

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK

BARBADOS

**HOUSING AND NEIGHBOURHOOD UPGRADING PROGRAMME
PROPEF INDIVIDUAL OPERATION**

(BA-L1011)

**MEMORANDUM OF ASSISTANCE FOR PROJECT PREPARATION AND
EXECUTION (MAPPE)**

This document was prepared by Sharon Miller (COB/CBA); in collaboration with Mauricio Silva (RE3/SC3), Team Leader; Robert Daughters, (SDS/SGC); and Ana Lucía Saettone (RE3/SC3).

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ABBREVIATIONS

CRG	Regional Management Committee
GOBA	Government of Barbados
HNUP	Housing and Neighbourhood Upgrading Programme
MAPPE	Memorandum of Assistance for Project Preparation and Execution
MHL	Ministry of Housing and Lands
MPWT	Ministry of Public Works and Transport
NHC	National Housing Corporation
PCD	Project Concept Document
PCMU	Project Coordinating and Monitoring Unit
PROPEF	Project Preparation and Execution Facility
TPD	Town Planning Department

MEMORANDUM OF ASSISTANCE FOR PROJECT PREPARATION AND EXECUTION

(MAPPE)

(BA-L1011)

EXECUTIVE SUMMARY

Borrower:	Government of Barbados (GOBA)
Guarantor:	Government of Barbados (GOBA)
Project Name:	Housing and Neighbourhood Upgrading Programme - PROPEF Individual Operation.
Project Number:	BA-L1011
Project Team:	Mauricio Silva, Team Leader, and Ana Lucía Saettone (RE3/SC3); Robert Daughters (SDS/SGC); and Sharon Miller (COF/CBA).
Beneficiary:	Ministry of Housing and Lands (MHL)
Executing agency:	Ministry of Housing and Lands (MHL)
Amount and source:	IDB (19/LC-BA): US\$688,000 GOBA: US\$137,600 Total: US\$825,600
Objectives:	The overall objective of this Individual Operation under the PROPEF line of credit is to assist Government to further the preparation of the Housing and Neighbourhood Upgrading Programme (HNUP) through the financing of consultancies to complete technical inputs and detailed designs for four pilot low-income communities.
Description:	Resources under this individual facility will mostly go to support preparation activities under Component 1 Neighbourhood Upgrade of the HNUP Loan. Specifically, the financing will go towards the completion of detailed architectural and engineering designs for the four sites including two special sites located in the capital city, Bridgetown, for revitalization. In addition, the Executing Unit will coordinate surveys to supply baseline data and update the socio demographic profile of the four target communities. Proposals for formulating the institutional strengthening elements of the Ministry of Housing and Lands (MHL) and the National Housing Corporation (NHC) will also be carried out. To ensure the involvement of prospective households and to keep them informed, the PCMU will develop a communications and social marketing strategy.
Procurement:	Procurement will be carried out in accordance with the Bank's standard procedures. Specific procurement events will be the responsibility of the Project Coordinating and Monitoring Unit (PCMU). However, the Beneficiary has requested the Bank to act on its behalf and engage the services of the consultants, especially those to be hired through international competitive bidding (see ¶3.5 - 3.7).

I. JUSTIFICATION

- 1.1 For some time now, the Bank has been collaborating with the Government of Barbados in the preparation and financing of the multiphase Housing and Neighbourhood Upgrading Programme. This Operation is being designed to improve housing conditions of low and lower-middle income families; revitalize and urbanize depressed communities; and expand Government's support systems and reach for affordable housing. To achieve these objectives, the Programme proposes implementation of three main components: (i) Neighbourhood Upgrading (US\$20 million) to finance the national upgrading of low income neighbourhoods including the revitalization of two inner city communities; (ii) Support for Affordable Housing (US\$12 million) through the provision of financing for land acquisition and infrastructural development as well as for the introduction of a pilot housing subsidy initiative; and (iii) Sector and Institutional Strengthening (US\$8 million) which will include strengthening of the Ministry's land planning and management approaches, modernization of the NHC, the main housing organization in the country, the improvement of a beneficiary selection system, and project financial costs.
- 1.2 Project preparation for this first phase has progressed well despite setbacks in the time it took Government to finalize policy decisions and more recently, in light of the lags associated with Ministerial and management changes within the Executing Unit. So far, the CRG has approved the Project Concept Document, in October 2005 and the Borrower has now established a Project Executing Unit within the Ministry of Housing and Lands (MHL) with most of the key staff in place.
- 1.3 The Bank's Project Team has utilized resources from the Canadian Technical Assistance Programme to support the preparation of the Loan. Outputs so far under the Neighbourhood Upgrading Component include conceptual designs for upgrading for the two urban sites (Cats Castle and Greenfield) and the two prototypes (Garden Land and Allen View). Other key outputs include the draft operating manual for the program, a proposal for the Affordable Housing aspects, a community involvement strategy and diagnosis reports for the institutional strengthening of the National Housing Cooperation (NHC) and the Ministry of Housing and Lands (MHL).
- 1.4 Additional financial resources are required to advance project preparation to the next level and to obtain more detailed technical inputs for the Project Report. Accordingly, GOBA and the Bank have agreed on a list of vital consultancies (See Annex II) for providing these results. In anticipation of these activities, at the time of the formal request for PROPEF, the Government had also requested financing of up to US\$750,000.00 to support the preparation process for HNUP. An amount of US\$688,000 is required from PROPEF funds for these consultants while the Government will finance from counterpart resources, start up costs of the Project Executing Unit and administrative support for these consultancies.

II. OBJECTIVES, AND RELATIONSHIP WITH THE PROFILE CONCEPT DOCUMENT ACTION PLAN

- 2.1 The main objectives of this individual operation under the PROPEF are to:
- i. Assist the Government in advancing preparation of the Housing and Neighbourhood Upgrading Programme through the financing of consultancies to provide technical inputs and detailed designs for four select communities, Cats Castle, Greenfield, Allen View and Garden Land; and
 - ii. Assist the Government in advancing preparation of the Housing and Neighbourhood Upgrading Programme through the financing of consultancies to provide technical inputs and detailed designs for four select communities, Cats Castle, Greenfield, Allen View and Garden Land; and
- 2.2 Whilst the first objective will be provided more directly as outputs of the consultants working in collaboration with both the GOBA's and the Bank's teams, the second objective will be achieved through the integrated way in which the consultants will be engaged with the Executing Unit. The transfer of knowledge to those Ministry staff involved has been an important aspect so far in the preparation of this Loan.
- 2.3 The objectives for this individual operation are consistent with those outlined for the Housing and Neighbourhood Upgrading Programme as stated in the PCD dated September 23, 2005. Financing from the PROPEF will support all the components of the proposed Loan and in particular the activities outlined under Component 1, Neighbourhood Upgrading where a consulting firm will provide detailed architectural and engineering designs for the four sites as well as the accompanying bidding documents. There is also provision for individual consultants to assist with the economic analysis of the Project and the preparation of baseline data for inputs to the Programme's Logical Framework.
- 2.4 Board approval, originally scheduled for June 2006, as reflected in the PCD, has been revised for the first quarter of 2007. Delays were due to the loss of momentum in project preparation caused mainly by ministerial changes, which prolonged the staffing of the executing unit responsible for preparation activities and for serving as suitable counterparts to work alongside the Bank's team.

III. DESCRIPTION OF THE BENEFICIARY

A. The beneficiary

- 3.1 The PROPEF Line of Credit, 19/LC-BA was signed on April 5, 2006 between the Borrower, the Government of Barbados and the Bank. With the initiation of the PROPEF on September 5, 2006, the Borrower can now access resources for individual operations. The Ministry of Economic Affairs and Development is the National Agency responsible for executing this PROPEF and has the authority for financing activities planned by beneficiary agencies that involve the use of this line of credit. The Ministry of Housing and Lands (MHL) is the beneficiary and will be the Executing Agency for this individual operation.
- 3.2 The Ministry of Housing and (MHL) has already established a Project Coordinating and Monitoring Unit (PCMU), which will be responsible for programme coordination, monitoring, evaluation and financial administration of the Loan as outlined in the PCD. This Unit will perform similar duties for this PROPEF individual operation. The PCMU will operate under the guidance of the Permanent Secretary, the accounting officer of the Ministry, but will work in full collaboration with other agencies in implementing the activities contemplated in this operation. In particular, the PCMU will have to call on the cooperation and expertise of the National Housing Corporation, (NHC), Ministry of Social Transformation, (MST) the Ministry of Public Works and Transport (MPWT) and the Town Planning Department (TPD) amongst other public sector agencies, in order to have consultants fulfill their assignments. The PCMU will also have to work closely with the utilities companies especially within the four sites for neighbourhood upgrading. At the community level, the PCMU will adopt guidelines of the Community Involvement Strategy to formulate and execute community entry and engagement during project preparation and beyond.

B. Scope of Services and Action Plan for Project Preparation

- 3.3 Resources of the PROPEF will finance an international consulting firm to prepare the detailed architectural and engineering designs for four communities selected as pilot under the HNUP. Two of the sites, Cats Castle and Greenfield have been selected for urban revitalization in downtown Bridgetown, the capital city. The other two sites, Allen View and Garden Land represent prototypes for low-income communities already identified in a national inventory for upgrading. When the designs and attendant bidding documents are finalized, these will be used for the procurement of contractors to carry out the works under the HNUP. Economic analysis, socio demographic surveys and environment and social impact analyses including a disaster risk management plan will also be conducted for the Programme. Proposals for the institutional aspects of both the Ministry and the National Housing Cooperation will be done. Among them, preparation of terms of reference for a fixed assets management information system for the Ministry, a procurement system for the NHC and an institutional strategic plan for the

Housing Planning Unit within the Ministry. Other activities will include the collection of baseline data for the Logical Framework and the production of a communications and social marketing strategy for the Neighborhood Upgrading and Affordable Housing Component of the Loan.

- 3.4 Loan approval date has been adjusted to March 2007 with the Analysis Mission scheduled to take place in January 2007.

C. Procurement and contracting of consulting services

- 3.5 Procurement of the consulting services to be financed from resources of this Facility will be carried out in accordance with the Bank's standard procedures. Specific procurement events will be the responsibility of the PCMU. However, given the lengthy procurement and contracting processes within the public sector, due mostly to an overly centralized and bureaucratic system, the Beneficiary has requested the Bank to act on its behalf and engage the services of the consultants, especially those to be hired through international competitive bidding. In Section 4.28 of Annex B, the Operating Regulations of the Line of Credit, 19/LC-BA, there is provision for the Bank, under exceptional cases, to engage consulting services on behalf of the Executing Agency.
- 3.6 Taking into consideration the experiences in contracting under existing Loan operations, the Project Team recommends approval of this request in accordance with these provisions. Procurement under this individual operation is considered an exceptional case because of the wide disparity between the inordinate length of time it normally takes the Beneficiary to procure services and the timelines established for Project preparation, approval and start up. If the Bank does not accede to this request, whilst the investment Loan will be approved, there is the risk that the current timelines for start up and implementation will be derailed leading to further delays in overall execution. Also, the Bank's assistance in contracting will help preserve the swift and timely nature and intent of the PROPEF.
- 3.7 Under this arrangement, the PCMU, in close collaboration with the Bank, will complete terms of reference, prepare tender notices, short list and select consultants, and conduct all negotiations. The Bank will review and grant its non-objection in the usual manner and upon the satisfactory assessment of the procurement processes ex ante and sign the contracts with the consultants on behalf of the Executing Agency.

IV. ACTION PLAN AND TERMS OF REFERENCE

- 4.1 A number of consultants will be hired to carry out the activities identified in the scope of services. Among them will be the consulting firm to prepare technical specifications and final designs for engineering works for the four selected sites. This team of consultants will include an architect, urban planner, quantity surveyor, civil engineer, social worker and an environmental expert. To provide

these services a consulting firm will be hired through international competitive bidding for a six-month period. A local consulting firm will be hired separately for two months to prepare, test and conduct the surveys for updating the socio demographic information and formulating the baseline for the four pilot sites. Both local and international individual consultants will be hired on short-term basis to assist in the other aspects of the preparatory work. Annex II lists the proposed consultants.

- 4.2 Draft Terms of Reference have already been prepared for these consultants and are attached as Annex III to this Memorandum of Assistance. During implementation, the PCMU will finalize these Terms of Reference and before their use, present them for the Bank's non-objection.

V. COST OF THE PROJECT

- 5.1 The total cost of this individual operation is estimated to be the equivalent of US\$856,800 in accordance with the following investment categories and sources of financing:

Cost and Financing Table (US\$)				
	BANK	GOBA	TOTAL	%
1.0 Project Administration	0	100,000	100,000	12.0
1.1 Project Coordination and Monitoring Unit		80,000	80,000	
1.2 Technical Assistance		20,000	20,000	
2.0 Direct Costs	688,000	0	688,000	80.0
2.1 Consulting Firms	620,000	0	620,000	
2.2 Individual Consultants	68,000	0	68,000	
3.0 Financial Costs	0	54,800	54,800	6.4
3.1 Interest		48,160	48,160	
3.2 Commitment Fee				
3.3 Audit		6,640	6,640	
4.0 Contingency	0	14,000	14,000	1.6
TOTAL	688,000	168,800	856,800	100.00
Percentage	80.00	20.00	100	100.00

- 5.2 Credit fees for this individual operation will be the same as for regular Bank loans. Interest will accrue from the date of each disbursement. All finance charges will be repaid out of the proceeds of the first disbursement of the Bank's investment Loan for Housing and Neighbourhood Upgrading Programme and at the time of the disbursement.

- 5.3 Disbursement of the resources for this PROPEF individual operation will be done utilizing the same procedures as for all Bank loan operations. The first disbursement will require certification by the Bank's Representative (with the concurrence of the Legal Department for any legal opinion that is required as a condition precedent), that the conditions specified in the Letter of Agreement have been fulfilled and the operations eligible for disbursement. The Executing Agency will prepare and present the disbursement requests in accordance with the guidelines established in the Operating Regulations, Annex B of the Line of Credit 19/LC-BA. Where the Bank, pursuant to the provisions of the PROPEF, has engaged a consultant, disbursements will be made according to the contract without the need for the executing agency to submit a disbursement request.
- 5.4 The period of execution will be eighteen (18) months from the effective date of the Letter of Agreement between the Bank and the Borrower and the period for disbursement of the financing shall be twenty-four (24) months. The Executing Agency shall present the last disbursement request one month prior to the established deadline.

VI. ENVIRONMENTAL AND SOCIAL REVIEW

A. PTI/SEQ classification

- 6.1 Since it is part of the overall Housing and Neighbourhood Upgrading Programme, this PROPEF individual operation qualifies as a social equity-enhancing project, as described in the indicative targets mandated by the Bank's Eighth Replenishment (document AB-1704). Furthermore, this individual operation, like the proposed Loan, qualifies as poverty targeted investment (PTI) as most of the activities are under the neighborhood improvement component, which is geographically targeted to the poor.

B. Environmental and social impacts

- 6.2 The Housing and Neighbourhood upgrading Programme is expected to have a positive impact in the environment mainly because of the provision of basic services to the squatter settlements that are now underserved. Many of the home improvement loans will also be used for the provision of basic services, reduce overcrowding or the construction of toilet facilities. Improvement in the two special neighborhood cases will also reduce fire hazard and overcrowding.
- 6.3 Several laws and regulations exist within the country to protect the environment. Among them are the National and Bridgetown Development Plans, the Coastal Zone Management Plan (produced with Bank support) and the regulations of the water and sewerage agency. This PROPEF individual operation has provision for the preparation of an environmental and social impact analysis.
- 6.4 Key issues to be analyzed are: capacity of executing agencies to comply with existing regulations, criteria for site selection, health and safety construction

regulations, waste treatment capacity, potential resettlement, disaster risk management and social exclusion. The analysis will propose a strategy to address those issues and recommendations as well as the preparation of a disaster risk management plan to ensure compliance with all those laws and regulations. The strategy will give special consideration to ensure coordination with all agencies responsible for the provision of urban basic services, land use planning and effective community participation.



**GOVERNMENT OF BARBADOS
MINISTRY OF FINANCE AND ECONOMIC AFFAIRS
PUBLIC INVESTMENT UNIT
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TEL. NO. (246) 467-5722/26/FAX NO. (246) 426-3688/E-MAIL: brathwaiteer@gob.bb**



OUR REF: 7096/105

February 18, 2005

The Representative
Inter-American Development Bank
'Maple Manor'
Hastings
CHRIST CHURCH

Dear Sir,

Project Preparation and Execution Facility (PROPEF)

You will recall that at the Programming Mission meeting on January 24, 2005 between the Right Honourable Owen S. Arthur, Prime Minister and Minister of Finance and Economic Affairs and the Division Chief, Mr. Ciro de Falco, it was agreed that the Government of Barbados would submit a request to the Bank, indicating its interest in accessing the Project Preparation and Execution Facility (PROPEF).

In this regard, we hereby confirm the interest of the Government of Barbados in obtaining a line of credit of US \$3.0 million under the PROPEF. These resources would assist in the preparation of projects and in meeting conditions precedent to first disbursement of loans already approved or being considered.

As you are aware, the Housing and Neighbourhood Upgrading Programme has reached a stage where two project teams are required for the preparation phase of the programme. Funding under the PROPEF is urgently required to allow the Government to buy-in services for the teams and to ensure that the momentum in the preparation of the programme is not lost.

Other projects which are considered to be at the stage where they could benefit from the provision of specialist services and studies through PROPEF funding are the Restructuring of the Barbados National Standards Institute, the Re-equipping of Government's Laboratories and the Reform and Modernisation of Government Procurement.

The Representative
Inter-American Development Bank
'Maple Manor'

February 18, 2005

We wish to inform you that the formal application will be provided once the decision of the Cabinet has been made.

The Government of Barbados appreciates your continued assistance in promoting the social and economic development of Barbados.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Eric Brathwaite', with a stylized flourish at the end.

ERIC BRATHWAITE
for Permanent Secretary
(Economic Affairs)

EB/sr

	CONSULTANCIES	DESCRIPTION	DURATION	ESTIMATED BUDGET (US\$)
9	Design and Engineering works for selected sites (consulting firm). Required Experts will include: <ul style="list-style-type: none"> - Architect - Urban Planner - Quantity Surveyor - Civil Engineer - Social Worker - Environment Expert 	To review and update technical surveys, complete designs for engineering works, prepare final drawings, produce tender documents and prepare technical specifications for the four (4) sites, Cats Castle, Greenfield, Garden Land and Allan View.	6 months International Competitive Bidding (ICB)	600,000
	TOTAL			688,000

BARBADOS
HOUSING AND NEIGHBOURHOOD UPGRADING PROGRAM
PROPEF (BA-L1011) - INDIVIDUAL OPERATION (BA-L1002)
Appraiser to provide valuation of the market value of the four areas being upgraded
under the Neighborhood Upgrading Program and Urban Revitalization
Components

TERMS OF REFERENCE

I. BACKGROUND

- 1.1 The Government of Barbados (GOB), with the assistance of the Inter-American Bank (IDB), is preparing a Housing and Neighborhood Upgrading Program. It consists of three subprograms. The first subprogram addresses the needs of low-income urban neighborhoods facing problems of insufficient basic services, irregular tenure, poor quality homes and social needs. Working with a group of selected neighborhoods, it proposes to provide basic infrastructure (drainage, sewerage, vehicular and pedestrian access and communal spaces), community and social services (community organization, and parallel social and support programs) and tenure security.
- 1.2 Two prototypical neighborhoods have been selected as pilot sites for the National Upgrading Program – Allen View and Garden Land, representing rural and urban types of neighborhoods, respectively. Another two sites are identified as needing a special approach due to their unique characteristics and location within the historic downtown of Bridgetown. They are Cats Castle and Greenfield. GOB's technical team has identified other settlements, as part of a comprehensive inventory and typology of all low-income neighborhoods in the country.
- 1.3 The GOB has reviewed and approved conceptual layout designs and upgrading approaches for the above four sites. It was agreed that this component would have two sub-components: a National Neighborhood Upgrading Program, and an Urban Revitalization Component directed at inner city neighborhood sites in the central downtown area of Bridgetown (Cats Castle and Greenfield).
- 1.4 GOB confirmed that there will be a project coordinating and monitoring unit (PCMU) within the Ministry of Housing, and an Upgrading Division within the PCMU will be responsible for the implementation of the neighborhood upgrading component.

II. OBJECTIVE

- 2.1 To provide valuations of the 4 areas to be upgraded under a national upgrading program being undertaken by the GOB with support from the Inter-American Development Bank (IADB). The appraisals will reflect the estimated market value of the properties in the four project areas. The opinion of market value will represent the appraiser's professional conclusion, based on market data, logical

analysis and judgment. Market value is defined as “the most probable price that a property should bring in a competitive and open market.” Property is defined as urbanized land and buildings, residential and commercial. The four areas to be appraised are: Cats Castle; Greenfield; Allen View, and Garden Land.

- 2.2 **Cats Castle** is described as the area bounded to the West by Mason Hall Street, to the North by Tudor Street, to the East by Reed Street and to the South by St. Mary’s Row.

Greenfield is described as the area bounded to the North by Gills Road, to the East by a Drainage Canal, to the South by Roebuck Street and to the West by Lower Gills Road.

Allen View is described as the area bounded to the West by Welchman Hall Gully, to the North by Highway 2, to the East by Allen View Road, and to the South by Harrison’s Cave.

Garden Land is described as the area bounded to the West by Country Road, to the North by Empire Cricket Club to the East by a Drainage Canal and to the South by Tamarind Avenue.

III. CHARACTERISTICS

- 3.1 Type of Consultancy: Individual /national.
- 3.2 An experienced appraiser will be hired on a short – term consulting basis to perform appraisals of the 4 project areas.
- 3.3 Duration: 2 Weeks.
- 3.4 Estimated (minimum) number of site visits required for consultancy: eight (8).
(An initial visit and at least one follow-up visit).
- 3.5 Place of work: Bridgetown and St. Michael, Barbados.
- 3.6 Qualifications: 1) Six or more years experience in providing valuations and appraisals of residential and commercial properties. 2) At a minimum, a Bachelor’s degree in any relevant field. 3) License and accreditation from the appropriate national body. 4) Familiarity with the properties in the four neighbourhoods. 5) Knowledge of, and access to, data sources for the 4 areas in which appraisals will take place

IV. ACTIVITIES

- 4.1 The appraiser will provide an accurate, adequately supported valuation and an accurate description of the 4 areas being appraised. The appraiser should consider all factors that have an effect on value. The factors that influence the value of the properties in the project areas should be identified and analyzed in the valuation process and described in the appraisal report. The report should explicitly describe the factors that affect the market value and marketability of the areas.
- 4.2 The valuation to be done will be two-fold: an initial valuation of the properties “*as is*,” and an estimate of the market value of said properties *once all proposed*

improvements are taken into account. This second value will take into account all the improvements that will be undertaken under the governments urban upgrading program. The appraisal will provide the estimated market value ***before and after proposed improvement*** of (i) the market value per sq. meter of urbanized land (ii) the market value of a prototype 1, 2 and 3 bedroom residential unit as well as of prototype commercial buildings in the four areas (iii) the market value of comparable properties that are most similar to the subject properties in terms of location and physical structure.

- 4.3 The appraiser shall also provide an estimate of the improved market value of the surrounding areas (as per the terms in section 4.2), once the proposed improvements are taken into account.
- 4.4 The consultant will meet with the major participants to familiarize himself with the current “Neighbourhood Upgrading Programme” as well as the proposed plans and policies to be implemented. These persons include: staff at the MHLE; engineers, architects and other technical support personnel working with the MHLE; IDB consultant Mr. George Gattoni; staff at COF/CBA and IDB HQ staff. HQ consultation may be done by telephone.
- 4.5 The consultant will review all relevant reports, including selected project documents, the National Physical Development Plan and the Greater Bridgetown Development Plan.
- 4.6 The consultant will work in collaboration with the MHLE team responsible for the urban upgrading component and in coordination with the local and/or Bank economist.
- 4.7 The consultant will carry out adequate site visits and personally inspect the properties being appraised. (At a minimum, the appraiser should perform an external inspection of various prototypes of residential and commercial properties).
- 4.8 A street map showing the location of the properties valued by the appraiser, and, where appropriate, clear, descriptive photographs.

V. REPORTS

- 5.1 The appraiser will provide signed appraisal reports with separate valuations for each project area: one for Cats Castle, one for Greenfield, one for Allen View, and one for Garden Land. Each report will contain the appraisers objective opinion of the value of the subject areas, a description of the properties and their locale, and the criteria upon which the valuation was made.

VI. COORDINATION

- 6.1 The Neighbourhood and Housing Upgrading Unit within the Ministry of Housing, Lands and the Environment (MHLE) will have responsibility for the consultancy coordination. The GOB team will work in close coordination with the Bank’s Project team.

BARBADOS
HOUSING AND NEIGHBOURHOOD UPGRADING PROGRAM
PROPEF (BA-L1011) - INDIVIDUAL OPERATION (BA-L1002)
Economist to collect and analyze data for the Logical Framework of the Housing and Neighborhood Upgrading Program

TERMS OF REFERENCE

I. BACKGROUND

- 1.1 The Government of Barbados (GOB), with the assistance of the Inter-American Bank (IDB), is preparing a Housing and Neighborhood Upgrading Program. It consists of three subprograms. The first subprogram is a neighbourhood upgrading subprogram, which addresses the needs of low-income urban neighborhoods facing problems of insufficient basic services, irregular tenure, poor quality homes and social needs. Working with a group of selected neighborhoods, it proposes to provide basic infrastructure (drainage, sewerage, vehicular and pedestrian access and communal spaces), community and social services (community organization, and parallel social and support programs) and tenure security.
- 1.2 Two prototypical neighborhoods have been selected as pilot sites for the National Upgrading Program – Allen View and Garden Land, representing rural and urban types of neighborhoods, respectively. Another two sites are identified as needing a special approach due to their unique characteristics and location within the historic downtown area of Bridgetown. They are Cats Castle and Greenfield. Other settlements have been identified by the GOB technical team as part of a comprehensive inventory and typology of all low-income neighborhoods in the country.
- 1.3 The second subprogram involves support for the production of affordable housing and has two sub-components. The first would include financing up front subsidies for low-income households who need government support in order to be able to solve their housing needs. The subsidies would predominantly finance incremental home construction and improvements, but will also finance new low-income housing construction.
- 1.4 The second sub-component aims to expand the coverage and affordability of low income housing by contributing seed capital to finance land acquisition and infrastructure development.
- 1.4 The third subprogram would finance the institutional strengthening of key institutional actors in the urban field in the country. It would include the modernization of the NHC, the putting in place of the mechanisms needed for the subsidy system, including the procedures for beneficiary selection and targeting, and the strengthening of the land planning and management process.

II. OBJECTIVE

The consultant will collaborate with the IDB and GOB in order to provide baseline data and other indicators required for the attached Logical Framework and for project analysis.

III. CHARACTERISTICS

- 3.1 Type of Consultancy: Individual /national.
- 3.2 Duration: Twenty (20) non-continuous working days between January 3, 2006 and February 28, 2006.
- 3.3 Place of work: Consultant's office in Barbados.
- 3.4 Qualification: The consultant should have a Masters degree in Economics, Finance, Housing/Real Estate, Public Policy, Public Administration or any related field. At least 4 years of research experience is required. Candidates should also have a strong quantitative background.
- 3.5 Honorarium will be paid on the basis on number of days worked. It will be paid by lump sum on completion of report.

IV. ACTIVITIES

- 4.1 The consultant will collect and review information/data from the major organizations and institutions involved in the preparation and production of data on housing, land, infrastructure, and basic services. These organizations include but are not limited to the MHLE, NHC, Town Planning, Statistical Services, Central Bank, MOF etc. She/he will use the information obtained to provide appropriate estimates of the data specified in the Logical Framework. Where information is not readily available, the consultant is required to provide estimates/projections/extrapolations based on sound theoretical basis or develop said indicators by appropriate means. In cases of extreme data unavailability, alternative indicators may be suggested and substituted after consultation and discussion with the HQ project team.
- 4.2 Provide support to the appraiser working on the neighbourhood improvement sub-program.
- 4.2 The consultant will work in collaboration with the MHLE team (including staff and consultants) and in coordination with the country office and HQ.

V. REPORTS

- 5.1 The consultant will present a report with the appropriate tables, charts, graphs with the data requirements outlined in the Logical Framework. Source information to enable follow-up should also be provided.

VI. COORDINATION

- 6.1 The Neighbourhood and Housing Upgrading Unit within the Ministry of Housing, Lands and the Environment (MHLE) will have responsibility for the consultancy coordination. The GOB team will work in close coordination with the Bank's Project team.

BARBADOS

**HOUSING AND NEIGHBOURHOOD UPGRADING PROGRAM
PROPEF (BA-L1011) - INDIVIDUAL OPERATION (BA-L1002)**

COMMUNITY DEVELOPMENT COMPONENT

**TERMS OF REFERENCE FOR CONSULTANT TO CONDUCT SOCIO-
ECONOMIC SURVEY IN TARGETTED COMMUNITIES**

I. BACKGROUND

- 1.1 The Government of Barbados with the assistance of the Inter-American Development Bank (IDB) is currently preparing the Housing and Neighbourhood Upgrading Project (HNUP). The programme is designed to improve the housing and neighbourhood conditions of low and lower-middle income families and communities in Barbados.
- 1.2 Communities selected for comprehensive enhancement are Allen View in St. Thomas and Greenfield, Cats Castle and Garden Land in St. Michael. These sites comprise approximately 500 households in total.
- 1.3 The upgrading programme will be conducted in a phased approach, commencing with two communities Allen View in St. Thomas and Cats Castle in St. Michael. The national upgrading programme will focus on improving infrastructure in the low-income neighbourhoods (including but not necessarily limited to, widening and paving access, drainage, sanitation, street lighting and water distribution) complemented by other important interventions aimed at providing security of tenure, home improvements credits and social programmes.
- 1.4 A comparative analysis, utilizing data from the 2000 census has been conducted on the communities. While this data is useful, more detailed and updated information is required for project planning and design purposes. A socio-economic survey will therefore be conducted in each community to provide updated profiles to identify changes in community demographics, employment and income levels and attitudes to community development.
- 1.5 In this regard, the Ministry is inviting consultants to provide services for the collection, processing and analysis of the data. It is expected that the first community will be surveyed during the first quarter of 2006.

II. OBJECTIVE

- 2.1 To conduct a socio-economic survey of targeted communities to update the socio demographic profile of the communities and to provide baseline data for planning purposes.

III. CHARACTERISTICS

- 3.1 **Type of Consultancy:** Local consulting firm.
- 3.2 **Duration:** Eight weeks continuous. It is anticipated that the surveys would be done simultaneously.
- 3.3 **Place of Work:** Barbados
- 3.4 **Qualifications And Experience:** The firm should have proven experience in conducting such surveys over the past 3 to 5 years. Suggested team of experts should include two professionals, a Team Leader/Social Scientist and Statistician/Economist. The consultant will also be responsible for engaging personnel for the fieldwork. The assigned team leader should have at least a Bachelors degree in Social Sciences or related field, with a minimum of five years experience in data collection and data analysis and should have conducted similar exercises in Barbados or the Caribbean.
- 3.5 **Payment:** Fees will be paid on a lump sum basis, contingent on specific deliverables acceptable to the Ministry.
- 3.6 **Reporting Requirements:** The consultant will report directly to the Programme Coordinating and Monitoring Unit (PCMU) and work in full collaboration with the Community Development Coordinator.

IV. SCOPE OF SERVICES

- 4.1 The Consultant will carry out the following duties:
- a. Work in collaboration with the MHLE team and other relevant stakeholders in finalizing survey instruments;
 - b. Conduct the necessary training of personnel engaged for administering the survey in the field.
 - c. Pretest the survey instrument. The pretest period will provide information that will be used to improve the final survey instrument. The size of the pretest samples will be determined and the consultant will provide a report to the Community Development Coordinator. The report will address all of the challenges that were encountered with survey questions, survey administration and sample selection during the pretest period and propose feasible solutions. The Consultant will agree with the MHLE on all the protocols to be observed in the conduct of the surveys and establish benchmarks for the fieldwork;

- d. Revise the survey instrument to reflect the lessons and recommendations of the pretest exercise.
- e. Administer the survey to each household in the selected community. The consultant will administer the entire household survey. (The preferred survey respondent is the head of the household. If after (3,4) attempts arranged with the household, the surveyor is unable to interview the household head, any other member of the household, older than 18 years, can be interviewed).
- f. The Consultant will enter the data into Statistical Package for Social Sciences (SPSS)
- g. Upon completion of the activities outlined above, the Consultant will provide a report on the results of the study. The results will include a thorough analysis of survey results and a discussion on the difficulties encountered during administration of the project. The Consultant will provide 3 hard copies and corresponding electronic files of the full data set including the raw data fields.
- h. The consultant will present the findings at a meeting organized by the MHLE.

V. DATA OWNERSHIP

- 5.1 All of the data and information collected by the surveys will become the property of the Government of Barbados.

VI. DELIVERABLES

- 6.1 The consultant will present the following deliverables:
 - a. Detailed Work Plan due five working days after signature of the agreement to undertake the services.
 - b. Progress Report after the pre-test has been done and the required analysis completed, due 3 weeks after commencement of the consultancy.
 - c. Draft Final Report after the tasks above have been completed. This Report must be presented in 3 hard copies with the corresponding electronic files.
 - d. Final Report reflecting comments from the MHLE and the IDB.

BARBADOS

HOUSING AND NEIGHBOURHOOD UPGRADING PROGRAM PROPEF (BA-L1011) - INDIVIDUAL OPERATION (BA-L1002)

Consultant on Procurement Systems

TERMS OF REFERENCE

I. BACKGROUND

- 1.1 The Government of Barbados (GOB) is preparing a Housing and Neighborhood Upgrading Program (HNUP) with the support of the Inter-American Development Bank (IDB), with the Ministry of Housing, Lands and the Environment (MHLE), and the National Housing Corporation (NHC) as the government's two main agencies involved in its preparation and eventually in its execution.¹ On the NHC housing line of business, the agency receives land from MHLE, develops that land and constructs housing on the developed land for lower income beneficiaries either through joint ventures with the private sector, or by force account. Procurement for goods and services for the development of land is done directly by NHC. The selection of partners for the joint ventures to build the houses also involves a bidding process conducted directly by NHC. At NHC the program will support in part the procurement of the development of goods and services. Thus procurement systems and procedures in use in NHC are important for the program.
- 1.2 While the procurement process at NHC is much more agile than those of central governmental agencies, it needs to be strengthened as the following limitations are present: (i) there is no clarity as to the legal basis supporting the forms of procurement (quotations or tendering) used; (ii) there are no written procurement procedures; and (iii) there may be capacity constraints and potential shortcomings in internal controls as the current process from bidding to short listing is done by one or at the most two persons.

II. OBJECTIVES

- 2.1 The objectives of this consultancy are: (i) to review the procurement process at NHC with a view to strengthen it and to develop written procedures for the revised process; (ii) to assess the procurement of human resources capacity to carry out the required process under the new program with the IDB.

¹ The program is described in a Project Concept Document which will be made available to the applicants.

III. CHARACTERISTICS OF THE CONSULTANCY

- 3.1 **Type of consultancy:** An individual consultant.
- 3.2 **Duration and place of work:** The duration of this consultancy is 6 weeks. It is foreseen that the consultant will have to work most of this time in Bridgetown.
- 3.3 **Qualifications:** (i) post graduate training in business /management administration, or other relevant field, with at least 6 years of professional experience, of which at least 3 years should be related to public sector procurement experience, preferably directing procurement units or designing procedures to strengthen procurement systems; (ii) working knowledge of the legal and procedural aspects of public procurement in the English speaking Caribbean countries; (iii) experience in the writing of procedural manuals; (iv) knowledge of systems analysis and proven experience in the application of methodologies in this field; (v) ability to work in an international environment; and (vi) command of English and strong communications skills, orally and in writing.
- 3.4 **Reporting:** The consultant will report to the Permanent Secretary, MHLE and the NHC will work closely with its General Manager. The consultant will also keep the IDB office in Barbados informed on the progress of the consultancy.

IV. ACTIVITIES

- 4.1 The consultant will:
 - a. Carry out the activities stated in the following paragraphs and offer his/her professional opinion considered necessary to accomplish the objectives of this consultancy.
 - b. Determine the legal foundation for the procurement procedures in use at NHC and recommend the actions required to strengthen this foundation with a view to support the independence of NHC in conducting its procurement.
 - c. Review the NHC policies for procurement ensuring that they are in agreement with accepted principles such as equal opportunity, transparency, and fair competition. If applicable, present recommendations for policy amendments to comply with accepted principles.
 - d. Review the procurement processes and procedures in effect in NHC and present recommendations to strengthen efficiency and internal controls; the latter with due regard to the separation of responsibilities for preparation of bidding packages, technical reviews of offers and short listing, policy review, and selection.
 - e. Compare the reviewed legal, policy and procedural aspects at NHC with the IDB policy requirements for procurement to identify potential conflicts during project execution. If applicable, bring the potential areas of conflict to the attention of the MHLE and NHC, and recommend appropriate actions for their resolution.

- f. Assess NHC human resource capacity to carry out future procurement under the Program. If required, present recommendations on the level of additional staff required specifying the level of this staff and the duties and responsibilities involved.
- g. After the above review of the current system, determine the changes that may be required, the additional personnel that may be needed and develop a procedural manual for the revised procurement system at NHC. Such manual should include procedures and responsibilities for updating it.

V. REPORTS AND DELIVERABLES

- 5.1 The following reports and deliverables will be presented to the Permanent Secretary of MHLE, the NHC and the IDB office in Barbados.
- 5.2 **Three weeks after the start of the consultancy:** A progress report detailing the results of the reviews carried out thus far and the resulting recommendations.
- 5.3 **At the end of the consultancy:** (i) The procedural manual for procurement at NHC; (ii) Report containing the final results of the analytical work on the legal, policy, and procedural aspects on procurement at NHC together with the recommendations; and (iii) a report on the analysis on the sufficiency of personnel to carry out the procurement function under the program and a recommendation on the need for additional personnel, if applicable, with a description of the level of that personnel and the related duties and responsibilities.

BARBADOS

HOUSING AND NEIGHBOURHOOD UPGRADING PROGRAM PROPEF (BA-L1011) - INDIVIDUAL OPERATION (BA-L1002)

Consultant on Financial and Inventory Systems

TERMS OF REFERENCE

I. BACKGROUND

- 1.1 The Government of Barbados (GOB) is preparing a Housing and Neighborhood Upgrading Program (HNUP) with the support of the Inter-American Development Bank (IDB), with the Ministry of Housing, Lands and the Environment (MHLE), and the National Housing Corporation, NHC as the government's two main agencies involved in its preparation and eventually in its execution.² The housing component of the program, will involve in part the construction, by NHC, of housing solutions for low-income beneficiaries on land vested on NHC by MHLE. Such construction to be through joint ventures with the private sector. However, NHC may also construct directly housing solutions under its own existing programs.
- 1.2 Under the existing organizational arrangements for the vesting of land and construction of houses, the following issues have come to light: (i) MHLE does not keep an inventory control system of lands being acquired, lands acquired, and lands vested to NHC, which prevents MHLE from passing timely and cost reliable information to NHC; (ii) NHC has recently developed a system for land tracking which could be the basis for a land inventory control system at the agency. However, improvements may be required in this system in accordance with the NHC's actual needs and to make it consistent with any inventory control system to be developed at MHLE; (iii) there is no integrated accounting system at NHC to capture and record all the cost components in the general ledger.
- 1.3 In addition, NHC is considering implementing the Smart Stream System used by other Agencies in Government as a part of the modernization of its financial accounting.

II. OBJECTIVES

- 2.1 The objectives of this consultancy are: (i) to develop and set up a simple inventory control system to permit the timely and cost reliable recording of land-units and costs- at the MHLE and at NHC; (ii) to develop and set up in NHC an integrated cost accounting system to capture and record all housing costs in the general ledger. Such system to be consistent with the Smart Stream financial

² The program is described in a Project Concept Document, which will be made available to the applicants.

accounting system whose implementation NHC is considering; and (iii) to support NHC in the identification and prioritization of necessary activities to implement the Smart Stream system.

III. CHARACTERISTICS OF THE CONSULTANCY

- 3.1 **Type of consultancy:** An individual consultant.
- 3.2 **Duration of the consultancy and place of work:** the duration of the consultancy is three months. It is foreseen that the consultant will have to work most of this time in Bridgetown, Barbados
- 3.3 **Qualifications:** The consultant should have: (i) a Master degree in Business Administration and preferably hold a professional CPA or CA certificate; (ii) at least 10 years of experience in the field of financial/cost accounting systems, with proven experience in the development of computerized financial/accounting and inventory control systems and procedures in medium and large private and public institutions; (iii) experience in developing manuals and in training accounting personnel in the use of newly developed systems; (iv) thorough knowledge of the evaluation and application of internal controls; (v) command of the English language and strong written and oral communications skills; and (vii) ability to work in an international environment.
- 3.4 **Reporting:** The consultant will report to the Permanent Secretary of the MHLE and in financial matters of the NHC, he/she will work very closely with this Agency's Comptroller. The consultant will also keep the IDB office in Barbados informed on the progress of his work.

IV. ACTIVITIES

- 4.1 The Consultant will:
 - a. Carry out the activities stated in the following paragraphs and others that in his/her professional opinion would be necessary to accomplish the objectives of this consultancy.
 - b. Investigate the existence of any ongoing plans at the Office of the Accountant General of Barbados (OAG), at MHLE and at NHC regarding the establishment of an inventory control system for land, examine if these plans are practical in terms of the capability of being implemented in the short term at moderate costs, while fulfilling the needs for inventory control required for land both at MHLE and at NHC.
 - c. At MHLE, examine the processes in place for the planning, acquisition and vesting, inventory, accounting and recording of land. Recommend improvements to procedures to strengthen internal controls in the acquisition and vesting of lands.
 - d. At MHLE, develop an inventory control system for recording (in units and in monetary terms) land acquired and land vested. Determine the best location

where responsibility for keeping this system should rest; develop procedures for the use of the system and train ministry personnel in its use. The system should be compatible with a similar system to be developed for NHC. (See next paragraph). The system should also be compatible or based on existing practical plans developed at the Ministry or OAG levels, if any, and be capable of transferring timely, reliable unit and monetary information to NHC for vested land.

- e. At NHC, working closely with the Agency's Comptroller and the Systems Manager: (i) examine the land tracking system and determine its usefulness as the base for developing a land inventory control system; (ii) develop and set up an inventory control system for land. Such system to be capable of communicating with the corresponding systems at MHLE and of providing cost information to the financial and the cost accounting system at the NHC; (iii) develop procedures and internal controls for the system and train NHC personnel in its use.
- f. At NHC, working closely with the Comptroller: (i) examine the procedures for recording the cost of housing solutions and present recommendations to strengthen efficiency and internal controls; (ii) determine the direct, indirect and overhead costs that should be included as cost components of a housing solution and audit test for their inclusion. If applicable, recommend the inclusion of cost components overlooked; (iii) examine the system to account for the inventory costs of housing solutions in process and completed, and recommend improvements if needed; and (iv) develop an integrated system to capture and record the cost components of housing solutions in the general ledger, prepare written procedures for this system and train personnel in its use.
- g. Investigate at the level of the Comptroller of NHC and of the Office of the Accountant General (OAG), the status of the plans to implement the Smart Stream Accounting System at NHC, and support the Comptroller in the determination and preparation of a plan for its implementation. Such Plan should distinguish activities that can be performed in the short term and those that should be done during implementation of the program, both with details of chronograms, equipment needed, costs and training requirements.

V. DELIVERABLES

- 5.1 It is understood that often the consultant will have to consider jointly the requirements and need for coordination among the several components of this consultancy namely, the inventory control, the cost accounting component and the Smart Stream component. Nonetheless, considering the level of effort and complexity involved, it is expected that the consultant will present the following deliverables within the timing specified below:

- 5.2 **One month from the start of the consultancy:** The inventory control system technical documentation, including internal controls, recommendations and procedures. Also a report on personnel trained (number and positions).
- 5.3 **Two months and a half after start of the consultancy:** The cost accounting system documentation, including internal controls, recommendations and procedures. Also a report on personnel trained (number and positions)
- 5.4 **Three months after start of the consultancy:** Chronogram for the implementation of the Smart Stream Systems (short and medium term activities), with the budget needed to finance these activities, including equipment and training.

BARBADOS
HOUSING AND NEIGHBOURHOOD UPGRADING PROGRAM
PROPEF (BA-L1011) - INDIVIDUAL OPERATION (BA-L1002)

Consulting Firm for Architectural, Civil/Sanitary/Structural Engineering, Technical Services Engineering and Quantity Surveying for the 4 areas being upgraded under the Neighborhood Upgrading Program and Urban Revitalization Components

TERMS OF REFERENCE

I. BACKGROUND

- 1.1 The Government of Barbados (GOB), with the assistance of the Inter-American Bank (IDB), is preparing a **Housing and Neighbourhood Upgrading Programme**. The objectives of the programme are to: (i) produce an improved and expanded government support system for affordable housing; (ii) increase the mobilization of private sector resources in the financing of housing affordable to households in the first four deciles of the income distribution; (iii) create an efficient system of government support for the physical and social upgrading of low income neighbourhoods; and (iv) adapt and strengthen public housing institutions.
- 1.2 To achieve its objectives, the programme will have three components: (i) neighbourhood upgrading; (ii) support for the production of affordable housing; and (iii) sector and institutional strengthening.
- 1.3 The Neighbourhood Upgrading Component (for which this consultancy is sought) includes: (i) the improvement of several prototype sites aimed at launching a national neighbourhood programme, and (ii) the urban revitalization of two special inner city neighbourhoods in the central downtown area of Bridgetown.
- 1.4 About 500 families, in four sites, are expected to benefit from the upgrading component as a start up effort for a new national upgrading programme. Two prototype sites have been selected from a national inventory of low-income neighbourhoods. The first one, **Allen View** (located above Harrison's Caves) is a smaller, low density settlement typical of more rural areas, and a second one, **Garden Land** is a large development typical of urban areas. Other sites will be pre-selected at a later stage of the programme.
- 1.5 The national upgrading programme will focus on improving infrastructure in the low-income neighbourhoods (including, but not necessarily limited to, for example, widening and paving access, drainage, sanitation, street lighting, and water distribution), complemented by other important interventions aimed at providing security of tenure, home improvement credits, and social programmes.
- 1.6 The **two special cases** selected for urban revitalization in downtown Bridgetown, **Greenfield** and **Cats Castle** - with about 120 families each, will be upgraded by re-blocking plots in the site to improve their layout, creating open spaces, as well

- as protect and rehabilitate historic buildings. Some two- or 3-story apartment buildings will be built on site so that all households are accommodated in their communities. The programme will improve access, sanitation, reduce risk of fires, eliminate flooding, provide street lighting, improve refuse collection, secure tenure and provide open spaces.
- 1.7 All upgrading projects will minimize disruption and relocation of existing residents, use special appropriate and approved standards, create a safe and healthy environment and improve the security of tenure. No households will be displaced from their communities. The planning, design and construction of each site will be done with involvement of the respective communities.
 - 1.8 The programme will also have other components (not within the scope of this consultancy) that support for the production of affordable housing and will have complimentary subprogrammes, aimed at improving the efficiency and expanding coverage and affordability for low income households for the Ministry's Primary Homes Programme (PHP), and improving the effectiveness and coverage of the existing incremental home construction processes among households below the 4th deciles of income.
 - 1.9 The GOB has also established The Housing and Neighbourhood Upgrading Project Unit (HNUP) to coordinate and monitor within the Ministry of Housing. Within the Project Unit, a Neighbourhood Upgrading Team (NUT) will be created and will have responsibility for the implementation of the neighbourhood-upgrading component.
 - 1.10 Already the Ministry of Housing, Lands and the Environment (MHLE) has developed specific conceptual and preliminary designs for the upgrading programme. The GOB has officially reviewed and approved conceptual and preliminary layout designs and upgrading approaches for the first four sites to be implemented. Accordingly, there is need for design, engineering services to provide the detailed assessments and find appropriate engineering design for the site layouts, infrastructure additions and/or improvements needed, all following the previously agreed to conceptual and preliminary layout designs for the sites included in the project. The detailed engineering and tender documents produced by this RFP will therefore respond and must conform to the approved conceptual and layout designs already approved by GOB.

II. OBJECTIVE

- 2.1 The purpose of the consultancy would be to provide the necessary design, engineering and technical services required for upgrading the neighbourhood site(s) as defined in the tasks and products listed below. This includes the production of detailed engineering drawings, specifications, cost estimations and the necessary documents to conduct the tendering of the work to contracting firms, as determined by the tasks listed for each site (neighbourhood or identified part of the neighbourhood, including any adjacent off-site infrastructure as may be needed):

- 2.2 The following four sites are those identified for this Consultancy:
- a. **Cats Castle** – described as the area bounded to the West by Mason Hall Street, to the North by Tudor Street, to the East by Reed Street and to the South by St. Mary’s Row.
 - b. **Greenfield** – described as the area bounded to the North by Gills Road, to the East by a Drainage Canal, to the South by Roebuck Street and to the West by Lower Gills Road.
 - c. **Allen View** – described as the area bounded to the West by Welchman Hall Gully, to the North by Highway 2, to the East by Allen View Road, and to the South by Harrison’s Cave.
 - d. **Garden Land** – described as the area bounded to the West by Country Road, to the North by Empire Cricket Club to the East by a Drainage Canal and to the South by Tamarind Avenue.

III. CHARACTERISTICS OF THE CONSULTANCY

- 3.1 **Type of Consultancy:** Engineering Consulting Firm for Consultancies: Architectural, Civil/Sanitary/Structural Engineering, Technical Services Engineering and Quantity Surveying
- 3.2 The Consulting Firm(s) shall provide individuals for the consultancy team with the following minimum qualifications:
- 3.3 **Qualifications:** (1) Professional qualification in the relevant discipline. (2) A minimum of five years professional experience in the respective discipline. (3) Experience designing and implementing for similar types of urbanization layouts, infrastructure networks, buildings and structures and specifications for tenders. (4) Fluency in the English language (reading and writing) required.
- 3.4 The Consulting Firm will provide the suggested team of consultants that will work with their NUT counterparts in the following related disciplines to achieve the objectives.
 - a. **The Engineer(s)/ Urban Planner(s) will:** (i) perform the role of lead consultant, responsible for coordination of the consulting team including civil/structural engineer, services engineer, quantity surveyor and supporting technical staff; (ii) liaise and consult with the NUT and community development officers (as well as community representatives as necessary) on the site layout and other design options and incorporate their feedback into the design process; (iii) provide design drawings showing all site improvements including dimensions, and layout in keeping with specially developed appropriate infrastructure urbanization and layout standards that will be proposed and agreed upon with the Town and Country Planning Department; (iv) evaluate the existing site conditions, layout and other factors influencing the proposed site layout and making recommendations to the NUT for presenting these to the community for feedback; (v) provide a written summary report of his/her initial assessments to the Upgrading

Project Implementation Unit as well as monthly progress reports and other advisories as required;

- b. **The Architect(s) will, for the 2 special sites:** (i) develop design options for core houses to replace any that cannot be relocated to re-blocked sites and produce drawings and presentation materials for community information sessions (ii) develop design options for 2/3 story apartment buildings to accommodate relocated households on the site (see annex 2. which I will develop) along with the respective drawings and presentation material needed for community information materials (iii) develop the upgrading re-blocking site layout, including house types and apartment options that would be needed;
 - c. **The Quantity Surveyor(s) will:** (i) Carry out preliminary budget estimates; (ii) assist in preparing tender documents; (iii) carry out assessments of anticipated final costs as required; and (iv) facilitate compilation of documentation required for construction firms' contract finalization;
 - d. **The Civil /Sanitary / Environmental Engineer(s) will:** (i) oversee the verification and documentation of the existing site conditions; (ii) provide engineering design of the sanitation and environmental options and final civil works for the site layout, the necessary off-site network connectors to secondary and primary mains and or drainage works; (iii) evaluate and propose the special, appropriate service levels standards to be applied to the site; (iv) in his/her reports include the state of the existing physical conditions, the existing houses/buildings/infrastructure/structures, including recommendations and necessary drawings to indicate improvements to be made. Recommendations will include specifications and type of building materials, etc. to be used; (v) advise on any design changes suggested by the Architect/Engineer/Urban Planner, that may impact on the functional and cost components of the infrastructure improvements and maintenance implications; (vi) coordinate with utility providers to assure viability of the infrastructure designs and identify any off-site infrastructure needs and connections to the site as needed.
- 3.5 **Duration of consulting firm's services:** Six (6) months.
- 3.6 **Place of work:** Bridgetown, St. Michael and St. Thomas, Barbados.

IV. ACTIVITIES

- 4.1 Consulting Firm(s) are expected to provide the services of adequately staffed establishments in Barbados to allow for timely communication, production of key deliverables reports and other required documentation and attendance of their representatives at necessary meetings.
- 4.2 The Ministry will provide available site plans, air photography, concept and preliminary layout design drawings to be followed, and tenure data for the sites to be upgraded. The HNUP of the Ministry of Housing, Lands and the Environment

- (MHLE) will undertake a tenure mapping of the site for purposes of identifying the ownership and tenure status of all properties. This will be the basis on which the consultants will develop the relocation and re-blocking aspects of the project site.
- 4.3 The Ministry of Housing, Lands and the Environment, (MHLE) will provide temporary relocation site to accommodate those households that will be temporarily displaced during construction.
 - 4.4 The NUT will provide satellite images, existing site maps, proposed concept plans, tenure mapping, plot ownership, resident registry, reports on social economic surveys, etc.
 - 4.5 Technical delineation and description of the project site (s') area and features.

(Note: tasks and products marked with * below are to be conducted and produced in close coordination with NUT and the assigned Community Liaison Officers for each site.)

1. For Allen View and Garden Land sites:

TASK A: Site data collection*, verification*, and documentation, includes the following p products:

- i. Updated and rectified site photo³-maps of existing conditions, infrastructure, existing structures (rated by condition and type), features determining design options.
- ii. Surrounding area map indicating existing infrastructure mains and secondary networks), topography, features and structures influencing design.
- iii. Topographic survey and map of project site.
- iv. Structures (buildings) tenure registry* map.
- v. Photographs of existing conditions – structures and streets/footpaths.
- vi. Specific sanitation and environmental problems and considerations to be taken in the design of the upgrading plan.

TASK B. Fine-tuning of pre-approved Preliminary Design (based on concept plans provided) for site development, infrastructure improvements, open space, landscaping, as may be applicable. Includes the following products:

- i. Site layout plans with preliminary engineering proposals using special design, environmental and code modifications proposed.
- ii. Special infrastructure design standards (above) and cost implications.

³ Based on satellite imagery and or air photography

- iii. Layout design options with drawings and costs estimates with cost-lowering options* and trade-offs*.
- iv. Site plans with proposed infrastructure improvements.
- v. Project implementation staging and temporary relocation plan* if needed.
- vi. Report on findings, viability recommendations and issues regarding linking site infrastructure to existing off-site networks and mains, identifying necessary off-site infrastructure and upgrades that may be needed.

TASK C. Production of community informational materials include the following products:

- i. Drawings, showing improvements to neighbourhood.
- ii. “Before and after” photo-renderings.
- iii. Community information pamphlets*.

TASK D. Consultations and feedback process* including the following products:

- i. No less than 2 presentations to the communities to discuss (1) preliminary designs and (2) final design after feedback sessions.
- ii. Presentation to the Minister of Housing, Lands and the Environment (MHLE) and Parliamentary representatives prior to the second presentation to the communities
- iii. Presentation to the Ministry of Housing, Lands and the Environment (MHLE) review committee.

TASK E. Detailed design, engineering and production of tender documents including the following products:

- i. Final engineering layout drawings and specifications.
- ii. Cost estimates.
- iii. Construction bidding documents.
- iv. Tender package for construction.

2. For Cats Castle and Greenfield sites:

TASK A. Site data collection*, verification*, and documentation including the following products:

- i. Updated and rectified site photo⁴-maps of existing conditions, infrastructure, existing structures (rated by condition and type), features determining design options.
- ii. Surrounding area map indicating existing infrastructure mains and secondary networks), topography, features and structures influencing design.
- iii. Topographic survey and map of project site.
- iv. Structures (buildings) tenure registry* map.
- v. Photographs of existing conditions – structures and streets/footpaths.
- vi. Specific sanitation and environmental problems and considerations to be taken in the design of the upgrading plan.

TASK B. Fine-tuning of pre-approved Preliminary Design (based on concept plans provided) for site development, including plot re-blocking options, infrastructure, house type options and 2-3 story garden apartments, open space, landscaping with the following products:

- i. Site layout plans (with re-blocking options) with preliminary engineering proposals using special design and code modifications to be reviewed with Town and Country Planning.
- ii. Special infrastructure design standards (above) and cost implications.
- iii. Layout design options with drawings and costs estimates with cost-lowering options* and trade-offs*.
- iv. Site plans with proposed infrastructure improvements.
- v. Project implementation staging and temporary relocation plan*.
- vi. Report on findings, viability recommendations and issues regarding linking site infrastructure to existing off-site networks and mains, identifying necessary off-site infrastructure and upgrades that may be needed.

TASK C. Architectural proposals for house and apartment building design options and costs:

- i. Core house and expansion options.
- ii. Apartment units and buildings on relocated sites in re-locked layout (Task B. above).

⁴ Based on satellite imagery and or air photography

- iii. House and apartment options plans, elevations and renderings.
- iv. Design of temporary dwelling units for relocation sites* (above).
- v. Cost estimate for all the above.

TASK D. Production of community informational materials *

Including the following products:

- i. Drawings showing re-blocking and site renderings.
- ii. Working models to show community re-blocking concept and resettlement options.
- iii. “Before and after” photo-renderings.
- iv. Simple block model to illustrate to community proposed improvements.

TASK E. Consultations and feedback process, includes the following products:

- i. No less than 2 presentations to the communities to discuss (1) preliminary designs and (2) final design after feedback sessions.
- ii. Presentation to the Minister of Housing, Lands and the Environment (MHLE) and Parliamentary representatives prior to the second presentation to the communities.
- iii. Presentation to the Ministry of Housing, Lands and the Environment (MHLE) review committee.

TASK F. Detailed design, engineering and production of tender documents with the following products:

- i. Final engineering layout drawings and specifications.
- ii. Final architectural drawings and specifications.
- iii. Cost estimates.
- iv. Construction bidding documents.
- v. Assembly of tender package for construction.

V. DELIVERABLES

- 5.1 The following are general requirements and should be considered the minimum deliverables for the assignment. Consultants are encouraged to suggest alternative or additional outputs to enhance the effectiveness of the assignment.
 - a. Inception report including work plan with schedule of activities.

- b. Community feedback plan to be developed with the NUT Community Development Coordinator.
- c. Preliminary assessment of existing site data and updating report.
- d. Reports providing early identification of any serious issues challenging preliminary layout designs and indicative budgets.
- e. A detailed re-blocking and relocation plan for the special sites.
- f. Monthly briefs on progress during design phase including revisions of schedule.
- g. A full set of design and engineering documents, specifications and tendering materials for contracting consulting firms, including: (i) the required construction Specifications, Drawings, Bills of Quantities, and Instructions to bidders as needed by the Ministry of Housing to tender and award contracts for construction on the upgrading project.
- h. Construction cost estimates for each site with a breakdown of on-site and off-site costs.⁵
- i. The consulting firm will provide final tender documents for project sites as followed: (i) Allen View - 2 months after start on consultancy, (ii) Garden Land- 4 months after start of consultancy, (iii) Cats Castle and Greenfield- 5 months after start of consultancy.

⁵ On-site improvement costs are those within the designated and defined boundaries referred to as the project sites. Off-site infrastructure costs are those that are for works needed to supply the project sites with necessary trunks or mains required for utilities.

BARBADOS

HOUSING AND NEIGHBOURHOOD UPGRADING PROGRAM PROPEF (BA-L1011) - INDIVIDUAL OPERATION (BA-L1002)

Environmental and Disaster Risk Management Assessment

TERMS OF REFERENCE

I. BACKGROUND

- 1.1 The Government of Barbados (GOB), with the assistance of the Inter-American Development Bank (IDB), is preparing the Housing and Neighborhood Improvement Program. It consists of three subprograms. The first subprogram would address the needs of urban neighborhoods confronting problems of lack of basic services, tenure, home improvement and social needs. It would provide basic infrastructure (drainage, sewerage, vehicular and pedestrian access and communal spaces), community and social services (community organization, programs for special groups), tenure regularization, and possible funding for home improvements, to selected neighborhoods.
- 1.2 Four neighborhood sites have been selected as start up projects: two in the inner city area of Bridgetown --Cats Castle and Greenfield – and two in periurban areas – Allen View and Garden Land.
- 1.3 The second subprogram would include financing of upfront subsidies for low income households who need government support in order to be able to solve their housing needs. This would be done through upfront subsidies that would complement family savings and commercial loans to improve or buy a house.
- 1.4 The subsidies would predominantly finance incremental home construction and improvements, but could also finance new low-income housing. An initial affordability analysis of the housing market indicates that the lowest priced houses are only available to families on or above the median family income. Self-help construction, which includes incremental home construction and home improvements, is traditional in Barbados and affordable to families with income in the lowest 40% of the income distribution.
- 1.5 The third subprogram would finance the institutional strengthening of the key institutional actors in the urban field in the country. It would include the modernization of the Ministries of Housing and Social Transformation and their respective agencies, the putting in place of the mechanisms needed for the subsidy system, and some sector studies.
- 1.6 Given that all subprograms would introduce new ways of doing business in their respective fields and would need some time to achieve their development

objectives, a two-phase operation was tentatively identified for the project. A three year first phase would develop and implement the first two neighborhood upgrading pilot projects, set in place the subsidy mechanism and disbursed the first subsidies, and start the most important institutional strengthening measures and studies. The results of all of the above would help define the second phase. A total cost of US\$40 million is estimated for the first phase.

II. OBJECTIVE

- 2.1 The consultant will collaborate with GOB in: (i) undertaking an Socio-Environmental and Disaster Risk Analysis (EA) of the proposed program, following Bank guidelines as stipulated in PR-204. The results of the EA should be presented in an Environmental and Social Management Plan (ESMP); and (ii) formulating specific operational recommendations – with suggested text for the Operating Regulations and loan document of the program – related to the social, environmental, and disaster mitigation dimensions of the operation.

III. CHARACTERISTICS

- 3.1 **Type of Consultancy:** Individual / International.
- 3.2 **Duration:** Twenty-five working days between the period of November 2006 – March 2006.
- 3.3 **Place of work:** The expert will travel at least once to Barbados and spend at least 50% of her/his time there, the rest in her/his office.
- 3.4 **Qualification:** The consultant should have a college degree in environmental planning and management or related field; 10 years of experience of which at least five should be in the area of expertise; be fluent in English and have international experience.

IV. ACTIVITIES

- 4.1 The expert will:
- a. Read all relevant material and conduct interviews with key actors in relevant government and non-government agencies. Based on this, collaborate with Ministry of Housing, Lands and Environment (MHLE) in undertaking the tasks below.
 - b. Coordinate with and, if necessary, accompany any Bank missions, including missions of other consultants working on related topics.
 - c. Review and assess relevant national and local legislation and norms related to the environmental, social and disaster risk management aspects of the program – including, in particular, all relevant land use and building regulations. Make concrete recommendations regarding relevant project cycle phases of the proposed components and subcomponents of the program (design, implementation, operation and monitoring and evaluation).

- d. Participate in meetings with potential beneficiaries of the program (in target neighborhoods for neighborhood improvement component, or with potential beneficiary households of affordable housing component.), organized by the local project team, in order to obtain information on beneficiary perceptions of social and environmental aspects of the program.
- e. Prepare an Environmental and Social Management Plan (ESMP) for the operation, based on the results of the EA. The latter should address the specific issues and concerns raised by the CESI meeting for the Project Concept Document of the operation: (i) environmental capacity of the executing agency; (ii) environmental criteria for lot selection; (iii) environmental health and safety; (iv) waste treatment capacity; (v) resettlement risks; (vi) land market issues; (vii) stipulations in tender documents; and (viii) compliance with national environmental laws (see attached Minutes of CESI meeting). The ESMP document should be structured to include: an introduction, a succinct description of the project and its positive and negative impacts (socio-environmental and disaster risk management), as well as a clear definition of proposed mitigation measures – including an estimate of preliminary costs for the latter.
- f. Present findings and recommendations to principal stakeholders of the program, in a workshop.
- g. Give special attention to potential relocation needs or risks associated with the program. When necessary, advise MHLE in the preparation of relocation plans, as stipulated in the Bank's settlement relocation policy (OP-710). Said relocation plans should be part of the ESMP.

V. REPORTS

- 5.1 **A Social, Environmental, and Disaster Risk Analysis (EA)** for the operation, based on the guidelines described in PR-204 (see <http://manuals/Pre?Pr-204e.htm>).
- 5.2 **An Environmental and Social Management Plan (ESMP)**, based on the EA. This should consist of:
 - **Background of the operation**, including: (i) a brief summary of program objectives, principal components and the status of completion of all relevant social and environmental requirements (including disaster management and occupational health); and (ii) relevant information, if it exists, of related programs (current or past).
 - **A Plan to facilitate, avoid, mitigate, compensate for, and monitor the most relevant environmental and socio-cultural impacts of the operation**, including:
 - i. Assessment of environmental and socio-cultural impacts, direct and indirect, and risks of the proposed operation – including, if applicable, issues of gender, vulnerable groups, and occupational health.

- ii. Environmental and socio-cultural measures to avoid, minimize and/or mitigate relevant direct and indirect impacts -- as well proposals for indicators and baselines to monitor progress in applying these measures.
 - iii. Recommended institutional responsibilities in order to implement the above measures, along with necessary institutional capacity building in order to meet these responsibilities.
 - iv. Timetable and budget for implementing mitigation measures
 - v. Public consultation plan agreed upon for operation
- 5.3 A plan to monitor environmental and social impacts during implementation of the program, including specific indicators
- 5.4 The consultant will present a proposed work plan and table of contents/outline of his/her report 5 days after signing of the contract; a draft version of the report by January 12; and a final version of the report, taking into account Bank GOB observations to the draft report, by January 31.

VI. COORDINATION AND SUPERVISION

- 6.1 The Operational Division of State and Civil Society Programs (RE3/SC3) at IDB is responsible for the consultancy coordination. The project team leader for the operation is Mauricio Silva (RE3/SC3), phone (202) 623-3318; fax (202) 312-4233; E-mail: mauricios@iadb.org

BARBADOS
HOUSING AND NEIGHBOURHOOD UPGRADING PROGRAM
PROPEF (BA-L1011) - INDIVIDUAL OPERATION (BA-L1002)

URBAN PLANNER

TERMS OF REFERENCE

I. BACKGROUND

- 1.1 The Government of Barbados (GOB), with the assistance of the Inter-American Bank (IDB), is preparing a Housing and Neighborhood Upgrading Program. It consists of three subprograms. The first subprogram is a Neighbourhood Upgrading subprogram, and addresses the needs of low-income urban neighborhoods facing problems of insufficient basic services, irregular tenure, poor quality homes and social needs. Working with a group of selected neighborhoods, it proposes to provide basic infrastructure (drainage, sewerage, vehicular and pedestrian access and communal spaces), community and social services (community organization, and parallel social and support programs) and tenure security.
- 1.2 The second subprogram, Affordable Housing, involves support for the production of and has two sub-components. The first will include financing up front subsidies for low-income households who need government support in order to be able to solve their housing needs. The subsidies would predominantly finance incremental home construction and improvements, but will also finance new low-income housing construction. The second sub-component aims to expand the coverage and affordability of low income housing by contributing seed capital to finance land acquisition and infrastructure development.
- 1.3 The third subprogram would finance the institutional strengthening of key institutional actors in the urban field in the country. It would include the modernization of the National Housing Corporation (NHC), the Housing Planning Unit (HPU) and other government agencies/departments. Activities contemplated comprise the establishing of mechanisms needed for the subsidy system, including the procedures for beneficiary selection and targeting, and the strengthening of the land planning and management process.
- 1.4 This consultancy is for an urban planner to carry out the pertinent institutional analyses and prepare a comprehensive strategic plan for the Housing Planning Unit, which has responsibility for the formulation of housing policies and the monitoring of associated actions within the Ministry of Housing and Lands. The recommendations for implementing the plan will be incorporated into the Housing and Neighbourhood Upgrading Loan, now under preparation.

II. OBJECTIVE

- 2.1 The consultant will collaborate with the IDB and GOB in order to prepare an institutional strategic plan for the Housing Planning Unit within the Ministry of Housing and Lands.

III. CHARACTERISTICS

- 3.1 **Type of Consultancy:** Individual /national.
- 3.2 **Duration:** Twenty (20) non-continuous working days Place of work: Consultant's office in Barbados.
- 3.3 **Qualification:** The consultant should have a Masters degree in urban planning, economics, finance, housing/real estate, public policy, public administration or any related field. At least four years of research experience is required. Candidates should also have a strong quantitative background and have demonstrated experience in the conduct of institutional analyses.
- 3.4 Honorarium will be paid on the basis on number of days worked. It will be paid by lump sum on completion of strategic Plan along with relevant annexes.

IV. ACTIVITIES

- 4.1 Collect and review information/data available on the role, operations and performance of the HPU in carrying out its mandate.
- 4.2 Carry out institutional analysis of the core functions and assess the capacity of the current staff of the HPU to effectively undertake those functions.
- 4.3 Identify the training needs of the HPU and make recommendations for addressing gaps. Suggest ways in which the HPU to partner can establish partnerships and work in collaboration with both government and non-governmental agencies to carry out its functions in terms of the assessment and analysis of activities within the housing market.
- 4.4 Evaluate the current modeling techniques used by the HPU in measuring housing costs and provide recommendations on the effectiveness, rigour and utility of these methods.

V. REPORTS

- 5.1 The consultant will present a report with the appropriate tables, charts, graphs and recommendations. Based on the recommendations proposed, the report should include a separate strategic plan along with an action plan for the HPU. Implementation costs, including human resource requirements and budget should also be included in the Plan.

VI. COORDINATION

- 6.1 The Neighbourhood and Housing Upgrading Unit within the Ministry of Housing & Lands will be responsible for the consultancy coordination. The GOB team will work in close coordination with the Bank's Project team.

**HOUSING AND NEIGHBOURHOOD UPGRADING PROGRAM- PROPEF (BA-L1011)
INDIVIDUAL OPERATIONS (BA-L1002)
Within a Line of Credit of the Project Preparation and Execution
Facility - PROPEF**

Letter of Agreement

[Name]

Minister of _____
Christ Church, Barbados

Ref.: Letter of Agreement for the Individual Operation No. ____/OC-BA for the
Preparation and Execution of [**Housing and Neighbourhood Upgrading
Programme**] within the Line of Credit for the Project Preparation and Execution
Facility 19/LC-BA

Dear Minister _____:

In the name and on behalf of the Inter-American Development Bank, hereinafter referred to as the “Bank,” I am pleased to express the agreement of this institution with the utilization of up to the amount of _____ dollars of the United States of America (US\$688,000) (hereinafter the “Individual Operation”) from the Line of Credit for Project Preparation and Execution (PROPEF) set forth in Agreement 19/LC-BA (hereinafter the “Agreement for the Line of Credit”), entered into by and between the Bank and the Government of Barbados on [date of signature of the Agreement for the Line of Credit]. The resources of the Individual Operation shall be used to finance the procurement of goods and services necessary for the preparation and execution of [title of project] described in the Memorandum of Assistance for Project Preparation and Execution (hereinafter the “Memorandum of Assistance”), attached hereto as Annex A. Furthermore, this Letter of Agreement also includes the General Conditions, attached hereto as Annex C.

The amount authorized for this Individual Operation shall be chargeable to the resources of the Ordinary Capital of the Bank.

This Individual Operation was approved in accordance with the terms and conditions stipulated in the Agreement for the Line of Credit referred to hereinabove. The signing of this Letter of Agreement by the Ministry of Economic Affairs and Development (hereinafter referred to as the “National Agency”) signifies the acceptance by the Government of Barbados (hereinafter referred to as the “Borrower”) of all the terms and conditions stipulated in the Agreement for the Line of Credit and all of its annexes.

Annex IV

In accordance with the terms and conditions of the Agreement for the Line of Credit, the Bank and the National Agency agree as follows:

First. The Executing Agency of this Individual Operation shall be the **Ministry of Housing and Lands** as to the capacity of which to function as such the National Agency gives its assurance.

Second. (a) Prior to the first disbursement of the resources of this Individual Operation, the Executing Agency shall comply, to the Bank's satisfaction, with the requirements indicated in items (a), (b), (e) and (f) of Article 4.01 of the General Conditions.

(b) The Executing Agency shall comply with the requirements set forth in the preceding paragraph within thirty (30) days from the entry into effect of this Letter of Agreement, or within such other period as the parties may agree upon in writing.

Third. The amount of the Revolving Fund for this Individual Operation shall not exceed the equivalent of ten percent (_10_%) of the Contribution, unless there is justification from the part of the Borrower.

Fourth. (a) The period of execution of this Individual Operation shall be eighteen (_18_) months from the entry into effect of this Letter of Agreement; and the period for disbursement of the Financing, shall be twenty-four (_24_) months from the same date.

(b) The aforementioned deadlines and any others that may be stipulated in this Letter of Agreement may be extended, when duly justified, with the written consent of the Bank.

Fifth. (a) Should the Bank finance the project described in the attached Memorandum of Assistance it will retain the amount disbursed under this Individual Operation from the first disbursement of financing of the project. Should the Bank not finance the project described in the attached Memorandum of Assistance then the Borrower will pay the amount disbursed under this Individual Operation directly to the Bank. The amount disbursed pursuant to this Letter of Agreement and either retained by the Bank from the first disbursement of the Financing or repaid by the Borrower directly to the Bank shall be restored to the Line of Credit in the terms set forth in the Operative Regulations of the Agreement for the Line of Credit, within the periods that, subject to the amount of the respective Individual Operation, are set forth in said Regulations.

(b) The interest and commission payments referred to in paragraphs Six, Seven, Eight and Nine below shall be paid in the same manner and at the same time as described in the preceding paragraph.

Sixth. As of the date of each disbursement, interest shall accrue in accordance with the provisions of Article 3.04 of the General Conditions, which shall be paid in accordance with paragraph Five, above.

Seventh. In addition to the interest, the Borrower shall pay a credit fee in accordance with the provisions of Article 3.02 of the General Conditions, which shall begin to accrue sixty (60) days from the date of this Letter of Agreement, and which shall be payable in accordance with the provisions of paragraph Five, above.

Eighth. During the disbursement period resources of this Individual Operation shall not be allocated to cover the Bank's inspection and supervision unless otherwise established by the Bank during said period as a result of its semiannual review of financial charges and the Borrower is notified by the Bank in this regard. Under no circumstance shall there be a charge for this purpose in any Semester which is greater than the amount which results from applying 1% to the amount of the Individual Operation divided by the number of Semesters included in the original disbursement period.

Ninth. (a) The Borrower shall pay, in accordance with paragraph Five above, interest on the daily outstanding balances of this Individual Operation determined pursuant to the provisions of Article 3.04 of the General Conditions for a Single Currency Facility Loan with [an Adjustable] [LIBOR-Based] Interest Rate.

(b) Pursuant to Article 4.01(g) of the General Conditions, the Borrower shall confirm to the Bank, in writing, as a condition precedent to first disbursement of the resources of this Individual Operation its decision to either maintain the interest rate alternative set forth in the preceding paragraph or its decision to elect to change such interest rate to [an Adjustable] [a LIBOR-Based] Interest Rate. Once this selection is made by the Borrower pursuant to Article 4.01(g) of the General Conditions, at no other time during the life of this Individual Operation may the interest rate alternative selected be modified or converted into another alternative.

(c) Should the Borrower decide to change the interest rate alternative in accordance with the preceding paragraph and with paragraph (g) of Article 4.01 of the General Conditions, the Borrower shall pay interest at a rate determined pursuant to the provisions of Article 3.04 of the General Conditions for a Single Currency Facility Loan with [an Adjustable] [a LIBOR-based] Interest Rate.

Tenth. Information Disclosure. The Borrower undertakes to notify the Bank, in writing, within a maximum period of ten (10) working days from the date of signature of this Agreement, whether it considers any part of the Agreement to be confidential or sensitive, or information that may adversely affect relations between the Borrower and the Bank or between private sector clients and the Bank, in which case the Borrower undertakes to identify those provisions considered as such. In accordance with the Bank's Disclosure of Information Policy, the Bank will make the text of this Agreement available to the public once it has been signed and has entered into effect, with the sole exception of that information which the Borrower has specifically identified as confidential, sensitive or adverse to relations with the Bank in the manner indicated in this paragraph.

Annex IV

Eleventh. For purposes of this Letter of Agreement and any subsequent letter of agreement for any other individual operation under the Agreement for the Line of Credit between the Bank and the Government of Barbados, the General Conditions contained in Annex C of such Agreement, are replaced by the attached General Conditions.

Twelfth. The signature of this Letter of Agreement neither constitutes nor implies an obligation for the Bank to participate in the financing of the program that may be prepared or executed with its resources.

I hereby request that you express your acceptance of the terms of this Letter of Agreement in representation of the National Agency by signing and delivering one of the originals hereof to the Bank's Country Office in Barbados, within a maximum period of thirty (30) days from the date of receipt hereof. Should said period expire without the Bank having received one duly executed original of this Letter of Agreement, the provisions, offers and expectations of rights, contained herein shall be considered as non-existent for all legal purposes without any additional notice being required and, therefore, it shall not result in any responsibility for either party.

This Letter of Agreement shall enter into effect on the date of its signature by the National Agency's authorized representative and shall be executed in two (2) originals of equal tenor and validity.

Sincerely,

Bruce Juba
Representative
[name of Bank's authorized representative]
[Title]

Accepted:
Mia Amor Mottley
Deputy Prime Minister and
Minister of Economic Affairs and Development.
[National Agency]

[Name of Representative]

[Date]

BA-L1011

**BA-L1011: Housing and Neighbourhood Upgrading Programme - MAPPE
Procurement Plan**

Reference Nr.	Description of Contract and Estimated Cost of Purchase	Procurement Method ¹	Review (ex-ante or ex-post)	Source of Funding and Percentage		Pre-qualification (Yes/No)	Estimated Dates		Status (Pending being processed, awarded, cancelled)	Comments
				IDB %	Local / Other %		Publication of Special Procurement Notice	Contract Termination		
1	Consulting Services ○ Consultancy 1 Economist to prepare baseline data and other inputs for Logical Framework Estimated cost US\$10,000	Individual	Ex-ante	100	0	NO	N/A	Q2 07	Pending	
2	○ Consultancy 2 Appraiser to evaluate project sites for economic analysis. Estimated cost US\$8,000	Individual	Ex-ante	100	0	NO	N/A	Q2 07	Pending	
3	○ Consultancy 3 Urban Planner to develop institutional plans for the Housing Planning Unit. Estimated Cost US\$10,000	Individual	Ex-ante	100	0	NO	N/A	Q3 07	Pending	
4	○ Consultancy 4 Procurement expert to review and analyze systems of National Housing Corporation Estimated cost US\$10,000)	Individual	Ex-ante	100	0	NO	N/A	Q3 07	Pending	

¹ **ICB**: International Competitive Bidding; **LIB**: Limited International Bidding; **NCB**: National Competitive Bidding; **S**: Shopping; **DC**: Direct Contracting; **FA**: Force Account; **CSA**: Contracting through Specialized Agencies; **CA**: Contracting Agencies; **IA**: Inspection Agencies; **PLFI**: Procurement in Loans to Financial Intermediaries; **BOO/BOT/BOOT**: Build-own-operate / Build-operate-transfer / Build-own-operate-transfer; **PBP**: Performance-Based Procurement; **PBGL**: Procurement with Bank-Guaranteed Loans; **CPP**: Community Participation in Procurement; **QCBS**: Quality and Cost-Based Selection; **QBS**: Quality-Based Selection; **SFB**: Selection under a Fixed Budget; **LCS**: Least-Cost Selection; **CQ**: Selection Based on Consultants' Qualifications; **DS**: Direct Selection.

HOUSING AND NEIGHBOURHOOD UPGRADING PROGRAMME (BA-L1002)
PROPOSED CONSULTANCIES TO BE FINANCED UNDER PROPEF (BA-L1011)

	CONSULTANCIES	DESCRIPTION	DURATION	ESTIMATED BUDGET (US\$)
1	Economist (Individual)	To prepare baseline data and other inputs for the Logical Framework	4 weeks	10,000
2	Appraiser (Individual)	To carry out evaluation of project sites for economic analysis	3 weeks	8,000
3	Urban Planner (Individual)	Institutional/strategic Plan for HPU of MHL	4 weeks	10,000
4	Procurement Expert (Individual)	To review and analyze recommendations of the procurement systems of NHC	4 weeks	10,000
5	Environmental & Disaster Risk Management Consultant (Individual)	To conduct environmental and social impact analyses and prepare related strategy, including disaster risk management plan, for the 4 pilot sites.	1 month	10,000
6	Data Analysis Consulting Firm	Conduct surveys to update socio demographic information and carry out attitudinal surveys for 4 pilot sites.	2 months Local Firm	20,000
7	Systems Specialist (Individual)	To review and prepare proposal for Fixed Assets Management Information Systems of MHL and NHC	4 weeks	10,000
8	Social Communications Consultant (Individual)	To prepare communications strategy and social marketing plan for the Programme (Neighbourhood Upgrading and Affordable Housing)	4 weeks	10,000

Reference Nr.	Description of Contract and Estimated Cost of Purchase	Procurement Method ¹	Review (ex-ante or ex-post)	Source of Funding and Percentage		Pre-qualification (Yes/No)	Estimated Dates		Status (Pending being processed, awarded, cancelled)	Comments
				IDB %	Local / Other %		Publication of Special Procurement Notice	Contract Termination		
5	<ul style="list-style-type: none"> ○ Consultancy 5 Environmental and disaster risk management analysis and disaster risk management plan for pilot sites. Estimated cost US\$10,000 	Individual	Ex-ante	100	0	NO	N/A	Q4 07	Pending	
6	<ul style="list-style-type: none"> ○ Consultancy 6 Systems Specialist to review and prepare for fixed assets management information systems of the Ministry and the National Housing Corporation. Estimated cost US\$10,000 	Individual	Ex-ante	100	0	NO	N/A	Q4 07	Pending	
7	<ul style="list-style-type: none"> ○ Consultancy 7 Social communications consultant to prepare communication strategy and social marketing plans for Programme. Estimated Cost US\$10,000 	Individual	Ex-ante	100	0	NO	N/A	Q1 07	Pending	
8	<ul style="list-style-type: none"> ○ Consultancy 8 Socio demographic and attitudinal surveys of the selected sites. Estimated Cost US\$20,000 	QCBS	Ex-ante	80	20	YES	Q1 07	Q2 07	Pending	
9	<ul style="list-style-type: none"> ○ Consultancy 9 Preparation of technical and engineering designs, final drawings, production of tender documents and costs for four selected sites. Estimated Cost US\$600,000.00 	QCBS	Ex-ante	80	20	YES	Q1 07	Q3 07	Pending	