

TERMS OF REFERENCE

Streamlining the Issuance of Construction Permits in Antigua and Barbuda

REGIONAL

RG-T3267

Design and Implementation of an Electronic Permitting System and One-Stop Shop

1. Background and Justification

- 1.1.** On March 20, 2016, the IDB Board approved the creation of the Compete Caribbean Partnership Facility (CCPF) as a multi-donor Trust Fund jointly funded by the United Kingdom's Department for International Development (DFID), the Caribbean Development Bank (CDB), and the Government of Canada. The ultimate goal of the Compete Caribbean Partnership Facility is to support the Caribbean region in increasing productivity and Caribbean firms' contribution to economic growth. The specific objectives are to (i) support firms to grow, innovate and enter new sectors and markets; and (ii) to promote an environment that enables innovation and growth. The Facility will support productivity and economic growth in the Caribbean by focusing on two thematic pillars: (i) productivity and innovation in firms; and (ii) enhancing the business and innovation climate. The Facility is being executed by Inter-American Development Bank and henceforth all procedures related to operations and implementation thereof must comply with IDB policies.
- 1.2.** The proposed consultancy will be funded by the CCPF with the aim of creating a more enabling business environment in Antigua & Barbuda.
- 1.3.** Antigua and Barbuda is ranked 107th out of 190 countries for the aggregate ranking in the World Bank's Ease of Doing Business index for 2018. Over the last 5 years Antigua and Barbuda's ranking in the World Bank's Ease of Doing Business Index has declined from position 71 in 2014 to position 107 in 2018.
- 1.4.** The country has traditionally depended on tourism to spur growth and development; and the sector dominates Antigua and Barbuda's economy, accounting for nearly 60% of GDP and 40% of investment. Investment in new and existing tourist facilities, mainly driven by foreign direct investment, has fueled the real estate and construction industry in the country. Construction activity, as a result of foreign investment flows, including through the country's Citizenship by Investment Programme, is part of the backbone of the economy. For Dealing with Construction Permits, Antigua and Barbuda is ranked 99, doing better than the Regional Average (Latin America & Caribbean) but worse than all the OECS except Grenada. Obtaining a construction permit in

Antigua and Barbuda is estimated to require 19 procedures and 135 days compared to best practices of 7 procedures and 27.5 days respectively. Countries considered to be engaging in best practices, have reengineered their business processes and employed electronic permitting systems, that link all permitting agencies, to reduce the number of procedures and time required to obtain a construction permit. Depending on the nature of the project, obtaining a construction permit, might involve up to 6 different government agencies - Central Board of Health, Environment Department, Fisheries Department, and the Antigua Port Authority – and may take more than 130 days to be completed.

- 1.5. The Development Control Authority (DCA) is the agency under the Ministry of Agriculture, Lands, Housing and the Environment charged primarily with the responsibility to ensure the orderly and progressive development of land in urban and rural areas in Antigua and Barbuda. DCA receives printed copies of construction permit applications with multiple printed copies of design prepared by architects and engineers. When errors are found in the drawings or where the plans do not comply with the local building code, the architect or engineer needs to correct and resubmit them. In many cases, this submission or resubmission process goes through three to five iterations taking as much as two months before the plans are finally approved.
- 1.6. The growing trend within the building design industry is to develop and submit plans electronically, rather than in multiple hard copies. DCA's clients (architects, engineers, contractors, building owners and homeowners) are urging a move to this more efficient approach.

2. Objectives

- 2.1. The main objective of this consultancy is to design and implement an Electronic Permitting System and One-Stop Shop for the processing of the construction permit approvals of Antigua and Barbuda.

3. Scope of Services

- 3.1. The scope of services includes the following:
 - (i) mapping and assessing the efficiency of current business processes across all agencies having responsibility for Dealing with Construction Permits;
 - (ii) developing options for reengineering and digitizing the business processes, including specifications and other details of hardware and software requirements for each option;

- (iii) developing a detailed work plan and budget for designing, installing, rolling out (including change management, system testing, user and systems maintenance training), and the initial maintenance (for 1 year) of an Electronic Permitting System and One-Stop Shop;
- (iv) system design/customization of the electronic permitting software, testing, and installation;
- (v) training staff of the approval agencies, end-users, information technology professionals who will be responsible for maintaining the system; and
- (vi) managing communications to engage and secure the ownership of key stakeholders.

3.2. The digitized system will have the following features:

- Client registration (this will either be developed or be integrated into the current eGovernment registration platform.
- Client approval submission request along with proof of payment for process to commence.
- All drawings and other documents required by DCA will be submitted in PDF format.
- All applications will be assigned in the queue in data and time order.
- DCA technician will review application and record findings in pre-set fields along notes.
- Secure Portal access for all additional approving entities with notifications when applications are sent to them for review (Environment Department, Fire Department, Central Board of Health, Airport Authority, National Parks and Any Other)
- Software will track and record all actions taken with each application. Client will also be given access to progress of their application.
- Clients will be notified of their approved or failed applications via email.
- Once proof of payment for approved applications have been received the client will be granted access to download their approved plan and additional documentation from the portal.
- Full audit trail of all users.

3.3. The system will be able to generate reports based on all fields that are pre-set. Following is an illustrative list of reports that the system will generate. Application will be developed with as many standard reports as requested by DCA.

- Declined applications (date period, reason, type of structure)
- Number of applications submitted
- Average number of times applications are declined and returned to client for a pass to be given.
- Average time for the processing of applications
- Number of applications submitted to each additional agency for approval and their statistical data

3.4. With respect to managing communications, major tasks will include (i) communicating information aimed at educating potential users on electronic permitting systems and providing clarifications and feedback to address stakeholder concerns; (ii) keeping stakeholders informed of

the progress of the project; (iii) managing the launch of the Electronic Permitting System and One-Stop Shop; (iv) packaging user training materials and other relevant content to update the DCA website; and (v) communicating early results and providing timely explanations for any early/teething problems.

4. Key Activities

The contractual will carry out the following key activities that will facilitate the achievement of the objective:

- 4.1** Review background documents on the (a) economy, in general, and the construction industry, in particular; and (b) policy, legislative, regulatory and institutional framework for construction permitting in Antigua and Barbuda.
- 4.2** Liaise with DCA, other permitting agencies, clients of the permitting agencies, and Compete Caribbean to develop a more in-depth understanding of assignment including (a) the current scenario in terms of the permitting process, management and operations of each permitting agency, and inter-agency coordination; and (b) the vision and specific results to be achieved through the reengineering process.
- 4.3** Prepare a draft Inception Report that provides (a) a preliminary assessment of the “soft and hard” changes required to re-engineer the construction permitting business processes in Antigua and Barbuda; (b) a Work Plan for completing the assignment; (c) a draft Communications Strategy; and (d) any other preliminary recommendations, related to the policy, legislative, regulatory and institutional framework (even where the implementation of the recommendations is outside the scope of the assignment).
- 4.4** Present the draft Inception Report to a meeting of DCA and the other permitting agencies, Compete Caribbean and other key stakeholders.
- 4.5** Finalize the Inception Report, including the Work Plan and Communications Strategy based on feedback provided by DCA, other permitting agencies (through DCA), and Compete Caribbean.
- 4.6** Conduct (a) a detailed process mapping and an analysis of the policy, legislative and institutional framework for construction permitting (including hard and soft skills, management capacity, organizational culture, and IT infrastructure); and (b) a detailed analysis of the efficiency of the current system, user capacity, experiences and satisfaction levels.
- 4.7** Prepare a draft Interim Report that (a) details the findings; presents options for reengineering and digitizing the business processes, including specifications and other details of hardware and software requirements for each option; (b) analyses the options; (c) recommends a preferred option and capacity building measures needed to support the re-engineering process; and (d) presents an Implementation Plan and Budget for designing, installing, rolling out (including the training and other change management activities, system testing, user and systems maintenance training), and

the initial maintenance (for 1 year) of the Electronic Permitting System and One-Stop Shop.

- 4.8 Facilitate a stakeholder workshop to validate the findings at item 4.7; develop consensus on the vision and specific results to be achieved by the re-engineered system; present and obtain stakeholder feedback on possible process redesign options; and to allow stakeholders to identify and reach consensus on other changes (non-technological/soft, managerial, cultural, policy, legislative, regulatory), which may be required to support a re-engineered business process.
- 4.9 Finalise the Interim Report incorporating stakeholder input at item 4.8, and based on feedback from DCA, other permitting agencies and Compete Caribbean.
- 4.10 Design and customize the system of the electronic permitting software, including testing and installation.
- 4.11 Implement the approved capacity building measures including training staff of the approval agencies, end-users, and information technology professionals who will be responsible for maintaining the system.

5. Expected Outcome and Deliverables

The expected outcomes and products under this assignment are the following:

- 5.1. Draft Inception Report within three weeks of contract signing.
- 5.2. Finalised Inception Report within 3 days of receipt of comments from DCA, other permitting agencies (through DCA), and Compete Caribbean.
- 5.3. Draft Interim within 6 weeks of the acceptance of the finalised Inception Report.
- 5.4. Finalized Interim Report within 1 week of the receipt of feedback from, DCA, other permitting agencies, and Compete Caribbean.
- 5.5. Draft copies of all training and other materials to be used for capacity building within 2 weeks of acceptance of the Interim Report.
- 5.6. Finalized training and other capacity building materials within 1 week of receipt of comments, on the draft version, from DCA, other permitting agencies, and Compete Caribbean.
- 5.7. Report on the Development and Testing of the Electronic Permitting System and One-Stop Shop, including the final version of customized software for managing construction permits within 12 weeks of the acceptance of the Interim Report.

5.8. Final Report, within 12 weeks of the launch of the One Stop Shop, which (i) evaluates the communications and other capacity building measures implemented and the performance of the deployed system; and (ii) makes recommendations to improve and sustain performance.

6. **Supervision and Reporting**

6.1. The technical and administrative responsibilities of this consultancy will be coordinated by Michael Hennessey (IFD/CTI) in collaboration with Compete Caribbean’s Facility Coordination Unit.

7. **Schedule of Payments & Qualifications**

7.1. 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.

Payment Schedule	
<i>Deliverable</i>	%
1. Finalized Inception Report	10%
2. Finalized Interim Report	30%
3. Report on the Development and Testing of the Electronic Permitting System and One-Stop Shop,	35%
4. Final Report	25%
TOTAL	100%

Qualifications

Contractual teams should have specific expertise and knowledge, which will be the main criterion for their selection. It is anticipated that the team would comprise of individuals with strong competencies in the below areas but this is not meant to restrict team compositions to exact roles described below.

Team Leader and Trainer

Academic Degree / Level & Years of Professional Work Experience:

- Advanced degree in in IT/Computer Science

Experience

- Minimum of 10 years of experience in systems and software development including: (i) web enabled development of comparable projects; (ii) development of electronic permitting systems; and leading project teams for complex IT projects.

Other Skills

- Project management
- Training design, delivery and evaluation
- Excellent and proven track record of previous works with governments and/or multilaterals.
- Change management/capacity building
- Fluency in English
- Strong interpersonal, verbal and written communication skills

Information Technology Consultant

Academic Degree / Level & Years of Professional Work Experience:

- A Bachelor's degree in Computer Science/ Applications, Systems Engineering, Information Systems or related fields, with emphasis in Systems Analysis and Design.

Experience

- A minimum of 5 years of progressively responsible professional experience in best practice implementation as well as: Analyzing Information, Analyzing Requirements,

Programming Skills, Software Design, Software Debugging, Software Documentation, Software Testing, Problem Solving, Teamwork, Software Development Fundamentals, Software Development Process, Software Requirements.

- Experience in business process modeling including documenting and analyzing functional procedures and workflows, business process reengineering and definition and evaluation of user requirements in the selection or development and implementations of IT systems.
- Work experience in managing projects with a preference in development and implementation of web-based or client-server based systems using any standard development tools.
- Experience with PHP, Web services, SOAP, XML, XSLT, AJAX, Drupal is considered an asset.
- Experience in Open-Source tools and software is an asset

HRD Terms of Reference

For PEC consultancies

Other Skills

- Proven ability to advise and train users in the use of complex systems/applications and related matters and effectively prepare specifications and other written reports/documentation in a clear and concise style. Ability to communicate with various levels of technical experience (developers, end-users, management and support staff);
- Competent in the following technologies: Java, .NET, ADO, JSP, HTML5, JavaScript, ASPX, SQL Server and Oracle in a heterogeneous environment (Windows and Linux).

Communications Specialist

Qualifications

Academic Degree / Level & Years of Professional Work Experience:

- Master's degree in Journalism; Mass Communications; Public Relations or related field.

Experience:

- At least 10 years of working experience in communications with significant experience in designing implementing communication strategies to support the implementation of development projects.
- Ability to develop, promote, implement, monitor and evaluate Communications Strategies.
- Specific experience in the following areas: social media management, media relations, and event management

Other Skills:

- Good communication and organizational skills, with demonstrated evidence of capacity to produce and present good reports.
- Sound understanding of a results-oriented approach to planning and implementation
- Sound monitoring or data collection and analysis skills.
- Proficiency with social media sites (twitter, Facebook, LinkedIn, Pinterest, YouTube).
- Proficiency with basic video/media editing tools.
- Demonstrated proficiency at using data to drive communications' (google analytics, etc.)
- Knowledge and understanding of issues impacting the ease of doing business in the Caribbean and ongoing business climate reform initiatives.
- Excellent ability to communicate in English both written and spoken.

Characteristics of the Consultancy

Consultancy category and modality: Firm, Simplified Competitive Selection (SCS)

HRD Terms of Reference

For PEC consultancies

Contract duration: Twelve (12) months from the start date.

Place(s) of work: External consultancy that may require a presence on the ground in Antigua and Barbuda for approximately 40% of the estimated effort.

Our culture: Working with us you will be surrounded by a diverse group of people who have years of experience in all types of development fields, including transportation, health, gender and diversity, communications and much more.

About us: At the Inter-American Development Bank, we're devoted 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.

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. The Bank, pursuant to applicable policies, may contribute toward travel and moving expenses. In addition, candidates must be citizens of an IDB member country.

Visa and Work Permit: The Bank, pursuant to applicable policies, may submit a visa request to the applicable immigration authorities; however, the granting of the visa is at the discretion of the immigration authorities. Notwithstanding, it is the responsibility of the candidate to obtain the necessary visa or work permits required by the authorities of the country(ies) in which the services will be rendered to the Bank. If a candidate cannot obtain a visa or work permit to render services to the Bank the contractual offer will be rescinded

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the IDB, IDB Invest, or MIF as staff members or Complementary Workforce contractuales, will not be eligible to provide services for the Bank.

Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity based on gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, and religion. We encourage women, Afro-descendants and persons of indigenous origins to apply.

TERMS OF REFERENCE

Streamlining the Issuance of Construction Permits in Antigua and Barbuda

REGIONAL

RG-T3267

Project Monitoring and Evaluation

8. Background and Justification

- 8.1.** Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.
- 8.2.** On March 20, 2016, the IDB Board approved the creation of the Compete Caribbean Partnership Facility (CCPF) as a multi-donor Trust Fund jointly funded by the United Kingdom’s Department for International Development (DFID), the Caribbean Development Bank (CDB), and the Government of Canada. The ultimate goal of the Compete Caribbean Partnership Facility is to support the Caribbean region in increasing productivity and Caribbean firms’ contribution to economic growth. The specific objectives are to (i) support firms to grow, innovate and enter new sectors and markets; and (ii) to promote an environment that enables innovation and growth. The Facility will support productivity and economic growth in the Caribbean by focusing on two thematic pillars: (i) productivity and innovation in firms; and (ii) enhancing the business and innovation climate. The Facility is being executed by Inter-American Development Bank and henceforth all procedures related to operations and implementation thereof must comply with IDB policies.
- 8.3.** The proposed consultancy will be funded by the CCPF with the aim of creating a more enabling business environment in Antigua & Barbuda.
- 8.4.** Antigua and Barbuda is ranked 107th out of 190 countries for the aggregate ranking in the World Bank’s Ease of Doing Business index for 2018. Over the last 5 years Antigua and Barbuda’s ranking

HRD Terms of Reference

For PEC consultancies

in the World Bank's Ease of Doing Business Index has declined from position 71 in 2014 to position 107 in 2018.

- 8.5.** The country has traditionally depended on tourism to spur growth and development; and the sector dominates Antigua and Barbuda's economy, accounting for nearly 60% of GDP and 40% of investment. Investment in new and existing tourist facilities, mainly driven by foreign direct investment, has fueled the real estate and construction industry in the country. Construction activity, as a result of foreign investment flows, including through the country's Citizenship by Investment Programme, is part of the backbone of the economy. For Dealing with Construction Permits, Antigua and Barbuda is ranked 99, doing better than the Regional Average (Latin America & Caribbean) but worse than all the OECS except Grenada. Obtaining a construction permit in Antigua and Barbuda is estimated to require 19 procedures and 135 days compared to best practices of 7 procedures and 27.5 days respectively. Countries considered to be engaging in best practices, have reengineered their business processes and employed electronic permitting systems, that link all permitting agencies, to reduce the number of procedures and time required to obtain a construction permit. Depending on the nature of the project, obtaining a construction permit, might involve up to 6 different government agencies - Central Board of Health, Environment Department, Fisheries Department, and the Antigua Port Authority – and may take more than 130 days to be completed.
- 8.6.** The Development Control Authority (DCA) is the agency under the Ministry of Agriculture, Lands, Housing and the Environment charged primarily with the responsibility to ensure the orderly and progressive development of land in urban and rural areas in Antigua and Barbuda. DCA receives printed copies of construction permit applications with multiple printed copies of design prepared by architects and engineers. When errors are found in the drawings or where the plans do not comply with the local building code, the architect or engineer needs to correct and resubmit them. In many cases, this submission or resubmission process goes through three to five iterations taking as much as two months before the plans are finally approved.
- 8.7.** The growing trend within the building design industry is to develop and submit plans electronically, rather than in multiple hard copies. DCA's clients (architects, engineers, contractors, building owners and homeowners) are urging a move to this more efficient approach.

9. Objectives

- 9.1.** The main objective of this consultancy is to coordinate and monitor the execution of the CCPF-supported project *Streamlining the Issuance of Construction Permits in Antigua and Barbuda*, which is aimed at establishing an Electronic Permitting System and One-Stop Shop for dealing with construction permits.

10. Scope of Services

HRD Terms of Reference

For PEC consultancies

- 10.1.** The scope of services includes (i) compiling and analyzing pre- and post-project data, disaggregated by gender and other relevant characteristics, on the business processes; and (ii) preparing progress reports and a project completion report. The data compiled will include the time and cost associated with obtaining a construction permit (overall and at each stage of the process), user experiences, and client satisfaction levels.

11. Key Activities

The contractual will carry out the following key activities that will facilitate the achievement of the objective:

- 4.1 Develop a more in-depth understanding of the assignment by studying background documents and liaising with DCA, other permitting agencies, the consulting firm engaged to establish the Electronic Permitting System and One-Stop Shop, and Compete Caribbean.
- 4.2 Prepare a draft Work Plan complete with a simple Monitoring and Evaluation (M&E) Plan for completing the assignment complete with methods and tools for collecting data prior to, during and on completion of the project.
- 4.3 Finalize the Work Plan based on feedback provided.
- 4.4 Prepare concise Quarterly Project Implementation Progress Reports accompanied by an updated M&E Plan. These Quarterly Reports must represent an evidence-based assessment of progress of progress towards planned results; factors influencing progress; actions required to improve implementation performance and promote project sustainability.
- 4.5 Prepare a draft Project Completion Report (PCR) in accordance with the Bank's guidelines for preparing PCRs.

12. Expected Outcome and Deliverables

The consultant will be responsible for the delivery of the following products:

- 5.1 Draft Work plan with within 2 weeks of contract signing.
- 5.2 Finalized Work Plan within 3 days of receipt of comments from DCA, other permitting agencies, and Compete Caribbean.
- 5.3 Draft Quarterly Progress Report within 3 days following the end of each quarter.

HRD Terms of Reference

For PEC consultancies

- 5.4 Finalized Quarterly Progress Report within 2 days of receipt of comments from DCA, other permitting agencies, and Compete Caribbean on the draft versions.
- 5.5 Draft PCR within 3 months of completion of the project *Streamlining the Issuance of Construction Permits in Antigua and Barbuda*.
- 5.6 Finalized PCR within 3 weeks of receipt of comments on the draft version from DCA, other permitting agencies, and Compete Caribbean on the draft version.

13. Supervision and Reporting

- 6.1 The technical and administrative responsibilities of this consultancy will be coordinated by Hennessey, Michael (IFD/CTI) Team Leader.

14. Schedule of Payments & Qualifications

- 7.1 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.

Payment Schedule	
<i>Deliverable</i>	%
5. Finalized Work Plan	10%
6. Finalized Quarterly Progress Reports	60% (3 Reports, 20% each)
7. Finalized PCR	30%
TOTAL	100%

Qualifications

Academic Degree / Level & Years of Professional Work Experience:

- A Master’s degree or greater in a relevant field such as applied social sciences, project management, development economics, or monitoring and evaluation.

Experience

HRD Terms of Reference

For PEC consultancies

- At least 5 years' experience in the monitoring and evaluation of projects financed by international financing institutions or bilateral agencies. Specific experience in preparing monitoring and evaluation plans, and performance monitoring and project completion reports.

Other Skills:

- Fluency in oral and written English.
- Results based management
- Highly developed communication and writing skills.
- A working understanding of guidelines and procedures typically used by development banks

Characteristics of the Consultancy

Consultancy category and modality: Individual, Product and External Services Contractual (PEC)

Contract duration: 12 months from the start date including approximately 30 non-continuous working days.

Place(s) of work: External consultancy, which will be developed at the place of residence of the contractual. Approximately three separate mission to Antigua and Barbuda are expected with a maximum of 10 days on the ground in Antigua and Barbuda.

Our culture: Working with us you will be surrounded by a diverse group of people who have years of experience in all types of development fields, including transportation, health, gender and diversity, communications and much more.

About us: At the Inter-American Development Bank, we're devoted 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.

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. The Bank, pursuant to applicable policies, may contribute toward travel and moving expenses. In addition, candidates must be citizens of an IDB member country.

Visa and Work Permit: The Bank, pursuant to applicable policies, may submit a visa request to the applicable immigration authorities; however, the granting of the visa is at the discretion of the immigration authorities. Notwithstanding, it is the responsibility of the candidate to obtain the necessary visa or work permits required by the authorities of the country(ies) in which the services will be rendered to the Bank. If a candidate cannot obtain a visa or work permit to render services to the Bank the contractual offer will be rescinded

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the IDB, IDB Invest, or MIF as staff members or Complementary Workforce contractuales, will not be eligible to provide services for the Bank.

Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity based on gender, age, education, national origin, ethnic origin, race,

HRD Terms of Reference

For PEC consultancies

disability, sexual orientation, and religion. We encourage women, Afro-descendants and persons of indigenous origins to apply.

TERMS OF REFERENCE

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REGIONAL

RG-T3267

Legislative Review and Drafting

15. Background and Justification

- 15.1.** On March 20, 2016, the IDB Board approved the creation of the Compete Caribbean Partnership Facility (CCPF) as a multi-donor Trust Fund jointly funded by the United Kingdom's Department for International Development (DFID), the Caribbean Development Bank (CDB), and the Government of Canada. The ultimate goal of the Compete Caribbean Partnership Facility is to support the Caribbean region in increasing productivity and Caribbean firms' contribution to economic growth. The specific objectives are to (i) support firms to grow, innovate and enter new sectors and markets; and (ii) to promote an environment that enables innovation and growth. The Facility will support productivity and economic growth in the Caribbean by focusing on two thematic pillars: (i) productivity and innovation in firms; and (ii) enhancing the business and innovation climate. The Facility is being executed by Inter-American Development Bank and henceforth all procedures related to operations and implementation thereof must comply with IDB policies.
- 15.2.** The proposed consultancy will be funded by the CCPF with the aim of creating a more enabling business environment in Antigua & Barbuda.
- 15.3.** Antigua and Barbuda is ranked 107th out of 190 countries for the aggregate ranking in the World Bank's Ease of Doing Business index for 2018. Over the last 5 years Antigua and Barbuda's ranking in the World Bank's Ease of Doing Business Index has declined from position 71 in 2014 to position 107 in 2018.
- 15.4.** The country has traditionally depended on tourism to spur growth and development; and the sector dominates Antigua and Barbuda's economy, accounting for nearly 60% of GDP and 40% of investment. Investment in new and existing tourist facilities, mainly driven by foreign direct investment, has fueled the real estate and construction industry in the country. Construction activity, as a result of foreign investment flows, including through the country's Citizenship by Investment Programme, is part of the backbone of the economy. For Dealing with Construction Permits, Antigua and Barbuda is ranked 99, doing better than the Regional Average (Latin America & Caribbean) but worse than all the OECs except Grenada. Obtaining a construction permit in Antigua and Barbuda is estimated to require 19 procedures and 135 days compared to best practices of 7 procedures and 27.5 days respectively. Countries considered to be engaging in best practices, have reengineered their business processes and employed electronic permitting

HRD Terms of Reference

For PEC consultancies

systems, that link all permitting agencies, to reduce the number of procedures and time required to obtain a construction permit. Depending on the nature of the project, obtaining a construction permit, might involve up to 6 different government agencies - Central Board of Health, Environment Department, Fisheries Department, and the Antigua Port Authority – and may take more than 130 days to be completed.

- 15.5.** The Development Control Authority (DCA) is the agency under the Ministry of Agriculture, Lands, Housing and the Environment charged primarily with the responsibility to ensure the orderly and progressive development of land in urban and rural areas in Antigua and Barbuda. DCA receives printed copies of construction permit applications with multiple printed copies of design prepared by architects and engineers. When errors are found in the drawings or where the plans do not comply with the local building code, the architect or engineer needs to correct and resubmit them. In many cases, this submission or resubmission process goes through three to five iterations taking as much as two months before the plans are finally approved.
- 15.6.** The growing trend within the building design industry is to develop and submit plans electronically, rather than in multiple hard copies. DCA's clients (architects, engineers, contractors, building owners and homeowners) are urging a move to this more efficient approach.

16. Objectives

- 16.1.** The main objective of this consultancy is to review the current legislative and regulatory framework for construction permitting; advise on any amendments required to support the establishment of an Electronic Permitting System and One-Stop Shop (EPS/OSS); and draft agreed amendments.

17. Scope of Services

- 17.1.** The scope of services includes the following the review of the existing legislative and regulatory framework; discussions with stakeholders on legislative and regulatory best practices to reach consensus on any amendments required to support the EPS/OSS; and drafting of agreed amendments.

18. Key Activities

The contractual will carry out the following key activities that will facilitate the achievement of the objective:

- 4.12 Review documentation and consult with stakeholders and analyze current best practices with

HRD Terms of Reference

For PEC consultancies

- respect to the legal framework for EPS/OSS; the current legislative and regulatory framework in Antigua and Barbuda; and the technological solution selected by the Government of Antigua and Barbuda for establishing the EPS/OSS.
- 4.13 Prepare a draft Legislative Review Report that advises on amendments required to the existing legal and regulatory framework.
 - 4.14 Facilitate a stakeholder workshop, present the draft Legislative Review Report, and obtain feedback on recommendations.
 - 4.15 Finalize the Legislative Review Report based on stakeholder feedback and comments from the DCS, other permitting agencies and Compete Caribbean.
 - 4.16 Conduct the drafting of the required amendments.
 - 4.17 Facilitate a stakeholder workshop(s) to present and receive feedback on the draft amendments.
 - 4.18 Finalize the legislative amendments incorporating stakeholder feedback.

19. Expected Outcome and Deliverables

The expected outcomes and products under this assignment are the following:

- 19.1. Draft Legislative Review Report within 4 weeks of contract signing.
- 19.2. Revised Legislative Review Report within 3 days of receipt of stakeholder feedback and comments on the draft version from the DCS, other permitting agencies and Compete Caribbean.
- 19.3. Draft amendments within 4 weeks of acceptance of the revised Legislative Review Report.
- 19.4. Finalized amendments within 4 weeks of receipt of stakeholder feedback and comments on the draft version from the DCS, other permitting agencies and Compete Caribbean.

20. Supervision and Reporting

- 20.1. The technical and administrative responsibilities of this consultancy will be coordinated by Michael Hennessey (IFD/CTI) in collaboration with Compete Caribbean’s Facility Coordination Unit.

21. Schedule of Payments & Qualifications

- 21.1. 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.

Payment Schedule	
<i>Deliverable</i>	%

HRD Terms of Reference

For PEC consultancies

8. Revised Legislative Review Report	30%
9. Finalized amendments	70%
TOTAL	100%

Qualifications

Academic Degree / Level & Years of Professional Work Experience:

- Minimum of Bachelor of Laws (LLB)

Experience

- A corporate and securities lawyer with at least 10 years in public law regulations assessment.
- Experience on drafting laws and regulation based on findings and recommendations from a specific legal analysis.
- Knowledgeable on the legal system of Antigua and Barbuda regulating construction permitting.
- Excellent writing skills.
- Fluent in English.

Characteristics of the Consultancy

Consultancy category and modality: International Products and External Services Contractual, Lump Sum

Contract duration: Five (5) months from the start date, including 25 non-consecutive working days

Place(s) of work: External consultancy which will be developed at the place of residence of the contractual. At least one mission to Antigua and Barbuda is expected with a maximum of 5 days on the ground.

HRD Terms of Reference

For PEC consultancies

Our culture: Working with us you will be surrounded by a diverse group of people who have years of experience in all types of development fields, including transportation, health, gender and diversity, communications and much more.

About us: At the Inter-American Development Bank, we're devoted 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.

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. The Bank, pursuant to applicable policies, may contribute toward travel and moving expenses. In addition, candidates must be citizens of an IDB member country.

Visa and Work Permit: The Bank, pursuant to applicable policies, may submit a visa request to the applicable immigration authorities; however, the granting of the visa is at the discretion of the immigration authorities. Notwithstanding, it is the responsibility of the candidate to obtain the necessary visa or work permits required by the authorities of the country(ies) in which the services will be rendered to the Bank. If a candidate cannot obtain a visa or work permit to render services to the Bank the contractual offer will be rescinded

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the IDB, IDB Invest, or MIF as staff members or Complementary Workforce contractuales, will not be eligible to provide services for the Bank.

Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity based on gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, and religion. We encourage women, Afro-descendants and persons of indigenous origins to apply.