. SPSS); ability to produce high quality written and visual communication products; ability to represent results visually.

## **VII. CHARACTERISTICS OF THE CONSULTANCY**

- a. Consultancy category and modality: Products and External Services Contractual, Lump Sum
- b. Contract duration: The IDB plans to have the contract between the company and the IDB signed by the first week of September 2015, so that the work should be finalized by the first week of November 2015.
- c. Place(s) of work: External consultancy
- d. Division Leader or Coordinator: The consultancy will be supervised by the team responsible for the implementation of the Emerging and Sustainable Cities Initiative methodology in Nassau, coordinated by the team leader and ESCI sector coordinator for IFD, Andres Blanco (IFD/FMM).

**The Bahamas  
IFD/FMM**

**Implementation of the Emerging and Sustainable Cities Initiative (ESCI) in the city of  
Nassau  
Application of the ESCI Methodology in Nassau Individual International Consultant**

**TERMS OF REFERENCE**

**I. BACKGROUND**

- 1.1 The cities of Latin America and the Caribbean (LAC) face daunting challenges in decades to come. Despite being the engines of growth in their respective economies and ongoing improvements in the provision of basic services, cities in the region are still characterized by unacceptably high proportions of their population living in poverty, limited institutional capacity, and an enduring scarcity of resources to improve the quality of life of their citizens. The additional burdens of adapting to the challenges of climate change renders even more urgent the need to promote improved governance.
- 1.2 Over 75% of LAC's population lives in urban conglomerates, a population of approximately 460 million people. LAC is the second most urbanized region on the planet; it has 4 of the 20 cities in the world with over 10 million inhabitants and 55 of the world's 414 cities with more than one million inhabitants. Although large cities are more important in LAC than in developing countries in other regions, these big cities are no longer those with the highest rates of growth and the region's urban population increasingly consists of residents of intermediate-size rather than large cities (Lora, 2010).
- 1.3 Urban areas have been, and will continue to be, the focal points of economic activity; 55% of the Gross Domestic Product (GDP) in the region has been generated by activities in the cities. This number is expected to reach 80% in the next 25 years. At the same time, there is a concentration of poverty in urban areas. According to ECLAC (2009), 180 million people in LAC live in conditions of poverty in 2008 (33% of the region's total population) and about 66% of those in poverty lived in LAC cities (118 million people). In addition, it is estimated that 130 million people (32% of the urban population) live in informal settlements (UN-Habitat, 2006).
- 1.4 The rapid, inefficient growth of cities over the last decades has significantly impacted their physical environment. Lack of urban planning has led to disorderly growth and inappropriate land use patterns contributing to excessive trips from one part of the city to another and traffic congestion. The footprint of cities continues to expand rapidly, consuming natural resources and invading vulnerable areas and zones meant for agricultural use.
- 1.5 Due to the decentralization processes that have been taking place in the region over the last two decades, local governments have assumed greater responsibilities for

the provision of social services. Nevertheless, most municipalities depend on earmarked national transfers and do not manage their own resources adequately. As a consequence, local authorities face a chronic shortage of investment resources. At the same time, there are wide asymmetries in the managerial capacities of sub-national governments, impacting their ability to improve the quality of life of their citizens.

- 1.6 In addition to the challenges of accelerated development, climate change poses additional problems for cities. Its potential effects on cities and their inhabitants threaten to undermine long-term efforts to achieve sustainable development. Changes in precipitation and increases in temperature have potential negative consequences on cities, including (i) adverse effects in food security; (ii) significant changes in water quality and quantity for human consumption; and (iii) increases in economic damage from more intense and frequent hurricanes and tropical storms, affecting millions of people already vulnerable.
- 1.7 Addressing these challenges requires a comprehensive and integrated development vision to satisfy current needs without jeopardizing the well-being of future generations. A sustainable city is one that offers a high quality of life for its inhabitants while generating lower environmental impacts, promotes sustainable urban development, is fiscally solvent, and practices good governance.
- 1.8 The Inter-American Development Bank created the Emerging and Sustainable Cities Initiative (ESCI) to support mid-size, rapidly growing, or “emerging” cities in the region in placing themselves on a path to sustainable, inclusive development. The ESCI employs a multidisciplinary approach to addressing the challenges facing the urban areas of LAC, integrating environmental sustainability, comprehensive urban development, fiscal sustainability and good governance.
- 1.9 In 2014, the ESCI will begin working with Nassau, The Bahamas. A consultant will be needed to guide the implementation of the methodology and coordinate the work in the city with the ESCI headquarters team.

## **II. CONSULTANCY OBJECTIVE(S)**

- 2.1 The main objective of the consultancy is to advise and provide analytical support to the Emerging and Sustainable Cities Initiative (ESCI) Nassau.

## **III. MAIN ACTIVITIES**

- 3.1 Directly support and advise ESCI Nassau team leader in all phases of implementing the methodology. This includes, but is not limited to, the following activities to ensure proper implementation of the methodology:
- 3.2 Lead meetings with and/or make presentations to government (political and technical) counterparts.
- 3.3 Advise ESCI Nassau team members (consultants and specialists) on the implementation of the ESCI methodology. Advise on the selection of consultants for data collection and coordination support.

- 3.4 Analyze and evaluate the city's indicators (stoplight classification of collected data).
- 3.5 Oversee and score the "filters" for the prioritization of action areas.
- 3.6 Evaluate consulting firm proposals for the design and implementation of the public opinion survey in Nassau and recommend improvements to the questionnaire design and methodology.
- 3.7 Evaluate other consulting firm proposals as needed.
- 3.8 Write, contribute to, edit and/or revise documents related to ESCI Nassau, such as the action plan.
- 3.9 Manage ESCI Nassau project timeline.
- 3.10 Inform ESCI coordination group at headquarters of developments in the implementation of ESCI in Nassau.

#### **IV. PAYMENT SCHEDULE**

- 4.1 The consultant will be paid twice a month.

#### **V. CHARACTERISTICS OF THE CONSULTANCY**

- 5.1 Consultancy Category & Modality: International Individual Consultancy, Monthly
- 5.2 Contract Duration: 1 year, beginning June 2015 (subject to confirmation).
- 5.3 Place(s) of work: Headquarters, with travel to Nassau as needed.
- 5.4 Division Leader or Coordinator: Andres Blanco, Sector Coordinator for the Emerging and Sustainable Cities Initiative for IFD and Team Leader

#### **VI. QUALIFICATIONS:**

- 6.1 Academic Degree/level and years of professional experience: Bachelor's or Master's degree in international development, regional studies with a focus on Latin America or the Caribbean, or similar related major with an interdisciplinary approach. Minimum three years of experience in integrated urban development projects. International experience, especially in Caribbean countries, desirable.
- 6.2 Language: English (Spanish and Portuguese desirable for communications with HQ and other ESCI city teams.)
- 6.3 Areas of expertise: international development, Latin America/Caribbean, research methods

Skills: deep understanding of the Emerging and Sustainable Cities Initiative methodology; data and indicator analysis; mastery of methods of social research and ability to analyze and select the best method for a given context or need; excellent written and oral communication in English; cultural sensitivity; ability to liaise with a variety of actors, including local and national government authorities, civil society organizations, and staff of multilateral organizations.

## **The Bahamas**

### **IFD/FMM**

#### **Implementation of the Emerging and Sustainable Cities Initiative (ESCI) in the city of Nassau Establishment of a Monitoring System for Nassau**

#### **TERMS OF REFERENCE**

##### **I. BACKGROUND**

- 1.1 In 2010 the Inter-American Development Bank (IDB) created the Emerging and Sustainable Cities Initiative (ESCI) to support Latin American and Caribbean cities to achieve the objectives of: provide basic services, ensure adequate levels of quality of life, promote employment opportunities, and protect the environment. The ESCI focuses on medium-sized cities that are best positioned for effective planning and adapt to future challenges. Nassau, The Bahamas has been selected by ESCI with the objective of applying the methodology of the initiative that focuses on three critical areas: environmental sustainability and climate change, urban sustainability, and fiscal sustainability and government.
- 1.2 The methodology is an analysis of the identification of the sustainability challenges of the city in each of the three areas through a rapid assessment (quantitative and qualitative) which allows for a diagnosis, identifying critical problems, and prioritizes areas or sectors that require more attention. From this diagnosis the methodology seeks to define: (i) strategies and action plans that can become useful tools for decision making and prepare the city for a sustainable future; and (ii) a citizen monitoring system of sustainability in cities seeking to track the progress on the commitments and targets set in the action plan.
- 1.3 As part of the citizen monitoring the IDB seeks to establish a formal relationship with the local government to strengthen their ability to report relevant information to the public. With funding and technical assistance from the IDB, the city will improve its information systems and dissemination, its ability to report this information to its residents, its financial sustainability strategy, its ability to raise relevant issues that enable citizen participation in local decisions and help the authorities respond more directly to the concerns of its people.

##### **II. CONSULTANCY OBJECTIVE(S)**

- 2.1 Strengthen the citizen monitoring system through public perception surveys covering all subjects covered by ESCI and covering the entire urban area of the city.
- 2.2 Support the exchange of experiences with other successful citizen monitoring organizations in the region as the network of cities 'Como Vamos en Colombia' in a way that experiences can be exchanged and financial mechanisms strengthen for funding such initiatives through relationships with potential sponsors.

- 2.3 Build: (i) detailed indicators that cover all the areas that ESCI is working on; (ii) databases that collect in an organized way the collected information through the indicators; and (iii) an interface on the internet that allows access to these indicators and the aggregated information of the same.
- 2.4 Generate knowledge, periodicals and a network of printed media, television, radio, and social networks.

### **III. MAIN ACTIVITIES**

- 3.1 To achieve each of the objectives of the consultancy four areas of action are expected, each linked to a target. The activities are listed below:
- 3.2 Strengthen the citizen monitoring system. The monitoring includes annual public perception surveys that measure how the city population feels about problems related to the prioritized action areas, and especially, the authorities' attitude in the solution to these problems and improving the quality of life. The sample for these surveys and the indicators should be representative of the entire urban area of the city. The consultancy must: (i) establish formal agreements with all municipalities to access necessary information from each one and cover all the urban area of the city and priority action areas of the ESCI; (ii) design a sampling system to collect survey information from all municipalities and are representative of each one; (iii) establish a system for collecting information through surveys so that the information collected has all the necessary credibility and technical support.
- 3.3 Support the exchange of experiences. Generate an information exchange between Nassau and other monitoring experiences in ESCI cities such as Trujillo, Montego Bay, Port Spain, and others. Seek formal support and the commitment of business sectors and the civil society to give sustainability to their work.
- 3.4 Build indicators, databases and interface. The consultant will take the following actions: (i) define appropriate indicators to cover all areas included by the ESCI's methodology. This work will be done taking into account the work done by other networks of cities and the IDB. Each indicator should be described in detail in terms of the exact definition, the methodology to be applied and the rationale for its use; (ii) create a database that collects information from the indicators and technical specifications and centralize data generated by public and private institutions related to the selected indicators in the Action Plan; (iii) strengthening the network of institutions that generate information, will look for consensus and validation of the indicators by the authorities, also, will recognize the evolution of the indicators and will make comparisons with international standards; and (iv) create an interface that allows citizens and institutions to access all the information generated and collected easily and effectively.
- 3.5 Generate knowledge and periodicals. The aim is to generate knowledge through forums for dialogue, debate, and work of citizens; such is the case of the thematic panels, forums, mobilization, campaigns, etc., and trying to involve and collect proposals from a greater number of actors and civil society specialists in building alternatives to the problems of the city, and promoting institutional spaces of dialogue, consensus and agreement with the political authority.

#### **IV. QUALIFICATIONS**

- 4.1 Academic Degree & Areas of Expertise: Master's Degree in the Social Sciences; expertise in social science research and statistics, Latin American/Caribbean Studies, Urban Studies, Sociology, Anthropology, or related areas.
- 4.2 Experience: At least 10 years relevant experience, specifically with monitoring systems and fostering community engagement. Proven experience liaising and collaborating with government officials, civil society, and multilateral organizations. Experience working in The Bahamas required.
- 4.3 Languages: English and another official Bank language (Spanish, Portuguese, or French)
- 4.4 Skills: Strong research skills; strong analytical skills and ability to develop and administer public surveys; ability to create, process, and analyze datasets and use relevant software; ability to develop strategies for public participation and citizen engagement; conflict resolution skills; ability to produce high quality written and visual communication products, especially for public dissemination; skills in appropriate media/design software, like Adobe Creative Suite, also needed]

#### **V. CHARACTERISTICS OF THE CONSULTANCY**

- 5.1 Consultancy category and modality: Products and External Services Contractual, Lump Sum.
- 5.2 Contract duration: for a period of up to 24 months from the date of signature of the contract. The consultancy is expected to begin once the priority action areas have been determined, with estimated start and end dates in May 2016 and May 2018, respectively.
- 5.3 Place(s) of work: Nassau, The Bahamas
- 5.4 Division Leader or Coordinator: The ESCI team in Washington, D.C. will be in charge of coordinating and monitoring the consultancy under the supervision of Andres Blanco, ESCI sector coordinator for IFD and team leader; and the IDB office in The Bahamas.



## PROCUREMENT PLAN

No. <sup>1</sup>	Description of the contract and estimated cost of procurement	Procurement method <sup>2</sup>	Review (prior or post)	Source of financing and percentage		Pre-qualification (Yes/No)	Estimated dates		Status (pending, in process, awarded, cancelled)	Comments
				IDB%	Local/ other %		Publication of specific procurement notice	Completion of contract		
1.	Climate change and urban development studies Estimated cost: \$260,000	QCBS	NA	100	0	No	II Quarter 2015	I Quarter 2016	In process	Component 1
2.	Rapid evaluation of the fiscal and financial capacity of Nassau Estimated cost: \$10,000	QCBS	NA	100	0	No	II Quarter 2015	III Quarter 2015	Pending	Component 1
3.	Support to the implementation of the ESCI methodology in Nassau: individual local consultant Estimated cost: \$55,000	NICQ	NA	100	0	No	II Quarter 2015	II Quarter 2016	Pending	Component 1
4.	Application of the ESCI methodology in Nassau: individual international consultant(s) and missions Estimated cost: \$100,000	IICQ	NA	100	0	No	II Quarter 2015	III Quarter 2016	Pending	Component 1

<sup>1</sup> If there are a number of similar individual contracts to be executed in different places or at different times, these can be grouped together under a single heading, with an explanation in the comments column indicating the average individual amount and the period during which the contracts would be executed. For example: an education project that includes school construction might include an item "school construction", for a total value of US\$20 million, and an explanation in the comments column such as: "This encompasses some 200 contracts for school construction averaging US\$100,000 each to be awarded individually by the participating municipal governments over a three-year period between January 2006 and December 2008."

<sup>2</sup> **Consulting Firms:** **QCBS:** Quality- and Cost-Based Selection **QBS:** Quality-Based Selection **FBS:** Selection under a Fixed Budget; **LCS:** Least-Cost Selection; **CQS:** Selection based on the Consultants' Qualifications; **SSS:** Single-Source Selection. **Individual Consultants:** **NICQ:** National Individual Consultant selection based on Qualifications; **IICQ:** International Individual Consultant selection based on Qualifications

No. <sup>1</sup>	Description of the contract and estimated cost of procurement	Procurement method <sup>2</sup>	Review (prior or post)	Source of financing and percentage		Pre-qualification (Yes/No)	Estimated dates		Status (pending, in process, awarded, cancelled)	Comments
				IDB%	Local/ other %		Publication of specific procurement notice	Completion of contract		
5.	Administration and analysis of a public opinion survey in Nassau Estimated cost: \$25,000	QCBS	NA	100	0	No	III Quarter 2015	IV Quarter 2015	Pending	Component 1
6.	Pre-investment studies for prioritized interventions Estimated cost: \$550,000	QCBS	NA	100	0	No	I Quarter 2016	II Quarter 2017	Pending	Component 2 Specific studies to be determined by action plan
7.	Establishment of a monitoring system for Nassau Estimated cost: \$100,000	QCBS	NA	100	0	No	II Quarter 2016	II Quarter 2017	Pending	Component 3