



# Board of Executive Directors

For consideration

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**To:** The Board of Executive Directors  
**From:** The Secretary  
**Subject:** Mexico. Nonreimbursable technical-cooperation funding for a strategic plan for revitalizing the Historic Center of Veracruz

**Basic** Executing agency ..... Inter-American Development Bank  
**Information:** Amount ..... up to US\$1,320,000 or its equivalent  
Source ..... Japan Special Fund

**Inquiries to:** Ms. Catherine J. Fox (extension 1323)

**References:** AT-1046-4(11/95), GN-1838-1(7/94), DR-398-5(5/03)

**Other**  
**distribution:** Representative in Mexico

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK

**MEXICO**

**PLAN OF OPERATIONS**

**STRATEGIC PLAN FOR REVITALIZING THE  
HISTORIC CENTER OF VERACRUZ**

**(ME-T1028)**

This document was prepared by the project team consisting of: Catherine Fox (RE2/SO2), Project Team Leader; Carolina Piedrafita and Claudia Cox (RE2/SO2); Eduardo Rojas (SDS); Francisco Bustamante and Sergio Urrea (COF/CME), and Maristella Aldana (LEG/OPR).

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## **APPENDICES**

Proposed resolution

## **BASIC SOCIOECONOMIC DATA**

For basic socioeconomic data, including public debt information, please refer to the following address:

[http://www.iadb.org/res/externallink\\_list.cfm?language=en&parid=1&item1id=1&detail=Box1#b1](http://www.iadb.org/res/externallink_list.cfm?language=en&parid=1&item1id=1&detail=Box1#b1)

## **INFORMATION AVAILABLE IN THE RE2/RE2 FILES**

### **PREPARATION:**

1. Executive order designating a specified section of the city and port of Veracruz, in the municipality of Veracruz, state of Veracruz-Llave, a historic monument zone (published in Official Gazette of Mexico on 1 March 2004).
2. Executive order providing tax incentives for restoration or rehabilitation of properties in historic monument zones in the city of Mérida, state of Yucatán; in the city of Morelia, state of Michoacán, and in the city and port of Veracruz, municipality of Veracruz, state of Veracruz-Llave.

### **IMPLEMENTATION:**

3. Terms of Reference 1. Component 1. Economic studies
4. Terms of Reference 2. Component 1. Urban planning and infrastructure studies (tentative)
5. Terms of Reference 3. Component 1. Social planning studies (tentative)
6. Terms of Reference 4. Component 1. Communication strategy
7. Terms of Reference 5. Component 2. Design of tripartite executing body
8. Terms of Reference 6. Component 2. Startup of tripartite executing body
9. Terms of Reference 7. Component 2. Monitoring and evaluation system
10. Terms of Reference 8. Component 3. Contracting of the Secretary of the technical cooperation operation
11. Terms of Reference 9. Component 3. Historical heritage inventory of the old city core
12. Terms of Reference 10. Component 3. Heritage conservation plan
13. Terms of Reference 11. Component 3. Support for Historic Center Department's one-stop access center

## **ABBREVIATIONS**

API	Administración Portuaria Integral (Port Authority)
BANOBRAS	Banco Nacional de Obras y Servicios Públicos
DCH	Historic Center Department, Veracruz Municipal Government
FORTEM	Program for the Strengthening of States and Municipalities
INAH	Instituto Nacional de Antropología e Historia [National Institute of Anthropology and History]
JSF	Japan Special Fund
TC	Technical cooperation

**STRATEGIC PLAN FOR REVITALIZING THE HISTORIC CENTER OF VERACRUZ  
(ME-T1028)**

**EXECUTIVE SUMMARY**

<b>Beneficiary:</b>	Municipality of Veracruz.						
<b>Team members:</b>	Catherine Fox (RE2/SO2), Project Team Leader; Carolina Piedrafita and Claudia Cox (RE2/SO2); Eduardo Rojas (SDS); Francisco Bustamante and Sergio Urrea (COF/CME), and Maristella Aldana (LEG/OPR).						
<b>Executing agency:</b>	Municipality of Veracruz, with support from the Bank.						
<b>Beneficiaries:</b>	The consensus strategic plan and creation of a tripartite executing body will be the foundation for a comprehensive socioeconomic revitalization project in Veracruz's port-city setting. Revitalization of the city's historic core also will further federal government efforts to promote and better capitalize on Mexico's tourism potential and thereby enhance national economic growth prospects.						
<b>Sources of financing:</b>	<table> <tr> <td>IDB (JSF):</td><td>US\$1,320,000</td></tr> <tr> <td>Local:</td><td>US\$ 330,000</td></tr> <tr> <td>Total:</td><td>US\$1,650,000</td></tr> </table>	IDB (JSF):	US\$1,320,000	Local:	US\$ 330,000	Total:	US\$1,650,000
IDB (JSF):	US\$1,320,000						
Local:	US\$ 330,000						
Total:	US\$1,650,000						
<b>Objectives:</b>	Develop a strategic plan and create a tripartite executing body as foundations for the design of a comprehensive project to revitalize the historic center of Veracruz in the metropolitan port-city environment.						
<b>Implementation timetable:</b>	<table> <tr> <td>Implementation period:</td><td>24 months</td></tr> <tr> <td>Disbursement period:</td><td>30 months</td></tr> </table>	Implementation period:	24 months	Disbursement period:	30 months		
Implementation period:	24 months						
Disbursement period:	30 months						
<b>Special contractual conditions:</b>	In addition to the general conditions, as a condition precedent to the first disbursement, invitations must have been extended to the initial members of the Technical Committee, and the invited candidates must have agreed to serve on the Committee (see paragraph 4.5).						
<b>Exceptions to Bank policy:</b>	None.						

**Environmental and social review:**

The Committee on Environment and Social Impact (CESI) reviewed this technical cooperation operation on 6 April 2007. The operation poses no risks of adverse environmental or social impacts (see paragraphs 7.1 and 7.2).

**Coordination with other official financial institutions:**

N/A.



## **I. FRAME OF REFERENCE AND RATIONALE**

- 1.1 The five-century-old city of Veracruz dates back to the year 1519 when the Spanish expedition captained by Hernán Cortés made landfall in Mexico, on the shores of what is now the state of Veracruz. A number of invasions over the centuries left an imprint on the city's architecture and cultural mosaic. Veracruz's historic heritage, music, and carnival and its people give it a distinctive identity within Mexico. By 2005 estimates, the Municipality of Veracruz is home to a population of about 600,000. Almost one quarter (23%) of all Mexican port traffic moves through the Veracruz harbor—some 17 million tons a year of a vast range of cargo types—which makes Veracruz one of the nation's busiest seaports.
- 1.2 Veracruz's 198.74-hectare historic center has 14,769 residents and a daily floating population of 150,000. What was traditionally a vibrant residential and commercial zone has been losing residents and businesses to newer suburbs. Though not derelict, the historic center in 2007 does show signs of steady deterioration. Streets are clogged and there is not enough parking for private vehicles, so traffic congestion hinders downtown access. Some city infrastructure services (drainage, electric system) are antiquated and conditions in streets and city markets are unhygienic. These factors have contributed to: (i) a 2.6% annual out migration rate of Veracruz residents, a trend that has held for 10 years; (ii) a decline in formal business activity coupled with a decline in quality of product and service offerings; (iii) deterioration of historic buildings and monuments; (iv) a burgeoning informal economy; and (v) underuse of historic-center museums and restaurants as tourist draws. A compounding factor is the absence of sustainable institutional and financial agreements to come up with a sound management arrangement for revitalizing the downtown core, which would outlive any one city administration's term in office. In a system where city officials change every three years, historic-core policies and priorities tend to shift as well.
- 1.3 A diverse and sometimes divergent set of interests are in play in Veracruz's historic center. The National Institute of Anthropology and History (INAH), a federal agency, monitors compliance with the monument-zone decree and the Federal Law regarding Historic Monuments and Zones, which governs more than 500 monuments and buildings of historic importance in old Veracruz. In a bid to extract maximum benefit from their holdings, owners of properties or businesses in the historic core want to subdivide them and/or adapt them to more modern residential and commercial uses. Though some owners do take out renovation permits, INAH policies are perceived as restrictive and in many cases are a disincentive to the use and conservation of historic buildings, which thus are left to deteriorate further. Consequently, many heritage and non-heritage buildings are vacant or neglected. The lack of investment in these center-city properties and establishments is exacerbated by the growing trend for locals and tourists to reside and shop in the close-by suburb of Boca del Río.

- 1.4 Another key federal government player is the Port Authority (API), a decentralized federal agency that manages the Port of Veracruz. The API occupies land that would give the historic downtown core sea access, enabling it to maximize its tourism potential. Architects and urban planners have blueprinted ways to integrate the port and the center, but not until recently has the API shown an inclination to donate part of this land to the municipality, as part of its northward expansion plan. In exchange, the API is asking for some piers to be lengthened and the former port storage facilities moved to a site yet to be negotiated. The federal government also owns the switching yard of the former railway station adjacent to the port, currently in the hands of a private concessionaire. Some of this land is sitting idle and could be used for property development and revitalization of the historic center.
- 1.5 Under the Veracruz State Constitution and the Municipality of Veracruz Act, the city government is empowered to regulate land use and traffic and transportation in the municipality, but the state government prescribes the taxes, fees and other levies whose proceeds comprise municipalities' finances. The State of Veracruz also approves municipal revenue ordinances.
- 1.6 Despite the diversity of interests in play, there have been improvements in the state of Veracruz's historic center. A 2004 presidential decree designating the old city core a historic monument zone made public funding available for heritage renovations and provided tax exemptions.<sup>1</sup> In 2005 the city government created the Property Commission and a Historic Center Department (DCH) at city hall. That same year saw the signing of two agreements with INAH, one to streamline the permitting system and other formalities, the other for joint oversight of the municipality's built heritage. The DCH was made lead agency for historic-center matters and was tasked with developing a blueprint for planning, improving, and revitalizing Veracruz's historic core, in concert with the state government and with INAH on behalf of the federal government. The DCH also codified rules and requirements regarding conservation of the historic center into a general ordinance that clarifies planning and development bylaws applying to that zone.
- 1.7 Several elements now are needed to build on these advances:
  - a. A strategic plan for revitalizing Veracruz's historic center, with a socioeconomic vision. Though the successful 2006 planning roadmap charts a target vision for the historic core as a newly vibrant, multifunctional city center, a companion social and economic strategy is needed to make that vision happen.

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<sup>1</sup> Incentives include: (i) direct income tax deduction of 100% of investments made in properties of historical value; (ii) up to 60% reduction in a property's value for property transfer tax purposes, on condition that the purchaser undertakes to rehabilitate the building; otherwise, the purchaser will be jointly and severally liable for any portion of the tax not paid by the vendor; and (iii) 90% reduction in asset tax for five years following a building's restoration or rehabilitation.

- b. A management apparatus for the revitalization effort, to enlist and coordinate the engagement of a host of government, business, and civil society stakeholders. This will enable comprehensive management of projects that come out of the strategic plan, more efficient use of public resources, and a process more immune to political cycles. The tripartite executing body arrangement being proposed to see the strategic plan realized would require: (i) a financing plan that would enable such a body to be self-sustaining; (ii) a communication and disclosure strategy to ensure the public understands the projects; and (iii) a monitoring and evaluation system to track the projects day to day and evaluate their impact.
  - c. Institutional strengthening of the DCH so it can work with more complete information on buildings and structures of historic value in the old downtown, and development and implementation of a flexible heritage conservation plan for this historic part of the city. This would be achieved by: (i) designing and conducting a detailed historic heritage inventory; (ii) charting a heritage resources development and conservation plan; and (iii) strengthening the DCH's one-stop access center to further streamline information services and the issuance of city construction permits and operating licenses for the historic center. At present the DCH does not have the information systems needed for this work.
- 1.8 To address the above-described issues, the Veracruz city government has requested technical and financial support from the Bank to: (i) develop a strategic plan and (ii) establish a tripartite executing body. Equipped with those resources the municipality can tackle a task that will extend over the long range and require funding beyond the technical cooperation grant proposed here, which ultimately could come from the Bank. In that eventuality the additional funds would be channeled through the Program for Strengthening of States and Municipalities (FORTEM) and its financial intermediary Banco Nacional de Obras y Servicios Públicos (BANOBRAS).

## **II. THE PROGRAM**

### **A. Objectives and description**

- 2.1 The objective of the proposed technical cooperation operation (TC) is to develop a strategic plan and create a tripartite executing body, as the foundation for a comprehensive initiative to revitalize the historic center of Veracruz in a metropolitan port-city environment (see logical framework in [Annex I](#)).

## **B. Components**

- 2.2 **Component 1. Strategic plan development.** The TC will finance design of the strategic plan and its companion action plan by commissioning studies on the economic and financial development potential of Veracruz's historic core along with urban planning studies of that part of the city. On the basis of the study findings, structuring projects for the plan can be developed to the prefeasibility level. The analytical work in the studies must take account of FORTEM requirements and include, where applicable, an environmental and social impact analysis of the specific projects and recommendations in that regard. As part of this component the TC will fund consulting services to develop a communication strategy for the revitalization initiative and associated materials.
- 2.3 **Component 2. Creation and startup of the tripartite executing body.** The TC will fund consultant services to examine alternative formats for a tripartite executing body to carry through the strategic plan, and propose the best design option. The government, private sector, and civil society partners in the tripartite body will have voting power under a governance structure that fairly shares decision capacity among key stakeholders over the life of the strategic plan. The proposal will delineate each actor's roles and responsibilities and suggest a sustainable financing mechanism in "with-FORTEM resources" and "without-FORTEM resources" scenarios, striving for maximum independence from city administrations. In addition, the TC will finance consulting services to examine real estate, urban development, social planning, and other issues to furnish technical assistance for the executing body's startup and during its first 12 months. As a further support for the tripartite body the TC will fund feasibility studies for projects that have the potential to spur economic development of the historic core, which the strategic plan will identify and prioritize. Such studies will include, as applicable, FORTEM technical requirements and an environmental and social impact analysis with recommendations. Financing also will be provided for consulting services to design and set up the monitoring and evaluation system for the revitalization effort and for equipment needed to put the system in place.
- 2.4 **Component 3. Institutional strengthening.** To bolster the DCH's capacity, funds are budgeted to engage an individual consultant to serve as Secretary of the TC, with responsibility for coordinating the strategic plan's development and the design and startup of the tripartite executing body. In addition, the Secretary will help the municipality with administrative tasks for the TC's implementation. Another facet of this component is funding for technical assistance to: (i) inventory the heritage resources of the historic center and purchase computer hardware to update and make optimal use of the inventory; (ii) design a conservation plan for the historic core, drawing on international experiences; and (iii) examine ways of improving the DCH's one-stop access center.

### III. COST AND FINANCING

- 3.1 The estimated cost of the TC project is US\$1,650,000, 20% (US\$330,000) of which will be covered by the local contribution—in-kind resources plus 15% value-added tax charged on the contracts. The Bank's contribution will be in the form of a Japan Special Fund grant of up to US\$1,320,000 (see Annex III, [Itemized budget](#)).

**Table III-1**  
**Cost table (US\$)**

<b>Expenditure type</b>	<b>JSF</b>	<b>Local</b>	<b>TOTAL</b>
Component 1. Development of strategic plan	386,650	46,950	433,600
Component 2. Creation and startup of executing body	637,000	92,550	729,550
Component 3. Institution-strengthening	276,350	6,345	282,695
• Contracting of TC Secretary (216,000)			
DCH salaries and supplies	-	184,155	184,155
Audit	20,000	-	20,000
<b>TOTAL</b>	<b>1,320,000</b>	<b>330,000</b>	<b>1,650,000</b>

### IV. PROJECT IMPLEMENTATION

#### A. Beneficiary and executing agency

- 4.1 The beneficiary and executing agency will be the Municipality of Veracruz. Mexico's Ministry of Finance also will sign the technical cooperation agreement with the Bank.

#### B. Project implementation and administration

- 4.2 The Municipality of Veracruz, in the person of the Mayor, will have responsibility for the TC's administration (see [Annex](#) for a detailed description of roles and responsibilities for the TC's implementation). However, as a support to the executing agency the Bank will contract a TC Secretary, by express request of the city's Historic Center Department (DCH) conveyed in a letter of 2 March 2007. The rationale for Bank (RE2/SO2) contracting of the TC Secretary is that this advisor must be able to coordinate the technical dialogue and dealings with government, business, and civil society stakeholders at every level, and hence have no particular political or administration affiliations.
- 4.3 The TC Secretary will assist the Mayor with the TC project's administration and technical supervision. The plan is to contract directly an architect/urban planning expert who has experience in historic-core revitalization, has a highly respected track record, and is moreover the Dean of Architecture of Mexico's Universidad Iberoamericana. The single-source selection method provided for in the Bank's

- consultant-contracting policy may be applied in this case because the qualifications of the aforementioned architect give him technical and institutional advantages and make him the only qualified person for the assignment. Specifically, this expert: (i) has technical and professional credibility with the DCH; (ii) is Mexican but not from Veracruz and can keep an apolitical dialogue flowing throughout the upcoming September electoral period; (iii) is able to call upon or seek the offices of the most senior government and private sector authorities; and (iv) is the organizer of the planned stakeholder event on 17 and 18 May (see paragraph 6.6), which will lay the groundwork for design of a tripartite executing body for the historic-center revitalization initiative. The TC Secretary's contract would run for two years. His presence during the city administration changeover will make possible a cross-sectoral dialogue on urban development in Veracruz with the incoming authorities, so the TC work flow can continue smoothly.
- 4.4 The DCH will assist in all the technical facets of the project, appointing two officers full-time for an estimated two years to assist the Secretary with administrative tasks—tendering, contracting, disbursement, and semiannual reporting—and provide technical support in their areas of expertise, among other duties. The DCH will work with the Procurement Division at city hall to prepare contracts. The TC Secretary and the DCH will be accountable for technical quality of all the TC outputs, with support from RE2/SO2. The Country Office in Mexico will provide support for the TC's administration. The TC Secretary and the DCH will enlist representatives of the different players who have a stake in the historic center's revitalization to serve on a Technical Committee.
- 4.5 Technical Committee members will come from the federal, state, and municipal governments, the private sector, and civil society. Architects and urban planners selected for their technical expertise will sit on this body as well. The Committee will furnish advisory and technical support as needed for particular issues at the different stages of the strategic plan's development and for the design and formation of the tripartite executing body, upon request from the Secretary and the DCH. The Secretary and the DCH will invite at least one person from each of the federal government, state government, municipal government, private sector, and civil society to join the Committee. ***These individuals' agreement to sit on the Committee will be a condition precedent to the first disbursement of the TC funding.*** The hope is that the outcomes the TC is pursuing and the expectation of IDB financing will be sufficient incentives for those invited to agree to serve on the Committee. In the course of the TC the DCH may invite additional persons from those sectors to participate in the Committee when their technical expertise is needed. The DCH will act as secretary of the Technical Committee at official meetings. Technical Committee members will serve without remuneration.
- 4.6 The Procurement Division of the city's Administrative Services Department has a staff of eleven, four of whom work actively in procurement. The Division, which handled 205 bid and proposal calls in 2005, considers that it has the core

administrative resources (equipment and personnel) it needs to perform its current and future functions, including the TC procurement activities.

### C. Project readiness

- 4.7 Most of the elements necessary for the TC's execution are in place. The DCH has ten full-time employees.<sup>2</sup> The Procurement Division is adequately equipped to perform its current and future functions, including the TC procurement activities. The only remaining steps are to contract the TC Secretary, appoint two DCH officers to the project full-time, and decide on the makeup of the Technical Committee.

### D. Implementation period and disbursement timetable

- 4.8 The TC project is slated to run for two years from the effective date of the TC agreement. The proceeds of the Bank's contribution will be disbursed via a revolving fund of up to US\$130,000 (10% of the grant), except for US\$216,000 that the Bank will deduct for the contracting of the TC Secretary and his travel costs. The table below presents the implementation schedule.

**Table IV-1**  
**Implementation timetable**

Activities	2007	2008		2009
	Jul-Dec	1st half	2nd half	1st half
<b>1. Development of strategic plan</b>				
○ Economic, urban development, and social planning studies				
○ Design and rollout of communication strategy				
<b>2. Creation and startup of tripartite executing body</b>				
○ Organizational design and sustainable financing plan				
○ Contracting of personnel				
○ Design and setup of monitoring and evaluation system				
○ Feasibility studies				
<b>3. Institutional strengthening of Veracruz municipal government</b>				
○ Contracting of TC Secretary				
○ Design and setup of inventory system, conservation plan system, and systems to improve the DCH one-stop access center				
○ Studies on lessons learned in international experiences				

<sup>2</sup> Director, Advisor, Chief of Research and Conservation, Chief of Planning and Projects, Chief of Supervision and Compliance, four city supervisors, one draftsman, and one assistant.

## **E. Procurement**

- 4.9 Goods and consulting services will be procured in accordance with Bank procurement policies and procedures (documents GN-2349-7 and GN-2350-7). Goods contracts may not exceed the equivalent of US\$78,000; goods will be procured using the price comparison method.
- 4.10 The Administrative Services Department's Procurement Division is responsible for procuring goods and services called for in the TC. See [Annex II](#) for the procurement plan, which is to be updated each year.
- 4.11 By request of the Procurement Division and the Administrative Services Department, the Bank will conduct ex ante reviews of all procurements, inasmuch as this will mark the first time the city procurement officers would be applying procurement policies and procedures different from their accustomed ones.
- 4.12 In the project team's assessment the Procurement Division's current capacity is adequate for administering procurement for the proposed operation. However, because the city will have a new mayor later this year and it is uncertain how this change might affect the Division's structure and staffing, it is recommended that ex ante reviews be done of all procurements at least during year 1 of the TC.

## **V. MONITORING AND EVALUATION**

- 5.1 The DCH with the TC Secretary will be responsible for monitoring consultant performance, technical quality of study findings, and effective administration of the TC's execution, with support from the IDB project team. The DCH with the TC Secretary will produce semiannual reports on implementation progress and issues. Funds are budgeted in the TC for the design and setup of a monitoring and evaluation system that will be administered by the tripartite executing body. A financial and operational audit will be performed at the end of the TC.

## **VI. PROJECT BENEFITS AND RISKS**

### **A. Benefits**

- 6.1 The Municipality of Veracruz has made significant headway on revitalizing the city's historic core, but is still in need of a strategy and a sustainable body to chart a workable comprehensive socioeconomic revitalization project in the port-city environment. The outputs and outcomes of the proposed TC will lay the foundation for a revitalization strategy shaped by consensus among government agencies, private investors, historic-center property and business owners, and civil society.



- 6.2 Two anticipated benefits of the envisaged revitalization initiative are an increase in tourism and new jobs that will come with economic renewal. The project also will enhance quality of life of historic-center residents and of the multitudes who go to that part of the city to work or shop, by upgrading drainage and other utility infrastructure and improving the traffic and parking situation. Property values can be expected to rise as well, which will mean more tax revenues for municipal coffers (or a sustainable mechanism for investing in historic-center properties).
- 6.3 As an added benefit, the revitalization of Veracruz's historic downtown core will further federal government efforts to promote and capitalize more fully on Mexico's tourism potential, and thereby enhance the nation's economic growth prospects.

#### **B. Beneficiaries**

- 6.4 Revitalizing Veracruz's tangible and intangible heritage resources will have positive economic and social effects on Mexican society generally and on Veracruz residents in particular.

#### **C. Risks**

- 6.5 The chief implementation risk for this TC is the September 2007 municipal election in Veracruz. The TC will begin implementing under the present city administration; the new administration will assume responsibility several months into the operation. With a change in mayor comes a risk of a shift in city administration priorities or information lost during the changeover, which would complicate the TC's implementation.
- 6.6 To attenuate this risk the team is planning a May 2007 event that will assemble all stakeholders who will be key to a successful historic-center revitalization process. Funded by the Veracruz city government, this event will mark the creation of a multisectoral space and framing of a collective shared interest in Veracruz's historic core in its port-city setting. The organizers plan to enlist event sponsors representing a variety of interests and political affiliations, so as to create a nonpartisan space for discussion and ownership building. The proposal to contract a TC Secretary directly and have the IDB administer the contract is a way to imprint a technical, rather than political, stamp on the initiative in the Veracruz environment. The Secretary, chosen in concert with the DCH, can be a bridge between the two successive city administrations. His presence over this span will make it possible for the project to unfold in accordance with the original vision.

### **VII. ENVIRONMENTAL AND SOCIAL REVIEW**

- 7.1 The Bank's Committee on Environment and Social Impact (CESI) reviewed the TC profile on 23 February 2007. Implementation of the TC would have no adverse

environmental or social effects, since it funds only technical assistance for a strategic planning exercise. The computer systems to be acquired to run the monitoring and evaluation system and house the heritage resources inventory would have no negative environmental or social effects.

- 7.2 The component 1 studies to identify structuring projects for the strategic plan and the component 2 feasibility studies will include an environmental and social impact analysis where applicable, and recommendations in that regard. The proposed consensus-building processes themselves should have a positive social impact. Moreover, the tripartite configuration of the executing body for the revitalization initiative will open up a power sharing space with beneficiaries who normally are excluded from a project implementing apparatus.

## **VIII. CERTIFICATION**

- 8.1 I, the undersigned, hereby certify that this technical cooperation operation was approved for Japan Special Fund (JSF) funding according to the communication of 8 February 2007 signed by Keisuke Nakamura, Deputy Manager, RE2/FSS. I further certify that the sum of up to US\$1,320,000 is available in the Japan Special Fund to finance the activities described and budgeted in this document. The reservation of funds represented by this certification is valid for ten (10) months counted from its signature date. If the project is not approved by the IDB within that timeframe the commitment of the funds set aside will be considered to have lapsed and a new certification will need to be signed to renew the previous commitment of funds. The Bank may commit and disburse the funds covered by this certification only in United States dollars. Remuneration and payments to consultants must be stipulated in United States dollars except for payments to national consultants working in their own country, who will receive remuneration and payments contracted for in that country's currency. No JSF funds may be used for payments beyond the amount certified for execution of the present plan of operations. Such amounts in excess of the certification amount may originate in commitments stipulated in contracts denominated in a currency other than the Fund currency, which may result in currency translation differences, in respect of which the Fund assumes no risk whatsoever.

(ORIGINAL SIGNED)

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Goro Mutsuura

Japan Special Fund

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Date

## STRATEGIC PLAN FOR REVITALIZING THE HISTORIC CENTER OF VERACRUZ (ME-T1028)

### LOGICAL FRAMEWORK

Narrative summary	Performance indicators	Means of verification	Assumptions
<b>Goal</b>			
Foundations laid for design of a comprehensive project to revitalize the historic center of Veracruz in its metropolitan port-city setting.			The administration elected in September 2007 has the same resolve to revitalize the city.
<b>Purpose</b>			
Strategic plan developed; tripartite executing body created and operational.	Strategic plan activities have begun.	Final evaluation report.	Continued political will and development of a shared vision.
<b>Components and activities</b>			
<b>1. Development of strategic plan</b> <ul style="list-style-type: none"> <li>a. Economic, financial, urban development, and social studies.</li> <li>b. Design and implementation of communication strategy.</li> </ul> <b>2. Creation and startup of tripartite executing body</b> <ul style="list-style-type: none"> <li>a. Organizational design and sustainable financing plan.</li> <li>b. Contracting of personnel.</li> <li>c. Design and setup of monitoring and evaluation system.</li> <li>d. Feasibility studies.</li> </ul> <b>3. Institutional strengthening</b> <ul style="list-style-type: none"> <li>a. Contracting of TC Secretary.</li> <li>b. Design and setup of heritage resources inventory systems.</li> <li>c. One-stop access center improved.</li> <li>d. Studies of lessons learned in international experiences.</li> </ul>	<p>Consensus strategic plan developed by end of first six months of implementation.</p> <p>DCH has materials necessary to roll out the communication strategy at end of first year.</p> <p>Institutional figure legally created and set up by end of third semester.</p> <p>Monitoring and evaluation systems installed in first year of TC implementation.</p> <p>Feasibility studies completed by end of second year of TC implementation.</p> <p>Secretary contracted within one month after signature of TC agreement.</p> <p>Heritage inventory system set up in first year of TC implementation.</p> <p>A baseline for efficiency and effectiveness indicators of the one-stop access center will be established before the consulting work begins</p> <p>Private sector is using the one-stop access center with no complaints.</p>	<p>Final evaluation report.</p> <p>Plan document.</p> <p>Legal document.</p> <p>Reports produced by the system.</p> <p>Studies produced.</p> <p>Legal document.</p> <p>Reports produced by the system.</p> <p>Progress reports.</p>	The Veracruz city government continues to support the Historic Center Department's discharge of its responsibilities.

**STRATEGIC PLAN FOR REVITALIZING THE HISTORIC CENTER OF VERACRUZ  
(ME-T1028)**

**PROCUREMENT PLAN**

**General information**

<b>Country:</b>	Mexico
<b>Recipient:</b>	Municipality of Veracruz
<b>Executing agency:</b>	Municipality of Veracruz, with support from the Bank
<b>Project name:</b>	Strategic plan for revitalizing the historic center of Veracruz
<b>Project and TC contract number:</b>	ME-T1028
<b>Brief description of project objectives and components:</b>	Develop a strategic plan and create a tripartite executing body as foundations for a comprehensive project to revitalize the historic center of Veracruz in a metropolitan port-city environment.
<b>Estimated date of Board of Executive Directors approval of the project:</b>	May 2007
<b>Estimated TC agreement signature date:</b>	May 2007
<b>Estimated date of final disbursement:</b>	January 2010

**A. Introduction**

- 1.1 Goods and services for the proposed project will be procured in accordance with the *Policies for the Procurement of Works and Goods financed by the Inter-American Development Bank (document GN-2349-7)*, of August 2006, and the *Policies for the Selection and Contracting of Consultants financed by the Inter-American Development Bank (document GN-2350-7)* of August 2006, and with the provisions established in the technical-cooperation agreement and this procurement plan.

## **B. Procurement plan**

- 1.2 The procurement plan for the project to devise a strategic plan to revitalize Veracruz's historic center, which covers 24 months of project execution,<sup>1</sup> has been agreed between the Bank and the Municipality of Veracruz. The plan, summarized in Appendix 1, indicates the procedure to be used for the procurement of goods and the contracting of works and services, and the method of selecting consultants, for each contract or group of contracts. It also indicates cases requiring prequalification; the estimated cost of each contract or group of contracts; the requirement for ex ante or ex post review by the Bank; and estimated dates for the publication of specific procurement notices and completion of the contracts included in this project. The procurement plan will be updated annually or whenever necessary or as required by the Bank. The detailed procurement plan is available from:

*Municipio de Veracruz  
Dirección de Centro Histórico  
Archivo Histórico Municipal  
Landero y Cos No. 353  
Colonia Centro  
Veracruz, Estado de Veracruz  
México*

E-mail address:

[centrohistorico@veracruz-puerto.gob.mx](mailto:centrohistorico@veracruz-puerto.gob.mx)

- 1.3 The procurement plan is available on the executing agency's Web site: <http://www.veracruz-puerto.gob.mx> and on the Bank's Web site: [Information on project procurements](#).

## **C. Project procurement**

- 1.4 The procurements to be made for the proposed project are described in general below.

### **1. Works procurement**

- 1.5 The works to be contracted include the following: **(N/A. This technical cooperation operation will not be financing works.)**
- 1.6 Project works requiring international competitive bidding (ICB) will be contracted using the standard bidding documents (SBDs) issued by the Bank. Procurement subject to national competitive bidding (NCB) will be undertaken

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<sup>1</sup> The first 18 months of project execution are counted from the date of publication of the general procurement notice or the first specific procurement notice published following approval of the technical cooperation, whichever is earlier.

using national bidding documents agreed upon with the Bank *[or satisfactory to the Bank in the absence of an agreement]*. (N/A)

- 1.7 *[Indicate whether there are specific additional requirements for the project, such as works contracted through other procurement methods, in each case explaining briefly why the proposed method is considered the most appropriate. If the project includes contracting for works that will be carried out by the communities, indicate where the details are to be found in the project Operating Regulations.]* (N/A)

## **2. Goods procurement**

- 1.8 The goods to be procured for this project include the following: (i) computer hardware and software for the monitoring and evaluation system; (ii) hardware and software for the historic sites inventory and heritage resources conservation plan; and (iii) audiovisual and print materials and radio and television spots to run a communication strategy.
- 1.9 Procurement subject to NCB will be undertaken using national bidding documents agreed upon with the Bank *[or satisfactory to the Bank in the absence of an agreement]*.
- 1.10 *[Indicate whether there are additional specific requirements for the project, such as goods procured through other methods, in each case explaining briefly why the proposed method is considered the most appropriate. If the project includes goods to be supplied by the communities, indicate where the details are to be found in the project Operating Regulations.]* (N/A)

## **3. Procurement of non-consulting services**

- 1.11 Travel and per diem costs are included under non-consulting services procurement.

## **4. Procurement of consulting services**

- 1.12 Consulting services for the project include the contracting of consulting firms or individual consultants to: (i) produce economic, urban development, social planning, institutional, and feasibility studies; (ii) develop a communication strategy, and (iii) design and set up a monitoring and evaluation system. The individual consultants or firms will work with the executing unit for the technical-cooperation operation: the Historic Center Department of the Veracruz Municipal Government. Consultant outputs include the legal establishment and startup of a tripartite executing body to carry out the activities of a strategic plan for revitalizing Veracruz's historic center in its port-city setting. Consulting services would be performed by national consultants; at the discretion of the tripartite executing body, once it is operating, international consultants could be engaged for advisory support on particular issues.

- 1.13 Individual consultants or consulting firms will be selected in accordance with the provisions in chapter V of the consulting services policy in document GN-2350-7.
- 1.14 Shortlists of consultants for consulting services estimated to cost less than US\$500,000 equivalent per contract may comprise entirely national consultants.
- 1.15 Consultants to be hired for the project will be selected, where applicable, using the standard “Request for Proposals for Selection of Consultants” in the harmonized document for Mexico devised by the World Bank, the IDB, and Mexico’s Secretaría de la Función Pública.

## **5. Operating expenses**

- 1.16 The following operating expenses will be financed by the Bank: **(N/A. The Bank will not finance any operating expenses for this project.)**
- 1.17 Project operating expenses to be financed by the Bank may be contracted using the executing agency’s procedures that have been previously reviewed by the Bank and rated satisfactory. **(N/A)**

## **6. Others**

- 1.18 No other costs for this project will be financed by the Bank.

## **7. Advance contracting and retroactive financing**

- 1.19 The Bank will not be financing any such costs for this project.

## **D. Bank review of procurement decisions**

- 1.20 The following contracts will be subject to ex ante review by the Bank in accordance with Appendix 1 of the policies for the procurement of works and goods and for the selection of consultants, respectively:
  - a. Works contracts with an estimated total cost of US\$ *[insert amount]* equivalent or more. **(N/A)**
  - b. Goods contracts: all contracts.
  - c. Contracts for non-consulting services: all contracts.
  - d. All direct contracting.
  - e. Contracts with consulting firms, regardless of contract amount.
  - f. Contracts with individual consultants, regardless of contract amount.
  - g. All single-source selection of consulting firms.

- 1.21 Other contracts will be subject to ex post review by the Bank, in accordance with the aforementioned Appendix 1 of the procurement policies. By request of the executing agency, the Bank will perform these reviews ex ante at least during the first year of project implementation. Depending on the executing agency's performance, the reviews could be performed ex post in the second year.

**E. Domestic preference**

- 1.22 There will be no domestic-preference provision in the bid documents.



**STRATEGIC PLAN FOR REVITALIZING THE HISTORIC CENTER OF VERACRUZ  
(ME-T1028)**

**APPENDIX 1  
PROCUREMENT PLAN<sup>2</sup>**

<b>Country:</b>	Mexico.
<b>Executing agency:</b>	Municipality of Veracruz, with support from the Bank
<b>Project name:</b>	Strategic plan for revitalizing the historic center of Veracruz.
<b>Project and TC contract number:<sup>3</sup></b>	ME-T1028.
<b>Brief description of project objectives and components:</b>	Develop a strategic plan and create a tripartite executing body as foundations for a comprehensive project to revitalize the historic center of Veracruz in a metropolitan port-city environment.
<b>Estimated date of Board of Executive Directors approval of the project:<sup>4</sup></b>	May 2007.
<b>Estimated date of signature of the TC agreement:</b>	May 2007.
<b>Estimated date of the final disbursement:</b>	January 2010.
<b>Address of the executing agency office responsible for the procurement plan:</b>	Municipio de Veracruz Dirección de Centro Histórico Archivo Histórico Municipal Landro y Cos No. 353 Colonia Centro Veracruz, Estado de Veracruz México E-mail: <a href="mailto:centrohistorico@veracruz-puerto.gob.mx">centrohistorico@veracruz-puerto.gob.mx</a>

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<sup>2</sup> Include all project contracts, even if not financed by the Bank, indicating the source of funding in each case.

<sup>3</sup> Enter the TC number as soon as one has been assigned.

<sup>4</sup> As this document has to be prepared during the project analysis, the initial dates for approval of the operation, contract signing, and final disbursement are estimates, which should be updated when the definitive dates are known.

Ref. No. <sup>1</sup>	Procurement cost estimate (US\$)	Procurement method <sup>2</sup>	Review (ex ante or ex post)	Source of financing and share (US\$)		Prequalification <sup>3</sup> (Yes/No)	Estimated dates		Status <sup>4</sup> (pending, in process, awarded, canceled)	Comments
				IDB	Local/ other		Publication of Specific Procurement Notice	Completion of contract		
1. GOODS										
Communication strategy										
Audiovisual materials	20,000	PC	Ex ante	20,000			N/A	Aug-08		
Print materials	5,000	PC	Ex ante	5,000			N/A	Aug-08		
Radio and television spots	17,000	PC	Ex ante	17,000			N/A	Aug-08		
Monitoring and evaluation system							N/A	Aug-08		
Software and hardware	20,000	PC	Ex ante	20,000			N/A	Aug-08		
Heritage inventory and heritage conservation plan										
Hardware	14,000	PC		14,000			N/A	Aug-08		
2. NON-CONSULTING SERVICES										
Component 1. Strategic plan										
Travel (economic studies)	9,000	PC	Ex ante	9,000		No	N/A	Jan-08		
Per diems	12,000		Ex ante	12,000		No	N/A	Jan-08		
Travel (urban studies)	1,350	PC		1,350			N/A	Jan-08		
Per diems	4,500			4,500			N/A	Jan-08		
Travel (communication strategy)	1,800	PC		1,800			N/A	Jan-08		
Per diems	3,000			3,000			N/A			
Component 3. Institutional strengthening										
Travel	1,800	PC		1,800			N/A	Nov-07		
Per diems	2,250			2,250			N/A	Nov-07		
3. CONSULTING SERVICES										
Component 1. Development of strategic plan										
• Economic studies										
Economic development potential	36,800	NICQ	Ex ante	32,000	4,800	No	N/A	Jan-08		

Ref. No. <sup>1</sup>	Procurement cost estimate (US\$)	Procurement method <sup>2</sup>	Review (ex ante or ex post)	Source of financing and share (US\$)		Prequalification <sup>3</sup> (Yes/No)	Estimated dates		Status <sup>4</sup> (pending, in process, awarded, canceled)	Comments
				IDB	Local/ other		Publication of Specific Procurement Notice	Completion of contract		
Financial study	18,400	NICQ	Ex ante	16,000	2,400	No	N/A	Jan-08		
Industry study	18,400	NICQ	Ex ante	16,000	2,400	No	N/A	Jan-08		
Tourism potential	20,700	NICQ	Ex ante	18,000	2,700	No	N/A	Jan-08		
• Indicative urban planning studies										
<b>A. Road and sidewalk management system plan for the historic center</b>										
National senior road engineer	13,800	NICQ	Ex ante	12,000	1,800	No	N/A	Jan-08		
<b>B. Parking system study</b>								Jan-08		
National senior road engineer	13,800	NICQ	Ex ante	12,000	1,800	No	N/A	Jan-08		
National road engineer	11,500	NICQ	Ex ante	10,000	1,500	No	N/A	Jan-08		
<b>C. Study on improvement of electric and telecommunications systems</b>								Jan-08		
National senior electrical engineer	13,800	NICQ	Ex ante	12,000	1,800	No	N/A	Jan-08		
National senior telecommunications engineer	13,800	NICQ	Ex ante	12,000	1,800	No	N/A	Jan-08		
<b>D. Study to address the problem of markets and handling of street trading</b>										
Economist	13,800	NICQ	Ex ante	12,000	1,800	No	N/A	Jan-08		
Urban planner	13,800	NICQ	Ex ante	12,000	1,800	No	N/A	Jan-08		
Sociologist	10,350	NICQ	Ex ante	9,000	1,350	No	N/A	Jan-08		
Sanitation specialist	24,150	NICQ	Ex ante	21,000	3,150	No	N/A	Jan-08		
• Indicative social planning studies										
<b>A. Property development strategies for different income groups</b>										
Senior real estate market expert	34,500	NICQ	Ex ante	30,000	4,500	No	N/A	Jan-08		
Real estate market expert	20,700	NICQ	Ex ante	18,000	2,700	No	N/A	Jan-08		

Ref. No. <sup>1</sup>	Procurement cost estimate (US\$)	Procurement method <sup>2</sup>	Review (ex ante or ex post)	Source of financing and share (US\$)		Prequalification <sup>3</sup> (Yes/No)	Estimated dates		Status <sup>4</sup> (pending, in process, awarded, canceled)	Comments
				IDB	Local/ other		Publication of Specific Procurement Notice	Completion of contract		
<b>B. Solid waste collection and treatment strategy (complementing BANOBRAS study)</b>										
Sanitation engineer	16,100	NICQ		14,000	2,100	No		Jan-08		
<b>C. Scaling and scoping study for comprehensive neighborhood improvement</b>										
Urban planner	13,800	NICQ	Ex ante	12,000	1,800	No		Jan-08		
Sociologist	10,350	NICQ	Ex ante	9,000	1,350	No		Jan-08		
Economist	13,800	NICQ	Ex ante	12,000	1,800	No		Jan-08		
Environmental engineer	9,200	NICQ	Ex ante	8,000	1,200	No		Jan-08		
Restorer	2,300	NICQ	Ex ante	2,000	300	No		Jan-08		
• <b>Communication strategy</b>										
Senior specialist	16,100	NICQ	Ex ante	14,000	2,100	No		Aug-08		
<b>Component 2. Creation and startup of tripartite executing body</b>										
• <b>Design of executing body</b>										
Senior institutional specialist	20,700	NICQ	Ex ante	18,000	2,700	No		Nov-07		
Finance advisor	10,350	NICQ	Ex ante	9,000	1,350	No		Nov-07		
• <b>Startup of executing body</b>										
Manager	110,400	NICQ	Ex ante	96,000	14,400	No		Jun-09		
Real estate consultant	82,800	NICQ	Ex ante	72,000	10,800	No		Jun-09		
Urban development consultant	82,800	NICQ	Ex ante	72,000	10,800	No		Jun-09		
Social planning consultant	82,800	NICQ	Ex ante	72,000	10,800	No		Jun-09		
International advisory support	34,500	IICC	Ex ante	30,000	4,500	No		Jun-09		
Five indicative feasibility studies	241,500	NICQ/IICC		210,000	31,500	No		Sep-09		

Ref. No. <sup>1</sup>	Procurement cost estimate (US\$)	Procurement method <sup>2</sup>	Review (ex ante or ex post)	Source of financing and share (US\$)		Prequalification <sup>3</sup> (Yes/No)	Estimated dates		Status <sup>4</sup> (pending, in process, awarded, canceled)	Comments
				IDB	Local/ other		Publication of Specific Procurement Notice	Completion of contract		
• <b>Monitoring and evaluation system</b>										
Evaluation specialist	20,700	NICQ	Ex ante	18,000	2,700	No		Jul-08		
Baseline compiling	23,000	NICQ	Ex ante	20,000	3,000	No		Jul-08		
<b>Component 3. Institutional strengthening</b>										
• <b>Contracting of TC Secretary</b>	216,000	NICQ		216,000		No		Sep-09		
• <b>Historic center heritage inventory</b>										
Systems specialist	4,600	NICQ		4,000	600	No		Nov-07		
Heritage preservation specialist	4,600	NICQ		4,000	600	No		Nov-07		
Data collection and entry	7,245	NICQ		6,300	945	No		Nov-07		
• <b>Heritage conservation plan</b>										
International specialist for historic center conservation plan	27,600	IICC		24,000	3,600	No		Nov-07		
• <b>Support to DCH one-stop access center</b>										
Process reengineering specialist	4,600	NICQ		4,000	600			Nov-07		
<b>Audit</b>	<b>20,000</b>	<b>NICQ</b>		<b>20,000</b>				<b>Sep-09</b>		
<b>TOTAL</b>	<b>1,465,845</b>			<b>1,320,000</b>	<b>145,845</b>					

- <sup>1.</sup> If there are a number of similar individual contracts to be executed in different places or at different times, these can be grouped together under a single heading, with an explanation in the Comments column indicating the average individual amount and the period during which the contracts would be executed. For example: an education project that includes school construction might include an item "School construction," for a total value of US\$20 million, and an explanation in the Comments column such as: "This encompasses some 200 contracts for school construction averaging US\$100,000 each to be awarded individually by the participating municipal governments over a three-year period between January 2006 and December 2008."
- <sup>2.</sup> **Goods and works:** ICB: international competitive bidding; LIB: limited international bidding; NCB: national competitive bidding; PC: price comparison; DC: direct contracting; FA: force account; PSA: procurement through specialized agencies; PA: procurement agents; IA: inspection agents; PLFI: procurement under loans to financial intermediaries; BOO/BOT/BOOT: build, own, operate / build, operate, transfer / build, own, operate, transfer; PB: performance-based procurement; PLGB: procurement under loans guaranteed by the Bank; CPP: community participation procurement.  
**Consulting firms:** QCBS: quality- and cost-based selection; QBS: quality-based selection; FBS: selection under a fixed budget; LCS: least-cost selection; CQS: selection based on consultants' qualifications; SSS: single source selection.  
**Individual consultants:** NICQ: National individual consultant selection based on qualifications; IICC: International individual consultant selection based on qualifications.
- <sup>3.</sup> For the new Policies, applies only to goods and works. For the former Policies, applies to goods, works, and consulting services.
- <sup>4.</sup> Use "Status" column for retroactive procurements and procurement plan updates.

**STRATEGIC PLAN FOR REVITALIZING THE HISTORIC CENTER OF VERACRUZ  
(ME-T1028)**

**APPENDIX 2  
CAPACITY OF THE EXECUTING AGENCY AND  
SUPERVISION OF PROCUREMENT BY THE BANK**

**Assessment of the executing agency's capacity to administer procurement**

The Veracruz Municipal Government will be responsible for carrying out project procurements. Having assessed the city government's capacity to carry out the procurement actions, the Bank rates the overall risk to the project arising from the administration of procurement as average.

Significant deficiencies identified and corrective actions agreed upon are summarized below.

<b>Deficiencies</b>	<b>Corrective action</b>	<b>Completion date</b>	<b>Comments</b>
Some offices' knowledge of procurement processes.	Procurement seminar for employees of other departments/units.	June 2007	
Staff unfamiliarity with Bank procurement processes.	Seminar for management, procurement, and executing unit personnel.	March 2007	Done

**Frequency of procurement supervision**

The Bank will conduct ex ante reviews of all contracts and procurements, this being consistent with the assessment made of the executing agency's capacity. The ex ante review threshold may be adjusted in the process of updating and revising the procurement plan, depending on the performance of the executing agency and the progress made in adopting the corrective measures described.

**STRATEGIC PLAN FOR REVITALIZING THE HISTORIC CENTER OF VERACRUZ  
(ME-T1028)**

**ITEMIZED BUDGET  
(AMOUNTS IN US\$)**

	Quantity	Unit	Unit cost	Total JSF	Total local	Total
<b>Component 1. Development of a strategic plan for revitalizing the historic center</b>				<b>386,650</b>	<b>46,950</b>	<b>433,600</b>
<b>Consultancy 1. Economic studies</b>				<b>103,000</b>	<b>12,300</b>	<b>115,300</b>
National senior economist	4	months	8,000	32,000	4,800	36,800
National economist	4	months	4,000	16,000	2,400	18,400
National economist	4	months	4,000	16,000	2,400	18,400
National senior tourism consultant (university degree in tourism)	3	months	6,000	18,000	2,700	20,700
Travel	20	round trips	450	9,000	-	9,000
Per diems	80	days	150	12,000	-	12,000
<b>Consultancy 2. Indicative urban planning studies<sup>1</sup></b>				<b>112,000</b>	<b>16,800</b>	<b>128,800</b>
<b>Road and sidewalk management system plan for the historic center (coordinating with existing plan)</b>						<b>13,800</b>
National senior road engineer	2	months	6,000	12,000	1,800	13,800
<b>Parking system study</b>						<b>25,300</b>
National senior road engineer	2	months	6,000	12,000	1,800	13,800
National road engineer	2	months	5,000	10,000	1,500	11,500
<b>Study on improvement of electric and telecommunications systems</b>						<b>27,600</b>
National senior electrical engineer	2	months	6,000	12,000	1,800	13,800
National senior telecommunications engineer	2	months	6,000	12,000	1,800	13,800
<b>Study to address the problem of markets and handling of street trading</b>						<b>62,100</b>
Economist	3	months	4,000	12,000	1,800	13,800
Urban planner	3	months	4,000	12,000	1,800	13,800
Sociologist	3	months	3,000	9,000	1,350	10,350
Sanitation specialist	3	months	7,000	21,000	3,150	24,150
<b>Consultancy 3. Indicative social planning studies<sup>1</sup></b>				<b>110,850</b>	<b>15,750</b>	<b>126,600</b>
<b>Property development strategies for different income groups</b>						<b>61,050</b>
Senior real estate market expert	3	months	10,000	30,000	4,500	34,500
Real estate market expert	3	months	6,000	18,000	2,700	20,700
Travel	3	round trips	450	1,350	-	1,350
Per diems	30	days	150	4,500	-	4,500

	Quantity	Unit	Unit cost	Total JSF	Total local	Total
<b>Solid waste collection and treatment strategy (complementing BANOBRAS study)</b>						<b>16,100</b>
Sanitation engineer	2	months	7,000	14,000	2,100	16,100
<b>Scaling and scoping study for comprehensive neighborhood improvement</b>						<b>49,450</b>
Urban planner	3	months	4,000	12,000	1,800	13,800
Sociologist	3	months	3,000	9,000	1,350	10,350
Economist	3	months	4,000	12,000	1,800	13,800
Environmental engineer	2	months	4,000	8,000	1,200	9,200
Restorer	1	month	2,000	2,000	300	2,300
<b>Consultancy 4. Communication strategy</b>				<b>60,800</b>	<b>2,100</b>	<b>62,900</b>
Senior specialist	2	months	7,000	14,000	2,100	16,100
Audiovisual materials	N/A	N/A	N/A	20,000	-	20,000
Print materials	N/A	N/A	N/A	5,000	-	5,000
Radio and television spots	N/A	N/A	N/A	17,000	-	17,000
Travel	4	round trips	450	1,800	-	1,800
Per diems	20	days	150	3,000	-	3,000
<b>Component 2. Creation and startup of tripartite executing body</b>				<b>637,000</b>	<b>92,550</b>	<b>729,550</b>
<b>Consultancy 5. Design of executing body</b>				<b>27,000</b>	<b>4,050</b>	<b>31,050</b>
National/international senior institutional specialist	2	months	9,000	18,000	2,700	20,700
Finance advisor	1	month	9,000	9,000	1,350	10,350
<b>Consultancy 6. Startup of executing body</b>				<b>552,000</b>	<b>82,800</b>	<b>634,800</b>
Manager	12	months	8,000	96,000	14,400	110,400
Real estate consultant	12	months	6,000	72,000	10,800	82,800
Urban development consultant	12	months	6,000	72,000	10,800	82,800
Social planning consultant	12	months	6,000	72,000	10,800	82,800
International advisory support	3	months	10,000	30,000	4,500	34,500
Feasibility studies	5	studies	42,000	210,000	31,500	241,500
<b>Consultancy 7. Monitoring and evaluation system</b>				<b>58,000</b>	<b>5,700</b>	<b>63,700</b>
Evaluation specialist	2	months	9,000	18,000	2,700	20,700
Software and hardware	N/A	N/A	N/A	20,000		20,000
Baseline compiling	N/A	N/A	N/A	20,000	3,000	23,000
<b>Component 3. Institutional strengthening</b>				<b>276,350</b>	<b>6,345</b>	<b>282,695</b>
<b>Consultancy 8. Contracting of TC Secretary</b>				<b>216,000</b>	<b>-</b>	<b>216,000</b>
TC Secretary	24	months	9,000	216,000	-	216,000
<b>Consultancy 9. Historic center heritage inventory</b>				<b>28,300</b>	<b>2,145</b>	<b>30,445</b>
Systems specialist	1	month	4,000	4,000	600	4,600
Heritage preservation specialist	1	month	4,000	4,000	600	4,600
Data collection and entry	2	months	3,150	6,300	945	7,245
Hardware	N/A	N/A	N/A	14,000	-	14,000



	Quantity	Unit	Unit cost	Total JSF	Total local	Total
<b>Consultancy 10. Heritage conservation plan</b>				<b>26,400</b>	<b>3,600</b>	<b>30,000</b>
International specialist for historic center conservation plan	2	months	12,000	24,000	3,600	27,600
Travel	1	round trip	900	900	-	900
Per diems	10	days	150	1,500	-	1,500
<b>Consultancy 11. Support for DCH one-stop access center</b>				<b>5,650</b>	<b>600</b>	<b>6,250</b>
Process reengineering specialist	1	month	4,000	4,000	600	4,600
Travel	1	round trip	900	900	-	900
Per diems	5	days	150	750	-	750
<b>Audit</b>				<b>20,000</b>	<b>-</b>	<b>20,000</b>
<b>SUBTOTAL</b>				<b>1,320,000</b>	<b>145,845</b>	<b>1,465,845</b>
<b>Office supplies</b>				<b>-</b>	<b>25,000</b>	<b>25,000</b>
<b>Executing agency salaries</b>				<b>-</b>	<b>159,155</b>	<b>159,155</b>
<b>GRAND TOTAL</b>				<b>1,320,000</b>	<b>330,000</b>	<b>1,650,000</b>

- 1 The makeup of this budget section may change depending on the studies considered to be necessary by virtue of projects identified by the economic development consultants.

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK

PROPOSED RESOLUTION DE-\_\_\_/07

Mexico. Nonreimbursable Technical Cooperation ATN/JF-\_\_\_\_-ME. Strategic Plan for  
Revitalizing the Historic Center of Veracruz

The Board of Executive Directors

RESOLVES:

1. That the President of the Inter-American Development Bank, or such representative as he shall designate, is authorized, in the name and on behalf of the Bank, as Administrator of the Japan Special Fund, to enter into such agreements as may be necessary, and to take such measures as may be pertinent for the execution of the plan of operations referred to in document AT-\_\_\_\_ with respect to a nonreimbursable technical cooperation for a strategic plan for revitalizing the Historic Center of Veracruz.
2. That up to the sum of US\$1,320,000 is authorized for the purposes of this resolution, chargeable to the resources of the Japan Special Fund.
3. That the above-mentioned sums are to be provided on a nonreimbursable basis.

(Adopted on \_\_ \_\_\_\_\_ 2007)

LEG/OPR/IDBDOCS#964770  
ME-T1028