

Terms of Reference

Analysis of the requirements Institutional Strengthening of the Town and Country Development Planning Office - Barbados

A. Background

1. The Town and Country Development Planning Office (TCDPO) is responsible for ensuring the orderly and progressive development of land in both urban and rural areas. The Town and Country Planning Act Cap 240 and the Town and Country Planning Development Order 1972 clearly mandate the power of the Minister and the Chief Town Planner in the process. The primary functions of the TCDPO include: (a) Preparation and monitoring of physical development plans for the island; (b) controlling the development of land having regard to proper planning standards; (c) environmental management practices; and (d) monitoring of development activities and enforcement of planning control.
2. Physical planning is undertaken in Barbados in order to secure the orderly and progressive development of land in both urban and rural areas and the Minister is charged with securing consistency and continuity in the framing and execution of a comprehensive policy for the use and development of all land in the island.
3. The Chief Town Planner is also required by statute to consult with various agencies of government in an effort to ensure that the best possible information is obtained at all times to enhance the decision making process. This multi-disciplinary approach to the planning process embraces the dynamism which is required to make the best informed and rational decision. Land use planning in a small island developing state is challenging. In Barbados, the challenge becomes greater when the density of the population is factored into the equation.
4. Although Barbados ranks 47th in the World Economic Forum's latest Global Competitiveness Index (GCI)², it still faces many competitive challenges, and the Barbadian Social Partnership, consisting of government, the private sector and labour unions, acknowledges the need and importance of implementing reforms to enhance the country's productivity and competitiveness.
5. In early 2009, the Prime Minister requested the Bank's support in strengthening the TCDPO. In this regard, this proposed consulting assignment seeks to diagnose and analyze the staffing processes and procedures at the TCDPO and recommend appropriate actions to improve the effectiveness and efficiency of that Office. It is contemplated that implementation of the recommendations emanating from this analytical work, will be implemented with resources to become available under a Competitiveness Loan, BA-L1007, that is being prepared by the IDB with the Government for approval later in 2009.

6. It should be noted that a review of the Town and Country Planning Development Order 1972, the Town and Country Planning Regulations 1972 and the Parking and Density Site Planning Standards in use by the TCPDO. The consultant will be expected, therefore, to take into account this ongoing work when carrying out the analysis.

B. Main Objective:

The main objective of the institutional strengthening exercise is to strengthen the capacity of the Town and Country Development Office (TCDO) and to enhance its ability to deliver its services professionally and efficiently.

C. Scope of Works:

Diagnostic and Analysis

- I. A Review of the current staffing structure with particular reference to the distribution of technical and professional staff to determine if this mix allows for maximum efficiency and make recommendations.
- II. A Review of the existing institutional structure, that is, Development Control, Forward Planning, Planning Control and Administration to ensure alignment with Barbados' economic development framework.
- III. Review the development control process to improve efficiency in handling and processing of applications;
- IV. Review and revise where necessary the criteria for collaboration between the Planning Office and the government agencies which are consulted on a regular basis:
 - (a) Ministry of Transport and Work;
 - (b) The Office of the Attorney General & Ministry of Home Affairs;
 - Solicitor General's Office
 - The Chief Parliamentary Council
 - Barbados Fire Service
 - (c) Ministry of Agriculture including the Soil Conservation Unit;
 - (d) Ministry of Environment, Water Resources and Drainage;
 - Barbados Water Authority;
 - Coastal Zone Management Unit;

- Drainage Division;
 - Environment Protection Department
- (e) Ministry of International Transport and International Business
 - Civil Aviation Department

- V. Review existing practices and make recommendations for improving the communication channels between the Planning Office, and government agencies;

- VI. Review the current practice with respect to the handling of Environmental Impact Assessment applications and make recommendations to improve handling efficiency.

- VII. Assess the department's capacity in the areas of accounting, personnel and general administration and make recommendations for strengthening the capacity in these areas.

- VIII. Review the existing system used to 'fast-track' major applications and make recommendations to determine its effectiveness.

- IX. Review the role, function and existing skill sets of the Senior Town Planners and recommend the best deployment strategy.

- X. Review the role and function of the Deputy Chief Town Planner in relation to the provision of leadership for the Forward Planning Section and make recommendations to improve effectiveness.

- XI. Review the present procedures and practices of the use of Geographical Information Systems and make recommendations for:
 - (a) the proper functioning of the Planning Studio to carry out its responsibilities.
 - (b) training of personnel in the application of Geographical Information Systems.

- XII. Review and modify present legislation to give effect to an improved planning system.

D. Expected Outputs or Deliverables:

- Reports/Master Plan for the Institutional Strengthening of the TCDO responding to each of the areas specified in the Terms of Reference
- Propose new legislation or amendment to current legislation
- Implementation Plans for recommended actions with proposed implementation schedules
- Recommendations regarding the Geographical Information System and training
- Proposed Training Programme and outlines for training manuals
- Recommendations regarding Operation manuals with a clearly outlined Approval Process

4.0 Duration of Consultancy:

It is anticipated that the proposed work can be substantially completed within four months of contract signature and a fifth month be allowed to prepare revisions to the draft documents.

5.0 Cost Estimates:

Preliminary cost estimates for the consultancy are BDS\$120,000 including operating expenses.

6.0 Skills and Experience Required:

To execute the activities described, the Government of Barbados seeks the services of an individual consultant with demonstrated experience in management and the drafting of land-use planning legislation.

7.0 CONCLUSION

It is anticipated that the recommendations emanating from the project will be used to strengthen the capacity, and improve the operational efficiency of the Town and Country Development Planning Office.

REQUEST FOR EXPRESSIONS OF INTEREST (CONSULTING SERVICES)

Country: BARBADOS

Sector: Modernization of the State

REQUEST FOR EXPRESSIONS OF INTEREST CONSULTING SERVICES

Grant No. ATN/SF-5548-BA

Project Name: Analysis of the requirements for strengthening the institutional capacity of the Barbados Town and Country Development Planning Office

Contract/Bid No. CBA-TCDPO

The Government of Barbados will receive financing from the Inter-American Development Bank to undertake an analysis of the requirements for strengthening the institutional capacity of the Town and Country Development Planning Office (TCDPO). The TCDPO is responsible for ensuring the orderly and progressive development of land both in urban and rural areas of Barbados. As such, the primary functions of the TCDPO include: (a) Preparation and monitoring of physical development plans for the island; (b) controlling the development of land having regard to proper planning standards; (c) environmental management practices; and (d) monitoring of development activities and enforcement of planning control. Strengthening the institutional capacity of the TCDPO is an essential step in enhancing the country's competitiveness.

The services include a review of and recommendations to improve the: (a) current staffing structure including the role, function and existing skill sets of the Senior Town Planners as well as the role and function of the Deputy Chief town Planner; (b) existing institutional structure; (c) protocols for handling and processing applications including Environmental Impact Assessments and the system for "fast tracking" major applications; (d) criteria for collaboration between the Planning Office and other government agencies; (e) mechanisms for communication between the Planning Office, and government agencies; (f) legislation required to give effect to an improved planning system; and (g) TCDPO's capacity in the areas of accounting, personnel and general administration. This assignment is expected to be completed within a period of four months and has a fixed budget of up to US\$60,000.

The Town and Country Development Planning Office now invites eligible individual consultants to indicate their interest in providing the services. Interested consultants must provide information establishing that they are qualified to perform the services (resumes/CVs, description of similar assignments, experience in similar conditions, appropriate skills, etc.).

Consultants will be selected in accordance with the procedures set out in the Inter-American Development Bank's: *Policies for the Selection and Contracting of Consultants financed by the Inter-American Development Bank* (current edition) and participation is open to all eligible bidders as defined in the policies.

Interested consultants may obtain further information at the address below during office hours 8:15 a.m. – 4:30 p.m., Monday through Friday.

Five (5) copies of the Resumes/Curriculum Vitae proposals must be delivered via **direct mail** (postal and courier services) at the address indicated below by **Tuesday, December 1, 2009**:

NB Proposals submitted by email will not be considered.

Town and Country Development Planning Office
Attention: Chief Town Planner
Block 'C', The Garrison, St. Michael
Barbados, BB 14038
(246) 467-3070
(246) 430-9392
contact@townplanning.gov.bb

The evaluation committee, appointed by the TCDPO will evaluate the resumes/CVs of interested individual consultants based on the extent to which each candidate possess the skill set and/or experience required to carry out the activities in the Terms of Reference.

Evaluation Criteria For Selection of Individual Consultant

**Analysis of the requirements for Strengthening the
Town and Country Development Planning Office – Barbados**

| # | Evaluation Criteria | Total Points |
|------------|--|--------------|
| 1.0 | <i>Specific experience of Consultant for the Assignment</i> <i>Consultant’s demonstrated capacity in conducting assignments of a similar nature</i> | 45 |
| 1.1 | Experience in Town and Country Planning/physical planning/land use and development 10 or more years experience: 20 points 5 - 9 years experience: 15 points 2 - 4 years experience: 10 points | 20 |
| 1.2 | Experience in conducting similar diagnostic/analytical assignments in the Public sector Public Sector internationally: 15 points Public Sector regionally: 12 points Public Sector locally: 10 points | 15 |
| 1.3 | Experience in reviewing/drafting legislation 10 or more years experience: 10 points 5 - 9 years experience: 6 points 2 - 4 years experience: 2 points | 10 |
| 2.0 | Academic training, and Professional Qualifications | 15 |
| 2.1 | General Qualification Level of Education Masters Level in Urban/Town & Country Planning/Development or related field: 10 points <i>Other post-graduate or professional certification in the field : 3 points</i> <i>Bachelors Level: 2 points</i> | 15 |
| 3.0 | Knowledge of Barbados Public Sector | 15 |
| 3.1 | Knowledge of Barbados Public Sector (its structure, agencies, form of government, administrative processes) Thorough/profound knowledge (expert): 15 points Working knowledge: 8 points Superficial knowledge: 2 points | 15 |
| | TOTAL | 75 |

