

Spatial Planning Act Assessment and Draft Proposal Consulting Firm

1. Background and justification:

Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing. Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social, and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.

Spatial planning in Suriname has historically focused on designing infrastructure for urban and residential areas, primarily by the Ministry of Public Works. Its current legal framework lies in two outdated and limited acts: the Urban Planning Act (*de Stedenbouwkundige Wet* 1972, in Dutch) and the Planning law (*de Planwet* 1973, in Dutch).

The Ministry of Spatial Planning, Land and Forestry Management (ROGB, for its acronym in Dutch) was created in 2005 to address legal framework shortcomings. Despite this effort, Suriname's continued dispersed and chaotic territorial development lacked legislation, regulatory tools, and institutional capacity. As a result, the country's urban areas are dominated by low-density development (3.3 hab/km²) despite holding over 70% of the national population.¹ A consequence of this low density in territories like Suriname lies in the high cost of urbanizing remote areas, the provision of infrastructure, goods, and services, which hinders equitable and sustainable development. In addition to this situation, the lack of a normative and legal framework restricts territorial ordering and adaptability to its context's previously identified needs.

Furthermore, with over 90% of its population and much of its infrastructure and human activity located along the low-lying coastal strip, Suriname is particularly vulnerable to the effects of climate change. The MSPE recognizes the impact of spatial planning on the environment, particularly to mitigate and adapt to climate change. Additionally, the current legislation lacks the inclusion of key actors in the national territory. This situation generates a break in the dynamics of urbanization and spatial development. The non-recognition of the native population, together with weak regulations, promotes economic development to focus on practices that threaten the inhabitants' quality of life. The natural wealth and biodiversity of the country allow it to explore other ways of economic development focused on the service and tourism industries. However, those must be accompanied by laws promoting urban development and spatial growth-oriented to such practices.

The Ministry of Spatial Planning and Environment (MSPE) was thus created in 2020 to formulate the country's legislative policy and coordinate spatial planning institutionally. At present, the MSPE aims to create a Spatial Planning Act, which should have a broad and updated scope on a national, regional, and local level, incorporating participative processes among public and private stakeholders. To do so, the MSPE established the Spatial Planning Committee (SPC), tasked with creating a unified vision for spatial planning in Suriname towards the elaboration of the Spatial Planning Act. While initial engagement with various government stakeholders has occurred, the SPC has identified significant gaps in the authorities' awareness, understanding, knowledge, and ultimately value given to spatial planning.

¹ Country fiche SURINAME- Spanish

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Specifically, the committee is tasked with:

1. Assessing the existing legislation and institutions that are currently involved in Spatial Planning in Suriname.
2. Prepare a vision for Spatial Planning in Suriname, through stakeholders' meetings and consultations in all relevant sectors.
3. Prepare the technical and draft legislation of the Spatial Planning Act;
4. Prepare the institutional framework for the Spatial Planning Act

For this, the committee has organized the development of these tasks in five phases:

- **Conception Stage:** The study and analysis of all existing literature and data on spatial planning in Suriname, including the existing rules and legislation, laws, and acts; and the review of the stakeholder consultations that are held in relation to what is perceived by people in Suriname as spatial planning. Based on these findings a draft paper will be prepared that will include the vision on spatial planning in Suriname.
- **Stage of Dialogue:** In this stage, the prepared draft paper will be discussed with consulted stakeholders for eventual needed adaptations or improvements.
- **Stage of Formalization:** After the dialogue a national support for the Vision on the Spatial Planning will have been achieved, the technical formulation will take place and be submitted for approval by the Council of Ministers.
- **Formulation of the Spatial Planning Act:** After the approval of the National Vision on the Spatial Planning in Suriname, the legislative judicial formulation of the Planning Act will start. This will take place under guidance of relevant lawyers, appointed by the Ministry of Spatial Planning and Environment and the committee.
- **Approval Stage:** After the formulation of the Draft Act, it will be submitted for approval by the Council of State. After that the final approval takes place in the National Assembly followed by the rectification by the President of the Republic and the publication in the Official Dairy of the Republic.

Currently, the committee has begun a comprehensive public consultation process with institutions (private and public sector) organizations, and various sectors in Suriname to begin to build a National Vision on Spatial Planning.

2. Objective

The objective of this consultancy is to support the Spatial Planning Committee and the IDB drafting of the new Spatial Planning Act for Suriname. This consultancy includes the assessment of current legislation, a diagnosis of the situational status of urban design and spatial planning regulations in the country, an identification of the current and future normative needs to obtain the shared vision whilst addressing issues of climate change vulnerability and tribal land rights, and a final proposal for a draft spatial act to be submitted for cabinet approval.

3. Scope of Services

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The consultancy firm will work alongside the Spatial Planning Committee and the IDB, to gather the existing documentation regarding land management and spatial planning in Suriname, revise the information. They will identify the relevant actors involved within the design and decision-making processes associated to Spatial Planning. Furthermore, their relevance, role and influence must be included in this exercise.

The consultancy firm will start a prospective diagnosis of the situational status of urban design regulations and spatial planning in the country. The diagnosis must be systematic, that is, it must address the problems and critical factors of the territorial planning of Suriname aligned to the shared vision established through participatory processes previously carried out. It must attend to the socio-economic and socio-cultural environment (historical, symbolic), the urban or built environment, the natural physical environment, physical environmental conditions, risks, and vulnerability.

Based on the diagnosis, and upon revision of best practices, draft a proposal for legal framework on spatial planning – otherwise known as the spatial planning act- identifying the accompanying norms and regulations required for a successful implementation of the Spatial Planning Act on a local, regional, and national level.

4. Key Activities

- 1.1. Meet with the Spatial Planning Committee to understand the established shared vision and revise the existing documentation – background studies, assessments, inventories, swot analysis- regarding spatial planning, rural and urban development, land management, climate change vulnerability and land rights.
- 1.2. Identify the stakeholders involved in the regulation, management and distribution of land and spatial development within Suriname – this includes Academia, government, non-government institutions and private sector.
- 1.3. Perform an assessment on the current instruments and existing legal framework for the spatial planning of Suriname, including the rural-urban linkages, as well as regulation on the built environment, specifically land use and urban design.
- 1.4. Based on the assessment, create a needs analysis which identifies the gaps and weaknesses of the existing framework in addressing the shared vision, as well as including land rights and constructing resilience within the planning processes and land development.
- 1.5. Gather case studies and best practices in Spatial Planning in similar contexts to those of Suriname, identifying the success factors, instrumentation, legal and operational aspects.
- 1.6. Based on the analysis performed, the consultant firm must create, with input from the Spatial Planning Committee, a proposal for a Spatial Planning Act. This Spatial Planning Act must address the following:
 - Implementing and regulating Spatial Planning on the national, regional and local level.
 - Aligning Spatial Planning to the shared vision identified through previously carried out processes.
 - Implementation and regulation of development on tribal lands.
 - Regulation to address risks associated to the increased vulnerability to the effects of Climate Change
- 1.7. Identify the required accompanying instruments to implement Spatial Planning Act on the

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local, regional and local level. This includes, but not limited to²:

- Urban design codes
- Zoning regulations
- Land Use plans
- Structural Plans

1.8. Identify the government figure which will norm, regulate, and manage Spatial Planning in Suriname.³

1.9. Present the proposal to the Spatial Planning Committee and include the feedback to the proposal.

1.10. Present the proposal to the relevant stakeholders and include the feedback to the proposal.

5. **Expected Outcome and Deliverables**

Product 1: Workplan to be delivered 20 calendar days after contract signing.

Product 2: Diagnostic of current spatial planning context: Diagnostic of the current situation of the Spatial Planning. This is the result of the 1.1, 1.2, 1.3, 1.4 activities. Delivered 120 days after contract signing

Product 3: Draft proposal of Spatial Planning Act. This will be the result of activities 1.5, 1.6, 1.7, 1.8. Delivered 180 days after contract signing.

Product 4: Proposal of Spatial Planning Act. This deliverable will be based of the draft proposal with the activities 1.9, 1.10. Delivered 220 days after contract signing.

6. **Project Schedule and Milestones**

Product	Description	Days
Product 1	Workplan	20 days after contract signature
Product 2	Diagnostic of current spatial planning context	120 days after contract signatura
Product 3	Draft Proposal of Spatial Planning Act	180 days after contract signing
Product 4	Proposal of Spatial Planning Act	220 days after contract signing

7. **Reporting Requirements**

Each report will be subject to the presentation and revision of the IDB along with the Spatial Planning Committee. Throughout the consultancy, the firm will have periodic meetings with both entities to update on progress, clarify doubts and establish contingencies for unforeseen challenges or modifications.

- In the case of observations to the consultancy group, the latter must attend and inform the IDB and ministry of SPE, within a maximum period of 10 days from the fact that they

² These instruments will solely be identified. The development of the guidelines and norms for these instruments will be carried out in a separate consultancy.

³ The consultant firm will only identify the Spatial Planning Institute and its role within the Spatial Planning Act. The development of the structure, operational manual, responsibilities, will be carried out in a separate consultancy.

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become aware of such observations.

The presentation of each of the products will be done in digital form (native files, not PDF) duly signed, according to the established schedule. The reports must be delivered in English, except for communication products to be disseminated to the public are to be delivered in Dutch and Sranantongo.

These products must be on magnetic media, and preferably in software without limitations or restrictions for its use and with an editable nature. They should be delivered via email to the team leader, Tatiana Kopelman, tatianak@iadb.org. To proceed with the payment, it will be necessary to have the corresponding authorization from the IDB and the Spatial Planning Committee.

8. Acceptance Criteria

Deliverables will be accepted after verification and approval by the contract supervisor.
Approval will be done via email

Other Requirement

Experience: The firm has demonstrable experience with analyzing and designing legal instruments for spatial planning and land management. Over 15 years in formulation and legislative promotion for projects related to territorial planning, urban development, housing. Proven capacity for advisory work and technical assistance in these matters.

Professional Team:

It is planned to hire a consulting firm with more than 15 years of experience, which has the curricular background in specific work of formulation and legislative promotion in projects related to territorial planning, urban development and housing, as well as a proven capacity in advisory work and legal and technical assistance in these matters. Experience in the Caribbean is preferred. Experience in understanding constitutionality under the Dutch colonial framework is an advantage.

It must also integrate a team of legal and technical specialists in urban planning, of proven knowledge, experience and competence, who support the execution of the proposed works.

Requirements for Consultancy Group:

Team and years of experience	Number	Months of work	Academic background	Areas of specialization or vocational training	Languages
Specialist in Spatial Planning 15 years	2	6	Bachelor, M.A. or Doctorate in Spatial Planning Regulation	Spatial Planning, Urban Law, Agrarian Law, Public Administration and Housing	English, Dutch is a plus
Urbanist 10 years	1	5	Master's or Doctorate in Urbanism or related careers	Urban design, urban planning and land use planning	English, Dutch is a plus
Public Administration Advisor	1	5	Bachelor's, Master's or Doctorate in Political Science and/or Public Administration	Administration and public policies	English, Dutch is a plus

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Team and years of experience	Number	Months of work	Academic background	Areas of specialization or vocational training	Languages
10 years					
Specialist Advisor in Urban Law 10 years	4	6	Law Graduates	Urban legislation	English, Dutch is a plus
Style checker 2 years	1	4	Degree	Edition	English, Dutch is a plus
Support Team	1	5	Degree in Urbanism or related careers	Technical support	English, Dutch is a plus

Languages: Must primarily speak and write English and Dutch on an academic level and a good understanding of the Sranan Tongo language is a plus.

9. Payment Schedule

- 15% upon delivery of Product 1
- 25% upon delivery of Product 2
- 25% upon delivery of Product 3
- 35% upon delivery of Product 4

10. Supervision

The contractual partner or consulting firm will be reporting to Tatiana Kopelman, HUD / CSU Specialist regarding any matter related to this consulting

Job Title: Spatial Planning Communications ConsultantBackground of this search:

Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing. Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social, and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.

Spatial planning in Suriname has historically focused on designing infrastructure for urban and residential areas, primarily by the Ministry of Public Works. Its current legal framework lies in two outdated and limited acts: the Urban Planning Act (*de Stedenbouwkundige Wet* 1972, in Dutch) and the Planning law (*de Planwet* 1973, in Dutch).

The Ministry of Spatial Planning, Land and Forestry Management (ROGB, for its acronym in Dutch) was created in 2005 to address legal framework shortcomings. Despite this effort, Suriname's continued dispersed and chaotic territorial development lacked legislation, regulatory tools, and institutional capacity. As a result, the country's urban areas are dominated by low-density development (3.3 hab/km²) despite holding over 70% of the national population.⁴ A consequence of this low density in territories like Suriname lies in the high cost of urbanizing remote areas, the provision of infrastructure, goods, and services, which hinders equitable and sustainable development. In addition to this situation, the lack of a normative and legal framework restricts territorial ordering and adaptability to its context's previously identified needs.

Furthermore, with over 90% of its population and much of its infrastructure and human activity located along the low-lying coastal strip, Suriname is particularly vulnerable to the effects of climate change. The MSPE recognizes the impact of spatial planning on the environment, particularly to mitigate and adapt to climate change. Additionally, the current legislation lacks the inclusion of key actors in the national territory. This situation generates a break in the dynamics of urbanization and spatial development. The non-recognition of the native population, together with weak regulations, promotes economic development to focus on practices that threaten the inhabitants' quality of life. The natural wealth and biodiversity of the country allow it to explore other ways of economic development focused on the service and tourism industries. However, those must be accompanied by laws promoting urban development and spatial growth-oriented to such practices.

The Ministry of Spatial Planning and Environment (MSPE) was thus created in 2020 to formulate the country's legislative policy and coordinate spatial planning institutionally. At present, the MSPE aims to create a Spatial Planning Act, which should have a broad and updated scope on a national, regional, and local level, incorporating participative processes among public and private stakeholders. To do so, the MSPE established the Spatial Planning Committee (SPC), tasked with creating a unified vision for spatial planning in Suriname towards the elaboration of the Spatial Planning Act. While initial engagement with various government stakeholders has occurred, the SPC has identified significant gaps in the authorities' awareness, understanding, knowledge, and ultimately value given to spatial planning.

Objectives:

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The consultant firm will be tasked with developing and implementing a communication plan for the dissemination of the Spatial Planning Act (SPA), accompanying implementation instruments and the spatial planning institute (SPI). The objective of this plan will be to engage the relevant stakeholders and community in raising awareness on the importance of spatial planning. These stakeholders include:

- 1- Participants of the shared vision building process carried out by the Spatial Planning Committee⁵
- 2- Government Officials
- 3- General public

Scope of Services

This consultancy service will seek to:

- Identify the key audiences and their level of relationship/engagement they may have with the SPA and the activities developed by the SPI.
- Assess the current perceptions and define the desired perception of different audiences.
- Define the positioning of the SPA and SPI within the Surinamese context.
- Define key messages about the SPA and SPI
- Define a communication strategy and plan for the SPA- including a workplan for implementation.
- Define a communication strategy and plan for the SPI – including a workplan for implementation.
- Develop communication pieces identified within the communication plan.
- Launch and implement the communication plan for SPA and the SPI communication plan

Key Activities

Main activities:

External Communication

A. Develop an external communication and social engagement Plan

1. Meet with the Spatial Planning Committee to familiarize yourself with the initiatives being carried out for the creation of the Spatial Planning Act and the Spatial Planning Institute
2. Gather information regarding the accompanying consultancies developed under the SU-T1146, sustaining informational meetings and knowledge exchange.
3. Draft a base document with key messages for the Spatial Planning Committee and the MSPE to use regarding the SPA and SPI.

⁵ The Ministry of Spatial Planning and Environment established the Spatial Planning Committee (SPC), tasked with creating a unified vision for spatial planning in Suriname towards the elaboration of the Spatial Planning Act.

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4. Prepare a complete Communication and Social Engagement Plan including the messaging for 28 weeks to sensitize and raise awareness among stakeholders and public about the importance of Spatial Planning. This communication and Social Engagement Plan must include at least:
 - a) Identify and characterize the various target audiences including the degree of involvement, interest, relevance and influence they may have on the overall Spatial Planning of Suriname.
 - b) Identify key aspects/moments within the implementation of the activities carried out by the SU-T1146 which should be communicated to the different audiences.
 - c) Design a media strategy which establishes the communication formats and materials required for both traditional forms of media and digital platforms. This strategy should consider target groups, language use, timeframe for implementation/based on documents provided by the Spatial Planning commission.
 - d) Create a database with the main communication medium, influencers and other public figures who could serve as spokespeople for the SPA and SPI, as well as guests at press conferences and promotional activities.
 - e) Propose activities to engage communication medium: visits to media outlets, site visits, etc.
 - f) Structure a work plan including tasks, responsibilities, and deadlines.
 - g) Develop communication messages for traditional media (radio, TV, newspaper, banners, flyers) and innovative communication channels (Social Media platforms, websites and other relevant communication (video, text, audio) for the to be identified target groups/relevant stakeholder to engage and support the project in order to effectively communicate and promote the value of the historic inner city and to inform and report about the progress of the program and the expected results and impacts.
 - h) Develop an external communicational pieces to accompany the strategy:
 - Press notes for the different elements of the SPA
 - Press note for the launch of SPI
 - Develop talking points for spokespeople on the SPA and the SPI.
 - Develop fact sheets for the SPA
 - i) Create an easily, accessible, and manageable feedback and response mechanism which will set out the procedures for managing feedback from effected stakeholders. Always inform the Spatial Planning commission.

B. Implementation of the Communication and Social Engagement Plan. The consultant firm will implement the Plan after receiving approval from the IDB.

1. Finalize all the communication messages prepared under section A
2. Finalize the design and production animation, audio, video and printed materials;
3. Design of graphics for Social Media, as necessary
4. Pictures and short videos,as necessary

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5. Duplicate and publish the communication materials on TV, radio, social media and other relevant platforms according to the Plan.
 6. Arranging press conferences and interviews
 7. Set-up and maintain relevant (social media) communication channels
 8. Advise, support and prepare spokespeople during unexpected events that require information sharing to mitigate potential communication risk
- C. Evaluation of the implementation Plan.** The consultant firm will prepare an Evaluation Report that evaluates the campaign, number of publications, visitors on the website, response time for feedback and propose improved strategies in every progress report.

Expected Outcome and Deliverables

Product 1

Work Plan (10%): The workplan will detail the development of this consultancy, timeline, methodology and content of the report. To be delivered 10 calendar days after signing.

Product 2:

Communication and Social Engagement Plan and digital data including all developed communication materials to be submitted and approved by the Spatial Planning Committee

90 calendar days after signing contract (30%)

Product 3

Progress reports of implementation of the Communication and Social Engagement Plan. 180 calendar days after signing contract (15%)

Product 4

Midterm report detailing the work undertaken after each communication assignment regarding campaign plan. To be submitted 240 calendar days after contract signing (15%).

Product 5

Progress report detailing the work undertaken after each communication assignment regarding campaign plan. To be submitted 300 calendar days after contract signing (15%).

Product 6

Final report containing the evaluation of the activities, impediments and recommendations and follow-up activities. 360 calendar days after signing contract (15%)

Project Schedule and Milestones

Product	Description	Days
Product 1	Work Plan	10 calendar days after contract signature
Product 2	Communication and Social Engagement Plan	90 calendar days after contract signature

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Product	Description	Days
Product 3	Progress Implementation Report	180 calendar days after contract signature
Product 4	Mid-term Progress Implementation Report	240 calendar days after contract signature
Product 5	Progress Implementation Report	300 calendar days after contract signature
Product 6	Final report	360 calendar days after contract signature

Reporting Requirements

The presentation of each of the products will be done in digital form (native files, not PDF) duly signed, according to the established schedule. The reports must be delivered in English, except for communication products to be disseminated to the public are to be delivered in Dutch and Sranan Tongo.

These products must be on magnetic media, and preferably in software without limitations or restrictions for its use and with an editable nature. They should be delivered via email to the team leader, Tatiana Kopelman, tatianak@iadb.org.

Acceptance Criteria

Deliverables will be accepted after verification and approval by the contract supervisor. Approval will be done via email

Other Requirements

Experience: The firm has demonstrable experience with communication strategies and similar campaigns engaging the public and project stakeholders through various media platforms/channels undertaken within the last five (5) years.

Professional Team:

1.	Specialty	
1.	1. Project Manager	<ul style="list-style-type: none"> • Master's in economics, administration or marketing and communications • Two (2) letters or more that certify client (s) reference (s) of Public Sector and / or private entities during the last three (3) years, that demonstrate proven experience in any combination of the following points: • General and managerial experience in the development of dissemination and promotion strategies. • Experience in managing projects similar to this one in government media. • Experience in cultural and / or environmental promotion. • Experience in functions of team leader or project coordinator is required, nationally and internationally,

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		with a minimum of 5 (five) years of experience.
1.	2. Communication strategies director	<ul style="list-style-type: none"> Graduate in Social Communication, Public Relations, Marketing or related careers and with some postgraduate study in the area of Social Communication, with 10 years of experience. General experience in government or institutional communications campaigns. Specific experience of at least 3 years in institutional image communication campaigns. Experience in digital platforms.
1.	3. Sociologist or social psychologist	<ul style="list-style-type: none"> Graduated in Sociology or Psychology, or related careers in the study of human behavior, with experience of 5 years. Experience in managing expectations and behaviors of citizens. Experience in projects similar to the one proposed.
1.	4. Journalist/Public Relations	<ul style="list-style-type: none"> Graduate in Communications, Public Relations or journalism. Work experience of 10 years as a Communication professional. Experience of 3 or more years in journalistic writing for publication through the different media. Experience of 3 or more years maintaining relationship and contact with journalists and editors of the social media. Experience of 3 or more years reporting the progress and results of projects through the use of resources and the established budget.
1.	5. Creative	<ul style="list-style-type: none"> Bachelor's degree in Graphic Design or another related degree, with five years of experience. Portfolio demonstrating proven experience in any combination of the following: Creation and realization of graphic content (Traditional and digital publications, identity design, digital storytelling) •Public impact work, especially institutional or commercial campaigns. In addition, they must have skills and abilities to diagnose, plan and design practical and creative solutions for the campaigns to be developed.

Languages: *Fluent in English and Dutch, both oral and written.* Knowledge of Sranantongo is a plus but not required.

General and Technical Competences: A proven track record professionalism, relevant technical knowledge, skills and extensive work experience in communication strategies, messages, tools and materials, plans including media plans, as well as capacity building, implementation including media buying and monitoring & evaluation, experience in providing consulting services and

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excellent track record of completion of tasks according to timelines, experience with government-funded projects; and excellent reporting and writing skills.

Display cultural and gender sensitivity and adaptability.

Payment Schedule

- *10% upon delivery of Product 1*
- *30% upon delivery of Product 2*
- *15% upon delivery of Product 3*
- *15% upon delivery of Product 4*
- *15% upon delivery of Product 5*
- *15% upon delivery of Product 6*

Supervision

The contractual partner or consulting firm will be reporting to Tatiana Kopelman, HUD / CSU Specialist regarding any matter related to this consulting

Assessment and strengthening of Suriname's Spatial Planning institutional framework through the draft design and definition of the Spatial Planning Institute of Suriname

1. Background and justification:

Established in 1959, the Inter-American Development Bank ("IDB" or "Bank") is the main source of financing for economic, social, and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.

The IDB aims to support the government of Suriname in developing a cohesive and environmentally sound spatial planning legislation and make recommendations on the necessary institutional arrangements for its implementation. The specific objectives are (i) assess the current context of spatial planning in Suriname, including existing instruments, agencies, and regulations; (ii) incorporate resiliency in Suriname's spatial planning framework (iii) support and strengthen the development of spatial planning legislation and the necessary institutional framework for implementation and (iv) raise awareness about the importance of spatial planning.

Historically, Spatial Planning in Suriname has been seen as a task for the Ministry of Public works while the design of infrastructure for urban and residential areas has been dispersed over several other Ministries and Acts. Currently, two main Acts guide Suriname's Spatial Planning: The Urban Planning Act (in Dutch: de Stedenbouwkundige Wet 1972) and the Planning Law (in Dutch: de Planwet 1973). Both legal instruments are limited and outdated.

On one hand, the Urban Planning Act focuses only on the urban and residential areas, originally the "municipalities" of Paramaribo, Nieuw Nickerie and Apoera. In 2014, this classification expanded to include the district areas of Commewijne, Wanica, Para and all areas located within 5 km aside the primary roads of Category A. This Act was meant to provide a "bigger picture" of planning on a national level, yet the lack of updated made it challenging to implement. Coupled with this, the Ministry of Spatial Planning, Land and Forestry (ROGB), tasked with the spatial planning of Suriname, lacked the expertise and supporting legal instruments to adequately plan the country's spatial development on all levels – local, regional, and national. Therefore, Suriname has continued to grow in a chaotic and unplanned manner. On the other hand, Suriname's top-down administrative approach represents a large challenge to the country's spatial planning. A lack of information regarding local and regional needs, as well as land use and development patterns has impeded an informed decision-making process.

Therefore, the Ministry of Spatial Planning and Environment, established a committee to coordinate the creation of a legislative policy for spatial planning in Suriname. This national Spatial planning Act will guide the country's long term (30-50 year) physical development, accounting for development needs, constraints in natural resources and environmental properties.

Specifically, the committee is tasked with:

- Assessing the existing legislation and institutions that are currently involved in Spatial Planning in Suriname.

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- Prepare a vision for Spatial Planning in Suriname, through stakeholders' meetings and consultations in all relevant sectors.
- Prepare the technical and draft legislation of the Spatial Planning Act;
- Prepare the institutional framework for the Spatial Planning Act

For this, the committee has organized the development of these tasks in five phases:

- Conception Stage: The study and analysis of all existing literature and data on spatial planning in Suriname, including the existing rules and legislation, laws, and acts; and the review of the stakeholder consultations that are held in relation to what is perceived by people in Suriname as spatial planning. Based on these findings a draft paper will be prepared that will include the vision on spatial planning in Suriname.
- Stage of Dialogue: In this stage, the prepared draft paper will be discussed with consulted stakeholders for eventual needed adaptations or improvements.
- Stage of Formalization: After the dialogue a national support for the Vision on the Spatial Planning will have been achieved, the technical formulation will take place and be submitted for approval by the Council of Ministers;
- Formulation of the Spatial Planning Act: After the approval of the National Vision on the Spatial Planning in Suriname, the legislative judicial formulation of the Planning Act will start. This will take place under guidance of relevant lawyers, appointed by the Ministry of Spatial Planning and Environment and the committee;
- Approval Stage: After the formulation of the Draft Act, it will be submitted for approval by the Council of State. After that the final approval takes place in the National Assembly followed by the rectification by the President of the Republic and the publication in the Official Dairy of the Republic.

Currently, the committee has begun a comprehensive public consultation process with institutions (privet and public sector) organizations, and various sectors in Suriname to begin to build a National Vision on Spatial Planning. During this time, the Spatial Planning Committee has identified the need to establish an overarching institute tasked with overseeing the decision making and enforcement processes of the country's spatial planning. To address this, the Spatial Planning Committee has proposed the creation of the Spatial Planning Institute of Suriname.

2. Objective

The objective of this consultancy is to, based on the information included in the draft spatial planning act developed under component 1: Spatial Planning Assessment, design and define the proposed institutional agency to help strengthen the governance of spatial planning in Suriname.

Scope of Services

- For the successful development of the consultancy, the firm will carry out the diagnosis and mapping of the current situation, the analysis of successful experiences in the region, the proposal of alternatives for the governance model of Spatial Planning in Suriname and the creation of the Spatial Planning Institute.

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- Support in the preparation of Action Plans for the fulfillment of preconditions foreseen to establish an institute
- Assess the current entities responsible and involved in spatial planning (decision making, planning, management and enforcement)
- Identify the legal figure, responsibilities, tasks, structural organization, composition, budget
- Develop an operation manual.
- Advice and coach the designated counterparts of ministry of SPE in the execution of the activities foreseen in Spatial Planning
- Advice on monitoring the execution of action plans ministry of SPE

3. **Key Activities**

- Sustain an initial meeting with the Spatial Planning Committee to understand the current governance and institutionality of spatial planning in Suriname.
- Conduct interviews with the relevant stakeholders – public sector, private sector, academia and ngo's – to understand their roles in the spatial planning process.
- Map out the different actors associated with spatial planning in Suriname, identifying their relevance, interest, influence, interest and sector. It is important to highlight the need to have a clear identification of each involved entity- their structure, adherence and tasks.
- Map out the current processing of spatial planning decision making and management. This includes understanding the process flow from inception to implementation for all levels of spatial planning and the accompanying implementational instruments.
- Meet with the Spatial Planning Act proposing firm to understand the inclusion of a governance figure within the political framework. Understand the proposed spatial planning processing- proposal, formulation, implementation- included in the Spatial Planning Act.
- Based on the information gathered, conduct a needs assessment for the institutional figure, identifying processes and responsibilities which are not addresses under the status quo, and processes which require improvements.
- Upon completion of the initial diagnosis, and after the revision of the Suriname's legal framework, gather best practices applicable to the local context and the restrains and advantages this represents.
- With support from the Spatial Planning Committee and the Ministry of Spatial Planning and Environment, define the institutional figure under which the Spatial Planning Institute will be created (i.e. national agency, a state organization, autonomous entity etc).
- Define the Spatial Planning Institute's vision, mission, strategic objective and mandate.
- Define the structural composition of the Spatial Planning Institute, and the responsibilities and tasks each department will oversee.
- Define the staffing requirements for the structural composition, detailing the needed academic background, professional experience and technical expertise required for each position,
- Define the operational manual for the Spatial Planning Institute's functionality

- Define the budgetary needs required for the correct execution of the proposed activities. Budgets should be defined for a 5-year financial plan, with a detailed budget developed for the first year. The consulting firm, based on the Spatial Planning Act, should identify means to ensure the Spatial Planning Institute's long term financial sustainability.
- Present the preliminary proposal to the Spatial Planning Committee and the Ministry of Spatial Planning and Environment to analyze the feasibility of the proposal.
- Present the preliminary proposal to the relevant stakeholders – public, private, academia and ngos- to incorporate any feedback deemed necessary.
- Develop the final documents: Operational Manual, organization chart, multiannual financial plan, detailed yearly budget.

4. Expected Outcome and Deliverables

Product 1: Workplan. This deliverable is the result of activity 4.1, and should include a detailed timeline of the consultancy execution, the team members, methodology and approach. Due to COVID-19 travel restrictions currently in place, this workplan must include contingencies to address the possible challenges this may present. It should be delivered 20 calendar days after contract signature. T

Product 2: Actor and process mapping. This deliverable will include a detailed report highlighting relevant actors, their level of involvement, influence and interest in the spatial planning process (decision making, governing, management and enforcement). Additionally, the deliverable should analyze the proposed process flow, visible in a flowchart for easier understanding. Finally, this deliverable should overlay the information to identify which actors are relevant in each stage of the processes. It will be the result of activities 4.2, 4.3, 4.4, 4.5. and to be handed in 60 calendar days after contract signature.

Product 3: Needs assessment and institutional figure definition. This product should include a SWOT analysis of the proposed legalframework against the existing institutional arrangements. It should also include a “portfolio” of case studies, identifying the success factors, legal instruments required, and participation schemes. This deliverable will be delivered 90 days after contract signature and is the result of activities 4.6, 4.7, 4.8.

Product 4: Draft Spatial Planning Institute Proposal. This deliverable will include the draft versions of the Spatial Planning Institute vision, mission, strategic objectives and operational manual. It should also include a draft version of the organizational structure including detailed description of each department, the tasks and responsibilities, as well as a description for the required staffing positions, their roles, and necessary background. This deliverable will also include a preliminary short-term financial plan (5-years) including a proposal for long-term financial sustainability and detailed budgeting for the first year (establishment of the institute). This is the result of activity 4.9, 4.10, 4.11, 4.12, 4.13 and should be delivered 180 calendar days after contract signature.

Product 5: Stakeholder presentation report and aide memoire. This deliverable will include a summary of the stakeholder engagement carried out to socialize the proposal. Copies of the presentation as well as a summary of relevant issues discussed must be included in the form of an Aide Memoire. Finally, the consultant firm must include an action plan-diagram, detailing the issues or concerns raised, the agency/member registering this concern, and how the consultant firm has addressed this. This deliverable will be the

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result of activities 4.14 and 4.15. and to be handed in 210 calendar days after contract signature.

Product 6: Final proposal document. This deliverable will include the final version of the Spatial Planning Institute vision, mission, strategic objectives and operational manual. It should also include the final version of the organizational structure including detailed description of each department, the tasks and responsibilities, as well as a description for the required staffing positions, their roles, and necessary background. This deliverable will also include a preliminary short-term financial plan (5-years) including a proposal for long-term financial sustainability and detailed budgeting for the first year (establishment of the institute). These documents must be revised by the Spatial Planning Committee and Ministry of Spatial Planning and Environment to ensure they are fit for the needed approval and enactment within Parliament. It will be delivered 280 days after contract signature and is the result of activities 4.16.

5. Project Schedule and Milestones

Products	Description	Schedule
Product 1	Work Plan	20 calendar days after contract signature
Product 2	Actor and process mapping	60 calendar days after contract signature
Product 3	Needs assessment and institutional figure definition	90 calendar days after contract signature
Product 4	Draft Spatial Planning Institute Proposal.	180 calendar days after contract signature
Product 5	Stakeholder presentation report and aide memoire.	210 calendar days after contract signature
Product 6	Final Spatial Planning Institute Proposal	280 calendar days after contract signature

6. Reporting Requirements

The presentation of each of the products will be done in digital form (native files, not PDF) duly signed, according to the established schedule. The reports must be delivered in English and Dutch. Presentation materials may be additionally required in Sranantongo to ensure an inclusive participation process.

These products must be on magnetic media, and preferably in software without limitations or restrictions for its use and with an editable nature. They should be delivered via email to the team leader, Tatiana Kopelman, tatianak@iadb.org.

7. Acceptance Criteria

Deliverables will be accepted after verification and approval by the contract supervisor. Upon reception of the deliverables, the contract supervisor will work alongside the Spatial Planning Committee and the Minister of Spatial Planning and Environment to revise the documentation and condense comments into one document. The IDB and government counterpart will have ten business days to provide commentary, at which time if modifications are required, the consulting firm will have five business days to answer.

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Approvals will be done via email

8. Other Requirements

Consulting firm specialized in project management with a track record of working with international organizations. The Consulting Firm must demonstrate experience in support of Project Management in framework of development projects with external financing in design and preparation of institutes.

Consultant Profile 1. Institutional Expert - Key: University professional, with training in Business Administration, Economics, Public Administration, Law or related sciences with at least 15 years of professional experience, with a master's degree and/or specialization in Strategic Planning, Public Financial Administration, with at least 8 years of experience in public/private project management. With vast experience related to the international level in the organizational development in state entities. Desirable with some level of Certification in PM Coach of the PM4R and courses of Certification Preparation of the PMP (Professional Project Management).

Consultant Profile 2: Specialist in Planning and Monitoring Key - University Professional, with training in Business administration, economics, finance, human resources, law or related sciences with at least 10 years of work experience. Must have experience in the development of Institutional Analysis and Operational Regulations. Must be able to work under pressure and be highly result oriented.

Consultant Profile 3: Management Specialist - Key. University professional, with training Business Administration, Economics, Public Administration, Law or related sciences with at least 10 years of professional experience, with Postgraduate degree in Social Projects, and Courses in Project Management, with at least 2 years' experience in public/ private project management, preparation of management instruments, design of financial planning and budgetary monitoring systems, elaboration of institutional strengthening plans. Must be methodical and possess interpersonal skills that facilitate synergy and a high level of results-oriented commitment.

9. Payment Schedule

- Product 1: 10%
- Product 2: 15%
- Product 3: 15%
- Product 4: 25%
- Product 5: 10%
- Product 6: 25%

10. Supervision

The contractual partner or consulting firm will be reporting to Tatiana Kopelman, HUD / CSU Specialist regarding any matter related to this consulting

**Job Title: Design of regulation guidelines and manuals for Implementation Instruments:
Facilities and Infrastructure**

1. Background and justification:

Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social, and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.

The IDB aims to support the government of Suriname in developing a cohesive and environmentally sound spatial planning legislation and make recommendations on the necessary institutional arrangements for its implementation. The specific objectives are (i) assess the current context of spatial planning in Suriname, including existing instruments, agencies, and regulations; (ii) incorporate resiliency in Suriname's spatial planning framework (iii) support and strengthen the development of spatial planning legislation and the necessary institutional framework for implementation and (iv) raise awareness about the importance of spatial planning.

Historically, Spatial Planning in Suriname has been seen as a task for the Ministry of Public works while the design of infrastructure for urban and residential areas has been dispersed over several other Ministries and Acts. Currently, two main Acts guide Suriname's Spatial Planning: The Urban Planning Act (in Dutch: de Stedenbouwkundige Wet 1972) and the Planning Law (in Dutch: de Planwet 1973). Both legal instruments are limited and outdated.

On one hand, the Urban Planning Act focuses only on the urban and residential areas, originally the “municipalities” of Paramaribo, Nieuw Nickerie and Apoera. In 2014, this classification expanded to include the district areas of Commewijne, Wanica, Para and all areas located within 5 km aside the primary roads of Category A. This Act was meant to provide a “bigger picture” of planning on a national level, yet the lack of updates made it challenging to implement. Coupled with this, the Ministry of Spatial Planning, Land and Forestry (ROGB), tasked with the spatial planning of Suriname, lacked the expertise and supporting legal instruments to adequately plan the country's spatial development on all levels – local, regional, and national. Therefore, Suriname has continued to grow in a chaotic and unplanned manner. On the other hand, Suriname's top-down administrative approach represents a large challenge to the country's spatial planning. A lack of information regarding local and regional needs, as well as land use and development patterns has impeded an informed decision-making process.

Therefore, the Ministry of Spatial Planning and Environment, established a committee to coordinate the creation of a legislative policy for spatial planning in Suriname. This national Spatial planning Act will guide the country's long term (30-50 year) physical development, accounting for development needs, constraints in natural resources and environmental properties.

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Currently, the committee has begun a comprehensive public consultation process with institutions (private and public sector) organizations, and various sectors in Suriname to begin to build a National Vision on Spatial Planning. A first phase which has been completed consisted of developing and distributing a survey questionnaire. A second phase will consist of meetings and workshops with different stakeholders to further define the final outcome.

2. Objective

The main objective of this consultancy is to recommend and develop a draft for the transitory urban planning guidelines, manuals and regulations that help to build instruments to manage, order and promote urban development. Considering the transitory nature of these guidelines and manuals, as a strategy to face the current lack of a Spatial Planning Act or Policy that establishes sustainability conditions for the development and growth of populated centers, the recommendations for these guides will be based on current and existing studies or diagnostics.

- Analyze base information that includes data on the current status and diagnosis of urban facilities, infrastructure and equipment throughout the country. The above, in order to provide a current diagnostic context that facilitates the development of guides and manuals for the construction of planning instruments.
- Develop drafts of instruments, guides and manuals based on the best existing practices on the development of urban facilities and infrastructures, which allows the national government, in any of its sectoral denominations, to have the necessary guidance to update, harmonize and integrate them under a coherent and congruent perspective.
- Formulate a draft proposal for guides and manuals for the adaptation of state spatial planning programs with a focus on facilities and infrastructure, which will be obtained as a result of this consultancy, which will adjust to the needs and future Institutional Framework Development.
- Provide the authorities of the central government of Suriname with instruments, guides and manuals for the development of facilities and infrastructures, built based on their needs and in accordance with the laws and public policies to which they are subject.
- Develop the draft of urban development guides and manuals with emphasis on facilities and infrastructures, congruent and aligned with the national policies of land use and spatial planning.

3. Scope:

The consultancy will have the purpose of documenting the existing experiences related to spatial planning, exclusively to facilities and infrastructures, throughout the country. Similarly, a review of regulations, documents and plans related to this issue will be carried out, which will serve as the basis for preparing a proposal for a Draft Guide for the Implementation of Instruments.

The draft proposal will be reviewed by members of the Spatial Planning Committee through discussion and review workshops. The result of said review will serve to make the adaptation to the draft proposal of the Guide for the Implementation of Instruments. Finally, it will be presented

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to members of the competent authorities at the national level, for their review and approval, with which the final Guide and the synthesis document for the Implementation of Instruments will be prepared and delivered.

The regulatory framework should create common, transparent, and binding rules regarding the Spatial Planning Act for all concerned stakeholders. To understand the diagnostics undertaken in the planning phase, a legal framework should be designed.

4. Key activities:

The objective of the consultancy is to provide support to the Housing and Urban Development Division (HUD) in the development of priority activities that are developed as part of the support provided by the IDB to the government of Suriname in developing a cohesive and environmentally sound spatial planning legislation. and make recommendations on the necessary institutional arrangements for its implementation.

The responsibilities of the consultant will include, as long as these are developed during their hiring time, but are not limited to the following:

- Collect, analyze and systematize the existing information found in relation to regulations, plans or programs for the development of urban equipment, facilities and infrastructure and others that have a direct impact on the use and management of the territory in the context of planning on a national level.
- Analysis of the legal and technical framework for the viability of the design of a draft guide for the implementation of instruments, with particular emphasis on facilities and infrastructures, to ensure the viability for their development, replicability and use.
- Development of a preliminary version of the draft Guides for the Implementation of Instruments for the Development of Facilities and Infrastructures to be presented, analyzed, enriched and agreed with the Spatial Planning Committee.
- In parallel, the consulting group must coordinate and moderate a working group (drafting group) made up of people, sectors and organizations interested in the development of Facilities and Infrastructures in charge of improving and enriching the inputs for the design of the draft of the Guide.
- Elaboration of the procedure for the evaluation of the relevance of the draft of the Guide for its inclusion in the future regulations related to the preliminary draft of the Spatial Planning Act or for its independent publication.
- Once the draft of the Guidelines for the Implementation of Instruments has been received, reviewed and approved by the Spatial Planning Committee, the proposal must be presented to the relevant national authorities for their knowledge and approval, if necessary, address or correct the indicated suggestions.

5. Expected Outcomes and Deliverables:

At the end of the consultancy, it is expected to have a final draft of the guidelines or regulations for the implementation of instruments. They should be the product of an exhaustive diagnosis and condemn the suggestions or observations made by the key actors in the document development process. Similarly, a synthesis document that gathers the main aspects of the guide will be part of the products.

These documents should be ready and formatted in such a way that they can be prepared for review and discussion by the IDB, the Ministry of SPE or any of the competent authorities.

Products and Timeline (Deliverables)	Activities (Work Axes and Components)
Product 1: Workplan Memory To be delivered 20 calendar days after contract signing.	The workplan will detail the development of this consultancy, timeline, methodology and content of the report.
Product 2: Conception Stage Draft Report and Executive Diagnosis Summary To be delivered 100 calendar days after contract signing.	Collect, analyze and systematize the existing information found in relation to regulations, plans or programs for the development of urban equipment, facilities and infrastructure and others that have a direct impact on the use and management of the territory in the context of planning on a national level in Suriname. In addition, the report will include the methodological proposal to develop the conceptual design of guides or manuals, as well as the findings and observations received during the investigation and diagnosis process.
Product 3: Guidelines Draft Report	Development of a preliminary version of the draft Guides for the Implementation of Instruments for the Development of Facilities and Infrastructures to be presented,

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<p>To be delivered 210 calendar days after contract signing.</p>	<p>analyzed, enriched and agreed with the Spatial Planning Committee.</p> <p>In parallel, the consulting group must coordinate and moderate a working group (drafting group) made up of people, sectors, key stakeholders and organizations interested in the development of Facilities and Infrastructures in charge of improving and enriching the inputs for the design of the draft of the Guide.</p>
<p>Product 4: Final Document of the Guidelines and Synthesis Document of the Consultancy</p> <p>To be delivered 270calendar days after contract signing.</p>	<p>Preparation, development and delivery of the Guide for the Integration, Adaptation and Implementation of Instruments in the Spatial Planning of Suriname.</p> <p>Once the draft of the Guidelines for the Implementation of Instruments has been received and reviewed the proposal must be presented to the relevant national authorities for their knowledge and approval, if necessary, address or correct the indicated suggestions.</p>
<p>Product 5: Final Report of Changes and Adjustments</p> <p>To be delivered 300 calendar days after contract signing.</p>	<p>This report will include an executive summary based on the changes and adjustments made after the delivery of the Final Product of the Guide for the Implementation of Instruments.</p> <p>The document must show the proposed changes and those responsible for these changes. Along with this, the consultancy must indicate its comments and recommendations condensed in the Final Report of Changes and Adjustments.</p>

6. Project Schedule and Milestones

Products	Description	Timeline
Product 1	Workplan Memory	To be delivered 20 calendar days after contract signing.
Product 2: Executive Diagnosis Summary	Conception Stage Draft Report and Executive Diagnosis Summary	To be delivered 100 calendar days after contract signing.
Product 3	Guidelines Draft Report	To be delivered 210 calendar days after contract signing.
Product 4	Final Document of the Guidelines and Synthesis Document of the Consultancy	To be delivered 270calendar days after contract signing.
Product 5	Final Report of Changes and Adjustments	To be delivered 300 calendar days after contract signing.

7. Reporting Requirements

The presentation of each of the products will be done in digital form (native files, not PDF) duly signed, according to the established schedule. The reports must be delivered in English and Dutch. Presentation materials may be additionally required in Sranantongo to ensure an inclusive participation process.

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These products must be on magnetic media, and preferably in software without limitations or restrictions for its use and with an editable nature. They should be delivered via email to the team leader, Tatiana Kopelman, tatianak@iadb.org.

8. **Acceptance Criteria**

Deliverables will be accepted after verification and approval by the contract supervisor. Upon reception of the deliverables, the contract supervisor will work alongside the Spatial Planning Committee and the Minister of Spatial Planning and Environment to revise the documentation and condense comments into one document. The IDB and government counterpart will have ten business days to provide commentary, at which time if modifications are required, the consulting firm will have five business days to answer.

Approvals will be done via email

9. **Other requirements**

The consulting firm or academic institution must have at least 15 years of experience in the preparation of proposals, programs, studies or projects of Spatial Planning or Spatial Management, Urban Planning or strategic projects aimed at building territorial models for territories similar or more complex than the scope of this consultancy in Suriname. In order to guarantee the generation of products in accordance with the requirements of these Terms of Reference for the preparation of the consulting service, the consulting firm must provide key personnel or specialists, without detriment to the support staff or additional assistance.

The preparation of the infrastructure and facility plans will be in charge of a consulting firm or academic institution that will be responsible for coordinating the work for the preparation of the deliverables or products with the participation of a team of experts; organize consultation meetings, edit, print and disseminate the final version of the infrastructure and facility plans.

The consulting firm must have extensive experience of research, teaching and scientific production on issues of regional urban development and public policies, in particular, on Territorial Planning (central object of study of these Terms of Reference), as well as national and international recognition of at least three decades. Likewise, it must have personnel for the management of the project, and adequate facilities, infrastructure, and equipment to carry out the work.

In order to safeguard the objectives of this consultancy, the specialists and professionals are those listed in the following table, which includes a proposal of times (in months) of work required for the development and delivery of the products:

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Team and years of experience	Number	Months of work	Academic background	Areas of specialization or vocational training	Languages
Specialist in Urban Law 15 years	2	6	Bachelor, M. A. or Doctorate in Law	Urban Law, Agrarian Law, Public Administration and Housing	English, Dutch is a plus
Urbanist 10 years	1	5	Master's or Doctorate in Urbanism or related careers	Urban design, urban planning and land use planning	English, Dutch is a plus
Public Administration Advisor 10 years	1	5	Bachelor's, Master's or Doctorate in Political Science and/or Public Administration	Administration and public policies	English, Dutch is a plus
Specialist Advisor in Urban Law 10 years	4	6	Law Graduates	Urban legislation	English, Dutch is a plus
Support Team	1	5	Degree in Urbanism or related careers	Technical support	English, Dutch is a plus

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Languages: Must primarily speak and write Dutch and English on an academic level. A good understanding of the Sranan Tongo language is a plus.

10. Payment Schedule

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Products (Deliverables)	%
Product 1: Workplan Memory	10%
Product 2: Conception Stage Draft Report and Executive Diagnosis Summary	30%
Product 3: Guidelines Draft Report	20%
Product 4: Final Document of the Guidelines and Synthesis Document of the Consultancy	30%
Product 5: Final Report of Changes and Adjustments	10%

11 Supervision

The contractual partner or consulting firm will be reporting to Tatiana Kopelman, HUD / CSU Specialist regarding any matter related to this consulting