

## **Housing and Urban Development Consultancy for the Diagnosis and Preliminary Design of the Governance Model for the Paramaribo World Heritage Site (PWHS)**

**About the IDB:** At the IDB, we're committed to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48-member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

**Our culture:** Our people are committed and passionate about improving lives in Latin-America and the Caribbean, and they get to do what they love in a diverse, collaborative and stimulating work environment. We are the first Latin American and Caribbean development institution to be awarded the EDGE certification, recognizing our strong commitment to gender equality. As an employee you can be part of internal resource groups that connect our diverse community around common interests.

Because we are committed to providing equal opportunities in employment, we embrace all diversity and encourage women, the LGBTQ+ community, persons with disabilities, afro-descendants, and indigenous people to apply.

### **Background of this search:**

Established in 1959, the Inter-American Development Bank (IDB) is the main source of financing for economic, social, institutional development in Latin America and the Caribbean (LAC). It provides loans, grants, guarantees, policy advice and technical assistance to public and private sectors of its borrowing countries. The new Country Strategy (CS) with Suriname for the period 2021-2025, which aims to support the country's efforts to restore macroeconomic sustainability, promote private sector competitiveness and improve basic services and social protection.<sup>[1]</sup>

The Bank's support has set the basis for further modernization of the public sector and improved conditions for higher productivity, and it has established a framework for strengthening human capital. In the Housing and Urban Development area, a US\$20 million loan<sup>[2]</sup> was approved in 2017 for the urban rehabilitation of Paramaribo's historic center, a UNESCO World Heritage Site (WHS), creating a highly visible operation in the country. Specifically, this program aimed to attract new residents and commercial activities, restore its cultural heritage value, reduce traffic congestion, and strengthen the institutional framework for sustainably managing its development. As of June 2022, it has been successfully implemented, meeting major milestones. These include the development of a Parking Policy and the reconstruction of the Parliament building. Additional activities include the restoration of four historic buildings and the redesign of the iconic Waterfront.

As a result of these achievements, the Government of Suriname has requested the development of a second phase of the PURP (SU-L1068) to support the revitalization process of Paramaribo's WHS through the enhancement of its built environment in collaboration with the private sector that promotes resilient and eco-efficient interventions with universal accessibility, gender empowerment, and cultural adaptation.

With the objective to support the preparation and startup of the investment projects financed under the SU-L1068 program, the Strengthening cultural heritage assets in Paramaribo and its surroundings (SU-T1162) was created. This TC This will conduct studies, develop instruments, and carry out training activities which will allow the country to effectively, efficiently, and sustainably execute revitalization investments and projects financed by the Bank. Furthermore, it will define, through studies and assessments the technical, economic, and financial feasibility of the SU-L1068, as well as detailing the environmental and social impacts it will have. The current consultancy falls within the Component 1 of this TC.

The team's mission: The Inter-American Development Bank (IDB) has over 40 years of experience supporting national and subnational governments in the conservation and revitalization of urban heritage and has invested approximately US\$900 million through more than 70 projects. The central principle of these efforts is the promotion of heritage conservation and revitalization as a catalyst for economic and social progress, and to strengthen cultural identity and sustainable and equitable urban development.

The IDB's experience and contribution has been key in terms of revitalizing cultural heritage in LAC cities. The central principle of the IDB's efforts as a strategic partner of the countries of the region has been the promotion of the preservation of heritage and its enhancement as a catalyst for economic and social progress, and as a means to strengthen cultural identity. and the sense of place. Through the work carried out and the successes and lessons learned, the IDB has positioned itself as a leader and a qualified reference in the preservation and enhancement of the region's cultural heritage.

The bank is currently in the preparatory phase of the investment loan SU-L1068 "Paramaribo Urban Rehabilitation Program Phase 2". This operation will aim to continue to support the socio-economic revitalization process of Paramaribo's World Heritage Site and it's surrounding areas building off of the efforts carried out by the Paramaribo Urban Rehabilitation Program (SU-L1046), with an estimated budget of \$30 million.

### **What you'll do:**

The general objective of the consultancy is to support the Ministry of Education, Culture and Science (MECS) in the definition of a governance model for the Paramaribo World Heritage Site (PWHS), including its organizational structure, its attributions, regulatory framework, as well as the definition of the legal, operational and financial tools necessary for its implementation.

Under the overall supervision of the Inter-American Development Bank (IDB) through the Division of Housing and Urban Development (HUD) and through comprehensive consultations with all relevant sectors and stakeholders, the consultant 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 the Paramaribo World Heritage Site and the strengthening of the Ministry of Education, Culture and Science (MECS) in the definition of a governance model.

### **Key Activities**

1. Hold an initial meeting with the Permanent Secretary of Culture, the PIU, the IDB and the technical committee of the Historical Center to propose the format of work and communication between the parties.

2. Carry out a mapping of actors involved in the use and management of the Historic Center of Paramaribo, identifying those who support the management of services and those who demand them.
3. Carry out a diagnosis of the current situation of the authorities working within the WHS, such as the district commissioner, the Beheersraad Waterkant, the Suriname Built Heritage Foundation, business groups among others, including an analysis of the regulatory framework that governs these entities as well as its operational structure.
4. Based on the current diagnosis and stakeholder mapping, generate a management needs analysis for the Paramaribo World Heritage Site (PWHS) This analysis should consider the activities currently being carried out by the PURP, future activities of PURP as well as additional activities/investments taking place within the World Heritage Site.
5. Compile case studies in the region identifying the success factors, their management instruments, and the legal, operational, and financial aspects that guarantee their sustainability.
6. Based on the analysis carried out and the Surinamese regulations, generate a preliminary governance proposal for the Historic Center through the strengthening of existing government agencies or the creation of a new figure leveraging the existing coordinating mechanisms. This proposal must define its attributions, operational structure with functions and responsibilities, and identify the legal, operational, and financial tools necessary for its operation.
7. Presentation of preliminary proposal to local stakeholders (up to three workshops), collection of feedback and integration into the final proposal.
8. Development of final proposal document.

**Deliverables and Payments timeline:**

| # | Products  | Timeline                                | Amount                         |
|---|---|---|--------------------------------|
| 1 | Work Plan and methodology for Diagnosis and Preliminary Design of the Governance Plan for the Paramaribo World Heritage Site (PWHS)             | 10 days after contract signing          | 20% upon delivery of work plan |
| 2 | Diagnostic document: Diagnosis of the current situation of the agencies related to the PWHS and map of actors and identification of needs.      | 90 calendar days after contract signing | 20% upon delivery              |
| 3 | <b>Product 3:</b> Document of alternatives: Analysis of management needs of the Paramaribo World Heritage Site and compilation of case studies. | 120 days after contract signing         | 20% upon delivery              |

| # | Products   | Timeline                                  | Amount                             |
|---|--|---|------------------------------------|
| 4 | <b>Product 4:</b> Draft proposal document: Governance proposal for Paramaribo World Heritage Site This report will cover the results of the activities and will contemplate the observations indicated in the workshop with actors. It must include a summary of the actor's presentation. | 150 calendar days after contract signing. | 20% upon delivery                  |
| 5 | <b>Product 5:</b> Final Proposal document  | 180 calendar days after contract signing  | 20% upon delivery of final version |

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.

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](mailto:tatianak@iadb.org).

Deliverables will be accepted after verification and approval by the contract supervisor. Upon reception of the deliverables, the contract supervisor will work alongside the Ministry of Education, Culture and Science 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 consultant will have five business days to answer. Approvals will be done via email.

Any reports, approved reports, documents and work must have the approval of the Specialist of the Bank's Housing and Urban Development Division in Suriname, as well as the staff and technical team of the Ministry of Education, Culture and Science. Any comments or any instructions for changes must be agreed upon through consultancy progress review meetings and documents. The Consultant is responsible for ensuring that such meetings are conducted, and such reports are submitted to the Bank.

#### **Qualifications:**

**Citizenship:** You are a citizen of one of our 48-member countries.

**Consanguinity:** You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.

**Education:** Bachelor, M.A. or Doctorate in Archeology/ History/ Cultural Heritage /Architectural conservation. Specialization in Governance, Urban Law, Strategic Planning, Cultural Heritage.

**Experience:** At least 15 years post-graduate University degree in Economics, Public Administration, Public Finance or equivalent that has not less than 10 years of experience in corporate development and strategic planning. The consultant must have experience in the design and/or implementation of strategies for the effective management of historic centers in the context of urban revitalization projects, particularly in heritage areas. First-hand experience of

working in a developing country is required; specific professional experience in the public sector management and governance would be an advantage.

**Languages:** Excellent English writing and speaking. Dutch is a plus

**Core and Technical Competencies:** Orientation towards the achievement of results; Analytical capacity, synthesis and document writing. Work in multicultural and multidisciplinary teams. Training capabilities and expertise to make presentations.

**ABOUT THIS POSITION:**

- Type of contract and modality: PEC international
- Length of contract: 6 months
- Starting date:
- Location: Hometown with 3 trips to Suriname
- Responsible person: Housing and Urban Development Specialist

**WHAT WE OFFER**

Payment and Conditions: Your compensation will be determined in accordance with IDB policies and procedures. Based on these policies, we may contribute toward travel expenses.

Are you passionate about improving lives in LAC and you comply with the requirements and qualifications? **Apply!** Our Talent Acquisition Team reviews every application.

**CONTACT US:** [talentsourcing@iadb.org](mailto:talentsourcing@iadb.org)

**FOLLOW US:**

<https://www.linkedin.com/company/inter-american-development-bank/>

<https://www.facebook.com/IADB.org>

[https://twitter.com/the\\_IDB](https://twitter.com/the_IDB)

**COVID-19 considerations:** *The health and safety of our employees are our number one priority. As a condition of employment, IDB/IDB Invest requires all new hires to be fully vaccinated against COVID-19.*

## **TERMS OF REFERENCE**

### **Consultancy for the Design of an Economic Development Strategy based on subzoning in Paramaribo, Suriname**

Suriname

ATN

SU-T1162

[Web link to approved document]

*Strengthening Cultural Heritage Assets in Paramaribo and Surroundings*

#### **1. Background and justification:**

- 1.1. Established in 1959, the Inter-American Development Bank (IDB) is the main source of financing for economic, social, institutional development in Latin America and the Caribbean (LAC). It provides loans, grants, guarantees, policy advice and technical assistance to public and private sectors of its borrowing countries. The [new Country Strategy \(CS\) with Suriname](#) for the period 2021-2025, which aims to support the country's efforts to restore macroeconomic sustainability, promote private sector competitiveness and improve basic services and social protection.<sup>1</sup>
- 1.2. The Bank's support has set the basis for further modernization of the public sector and improved conditions for higher productivity, and it has established a framework for strengthening human capital. In the Housing and Urban Development area, a [US\\$20 million loan](#)<sup>2</sup> was approved in 2017 for the urban rehabilitation of Paramaribo's historic center, a UNESCO World Heritage Site (WHS), creating a highly visible operation in the country. Specifically, this program aimed to attract new residents and commercial activities, restore its cultural heritage value, reduce traffic congestion, and strengthen the institutional framework for sustainably managing its development. As of June 2022, it has been successfully implemented, meeting major milestones. These include the development of a Parking Policy and the reconstruction of the Parliament building. Additional activities include the restoration of four historic buildings and the redesign of the iconic Waterfront.
- 1.3. As a result of these achievements, the Government of Suriname has requested the development of a second phase of the PURP (SU-L1068) to support the revitalization process of Paramaribo's WHS through the enhancement of its built environment in collaboration with the private sector that promotes resilient and eco-efficient interventions with universal accessibility, gender empowerment, and cultural adaptation.
- 1.4. With the objective to support the preparation and startup of the investment projects financed under the SU-L1068 program, the **Strengthening cultural heritage assets in Paramaribo and its surroundings** (SU-T1162) was created. This TC This will conduct

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<sup>1</sup> [Available.](#)

<sup>2</sup> 3905/OC-SU for US\$20million

studies, develop instruments, and carry out training activities which will allow the country to effectively, efficiently, and sustainably execute revitalization investments and projects financed by the Bank. Furthermore, it will define, through studies and assessments the **technical**, economic, and financial feasibility of the SU-L1068, as well as detailing the environmental and social impacts it will have. The current consultancy falls within the Component 1 of this TC.

## **2. Objectives**

**2.1. General Objective:** The main objective is to establish a classification scheme in the Historic Center of Paramaribo that allows defining a zoning of productive areas based on the predominant economic activity with a commercial, residential, tourist vocation, etc.

**2.2. Specific Objectives:** To achieve this objective, specific objectives are required for each type of assessment, namely:

1. Develop a physiographic and sociodemographic characterization of the Historical Center of Paramaribo that allows the determination of its endogenous socioeconomic potential.
2. Identify the predominant production model (including the study of its main value chains) and the geospatial dynamics that establish articulation processes between the national socioeconomic system.
3. Identify the critical areas to prioritize to increase territorial productivity through investments and integrating projects in the Historic Center of Paramaribo.
4. Prepare an Economic Development Strategy for the Historic Center of Paramaribo based on the subzoning of sectors according to their economic vocation.

## **3. Scope of Services**

**3.1. General Services:** Under the overall supervision of the Inter-American Development Bank (IDB) through the Division of Housing and Urban Development (HUD) and through comprehensive consultations with all relevant sectors and stakeholders, the firm will carry out a zoning of productive areas or functional productive territories (FPT) within the determined area of study in the Historic Center. The Consultant is expected to undertake the following services:

## **4. Key Activities**

### **4.1. Task 01 – Prepare Work Plan and Inception Report**

- 4.1.1. Conduct inception meetings with the technical team (PIU PURP, IADB) and partners upon commencement of the project to (i) review the process for conducting all activities within the project, (ii) determine roles and responsibilities, (iii) discuss the basis on which this work will be implemented, and (iv) finalize the work plan and timetable to include measures for demonstrating enhanced capacity among key stakeholders.

4.1.2. A draft work plan and report on the outcome of the inception meeting will be prepared by the Consultant in order to be reviewed and commented on by the technical team.

4.1.3. Submit Final Inception Report with comments included.

#### **4.2. Task 02 – Physiographic and Sociodemographic characterization**

4.2.1. Conceptualize and formulate alternatives for the sustainable economic development of the territories within the Paramaribo World Heritage Site (PWHS).

4.2.2. Develop a methodological conceptual framework that integrates territorial economy, political ecology and geospatial analysis in order to understand the heterogeneous nature of the sector.

4.2.3. Validate the framework among the key stakeholders and adapt according to feedback.

4.2.4. Define territorial economic subzones (TES) based on their own territorial competitiveness according to:

- their degree of internal articulation for territorial cohesion
- their integration into their respective administrative region within the urban context.

4.2.5. Define characteristic and distinctive sociodemographic, political and cultural factors of each territorial economic subzone (TES).

4.2.6. Present characterization to the technical team and relevant stakeholders for additional feedback and adjust accordingly.

#### **4.3. Task 03 – Draft Report of an Economic Development Strategy**

4.3.1. Identify functional productive territories (PFT), those territories that have the potential to increase local production and optimize living conditions.

4.3.2. Develop a tool for territorial targeting of investments and projects. To determine the possible PFT take into consideration:

- Identification of basic biophysical characteristics.
- Recognition of the predominant land use and cover.
- Identification of basic socioeconomic characteristics
- Characterization of the predominant productive model.
- Classification of territories according to rural-urban functions and municipal capacities.

4.3.3. Present tool and draft strategy to the technical team and stakeholders for inputs and feedback to be included in the final document.



#### **4.4. Task 04 – Final Report and Economic Development Strategy based on Subzoning**

- 4.4.1. Based on the information gathered in the presentation of the draft, identify the key actors in each sub-zoned area to host charrettes and workshops to support the detailing of the strategy. Once the strategy is completed, and prior to official hand over, the firm will host additional stakeholder engagements to validate the final strategy.
- 4.4.2. Identify potential investment projects for economic reactivation and socio-spatial categorization of the area in search of its improvement, development and territorial profitability.
- 4.4.3. Identify a list of actors or existing entities who act as catalysts for the development within each of the subzones included in the strategy.
- 4.4.4. Develop a final base document with an economic development strategy based on the subzoning of areas within the Historic Center of Paramaribo

#### **5. Expected Outcome and Deliverables**

- 5.1. The Consultant is required to submit to the technical team a Final Report. This report will be prepared to highlight the full gamut of work undertaken, noting the level of success and constraints in the methodologies used, the nature and quality of stakeholder participation, limitations in the scope of the consultations and meetings, any potential constraints which are anticipated in the deliverables effective application and any other lessons learnt during the process.
- 5.2. The methodological conceptual framework must integrate the territorial economy, political ecology and geospatial analysis in order to understand the heterogeneous nature of the historic center, which should include: (i) reason for the assessment, (ii) assessment objectives; (iii) methodology to be followed; (iv) anticipated difficulties in conducting the assessment and achieving the objectives; (v) limitations of the findings; (vi) and deliverables.
- 5.3. The deliverables are listed and detailed below:
  - **Product 1:** Work plan and methodology for developing the Economic Development Strategy based on subzoning. This should be a result of activities 1.1 -1.3. To be delivered 30 calendar days after contract signature.
  - **Product 2:** Physiographic and Sociodemographic characterization Report. This should be the result of activities 2.1- 2.6. To be delivered 90 calendar days after contract signature.
  - **Product 3:** Draft Report of an Economic Development Strategy with accompanying executive summary and powerpoint presentation. This report should reflect the results of activities 3.1 - 3.3. To be delivered 140 calendar days after contract signature.
  - **Product 4:** Final Report for the elaboration of an Economic Development Strategy based on subzoning in Paramaribo, Suriname. This report should include an

executive summary, powerpoint presentation, summary of the previous deliverables, photographic and graphic annexes (as relevant), additional supporting information like meeting minutes (where relevant). This document should reflect activities 4.1-4.4. To be delivered 180 calendar days after contract signature.

## **6. Project Schedule and Milestones**

6.1. The development of the consultancy will be executed in phases, which in turn are elaborated based on products and deliverables with specific activities. The times presented correspond to the calendar days elapsed since the signing of the contract.

| Product | Milestone  | Estimated Time<br>(cal./days) |
|---------|--|-------------------------------|
| 01      | Work plan and methodology for developing the Economic Development Strategy based on subzoning.                   | 30                            |
| 02      | Physiographic and Sociodemographic characterization Report   | 90                            |
| 03      | Draft Report of an Economic Development Strategy   | 140                           |
| 04      | Final Report for the elaboration of an Economic Development Strategy based on subzoning in Paramaribo, Suriname. | 180                           |

## **7. Reporting Requirements**

7.1. 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. 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](mailto:tatianak@iadb.org).

## **8. Acceptance Criteria**

8.1. Deliverables will be accepted after verification and approval by the contract supervisor. Upon reception of the deliverables, the contract supervisor will work alongside the Ministry of Education, Culture and Science 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. Supervision and Reporting**

9.1. Any reports, approved reports, documents and work must have the approval of the Specialist of the Bank's Housing and Urban Development Division in Suriname, as well as the staff and technical team of the Ministry of Education, Culture and Science. Any comments or any instructions for changes must be agreed upon through consultancy

progress review meetings and documents. The Consultant is responsible for ensuring that such meetings are conducted and such reports are submitted to the Bank.

#### **10. Other Requirements:**

- 10.1.** The consulting firm or academic institution must have at least 15 years of experience in the preparation of proposals, programs, studies or projects related to Strategic Planning and the development of Economic Development Strategies or Strategic Management in territories similar or more complex than Suriname. Expert Experience in the conducting need assessments and development of Country strategic frameworks and/ or comparative documents for Economic Plans. Proven record of engagement (coordination and working) with national counterparts and stakeholders. 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.
- 10.2.** The preparation of this consultancy 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 Report for the elaboration of an Economic Development Strategy based on subzoning in Paramaribo, Suriname.
- 10.3.** The consulting firm must have extensive experience of research, teaching and scientific production on Strategic Planning, Strategic Management, Economics, Finance, Development and Planning, International Development/Relations, Public Policy, Climate Change or Climate Financing, Environment Science / Management, or related fields. As well as national and international recognition for 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.

#### **11. Schedule of Payments**

- 11.1.** The payment schedule will be against deliverables and products approved and received in accordance. The percentages and products to be delivered are detailed below:

| <b>Payment Schedule</b>   |          |
|---|----------|
| <b>Deliverable</b>  | <b>%</b> |
| 1. <b>Product 1:</b> Upon approving and receiving the Work plan and methodology, 30 calendar days from the signing of the contract. | 20%      |
| 2. <b>Product 2:</b> Upon receiving and approving the Diagnostic Report, 90 calendar days from the signing of the contract.         | 25%      |
| 3. <b>Product 3:</b> Upon receiving and approving the Draft Report, 140 calendar days from the signing of the contract.             | 35%      |

| Payment Schedule  |     |             |
|---|-----|-------------|
| 4. <b>Product 4:</b> Upon receiving and approving the Final Report, 180 calendar days from the signing of the contract. | 20% |             |
| <b>TOTAL</b>  |     | <b>100%</b> |

**12. Requirements for Consultancy Group:**

| Specialist / Experience   | Qty | Days of work | Academic background  | Areas of specialization or vocational training   |
|---|-----|--------------|--|--|
| <b>Economist / Urbanist</b><br>15 years                                     | 1   | 180          | Bachelor, M.A. or Doctorate in Business Administration, Strategic Planning, or Strategic Management            | Strategic Planning, Urban Economy, City Management.  |
| <b>Project Manager</b><br>10 years  | 1   | 180          | Bachelor, M.A. or Doctorate in Business Administration, Management or Economics                                | Strategic Planning, Urban Economy, City Management.  |
| <b>Urban Planner / Architect / Urbanist / Urban Development</b><br>10 years | 1   | 120          | Bachelor or M.A. in Urban and Regional Planning, Architecture, Urban Planning or Urban Management              | Urban Development, Urban Economy   |
| <b>Geo-Data Analyst / Geographer / Data Mining</b><br>8 years               | 1   | 120          | Bachelor or M.A in Geography, Civil Engineering, Geomat Engineering, Cartography, GIS, Information Management. | Geo-localized statistics, geographic information systems, Remote sensing and projects' information gathering |
| <b>Support Team</b>   | 1   | 90           | Degree in Economy, Planning, Strategic Planning, Administration or related careers                             | Technical support  |

### **13. Key Professional Qualifications and Job Competency**

- 13.1. Economist / Urbanist.** At least 15 years in handling similar projects in the international private or public sector. The lead expert must carry a Master of Business Administration, Strategic Planning, or Strategic Management in territories similar or more complex than Suriname. Expert Experience in the conducting need assessments and development of Country strategic frameworks and/ or comparative documents for Economic Plans. Proven record of engagement (coordination and working) with national counterparts and stakeholders.
- 13.2. Project Manager.** At least 10 years post-graduate University degree (M.A. or Doctorate) in Business Administration, Management or Economics. A minimum of ten years of progressively responsible experience in project or program management, administration or related area is required. Experience working with business stakeholders within a cross-functional matrix environment focusing on urban development, urban planning, strategic planning, economic development, financing or at least 8 years of experience in public sector institutions or private sector working in related fields.
- 13.3. Urban Planner / Architect / Urbanist.** At least 10 years post-graduate University degree (M.A. or Doctorate) in Urban and Regional Planning, or Architecture and Urban Planning, or Urban Management or any other relevant field to strategic urban planning, urban management and design. Proven experience working in urban planning and design, urban management and participatory planning processes and /or local governance matters in similar or more complex contexts than Suriname. Experience developing, designing or managing projects related to policy, legislation, and governance; urban planning, finance, and economic development; urban basic services; and land, housing, and shelter.
- 13.4. Geo-Data Analyst / Geographer / Data Mining.** At least 10 years post-graduate University Degree in Geography, Civil Engineering, Geomat Engineering or related fields. Master's degree in geography, cartography, GIS, information management, engineering, geometrics, computer or earth sciences. At least seven years relevant experience, combined at the national and international levels in GIS management, using different GIS tools out of which at least eight years' experience in data transformation/quality, integration, and product automation; Excellent data management skills and experience working with datasets in multiple formalities including shape file, geodatabase, CSV and XLS. Advanced ability to design, manage, analyze and coordinate complex information system projects, computer-based applications, databases and web-based tools.
- 13.5. Support Team.** The consulting firm may have a team of multidisciplinary professionals specialized in land management, sociology, Strategic Planning, Economics, Finance, Development and Planning, Public Policy, Environment Science, or related fields. At least with a minimum of 5 years' experience in the elaboration of Strategic Economic Development Plans applied to similar or more complex contexts than Suriname.
- 13.6. Languages.** Must primarily speak and write Dutch on an academic level and English on a secondary level and a good understanding of the Sranan Tongo language is a plus.

## **Housing and Urban Development Consultancy for Feasibility studies of Public-Private Partnerships for the built environment of the Paramaribo World Heritage Site (PWHS) (Existing buildings and upgraded public spaces)**

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The Bank's support has set the basis for further modernization of the public sector and improved conditions for higher productivity, and it has established a framework for strengthening human capital. In the Housing and Urban Development area, a US\$20 million loan<sup>4</sup> was approved in 2017 for the urban rehabilitation of Paramaribo's historic center, a UNESCO World Heritage Site (WHS), creating a highly visible operation in the country. Specifically, this program aimed to attract new residents and commercial activities, restore its cultural heritage value, reduce traffic congestion, and strengthen the institutional framework for sustainably managing its development. As of June 2022, it has been successfully implemented, meeting major milestones. These include the development of a Parking Policy and the reconstruction of the Parliament building. Additional activities include the restoration of four historic buildings and the redesign of the iconic Waterfront.

As a result of these achievements, the Government of Suriname has requested the development of a second phase of the PURP (SU-L1068) to support the revitalization process of Paramaribo's WHS through the enhancement of its built environment in collaboration with the private sector

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<sup>3</sup> [Available](#)

<sup>4</sup> 3905/OC-SU for US\$20million.

that promotes resilient and eco-efficient interventions with universal accessibility, gender empowerment, and cultural adaptation.

With the objective to support the preparation and startup of the investment projects financed under the SU-L1068 program, the Strengthening cultural heritage assets in Paramaribo and its surroundings (SU-T1162) was created. This TC This will conduct studies, develop instruments, and carry out training activities which will allow the country to effectively, efficiently, and sustainably execute revitalization investments and projects financed by the Bank. Furthermore, it will define, through studies and assessments the technical, economic, and financial feasibility of the SU-L1068, as well as detailing the environmental and social impacts it will have. The current consultancy falls within the Component 1 of this TC.

Under the current PURP, the GoS is restoring 5 historic buildings of office use. To accelerate the revitalization process and provide an opportunity for night- time activity, the PURP has defined the need to allow mixed uses within these intervened buildings. To such extent, a part of these buildings has been put to a offer for commercial uses. However, the need for non-governmental participation is greater than these spaces. As such, the PURP has recognized the demand to design mechanisms to incentivize collaboration as catalyst for transformation of the WHS.

**The team's mission:** The bank is currently in the preparatory phase of the investment loan SU-L1068 "Paramaribo Urban Rehabilitation Program Phase 2". This operation will aim to continue to support the socio-economic revitalization process of Paramaribo's World Heritage Site and it's surrounding areas building off of the efforts carried out by the Paramaribo Urban Rehabilitation Program (SU-L1046), with an estimated budget of \$30 million.

**What you'll do:**

The main objective is to evaluate the concept of PPPs applied to the Surinamese context, as well as to identify potential models of PPPs applied to PURP's own projects affordable and manageable for the Ministry of Education, Culture and Science (MECS) and the Bank. Likewise, prepare a comprehensive study of the requirements and components necessary for the implementation of PPP mechanisms in contexts similar to or more complex than Suriname, based on international best practices.

**Specific Objectives**

To achieve this objective, three specific objectives are required, namely:

1. Identify applicable and efficient public-private partnership methodologies for the management of existing buildings and placemaking at The Paramaribo World Heritage Site (PWHS).
2. Define and propose pre-feasibility studies for the execution of public-private partnership applied to Parking Policy, Technical and Social Assessment of existing buildings, Placemaking in the urban context, Public Space Management.
3. Incorporate best fit practices which will be socially and culturally equitable, gender sensitive, ecologically effective, economically efficient in order to improve and promote the stakeholder needs and economic interests for the execution of public-private partnerships.

The Consultant will be expected to develop and present the following outputs in a well-defined manner:

- The objective of the preliminary study is to assess the viability of the project(s) prior to conducting detailed feasibility studies
- Prepare a roadmap for the implementation of Public Private Partnerships (PPP) mechanisms in the Surinamese context from a legal and fiscal perspective with the purpose of encouraging private participation in the Paramaribo Urban Rehabilitation Project
- Pre-Feasibility study: A comprehensive feasibility study is intended to assess the viability of the project as a PPP and its different modalities, demonstrate affordability for the full project cycle, propose an optimal value for money solution as well as the most appropriate implementation strategy for the Ministry of Education, Culture and Science (MECS) to achieve the desired outcomes.

Consequently, an environment within which all stakeholders, including environmental resource users, landowners, the private sector, academic institutions, CBO's and NGO's can participate in joint policy formulation and resources management will be created. Broadly, the services of the Consultant shall comprise technical (including social and environmental aspects), financial, legal and procurement services, including management of the bidding process and PPP contract negotiation through the project's financial close.

Consequently, an environment within which all stakeholders, including environmental resource users, land owners, the private sector, academic institutions, CBO's and NGO's can participate in joint policy formulation and resources management will be created. Broadly, the services of the Consultant shall comprise technical (including social and environmental aspects), financial, legal and procurement services, including management of the bidding process and PPP contract negotiation through the project's financial close.

The services shall cover the different stages of project preparation and implementation including project due diligence, carrying out detailed project financial modeling to support the commercial and financial structuring (develop project term sheet), managing the PPP bidding process, including bid document preparation, assisting in contract award and providing advisory services until the financial close of the project.

The Consultant is expected to work closely with the technical team, (MECS, IADB) and any other government agencies as may be required during the assignment. The technical team shall have an oversight role during the project development and procurement process. The Consultant shall be expected to carry out the services described but will not be limited to them.

### **Key Activities**

#### **Task 01 – Prepare Work Plan and Inception Report**

1. Conduct inception meetings with the technical team (MECS, IADB) and partners upon commencement of the project to (i) review the process for conducting all activities within the project, (ii) determine roles and responsibilities, (iii) discuss the basis on which this



work will be implemented, and (iv) finalize the work plan and timetable to include measures for demonstrating enhanced capacity among key stakeholders.

2. A draft work plan and report on the outcome of the inception meeting will be prepared by the Consultant in order to be reviewed and commented on by the technical team.
3. Submit Final Inception Report with comments included.

## **Task 02 – Define Action Plans for the Implementation of PPPs**

1. Conduct a review of global best practice on PPPs in the placemaking and building revitalization sector and indicate how to apply global best practices into the project within the Paramaribo World Heritage Site (PWHS).
2. Carry out a preliminary assessment of the current placemaking and building revitalization needs, practices and requirements of existing facilities and related projects/business/services. Special emphasis should be placed on the identification of PPP models applicable or usable in a similar or more complex context than the Paramaribo World Heritage Site.
3. Identify the challenges and legal requirements for the implementation of PPPs mechanisms in the local context.
4. Based on the PPPs models identified, make an Action Plan for each model studied and applied to the projects identified in the Paramaribo Urban Rehabilitation Project. For each Action Plan, the following should be characterized:
  1. Requirements and scope of execution
  2. Feasibility of use according to each type of project
  3. Degree of adaptability and linkage with PURP
5. Prepare and submit a Final Action Plan Report for each of the PPPs models identified.

## **Task 03 – Pre-feasibility study**

1. Carry out a legal review of the project based on the relevant and applicable international, national and local laws and regulation. The Consultant shall identify legal processes and concerns as well as impediments/ requirements to undertake the implementation of the proposed project under a PPP arrangement.
2. Develop the initial technical design of the project in consultation with the technical team including technical parameters/ standards/ specifications based on best practices.
3. Carry out a preliminary market research and demand estimation/ analysis with details on the methods and parameters to be used in the projection and the need for the project.
4. Carry out preliminary financial and economic analysis, including value for money (VFM)/ value engineering, based on preliminary cost estimates and proposed cost-recovery mechanism.

5. Carry out a preliminary financial, political and legal risk analysis including institutional issues that may impede the implementation of the project and the required government support, if any.
6. Prepare and submit the Pre-feasibility study based on

**Deliverables and Payments timeline:**

The Consultant is required to submit to the technical team a Final Report. This report will be prepared to highlight the full gamut of work undertaken, noting the level of success and constraints in the methodologies used, the nature and quality of stakeholder participation, limitations in the scope of the consultations and meetings, any potential constraints which are anticipated in the deliverable's effective application and any other lessons learnt during the process.

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. 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](mailto:tatianak@iadb.org).

Delivery will be accepted after verification and approval by the contract supervisor. Upon reception of the deliverables, the contract supervisor will work alongside 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 consultant will have five business days to answer. Approvals will be done via email.

The deliverables are listed and detailed below:

**Product 1:** Work plan and methodology for Pre-feasibility studies of Public-Private Partnerships for existing buildings and placemaking in the Paramaribo World Heritage Site (PWHS).

**Product 2:** Draft Report for the Action Plan Document: the main objective is to evaluate the concept of PPPs applied to the Surinamese context, as well as to identify potential models of PPPs applied to PURP's own projects.

**Product 3:** Action Plan Report for the implementation of PPPs.

**Product 4:** Pre-feasibility Final Report for the Feasibility studies of Public-Private Partnerships for existing buildings and placemaking in the Paramaribo World Heritage Site (PWHS).

| # | Products  | Timeline                                 | Amount                             |
|---|---|--|------------------------------------|
| 1 | Work Plan and methodology for Pre-feasibility studies of Public-Private Partnerships for existing buildings and placemaking in the Paramaribo World Heritage Site (PWHS). | 15 calendar days after contract signing  | 20% upon delivery of work plan     |
| 2 | Draft Report for the Action Plan Document: the main objective is to evaluate the concept of PPPs applied  | 100 calendar days after contract signing | 30% upon delivery of final version |

| # | Products   | Timeline                                 | Amount                             |
|---|--|--|------------------------------------|
|   | to the Surinamese context, as well as to identify potential models of PPPs applied to PURP's own projects.   |  |                                    |
| 4 | Action Plan Report for the implementation of PPPs.   | 200 calendar days after contract signing | 20% upon delivery of final version |
|   | Pre-feasibility Final Report for the Feasibility studies of Public-Private Partnerships for existing buildings and placemaking in the Paramaribo World Heritage Site (PWHS). | 240 calendar days after contract signing | 30% upon delivery of final version |

Any reports, approved reports, documents and work must have the approval of the Specialist of the Bank's Housing and Urban Development Division in Suriname, as well as the staff and technical team of the Ministry of Education, Culture and Science (MECS). Any comments or any instructions for changes must be agreed upon through consultancy progress review meetings and documents. The Consultant is responsible for ensuring that such meetings are conducted and such reports are submitted to the Bank.

#### **QUALIFICATIONS:**

**Citizenship:** You are a citizen of one of our 48-member countries.

**Consanguinity:** You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.

**Education:** University degree in business administration, accounting, economics, project management, engineering or similar. Master's degree in real estate development, financial structuring, financial engineering, business development among others is highly preferred.

**Experience:** The consultant must have at least 10 years of experience in the preparation of proposals, programs, studies or projects related to providing PPP legal advice, project finance advice (financial modeling, analysis, structuring, risk assessment, and other relevant tasks) and sector-specific technical advice. The consultant should prove demonstrated project-relevant experience in the preparation and transaction of at least 3 PPP projects, with additional merit given to experience with PPP projects in territories similar or more complex than Suriname.

**Languages:** Excellent English writing and speaking.

**Core and Technical Competencies:** Orientation towards the achievement of results; Analytical capacity, synthesis and document writing. Work in multicultural and multidisciplinary teams. The consultant must have extensive experience of research, teaching and scientific production on public-private partnerships, project preparation and appraisal, project implementation, financial modeling/structuring, investment promotion, economic and financial analysis, risk analysis, procurement, policy and legal issues. Likewise, it must have personnel for the management of the project, and adequate facilities, infrastructure, and equipment to carry out the work.

**ABOUT THIS POSITION:**

- Type of contract and modality: PEC international
- Length of contract: 8 months
- Starting date:
- Location: Hometown with 3 trips to Suriname
- Responsible person: Housing and Urban Development Specialist
- Requirements: You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

**WHAT WE OFFER**

Payment and Conditions: Your compensation will be determined in accordance with IDB policies and procedures. Based on these policies, we may contribute toward travel expenses.

Are you passionate about improving lives in LAC and you comply with the requirements and qualifications? Apply! Our Talent Acquisition Team reviews every application.

**CONTACT US:** [talentsourcing@iadb.org](mailto:talentsourcing@iadb.org)

**FOLLOW US:**

<https://www.linkedin.com/company/inter-american-development-bank/>

<https://www.facebook.com/IADB.org>

[https://twitter.com/the\\_IDB](https://twitter.com/the_IDB)

**COVID-19 considerations:** The health and safety of our employees are our number one priority. As a condition of employment, IDB/IDB Invest requires all new hires to be fully vaccinated against COVID-19.

## **TERMS OF REFERENCE**

### **Technical and Social Assessment for existing Buildings to be intervened in Paramaribo, Suriname**

Suriname

ATN

SU-T1162

[Web link to approved document]

*Strengthening Cultural Heritage Assets in Paramaribo and Surroundings*

#### **1. Background and Justification**

- 1.1. Established in 1959, the Inter-American Development Bank (IDB) is the main source of financing for economic, social, institutional development in Latin America and the Caribbean (LAC). It provides loans, grants, guarantees, policy advice and technical assistance to public and private sectors of its borrowing countries. The new Country Strategy (CS) with Suriname for the period 2021-2025, which aims to support the country's efforts to restore macroeconomic sustainability, promote private sector competitiveness and improve basic services and social protection.<sup>5</sup>
- 1.2. The Bank's support has set the basis for further modernization of the public sector and improved conditions for higher productivity, and it has established a framework for strengthening human capital. In the Housing and Urban Development area, a US\$20 million loan<sup>6</sup> was approved in 2017 for the urban rehabilitation of Paramaribo's historic center, a UNESCO World Heritage Site (WHS), creating a highly visible operation in the country. Specifically, this program aimed to attract new residents and commercial activities, restore its cultural heritage value, reduce traffic congestion, and strengthen the institutional framework for sustainably managing its development. As of June 2022, it has been successfully implemented, meeting major milestones. These include the development of a Parking Policy and the reconstruction of the Parliament building. Additional activities include the restoration of four historic buildings and the redesign of the iconic Waterfront.
- 1.3. These outcomes have led to increasing interest from both the public and private sector to participate in the revitalization process of the Historic City. As a result, the government has requested a second phase of a PURP (SU-L1068), which will aim to provide enhance the city's built environment in collaboration with the private sector to create a resilient, eco-efficient, inclusive destination for leisure, recreation, tourism, commerce, office, and residential use.
- 1.4. To this end, the IDB is seeking to develop a consultancy for the preparation of a Technical and Social Assessment for the preselected intervention buildings in Paramaribo,

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<sup>5</sup> [Available.](#)

<sup>6</sup> 3905/OC-SU for US\$20million.

Suriname.

## **2. Objectives**

**2.1.** The main objective of this consultancy is to provide a comprehensive evaluation of the technical and social components of existing and previously identified buildings in the Paramaribo World Heritage Site. The technical evaluations will focus on characterizing the current state and structural condition of the buildings, the existence of planimetric documents, the load capacity, the ability to adapt to bioclimatic and universal accessibility standards and all other components related to the physical elements of the structures. The technical assessment must be undertaken considering the regulations stipulated by UNESCO and the local monument regulation. The social assessment outcomes are the socially relevant results the interventions of these buildings are expected to achieve, such as poverty reduction, equity and inclusion, strengthening of social capital and social cohesion, and promotion of accountable and transparent governance, as well as the mitigation of adverse impacts arising out of the project.

**2.2.** Specific Objectives. To achieve this objective, specific objectives are required for each type of assessment, namely:

2.2.1. The technical evaluation must characterize the current state of the buildings to be intervened, that is: member and frame geometry; material type; visually evident deterioration, deformation, damage; surface conditions; and critical connection details.

- Define and characterize the building's layout and its primary structural systems.
- Identify the originally specified design loads to assess the existing loading and proposed usage relative to established criteria.
- Identify if there have been any additions or alterations and identify critical areas for inspection.
- Prioritize of the activities/interventions contingent on the level of deterioration, indicating the minimal items to repair in order to prevent the building from further deterioration

2.2.2. The social assessment should determine what the key social and institutional issues are in relation to the consultancy's main objective.

- Identify the key stakeholder groups in this context and determine how relationships between stakeholder groups will affect or be affected by the project;
- Identify expected social development outcomes and actions proposed to achieve those outcomes.
- The assessments will also provide the approximate costs each of the intervened buildings will require under SU-L1068 PURP2.

## **3. Scope of Services**

**3.1.** The work contemplates the development of activities under two different assessments

(technical and social). Under the overall supervision of the Inter-American Development Bank (IDB) through the Division of Housing and Urban Development (HUD) and through comprehensive consultations with all relevant sectors and stakeholders, the Firm is expected to undertake the following services:

- **Technical Assessment:** Characterize the current state and structural condition of the buildings, the existence of planimetric documents, the load capacity, the ability to adapt to bioclimatic and universal accessibility standards and all other components related to the physical elements of the structures. It must also determine if there are any possible risks of collapsing, loss or reduced functionality, and potential damage to additional areas of the buildings. It will also include the complete inspection of each building and determination of the condition of:
  - a. The supporting structure elements of the entire building: beams, column, foundation and bricks wall;
  - b. The entire roof;
  - c. The staircase
  - d. All Windows and doors;
  - e. Electrical and water installation;
  - f. AC-installation.

**3.2.** Conduct a structural analysis of the supporting structure; for this analysis a soil test and a cone penetration test (CPU) are required.

- **Social Assessment:** Define and determine socially relevant results the interventions of these buildings are expected to achieve, as well as what the key social and institutional issues are in relation to the consultancy's main objective.
- **Reports and Guidelines:** Incorporate best fit practices which will be socially and culturally equitable, gender sensitive, ecologically effective, economically efficient to improve and promote the stakeholder needs and economic interests. This will include a Prioritization of the activities/interventions contingent on the level of deterioration, indicating the minimal items to repair to prevent the building from further deterioration.
- **Cost assessment:** Indicate the cost of rehabilitating the building, including any necessary mitigation aspects for the social component.

**3.3.** Consequently, an environment within which all stakeholders, including environmental resource users, landowners, the private sector, academic institutions, CBO's and NGO's can participate in joint policy formulation and resources management will be created. This firm is also required to engage and collaborate with all relevant stakeholders and liaise with other Consultants to ensure that necessary outputs feed into and are informed by one another.

**3.4.** Construction materials and methods have evolved over the past two centuries. The firm must be aware of the evolution of materials and systems so that the appropriate assessment and analysis is completed. Proper identification of material properties is

essential to avoid inaccurate analysis. Finally, based on these assessments, the firm must inform the IDB and relevant stakeholders of the estimated cost of carrying out the works proposed within the

#### **4. Key Activities**

##### **4.1. Task 01 – Prepare Work Plan and Inception Report**

1. Conduct inception meetings with the technical team (MESC, IADB) and partners upon commencement of the project to (i) review the process for conducting all activities within the project, (ii) determine roles and responsibilities, (iii) discuss the basis on which this work will be implemented, and (iv) finalize the work plan and timetable to include measures for demonstrating enhanced capacity among key stakeholders.
2. A draft work plan and report on the outcome of the inception meeting will be prepared by the firm in order to be reviewed and commented on by the technical team.
3. Submit Final Inception Report with comments included.

##### **4.2. Task 02 – Preliminary Technical Assessment**

1. Undertake a rapid assessment of national building codes and policies, guidelines and statements and other documented policy positions related to structural conditions in existing buildings within the Paramaribo World Heritage Site (PWHS).
2. The preliminary assessment results in a written report of a condition survey of the building that is qualitative rather than quantitative in nature.
3. Prior to visiting the building for inspection, the Firm conducting the preliminary assessment should review all relevant or necessary documents and drawings that are available
4. The appraisal should give strong emphasis to a qualitative assessment based on a visual review, it will require a systematic approach to ensure that all critical areas are addressed, and appropriate recommendations will be provided.
5. Prepare and submit a Preliminary Technical Assessment Report, this must include:
  - a. purpose of the assessment
  - b. scope of service provided including any limitations or restrictions imposed on the engineer conducting the assessment
  - c. general description of the building and its structure
  - d. summary of areas reviewed, personnel involved, methodology and observations. This should include at the minimum: The supporting structure elements of the entire building: beams, column, foundation and bricks wall; the entire roof; the staircase, the wooden suspension of the bell of the turret clock; all Windows and doors; electrical and water installation; AC-installation.
  - e. analysis, conclusions and recommendations including the need for any immediate measures or additional assessment.



#### **4.3. Task 03 – Detailed Technical Assessment**

- 4.3.1. A detailed technical assessment should include, but is not limited to, the original design and construction documents and drawings. Furthermore, the Firm should be aware of any structural condition registry, should one be established. This review will assist the firm to:
  - a. Understand the building's layout and its primary structural systems
  - b. Identify the originally specified design loads to assess the existing loading and proposed usage relative to established criteria
  - c. Identify if there have been any additions or alterations
  - d. Identify critical areas for inspection.
- 4.3.2. Review of local, provincial, and national heritage registries should be undertaken to verify if any heritage easements or designations are in place if the subject building is an 'older' building.
- 4.3.3. The assessment should document characteristics including member and frame geometry; material type; visually evident deterioration, deformation, damage; surface conditions; and critical connection details.
- 4.3.4. The main task of the detailed assessment is to determine if the building or part being investigated is structurally adequate. The analysis should be done in general accordance with the National Building Code.
- 4.3.5. Compiling a structural record of the as-built condition on which the structural analysis can be based is important.
- 4.3.6. Prepare a Final Technical Assessment Report. The level of detail of the report depends on the original reason for the assessment and will match the degree of complexity of the inspection and analysis. It must include the prioritized activities/interventions as well as the cost to undertake these.

#### **4.4. Task 04 – Detailed Social Assessment**

- 4.4.1. A detailed social assessment should be focused on the social aspect of sustainable construction buildings and on methods of multi-criteria analysis.
- 4.4.2. Develop a tool to assist the manager authority of the buildings in making decisions related to the management of its use by considering the social needs of the inhabitants.
- 4.4.3. Defining the issue of the assessment of the social performance of a building through:
  - a. Identification of issues related to the operation of existing buildings, i.e., legal regulations, standards and the assessment models developed until now, the concept of a reference building, etc.

- b. Acquaintance with the state of knowledge in the field of sustainable construction covering regulations, standards and existing methods of assessment and certification.
- 4.4.4. Development of a model based on the analysis of the social condition of a building or its part (selected units) and the characteristics of components of a building, using the system approach:
  - a. Define the structure of the model
    - i. identification and formalization of the model of the presented issue
    - ii. development of a model structure based on the theory of systems (evaluation tree).
- 4.4.5. Carrying out building assessment using multi-criteria analysis and determining the social quality index by:
  - a. referring to a reference building
  - b. the choice of the method of aggregating the assessment
  - c. the use of a summative adjusted indicator
  - d. calculation of the social quality index (proposal for the classification of existing buildings), – application of the method on selected examples.
- 4.4.6. Prepare a Final Social Assessment Report, which will include the prioritized activities and the approximate costs to execute these.

## **5. Expected Outcome and Deliverables**

- 5.1. The Firm is required to submit to the technical team a Final Report. This report will be prepared to highlight the full gamut of work undertaken, noting the level of success and constraints in the methodologies used, the nature and quality of stakeholder participation, limitations in the scope of the consultations and meetings, any potential constraints which are anticipated in the deliverable's effective application and any other lessons learnt during the process.
- 5.2. The assessment methodology will vary depending on the building configuration and physical constraints. The assessment techniques may range from a visual review through non-invasive techniques, to destructive sampling and testing. In some instances, occupancy of the building or the portion being assessed may be restricted. For the services requested, the Firm and the technical team must understand and agree to the scope of work, which should include: (i) reason for the assessment, (ii) assessment objectives; (iii) methodology to be followed; (iv) anticipated difficulties in conducting the assessment and achieving the objectives; (v) limitations of the findings; (vi) and deliverables.
- 5.3. The proposed methodology allows for the identification of practical and measurable prosocial solutions in the field of proper use and maintenance of existing buildings.
- 5.4. The deliverables are listed and detailed below:

- **Product 1:** Work plan and methodology for developing the Land Tenure and Development Policies to support efforts to integrate Economic and Fiscal Instruments
- **Product 2:** Preliminary Technical Assessment.
- **Product 3:** Report of the Detailed Technical Assessment and Draft Report of the Detailed Social Assessment.
- **Product 4:** Final Report for the development of the preparation of Technical and Social Assessment for existing Buildings in Paramaribo, Suriname. This document will cover the results of the activities, including the tasks, and will contemplate the observations collected in the workshop with stakeholders and provided by the technical team.

## **6. Project Schedule and Milestones**

- 6.1. Product 1:** Work plan and Inception report. This should reflect task 01, and **must be handed in 30 calendar days after the contract signature.**
- 6.2. Product 2:** Preliminary Technical Assessment. This should reflect task 02, as well as include meeting minutes of any stakeholder engagements conducted. It **must be handed in 150 calendar days after the contract signature.**
- 6.3. Product 3:** Report of the Detailed Technical Assessment and Draft Report of the Detailed Social Assessment. This should reflect task 03 and 04 and **must be handed in 210 calendar days after the contract signature.**
- 6.4. Product 4:** Final Report for the development of the preparation of Technical and Social Assessment for existing Buildings in Paramaribo, Suriname. This document will cover the results of the activities, including the tasks, and will contemplate the observations collected in the workshop with stakeholders and provided by the technical team. The firm will provide an executive report as well as powerpoint presentation to the relevant stakeholders. **Must be handed in 270 calendar days after the contract signature**

## **7. Reporting Requirements**

- 7.1.** 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.
- 7.2.** These products must be on magnetic media, and preferably in software without limitations or restrictions for their use and with an editable nature. They should be delivered via email to the team leader, Tatiana Kopelman, [tatianak@iadb.org](mailto:tatianak@iadb.org).

## **8. Acceptance Criteria**

- 8.1.** Delivery will be accepted after verification and approval by the contract supervisor. Upon reception of the deliverables, the contract supervisor will work alongside the PURP Program Implementation Unit, the Steering Committee and other members of the Directorate of Culture, 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**

- 9.1.** The consulting firm or academic institution must have at least 15 years of experience in the preparation of proposals, programs, studies, or projects related to performing structural condition assessments and social assessment of existing buildings for the public, 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.
- 9.2.** The preparation of this consultancy will oversee 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 Report of the preparation of Technical and Social Assessment for existing Buildings in Paramaribo, Suriname.
- 9.3.** The consulting firm must have extensive experience of research, teaching, and scientific production on issues of evaluation of existing buildings, social and technical assessment compliance with legislation, codes, standards and orders from an authority applicable to the assessment site or the performance of work or activities on the site. As well as national and international recognition for 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.
- 9.4.** At the minimum the firm must possess the following members in their team:
- 9.4.1. Technical Assessment Coordinator
- Professional experience: Possess a Master's Degree in Architectural or Civil Engineering and a minimum of seven (7) years' experience in architectural or civil engineering.
  - He/she has 3 works experience in structural design, construction practices and standards and considerable experience and knowledge of historical heritage buildings and local building rules and regulation.
  - Knowledge in historic preservation/conservation is a plus
  - He/she must have good problem-solving skills;
  - He/she has good written and oral communication skills, both in English. Comprehension of Dutch is a plus.
- 9.4.2. Social Assessment Coordinator
- The coordinator has an Academic Degree in the fields of sociology, anthropology, psychology, economics, finance with at least 3 social assessments done in the last 5 (five) years
  - He/she has good written and oral communication skills, both in English. Comprehension of Dutch is a plus.

- Previous experience with the IDB on infrastructure operations related to urban development sector, and knowledge in handling the implementation of the Environmental and Social Safeguards Compliance Policy (OP-703) of the IDB as well as its policies OP-765, OP-710, OP-761, OP-102, OP-704, and best practices and standards that apply to this type of operation.

## **10. Supervision and Reporting**

- 10.1.** Any reports, approved reports, documents and work must have the approval of the Specialist of the Bank's Housing and Urban Development Division in Suriname. Any comments or any instructions for changes must be agreed upon through consultancy progress review meetings and documents. The Firm is responsible for ensuring that such meetings are conducted, and such reports are submitted to the Bank.

## **11. Schedule of Payments**

- 11.1.** Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.
- 11.2.** The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

| <b>Payment Schedule</b>   |             |
|---|-------------|
| <b>Deliverable</b>  | <b>%</b>    |
| 1. <b>Product 1:</b> Upon approving and receiving the Work plan and methodology, 10 calendar days from the signing of the contract. | 10%         |
| 2. <b>Product 2:</b> Upon receiving and approving the Diagnostic Report, 30 calendar days from the signing of the contract.         | 20%         |
| 3. <b>Product 3:</b> Upon receiving and approving the Draft Report, 75 calendar days from the signing of the contract.              | 30%         |
| 4. <b>Product 4:</b> Upon receiving and approving the Final Report, 90 calendar days from the signing of the contract.              | 40%         |
| <b>TOTAL</b>  | <b>100%</b> |

## **TERMS OF REFERENCE**

### **Terms of References for the Diagnosis and Urban Analysis for the Paramaribo World Heritage Site (PWHs) and Proposal for a Urban image regulation with an ecoefficient, gender and inclusion perspective**

Suriname

[ [Project Number]

SU-T1162

[Web link to approved document]

*Strengthening Cultural Heritage Assets in Paramaribo and Surroundings*

#### **1. Background and justification:**

- 1.1 Established in 1959, the Inter-American Development Bank (IDB) is the main source of financing for economic, social, institutional development in Latin America and the Caribbean (LAC). It provides loans, grants, guarantees, policy advice and technical assistance to public and private sectors of its borrowing countries. The [new Country Strategy \(CS\) with Suriname](#) for the period 2021-2025, which aims to support the country's efforts to restore macroeconomic sustainability, promote private sector competitiveness and improve basic services and social protection.<sup>7</sup>
- 1.2 The Bank's support has set the basis for further modernization of the public sector and improved conditions for higher productivity, and it has established a framework for strengthening human capital. In the Housing and Urban Development area, a [US\\$20 million loan](#)<sup>8</sup> was approved in 2017 for the urban rehabilitation of Paramaribo's historic center, a UNESCO World Heritage Site (WHS), creating a highly visible operation in the country. Specifically, this program aimed to attract new residents and commercial activities, restore its cultural heritage value, reduce traffic congestion, and strengthen the institutional framework for sustainably managing its development. As of June 2022, it has been successfully implemented, meeting major milestones. These include the development of a Parking Policy and the reconstruction of the Parliament building. Additional activities include the restoration of four historic buildings and the redesign of the iconic Waterfront.
- 1.3 As a result of these achievements, the Government of Suriname has requested the development of a second phase of the PURP (SU-L1068) to support the revitalization process of Paramaribo's WHS through the enhancement of its built environment in collaboration with the private sector that promotes resilient and eco-efficient interventions with universal accessibility, gender empowerment, and cultural adaptation.
- 1.4 With the objective to support the preparation and startup of the investment projects financed under the SU-L1068 program, the **Strengthening cultural heritage assets in Paramaribo and its surroundings** (SU-T1162) was created. This TC This will conduct studies, develop

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<sup>7</sup> [Available.](#)

<sup>8</sup> 3905/OC-SU for US\$20million

instruments, and carry out training activities which will allow the country to effectively, efficiently, and sustainably execute revitalization investments and projects financed by the Bank. Furthermore, it will define, through studies and assessments the **technical**, economic, and financial feasibility of the SU-L1068, as well as detailing the environmental and social impacts it will have. The current consultancy falls within the Component 1 of this TC.

## **2. Objectives**

**2.1 General Objective.** The general objective of the consultancy is to support the Ministry of Education, Culture and Science (MECS) in the definition of a diagnosis and urban analysis for the Paramaribo World Heritage Site (PWHS). In that sense, it is necessary to identify the urban and landscape factors that affect the perception of the urban image and generate a base of urban, geographic, socioeconomic information that allow understanding the PWHS in a multidimensional analysis for the preparation of proposals and projects for comprehensive improvement.

## **3. Scope of Services**

**3.1 General Services.** Under the overall supervision of the Inter-American Development Bank (IDB) through the Division of Housing and Urban Development (HUD) and through comprehensive consultations with all relevant sectors and stakeholders, the firm will carry out the diagnosis and urban analysis of the Paramaribo World Heritage Site, prepare a proposal for the improvement of the urban image and the strengthening of the Ministry of Education, Culture and Science (MECS) in the definition of a better urban quality. The final result should be the development of an urban image regulation and guidelines, which consider gender needs as well as peoples with disabilities. The regulation should likewise promote the usage of eco efficient technology and environmental friendly interventions.

## **4. Key Activities**

**4.1** Hold an initial meeting with the coordinator of the Ministry of Education, Culture and Science (MECS) and the technical committee of the Historical Center to propose the format of work and communication between the parties.

**4.2** Carry out a delimitation and sectorization of the study area. A strategic area of influence must be defined, which must incorporate the primary and secondary sectors of urban development around Paramaribo's WHS.

**4.3** Prepare a survey of information corresponding to real estate that must include the type of building, altimetry, uses, occupation, style and approximate cadastral value. This component must have georeferenced and described photographic complements.

- a. Survey of the geometric characteristics of the infrastructure and the qualitative conditions of the existing urban planning for pedestrian and vehicular mobility within the study area. This survey should review the infrastructure in terms of its efficiency from a resource point of view (does it demand a lot of maintenance, is it energy or water intensive to have it in the original state, etc) and qualitative conditions from a gender perspective as well as from a universal accessibility lense.

- b. Survey of Perception of Urban Quality. This survey should review the infrastructure and qualitative conditions from a gender perspective as well as from a universal accessibility lense.
- 4.4** Develop a Characterization and Socioeconomic Analysis through population and employment estimates for a target year. For this, it will be necessary to make detailed economic estimates with components such as age groups, gender, income range, education levels, vehicle ownership, localized employment, among others.
- 4.5** Develop an analysis of the urban history that explains the origin and evolution of the study area. It must identify and explain the relevant urban planning plans, proposals and studies directly linked to the study area.
- 4.6** Based on the information collected, an analysis of land use, population densities, employment density, building typology, estimated building age, building height, state of conservation and any other binding characteristic must be carried out.
  - a. This analysis should include the separate treatment of buildings by their vocation (public services, health, education, culture, among others).
  - b. This analysis must consider an inventory of vacant lots and abandoned structures, as well as a comparative analysis between the current situation and what is foreseen in urban development instruments proposed in the area.
  - c. Information available on urbanization projects, improvements, mobility and development with respect to the rest of the city should be analyzed.
  - d. Analysis of public space indicating its location, area, current use, state of conservation, safety, accessibility etc. An urban structure plan of the study area must be produced that identifies all the components described.
  - e. A catalog of the existing physical temporal characteristics
- 4.7** Prepare a Preliminary Report for the improvement of the Urban Image focused on sustainability, safety, inclusion, tourism promotion, urban mobility, economic development of the study area.
- 4.8** Prepare a strategic diagnosis. This document should identify development opportunities in the sector, as well as the most important problems identified from an urban perspective.
  - a. Carry out an analysis of the application of urban management instruments based on urban characterization.
- 4.9** Submit the Diagnosis and Urban Analysis Final Report.
- 4.10** Based on the report, develop a draft urban image regulation and guidelines, which includes signage, lighting and wayfinding) to be presented to the relevant stakeholders, including targeted groups such as female users, people with disabilities, among others.
- 4.11** Submit final urban image regulation and guidelines



## **5. Expected Outcome and Deliverables**

**5.1** The Consultant is required to submit to the technical team a Final Report. This report will be prepared to highlight the full gamut of work undertaken, noting the level of success and constraints in the methodologies used, the nature and quality of stakeholder participation, limitations in the scope of the consultations and meetings, any potential constraints which are anticipated in the deliverables effective application and any other lessons learnt during the process. The deliverables are listed and detailed below:

- **Product 1:** Work plan and methodology for the Diagnosis and Urban Analysis for the Paramaribo World Heritage Site (PWHS).
- **Product 2:** Characterization and Socioeconomic Analysis Report.
- **Product 3:** Preliminary Report for the improvement of the Urban Image. This document should identify development opportunities in the sector, as well as the most important problems identified from an urban image perspective.
- **Product 4:** Diagnosis and Urban Analysis Final Report.
- **Product 5:** Final urban image regulation and guidelines

## **6. Project Schedule and Milestones**

**6.1** The development of the consultancy will be executed in phases, which in turn are elaborated based on products and deliverables with specific activities. The times presented correspond to the calendar days elapsed since the signing of the contract.

| <b>Product</b> | <b>Milestone</b>   | <b>Estimated Time<br/>(cal./days)</b> |
|----------------|--|---------------------------------------|
| 01             | Work plan and methodology for the Diagnosis and Urban Analysis for the Paramaribo World Heritage Site (PWHS).  | 15                                    |
| 02             | Characterization and Socioeconomic Analysis Report.  | 90                                    |
| 03             | Preliminary Report for the improvement of the Urban Image. This document should identify development opportunities in the sector, as well as the most important problems identified from an urban image perspective. | 120                                   |
| 05             | Diagnosis and Urban Analysis Final Report.   | 180                                   |

## **7. Reporting Requirements**

**7.1** 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.

**7.2** 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](mailto:tatianak@iadb.org).

## **8. Acceptance Criteria**

**8.1** Deliverables will be accepted after verification and approval by the contract supervisor. Upon reception of the deliverables, the contract supervisor will work alongside the Ministry of Education, Culture and Science 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 Consultant will have five business days to answer. Approvals will be done via email

## **9. Supervision and Reporting**

**9.1** Any reports, approved reports, documents and work must have the approval of the Specialist of the Bank's Housing and Urban Development Division in Suriname, as well as the staff and technical team of the Ministry of Education, Culture and Science. Any comments or any instructions for changes must be agreed upon through consultancy progress review meetings and documents. The Consultant is responsible for ensuring that such meetings are conducted and such reports are submitted to the Bank.

## **10. Other Requirements:**

- 10.1** The consultant must have at least fifteen years of demonstrable experience in the design and/or implementation of strategies for the effective management of historic centers in the context of urban revitalization projects, particularly in heritage areas. Experience with programs within Latin America and the Caribbean, specifically in territories similar or more complex than Suriname, will be valuable.
- 10.2** The preparation of this consultancy will be in charge of a Consultant or Senior Expert who 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 Report for the Diagnosis and Urban Analysis for the Paramaribo World Heritage Site (PWHS).
- 10.3** The consultant must have extensive experience of research, teaching and scientific production in activities associated with cultural heritage and cultural tourism, experience in World Heritage sites, experience with Government stakeholders such as Department of Archeology, Central Cultural Fund and Department of Museums, etc. Familiarity with the Government rules and regulations, UNESCO guidelines.

## **11. Schedule of Payments:**

- 11.1** The payment schedule will be against deliverables and products approved and received in accordance. The percentages and products to be delivered are detailed below:

| <b>Payment Schedule</b>   |          |
|---|----------|
| <b>Deliverable</b>  | <b>%</b> |
| 1. <b>Product 1:</b> Upon approving and receiving the Work plan and methodology, 15 calendar days from the signing of the contract. | 15%      |
| 2. <b>Product 2:</b> Upon receiving and approving the Diagnostic Report, 90 calendar days from the signing of the contract.         | 25%      |

| <b>Payment Schedule</b>  |             |
|--|-------------|
| 3. <b>Product 3:</b> Upon receiving and approving the Draft Report, 120 calendar days from the signing of the contract.              | 20%         |
| 4. <b>Product 4:</b> Upon receiving and approving the Final Report, 150 calendar days from the signing of the contract.              | 20%         |
| 5. <b>Product 5:</b> Upon receiving and approving the Final Regulation proposal, 180 calendar days from the signing of the contract. | 20%         |
| <b>TOTAL</b>   | <b>100%</b> |

## **12. Requirements for the Consultancy:**

**12.1** The Team shall be composed of Consultants, who shall have extensive technical and country specific experience that would include the design and/or implementation of strategies for the effective management of historic centers in the context of urban revitalization projects, particularly in heritage areas. The team composition and indicative scope of work and deliverables from each Consultant area are as indicated below:

| <b>Specialist / Experience</b>                              | <b>Qty</b> | <b>Days of work</b> | <b>Academic background</b>   | <b>Areas of specialization or vocational training</b>              |
|---|------------|---------------------|--|--|
| <b>Urban Expert / Urban Planner / Architect</b><br>15 years | 1          | 180                 | Bachelor, M.A. or Doctorate in Urban Studies, Urbanism, Urban Planning, Urban Development  | Urban Development, Strategic Planning, Cultural Heritage, Urbanism |
| <b>Social Scientist / Urban Sociologist</b><br>15 years     | 1          | 150                 | Bachelor, M.A. or Doctorate in Urban Studies, Urbanism, Sociology, City Planning           | Sociology and Anthropology, Community Development,                 |
| <b>Geographer / Cartographer/ Historian</b><br>10 years     | 1          | 120                 | Bachelor or M.A. in Geography, Data Analysis, Cultural Heritage, Urbanism                  | Big Data, Urban Studies, Mapping                                   |
| <b>Support Team</b>   | 1          | 90                  | Degree in Urbanism, Public Space, Urban Planning, Social Sciences, Geography or equivalent | Technical support  |

## **13. Key Professional Qualifications and Job Competency**

**13.1 Urban Expert / Urban Planner / Architect.** At least 15 years post-graduate University degree in Urban Development, Urbanism, Urban Planning or equivalent that has not less than

10 years of experience in Urban Rehabilitation, Urban Projects, Prospective Diagnosis, Urban Studies or related fields. The consultant must have experience in the design and/or implementation of strategies for the effective management of historic centers in the context of urban revitalization projects, particularly in heritage areas. First-hand experience of working in a developing country is required; specific professional experience in the public sector management and urban development programs would be an advantage.

**13.2 Social Scientist / Urban Sociologist.** At least 15 years post-graduate University degree in Urban Sociology, Social Science, Psychology or equivalent that has not less than 10 years of experience in Urban Rehabilitation, Urban Projects, Prospective Diagnosis, Urban Studies or related fields. The consultant must have experience in qualitative, quantitative, or mixed research methods, including leading original data collection. The consultant should have knowledge of research designs; strong communication, organizational, and analytical skills; and the ability to both lead and manage research projects involving external partners that include communities served or affected by the research.

**13.3 Geographer / Cartographer / Historian.** At least 10 years post-graduate University degree in Geography, Social Science, Cartography or equivalent that has not less than 5 years of experience in photogrammetry, computer science, land surveying, physical geography, remote sensing or related fields. The consultant must have experience researching new spatial technologies and tools and their application to cultural resource management. Experience in geographic information systems to perform cultural resource management tasks in documentation, survey, and inventory.

**13.4 Support Team.** The consultant may have a team of multidisciplinary professionals specialized in design, management, and supervision of advisory services, experience in project and organizational management and demonstrated ability to jump-start new activities in cities and territories applied to similar or more complex contexts than Suriname.

**13.5 Languages.** Must primarily speak and write Dutch on an academic level and English on a secondary level.

## **Consultant to create an action plan to develop and implement diverse forms of land tenure in revitalization process**

**About the IDB:** At the IDB, we're committed to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48-member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

**Our culture:** Our people are committed and passionate about improving lives in Latin-America and the Caribbean, and they get to do what they love in a diverse, collaborative and stimulating work environment. We are the first Latin American and Caribbean development institution to be awarded the EDGE certification, recognizing our strong commitment to gender equality. As an employee you can be part of internal resource groups that connect our diverse community around common interests.

Because we are committed to providing equal opportunities in employment, we embrace all diversity and encourage women, the LGBTQ+ community, persons with disabilities, afro-descendants, and indigenous people to apply.

### **Background of this search:**

Established in 1959, the Inter-American Development Bank (IDB) is the main source of financing for economic, social, institutional development in Latin America and the Caribbean (LAC). It provides loans, grants, guarantees, policy advice and technical assistance to public and private sectors of its borrowing countries. The new Country Strategy (CS) with Suriname for the period 2021-2025, which aims to support the country's efforts to restore macroeconomic sustainability, promote private sector competitiveness and improve basic services and social protection.<sup>9</sup>

The Bank's support has set the basis for further modernization of the public sector and improved conditions for higher productivity, and it has established a framework for strengthening human capital. In the Housing and Urban Development area, a US\$20 million loan<sup>10</sup> was approved in 2017 for the urban rehabilitation of Paramaribo's historic center, a UNESCO World Heritage Site (WHS), creating a highly visible operation in the country. Specifically, this program aimed to attract new residents and commercial activities, restore its cultural heritage value, reduce traffic congestion, and strengthen the institutional framework for sustainably managing its development. As of June 2022, it has been successfully implemented, meeting major milestones. These include the development of a Parking Policy and the reconstruction of the Parliament building. Additional activities include the restoration of four historic buildings and the redesign of the iconic Waterfront.

As a result of these achievements, the Government of Suriname has requested the development of a second phase of the PURP to support the revitalization process of Paramaribo's WHS through the enhancement of its built environment in collaboration with the private sector that promotes

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<sup>9</sup> [Available.](#)

<sup>10</sup> 3905/OC-SU for US\$20million.

resilient and eco-efficient interventions with universal accessibility, gender empowerment, and cultural adaptation.

To assess this second phase, the IDB will develop a series of consultancies which aim to provide the GoS with the needed instruments and recommendations to successfully revitalize the historic city. Through the implementation of the first phase of the PURP SU-L1046, the team identified the need to provide

Instruments to incentivize the private sector participation in the efforts of revitalization., Through the study of global best practices cases, the need for clear and transparent business policies, including those of land tenure and real estate.

The world heritage site spans 48 hectares and an additional 52 hectares included in the buffer zones. Within the core area, 136 of the buildings are considered monumental with varying levels of deterioration. Furthermore, over 50% of the buildings are possession of the Government of Suriname. This has led to strong fiscal demands on budgets to maintain and preserve the historic structures. Additionally, it has led to the predominant use of the area be office spaces, severely hindering the city's ability to stimulate an active, lively historic center after work hours.

**The team's mission:** The Inter-American Development Bank (IDB) has over 40 years of experience supporting national and subnational governments in the conservation and revitalization of urban heritage and has invested approximately US\$900 million through more than 70 projects. The central principle of these efforts is the promotion of heritage conservation and revitalization as a catalyst for economic and social progress, and to strengthen cultural identity and sustainable and equitable urban development.

The IDB's experience and contribution has been key in terms of revitalizing cultural heritage in LAC cities. The central principle of the IDB's efforts as a strategic partner of the countries of the region has been the promotion of the preservation of heritage and its enhancement as a catalyst for economic and social progress, and as a means to strengthen cultural identity. and the sense of place. Through the work carried out and the successes and lessons learned, the IDB has positioned itself as a leader and a qualified reference in the preservation and enhancement of the region's cultural heritage.

The bank is currently in the preparatory phase of the investment loan SU-L1068 "Paramaribo Urban Rehabilitation Program Phase 2". This operation will aim to continue to support the socio-economic revitalization process of Paramaribo's World Heritage Site and it's surrounding areas building off of the efforts carried out by the Paramaribo Urban Rehabilitation Program (SU-L1046), with an estimated budget of \$30 million.

**What you'll do:**

To this extent, the current consultancy aims to develop a proposal and accompanying implementation roadmap for alternative forms of land tenure and real estate which incentivize private and non-governmental possession and/or occupation for economic development within the Historic City Center.

To achieve this objective, the following tasks are required, namely:

1. The consultant will conduct inception meetings with the technical team (PIU, IADB) and partners upon commencement of the project to (i) review the process for conducting all activities within the project, (ii) determine roles and responsibilities, (iii) discuss the basis on which this work will be implemented, and (iv) finalize the work plan and timetable to include measures for demonstrating enhanced capacity among key stakeholders.
2. A draft work plan and report on the outcome of the inception meeting will be prepared by the Consultant to be reviewed and commented on by the technical team.
3. Submit Final Inception Report with comments included.

### **Assessment document**

- In coordination with the IDB, the PURP PIU and other relevant actors, the consultant will identify the forms of land tenure existing within the WHS boundary (i.e. government ownership, lease, etc)
- The consultant will review current land tenure forms within the boundaries of the World Heritage Site, identifying its main characteristics and function mechanisms. The consultant must conduct a detail revision of the existing legal instruments such as laws and regulations regarding land ownership, subdivision, inheritances, rental, leasing, and others within Suriname. This revision must keep in mind the UNESCO designation to the properties and highlight if this designation constrains or limits the forms of land tenure.
- Assess the opportunities and challenges the current context represents for the following five categories: local private sector, international private sector, local CBO's/NGO's, international CBO'S/NGO;s, to participate within the current scheme. This assessment should include an analysis on the level of ease in which each of the categories can access land, the level of transparency and cost, the uses that can be allotted and the constraints that can happen. This assessment should also highlight the level of inclusion the current context offers for female led organizations, people with disabilities as well indigenous and afro-descendent populations.
- Deliver assessment document

### **Alternatives Document**

- Based on the previous review, the consultant will compile case studies identifying success factors, management and implementation instruments, and the legal and operational mechanisms to ensure their success.
- In coordination with the IDB, PIU and other relevant actors such as the Ministry of Finance and Planning, Ministry of Spatial Planning and Environment and the Ministry of Public Works, identify key takeaways from the case studies to be incorporated in the proposal. Additionally, the consultant will work with the group to understand which would be the constraints and obstacles of adapting and implementing these practices in Paramaribo's WHS.
- Deliver the alternatives document

## Proposal Document

- Present a proposal on land tenure models which incentivize the participation of the targeted groups. Each model must detail its functioning form, the uses for which it is best suited and can thrive under, the benefits of offering this form of tenure, and the foreseeable challenges in implementing it. This proposal will clearly state the level of complexity for each of the targeted groups and explain how transparency can be obtained. It should also include how it will prove to be inclusive and address gender perspectives and access to indigenous and afro-descendent populations.
- The consultant will deliver the proposal document
- The Consultant will conduct a consultation with the relevant actors to present the proposed models, to receive feedback and adjust adequately. The group will in coordination pick two models proposed to be further detailed.
- Based on the decision, the Consultant in consultation with the relevant actors and any additional resources, will detail the implementation roadmap for the two models.
- Propose new land tenure models and the relevant changes which foster local and foreign investment. These proposals must also consider aspects of inclusion allowing for female participation, as well as afro-descendants and indigenous population access to participate in any of the proposed models.
- Delivery of the final proposal and roadmap document.

## **Deliverables and Payments timeline:**

The Consultant is required to submit to the technical team a Final Report. This report will be prepared to highlight the full gamut of work undertaken, noting the level of success and constraints in the methodologies used, the nature and quality of stakeholder participation, limitations in the scope of the consultations and meetings, any potential constraints which are anticipated in the deliverable's effective application and any other lessons learnt during the process. The deliverables are listed and detailed below:

- **Product 1:** Inception report: This includes the work plan and methodology for developing the consultancy. It will be the result of tasks 1 and 2 and will be delivered 20 calendar days after contract signing
- **Product 2:** Assessment document: Diagnostic product of the review of policies and the current regulatory framework corresponding to land tenure within the WHS. This report is the result of activities 4,5,6 and 7. To be delivered 60 calendar days after contract signing.
- **Product 3:** Alternatives report: This product should reflect activities 8 and 9, it should be delivered a maximum of 90 calendar days after contract signing.
- **Product 4:** Proposal report: This document will reflect activity 11 and be delivered no later than 140 calendar days after contract signing.
- **Product 5:** Final Report for the developing the Land Tenure Proposals and implementation roadmap. This document will cover the results of the activities, including



the tasks, and will contemplate the observations collected in the workshop with stakeholders and provided by the technical team. This document is the result of activities 13, 14, and 15. It is to be delivered 180 calendar days after contract signature.

### **QUALIFICATIONS:**

**Citizenship:** You are a citizen of one of our 48-member countries.

**Consanguinity:** You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.

**Education:** The consultant must have a Master's or PhD degree in law and land governance, spatial/regional planning, land tenure management, or any related field, for territories similar or more complex than the scope of this consultancy in Suriname.

**Experience:** have at least 10 years of experience in policy, research, projects, or programmes with an emphasis on urban development management and land rights and tenure. strategic projects aimed at building territorial models for territories similar or more complex than the scope of this consultancy in Suriname. Demonstrated knowledge of integrated land use planning, integrated landscape management, spatial planning, land value capture, or related fields. Experience working within UNESCO World Heritage Sites is a plus.

**Languages:** Fluent in English. Knowledge of Dutch is a plus

### **Core and Technical Competencies:**

- The consultant must have extensive experience of research, teaching and scientific production on issues of regional urban development and public policies, in particular, on Land Tenure, Land and Property Tax Policies (central object of study of these Terms of Reference).
- Experience in transdisciplinary work.
- Technical expertise in land tenure-related matters, such as land administration, land tenure policy, tenure regularization and mapping, etc.
- Experience in organizing participatory workshops and webinars, multi-stakeholder platforms, social media outreach, liaising with technical teams, and facilitation of consultations.
- Experience with report writing and consolidation of key lessons learned, with capacity to track results and provide relevant disaggregated data on stakeholder participation.

### **ABOUT THIS POSITION:**

- Type of contract and modality: PEC international
- Length of contract: 6 months
- Starting date:
- Location:
- Responsible person:

- Requirements: You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

## **WHAT WE OFFER**

Payment and Conditions: Your compensation will be determined in accordance with IDB policies and procedures. Based on these policies, we may contribute toward travel expenses.

Are you passionate about improving lives in LAC and you comply with the requirements and qualifications? **Apply!** Our Talent Acquisition Team reviews every application.

**CONTACT US:** [talentsourcing@iadb.org](mailto:talentsourcing@iadb.org)

## **FOLLOW US:**

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[https://twitter.com/the\\_IDB](https://twitter.com/the_IDB)

**COVID-19 considerations:** *The health and safety of our employees are our number one priority. As a condition of employment, IDB/IDB Invest requires all new hires to be fully vaccinated against COVID-19.*

## **Housing and Urban Development Consultancy for the economic evaluation for the Paramaribo Urban Rehabilitation Program (PURP) 2 (SU-L1068)**

**About us:** At the IDB, we're committed to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean.

We do more than lending though. We partner with our 48-member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

**Our culture:** Our people are committed and passionate about improving lives in Latin-America and the Caribbean, and they get to do what they love in a diverse, collaborative and stimulating work environment. We are the first Latin American and Caribbean development institution to be awarded the EDGE certification, recognizing our strong commitment to gender equality. As an employee you can be part of internal resource groups that connect our diverse community around common interests.

Because we are committed to providing equal opportunities in employment, we embrace all diversity and encourage women, the LGBTQ+ community, persons with disabilities, afro-descendants, and indigenous people to apply.

### **Background of this search:**

Established in 1959, the Inter-American Development Bank (IDB) is the main source of financing for economic, social, institutional development in Latin America and the Caribbean (LAC). It provides loans, grants, guarantees, policy advice and technical assistance to public and private sectors of its borrowing countries. The new Country Strategy (CS) with Suriname for the period 2021-2025, which aims to support the country's efforts to restore macroeconomic sustainability, promote private sector competitiveness and improve basic services and social protection.<sup>11</sup>

The Bank's support has set the basis for further modernization of the public sector and improved conditions for higher productivity, and it has established a framework for strengthening human capital. In the Housing and Urban Development area, a US\$20 million loan<sup>12</sup> was approved in 2017 for the urban rehabilitation of Paramaribo's historic center, a UNESCO World Heritage Site (WHS), creating a highly visible operation in the country. Specifically, this program aimed to attract new residents and commercial activities, restore its cultural heritage value, reduce traffic congestion, and strengthen the institutional framework for sustainably managing its development. As of June 2022, it has been successfully implemented, meeting major milestones. These include the development of a Parking Policy and the reconstruction of the Parliament building. Additional activities include the restoration of four historic buildings and the redesign of the iconic Waterfront.

As a result of these achievements, the Government of Suriname has requested the development of a second phase of the PURP (SU-L1068) to support the revitalization process of Paramaribo's

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<sup>11</sup> [Available.](#)

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WHS through the enhancement of its built environment in collaboration with the private sector that promotes resilient and eco-efficient interventions with universal accessibility, gender empowerment, and cultural adaptation.

With the objective to support the preparation and startup of the investment projects financed under the SU-L1068 program, the **Strengthening cultural heritage assets in Paramaribo and its surroundings** (SU-T1162) was created. This TC This will conduct studies, develop instruments and carry out training activities which will allow the country to effectively, efficiently and sustainably execute revitalization investments and projects financed by the Bank. Furthermore, it will define, through studies and assessments, the **technical**, economic, and financial feasibility of the SU-L1068, as well as detailing the environmental and social impacts it will have. The current consultancy falls within Component 2 of this TC.

### **The team's mission:**

The Inter-American Development Bank (IDB) has over 40 years of experience supporting national and subnational governments in the conservation and revitalization of urban heritage and has invested approximately US\$900 million through more than 70 projects. The central principle of these efforts is the promotion of heritage conservation and revitalization as a catalyst for economic and social progress, and to strengthen cultural identity and sustainable and equitable urban development.

The IDB's experience and contribution has been key in terms of revitalizing cultural heritage in LAC cities. The central principle of the IDB's efforts as a strategic partner of the countries of the region has been the promotion of the preservation of heritage and its enhancement as a catalyst for economic and social progress, and to strengthen cultural identity. and the sense of place. Through the work carried out and the successes and lessons learned, the IDB has positioned itself as a leader and a qualified reference in the preservation and enhancement of the region's cultural heritage.

The bank is currently in the preparatory phase of the investment loan SU-L1068 "Paramaribo Urban Rehabilitation Program Phase 2". This operation will aim to continue to support the socio-economic revitalization process of Paramaribo's World Heritage Site and its surrounding areas building off the efforts carried out by the Paramaribo Urban Rehabilitation Program (SU-L1046), with an estimated budget of \$30 million.

### **What you'll do:**

The specific objectives are: (i) determine the appropriate methodology to carry out the economic evaluation of the works to be financed under the program; (ii) coordinate the collection of information necessary to carry out a cost-benefit analysis of the works to be financed by the program; (iii) define the instruments and supervise and coordinate the field work to carry out socioeconomic surveys; and (iv) perform a cost-benefit analysis at the level of the works to be financed with the operation.

### **Output 1. Definition of the methodology for the economic evaluation of the program:**

Guide and define the key elements of the most appropriate methodology to evaluate projects. The consultant will be responsible for defining all the aspects involved in the economic analysis

and ensuring that the proposed methodology covers all the needs of the economic analysis of the projects to be financed by the operation.

In general terms, the methodology to be considered is the cost-benefit analysis in the sense of the economic theory of well-being, considering the flows of costs and benefits valued using social prices to determine the economic rate of return of the projects. The key elements of this approach are assumed to be known and are therefore not mentioned in these terms of reference. Given the nature of the projects that are expected to be financed by the program, the recommended methodology to carry out the cost-benefit analysis will be "Hedonic Prices", also considering the possibility of other complementary benefits associated with the impact of the project on activities of sightseeing. The specific guidelines must be adjusted according to the nature of the projects and the information available, in consultation and coordination with the IDB.

#### **Output 2. Data for estimating economic benefits**

Establish the data needs to estimate the economic benefits of each of the projects. These include the definition of the type of instruments that will be used to collect the information, and the identification of other data from primary or secondary sources that may be necessary.

#### **Output 3. Definition and design of a specific socioeconomic survey to carry out the estimates of a Hedonic Price Model and the supervision of its application.**

Guide and define the fundamental elements of the design of the questionnaires and the sample to be executed by a specialized firm to be hired. The consultant will be responsible for the terms of reference of said contract that includes the definition of all aspects of this task and ensure that the information collected covers all aspects necessary for the economic evaluation of the projects. The general methodology to be used and its application will be coordinated with the IDB. These aspects include the content of the questionnaire and the supervision of its application; the supervision and application of pilot surveys; analysis of the results of pilot surveys; supervision of sample design; and quality control of the database containing the survey results.

#### **Output 4. Cost-Benefit Analysis**

Carry out a cost-benefit analysis of the projects to be financed by the program based on the defined and agreed methodology

#### **Deliverables and Payments timeline:**

| # | Products  | Timeline                                | Amount                             |
|---|---|---|------------------------------------|
| 1 | Preliminary report: which will contain product 1: Definition of the methodology for the economic evaluation of the program and the Work Plan and Methodology for the consultancy. | 7 calendar days after contract signing  | 25% upon delivery of work plan     |
| 2 | Intermediate Report 1: which will contain output 2: The data for the estimation of the economic benefits  | 21 calendar days after contract signing | 20% upon delivery of final version |

| # | Products  | Timeline                                 | Amount                             |
|---|---|--|------------------------------------|
|   | consultancy.  |  |                                    |
| 4 | Intermediate Report 2: which will contain outputs 3 and 4, definition and design of a socioeconomic survey to make the estimates of a Hedonic Pricing Model and the supervision of its application and carry out a cost-benefit analysis of the projects. to be financed by the program based on the defined methodology. | 60 calendar days after contract signing  | 20% upon delivery of final version |
|   | Final Report: it will contain the activities of Supervision of the application of the socioeconomic survey and all the comments of the IDB and the counterpart to the intermediate report 2.  | 900 calendar days after contract signing | 35% upon delivery of final version |

#### **What you'll need:**

**Citizenship:** You are a citizen of one of our 48-member countries.

**Consanguinity:** You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.

**Education:** University degree in economics, project management, engineering or similar

**Experience:** proven experience in the economic evaluation of infrastructure projects and urban services and a minimum of 10 years of experience in the preparation and evaluation of projects. of this consultancy.

**Languages:** Excellent English writing and speaking. Knowledge of Dutch is a plus

**Core and Technical Competencies:** Project economic evaluation

#### **Opportunity Summary:**

- **Type of contract and modality:** PEC
- **Length of contract:** 3 months
- **Starting date:**
- **Location:** Hometown with 2 trips to Suriname to meet with authorities and conduct site visits.
- **Responsible person:** Housing and Urban Development Specialist

#### **WHAT WE OFFER**

**Payment and Conditions:** Your compensation will be determined in accordance with IDB policies and procedures. Based on these policies, we may contribute toward travel expenses.

Are you passionate about improving lives in LAC and you comply with the requirements and qualifications? **Apply!** Our Talent Acquisition Team reviews every application.

**CONTACT US:** [talentsourcing@iadb.org](mailto:talentsourcing@iadb.org)

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**COVID-19 considerations:** The health and safety of our employees are our number one priority. As a condition of employment, IDB/IDB Invest requires all new hires to be fully vaccinated against COVID-19.

## **Housing and Urban Development Consultancy to support the development of the project planning, monitoring and operational instruments for the Paramaribo Urban Rehabilitation Program (PURP) 2 (SU-L1068)**

### **About the IDB:**

At the Inter-American Development Bank, we are devoted to improving lives. Since 1959, we have been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48-member countries to provide Latin America and the Caribbean with ground breaking research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

### **Our culture:**

Our people are committed and passionate about improving lives in Latin America and the Caribbean, and they get to do what they love in a diverse, collaborative, and multicultural work environment. We are the first Latin American and Caribbean development institution to be awarded the EDGE certification, recognizing our strong dedication to gender equality. We encourage women, afro-descendants, Indigenous peoples, the LGBTQ+ Community, and persons with disabilities to apply. We will ensure that individuals with disabilities are provided reasonable accommodation to participate in the job interview process. If you are a qualified candidate with a disability, please e-mail us at [HRSC@iadb.org](mailto:HRSC@iadb.org) to request a reasonable accommodation to complete this application.

### **Background of this search:**

Established in 1959, the Inter-American Development Bank (IDB) is the main source of financing for economic, social, institutional development in Latin America and the Caribbean (LAC). It provides loans, grants, guarantees, policy advice and technical assistance to public and private sectors of its borrowing countries. The new Country Strategy (CS) with Suriname for the period 2021-2025, which aims to support the country's efforts to restore macroeconomic sustainability, promote private sector competitiveness and improve basic services and social protection.<sup>13</sup>

The Bank's support has set the basis for further modernization of the public sector and improved conditions for higher productivity, and it has established a framework for strengthening human capital. In the Housing and Urban Development area, a US\$20 million loan<sup>14</sup> was approved in 2017 for the urban rehabilitation of Paramaribo's historic center, a UNESCO World Heritage Site (WHS), creating a highly visible operation in the country. Specifically, this program aimed to attract new residents and commercial activities, restore its cultural heritage value, reduce traffic congestion, and strengthen the institutional framework for sustainably managing its development. As of June 2022, it has been successfully implemented, meeting major milestones. These include the development of a Parking Policy and the reconstruction of the Parliament building. Additional activities include the restoration of four historic buildings and the redesign of the iconic Waterfront.

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<sup>13</sup> [Available](#).

<sup>14</sup> 3905/OC-SU for US\$20million.



As a result of these achievements, the Government of Suriname has requested the development of a second phase of the PURP (SU-L1068) to support the revitalization process of Paramaribo's WHS through the enhancement of its built environment in collaboration with the private sector that promotes resilient and eco-efficient interventions with universal accessibility, gender empowerment, and cultural adaptation.

With the objective to support the preparation and startup of the investment projects financed under the SU-L1068 program, the **Strengthening cultural heritage assets in Paramaribo and its surroundings** (SU-T1162) was created. This TC This will conduct studies, develop instruments and carry out training activities which will allow the country to effectively, efficiently and sustainably execute revitalization investments and projects financed by the Bank. Furthermore, it will define, through studies and assessments the **technical**, economic, and financial feasibility of the SU-L1068, as well as detailing the environmental and social impacts it will have. The current consultancy falls within the Component 2 of this TC

**The team's mission:** The bank is currently in the preparatory phase of the investment loan SU-L1068 "Paramaribo Urban Rehabilitation Program Phase 2". This operation will aim to continue to support the socio-economic revitalization process of Paramaribo's World Heritage Site and it's surrounding areas building off of the efforts carried out by the Paramaribo Urban Rehabilitation Program (SU-L1046), with an estimated budget of \$30 million.

**What you'll do:**

**A. PLANNING INSTRUMENTS FOR THE SU-L1068 PROGRAM:** Based on the standards, methodologies and formats used by the Bank and, in accordance with the guidelines provided by the Project Team and based on the Project Results Matrix, prepare the instruments of its planning, which include the development of the following instruments:

- Preparation of the Project Execution Plan - PEP - which includes the definition of the schedule, planning matrix, cost table, multi-year financial plan and disbursement schedule.
- Preparation of the Annual Operating Plan (AOP) for Year 1 of Project execution
- Preparation of the global Procurement Plan (PP) of the Project.
- Initial information for the PMR.

**B. RISK MANAGEMENT OF THE SU-L1068 PROGRAM:** Based on the application of the IDB's "Risk Management for Projects with Sovereign Guarantee" (GRP) methodology, the following activities will be developed:

- Facilitate the project's risk management workshop for the identification and evaluation of SU-L1068 risks and the establishment of risk mitigation actions by the institutions involved.
- Prepare the corresponding spreadsheets including the registration and risk and probability factors, the risk assessment matrix, the risk mitigation matrix and Appendix II of the POD.

**C. OPERATING REGULATIONS FOR PROJECT SU-L1068:** Includes the preparation of the Operating Regulations for SU-L1068, taking into account general policies, regulations, institutional organization for the execution of the program, including the eligibility criteria for

projects, the definition of roles and responsibilities for the execution of the project, the description of the processes that will intervene in the execution of the program (planning, technical, fiduciary, administrative, environmental and social, and monitoring), adequate inter-institutional coordination. These Regulations are expected to serve as a Practical Guide for the Executing Agency. The content index of this document will be previously agreed upon with the Bank.

**Deliverables and Payments timeline:**

| # | Products  | Timeline   | Amount                             |
|---|---|--|------------------------------------|
| 1 | Work Plan   | 5 days after contract signing  | 20% upon delivery of work plan     |
| 2 | Planning Instruments that include the PEP and AOP of Year 1, PP, Schedule of disbursements, Information for the PMR | <ul style="list-style-type: none"> <li>• <u>First Version:</u> One week after the analysis mission.</li> <li>• <u>Final version:</u> includes the adjustments made after the Bank's internal review</li> </ul> | 30% upon delivery of final version |
| 3 | Risk matrixes in Excel and POD Appendix II format   | <ul style="list-style-type: none"> <li>• <u>First Version:</u> One week after the analysis mission.</li> <li>• <u>Final version:</u> includes the adjustments made after the Bank's internal review</li> </ul> | 30% upon delivery of final version |
| 4 | SU-L1068 Project Operational Rules  | <ul style="list-style-type: none"> <li>• <u>First version:</u> ten days after the analysis mission.</li> <li>• <u>Second version:</u> 120 days after contract signature.</li> </ul>                            | 20% upon delivery of final version |

**Qualifications:**

- **Citizenship:** You are a citizen of one of our 48-member countries.
- **Consanguinity:** You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.
- **Education:** University degree in business administration, accounting, economics, project management, engineering or similar.
- **Experience:** 2 years of experience in areas of process evaluation, internal control, institutional and organizational management. Experience in similar projects and knowledge in planning instrument methodology of this consultancy.

- **Languages:** Excellent English writing and speaking.
- **Core and Technical Competencies:** Orientation towards the achievement of results; Analytical capacity, synthesis and document writing. Work in multicultural and multidisciplinary teams. Training capabilities and expertise to make presentations.

**About this position:**

- **Type of contract:** PEC international.
- **Length of contract:** 4 months.
- **Starting date:**
- **Location:** Hometown with 3 trips to Suriname.
- **Responsible person:** Housing and Urban Development Specialist.

**What we offer:**

Payment and Conditions: Your compensation will be determined in accordance with IDB policies and procedures. Based on these policies, we may contribute toward travel expenses.

Are you passionate about improving lives in LAC and you comply with the requirements and qualifications? **Apply!** Our Talent Acquisition Team reviews every application.

**CONTACT US:** [talentsourcing@iadb.org](mailto:talentsourcing@iadb.org)

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[https://twitter.com/the\\_IDB](https://twitter.com/the_IDB)

**COVID-19 considerations:** The health and safety of our employees are our number one priority. As a condition of employment, IDB/IDB Invest requires all new hires to be fully vaccinated against COVID-19.

## **TERMS OF REFERENCE**

### **Consultancy for the development of the environmental and social impacts assessment of projects financed by SU-L1068 to comply with the IDB's ESG policy**

Suriname

ATN

SU-T1162

[Web link to approved document]

*Strengthening Cultural Heritage Assets in Paramaribo and Surroundings*

#### **1. Background and Justification**

- 1.1. Established in 1959, the Inter-American Development Bank (IDB) is the main source of financing for economic, social, institutional development in Latin America and the Caribbean (LAC). It provides loans, grants, guarantees, policy advice and technical assistance to public and private sectors of its borrowing countries. The new Country Strategy (CS) with Suriname for the period 2021-2025, which aims to support the country's efforts to restore macroeconomic sustainability, promote private sector competitiveness and improve basic services and social protection.<sup>15</sup>
- 1.2. The Bank's support has set the basis for further modernization of the public sector and improved conditions for higher productivity, and it has established a framework for strengthening human capital. In the Housing and Urban Development area, a US\$20 million loan<sup>16</sup> was approved in 2017 for the urban rehabilitation of Paramaribo's historic center, a UNESCO World Heritage Site (WHS), creating a highly visible operation in the country. Specifically, this program aimed to attract new residents and commercial activities, restore its cultural heritage value, reduce traffic congestion, and strengthen the institutional framework for sustainably managing its development. As of June 2022, it has been successfully implemented, meeting major milestones. These include the development of a Parking Policy and the reconstruction of the Parliament building. Additional activities include the restoration of four historic buildings and the redesign of the iconic Waterfront.
- 1.3. These outcomes have led to increasing interest from both the public and private sector to participate in the revitalization process of the Historic City. As a result, the government has requested a second phase of a PURP (SU-L1068), which will aim to provide enhance the city's built environment in collaboration with the private sector to create a resilient, eco-efficient, inclusive destination for leisure, recreation, tourism, commerce, office, and residential use.

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<sup>15</sup> [Available](#).

<sup>16</sup> 3905/OC-SU for US\$20million.

- 1.4. With the objective to support the preparation and startup of the investment projects financed under the SU-L1068 program, the **Strengthening cultural heritage assets in Paramaribo and its surroundings** (SU-T1162) was created. This TC This will conduct studies, develop instruments and carry out training activities which will allow the country to effectively, efficiently and sustainably execute revitalization investments and projects financed by the Bank. Furthermore, it will define, through studies and assessments the **technical**, economic, and financial feasibility of the SU-L1068, as well as detailing the environmental and social impacts it will have. The current consultancy falls within the Component 2 of this TC.

## 2. Objectives

- 2.1. Objective #1: Develop the Environmental and Social Analysis (ESA), with its respective Environmental and Social Management Plan (ESMP) of the comprehensive projects identified in the loan in compliance with the IDB's safeguard policies. The specific objectives are: i) to develop a socio-environmental diagnosis through interviews and secondary information on the intervention areas; ii) develop the evaluation of social and environmental impacts, both positive and negative, of each of the projects, distinguishing between direct, indirect and cumulative, for the construction and operation stages; iii) propose and develop the necessary management measures and management plans in order to enhance the identified positive impacts and mitigate the negative ones, following the hierarchy of mitigation; iv) propose the necessary monitoring measures for each of the projects.
- 2.2. Objective #2: Develop the Strategic Environmental and Social Assessment (EASE) and Environmental and Social Management Framework (ESMF) of the Program in compliance with IDB safeguard policies. The specific objectives are: i) to carry out a diagnosis of the key social and environmental issues related to the Program; ii) identify the potential negative impacts and risks of the entire Program (social and environmental impacts, distinguishing between direct, indirect and cumulative, for the construction and operation stages), as well as the positive impacts; iii) propose criteria for the selection and exclusion of projects in compliance with the Bank's safeguards; iv) define and detail the environmental and social management process of the entire Program during the execution stage (requirements, organizational structure, persons in charge, times, etc.), covering the entire cycle of each project (from the "eligibility" phase , covering the "implementation" and "monitoring" phases of each one), and translating it into an Environmental and Social Management Framework (ESMF), including recommendations and strategic conclusions; v) design frameworks and management guidelines for the entire Program that address the main impacts identified; and vi) develop a socio-environmental monitoring system for the entire Program.
- 2.3. Objective #3: Support the executing agency in the development of public consultation events in compliance with Bank policies, one for each project in the sample, and prepare the respective consultation reports. The objective of each consultation is to present to the population and other interested parties the project, its potential environmental and social impacts and the planned mitigation measures and plans; respond to questions and

concerns; collect their suggestions and, if they are pertinent, incorporate them into the project.

### **3. Scope of Services**

- 3.1. Comply with the environmental and social safeguards of the IDB, and for this it is necessary to develop the Environmental and Social Analysis (ESA), with its respective Environmental and Social Management Plan (ESMP) of the comprehensive projects in the 3 prioritized destinations of the Program, as well as the development of a Strategic Environmental and Social Assessment and Environmental and Social Management Framework that provides the socio-environmental management guidelines for all the works to be financed as part of the Program.

### **4. Key Activities**

- 4.1. Review the background and pertinent documents related to the conceptual logic of the Program, as well as all relevant existing socio-environmental information.
- 4.2. Review documentation of operations financed by the Bank related to the project (SU-L1046, SU-T1162, etc.)
- 4.3. Review the IDB's Safeguard Policies and identify the requirements applicable to the Project, as well as the actions necessary to ensure compliance. Special consideration will be given to the Environment Policy (OP-703), the Operational Policy on Gender Equality in Development (OP-761), the Policy on Indigenous Peoples (OP-765), Disclosure of Information (OP-102), and Disaster Risk Management (OP-704).
- 4.4. Participate in person in the relevant meetings during three missions, identification, orientation and analysis, of the Bank in Paramaribo. During the identification mission, a work plan proposal should be discussed, during the orientation mission progress of the studies, and during the analysis mission a presentation of the main findings and conclusions of the studies.
- 4.5. Compile the primary information necessary to achieve the objectives of the consultancy through field visits in the areas of intervention of the projects of the sample, as well as conducting meetings and interviews with authorities, officials, and beneficiaries of the Program.
- 4.6. Activity #1: Preparation of the Work Plan:
  - For the elaboration of the Work Plan, it is expected that the firm carry out a review of previous bibliographic information, including the documents indicated in the previous paragraphs. Likewise, it is expected that in this first stage initial meetings will be held with the Executing Unit (PURP PIU), in order to collect the necessary information that will allow the development of a detailed Work Plan in accordance with the context of the Program.
  - At a minimum, the Work Plan must contain:
    - Specific methodologies to employ during each of the key activities proposed in these TORs.

- Detailed table of content for each of the products to be presented (see section IV).
- Logistics required for the development of each of the key activities
- Additional information requirements
- Detailed schedule of activities and delivery of products (based on the provisions of sections IV and V).
- Coordination mechanisms with the Bank and Executing Unit.

**4.7. Activity #2: Development of the AAS and PGAS of the projects of the sample, it includes:**

- Introduction and background.
- Regulatory framework:
  - Identification of applicable IDB safeguard policies and explanation of their application to the Program.
  - Identification of the national legislation applicable to the environmental and social evaluation procedures and to the comprehensive projects of the Program. Specify the type of environmental assessment required to comply with national regulations, detailing category, process, times, information requirements, among others. These studies will not be developed as part of this consultancy.
  - Identification of possible gaps between the requirements of IDB policies and those of national legislation.
- Description of works: Description of the projects and activities and processes that are part of the construction and operation of each of the works included in them. Present the information in a differentiated way by destination.
- Diagnosis of minimum key social, environmental, and physical issues, through secondary information, interviews, and reconnaissance visits, of the intervention areas of each of the comprehensive projects. Present the information in a differentiated way by destination, including:
  - Environmental diagnosis: (i) Description of the area of influence where the works will be carried out, describing its current key environmental conditions (biological, physical and chemical). This characterization must include the corresponding delimitation of both the Area of Direct Influence (ADI) and the Area of Indirect Influence (AII) of the projects; (ii) Protected areas ("critical habitats"): Following the provisions of Directive B9 of IDB policy OP-703, include in the analysis the location of works based on protected areas and areas of international importance (p. IBAs, RAMSAR wetlands, KBAs, AZEs, etc.). Include maps that show the location of critical habitats based on the footprint of the interventions.
  - Socio-economic diagnosis: (i) Mapping and analysis of key institutional, social and private sector actors present in the area of influence and other stakeholders

in the project, including social and environmental organizations at the local and national levels; (ii) Definition of AID and All, in order to identify population.

- Assessment of impacts and risks. Present the information in a differentiated way by destination, including:
  - Identify and characterize the potential environmental and social impacts and risks of all the works of each comprehensive project (distinguishing between direct, indirect and cumulative), both negative and positive for the construction, operation and closure stages, using a specific quantitative methodology appropriate (e.g. RIAM matrix). Consider both the construction and operation of the works, as well as the associated facilities (water treatment, electrical connection, etc.).
  - “Critical habitats”: highlight in the analysis the potential impacts on critical habitats located within the AID and All of all the works of each comprehensive project (following the guidelines of B9 of OP-703). Based on this assessment, explicitly confirm the following: (i) potential conversion or significant degradation of the corresponding critical habitats; (ii) potential NO significant conversion or degradation of the corresponding critical habitats.
  - Identification of risks associated with natural disasters.
  - Analyze possible temporary or permanent economic impacts caused by the project.
  - Analyze risks and potential negative impacts on indigenous populations, if their presence is identified in the area of influence of the works of each comprehensive project.
- Environmental and Social Management Plan. Present the information in a differentiated way by destination, including:
  - Based on the impacts and risks identified, design measures that contribute to potentiating positive impacts, and avoiding, reducing, mitigating and/or compensating negative impacts, based on the framework of the mitigation hierarchy, considering compliance of the Bank's safeguard policies. A clear relationship between the specific work of the comprehensive project – potential impact – proposed mitigation measure – and the applicable IDB safeguard policy should be outlined.
  - Critical habitats: based on the results of the impact assessment (conclusion of significant degradation/conversion or not of critical habitats), propose the necessary measures to manage the corresponding impacts following the mitigation hierarchy. If the existence of a significant conversion is determined, the consultant must propose alternatives in terms of location and/or design.
  - Development of management plans and specific environmental and social management measures according to the impacts identified. Among the plans and measures to be considered, as appropriate, are: (i) consultation and community participation plan, both for the preparation phase of the AAS and for the



implementation of the project; (ii) mechanism for receiving complaints and claims; (iii) Plan for the Restoration of Livelihoods, in the event that the project causes economic, temporary or permanent displacement of the population; (iv) Plan for Restitution of Rights of Way; (v) Indigenous Peoples Plan, in case the presence of indigenous peoples is identified; (vi) flora and fauna rescue and relocation plan; (vii) management plan to increase tourist flow, where the works increase tourist flow to protected areas; (viii) contingency plan; (ix) Critical habitat impact mitigation plan; (x) health and safety plan at work; (xi) natural disaster management/emergency response plan; (xii) protocol for managing chance finds; (xiii) Identification of dump areas and authorization of construction material storage areas; (xiv) solid waste management plan and its due treatment and final disposal; (xv) Hazardous materials management and pollution prevention plan; etc.

- Include implementation schedule for each of the proposed measures and define responsibilities and approximate costs.
- Monitoring plan: Design a socio-environmental monitoring system for each destination, including the definition of environmental and social indicators, frequency and means of measurement, responsibilities, and costs. Such indicators must be feasible to collect and measure at a reasonable cost.
- Recommendations and conclusions: Finally, develop general recommendations and conclusions based on the analysis developed.

**4.8. Activity #3: Development of the Strategic Environmental and Social Assessment (EASE) and Environmental and Social Management Framework (ESMF):**

- Describe the main technical characteristics of the Program's interventions and detail types of projects to be financed.
- Provide a general description of the key characteristics of the environmental and social context of the Program intervention areas and provide a summary of the main expected environmental and social impacts. Also define common mitigation measures to manage such impacts.
- Describe the organizational and regulatory structure (legal framework) for the execution of the Program.
- Assess the institutional capacity linked to the proper management of social and environmental issues of the Program and propose capacity building measures for its proper execution.
- Propose criteria for selection and exclusion of projects in compliance with the Bank's safeguards.
- Define and detail the environmental and social management process of the entire Program during the execution stage (requirements, organizational structure, persons in charge, times, etc.), covering the entire cycle of each project (from the "eligibility" phase, covering the "implementation" and "monitoring" phases of each). Include: (i)

an "environmental and social project eligibility sheet", and (ii) the list of the key environmental and social requirements for the comprehensive project to be financed, according to the type and level of expected impact thereof, in compliance with both national regulations and IDB policies;

- In relation to point (ii) of the previous item, design management frameworks that describe the minimum and main guidelines that the environmental and social requirements identified for each sub-project must address. It includes, for example: (i) claims attention framework and conflict resolution; (ii) guidelines for the development of public consultations and citizen participation; (iii) guidelines for proper management of increased tourism; (iv) critical habitat management framework, (v) hazardous materials management and pollution prevention framework; etc.
- Develop a socio-environmental monitoring system for the entire Program, which includes the proposal of specific indicators.
- Finally, propose recommendations and strategic conclusions for the entire Program based on the analysis developed.

**4.9. Activity #4: Support in public consultation events: For each of the projects in the sample, in compliance with IDB policies:**

- Consultation Plan, including: (i) mapping of stakeholders (municipal and national authorities, institutions, social organizations active in the project area) and affected population; (ii) proposal of the most appropriate consultation methods based on the characteristics of the project and the sociocultural context; (iii) proposal of number of events, places, days. If indigenous peoples are identified in any of the intervention areas, a separate section must be dedicated within the Consultation Plan and the guidelines of IDB Policy OP-765 must be applied.
- Preparation of presentation materials of the sub-project, its potential environmental and social impacts and proposal of mitigation measures. These materials will be used during the consultation event with the population potentially affected by the subproject and other actors, so they must be understandable to the general public.
- Participation in the consultation event.
- Update of the PGAS in accordance with the recommendations of the consultation event, if applicable.
- Preparation of the consultation report.

**5. Expected Outcome and Deliverables**

- 5.1.** As a result, a final document is expected that includes the development of the Environmental and Social Analysis (ESA), with its respective Environmental and Social Management Plan (ESMP) of the projects in the Program, as well as the development of a Strategic Environmental and Social Assessment and Environmental and Social Management Framework that provides socio-environmental management guidelines for all the works to be financed as part of the Program.

## **6. Project Schedule and Milestones**

| <b>Products</b>   | <b>Milestones</b>   |
|---|---|
| P1. Work Plan including the specific content tables for products P2, P3 and P4. | One week after the identification mission.                        |
| P2.1. AAS+PGAS of the projects – DRAFT VERSIÓN                                  | 2 months after the delivery of the detailed Project information   |
| P2.2. AAS+PGAS of the projects – Publishable version                            | 2 weeks after comments received from IDB and EA                   |
| P2.3. AAS+PGAS – FINAL Version  | 1 month after the analysis mission                                |
| P3. EASE y MGAS – Draft   | 2.5 months after the delivery of the detailed Project information |
| P3. EASE y MGAS – Publishable   | 1 week after comments received from IDB and EA                    |
| P3. EASE y MGAS – Final   | 1 month after the analysis mission                                |
| P4. Consultation process report   | 2 weeks after the events.   |

## **7. Reporting Requirements**

**7.1.** The consultant must present the following products, corresponding to each of the 4 key activities identified:

- Product #1: Work Plan
- Product #2: AAS and PGAS of the 3 comprehensive projects
- Product #3: EASE and ESMF Report of the Program
- Product #4 Report of the 3 consultation events.

**7.2.** Products 2 and 3 consist of the delivery of 3 versions: draft version, “publishable” version and final version. After the draft versions have been delivered, an iterative process of internal review and elaboration of comments by the Bank will begin, and their review by the consultant, until obtaining versions that can be considered "publishable" on the website. from the bank. These versions will be shared and reviewed by the Executor before publication. As necessary, these versions will be later supplemented (including the results of the consultation reports) and the final versions will replace those initially published.

**7.3.** All the products to be delivered will be accompanied by the corresponding charts, tables, figures and photographs, which help to better interpret the information generated. All documents will be prepared in English, in an editable file (preferably Word), in A4 format and the figures in A3 format. The specific format and content of each product must be

previously agreed upon with the Bank.

**7.4.** Duration of the contract: 9 months

**7.5.** Place(s) of work: External Consultancy, the consultancy will be carried out in the City of Paramaribo Suriname

## **8. Acceptance Criteria**

**8.1.** Deliverables will be accepted after verification and approval by the contract supervisor and the Environmental and Social safeguards specialist of the IDB. Approval will be done via email.

## **9. Other Requirements**

**9.1.** The company must have experience in Suriname or the region and have a local team of specialists.

**9.2. Company Education and Experience:** Higher education in science, engineering, environmental, or similar; Minimum experience of 10 years in conducting environmental and social assessments; Knowledge of current environmental and social legislation and regulations in Suriname; Knowledge of the norms and procedures in social and environmental matters of the IDB and/or other multilateral organizations is highly desirable.

**9.3.** Languages: Excellent written and spoken abilities in English and Dutch

**9.4.** General and technical skills: Orientation towards the achievement of results; Analytical capacity, synthesis and document writing. Work in multicultural and multidisciplinary teams. Training capabilities and expertise to make presentations.

## **10. Supervision and Reporting**

**10.1.** Tatiana Kopelman, specialist in the Housing and Urban Development division, will be the person in charge of authorizing and approving the reports, documents, works and will make comments or change instructions to the selected firm.

## **11. Schedule of Payments**

**11.1.** Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.

**11.2.** The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

| <b>Payment Schedule</b> |          |
|-------------------------|----------|
| <b>Deliverable</b>      | <b>%</b> |
| 1. Work Plan            | 10%      |

| <b>Payment Schedule</b>                 |             |
|---|-------------|
| 2. P2.1 AAS+PGAS<br>Publishable Version | 20%         |
| 3. P2.2 AAS +PGAS Final<br>version      | 20%         |
| 4. P3 EASE +MGAS<br>Publishable Version | 20%         |
| 5. P3 EASE +MGAS Final<br>Version       | 20%         |
| 6. Consultation report                  | 10%         |
| <b>TOTAL</b>                            | <b>100%</b> |