

LOAN AGREEMENT
(Hospitality and Tourism Training Institute Project)

BETWEEN

CARIBBEAN DEVELOPMENT BANK

AND

CO-OPERATIVE REPUBLIC OF GUYANA

Dated: February 24, 2021

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LOAN AGREEMENT

AGREEMENT dated the 24th day of February 2021, between the Caribbean Development Bank (the Bank) of the one part and the Government of the Co-operative Republic of Guyana (the Borrower) of the other part.

ARTICLE I

General Provisions, Interpretation, Definitions

Section 1.01 **General Provisions.** The "General Provisions Applicable to Loan Agreements with Borrower Only" of the Bank dated January 1, 2020, set forth in Schedule 1 (the General Provisions) shall apply to this Loan Agreement subject, however, to any modifications thereof set forth herein.

Section 1.02 **Interpretation.** Unless otherwise stated, references to Sections and Schedules are to the Sections of, and Schedules to, this Loan Agreement.

Section 1.03 **Definitions.** (a) Wherever used in this Loan Agreement, unless the context otherwise requires, the several terms defined in the General Provisions shall have the respective meanings set forth therein, and for the purposes of sub-paragraphs (vi), (xv) and (xvi) respectively of Section 2.01 of the General Provisions, the terms:

- (i) "Due Dates" shall mean January 1, April 1, July 1 and October 1 in each year, except in the case of interest payable under Section 3.09 of the General Provisions and other charges which are payable on demand;
 - (ii) "Project" shall mean the construction of a modern hospitality and tourism training institute including a childcare facility and provision of quality, relevant and effective instruction and capacity building to ensure quality leadership, governance and management for the new institute in the Project Country, as described in Appendix 2.1 to Schedule 2; and
 - (iii) "Project Country" shall mean the Co-operative Republic of Guyana.
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(b) Wherever used in this Loan Agreement, unless the context otherwise requires, the following additional terms shall have the following meanings:

- (i) "CDB" means the Bank;
 - (ii) "Construction Supervision Services Consultancy" means the provision of construction supervision services for the Hospitality and Tourism Training Institute described in Appendix 2.2 to Schedule 2;
 - (iii) "Development of a Gender-Responsive Strategic Visioning Plan and Finalisation of the Proposed Management Structure Consultancy" means the consultancy services to assist with the development of a gender-responsive strategic visioning plan and finalisation of the proposed management structure described in Appendix 2.3 to Schedule 2;
 - (iv) "Development of a Strategic Marketing Framework Consultancy" means the consultancy services for the development of a Strategic Marketing Framework – Carnegie School of Home Economics and Hospitality and Tourism Training Institute described in Appendix 2.6 to Schedule 2;
 - (v) "Development of Pre-Tracer and Tracer Studies Consultancy" means the consultancy services to design and conduct Pre-Tracer and Tracer Studies for the Guyana Hospitality and Tourism Training Institute described in Appendix 2.7 to Schedule 2;
 - (vi) "Financing Plan" means the Project Cost, Phasing and Financing Plan for the Project set out in Appendix 3.1 to Schedule 2;
 - (vii) "Implementing Agency" means MOE;
 - (viii) "Infrastructure Works" means the construction of a climate and hazard resilient, modern and state-of-the-art hospitality and tourism training institute as further described in paragraph 4 of Appendix 2.1 to Schedule 2;
 - (ix) "MOE" means the Ministry of Education of the Borrower;
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- (x) "PCU" means the project coordination unit of the Borrower to be assigned in accordance with paragraph (a) of Section 6.02;
 - (xi) "POCW" means the project officer civil works to be engaged in accordance with paragraph (c) of Section 6.02;
 - (xii) "Preparation of an Environmental and Social Risk Management System, Disaster Risk Management Plan and Business Continuity Plan Consultancy" means the consultancy services for establishing an Environmental and Social Risk Management System/Business Plan/ Disaster Risk Management Plan for the Hospitality and Tourism Training Institute described in Appendix 2.5 to Schedule 2;
 - (xiii) "Procurement Plan" means the procurement plan approved by the Bank, set out in Appendix 6.7 to Schedule 2;
 - (xiv) "Project Management Duties and Responsibilities" means the duties and responsibilities set out in Appendix 6.1 to Schedule 2;
 - (xv) "PSC" means the project steering committee to be maintained in accordance with paragraph (b) of Section 6.02;
 - (xvi) "Reporting Requirements" means the reporting requirements set out in Appendix 6.9 to Schedule 2;
 - (xvii) "Review of the Quality and Relevance of the Programming in the area of Hospitality and Tourism Studies Consultancy" means the consultancy services described in Appendix 2.4 to Schedule 2;
 - (xviii) "THAG" means the Tourism and Hospitality Association of Guyana; and
 - (xix) "USD" or "United States dollars" means dollars in the currency of the United States of America.
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ARTICLE II
The Loan and its Purpose

Section 2.01 **Amount of Loan.** The Bank agrees to lend to the Borrower on the terms and conditions set out in this Loan Agreement an amount not exceeding the equivalent of nine million seven hundred and eighty thousand United States dollars (USD9,780,000) from the Special Funds Resources of the Bank.

Section 2.02 **Purpose.** The purpose for which the Loan is being made is to assist the Borrower in financing the Project.

ARTICLE III
Repayment, Interest and Other Charges

Section 3.01 **Repayment.** Except as provided in paragraph (b) of Section 3.02 of the General Provisions, the Borrower shall repay the amount withdrawn from the Loan Account in eighty (80) equal or approximately equal and consecutive quarterly instalments on each Due Date, commencing on the first Due Date after the expiry of five (5) years following the date of this Loan Agreement, or on such later Due Date as the Bank may specify in writing.

Section 3.02 **Interest.** The Borrower shall pay interest at the rate of one percent (1%) (fixed) per annum on the amount of the Loan withdrawn and outstanding from time to time. Such interest shall be payable quarterly in accordance with paragraph (a) of Section 3.03 of the General Provisions.

Section 3.03 **Commission and Commitment Charge.** Sections 3.04 and 3.05 of the General Provisions shall not apply.

ARTICLE IV
Withdrawal of Loan

Section 4.01 **Withdrawal and Application of Loan.** (a) Except as the Bank may otherwise agree:

- (i) the amounts withdrawn from the Loan Account shall be used to finance the components of the Project allocated for financing by the Bank as shown in the Financing Plan up to the respective limits specified therein; and
- (ii) withdrawals from the Loan Account shall not exceed in the aggregate eighty-four percent (84%) of the cost of the Project.

(b) The amounts withdrawn from the Loan Account shall not be used to meet any part of the cost of the Project which consists of identifiable Taxes imposed under the laws of the Project Country.

Section 4.02 **Disbursement of Loan.** (a) The date to be specified pursuant to Section 4.03 of the General Provisions is December 31, 2023, or such later date as may be specified in writing by the Bank.

(b) The Borrower shall comply with the Bank's "Disbursement Guidelines for CDB-Financed Projects" published in January 2019 (the Guidelines), which publication is in effect at the date of this Loan Agreement.

(c) The Borrower hereby acknowledges that it has been furnished with a copy of the Guidelines.

Section 4.03 **Procurement.** (a) Procurement of any goods, works and services to be financed from amounts withdrawn from the Loan Account shall be procured in accordance with the provisions of Section 4.04 of the General Provisions.

(b) The Borrower shall comply with the procurement requirements set out in the Procurement Plan. Any revisions to the Procurement Plan shall require the Bank's prior approval in writing.

(c) The Borrower hereby acknowledges that it has been furnished with a copy of the Bank's:

- (i) Procurement Policy for Projects Financed by CDB (November 2019); and
- (ii) Procurement Procedures for Projects Financed by CDB (January 2021),

both of which publications are in effect at the date of this Loan Agreement.

ARTICLE V
Additional Conditions Precedent

Section 5.01 **Additional Conditions Precedent to First Disbursement.** In addition to the requirements of paragraph (a) of Section 6.01 of the General Provisions, the Borrower shall, by the date referred to in Section 8.03 (i) thereof, furnish or cause to be furnished to the Bank, evidence, in form and substance, acceptable to the Bank, that the:

- (i) PCU has been assigned the implementation and management of the Project;
- (ii) PSC has been maintained; and
- (iii) aggregate of all loans (including the Loan) raised under the External Loans Act does not exceed the limit imposed by Section 3(1) of that Act.

Section 5.02 **Conditions Precedent to Disbursement with respect to Infrastructure Works.** The Bank shall not be under any obligation to disburse any amount of the Loan with respect to Infrastructure Works until the Borrower has furnished or caused to be furnished to the Bank evidence acceptable to the Bank that:

- (i) the Borrower has received all requisite statutory, planning, building, environmental and health permits, licenses and/or other approvals in respect of the Infrastructure Works; and
- (ii) the additional POCW has been engaged.

ARTICLE VI
Particular Conditions

Section 6.01 **Project Implementation.** Except as the Bank may otherwise agree, the Borrower shall (a) implement the Project through the Implementing Agency; (b) carry out the Project at all times with due diligence and efficiency, with management personnel whose qualifications and experience are acceptable to the Bank and in accordance with sound technical, environmental, administrative, financial

and managerial standards and practices; and (c) institute and maintain organisational, administrative, accounting and auditing arrangements for the Project, acceptable to the Bank.

Section 6.02 **Project Management**. (a) The Borrower shall assign and, for the duration of the Project, maintain the PCU to implement and manage the Project, with the composition, duties and responsibilities described in the Project Management Duties and Responsibilities, along with adequate administrative support staff. The qualifications and experience of any officers subsequently appointed to the PCU shall be acceptable to the Bank.

(b) The Borrower shall, for the duration of the Project, maintain the PSC with the composition and functions set out in the Project Management Duties and Responsibilities.

(c) The Borrower shall engage, and for the duration of the Project, maintain an additional POCW who shall carry out the duties set out in the Project Management Duties and Responsibilities. The qualifications and experience of any person appointed as POCW shall be acceptable to the Bank.

Section 6.03 **Engagement of Consultants**. The Borrower shall, in accordance with the procurement policy and procedures applicable to the Loan, select and engage consultants to provide the following consultancy services and shall, within a timeframe acceptable to the Bank, implement such recommendations arising from the consultancies, as may be acceptable to the Bank:

- (i) Construction Supervision Services Consultancy;
 - (ii) Development of a gender-responsive strategic visioning plan and finalisation of the proposed management structure Consultancy;
 - (iii) Development of a Strategic Marketing Framework Consultancy;
 - (iv) Development of Pre-Tracer and Tracer Studies Consultancy;
 - (v) Preparation of an Environmental and Social Risk Management System, Disaster Risk Management Plan and Business Continuity Plan Consultancy; and
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- (vi) Review of the quality and relevance of the programming in the area of Hospitality and Tourism Studies Consultancy.

Section 6.04 **Engagement of Contractors.** The Borrower shall, in accordance with the procurement procedures applicable to the Loan, select and engage contractors to carry out the works to be financed by the Loan.

Section 6.05 **Maintenance.** The Borrower shall keep the infrastructure financed from the Loan, or cause the same to be kept, in good repair and condition and shall provide the financial and other resources required to adequately maintain the infrastructure financed from the Loan in accordance with the Annual Maintenance Plan.

Section 6.06 **Memorandum of Understanding with THAG.** The Borrower shall furnish or cause to be furnished to the Bank, in form and substance acceptable to the Bank, a memorandum of understanding between the Borrower and THAG, which:

- (i) provides on-the-job training at hotels and restaurants that are members of THAG for trainees of the hospitality institute; and
- (ii) includes safeguarding provisions to protect young people who may be vulnerable because of their age, sex, relative inexperience, or other circumstances.

Section 6.07 **Reports and Information.** Except as the Bank may otherwise agree, the Borrower shall furnish or cause to be furnished to the Bank the reports and information set out in the Reporting Requirements in the form specified therein, or in such form or forms as the Bank may require, not later than the times specified therein for so doing.

Section 6.08 **Additional Funds.** The Borrower shall be responsible for meeting any amount by which the total cost of the Project exceeds eleven million six hundred and fifty-six thousand United States dollars (USD11,656,000).

Section 6.09 **Borrower's Contribution to the Project**. (a) Except as the Bank may otherwise agree, the Borrower shall contribute to the Project an amount of no less than one million seven hundred and sixty thousand United States dollars (USD1,760,000).

(b) Except as the Bank may otherwise agree, the contribution which the Borrower is required to make to the Project shall be expended by the Borrower in a timely manner on the components of the Project designated for financing by the Borrower as shown in the Financing Plan, up to the respective limits specified therein.

ARTICLE VII
Cancellation and Suspension

Section 7.01 **Cancellation by the Bank**. The date referred to in sub-paragraph (iii) of Section 8.03 of the General Provisions is March 31, 2021, or such later date as may be specified in writing by the Bank.

ARTICLE VIII
Miscellaneous

Section 8.01 **Addresses for Service**. The following addresses are specified for the purpose of Section 12.03 of the General Provisions:

For the Bank:

Caribbean Development Bank
Wilkey
St. Michael
BARBADOS, W.I.

Email: legal@caribank.org

For the Borrower:

The Finance Secretary
Ministry of Finance
Main & Urquhart Street
Georgetown
GUYANA, S.A.

Email: spasha@finance.gov.gy

Section 8.02 **Counterparts.** This Loan Agreement may be executed in multiple counterparts, each of which shall be deemed an original agreement and all of which shall constitute one and the same agreement. The counterparts of this Loan Agreement and any document delivered in connection with this Loan Agreement may be executed by electronic signature (including portable document format) and delivered by email or other means of electronic transmission by any of the parties and the receiving party or parties may rely on the receipt of such document so executed and delivered electronically, as if the original had been received.

SCHEDULE I

(Section 1.01)

CARIBBEAN DEVELOPMENT BANK

GENERAL PROVISIONS APPLICABLE
TO LOAN AGREEMENTS WITH
BORROWER ONLY

DATED: January 1, 2020

CARIBBEAN DEVELOPMENT BANK

GENERAL PROVISIONS APPLICABLE
TO LOAN AGREEMENTS WITH
BORROWER ONLY

DATED: January 1, 2020

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CARIBBEAN DEVELOPMENT BANK

GENERAL PROVISIONS APPLICABLE
TO LOAN AGREEMENTS WITH
BORROWER ONLY

DATED: January 1, 2020

ARTICLE I

Application of General Provisions,
Inconsistency with Loan Agreement

Section 1.01 Application of General Provisions. These General Provisions set forth certain terms and conditions generally applicable to loans made by the Bank and shall apply to Loan Agreements without an Executing Agency to such extent, and subject to such modifications, as may be provided in such Loan Agreements, provided however that, where there is no Guarantor, references in these General Provisions to Guarantor and Guarantee Agreement shall be disregarded.

Section 1.02 Inconsistency with Loan Agreement. If any provision of a Loan Agreement is inconsistent with a provision of these General Provisions, the provision of the Loan Agreement shall prevail.

ARTICLE II
Definitions, References, Headings

Section 2.01 Definitions. The following expressions have the following meanings wherever used in these General Provisions unless the context otherwise requires:

- (i) "Aid Donor(s)" means such of the Donors or Lenders to the Bank which may be providing financing through the Bank for the Project;
 - (ii) "Arbitration Tribunal" means the tribunal established pursuant to Section 13.01;
 - (iii) "Bank" means the Caribbean Development Bank;
 - (iv) "Borrower" means the party to the Loan Agreement to which the Bank has agreed to make the Loan;
 - (v) "Closing Date" means the date referred to in Section 4.03;
 - (vi) "Due Dates" means the dates specified in the Loan Agreement for payment of instalments of the Principal and the interest (excluding interest payable pursuant to Section 3.09), commission, commitment charge and other charges in respect of the Loan;
 - (vii) "Guarantee Agreement" means the agreement between the Guarantor and the Bank whereby the Guarantor guarantees the payment of the instalments of the Principal and the interest, commission, commitment charge and other charges in respect of the Loan, as such agreement may be amended from time to time, and includes all agreements amending such agreement or supplemental thereto and all schedules to such agreement;
 - (viii) "Guarantor" means the party to the Guarantee Agreement which is the member of the Bank guaranteeing the payment of the instalments of the Principal and the interest, commission, commitment charge and other charges in respect of the Loan;
 - (ix) "interest" means interest payable pursuant to Sections 3.03 and 3.09;
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- (x) "Loan" means the loan provided for in the Loan Agreement and includes portions of the Loan which are separately provided for in the Loan Agreement;
 - (xi) "Loan Account" means the account referred to in Section 3.01;
 - (xii) "Loan Agreement" means the agreement between the Bank and the Borrower providing for the Loan, to which some or all of these General Provisions shall have been made applicable, as such agreement may be amended from time to time, and includes such of these General Provisions as thus made applicable thereto, all agreements amending such agreement or supplemental thereto and all schedules to such agreement;
 - (xiii) "other charges" means expenditure incurred by the Bank for or in connection with the remittance by the Bank of amounts withdrawn from the Loan Account, the purchase by the Bank of any currency needed by the Bank for payment to itself of interest, commission, commitment charge and/or other charges in accordance with Section 4.11 and the establishment or modification of Letters of Credit pursuant to Section 4.02, and amounts agreed to be paid by the Borrower to the Bank for or in connection with other special commitments entered into by the Bank in accordance with Section 4.02;
 - (xiv) "Principal" means the amount withdrawn from the Loan Account and outstanding from time to time;
 - (xv) "Project" means the project or programme for which the Loan is granted, as described in the Loan Agreement and as such description may be amended from time to time;
 - (xvi) "Project Country" means the country specified in the Loan Agreement being the country of a member of the Bank in which the Project is located or in which the Borrower is directing the operations of, and implementing, the Project;
 - (xvii) "Secretary General" means the holder of the office of secretary general of the Organisation of American States;
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(xviii) "Taxes" includes imposts, levies, fees and duties of any nature in effect at the date of the Loan Agreement or Guarantee Agreement and thereafter; and

(xix) "UNCITRAL Rules" means the arbitration rules of the United Nations Commission on International Trade Law, as amended by Article XIII.

Section 2.02 References. References in these General Provisions to Articles or Sections are to Articles or Sections of these General Provisions and reference to the singular shall include the plural and vice versa unless the context otherwise requires.

Section 2.03 Table of Contents and Headings. The Table of Contents and the headings to the Articles and Sections are inserted for convenience of reference only and are not a part of these General Provisions.

ARTICLE III

Loan Account, Repayment, Interest, Commission, Commitment Charge, Other Charges and Payments

Section 3.01 Loan Account. The Bank shall open a Loan Account in its books in the name of the Borrower. The amount of the Loan shall be credited to the Loan Account and may be withdrawn therefrom as provided, and subject to the rights of cancellation and suspension set out, in the Loan Agreement and in these General Provisions.

Section 3.02 Repayment. (a) The Borrower shall repay the amount withdrawn from the Loan Account in the manner specified in the Loan Agreement. The Bank shall provide the Borrower with particulars of the repayments before the Due Date for the first repayment.

(b) Without prejudice to the provisions of Article IX, if there shall have been a cancellation, pursuant to Section 8.01 or Section 8.03, of such amount of the Loan as in the Bank's opinion is substantial and the Project has not been completed, the Borrower shall repay the Principal or, where portions of the Loan are separately provided for in the Loan Agreement, the amount of each portion of the Loan withdrawn from the Loan Account credited with such portion and outstanding in such fewer instalments than those specified

in the Loan Agreement as the Bank may specify in writing not exceeding such portion of the number of such instalments to the nearest whole number as the Principal bears to the Loan or the amount of each portion of the Loan withdrawn from the Loan Account credited with such portion and outstanding bears to such portion, as the case may be.

Section 3.03 Interest. (a) The Borrower shall pay interest on the Principal at the rate provided for in the Loan Agreement, except as otherwise provided in Section 3.09. Such interest shall accrue from the respective dates on which amounts shall be withdrawn from the Loan Account and shall be payable on the Due Dates, the first payment being due and payable on the first Due Date after the date of the first disbursement of the Loan.

(b) The Bank may from time to time increase or decrease the rate of interest for the time being payable on any amount of the Loan which is being lent from the Ordinary Capital Resources of the Bank to take effect on the day after the first Due Date after June 30 and/or December 31 in any year, or on such other date or dates as the Bank may specify in writing from time to time.

Section 3.04 Commission. The Borrower shall pay to the Bank a commission on the Principal at the rate provided for in the Loan Agreement, except as otherwise provided in Section 3.09. Such commission shall accrue from the respective dates on which amounts shall be withdrawn from the Loan Account and shall be payable on the Due Dates, the first payment being due and payable on the first Due Date after the date of the first disbursement of the Loan.

Section 3.05 Commitment Charge. The Borrower shall pay to the Bank a commitment charge on the amount unwithdrawn from the Loan Account from time to time at the rate specified in the Loan Agreement. Except as the Bank may otherwise specify in writing, such commitment charge shall accrue from the date specified in the Loan Agreement to the respective dates on which amounts shall be withdrawn from the Loan Account or shall be cancelled and shall be payable on the Due Dates, the first payment being due and payable on the first Due Date after the date on which such charge shall accrue.

Section 3.06 Other Charges and Interest on Overdue Payments. Other charges due by the Borrower to the Bank and interest payable under Section 3.09 shall be payable on demand, except as otherwise provided in Section 3.10.

Section 3.07 Computation of Interest, Commission and Commitment Charge. Interest, commission and commitment charge shall be computed daily on the basis of a 360-day year of twelve (12) 30-day months.

Section 3.08 Advance Payments. The Borrower shall have the right, upon payment of all overdue Principal and all accrued interest, commission, commitment charge and other charges and upon not less than forty-five (45) days' notice to the Bank, to repay as of a date acceptable to the Bank in advance of maturity any portion of the Principal, provided however that, unless otherwise agreed, such early repayment shall not interfere with the repayment in the regular course of the Principal, but shall have the effect only of accelerating repayment of the Principal and the particulars of the repayments to be provided pursuant to Section 3.02 shall be amended accordingly.

Section 3.09 Overdue Payments. (a) In case the Borrower fails to pay any portion of the Principal, interest (excluding interest payable under this Section), commission, commitment charge and/or other charges due and payable under the Loan Agreement, but without prejudice to the provisions of Articles VIII and IX, the Borrower shall pay to the Bank interest on such overdue Principal, interest, commission, commitment charge and/or other charges at such rate or rates of interest per annum as shall be applicable thereto as provided in paragraph (b) of this Section, for a period from the day immediately succeeding the Due Date for such overdue payment or payments to the day of actual payment thereof (both dates inclusive) if the Borrower fails to pay any portion of such overdue payment or payments within the period of twenty-one (21) days after the Due Date for such overdue payment or payments.

(b) The rate of interest per annum payable on the amount of an overdue payment, or, if there be more than one, of the aggregate of all overdue payments outstanding from time to time shall be such rate as the Bank shall specify in writing from time to time being equivalent to one per cent (1%) above the aggregate rates of interest and commission, if any, payable on the Loan on the day immediately succeeding the Due Date or Due Dates for such overdue payment or payments and each Due Date thereafter until payment in full of such overdue payment or payments.

(c) The rate or rates of interest payable on an overdue payment of Principal under this Section shall be in lieu of the rate or rates of interest and commission, if any, payable on the Loan.

Section 3.10 Place and Application of Payments. (a) The Principal and the interest, commission, commitment charge and other charges in respect of the Loan shall be paid at such place or places as the Bank may reasonably request.

(b) All payments shall be applied firstly to any interest payable under Section 3.09, then to any commitment charge and other charges due and payable, then to any interest (excluding interest payable under Section 3.09) and commission due and payable, then to any Principal due and payable.

ARTICLE IV Withdrawal of Loan

Section 4.01 Withdrawal and Application of Loan. (a) Subject to the provisions of the Loan Agreement, the Borrower shall be entitled to withdraw from the Loan Account amounts required for the purpose of the Project, but, except with the agreement of the Bank, no withdrawals shall be made on account of expenditures incurred before the date of the Loan Agreement.

(b) The amount withdrawn from the Loan Account shall be applied for the purpose of the Project in accordance with the provisions of the Loan Agreement and of these General Provisions.

Section 4.02 Special Commitments. At the request of the Borrower and upon such terms and conditions as may be agreed upon between the Bank and the Borrower, the Bank may enter into special commitments in writing to pay amounts to the Borrower or others in respect of the cost of goods and services to be financed out of the amount withdrawn from the Loan Account notwithstanding any subsequent suspension or cancellation.

Section 4.03 Period of Disbursement. The Loan may be disbursed up to the date specified in the Loan Agreement or such later date as may be specified in writing by the Bank.

Section 4.04 Procurement. (a) Any goods and services required for carrying out the Project shall, if they are to be financed out of an amount of the Loan,

- (i) be procured in accordance with the procedures outlined in the Bank's "Procedures for Selection and Engagement of Consultants by Recipients of CDB Financing" and "Guidelines for Procurement" as are in effect on the date of the Loan Agreement and as the same may be amended from time to time by the Bank or in accordance with such other procedures as may be specified in writing by the Bank; and
- (ii) except as provided in the procedures referred to in sub-paragraph (i) of this paragraph, have their source and origin in and be procured from only the member countries of the Bank, all of which are specified in the Annex to these General Provisions, and such other countries as may be specified in, or pursuant to, the Loan Agreement.

(b) The Borrower undertakes that, in the procurement of goods and services for the Project, all necessary measures will be taken to ensure that the construction and service contracts and all purchases of goods financed out of an amount of the Loan will be made at a reasonable cost which will generally be the lowest market price taking into account time of delivery, quality, efficiency, reliability of the goods and availability of maintenance facilities and spare parts therefor and, in the case of services, of their quality and the competence of the parties rendering them.

Section 4.05 Goods and Services to be used exclusively in carrying out the Project. Except as the Bank may otherwise agree, the Borrower shall cause all goods and services financed out of an amount withdrawn from the Loan Account to be used exclusively in carrying out the Project.

Section 4.06 Request for Withdrawal or Special Commitment. When the Borrower desires to withdraw any amount from the Loan Account, or to request the Bank to enter into a special commitment pursuant to Section 4.02, the Borrower shall deliver to the Bank a written application in such form and containing such statements and agreements as the Bank shall reasonably request. Applications for withdrawal with the necessary documentation as hereinafter in this Article provided shall be made promptly in relation to expenditures for the Project.

Section 4.07 Authorisation of Requests for Withdrawals. The Borrower shall furnish to the Bank evidence of the authority of the person or persons authorised to sign applications for withdrawal and the authenticated specimen signature of such person or persons.

Section 4.08 Documentation of Requests for Withdrawals. The Borrower shall furnish to the Bank such documents and other evidence in support of the application as the Bank shall reasonably request, whether before or after the Bank shall have permitted any withdrawal requested in the application.

Section 4.09 Application and Documents to satisfy Bank. Each application and the accompanying documents and other evidence must be sufficient in form and substance to satisfy the Bank that the Borrower is entitled to withdraw from the Loan Account the amount applied for and that the amount to be withdrawn from the Loan Account has been or will be used for the purposes specified in the Loan Agreement.

Section 4.10 Payments to the Borrower. Payment by the Bank to the Borrower of amounts which the Borrower is entitled to withdraw from the Loan Account shall be made to or on the order of the Borrower.

Section 4.11 Withdrawal and Deduction of Interest, Commission, Commitment Charge and Other Charges. The Bank shall be entitled, but not obligated, to withdraw from the Loan Account when allocated for financing by the Bank without the necessity of an application for withdrawal by the Borrower, or deduct from any disbursement to, or on behalf of, the Borrower under the Loan Agreement, and pay to itself interest, commission, commitment charge and/or other charges due and payable under the Loan Agreement, and the Bank shall promptly notify the Borrower in writing of such withdrawal or deduction. Each such withdrawal from the Loan Account shall be deemed to be a disbursement of a portion of the Loan to the extent of the amount, and as of the date, of such withdrawal.

ARTICLE V

Currency Provisions

Section 5.01 Currencies in which Withdrawals may be made. Except as the Bank and the Borrower may otherwise agree, withdrawals from the Loan Account shall be made in the respective currencies in which the expenditures to be financed out of the Loan have been paid or are payable or in such other currency or currencies available to the Bank, as the Bank may reasonably determine.

Section 5.02 Currency in which Principal is Repayable. (a) Any amount withdrawn from the Loan Account which is being lent from that portion of the Special Development Fund of the Bank subject to the Rules adopted by the Board of Directors of the Bank in May 1983, as the same may be amended from time to time by the Bank, shall be repayable in United States dollars.

(b) Except as provided in paragraph (a) of this Section or as the Bank may otherwise specify in writing, the amount withdrawn from the Loan Account shall be repayable in the several currencies withdrawn from the Loan Account and the amount repayable in each currency shall be the amount withdrawn in that currency, provided that, if a withdrawal shall be made in any currency which the Bank shall have purchased with another currency for the purpose of such withdrawal, the amount so withdrawn shall be repayable in such other currency and the amount so repayable shall be the amount paid by the Bank on such purchase.

(c) The portion of the amount withdrawn from the Loan Account to be repaid in a particular currency shall be repayable in such instalments as the Bank shall from time to time specify provided that the amount to be repaid on each Due Date shall remain as set out in the particulars of the repayments to be provided under Section 3.02.

Section 5.03 Currencies in which Commitment Charge, Interest, Commission and Other Charges are Payable. The Commitment Charge shall be payable in United States dollars, interest and commission on any portion of the amount withdrawn from the Loan Account shall be payable in the currency or currencies in which such portion of the amount withdrawn from the Loan Account is repayable, interest payable under Section 3.09 shall be payable in the currency or currencies in which the overdue payment is payable and other charges shall be payable in the currency or currencies utilised by the Bank for such other charges.

Section 5.04 Exchange Control Permission. The obligation to obtain any requisite exchange control permission shall be that of the Borrower.

Section 5.05 Purchase of Currencies. The Bank will, at the request of the Borrower and on such terms and conditions as the Bank shall determine, use its best efforts to purchase any currency needed by the Borrower for payment of Principal, interest, commission, commitment charge and other charges required under the Loan Agreement upon payment by the Borrower of sufficient funds therefor in such currency or currencies to be specified by the Bank from time to time. In purchasing the currencies required, the Bank

shall be acting as agent of the Borrower, and the Borrower shall be deemed to have made any payment required under the Loan Agreement only when and to the extent that the Bank has received such payment in the currency or currencies required.

Section 5.06 Valuation of Currencies. Whenever it shall be necessary to determine the value of one currency in terms of another, such value shall be as reasonably determined by the Bank.

ARTICLE VI

Conditions Precedent to First Disbursement

Section 6.01 (a) The Borrower shall, by the date referred to in Section 8.03 (i), furnish or cause to be furnished to the Bank:

- (i) the Guarantee Agreement in form and substance acceptable to the Bank;
 - (ii) evidence, acceptable to the Bank, that the Borrower, if it is not a member of the Bank, is legally established;
 - (iii) one or more opinions, satisfactory to the Bank, of a legal practitioner, acceptable to the Bank, showing that:
 - (aa) the Borrower, if it is not a member of the Bank, has the legal capacity to contract the obligations assumed in the Loan Agreement and to fully execute the Project;
 - (bb) the Borrower has complied with all the necessary requirements under the Constitution of the Project Country and under the Laws and Regulations in force therein in order to enter into the Loan Agreement; and
 - (cc) the Loan Agreement has been duly authorised by and executed and delivered on behalf of the Borrower and constitutes a valid and legally binding obligation in accordance with all of its terms;
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- (iv) proof, satisfactory to the Bank, that the person or persons who signed the Loan Agreement on behalf of the Borrower were legally empowered to do so;
- (v) evidence, acceptable to the Bank, that the Borrower has designated one or more representatives to represent it in all acts regarding the implementation of the Loan Agreement and the authenticated specimen signature of the said representative or representatives; and
- (vi) evidence, acceptable to the Bank, that the Borrower has authorised one or more persons to sign applications for withdrawals in accordance with Section 4.07 and the authenticated specimen signature of the person or persons so authorised.

(b) Except as the Bank may otherwise agree, the Bank shall not be obliged to make the first disbursement of the Loan until the requirements of paragraph (a) of this Section, as amplified by the Loan Agreement, have been complied with to the entire satisfaction of the Bank and the Aid Donor(s) shall have authorised withdrawals for the Project, if necessary.

ARTICLE VII

Particular Covenants

Section 7.01 Records, Accounts and Information. (a) The Borrower, if it is not a member of the Bank, shall maintain records and accounts adequate to reflect in accordance with consistently maintained sound accounting practice the operations and financial condition of the Borrower. Without prejudice to the generality of the foregoing provision, if applicable, the Borrower shall maintain records and accounts adequate to identify the goods and services financed out of the amount withdrawn from the Loan Account, to disclose the use thereof in the Project, to show the expenditures of the amount withdrawn from the Loan Account and to record the progress of the Project (including the cost thereof). The Borrower shall maintain such accounts and records relating to the Project to the satisfaction of the Bank and such records and accounts shall be kept separately and distinct from the records and accounts of the other operations of the Borrower.

- (b) The Borrower, if it is not a member of the Bank, shall:
- (i) have its accounts and financial statements (balance sheets, statements of income and expenditure and related statements) for each fiscal year audited by independent auditors acceptable to the Bank in accordance with sound auditing principles consistently applied;
 - (ii) furnish to the Bank, as soon as available, but in any case not later than six (6) months after the end of each such year, certified copies of its audited financial statements for such year and an audit report by the said auditors of such scope and in such detail as the Bank may reasonably request; and
 - (iii) furnish to the Bank such other information concerning its accounts and financial statements and the audit thereof as the Bank may from time to time reasonably request.
- (c) The Borrower shall furnish or cause to be furnished to the Bank all such information as the Bank shall reasonably request concerning the expenditures of the amount withdrawn from the Loan Account, the Project, the benefits to be derived therefrom, the administration and operations of the Project and the financial condition of the Borrower.
- (d) The authorised representatives of the Bank and the Aid Donor(s) shall be entitled to inspect the goods financed out of the amount withdrawn from the Loan Account, the sites, works, plant and construction included in the Project, the operation thereof and any records, documents and accounts of the Project and for that purpose to enter any lands, buildings, erections or facilities owned or occupied by the Borrower. The Borrower will provide such representatives with all reasonable opportunities and facilities for this purpose.

Section 7.02 Cooperation between the Bank and the Borrower. (a) The Bank and the Borrower shall cooperate fully to ensure that the purpose of the Loan will be accomplished. To that end, the Bank and the Borrower shall, from time to time, at the request of either party, exchange views through their representatives with regard to the progress of the Project, the performance by the Borrower of its obligations under the Loan Agreement and any other matters relating to the Project.

(b) The Borrower shall promptly inform the Bank of any condition which interferes, or threatens to interfere, with the accomplishment of the purpose of the Loan, the maintenance of the service thereof or the performance by the Borrower of its obligations under the Loan Agreement.

Section 7.03 Taxes. The Borrower shall pay, or cause to be paid, all taxes, if any, imposed under the laws in force in the Project Country in connection with the execution, issue, delivery or registration of the Loan Agreement, any instrument given as a requirement of the Loan Agreement (including securities and promissory notes), any transfer or assignment by the Bank pursuant to Section 7.07 and any agreement amending or supplemental to the Loan Agreement, any such instrument and any such transfer or assignment, and all payments of Principal, interest, commission, commitment charge and other charges shall be made without deduction for, and free from, any taxes imposed under any such laws.

Section 7.04 Priority of Loan. (a) It is the mutual intention of the Borrower, if it is a member of the Bank, and the Bank that no other external debt shall enjoy any priority over the Loan by way of lien on governmental assets.

(b) To that end, the Borrower, if it is a member of the Bank, undertakes that, except as the Bank may otherwise agree, if any lien shall be created by the Borrower on any governmental assets as security for any external debt, such lien will, *ipso facto*, and at no cost to the Bank, equally and ratably secure the payment of the Principal, interest, commission, commitment charge and other charges and that in the creation of any such lien express provision will be made to that effect. The Borrower, if it is a member of the Bank, shall promptly inform the Bank of the creation of any such lien.

(c) The foregoing provisions of this Section shall not apply to:

- (i) any lien created on property, at the time of purchase thereof, solely as security for the payment of the purchase price of such property; or
 - (ii) any lien arising in the ordinary course of banking transactions and securing a debt maturing not more than one (1) year after its date.
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(d) As used in this Section the term:

- (i) "external debt" means any debt payable by the Borrower in any medium other than the currency which at the time in question is legal tender in the Project Country whether such debt is payable absolutely or at the option of the creditor in such other medium; and
- (ii) "governmental assets" means assets of the Project Country, if the Borrower is a member of the Bank, of any of its political sub-divisions, or of any agency of the Project Country, if the Borrower is a member of the Bank, or of any such political sub-division including an institution performing the functions of a central bank.

(e) The Borrower, if it is not a member of the Bank or a political sub-division or agency of a member of the Bank or an enterprise in which equity participation by one or more members of the Bank or one or more agencies of such member or members of the Bank is a controlling one, undertakes that, except as the Bank may otherwise agree or as contemplated for the Project, no security which will rank prior to, or *pari passu* with, any security given as a requirement of the Loan Agreement shall, after the date of the Loan Agreement, be created or maintained on any of its property as security for any debts.

Section 7.05 Additional Funds. The Borrower shall provide promptly as necessary all funds in addition to the amount withdrawn from the Loan Account and all other resources required for the punctual and effective carrying out of the Project and, in particular, shall be responsible for meeting any amount by which the cost of the Project exceeds the estimated cost thereof as specified in the Loan Agreement.

Section 7.06 Maintenance of Insurance. (a) Except as otherwise specified in the Loan Agreement, the Borrower shall take out and maintain with responsible insurers, or make adequate arrangements acceptable to the Bank for, insurance against such risks and in such amounts as shall be consistent with sound business practice and, without limitation upon the foregoing, such insurance shall cover marine, transit and other hazards incident to the acquisition, transportation and delivery of goods financed out of an amount withdrawn from the Loan Account to the place of use or installation, any indemnity thereunder to be made payable in a currency freely usable by the Borrower to replace or repair such goods.

(b) The Borrower shall require any such insurers with which insurances in respect of any insurable property financed out of an amount withdrawn from the Loan Account and other insurable property are taken out and are to be maintained to give notice periodically to the Borrower and the Bank when such insurances are to be renewed and, in addition, advise the Bank immediately on each renewal date whether such insurances are renewed.

Section 7.07 Transfer or Assignment of Loan Agreement or Loan. The Bank shall be entitled to transfer or assign at any time to the Aid Donor(s) all or any of its right, title and interest in and under the Loan Agreement and any instrument (including securities and promissory notes) given as a requirement of the Loan Agreement and in and to the whole or any part of all monies whatsoever due or to become due to the Bank thereunder. The Bank shall promptly inform the Borrower of any such transfer or assignment.

Section 7.08 Maintenance of Corporate Existence, Licences and Franchises and other special requirements if the Borrower is a limited liability company. (a) Except as the Bank may otherwise agree or as specified in the Loan Agreement, the Borrower shall:

- (i) take all necessary steps as lie within its power and use its best endeavours at all times to maintain its corporate existence and the right to carry on operations and shall acquire, maintain and renew all rights, powers, privileges, licences and franchises owned or held by it and necessary and useful in the implementation of the Project and the conduct of the business contemplated by the Project;
- (ii) not amend its Memorandum or Articles of Association; and
- (iii) observe all the laws of the Project Country affecting the Borrower and, in particular, all the provisions of the Companies legislation in force in the Project Country as amended or modified from time to time especially in filing with the Registrar of Companies any information and documents required to be filed under such legislation.

(b) Except as the Bank may otherwise agree, at least fifty-one per cent (51%) of the issued and paid up share capital of the Borrower shall be held at all times by one or more of the Governments, nationals and belongers of Commonwealth Caribbean member countries of the Bank and corporate bodies controlled by

such Governments, nationals and belongers and the Borrower shall at all times be controlled by one or more of such Governments, nationals, belongers and corporate bodies.

ARTICLE VIII
Cancellation and Suspension

Section 8.01 Cancellation by Borrower. The Borrower may by notice to the Bank cancel any amount of the Loan which the Borrower shall not have withdrawn prior to the giving of such notice, except that the Borrower may not so cancel any amount of the Loan in respect of which the Bank shall have entered into a special commitment pursuant to Section 4.02.

Section 8.02 Suspension by Bank. (a) If any of the following events shall have occurred and be continuing, the Bank may by notice to the Borrower and the Guarantor suspend in whole or in part the right of the Borrower to make withdrawals from the Loan Account:

- (i) the Borrower shall have failed to make payment (notwithstanding the fact that such payment may have been made by the Guarantor or a third party) of Principal, interest, commission, commitment charge or other charges under the Loan Agreement or any Principal, interest, commission, commitment charge or other payment required under any other agreement between the Bank and the Borrower;
 - (ii) the Guarantor shall have failed to make payment of Principal, interest, commission, commitment charge or other charges under the Guarantee Agreement or any Principal, interest, commission, commitment charge or other payment required under any other agreement between the Bank and the Guarantor;
 - (iii) the Borrower or the Guarantor shall have failed to perform or observe any of its other obligations under the Loan Agreement or the Guarantee Agreement;
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- (iv) a situation shall have arisen which shall make it improbable in the Bank's opinion that the Project can be carried out or that the Borrower or the Guarantor will be able to perform or observe any of its obligations under the Loan Agreement or the Guarantee Agreement;
 - (v) prior to the Closing Date, any material adverse change in the condition of the Borrower, as represented by the Borrower, shall have occurred;
 - (vi) a representation made by the Borrower or the Guarantor in or pursuant to the Loan Agreement or the Guarantee Agreement or any statement furnished in connection therewith and intended to be relied upon by the Bank in making the Loan shall have been incorrect in any material respect;
 - (vii) the Borrower, if it is a member of the Bank, or the Guarantor shall have withdrawn or been suspended from membership in, or ceased to be a member of, the Bank;
 - (viii) the right of the Borrower or the Guarantor to make withdrawals under any other agreement with the Bank shall have been suspended in whole or in part by the Bank;
 - (ix) the right of the Bank to receive funds for the Project from the Aid Donor(s) shall have been suspended in whole or in part or shall have terminated;
 - (x) a situation shall have arisen whereby, in the Bank's opinion, any withdrawal or further withdrawal from the Loan Account will cause the Bank to exceed any of the lending limits of the Bank, established by the Board of Directors of the Bank from time to time;
 - (xi) any event specified in sub-paragraph (vii) of Section 8.03 and sub-paragraphs (iv), (vi), (vii), (viii), (ix), (x), (xi) and (xii) of Section 9.01 shall have occurred; or
 - (xii) any other event specified in the Loan Agreement for the purpose of this Section shall have occurred.
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(b) The right of the Borrower to make withdrawals from the Loan Account shall continue to be suspended in whole or in part, as the case may be, until the event or events which gave rise to such suspension shall have ceased to exist or until the Bank shall have notified the Borrower and the Guarantor that the right to make withdrawals shall be restored, whichever is earlier, but, in case of any such notice of restoration, the right to make withdrawals shall be restored only to the extent and subject to the conditions specified in such notice, and no such notice shall affect or impair any right, power or remedy of the Bank in respect of any other or subsequent event described in this Section.

Section 8.03 Cancellation by the Bank. If any of the following events shall occur, then at any time thereafter the Bank may by notice to the Borrower and the Guarantor terminate the right of the Borrower to make withdrawals from the Loan Account or with respect to any amount of the Loan, as the case may be, and, upon the giving of such notice, the amount of the Loan specified therein shall be cancelled:

- (i) the Borrower shall have failed to comply with the conditions set out in Section 6.01 (a), as amplified by the Loan Agreement, by the sixtieth (60th) day after the date of the Loan Agreement or such later date as may be specified in writing by the Bank;
 - (ii) in the opinion of the Bank, it is improbable that any requirement specified in or pursuant to Section 6.01 (b), or any condition to be fulfilled in meeting any such requirement will be satisfied;
 - (iii) by the date therefor referred to in the Loan Agreement, the Bank has not received any application for withdrawal from the Loan Account or for Special Commitment in accordance with Article IV or all applications received by the date shall not have been acceptable to the Bank;
 - (iv) the right of the Borrower to make withdrawals from the Loan Account shall have been suspended with respect to any amount of the Loan for a continuous period of thirty (30) days;
 - (v) at any time the Bank determines, after consultation with the Borrower, that an amount of the Loan will not be required to finance the Project's cost to be financed out of the Loan;
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- (vi) after the Closing Date an amount of the Loan remains unwithdrawn from the Loan Account; or
- (vii) the Bank shall have received notice from the Guarantor pursuant to Section 3.05 of the General Provisions applicable to Guarantee Agreements with respect to any amount of the Loan.

Section 8.04 Amounts subject to Special Commitment not affected by Cancellation or Suspension by the Bank. No cancellation or suspension by the Bank shall apply to amounts subject to any special commitment entered into by the Bank pursuant to Section 4.02.

Section 8.05 Effectiveness of Provisions after Cancellation or Suspension. Notwithstanding any cancellation or suspension, all the provisions of the Loan Agreement and of these General Provisions which shall have been made applicable thereto shall continue in full force and effect except as in this Article specifically provided.

ARTICLE IX **Events of Default**

Section 9.01 If any of the following events shall occur and shall continue for the period specified, if any, then, at any subsequent time during the continuance thereof, the Bank, at its option, may by notice to the Borrower and the Guarantor declare the Principal due and payable immediately together with interest, commission, commitment charge and other charges under the Loan Agreement and upon such declaration the Principal together with interest, commission, commitment charge and other charges under the Loan Agreement shall become due and payable immediately:

- (i) a default shall occur in the payment of Principal, interest, commission, commitment charge or other charges under the Loan Agreement and such default shall continue for a period of thirty (30) days;
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- (ii) a default shall occur in the payment of Principal, interest, commission, commitment charge or other charges under the Guarantee Agreement and such default shall continue for a period of thirty (30) days;
 - (iii) a default shall occur in the payment of Principal, interest, commission, commitment charge or other charge under any other loan or guarantee agreement between the Bank and the Borrower and such default shall continue for a period of thirty (30) days;
 - (iv) a default shall occur in the payment of Principal, interest, commission, commitment charge, or other charges under any loan or guarantee agreement between the Guarantor and the Bank under circumstances which would make it unlikely that the Guarantor would meet its obligations under the Loan Agreement or the Guarantee Agreement and such default shall continue for a period of thirty (30) days;
 - (v) a default shall occur in the performance or observance of any other obligation on the part of the Borrower or the Guarantor under the Loan Agreement or the Guarantee Agreement and such default shall continue for a period of sixty (60) days after notice thereof shall have been given by the Bank to the Borrower and the Guarantor;
 - (vi) the Borrower, if it is not a member of the Bank, shall have become unable to pay its debts as they mature or any action or proceeding shall have been taken by the Borrower, if it is not a member of the Bank, or by others whereby any of the property of the Borrower, if it is not a member of the Bank, shall or may be distributed among its creditors;
 - (vii) the Borrower, if it is not a member of the Bank, shall have taken or suffered any action for its reorganisation, liquidation or dissolution or the suspension of its operations or a receiver or liquidator shall have been appointed of all or any part of its property;
 - (viii) any modification shall have been made in the purpose, nature or objectives, capital or assets of the Borrower, if it is not a member of the Bank, and particularly any substantial revision of the legislation establishing the Borrower, if it is not a member of the Bank and is established by legislation, which may have a deleterious effect on the Project or on the purpose for which the Loan Agreement was entered into;
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- (ix) the Borrower or the Guarantor shall have failed to fulfil any of its obligations to the Bank whether arising under the agreement establishing the Bank or otherwise;
- (x) there shall have been cancellation, pursuant to Section 8.01 or Section 8.03, of such an amount of the Loan as will make it improbable in the Bank's opinion that the Project can be carried out or that the Borrower will be able to perform or observe any of its obligations under the Loan Agreement;
- (xi) the Project shall have been discontinued or suspended without the prior approval of the Bank or the Borrower shall have suspended, or ceases or threatens to cease to carry on, the business contemplated in carrying out the Project; or
- (xii) any other event specified in the Loan Agreement for the purpose of this Section shall have occurred and shall continue for the period, if any, specified in the Loan Agreement.

ARTICLE X

Termination

Section 10.01 Termination of Loan Agreement. Upon payment in full of the Principal and all interest, commission, commitment charge and other charges under the Loan Agreement, the Loan Agreement and all obligations of the parties thereunder shall forthwith terminate.

ARTICLE XI

Enforceability

Section 11.01 (a) Except as provided in paragraph (b) of this Section, the rights and obligations of the Bank and the Borrower under the Loan Agreement shall be valid and enforceable in accordance with its terms.

(b) If the Borrower is not a member of the Bank, the rights and obligations of the Bank and the Borrower under the Loan Agreement shall be construed and determined in accordance with the laws of the Project Country at the date of the Loan Agreement.

(c) Neither the Bank nor the Borrower shall be entitled in any proceeding under or pursuant to Article XIII to assert any claim that any provision of the Loan Agreement is invalid or unenforceable because of any provision of the agreement establishing the Bank or for any other reason.

ARTICLE XII

Miscellaneous

Section 12.01 All statements, reports, certificates, evidence, opinions, notices, communications and other documents or information furnished or given under the Loan Agreement shall be supplied or submitted in the English language without cost to the Bank.

Section 12.02 No failure or delay on the part of the Bank to exercise any right, power or privilege under the Loan Agreement shall operate as a waiver thereof, nor shall any single or partial exercise of any right, power or privilege under the Loan Agreement preclude any other or further exercise thereof or the exercise of any right, power or privilege.

Section 12.03 All notices and other communications required or permitted to be given or made under the Loan Agreement and any other agreement between any of the parties contemplated by the Loan Agreement shall be in writing. Any such notice or other communication shall be deemed to have been duly given or made when delivered by hand or mail or by telefax or to the party to which it is required or permitted to be given or made at such party's address specified in the Loan Agreement or at such other address as such party may have designated by notice to the party giving such notice or making such communication.

Section 12.04 Subject to Article 42 of the agreement establishing the Bank, if the Borrower, being a member of the Bank, or the Guarantor ceases to be a member of the Bank, any amount due to it for its shares repurchased by the Bank shall be withheld so long as the Borrower or the Guarantor remains liable

to the Bank in respect of the Loan. Such amount may, at the option of the Bank, be applied to any such liability as it matures.

Section 12.05 Subject to Article 46 of the agreement establishing the Bank, in the event of a distribution of the assets of the Bank, the Borrower, being a member of the Bank, or the Guarantor shall not be entitled to receive its share in such distribution until it has settled its obligations to the Bank under the Loan Agreement or the Guarantee Agreement.

ARTICLE XIII

Arbitration

Section 13.01 (a) Any dispute between the parties to the Loan Agreement and any claim by any such party against any other such party arising under the Loan Agreement shall be determined by amicable settlement between the parties. If no agreement is reached within ninety (90) days from the date written notification is given by one party of a request for amicable settlement of the dispute, the dispute shall be submitted to arbitration before an Arbitration Tribunal as hereinafter provided.

(b) Except as otherwise specified in this Section, the arbitration proceedings shall be conducted in English and in accordance with the UNCITRAL Rules. The parties to such arbitration shall be the Bank on one side and the Borrower on the other side.

(c) The Arbitration Tribunal shall consist of three arbitrators appointed as follows:

One arbitrator shall be appointed by the Bank, another by the Borrower and a third (hereinafter called the Presiding Arbitrator) shall be appointed by agreement between the parties, either directly or through their respective arbitrators. If the parties fail to agree on who shall be the Presiding Arbitrator, he or she shall be appointed at the request of either party by the Secretary General. If a party fails to appoint an arbitrator, he or she shall be appointed by the Secretary General at the

request of the other party. If either of the appointed arbitrators or the Presiding Arbitrator is unwilling or unable to act or to continue to act in such capacity, his or her successor shall be appointed in the same manner as for the original appointment. The successor shall perform the same functions and shall have the same powers as his or her predecessor.

(d) An arbitration proceeding may be instituted under this Section upon notice by the party instituting such proceeding to the other party. Such notice shall contain a statement setting forth the nature of the dispute or claim to be submitted to arbitration, the nature of the remedy sought and the name of the arbitrator appointed by the party instituting such proceeding. Within thirty (30) days after the giving of such notice, the other party shall notify the party instituting the proceeding of the name of the arbitrator appointed by such other party and shall file its defence and counter-claim in accordance with the UNCITRAL Rules.

(e) If within sixty (60) days after giving notice instituting the arbitration proceeding the parties shall not have agreed upon the Presiding Arbitrator, either party may request the appointment of the Presiding Arbitrator as provided in paragraph (c) of this Section. If within forty five (45) days after becoming entitled to do so, neither party requests the appointment of the Presiding Arbitrator as provided in paragraph (c) of this Section, the arbitration proceeding shall be deemed to have been abandoned.

(f) The seat of arbitration shall be Barbados. The Arbitration Tribunal shall in the first instance convene in Barbados at such time and place as shall be fixed by the Presiding Arbitrator. Thereafter the Arbitration Tribunal shall meet in Barbados or in the Project Country at such time and place as the Arbitration Tribunal shall determine, and the proceedings shall be conducted on the following basis:

- (i) all oral and documentary evidence exchanged or submitted within the proceedings and the fact of arbitration shall be kept confidential; and
 - (ii) the law to be applied by the Arbitration Tribunal shall be public international law.
-

(g) Subject to the provisions of this Section and except as the parties shall otherwise agree, the Arbitration Tribunal shall decide all questions relating to its jurisdiction, including questions as to the validity and formation of this Agreement, and shall determine its procedure. All decisions of the Arbitration Tribunal shall be by a majority vote.

(h) The Arbitration Tribunal shall afford to both sides a fair hearing and shall render its award in writing. An award signed by a majority of the Arbitration Tribunal shall constitute the award of the Arbitration Tribunal. A signed counterpart of the award shall be transmitted to each party. Any such award rendered in accordance with the provisions of this Section shall be final and binding upon the parties to the dispute. Each party shall abide by and comply with any such award rendered by the Arbitration Tribunal in accordance with the provisions of this Section.

(i) The parties shall fix the amount of the remuneration of the arbitrators and such other persons as shall be required for the conduct of the arbitration proceedings. The Bank and the Borrower shall each defray its own expenses in the arbitration proceedings. The costs of the arbitration proceedings, including remuneration of the arbitrators, shall be divided between and borne equally by the Bank on the one side and the Borrower on the other. Any question concerning the division of the costs of the Arbitration Tribunal or the procedure for payment of such costs shall be determined by the Arbitration Tribunal.

(j) If within thirty (30) days after the counterparts of the award shall be delivered to the parties in accordance with the UNCITRAL Rules the award shall not be complied with, any party may enter judgement upon or institute a proceeding to enforce the award in any court of competent jurisdiction against any other party, may enforce such judgement by execution or may pursue any other appropriate remedies against such other party for the enforcement of the award and the provisions of the Loan Agreement. Notwithstanding the foregoing, this Section shall not authorise any entry of judgement or enforcement of award against any party that is a member of the Bank except as such procedure may be available otherwise than by reason of the provisions of this Section.

(k) Service of any notice or process in connection with any proceeding under this Section or in connection with any proceeding to enforce any award pursuant to this Section shall be made in writing and in accordance with the UNCITRAL Rules.

(l) If the Borrower is not a member of the Bank, nothing in this Section shall be deemed to preclude either of the parties from exercising or instituting any legal or equitable action to enforce any right or claim arising out of or pursuant to any instrument given as a requirement of the Loan Agreement with respect to the repayment of the Principal and payment of interest, commission, commitment charge and other charges and submission to arbitration under this Section shall not be deemed to be a condition precedent or in any way prejudice such exercise or other enforcement of any such right or claim.

(m) Notwithstanding any provision of the UNCITRAL Rules to the contrary, the Arbitration Tribunal shall not be authorised to take or provide, and neither party shall be authorised to seek from any judicial authority, any interim measures of protection or pre-award relief. The Arbitration Tribunal shall have no authority to award exemplary or punitive damages against any of the parties or any other interest in the arbitral award.

(n) In any proceedings arising out of or in connection with the Loan Agreement, the certificate of the Bank as to any amount due to the Bank under the Loan Agreement shall be prima facie evidence of such debt, absent manifest error.

(o) Nothing contained in the Loan Agreement or the UNCITRAL Rules shall operate or be regarded as a waiver, renunciation or modification of any right, privilege or immunity of the Bank under the Agreement establishing the Bank, international conventions or any other applicable laws.

MEMBERS OF THE BANK

Regional Members

1. Anguilla
2. Antigua and Barbuda
3. Bahamas - Commonwealth of The
4. Barbados
5. Belize
6. Brazil
7. British Virgin Islands
8. Cayman Islands
9. Colombia
10. Dominica - Commonwealth of
11. Grenada
12. Guyana - Co-operative Republic of
13. Haiti - Republic of
14. Jamaica
15. Mexico
16. Montserrat
17. Saint Kitts and Nevis
18. Saint Lucia
19. Saint Vincent and the Grenadines
20. Suriname – Republic of
21. Trinidad and Tobago - Republic of
22. Turks and Caicos Islands
23. Venezuela

Non-Regional Members

1. Canada
 2. China - The People's Republic of
 3. Germany
 4. Italy
 5. United Kingdom
-

SCHEDULE 2



CARIBBEAN DEVELOPMENT BANK

**APPRAISAL REPORT ON
HOSPITALITY AND TOURISM TRAINING INSTITUTE PROJECT GUYANA**

This Report was prepared for official use only by the Bank. It may not be publicised, quoted or cited without Bank authorisation. The Bank does not accept responsibility for the accuracy or completeness

For consideration at the two hundred and ninety-second meeting of the Board of Directors on December 10, 2020

(BD102/20)
(AR20/5GU)

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DECEMBER 2020

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CURRENCY EQUIVALENT

Dollars (\$) throughout refer to United States Dollars (USD) unless otherwise stated

USD1.00 = GYD209.53 GYD1.00 = USD0.00477

ABBREVIATIONS

AO	-	Administrative Officer
BC&DRP	-	Business Continuity and Disaster Recovery Programme
bn	-	billion
CANTA	-	Caribbean Association of National Training Agencies
CARICOM	-	Caribbean Community
CDB	-	Caribbean Development Bank
CEdO	-	Chief Education Officer
COVID-19	-	Coronavirus disease 2019
CPA	-	Country Poverty Assessment
CSHE	-	Carnegie School of Home Economics
CSP	-	Country Strategy Paper
CTO	-	Caribbean Tourism Organisation
CTVET	-	Council for TVET
CV	-	Climate Vulnerability
CVA	-	Climate Vulnerability Assessment
CVQs	-	Caribbean Vocational Qualifications
DA	-	Designated Account
DRM	-	Disaster Risk Management
EE	-	Energy Efficiency
EMP	-	Environmental Management Plan
ERR	-	Economic Rates of Return
ESMP	-	Environmental and Social Management Plan
ESMS	-	Environmental and Social Management System
EU	-	European Union
FO	-	Finance Officer
GBV	-	Gender Based Violence
GDP	-	Gross Domestic Product
GOGY	-	Government of the Cooperative Republic of Guyana
GM	-	Gender Mainstreamed
GTA	-	Guyana Tourism Authority
HDI	-	Human Development Index
HFLE	-	Health and Family Life Education
HTS	-	Hospitality and Tourism Studies
IDB	-	Inter-American Development Bank
IMF	-	International Monetary Fund
IS	-	Institutional Strengthening
ISP	-	Implementation Support Plan
M&E	-	Monitoring and Evaluation
mn	-	million
MOE	-	Ministry of Education
MOT	-	Ministry of Tourism
MOU	-	Memorandum of Understanding
NRF	-	Natural Resource Fund

NTA	-	National Training Agency
NTP	-	National Tourism Policy
ORM	-	Office of Risk Management
PC	-	Project Coordinator
PCU	-	Project Coordination Unit
PLW	-	Project Launch Workshop
PO	-	Procurement Officer
POCW	-	Project Officer Civil Works
POE	-	Project Officer Education
PS	-	Permanent Secretary
PSC	-	Project Steering Committee
PWD	-	Persons with Disabilities
RE	-	Renewable Energy
RF	-	Results Framework
SA	-	Special Account
SDEP	-	Skills Development and Employability Project
SDGs	-	Sustainable Development Goals
SDF	-	Special Development Fund
SDGs	-	Sustainable Development Goals
SEN	-	Special Educational Needs
SFR	-	Special Funds Resources
TA	-	Technical Assistance
THAG	-	Tourism and Hospitality Association of Guyana
TI	-	Technical Institute
TOR	-	Terms of Reference
TVET	-	Technical and Vocational Education Training
UG	-	University of Guyana
UNICEF	-	United Nations Children's Fund
YDI	-	Youth Development Index

MEASURES AND EQUIVALENTS

1 hectre (ha)	=	2.47 acres
1 kilometer (km)	=	0.621 mile (mi)
1 square kilometer (km ²)	=	0.386 square mile (mi ²)
1 metre	=	3.281 (ft)
2 millimetres (mm)	=	0.039 inch (in)
1 square meter (m ²)	=	10.756 square feet (ft ²)

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COUNTRY DATA: GUYANA

Item	2015	2016	2017	2018	2019
PER CAPITA GROSS DOMESTIC PRODUCT (GDP) (current market prices; GYD)	1,186,144	1,244,754	1,321,928	1,333,454	1,380,098
GROSS DOMESTIC PRODUCT GDP at Constant (2012) Prices (GYD mn)	881,192	914,743	948,904	991,044	1,044,093
SECTORAL DISTRIBUTION OF CONSTANT GDP (%)					
Agriculture, Forestry and Fishing	29.5	25.4	27.6	28.2	26.9
Mining and Quarrying of which					
Petroleum and Gas	12.6	18.4	16.5	16.4	17.3
Manufacturing	0.2	0.3	0.5	1.0	2.1
Utilities	7.0	5.6	5.5	5.4	6.0
Construction	0.8	0.9	0.8	0.8	0.8
Transport, Storage and Communication	7.5	7.7	7.8	7.7	7.6
Accommodation and Food Services	6.7	6.5	6.4	6.4	5.3
Wholesale and Retail Trade	0.4	0.4	0.4	0.4	0.4
Financial and Business Services	8.0	7.9	8.1	8.1	8.1
Government Services	14.7	14.5	14.1	13.9	13.7
Other Service Activities	14.5	14.6	14.5	14.2	14.3
Less Adjustment for Financial Intermediation Services Indirectly Measured	0.7	0.7	0.7	0.7	0.7
Annual Rate of Growth in Constant GDP (%)	2.4	2.5	2.3	2.2	2.3
MONEY AND PRICES					
Consumer Prices (av. annual % change)	0.7	3.8	3.7	4.4	5.4
Money Supply (M2; annual % change)	(1.8)	1.4	1.5	1.6	2.0
Total Private Sector Credit (annual % change)	1.5	5.0	4.6	7.5	16.8
	6.2	2.1	2.3	4.2	8.6
CENTRAL GOVERNMENT FINANCES (% of GDP)					
Current Revenues	18.2	19.1	19.8	21.8	22.3
Current Grants	0.0	0.0	0.0	0.0	0.0
Current Expenditures	0.0	0.0	0.0	0.0	0.0
Current Account Surplus/(Deficit)	16.7	18.4	18.5	20.1	20.0
Capital Revenue and Grants	1.5	0.7	1.3	1.8	2.4
Capital Expenditure and Net Lending	1.0	1.1	1.2	1.1	1.6
Overall Surplus/(Deficit)	3.5	5.0	6.0	5.5	6.1
	(0.9)	(3.2)	(3.4)	(2.7)	(2.3)
BALANCE OF PAYMENTS (USD mn)					
Merchandise Exports (f.o.b.)					
Merchandise Imports (c.i.f.)	1,151.3	1,434.4	1,437.3	1,377.1	1,567.0
Current Account Balance	(1,491.6)	(1,465.2)	(1,644.0)	(2,410.2)	(3,019.1)
Capital and Financial Account	(181.4)	(12.5)	(290.6)	(1,438.8)	(1,802.7)
Net Errors and Omissions	71.6	(13.2)	228.0	1,298.6	1,766.6
Overall Balance	2.3	(27.7)	(10.2)	8.0	(12.8)
Change in Reserves () = Increase	(107.5)	(53.4)	(72.8)	(132.2)	(48.9)
	55.7	(2.0)	12.1	55.6	(47.5)
TOTAL PUBLIC DEBT (USD mn)					
Total Public Debt (including overdraft)					
Domestic Debt Outstanding (excluding overdraft)	1,548	1,704	1,798	1,973	2,028
External Debt Outstanding	394	439	430	386	384
Total Debt Service as % of Current Revenue	13.7	7.4	7.6	8.2	7.3
AVERAGE EXCHANGE RATE Dollar(s) per US Dollar	206.50	206.50	206.50	208.50	208.50
GDP data for 2019 are provisional.					

COUNTRY DATA: GUYANA

Item	2015	2016	2017	2018	2019
POPULATION					
Mid-Year Population ('000)	744.9	743.5	741.4	745.0	782.8
Population Growth Rate (%)	(0.1)	(0.2)	(0.3)	0.5	5.1
Crude Birth Rate (per 1,000 people)	20.6	20.4	20.2	20.0	...
Crude Death Rate (per 1,000 people)	7.2	7.3	7.4	7.5	...
Infant Mortality Rate (per 1,000 live births)	27.4	26.7	25.9	25.2	24.4
EDUCATION					
Net School Enrollment Ratio (%)					
Primary	90	90	89	92	79
Secondary	70	68	65	53	73
Pupil-Teacher Ratio					
Primary	25
Secondary	25
LABOUR FORCE					
Unemployment Rate (%)	12.1	14.1	13.5
Male Unemployment Rate (%)	9.9	12.4	12.5
Female Unemployment Rate (%)	15.5	16.5	15.1
Participation Rate (%)	55.3	54.2	50.1
Male Participation Rate (%)	68.7	66.6	61.9
Female Participation Rate (%)	42.6	42.4	39.3
Youth Unemployment Rate (%)	22.3	20.1	22.6
INDICATORS OF HUMAN DEVELOPMENT					
Item	2015	2016	2017	2018	2019
HEALTH AND EDUCATION					
Life Expectancy at Birth (years)	62.6	63.5	65.0	66.0	66.4
Male	59.7	60.0	62.1	63.7	64.2
Female	65.7	67.2	68.0	68.5	68.8
Dependency Ratio	0.88	0.65	0.67	0.62	0.61
Male
Female
Adult Literacy Rate (%)	85.6	...
Male
Female
Human Development Index	...	0.542	0.602	0.624	0.636
HOUSING AND ENVIRONMENT					
Access to basic drinking water (%)	95.2	95.5	95.5
Access to electricity (%)	88.3	89.7	90.9	91.9	...
Disaster risk reduction progress (1-5 scale, 5=best)	4	...
... not available					
Data as at October 10, 2020					
Source: World Development Indicators, Human Development Index, Guyana Bureau of Statistics					
Unemployment data average of two Labour Force Surveys in 2017, and four in 2018 and 2019.					

PROJECT SUMMARY

Financial Terms and Conditions					
Borrower	Government of Guyana (GOGY)				
Implementing Agency	Ministry of Education (MOE)				
Disbursement Period	January 31, 2021 to December 31, 2023				
Fund	Fund Source	Amount (000's)	Amortisation Period (years)	Grace Period (years)	Interest Rate (%)
SDF 9	SDF Resources (Loans)	9,780	20	5	1.00
Loan Total:		9,780			
SDF 9	SDF Resources (BMC Capacity Building)	116	0	0	0.00
Grant Total:		116			
Counterpart Total:		1,760			
Total Project Cost		11,656			
Office of Risk Management (ORM) Commentary: Not Applicable					

Project Summary**Project Outcome and Description:**

The overall outcome of the Project is enhanced access, quality and equitable learning opportunities for Hospitality and Tourism Studies at the post-secondary level in Guyana. Phase 1 of this Project will be achieved through:

1. Construction of a modern Hospitality and Tourism Training Institute (HTTI or Institute).
2. Provision of quality, relevant and effective instruction.
3. Promoting effective leadership, governance, and management capacity for the new Institute.

The proposed Project consists of the following components:

- (a) Project Preparation assistance
- (b) Land
- (c) Infrastructure Works
- (d) Engineering and construction-related services
- (e) Goods
- (f) Institutional Strengthening

(g)	Capacity Building
(h)	Project Management
Exceptions to CDB Policies	No exceptions to CDB's policies are required for this Project.

The Project is classified as Category 'B' under CDB's Environmental and Social Review Procedures. There is potential for limited social and environmental impacts that are generally site specific and reversible and which can be addressed with known mitigation measures.

Gender Marker Summary

Analysis	Design	Implementation	Monitoring & Evaluation	Score	Code
1.0	1.0	0.5	1.0	3.5	Gender Mainstreamed (GM)

STRATEGIC CONTEXT AND RATIONALE

REQUEST

1.1 In October 2016, the Caribbean Development Bank's (CDB's) Board of Directors approved Technical Assistance (TA) under the Skills Development and Employability Project (SDEP) - Guyana for a sum of three hundred and twenty thousand United States Dollars (USD320,000) to meet the cost of consultancy services required for the preparation of designs for a HTTI. Subsequently, by letter dated September 23, 2019, the Government of the Cooperative Republic of Guyana (GOGY) requested assistance from CDB for the financing of a project that would enhance the teaching and learning of hospitality and tourism studies (HTS) at the post-secondary education level. The Project is included in the Public Sector Investment Programme and is consistent with GOGY's vision for post-secondary education in Guyana as articulated in MOE's Strategic Plan 2020-2024. Project activities will be completed over two phases, with Phase 1 including the construction of classrooms and training facilities, outfitted to accommodate remote and online instruction; construction of a childcare facility to provide access to early childhood development services for HTTI students and staff; institutional strengthening; and capacity building. While Phase 2, currently earmarked for appraisal on completion of Phase 1, entails the completion of an administration wing and training hotel, additional institutional strengthening activities and professional development opportunities.

MACROECONOMIC CONTEXT

1.2 Guyana has seen over ten consecutive years of economic growth. Export earnings have been largely driven by commodities such as rice, sugar, gold, and bauxite. In 2020, the new oil and gas industry will be the main reason for economic growth of about 26%, which otherwise would have been negative because of the Coronavirus disease 2019 (COVID-19) pandemic.

1.3 Oil and gas production is very capital intensive, such that human development benefits can be lower. Also, if it becomes too dominant too quickly, it can cause exchange rate appreciation, which in turn might harm the competitiveness of other exported goods and services. This 'Dutch Disease' effect can be addressed by careful macroeconomic management, such as by containing the growth of public expenditure to a level that the economy can absorb. It can also be tackled by economic diversification, which in turn requires competitiveness. GOGY is seeking to do this by, among other things, investing in human capital to support growing industries.

1.4 Guyana is keen to develop its tourism industry, which grew by 8.2% between 2018 and 2019, according to the World Travel and Tourism Council, compared with overall economic growth of 5.4%. The Caribbean Tourism Organisation (CTO) reports that for 2019 visitor numbers were 314,727 in 2019, 9.8% higher than the previous year. In addition, 5.7% of employees worked in 'accommodation and food service activities' in the first quarter of 2020, double the share of 2.8% in 2012 (Labour Force Survey). The expansion of the main international airport, which includes a longer runway and larger terminal, will facilitate higher passenger numbers.

1.5 Ecotourism, which has become increasingly popular as a travel experience can potentially provide employment in the hinterland regions, where alternative job opportunities are fewer. For the first quarter of 2020, nearly 75% of Guyana's 20,000 unemployed youth lived in rural areas.

1.6 In Georgetown, notwithstanding the restrictive effects of the COVID-19 in 2020, the rapid growth in oil production is driving investment in hotel accommodation. One major expansion is close to completion, and other major hotel brands have either started construction or have announced plans to build.

1.7 The contraction in the non-oil economy means that the fiscal deficit will be 8% of non-oil GGP in 2020. A return to fiscal surplus is necessary to avoid resorting to oil revenues to fund the budget. However, debt sustainability will be helped by the highly concessional nature of the non-GOGY funding of this Project, which will come exclusively from CDB's SFR. See Appendix 1.1 for details.

SOCIAL CONTEXT

1.8 Guyana's Human Development Index (HDI) value for 2018 was 0.670 - placing the country in the medium human development category. From 1990 to 2018, Guyana's HDI score increased from 0.537 to 0.670, an improvement of 24.8%. The country, however, still trails the majority of CDB's BMCs for which HDI values are available – in 13th position of the 14 BMCs represented. (United National Development Programme, 2019).

1.9 Furthermore, high levels of poverty persist. IDB (2020) estimated a national poverty rate of 41.2% in 2017, which is an increase over the 2006 figure of 36.1%. Poverty is associated with geographic location and ethnicity: hinterland regions, where indigenous people are overrepresented, registered poverty rates of 74% in 2006 and 55% in 2017 - consistently higher than rates for other regions.

1.10 Prospects for moving out of poverty are daunting given, *inter alia*, the high dependency ratio (0.61) and very high rates of youth inactivity. The most recent available data show youth unemployment at 30.2% relative to overall unemployment at 12.8%. Moreover, the share of youth not in employment, education or training (NEET rate) for the period was 34.3%. Young women and rural dwellers are disproportionately represented among the inactive. (Guyana Labour Force Survey - First quarter of 2020). The multi-ethnic population is youthful, with approximately 56% below the age of 30. Failure to create an optimal environment for youth self-actualisation could squander the demographic dividend.

1.11 Disability status also influences access to opportunities and resources. Persons with Disabilities (PWDs) are overrepresented among the marginalised, as children with disabilities are less likely to have access to quality education (Cheonk, K *et al.*, 2018). Consequently, illiteracy rates are higher among PWDs, impeding their employment potential and increasing attendant risks.

1.12 Further, one in two women in Guyana has or will experience intimate partner violence in their lifetime (Guyana Women's Health and Life Experiences Survey, 2019). The high prevalence of any form of gender-based violence can further exacerbate poverty conditions and inequalities.

1.13 Poverty and vulnerability are also interlinked with adolescent pregnancy, low educational achievement and inadequate access to essential social services. Various reports prepared by the United Nations Children's Fund (UNICEF) and GOGY identify specific challenges including: (i) adolescent pregnancy - 15% of girls aged 15 to 19 have begun childbearing contributing to student attrition; (ii) mental health concerns - youth 15-24 years old account for over one-fourth (26%) of suicides; (iii) teen violence; (iv) alcohol and substance abuse disorders; and (v) early exit from school due to low income. The confluence of factors forms a vicious cycle of intergenerational poverty that is hard to escape.

1.14 The COVID-19 pandemic has highlighted and exacerbated exclusion and marginalisation in Guyana. CARICOM and UNICEF are among those reporting knock-on impacts including increased food prices; job and income loss; and risks to mental health. Poor and vulnerable individuals and households are likely bearing the brunt of the social and economic fallout. In response to the long-standing and more recent development imperatives, GOGY has identified opportunities for decent work; access to quality education; scaled up psychosocial support measures; and support for indigenous people wishing to study in the capital, young mothers, youth at risk and SEN among key policy imperatives.

1.15 The projected growth in the tourism sector offers opportunities for decent work and a greater contribution to economic growth. It is, however, dependent on the availability of a pool of human resources with requisite technical and life skills and access to equitable and inclusive support services. Bolstering these skills and provisions via improvements in the Technical and Vocational Education and Training (TVET) sub-sector, and more specifically in HTS, offers scope for: (i) social and economic inclusion of traditionally marginalised groups— including young men and women; persons from rural communities and persons with SEN; (ii) increasing the throughput to tertiary education; and (iii) contributions to national development targets. A full description of the macro-social context is presented in Appendix 1.2.

SECTOR ISSUES

1.16 GOGY continues to view education as the most effective contributor to a modernised Guyana. Recurrent expenditure in the budget allocation to education as a percentage of gross domestic product (GDP) and the national budget is approximately 5% and 16%, respectively, which compares favourably with other CARICOM countries. This level of investment has resulted in the achievement of near-universal access in basic education with gender parity; and a gross enrolment rate at the post-secondary education level around 6%, lower than the regional average of 14%, but with consistent increases in the proportion of the population proceeding to post-secondary education over the last decade. In 2018, the main beneficiaries of post-secondary education expenditure were the University of Guyana (UG) (0.06%), Cyril Potter School of Education (1%), and ten Technical Institutes (TIs) (4%).

1.17 **TVET Sub-sector at Post-Secondary Education Level:** At the post-secondary education level, TVET instruction is offered by a diverse set of TIs, inclusive of the Carnegie School of Home Economics (CSHE) and the Board of Industrial Training, providing competency-based training to students (3177 males and 2233 females) above the age of 16 in a wide range of TVET areas.

1.18 Since 2004, GOGY has taken significant steps to reform the TVET sub-sector, including the establishment of the Council for Technical and Vocational Education and Training (CTVET) and the introduction of the Caribbean Vocational Qualification (CVQ) at selected secondary schools and in eight of ten TIs. Further enhancements were enabled through CDB-financed Enhancement of TVET project and SDEP approved in 2008 and 2016 respectively, involving, *inter alia*, the construction and equipping of two TIs, and professional development of instructors. These initiatives, focused on the post-secondary level, have resulted in improving graduation rates which moved from 43% in 2015 to 53% in 2018.

1.19 **Hospitality and Tourism Studies - Guyana:** Tourism is now the third most vibrant industry and makes a significant contribution to Guyana's economy. GOGY, therefore, continues to invest in the human capital required to expand the sector. Currently, there are two government-assisted institutions mandated to provide HTS; these are UG and CSHE. UG offers Diploma and Degree level programmes that are principally geared towards those who intend to serve in higher-level positions. Enrolment for the academic year 2018 was 220 (134 females and 86 males).

1.20 CSHE is the primary institution for Home Economics and Hospitality Training. The perception of CSHE as being geared towards under-performing secondary school students is slowly changing as the student complement diversifies. CSHE offers a range of short evening classes and certificates in Household Management, Catering and Hospitality, and Cosmetology. The average age of enrolment for full-time students (males/females) is 15-17 years, with enrolment in 2018 at 1,317 students with a corresponding graduation rate of 100%.

1.21 Guyana Tourism Authority (GTA) and the Tourism and Hospitality Association of Guyana (THAG) have also contributed to the provision of HTS. Since 2015, GTA has trained over 650 persons in a range of related occupational areas.

1.22 **Donor Community Support to HTS:** GOGY has also depended on the donor community, notably the European Union (EU) and IDB, to support capacity-building activities. In 2012, CDB supported a study to review HTS and to determine the feasibility of establishing a specialised institution for training delivery. In 2018, CDB provided TA for the design of the new HTTI and in 2020, CDB also provided grant resources to GOGY to improve the overall competitiveness of the tourism sector.

1.23 Notwithstanding the increasing support by key stakeholders, according to the National Tourism Plan (NTP) 2017, inconsistent hospitality service delivery persists. The sector requires sustained and coordinated investment, especially in providing qualified and skilled staff for all levels of the sector. Specific concerns are summarised below:

- (a) **Limited Training Opportunities.** Diverse post-secondary competency-based training programmes centered on service quality, emerging industry standards, and representative of Guyana's hospitality and tourism brand are needed.
 - (b) **Inadequate Infrastructure.** CSHE lacks the infrastructure to adequately accommodate practical training, and the classrooms and workshops do not provide adequate access to opportunities and resources for persons with disabilities nor meet CVQ standards. Additionally, limited land space at the existing CSHE site renders it unsuitable for the construction of an HTTI.
 - (c) **Low Staff Qualifications.** There is a shortage of pedagogically trained faculty at CSHE with only 43% qualified as trained teachers. A substantial number are also deficient in technical skills, particularly CVQ methodology. Professional development of staff of CSHE, especially those who want to be transferred to HTTI is required in instructional, assessment, and technological competencies. Given that HTTI will fall under the purview of MOE, additional faculty will be recruited using MOE's recruitment processes, including the engagement of technically qualified personnel from the hospitality and tourism sector as adjunct faculty. Adjunct faculty will have to be trained in the competency-based education and training methodology to ensure quality instruction and assessment.
 - (d) **Insufficient Articulation.** There is little or no articulation agreements among post-secondary institutions; this lowers cost efficiencies and minimises harmonisation across the post-secondary sub-sector. Any new institution should articulate with CSHE and UG to increase the continued growth and success of students. Thus, MOE has informed that CSHE will only offer programmes that are feasible at that location based on CTVET approval. It will offer mostly CVQ - Level I programmes and will no longer offer programmes in catering and food preparation or any other programmes where hygiene of high standard is a pre-requisite. Details on the proposed relationship and other organisational arrangements are provided in Appendix 1.3.
 - (e) **Negative Perception of HTS.** Although perceptions are changing, some Guyanese see HTS as attracting underachievers in education, offering low-waged employment and often part-time. Specifically, HTS programmes offered at CSHE are still viewed as inferior to general academic education and perceived as not sufficiently preparing graduates for the various levels and occupational areas required by the tourism sector. There is limited participation of persons from hinterland communities as access to HTS is challenging as students are required to relocate to Georgetown to attend CSHE.
 - (f) **Impact of COVID-19.** In containing the outbreak of the coronavirus, GOGY closed education institutions. Students enrolled at the post-secondary level have had to access
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educational services remotely. Onsite health and safety measures and support for home-based learning are ongoing concerns as the need for access to internet services and technology devices have been exacerbated.

1.24 GOGY recognises that Guyana's tourism product requires further investment at both the private and public levels, especially in providing qualified and skilled staff and fostering a professional atmosphere that encourages a strong sense of commitment, pride, and responsibility. Though there is a strong commitment to developing HTS, significant investment is required. GOGY has advised of their inability to make a full investment at this time and has agreed to address the HTTI project in two phases.

Phase 1, projected at approximately USD11 mn, includes:

- (a) construction of classrooms, laboratories, childcare and student facilities; and
- (b) institutional enhancement and capacity building activities.

Phase 2 includes:

- (a) construction of an administration block and training hotel; and
- (b) additional institutional enhancements and capacity-building activities.

COUNTRY SECTOR STRATEGY

1.25 The Project is aligned with GOGY's Education Sector Plan 2020-2024, which aims to improve education quality by: (a) increasing learning outcomes for all levels of education and all sub-groups; and (b) decreasing the differentials in learning outcomes between sub-groups, especially between students in coastal and hinterland schools. The Project is consistent with the Government's medium-term strategic framework, entitled Vision 2020: The Good Life in a Green Economy and Strategy, which addresses the following development challenges: (i) social inclusion and equality, by promoting equal access to quality, relevant post-secondary education, specifically seeking to improve public post-secondary education for hospitality and tourism education; and (ii) productivity and innovation, by seeking to improve workforce skills and entry into the tourism job market. It is also in alignment with GOGY's commitments articulated in policy documents, inclusive of the National Gender and Social Inclusion Policy and the National Policy for the Reintegration of Adolescent Mothers into the Formal School System.

1.26 GOGY has prepared a National Tourism Policy (NTP), 2017, to raise the profile of Guyana as a tourism destination that emphasises the development of a sustainable, and essentially nature-based product that exceeds visitor expectation while substantially contributing to the national economy and the quality of life of all Guyanese. The construction of the fit for purpose facility, training of faculty and staff and the offering of market-driven programming, are key elements underpinning the policy and reinforced during stakeholder engagement.

LINKAGE OF PROJECT TO CDB'S COUNTRY AND SECTOR STRATEGY AND POVERTY GOALS

1.27 The proposed intervention is considered a key pillar in the CDB Country Strategy Paper (CSP) 2017-2021 for Guyana, approved in December 2017, with the expectation of “assisting the country in achieving sustainable growth through the strengthening of human capital”. Accordingly, the Project supports expanding HTS, to promote long-term economic growth and poverty reduction. Through its focus on improving the learning outcomes of students participating in competency-based HTS, the Project is consistent with a number of strategic goals and objectives.

1.28 This Project is consistent with the following of CDB's strategic objectives:

- Building Social Resilience

1.29 This Project is consistent with the following of CDB's corporate priorities:

- Improving access to quality, inclusive and equitable education, and training.

1.30 This Project is expected to support the achievement of Sustainable Development Goals (SDG) targets relevant to the Caribbean and specific to SDG 1(no poverty), SDG 4 (quality education), SDG 5 (gender equality), SDG 8 (promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work) and SDG 10 (reduced inequalities).

1.31 This Project integrates the following of CDB's cross-cutting themes:

- Gender Equality
- Energy Security
- Environmental Sustainability

1.32 This Project is consistent with the following of CDB's Sector and Thematic Policies:

- Education and Training Policy and Strategy
- Gender Equality Policy and Strategy
- Disaster Management Strategy and Operational Guidelines
- Energy Sector Policy and Strategy
- Climate Resilience Strategy
- Youth Policy and Operational Strategy

RATIONALE

1.33 GOGY has identified post-secondary and tertiary education as critical to achieving sustainable social and economic development of the country. As such, there is a focus on ensuring that graduates attain the appropriate skills and competencies to successfully enter the job market, embark into an economic enterprise, or pursue post-secondary/tertiary education and training aligned with the requirements of the country's economic sectors. In the context of Guyana, the tourism sector has been identified as having the potential to contribute significantly to the national economy (NTP, 2017). However, the development of the tourism sector is hampered by the skills gap, especially at the supervisory level, where there are few opportunities for training.

1.34 Post-secondary/tertiary education focused on HTS is predominately a public provision through CSHE and UG. However, the CDB 2012 feasibility study, acknowledges that the programmes offered by CSHE and UG are inadequate to provide continuous, competent supervisory and middle management

women and men that meet the needs of a rapidly expanding and diversified hospitality and tourism sector. Based on the recommendation of the feasibility study, GOGY has committed, as articulated in several policy documents, to establishing a HTTI to increase access to relevant programmes. The limited space at the present location, the ageing buildings, and the lack of trained personnel in critical areas are factors that have limited the possible expansion of CSHE to respond adequately to the demand.

1.35 Even though prevailing budget constraints do not allow for the construction of a training hotel under Phase 1, the Project will require that a Memorandum of Understanding (MOU) be signed by THAG and MOE to provide that all trainees at HTTI and CSHE are assigned to work in THAG hotels, restaurants and allied services for on-the-job training in required occupational areas.

2. PROJECT DESCRIPTION

PROJECT OUTCOME

2.1 The overall outcome of the Project is enhanced access, quality, and equitable learning opportunities for HTS at the post-secondary level in Guyana. This will be achieved through:

- (a) construction of a modern HTTI, inclusive of a childcare facility;
- (b) providing quality, relevant, and effective instruction; and
- (c) promoting quality leadership, governance, and management capacity for the new Institute.

PROJECT COMPONENTS

2.2 The Project will comprise the following three elements which are further detailed in Appendix 2.1:

- (a) **Project preparation** inclusive of consultancy services for the preparation of detailed designs, bidding documents and cost estimates for a HTTI.
 - (b) **Land** 10,145m² has been provided to accommodate the cumulative programme spaces of 7,095m² and the remainder 3,050m² space for circulation parking and landscaping development.
 - (c) **Infrastructure Works:** Construction of a climate and hazard resilient, state-of-the-art HTTI, with campus-wide connectivity and technology-enabled learning spaces. The construction will be in line with the Government's climate change and greening policies. The works consist of:
 - (i) Block C - Training facilities utilising 2,856 m² of floor space
 - (ii) Block D - Teaching and administration facilities amounting to 1,152 m² of floor space.
 - (iii) Civil Works - Consisting of parking, fencing, drains, water and sanitation facilities, and landscaping
 - (iv) Childcare Facility amounting to approximately 275 m² floor space.
 - (d) **Engineering and construction-related services** detailed at Appendix 2.2.
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- (e) **Goods:**
- Provision of CVQ compliant furniture, equipment, tools and supplies for the newly constructed HTTI; and
 - Provision of information and communication technology, assistive devices and learning resources suitable for the delivery of HTS to learners of multiple abilities
- (f) **Institutional Strengthening:** Consultancy services elaborated in the Draft Terms of References at Appendix 2.3 to Appendix 2.6, to:
- develop a strategic visioning plan and finalise the management systems for the HTTI;
 - ensure the relevance, quality, and inclusivity of programming;
 - develop a Business Continuity Plan, an Enterprise Risk Management System; and
 - prepare a Strategic Public Education and Marketing Framework and Action Plan.
- (g) **Capacity Building:** Continuing professional development for:
- HTTI managers in supervising effective TVET programming and managing a modern hospitality institute.
 - HTTI faculty/staff in specialised areas, including online instruction and mitigating gender-biased curricula;
 - HTTI officials in Business Continuity and Disaster Risk Management (DRM); and
 - HTTI and CSHE officials in Life Skills/Health and Family Life Education (HFLE).
 - Study Tours to observe the operations of HTTIs within and outside the Region.
- (h) **Project Management:**
- Implementation, oversight and monitoring and evaluation of all project activities, including the augmentation of MOE's existing Project Coordinating Unit and Project Steering Committee for the SDEP.
 - Independent audits of the Designated Account (DA).
 - Conduct of Pre-Tracer Study and development of a Tracer Study Framework (see Appendix 2.7).
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RESULTS FRAMEWORK

Project Impact				
Expand the supply of certified and employable labour in the hospitality and tourism sector in Guyana.				
Outcome	Indicator	Baseline	Target	Data Sources, Reporting Mechanisms and Report Frequency
1. Enhanced access to relevant and equitable quality hospitality and tourism studies at the post-secondary level in Guyana	1.1 Male to female student ratio in hospitality and tourism studies (%)	Male: 12; 10/30/2020 Female: 88; 10/30/2020	Male: 18; 10/30/2026 Female: 82; 10/30/2026	MOE Annual Statistical Digest, HTTI Annual Reports, CSHE Reports and UG Annual Report
	1.2 Number of students enrolled at the HTTI annually (#)	Male: 0; 01/09/2020 Female: 0 01/09/2020	Male: 248; 30/10/2026 Female: 1, 623; 30/10/2026	MOE Annual Statistical Digest, and HTTI Annual Reports
	1.3 Students graduating with CVQ Level 2 as a proportion of entries (%)	Male: 0 31/12/2020 Female: 0 31/12/2020	Male: 70; 07/09/2026 Female: 80 07/09/2026	MOE Annual Statistical Digest, HTTI Records and Reports
	1.4 Students graduating with CVQ Level 3 as a proportion of entries (%)	Male: 0 31/12/2020 Female: 0	Male: 70; 07/09/2026 Female: 80 07/09/2026	MOE Annual Statistical Digest, HTTI Records and Reports
	1.5 Percentage of male/female students enrolled in non-traditional areas (%)	0; 9/1/2020	4; 9/1/2026	MOE Annual Statistical Digest, HTTI Annual Reports,
	1.6 Number of students with physical disabilities, auditory and visual impairments enrolled at HTTI annually (#)	Male: 0; 01/09/2020 Female: 0 01/09/2020	Male: 7; 01/09/2026 Female: 32 01/09/2026	MOE Statistical digest, HTTI Annual Report,
	1.7 Students from indigenous communities enrolled at HTTI annually as a proportion of the student body (%)	Male: 0; 01/09/2020 Female: 0 01/09/2020	Male: 5; 30/10/2026 Female: 10; 30/10/2026	MOE Annual Statistical Digest, and HTTI Annual Reports

Assumptions for achieving outcomes

- Appropriate and relevant staffing levels/expertise are recruited and maintained by HTTI.
- GOGY will continue to coordinate mechanisms (including student accommodation and education stipends) to guarantee access to post-secondary education and the new HTTI to indigenous populations.
- Consistent demand from CSHE, secondary schools and other segments of the population, including vulnerable groups, for skills-based hospitality and tourism studies at the post-secondary level.
- Ongoing collaboration efforts between the private and public sectors to meet the diverse needs of education and industry.
- GOGY will adequately resource the operations of the childcare facility located at the HTTI.

Output?	Indicator	Baseline	Target	Data Sources, Reporting Mechanisms and Report Frequency
1. HTTI constructed and teaching/learning spaces and laboratories outfitted	1.1 Classrooms and educational support facilities built to code and gender- responsive optimum standards (Yes/No)	No; 10/30/2020	Yes; 12/31/2022	Project progress reports from PC and Supervision Consultant Reports
2 Gender-responsive and inclusive Institutional Strengthening Component completed	2.1 HTTI Strategic Plan Completed (Yes/No)	No; 12/31/2020	Yes; 11/30/2021	Project Progress Report and Consultants Reports
	2.2 HTTI coordination and governance system reviewed and articulation arrangements reviewed	No; 31/12/2020	Yes; 9/30/2022	Project Progress Report and Consultants Reports
	2.3 Disaster Risk Management and Business Continuity Plans developed (Yes/No)	No; 10/30/2020	Yes; 7/31/2023	Project Progress Report and Consultants Reports
	2.4 Curriculum/Programme offerings for HTTI (and CHSE) reviewed and revised to address and meet the needs of Industry (Yes/No)	No; 10/30/2020	Yes; 12/31/2021	Project Progress Report and Consultants Reports
	2.5 Student Handbook and Faculty and Staff Manual completed (Yes/No)	No; 12/31/2020	Yes; 9/1/2022	Project Progress Report and Consultants Reports
	2.6 HTTI socially inclusive, gender-responsive and culturally appropriate strategic marketing framework and action plan developed (Yes/No)	No; 10/30/2020	Yes; 9/30/2022	Project Progress Report and Consultants Reports

	3.1 HTTI/CSHE leaders trained in supervising TVET programming and managing a modern 21st Century Hospitality Institute	Male: 0 31/12/2020 Female: 0 31/12/2020	Male: 3 31/07/2023 Female: 7 31/07/2023	Project Progress Report and Consultants Reports
	3.2 HTTI/CSHE Faculty and staff trained in specialised areas, including online/remote instruction, inclusive pedagogy and in mitigating gender-biased curricula	Male: 0 31/12/2020 Female: 0 31/12/2020	Male: 15 31/01/2023 Female: 95 31/12/2023	Project Progress Report and Consultants Reports
	3.3 HTTI, CSHE, CTNET and MOE officials trained in Business Continuity and Disaster Management	Male: 0 31/12/2020 Female: 0 31/12/2020	Male: 7 31/07/2023 Female: 8 31/07/2023	Project Progress Report and Consultants Reports
	3.4 CSHE, HTTI and MOE officials complete study tours	Male: 0; 31/12/2020 Female: 0 31/12/2020	Male: 2 08/31/2022 Female: 3 31/08/2022	Project Progress Report and Consultants Reports

Assumptions for achieving outputs

- Relevant faculty transferred from CSHE and other faculty and staff recruited for HTTI.
- Stakeholders actively participate in consultations and implementation when required.
- Counterpart resources are available in a timely and sustained manner.
- Timely compliance with pre-disbursement Terms and Conditions.
- No significant delays in construction or in completion of other project components

LESSONS LEARNT

Description	Project Response
<p>A rationalised and integrated TVET system including the appropriate policy framework and quality assurance mechanisms for TVET is necessary to ensure a cost-effective, responsive, and sustainable training programme.</p>	<p>The Project is designed to operate within the existing institutionalised and integrated TVET system, which minimises the duplication of programmes and reduces internal inefficiencies. In addition, the Project specifically addresses the provision of articulation arrangements among the three institutions offering HTS in Guyana. This optimises the investment in the HTTI and enhances the sustainability of programming for successive cohorts of trainees.</p>
<p>Enhanced capacity for programme management and orientation to CVQ implementation at the institutional level is critical to the successful implementation of skills-based HTS programmes.</p>	<p>The Project design allows for training of leadership of HTTI and CSHE to provide adequate and appropriate leadership for implementing CVQs, supported by an informed Council for TVET and MOE support staff. In addition, the Project supports the participation of HTTI leadership in study tours to jurisdictions implementing skills-based HTS so that the experience garnered, and lessons learned by regional counterparts can be incorporated in the operations of the institute.</p>
<p>The link between education and the world of work is of paramount importance for TVET quality and attractiveness.</p>	<p>The Project design acknowledges that the success of HTTI will be tied to how closely programme offerings are linked to the real demands of the hospitality and tourism sector, which requires employers to be involved in setting standards for training; engaging in validating these standards; and working closely with HTTI to link theory and practice. In this regard, the Project also supports the establishment of an MOU between the HTTI and THAG to address these issues but in particular to facilitate work-based learning with the goal of helping learners acquire the knowledge, skills and competences which have direct relevance to the hospitality and tourism market.</p>
<p>A well-implemented TVET promotion and public awareness campaign remains a central pillar in popularising skills-based hospitality and tourism education/training, especially for vulnerable and disadvantaged communities.</p>	<p>Public awareness of skills programmes is important to incentivise participation in training opportunities for vulnerable populations, promote the reduction in subject segmentation, enhance the status of TVET and foster sustainable sectoral linkages among training providers and client agencies and industry partners. The Project supports the development of a socially inclusive, gender-responsive and culturally appropriate promotion and marketing strategy, including funds for its implementation.</p>

Description	Project Response
Young people need to be safeguarded against risks that may arise in the workplace. These include substandard learning content and workplace conditions and sexual and gender-based violence (including harassment). Organisations offering any kind of apprenticeship or traineeship to young people need to put processes in place to protect their learners.	The MOU between HTTI and THAG will also address the inclusion of trainee safeguarding provisions for young people who may be vulnerable because of their age, sex, relative inexperience, or current circumstances.
Access to reliable and quality childcare services serves as an enabler for the reintegration of young mothers in the classroom.	A childcare facility will be constructed as part of the infrastructure works component of the Project. The facility will be outfitted to meet the standard for quality childcare support, for newborns to pre-school aged children, in accordance with the relevant Early Childhood Education standards for Guyana. Critically, these services will be offered free of cost, in keeping with, inter alia, GOGY's policy of subsidising public daycare centres and the national policy for the reintegration of young mothers in the formal education system. GOGY has made similar provision across the country including the construction and operations of seven childcare facilities being undertaken with the help of BNTF and CDB. Five of these are already in operation; the two yet to be built are scheduled for 2021.

3. FINANCING PLAN

FINANCING STRUCTURE AND COSTS

3.1 The Project is estimated to cost eleven million, six hundred and fifty-six thousand United States dollars (USD11.656 mn). Construction costs estimates are based on final engineering and architectural designs. Furniture and equipment costs were based on quotations compiled by MOE, as well as CDB's recent experience in TVET projects. Physical contingencies of 5% were applied to institutional strengthening and capacity building, while physical contingencies of 10% were applied to infrastructure works, engineering and construction-related services, goods, and project management. Price contingencies of 2% per annum were applied to costs based on International Monetary Fund global inflation estimates for 2020. The cost estimates and corresponding contingencies were reviewed by CDB staff and were found to be acceptable. A summary of the Project Cost and Financing Plan is shown at Table 3.1. The detailed Project Cost, Phasing and Financing Plan is shown at Appendix 3.1.

3.2 The Project will be financed by:

- (a) a loan to GOGY from CDB's SFR of an amount not exceeding the equivalent of nine million seven hundred and eighty thousand United States dollars (USD9.780 mn), (the Loan) which will be repayable over a period of 20 years, excluding a five-year grace period at a fixed interest rate of 1% p.a. The Loan will finance 84% of total project cost and will cover the cost of building and civil works, including the construction of a childcare facility as

part of HTTI, engineering and construction-related services, furniture, equipment, and learning materials, institutional strengthening, capacity building activities, project management and interest during implementation;

- (b) a grant to GOGY of an amount not exceeding the equivalent of one hundred and sixteen thousand dollars United States dollars (USD116,000) from CDB's SFR (the Grant), representing 1% of the project costs for capacity building activities.
- (c) counterpart funding of one million, seven hundred and sixty thousand United States Dollars (USD1.760 mn) from GOGY, representing 15% of the project costs for project preparation activities, land, goods, institutional strengthening, and project management.

3.3 The cost estimates are based on exchange rates prevailing on July 2, 2020.

TABLE 3.1: SUMMARY OF PROJECT COST AND FINANCING

Components	TOTALS					
	SDF 9		COUNTERPART			
	SDF Resources (BMC Capacity Building)	SDF Resources (Loans)	Total	GOGY	Executing Agency Counterpart Forecast	Total
1. Project Preparation			-	359,000	-	359,000
2. Land			-	299,387	-	299,387
3. Infrastructure Works	-	6,180,000	6,180,000	-	-	6,180,000
4. Engineering and Construction-related Services		500,000	500,000	-	-	500,000
5. Goods		1,000,000	1,000,000	250,000	-	1,250,000
6. Institutional Strengthening		557,050	557,050	101,675	-	658,725
7. Capacity Building	105,000	100,000	205,000	-	-	205,000
8. Project Management		15,000	15,000	630,000	-	645,000
Base Cost	105,000	8,352,050	8,457,050	1,640,062	-	10,097,112
9. Physical Contingency	5,250	801,603	806,853	33,084	-	839,937
10. Price Contingency	5,750	498,839	504,589	86,854	-	591,443
Total Project Cost	116,000	9,652,492	9,768,492	1,760,000	-	11,528,492
11. Interest During Implementation	-	127,508	127,508	-	-	127,508
Total Financing	116,000	9,780,000	9,896,000	1,760,000	-	11,656,000
Percentage Financing	1%	84%	85%	15%	0%	100%

4. PROJECT VIABILITY

TECHNICAL ANALYSIS

4.1 The Project's technical design is a continuation of the Government's reform priority to further consolidate the gains made in expanding access to and improving the quality of TVET and to enhance hospitality and tourism training in Guyana. The Project's design is influenced by the revised CARICOM TVET Strategy for Workforce Development and Economic Competitiveness which promotes, among other things, the award of CVQs at the appropriate institutional levels. This means that all laboratories and simulation spaces of the new HTTI will be constructed to meet the appropriate facilities and instructional standards prescribed by the Caribbean Association of National Training Agencies (CANTA). As part of the design, learning spaces will be provided with the appropriate equipment for the development of the skills to be learnt and required for the hospitality and tourism sector. The faculty will be prepared to effectively deliver competency-based HTS and to adequately assess the learning of all learners. In the absence of a Training Hotel during Phase 1, the Project through an MOU between MOE and Tourism employers shall strengthen the mechanisms to align training with the demands of the tourism market by providing students with authentic workforce experience.

4.2 The Project also aligns with the national policy on the reintegration of adolescent mothers in the formal school setting (2018), which identifies the availability of childcare services as one of the key factors influencing the education re-entry decision of adolescent mothers. Access to quality early childcare services for newborns and pre-school aged children will be facilitated via the construction of a childcare facility as part of the infrastructure works component of the Project. The facility will be outfitted to meet the standard for quality childcare support in accordance with relevant early childhood education standards for Guyana. Critically, these services will be offered free of cost and will provide a conducive environment to bolster child development.

4.3 Overall, the Project's design was guided by the following main principles:

- (a) focusing on key aspects of institutional enhancement which are critical for the optimal functioning of HTTI providing adequate facilities to accommodate expansion and increased diversification of HTS and promote gender equality;
- (b) assisting GOGY in strengthening its capacity to respond to the development needs of the Tourism sector;
- (c) scheduling the completion of TA activities to allow for recommendations and deliverables in precursor interventions (such as the Gender Equality Framework) to be incorporated into larger strategic ones (such as the Revised Strategic Plan);
- (d) providing students from remote communities with a safe space at the purpose-built student dormitory at Liliendaal, Georgetown, to increase the participation of indigenous persons in the pursuit of HTS; and
- (e) utilising appropriate gender-responsive and inclusive technical and industry standards in designing facilities and provision of TVET resources, including equipment.

4.4 **Infrastructure:** Detailed designs for the new HTTI have been completed based on CVQ facility standards. An existing design brief formed the basis upon which the designs were prepared. However, following the presentation of the preliminary design, the brief had to be adjusted due to budgetary constraints. The design is therefore prepared for implementation in two phases. Phase I will consist of

Block C (training facilities), Block D (classrooms and students' facilities), a Childcare Facility, and Civil Works (access, parking, fencing). A subsequent Phase II will consist of Block B (hotel training, production kitchen, restaurant, and bar), Block E (administration), and Block F (utilities). Following the decision to implement the Project using a phased approach, adjustments became necessary for Blocks C and D to ensure adherence to Facilities Training Standards for CANTA. Additionally, in the interim, allowance has been made in the layout of Block C for the accommodation of the administrative functions. Other documents used to guide the design include CARICOM Regional Standards for Tourist Accommodation, 2011; Code of Practice for the Accommodation Sector, Code of Practice for Quality Management in the Restaurant Service, Code of Practice for Tour Operators and Tour Guides. The designs focused on durability, hazards resilience, gender neutrality, adherence to building standards for accessibility - especially persons with disabilities, and functional efficiency.

4.5 The designs were informed by topographical and geotechnical surveys carried out as part of the design consultancy. Flooding and climate vulnerability assessments were also used to inform the design of the drainage and access to the site and an Environmental and Social Management Plan (ESMP) forms part of the final design report.

4.6 CDB staff are satisfied that the requirements that were used for the completion of the designs adequately meet the requirements for design, construction, supervision and outfitting of the infrastructure components of the Project.

ECONOMIC ANALYSIS

4.7 The economic analysis of the Project takes into consideration its key economic benefits and costs, based on a comparison of scenarios with and without the Project. The quantitative and qualitative benefits of the Project are discussed below.

4.8 **Quantitative benefits:** The Project is expected to increase the productivity of students entering the workforce. For the purpose of this analysis, earnings potential is used as a proxy for the productivity of the graduates of the Institute, given that the benefits and earnings prospects are captured by society in the form of spillover effects, such as increased investments, consumer spending and taxes. The target beneficiaries of the Project consist of post-secondary students over the age of 16 years. Upon graduation from the Institute, these students will hold qualifications in HTS that are equivalent to a certificate, diploma, or an associate degree from a tertiary institution. The beneficiaries will also receive experience in non-traditional courses of study and employment. Under the Project, it is anticipated that more than 10,600 students will graduate from the institute over the 20-year project life. With the improved skillsets that the graduates will obtain from their additional qualifications from the Institute, it is expected that they will command increased annual income earnings in the workplace, ranging from USD0.55 mn in 2025, the first projected year of employment to USD32.2 mn by the end of the Project. This represents average additional salaries of USD12.7 mn per year for the projected period.

4.9 **Incremental Economic Rate of Return (ERR):** Based on its quantifiable benefits and investment cost, the Project yields an ERR of 15%. The detailed assumptions of the ERR and corresponding calculations are shown in Appendix 4.1.

4.10 **Qualitative benefits:** In addition to the quantitative benefits outlined above, there are other significant benefits that have not been quantified, resulting from increased learning outcomes, gender-responsive institutional strengthening, and capacity building under the Project, such as:

- (a) income generated by self-employed graduates, which exceeds the additional salaries/wages estimated in this analysis;

- (b) subsequent promotions of those in the workforce, leading to salaries/wages that are higher than those estimated in this analysis;
- (c) economic empowerment from productive employment in other fields, via financial independence, control of choice of career and enhanced bargaining power in the workplace and in the home;
- (d) enhanced work-life balance for part-time students, given the flexibility to work and/or conduct personal business while studying;
- (e) provision of qualifications for entry at other tertiary institutions;
- (f) improved staff capacity resulting from training programmes and institutional strengthening activities to be completed under the Project;
- (g) reduction in the rate of crime and violence, as well as other social benefits resulting from investments in the youth population, especially at-risk youth; and
- (h) higher quality tourism product and its positive impact on tourism arrivals to Guyana.

4.11 By producing qualified students and staff in the hospitality and tourism sector of Guyana, the Project is consistent with government priorities regarding improved education quality, greater economic opportunities, gender equality, and the enhancement of the country's profile as a tourism destination. The latter will be achieved through an improved tourism product attributable to an enhanced quality service in the sector. Therefore, the Project is expected to contribute to the overall economic and social development of Guyana.

4.12 **Sensitivity Analysis:** A sensitivity analysis was conducted to assess the robustness of ERR to changes in key variables. The results are shown in Table 4.1 below. The ERR is most sensitive to delays in the employment of full-time students, compared to changes in the other individual variables.

**TABLE 4.1: GUYANA HOSPITALITY INSTITUTE PROJECT
SENSITIVITY ANALYSIS TABLE FOR ECONOMIC ANALYSIS SECTION**

Scenario	Details	ERR (%)	Switching Values (%)
A (Base)		15%	
B	30% increase in project costs	14%	223%
C	Increase in unemployment rate of 30 percentage points	14%	350%
D	One-year delay in employment of full-time and part-time students	12%	n/a
E	30% decrease in enrollment in programmes	13%	55%

4.13 While it is expected that the ongoing pandemic may affect the job market, it should be noted that the base case already takes into consideration a one-year delay in obtaining employment upon graduation. Additionally, given the alignment of the specific skill sets to be obtained from the Institute with the country's strategy regarding post-secondary education and the tourism sector, it is anticipated that there will be a demand for graduates of the Institute, as part of the country's economic and social recovery. This will be supported by linkages to be formed between students and the industry through their work attachment programme with local hotels, restaurants, and ancillary services during their periods of study.

MACROECONOMIC IMPACT

4.14 This Project is likely to have a net positive macroeconomic impact on Guyana. In the short term, employment will be provided through construction activity and associated spillover effects. The construction activities will also provide an opportunity for local men and women in the community to participate and the necessary inclusive and health and safety measures are fully integrated. More significantly there will be longer-term benefits, especially to the tourism sector, with a well-trained and professional workforce including non-traditional roles serving business and leisure customers. This will help with economic diversification.

4.15 HTTI is being considered for approval at the same time as the much larger CDB loan for the Linden to Mabura Hill road. With these projects combined, GOGY's overall debt will grow to approximately 55% of non-oil GDP by 2025, compared to 48.5% now. While that level of debt is sustainable, it includes an overdraft facility with the Bank of Guyana, which has grown from 0% of GDP to 8.9% of GDP in just six years, to help fund Central Government's fiscal deficits.

4.16 A return to non-oil economic growth in 2021 should help GOGY's fiscal position, as revenues pick up, and the need for COVID-19 related expenditure diminishes. However, the prospects for non-oil growth are still uncertain. Oil revenues do not go into the consolidated fund, but into the NRF, which has been set up to support macroeconomic management and to provide for future generations of Guyanese. NRF has rules relating to how it can support the central government budget, although the new government has indicated an intention to revisit aspects of the law governing its use. NRF is not likely to grow as quickly as originally envisaged, because of weaker oil markets. Therefore, it will be important for GOGY to minimise its non-oil deficit, to allow NRF to grow, and to limit additional debt accumulation.

SOCIAL AND GENDER IMPACT ASSESSMENT

4.17 The Project strengthens access to quality TVET for the hospitality and tourism sector in Guyana. It will capitalise on strengthening positive social impacts in gender equality and inclusion of the needs of vulnerable groups, such as indigenous persons, learners with SEN, and at-risk young men and women.

4.18 The civil works component will have positive socio-economic impacts via short-term employment opportunities for skilled, semi-skilled, and unskilled workers. The labour market segregation in Guyana has led to men becoming the primary beneficiaries of employment in the construction sector. Under the Project, GOGY will integrate explicit provisions as part of the procurement process to encourage non-discriminatory practices and hiring of vulnerable or non-traditional employees such as youth and women, and PWDs to increase their income-earning opportunities during implementation.

4.19 Persistent socio-cultural norms and inequalities have given rise to a high prevalence of intimate partner violence and other manifestations of related risks in Guyana. The Project has prioritised the safety and protection of beneficiaries. Infrastructure works will be designed according to universal and local design standards to ensure accessibility by PWDs. There will also be gender-inclusive features (such as family toilets). Designs will include passive security features: strategic location of footpaths, stairs, elevator, and toilet access – including separate entry points for designated separate male and female washrooms. The inclusion of a childcare facility at HTTI is another gender-responsive feature of the Project. This should result in positive impacts including reduced attrition among pregnant women and re-entry of adolescent primary caregivers, (typically mothers). There will be a positive impact on the cognitive and social development of children benefiting from quality early childhood interventions.

4.20 The childcare facility will serve a dual purpose as it will also afford students pursuing the CVQ in ECD, at HTTI, practical, skills-oriented experience. GOGY is committed to supporting the operations of the facility in alignment with its policy positions to advance Early Childhood Education and Development and the reintegration of young mothers in formal education

4.21 Student intake from indigenous communities in the current CSHE has been uneven, ranging from 1-8 female students between 2015 to 2018, and rising to 21 in 2019 as Government provided accommodation and financial support for indigenous students desirous of studying in the capital. It is expected that enrolment among female students from indigenous communities will continue to rise given GOGY’s commitment to continue this policy. Provision of assistive devices for persons with visual and auditory impairments and physical disabilities will serve as enablers to attract larger numbers of students from vulnerable groups into HTTI.

4.22 The Project will provide an opportunity to develop gender-responsive standards, policies, and procedures as part of the institutional strengthening component. This will include Consultancy services for; (i) improving the quality and relevance of programming in the area of hospitality studies and Life Skills; (ii) finalisation of the management systems of the new HTTI, including a review of the proposed governance and administrative policies and procedures for all aspects of the institution; (iii) preparation of a Strategic Plan for the new hospitality institute and; (iv) preparation of a Strategic Marketing Framework. These components will ensure that programming, governance, administrative policies and procedures, and the targeted marketing strategies and outreach include gender and inclusion analysis, performance targets, and the requisite framework for monitoring and evaluation (M&E).

4.23 Similar considerations will inform the capacity-building efforts, including the sub-components on continuing professional development, training for faculty, training for managers and leaders in supervising effective TVET programming and managing HTTI operations. In total, these efforts will address gender-based risks and the social inclusion of vulnerable students with provision made for responses to issues that have emerged as important in the context of the country; these include sexual and gender-based violence, adolescent pregnancy; mental health and psychosocial support needs and inclusion of groups such as those with special education needs and unattached young people. These efforts should mitigate student attrition and contribute to larger numbers of skilled graduates in HTS; increased incomes; higher national productivity, and inclusive growth.

4.24 Critically, it will challenge gender norms and biases for women and men in employment and non-traditional fields through the curriculum design and capacity-building. Social impacts will be measured using indicators including, but not limited to, enrolment and certification rates, in traditional and non-traditional areas. The data will be disaggregated by variables including skill area, ethnicity, sex, and age.

4.25 The Project, therefore, has the potential to contribute significantly to gender equality. Application of CDB’s Gender Marker resulted in the Project being Gender Mainstreamed. Details of the Gender Action Plan and Gender Marker Analysis are provided at Appendices 4.2 and 4.3, respectively.

TABLE 4.2: GENDER MARKER SCORE

Analysis	Design	Implementation	Monitoring & Evaluation	Score	Code
1.0	1.0	0.5	1.0	3.5	Gender Mainstreamed (GM)

ENVIRONMENTAL ASSESSMENT

4.26 The project site, already acquired by GOGY, consists of one hectare of greenfield land in the commercial zone of Providence, East Bank of Demerara. The area is 6 km south of the Atlantic Coastline, on the Coastal Plains. The site was selected by MOE after reviewing two other sites and deemed the most appropriate. The location was used for sugar cane cultivation before its current use and thus is poorly drained and is vulnerable to localised floods inclusive of backflow of seawater. The area is not affected by any obvious environmental consideration such as proximity to a watershed, conservation protected areas or consideration of flora and fauna.

4.27 **Construction Impacts:** The most significant adverse environmental impacts during construction will result mainly from soil excavation works, earthworks associated with construction and site preparation. Other potential adverse impacts include elevated dust and noise levels; reduced air quality in areas of proximity to the site; traffic disruption, health and safety risks from the civil works which pose a risk of injury to workers and the public, and improper management and disposal of waste generated.

4.28 The mitigation measures to be employed during the construction phase will include:

- (a) management of construction materials and waste,
- (b) noise and dust abatement,
- (c) protection and management of works
- (d) development of emergency response plans,
- (e) traffic management strategies,
- (f) health and safety measures,
- (g) environmental monitoring;
- (h) sedimentation and erosion control measures including (i) establishing adequate site drainage to regulate stormwater runoff to minimise erosion; (ii) scheduling construction earthworks during dry periods where practical and (iii) implementation of storage, handling and transport protocols for fuel oils, contaminated wastes and other hazardous materials and chemicals.

4.29 **Operational Impacts:** Construction and operation of the Institute will have little to no impact on habitat or biodiversity. Operation of the Institute will have beneficial environmental effects, as the facility will be built based on sustainability guidelines to meet current environmental protection requirements as stipulated by GOGY guidelines. The designs incorporate climate and hazard risk reduction features in drainage design, as well as Energy Efficiency (EE) considerations. Operations will be enhanced with the development and implementation of an Environmental and Social Management System (ESMS) to guide the integration of environmental and social measures into the Institute's operations, as well as a disaster risk management (DRM) plan and a Business Continuity Plan (BCP). The staff of the Institute and CSHE will be trained in the management and implementation of the plans. The TOR for the consultancy is at Appendix 2.6.

4.30 **Environmental and Social Management Plan:** GOGY undertook the development of an ESMP to identify the significant environmental and social impacts of the proposed construction works and operation of the Institute. The natural hazard risks, as well as projected climate change/climate variability impacts, were taken into consideration by the consultants. Recommendations and mitigation measures in the ESMP have been included in the design and operation of the Institute to ensure its proper functioning throughout its lifetime. The appropriate provisions of the ESMP have been included in the technical specifications and itemised for contractor pricing. The contractor will be responsible for managing the relevant aspects of ESMP.

4.31 **Environmental Monitoring:** During construction, the project management team will monitor the contractor's operations for conformance with the mitigation measures stipulated in the contract to minimise negative social and environmental impacts and promote positive effects. They will provide status reports to CDB.

4.32 The contractors are required to establish a Grievance Redress Mechanism to address concerns and complaints of Project-affected persons proactively and promptly, using a transparent process that is gender-responsive, culturally-appropriate, and easily accessible to them at no costs and without retribution. CDB operates a Projects Complaint Mechanism, which provides an additional avenue for individuals and communities to complain directly to CDB if they believe that this Project has or is likely to have adverse environmental and social effects on them or their community.

4.33 It will be a condition precedent to the commencement of works that GOGY submit to CDB, evidence in form and substance acceptable to CDB, receipt of the necessary planning and building and environmental health permits, and approvals for construction and operation.

RENEWABLE ENERGY & ENERGY EFFICIENCY ASSESSMENT

4.34 One key objective of CDB's Energy Sector Policy and Strategy is mainstreaming the integration of EE and Renewable Energy (RE) considerations into the Bank's projects. This is to ensure that, wherever feasible, projects positively contribute to BMCs' achievement of national EE/RE or carbon emission targets.

4.35 As such, the Project appraisal included a RE and EE assessment. It was found that, while elements of EE were included in the design, the Project would benefit from a holistic and comprehensive review of potential EE/RE options. Thus, a recommendation was made for TA towards: (i) an energy audit to identify opportunities for current or future EE/RE enhancements; and (ii) a gap analysis against the CARICOM Regional EE Building Code.

4.36 This TA is being conducted outside the Project, as a parallel activity, and is facilitated by collaboration with the Technical Assistance Programme for Sustainable Energy in the Caribbean (TAPSEC), an EU funded initiative implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). Although the design phase project documentation is complete, there is a project design review proposed prior to the finalisation of the construction documents. As such, the outputs of the TA, which will be completed in December, 2020, will be shared with MOE to allow for recommended EE/RE options to be considered for inclusion in the final construction designs as part of the project design review.

CLIMATE CHANGE VULNERABILITY ASSESSMENT (CCVA)

4.37 The Climate Vulnerability Assessment (CVA) undertaken for the project site, reviewed air temperature and precipitation and provided an analysis of natural hazards that impact the area.

4.38 The temperature analysis showed that for 1981 to 2001, quarterly temperature averages ranged from 26-28°C. For 2001 to 2018, the average quarterly temperature increased to 27.5-30°C, which marks a noticeable increase in ambient temperature. As with the trend observed in many urban areas, due to development and use of construction material that traps heat (black body effect), the temperature will be amplified by the urban heat island effect.

4.39 The precipitation analysis was undertaken on a regional level for quarterly periods, from 1981 to 2001 and 2001 to 2018. The comparison of 1981-2001 and 2001-2018 indicated that precipitation decreased quarterly by more than 100mm and annually by as much as 400mm. The overall trend showed that the

amount of rainfall in the region is reducing dramatically with more of the region's land area receiving less than 400mm of rain. With regards to future levels, the models projected that there is a 53% likelihood that precipitation would remain at normal levels or reduce over time with only an 8% likelihood of a moderate wet period/intense rainfall levels. For a severe wet period, the projected possibility is 5.2%, and for extreme wet periods, only a 4% likelihood of occurrence

4.40 Projected climatic trends for the area indicate that there would be increased likelihoods that droughts would be more prevalent in the area. The analysis showed that there is more than a 50% likelihood that the site would experience an average drought period.

4.41 The site is not exposed to any specific climate vulnerability as different from the other parts of coastland settlements inclusive of Georgetown. The known vulnerabilities are droughts, heavy and torrential rainfall and moderate high winds. The flood risk analysis showed that the area experienced flooding in the past. The site is vulnerable to localised and macro floods inclusive of backflow of seawater that require design mitigation strategies.

4.42 Based on these issues, the designs are environmentally sensitive, hazard, and climate-resilient and have incorporated mitigation measures including the elevation of the site by 1.21 m together with appropriate drainage configurations, as per the analysis of the data from the CVA. Key data taken in consideration for this design elevation were the high-recorded flood/rainfall elevation, adjacent properties responses, climate vulnerability and the conditions of the existing local drainage network.

PAS GENERAL COMMENTARY

4.43 In accordance with CDB's Performance Assessment System (PAS), the Project was accorded a composite rating of 3.50. This is a highly satisfactory rating, indicating that the Project is likely to achieve its development objectives and that project performance is expected to be of a good standard. A PAS matrix is shown at Table 4.2.

Criteria	Score	Justification
Relevance	Highly Satisfactory	The Project is accorded high priority by GOGY and is consistent with the strategic objectives and activities prescribed in the Green State Development Strategy: Vision 2040, MOE's 2020-2024 Strategic Plan and the Budget Statement 2020 committing GOGY to the construction of HTTI. The Project is aligned to CDB's Education and Training Policy and Strategy and is also consistent with CDB's strategic objective of building social resilience and corporate priorities of improving access to quality, inclusive and equitable education, and training. The Project also supports the achievement of Sustainable Development Goals (SDGs) targets relevant to the Caribbean.
Effectiveness	Highly Satisfactory	The Project, as designed, is expected to achieve the outcome of enhanced access to quality TVET opportunities, particularly skills-based HTS which are responsive to the skills gap and national development needs. It addresses the unmet demand for skills development required for the enhancement of the hospitality and tourism sector, as well as supports the enabling environment, through the development and utilisation of CVQs, for the improved efficacy of the HTTI as an institution. The Project is also designed to address outstanding articulation concerns and will promote easy matriculation by HTTI students to the UG's first degree programme in Tourism and Hospitality through a "2+2" arrangement.

Criteria	Score	Justification
Efficiency	Satisfactory	The benefits of the investment are expected to outweigh the costs, and the Project with an ERR of 15% is economically viable and expected to contribute to the social and economic development of the country, particularly for the youth and several vulnerable populations. The major Project components of infrastructure and training represent the least cost options. In addition, the proposed use of HTTI to deliver second chance and adult education programmes in the evening and professional development courses for industry allows for a higher return on investment for the same capital input.
Sustainability	Satisfactory	GOGY has prioritised tourism as an important sector and a priority area for national development. The demonstrated commitment and ability of GOGY to subsidise the operations of TIs across Guyana is expected to be maintained with the establishment of HTTI. This will be complemented by the increased relevance of gender-responsive programming at the HTTI and anticipated resource mobilisation activities, including meeting the needs of industry through innovative, customised training and services on a fee-for-service basis. The institutional strengthening to be provided through the Project will enhance the capacity of the new HTTI to address inherent and emerging risks and to promote and advance gender equality. The establishment of a state-of-the-art institution for the delivery of HTS will cement HTTI as the premier post-secondary education facility offering this type of programming and encourage corporate partners to support its viability as an institution, inclusive of an MOU between MOE and THAG for job attachment opportunities. The Project components will contribute to reducing the labour market segregation in the sector, thus reducing the gender pay gap between men and women. The Project will also address gender-specific constraints and provide a childcare facility to facilitate greater participation of young mothers in the institute.
Overall Score	Highly Satisfactory	

5. RISK ASSESSMENT AND MITIGATION

RISK JUSTIFICATION

5.1 The Project carries a number of risks related to technical design, institutional capacity for implementation, fiduciary issues, social risks and health and safety concerns. Various mitigation measures, as indicated in Table 5.1, have been established to mitigate these.

TABLE 5.1: SUMMARY OF RISKS ASSESSMENT AND MITIGATION MEASURES

Risk Category	Risk Type	Description of Risk	Mitigation Measures
Operational	Social/Gender	Persistent gender segregation in selection of courses leading to occupational segregation in the labour market.	The Project will support MOE and Institute stakeholders with capacity-building opportunities on gender and in the development of gender responsive curriculum design, policies and procedures, communication plans and a strategic visioning plan that promotes young men and women in non-traditional courses and field of employment.
Operational	Disaster Risk/Adverse Events	The risks of COVID-19: (a) delaying project implementation due to Guyana public health restrictions that impact material and equipment imports/availability; (b) affecting the extent of local participation due to social distancing and fear of infections; or (c) lockdown due to actual infections.	The implementation of all project activities will be guided by GOGY's public health requirements for construction activities. The Project implementation schedule is flexible enough to allow for delays in the implementation of the components.
Operational	Institutional capacity/coordinating	The absence of a finalised framework for the transfer and recruitment of management, faculty, and staff for the operation of the HTTI may lead to project outcomes not being realised.	MOE currently has in hand the recommendations provided in the Feasibility Study (2012) for the operation of the Institute. Additionally, MOE has prepared an updated organisational arrangement for the HTTI which has been shared and accepted by MOF. The Project will assist GOGY in ensuring that the most appropriate management structure is in place to allow for the effective leadership and operation of HTTI. MOE will also recruit and train persons from Industry in Competency Based Education and Training who will serve as Adjunct Faculty for approved occupational areas.

Operational	Environmental	The risk of a major flooding event based on the vulnerability of the area, derailing the timely implementation of the Project	Project implementation schedule will be flexible enough to allow for delays in the implementation of the components. The contractor will prepare a disaster management plan to mitigate and respond to floods and other hazards that may impact the Project. The project design also makes provision for erosion, sediment control and stormwater management measures and surface drainage requirements as stipulated in the ESMP. These measures will be designed based on rainfall intensity data.
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6. IMPLEMENTATION AND PROJECT MANAGEMENT

BORROWER

6.1 The Borrower is GOGY, MOE will implement all components of the Project through its Project Coordination Unit (PCU).

6.2 For the purpose of financing development in Guyana, GOGY, acting on behalf of the State, is authorised under Section 3(1) of the External Loans Act (Cap. 74:08) of Guyana (the Act) to raise loans outside Guyana of such sums not exceeding 400 billion (bn) Guyanese dollars (GYD400 bn) in the aggregate and such further sums as may be necessary to defray expenses of such loans. The Minister for Finance (the Minister) may increase this limit by order subject to affirmative resolution of the National Assembly. As a condition precedent to the first disbursement of the Loan, CDB will need to be satisfied that the aggregate of all loans (including the proposed loan) raised under this power does not exceed the limit imposed by Section 3(1) of the Act.

6.3 Any agreement between GOGY and CDB in respect of sums borrowed under this power must be made in the name of Guyana and signed by the Minister or by any persons authorised in writing by him in that behalf. A copy of every such agreement must be laid before the National Assembly, as soon as practicable after the execution thereof.

6.4 The Minister, or any person authorised in writing by him in that behalf, is empowered to: (a) issue such instruments, including bonds, as may be necessary for the purpose of any such agreement; and (b) exercise all such powers and authorities and do, or cause to be done, all such things as appear to him to be necessary for giving full effect to any such agreement.

6.5 All sums borrowed under Section 3(1) of the Act, and all interest and other charges payable on such sums, shall be a charge on the Consolidated Fund of Guyana.

IMPLEMENTING AGENCY ANALYSIS

6.6 MOE has extensive experience in successfully implementing Bank-financed projects. Technical responsibilities for implementation overall would lie with the Deputy Chief Education Officer, TVET of MOE.

PROJECT MANAGEMENT

6.7 The Project shall be implemented by MOE through the existing Project Coordination Unit (PCU) for SDEP. The PCU which is headed by a dedicated Project Coordinator (PC) shall be responsible for the management of project activities. PC shall receive assistance from an existing Project Officer, Education (POE), Project Officer, Civil Works (POCW), Finance Officer (FO), Procurement Officer (PO) and Administrative Assistant (AA). The PCU through the PC shall report to the Permanent Secretary (PS), MOE and shall be responsible for the day-to-day management of all Project-related activities. CDB staff reviewed the staffing arrangements and are satisfied that, augmented by an additional POCW, PCU has the requisite capacity to manage the Project. It shall be a condition precedent to first disbursement of the Loan that the existing PCU be assigned responsibility for the Project. It shall also be a condition precedent to the commencement of the infrastructure works that the second POCW be appointed. The qualifications and experience of any officers subsequently appointed to the PCU shall be acceptable to CDB. The multi-sectoral Project Steering Committee (PSC) established to provide oversight of SDEP will be maintained and provide similar oversight for the HTTI and shall be a condition precedent to first disbursement of the Loan. The PSC shall continue to be chaired by the PS, MOE, with the Chief Education Officer (CEdO), assuming leadership in the absence of PS. PSC shall maintain its current membership augmented by additional stakeholders including, student representatives, the Guyana Council of Organisations for Persons with Disabilities, THAG and the Ministry of Tourism. PC and other PCU Officers, when required, shall attend PSC meetings, with PC serving as Secretary. The duties and functions of the PCU Officers and PSC are included at Appendix 6.1 and a Project Management Organisational Chart is included at Appendix 6.2.

IMPLEMENTATION

6.8 The Project will be implemented over a period of 36 months. Relevant milestone dates are noted in the Provisional Implementation Schedule as provided at Appendix 6.3. Project start-up activities will include a Project Launch Workshop planned for Q1, 2021. An Exit Workshop is tentatively scheduled for Q2, 2023, following Practical Completion of the works.

6.9 CDB will provide implementation support over the life of the Project. Support will include: (a) reviewing implementation progress and the achievement of project outcomes; (b) gender sensitisation; (c) procurement advice; and (d) monitoring changes in risks and compliance with legal agreements as needed. The Implementation Support Plan (ISP) will be reviewed annually to ensure that it continues to meet the implementation support needs of the project. A copy of the proposed ISP is attached at Appendix 6.4.

6.10 It will be a condition of the Loan that GOGY shall furnish, or cause to be furnished, to CDB the reports listed in Appendix 6.9 to this Report, in such form or forms as CDB may require, not later than the times specified therein for so doing.

PARTICIPATION OF BENEFICIARIES AND STAKEHOLDERS

6.11 The preparation and appraisal of the Project involved consultation with a wide range of stakeholders including senior government representatives from Ministries including, inter alia, Finance; Youth; Education and Human Resources; Amerindian Affairs (formerly Indigenous Affairs); the Gender Affairs Bureau; representatives of the CSHE; the Disability Commission; UG; community-based partners such as hoteliers and representatives of the Police Force and students enrolled in HTS. The principle of stakeholder participation, while already central to the process of inclusiveness, will be maintained during the life of the Project, as there will be other opportunities under the Project to obtain further input and involvement of key stakeholders.

PROCUREMENT

6.12 Procurement shall be undertaken in accordance with the Procurement Policy for Projects Financed by CDB (November 2019) and the Procurement Procedures for Projects Financed by CDB (November 2019). All non-CDB financed procurement will utilise the procurement rules of GOGY. Further details of the procurement arrangements are provided in the Procurement Plan at Appendix 6.7.

MONITORING AND REPORTING

6.13 Project M&E will be guided by the Results Framework (RF) at Table 2.1 and detailed RF at Appendix 6.8. This framework specifies the indicators that will be monitored, their baseline and target values, frequency of monitoring, sources of data, and instruments through which data will be collected. The Planning Unit, MOE, under the direction of the Chief Planning Officer, has been identified to provide M&E support to the Project. The Unit reports on a wide range of indicators across the entire sector via an annual Statistical Digest and other instruments and is therefore capable of monitoring the indicators established within the design and monitoring framework. In addition, the PC, with the assistance of key officers of PCU will have overall responsibility for the monitoring of project outputs and will be required to prepare and submit management and project monitoring reports as specified in Appendix 6.9.

6.14 To ensure that all entities participating in the Project will be able to carry out their designated M&E tasks, orientation and capacity-building will be an integral component of the Project Launch Workshop. Regular reviews as indicated in the ISP (Appendix 6.4) will also form part of project M&E.

7. TERMS AND CONDITIONS

7.01 Terms and Conditions of the Loan

No.	Subject	Terms and Conditions of the Loan
1.	Parties	<p>Bank: Caribbean Development Bank (CDB)</p> <p>Borrower: Government of the Cooperative Republic of Guyana (GOGY)</p> <p>Implementing Agency: Ministry of Education (MOE)</p>
2.	Amount of Loan	<p>The Bank agrees to lend to the Borrower an amount not exceeding the equivalent of nine million seven hundred and eighty thousand United States dollars (USD9,780,000) (the Loan) comprising:</p> <p><u>Special Funds Resources (SFR):</u></p> <ul style="list-style-type: none"> - nine million seven hundred and eighty thousand United States dollars (USD9,780,000) allocated from the Special Development Fund (Loans)
3.	Purpose	<p>The purpose for which the Loan is being made is to assist the Borrower in financing the: (i) construction of a modern hospitality and tourism training institute including a childcare facility; and (ii) provision of quality, relevant and effective instruction and capacity building to ensure quality leadership, governance and management for the new institute in the Project Country (the Project).</p>
4.	Repayment	<p>The Borrower shall repay the amount of the Loan in eighty (80) equal or approximately equal and consecutive quarterly instalments, commencing after the expiry of five (5) years following the date of the Loan Agreement or on such later date as the Bank may specify in writing.</p>
5.	Interest	<p>The Borrower shall pay to the Bank interest at the rate of one percent (1%) per annum on the amount of the Loan withdrawn and outstanding from time to time. Such interest shall be payable quarterly.</p>
6.	Withdrawal and Application of Loan	<p>Except as the Bank may otherwise agree, withdrawals from the Loan Account(s) shall not exceed in the aggregate eighty-four percent (84%) of the cost of the Project.</p> <p>Except as the Bank may otherwise agree, amounts withdrawn from the Loan Account(s) shall be used to finance the components of the Project allocated for financing by the Bank as shown in the</p>

No.	Subject	Terms and Conditions of the Loan
		<p>Financing Plan up to the respective limits specified therein.</p> <p>The amounts withdrawn from the Loan Account(s) shall not be used to meet any part of the costs of the Project which consists of identifiable Taxes imposed under the laws of the Project Country.</p> <p>The Beneficiary shall comply with the Bank's "Disbursement Guidelines for CDB-Financed Projects" published in January 2019 (the Guidelines), which publication is in effect at the date hereof and which may be amended from time to time by the Bank.</p>
7.	Period of Disbursement	<p>The Bank shall have received an application for first disbursement of the Loan by January 31, 2021 or such later date as may be specified in writing by the Bank.</p> <p>The Loan shall be disbursed up to December 31, 2023 or such later date as may be specified in writing by the Bank.</p>
8.	Procurement	<p>Procurement shall be in accordance with the following procedures or such other procedures as the Bank may from time to time specify in writing:</p> <p>Procurement Policy for Projects Financed by CDB (November 2019)</p> <p>Procurement Procedures for Projects Financed by CDB (November 2019)</p> <p>The Borrower shall comply with the procurement requirements set out in the Procurement Plan. Any revisions to the Procurement Plan shall require the Bank's prior approval in writing.</p>
9.	Additional Conditions Precedent to First Disbursement	<p>The Borrower shall, by the 60th day after the date of the Loan Agreement, or such later date as the Bank may agree, furnish or cause to be furnished to the Bank, evidence acceptable to the Bank, that the following conditions have been satisfied:</p> <p>PCU has been assigned the implementation and management of the Project.</p> <p>PSC has been maintained.</p> <p>The aggregate of all loans (including the Loan) raised under the External Loans Act does not exceed the limit imposed by Section 3(1) of that Act.</p>
10.	Conditions Precedent to Disbursement in respect of the	<p>The Bank shall not be obliged to disburse any amount in respect of the Infrastructure Works Component, until the Borrower has furnished or caused to be furnished to the Bank evidence acceptable</p>

No.	Subject	Terms and Conditions of the Loan
	Infrastructure Works Component	<p>to the Bank that the following conditions have been satisfied:</p> <p>The Borrower has received all requisite statutory, planning, building, environmental and health permits, licenses and/or other approvals in respect of the infrastructure works.</p> <p>Additional POCW has been engaged.</p>
11.	Project Implementation	<p>Except as the Bank may otherwise agree, the Borrower shall: (i) implement the Project through the Implementing Agency; (ii) carry out the Project at all times with due diligence and efficiency, with management personnel whose qualifications and experience are acceptable to the Bank and in accordance with sound technical, environmental, administrative, financial and managerial standards and practices; and (iii) institute and maintain organisational, administrative, accounting and auditing arrangements for the Project, acceptable to the Bank.</p>
12.	Project Management	<p>The Borrower shall assign, and for the duration of the Project maintain the PCU to implement and manage the Project, with the composition, duties and responsibilities described in the Project Management Duties and Responsibilities, along with adequate administrative support staff. The qualifications and experience of any officers subsequently appointed to the PCU shall be acceptable to the Bank.</p> <p>The Borrower shall, for the duration of the Project, maintain the PSC with the composition and functions set out in the Project Management Duties and Responsibilities.</p> <p>The Borrower shall engage, and for the duration of the Project, maintain an additional POCW who shall carry out the duties set out in the Project Management Duties and Responsibilities.</p>
13.	Engagement Consultants	<p>of The Borrower shall select and engage consultants to provide the following consultancy services and shall, within a timeframe acceptable to the Bank, implement such recommendations arising therefrom, as may be acceptable to the Bank:</p> <ul style="list-style-type: none"> • Engineering & Construction Related Services • Preparation of Strategic Plan and Review of Management Structure • Curriculum and Programme Offer Review • Development of a Strategic Marketing Framework • Preparation of a Disaster Risk Management (DRM) Plan and Business Continuity Plan • Development of Pre-Tracer Study and Tracer Study

No.	Subject	Terms and Conditions of the Loan
14.	Engagement Contractors	of The Borrower shall, in accordance with the procurement procedures applicable to the Loan, select and engage contractors to carry out the works to be financed by the Loan.
15.	Maintenance	The Borrower shall keep the infrastructure financed from the Loan, or cause the same to be kept, in good repair and condition and shall provide the financial and other resources required to adequately maintain the infrastructure financed from the Loan.
16.	Other Condition	The Borrower shall furnish or cause to be furnished to the Bank, in form and substance acceptable to the Bank, a memorandum of understanding between the Borrower and THAG, which: <ul style="list-style-type: none"> (a) provides on-the-job training at hotels and restaurants that are members of THAG for trainees of the institute; and (b) includes safeguarding provisions to protect young people who may be vulnerable because of their age, sex, relative inexperience, or other circumstances.
17.	Additional Funds	The Borrower shall be responsible for meeting any amount by which the total cost of the Project exceeds eleven million six hundred and fifty-six thousand United States dollars (USD11,656,000).
18.	Counterpart Contribution to the Project	The Borrower shall contribute to the Project an amount of not less than the equivalent of one million seven hundred and sixty thousand United States dollars (USD1,760,000). Except as the Bank may otherwise agree, the contribution which the Borrower is required to make to the Project shall be expended by the Borrower in a timely manner on the components of the Project designated for financing by the Borrower as shown in the Financing Plan , up to the respective limits specified therein.
19.	Reports and Information	Except as the Bank may otherwise agree, the Borrower shall furnish or cause to be furnished to the Bank the reports and information set out in the Reporting Requirements in the form specified therein, or in such form or forms as the Bank may require, not later than the times specified therein for so doing.

7.02 Terms and Conditions of the Grant

No.	Subject	Terms and Conditions of the Grant
1.	Parties	<p><u>Bank</u>: Caribbean Development Bank (CDB)</p> <p><u>Beneficiary</u>: Government of the Co-operative Republic of Guyana (GOGY)</p> <p><u>Implementing Agency</u>: Ministry of Education (MOE)</p>
2.	Amount of Grant	<p>The Bank agrees to make available to the Beneficiary, by way of grant, an amount not exceeding the equivalent of one hundred and sixteen thousand United States dollars (USD116,000) (the Grant) comprising:</p> <p><u>Special Funds Resources (SFR)</u>:</p> <ul style="list-style-type: none"> - one hundred and sixteen thousand United States dollars (USD116,000) allocated from the Special Development Fund (Grants)
3.	Purpose	<p>The purpose for which the Grant is being made is to assist the Beneficiary in financing capacity building to ensure quality leadership, governance and management for the hospitality and tourism training institute in the Project Country (the Project).</p>
4.	Payment of Grant	<p>Except as the Bank may otherwise agree:</p> <ul style="list-style-type: none"> (a) disbursement of the Grant shall be used to finance the components of the Project allocated for financing by the Bank as shown in the Project Cost Phasing and Financing Plan for the Project up to the respective limits specified therein; and (b) total disbursements shall not exceed, in the aggregate, one percent (1%) of the cost of the Project. <p>The Grant shall not be used to finance, directly or indirectly, any part of the cost of the Project which consists of identifiable Taxes imposed under the laws of the Project Country.</p> <p>The Beneficiary shall comply with the Bank's "<i>Disbursement Guidelines for CDB-Financed Projects</i>" published in January 2019, which publication is in effect at the date hereof and which may be amended from time to time by the Bank.</p>
5.	Period of Disbursement	<p>The first disbursement of the Grant shall be made by January 31, 2021, or such later date as the Bank may specify in writing.</p>

No.	Subject	Terms and Conditions of the Grant
		The amount of the Grant may be disbursed up to December 31, 2023, or such later date as may be specified in writing by the Bank.
6.	Procurement	<p>Procurement shall be in accordance with the following procedures or such other procedures as the Bank may from time to time specify in writing:</p> <p>Procurement Policy for Projects Financed by CDB (November 2019)</p> <p>Procurement Procedures for Projects Financed by CDB (November 2019)</p> <p>The Beneficiary shall comply with the procurement requirements set out in the Procurement Plan. Any revisions to the Procurement Plan shall require the Bank's prior approval in writing.</p>
7.	Additional Condition Precedent to First Disbursement	<p>The Beneficiary shall, by the 60th day after the date of the Grant Agreement, or such later date as the Bank may agree, provide the Bank with evidence acceptable to the Bank, that the following condition has been satisfied:</p> <p>The conditions precedent to first disbursement of the Loan have been satisfied.</p>
8.	Project Implementation	<p>Except as the Bank may otherwise agree, the Beneficiary shall: (i) implement the Project through the Implementing Agency; (ii) carry out the Project at all times with due diligence and efficiency, with management personnel whose qualifications and experience are acceptable to the Bank and in accordance with sound technical, environmental, administrative, financial and managerial standards and practices; and (iii) institute and maintain organisational, administrative, accounting and auditing arrangements for the Project, acceptable to the Bank.</p>
9.	Project Management	<p>The Beneficiary shall assign, and for the duration of the Project maintain the PCU to implement and manage the Project, with the composition, duties and responsibilities described in the Project Management Duties and Responsibilities, along with adequate administrative support staff. The qualifications and experience of any officers subsequently appointed to the PCU shall be acceptable to the Bank.</p> <p>The Beneficiary shall, for the duration of the Project, maintain the PSC with the composition and functions set out in the Project Management Duties and Responsibilities.</p>

No.	Subject	Terms and Conditions of the Grant
10.	Counterpart Contribution to the Project	<p>(a) The Beneficiary shall contribute to the Project an amount of not less than the equivalent of one million seven hundred and sixty thousand United States dollars (USD1,760,000), which shall be expended in a timely manner on the components of the Project designated for financing by the Beneficiary as shown in the Project Cost Phasing and Financing Plan of the Project, unless the Bank shall otherwise specify in writing;</p> <p>(b) Except as the Bank may otherwise agree, the Beneficiary shall meet or cause to be met:</p> <ul style="list-style-type: none">(i) the cost of the items designated for financing by the Beneficiary in the Project Cost Phasing and Financing Plan;(ii) any amount by which the cost of the Project exceeds the cost set out in the Project Cost Phasing and Financing Plan; and(iii) the cost of any other items needed for the purpose of, or in connection with, the Project. <p>(c) Except as the Bank may otherwise agree, the Beneficiary shall provide or cause to be provided, all other inputs required for the punctual and efficient implementation of the Project, which are not being financed by the Bank.</p>
11.	Reports and Information	Except as the Bank may otherwise agree, the Beneficiary shall furnish or cause to be furnished to the Bank the reports and information set out in the Reporting Requirements in the form specified therein, or in such form or forms as the Bank may require, not later than the times specified therein for so doing.

APPENDICES TO CHAPTER 1 - STRATEGIC CONTEXT AND RATIONALE

APPENDIX 1.1 MACROECONOMIC CONTEXT DETAILS

OVERVIEW

1. Economic growth in Guyana is expected to be over 26% in 2020, but this will be almost exclusively due to this being the first year of commercial oil production. The non-oil economy will contract, because of the COVID-19 pandemic and political uncertainty until the summer. Many of Guyana's traditional major industries will be affected. The year 2021 should see a return to non-oil growth if the pandemic subsides or can be managed. Oil production and earnings will depend on the extent to which the oil price recovers, which in turn could be shaped by new ways of working and travel.

2. While public debt has not grown significantly, recent fiscal deficits have been funded by a growing overdraft position with the Bank of Guyana. It will be important for the Government of the Republic of Guyana (GOGY) to return to non-oil fiscal balance, in order to minimise recourse to the Natural Resources Fund (NRF), which is not building as quickly as had been expected before the pandemic. Reforms to the doing business environment are necessary to ensure that non-oil industries can become more competitive.

Real Sector

3. Following real gross domestic product (GDP) growth of 5.4% in 2019, the non-oil economy contracted by 4.9% in the first half of 2020. The onset of the COVID-19 pandemic led to Guyana closing its international borders, as well as imposing measures to contain the spread of the virus. This contributed to a slowdown in economic activity in most sectors. Agriculture, Forestry and Fishing output fell by 4.1%, despite increases in production of sugar and rice. There was lower output from other crops, and from livestock and forestry. However, all were expected to recover somewhat in the second half of the year.

4. Growth in the extractive industries was 340%, driven mainly by the first commercial oil production, and to a lesser extent by gold. Oil production would have been higher, but for some mechanical faults. The lower than expected oil-price, a result of a price war between Russia and Saudi Arabia, and the decline in demand as the COVID-19 pandemic set in, meant that the value of oil output was much lower than projected at the start of the year. Gold mining was held back by lower production at the two major mines, but still increased thanks to the activities of small operators. Manufacturing and construction declined, by 0.2% and 5.6% respectively. There were more significant contractions in service sectors such as wholesale and retail trade (14.7%), transport and storage (25%), and accommodation and food services (32.9%). Any recovery in these industries will depend on how Covid-19 develops in the remainder of the year.

5. According to the Labour Force Survey for the first quarter of 2020, the unemployment rate was 12.8%, down from 13.4% one year before. In the same period, the rate for men fell to 11.7%, while for women it fell slightly to 14.4% from 14.6%. The youth unemployment rate (aged 15-24 years) increased from 26.4% to 30.2%. 36.4% of young women were unemployed, compared with 25.4% of young men. Underemployment¹ declined slightly, for men and for women. Income from labour was higher for men than for women, partly due to men working longer hours. However, all of these metrics are likely to have worsened from March 2020, because of the effect of COVID-19 on the economy.

6. Monthly inflation averaged 1.4% in the 12 months to August 2020, compared with 1.9% in the previous 12-month period. The decrease reflected lower price rises for food and for housing. Inflationary pressures were expected to increase in 2020, with oil production commencing and aggregate demand

¹ Underemployed workers are the employed workers who fulfil three criteria, namely: work fewer than 30 hours per week, are willing to work more, and are available to work more

increasing. However, because of the COVID-19 pandemic dampening economic activity, these pressures have not yet materialised.

External Sector

7. The overall balance of payments deficit contracted to USD14.9mn in the first half of 2020, compared with USD86.9mn in the same period in 2019. This was mainly due to a fall in the current account deficit to USD312.2mn, from USD876.9 million. The narrowing of the current account deficit resulted from a high merchandise trade surplus attributed to the export of crude oil (USD452mn), gold (USD106.7mn) and rice (USD20.9) as well as lower imports.

8. The capital account surplus declined from USD795.2mn to USD307.9mn at the end of June 2019. This fall was because of the outflow of oil revenue to the NRF (US\$90mn) and to Esso Exploration and Production Guyana Limited (EEPGL) (USD362.1mn) and its partners. There was a fall in loans disbursed to the non-financial public sector (from USD35.2mn to USD17.7mn. Short-term private capital net recorded a higher outflow (USD48.7mn versus USD26.9mn), while net foreign direct investment increased only marginally by 1% to USD834.7mn, due to the oil & gas sector.

9. The overall deficit was financed by a drawdown on the Bank of Guyana's foreign reserves, which amounted to USD573.1 million or just 1.7 months of import cover at the end of June 2020. By the end of 2020, the overall balance of payments is expected to record a lower deficit, mainly on account of a projected decline in the current account deficit from higher exports earnings from crude oil. The capital account is expecting a decline in surplus from the outflow of oil revenue despite higher foreign direct investments.

Financial Sector

10. In the first half of 2020, aggregates of reserve money and broad money expanded by 14.2% and 3.7% respectively. The former was attributed mainly to an expansion in the net domestic assets of the Bank of Guyana while the latter primarily reflected increases in both net domestic credit and net foreign assets of the banking system.

11. The public sector net credit position with the banking system worsened by 24.2% while credit to the private sector increased by 1.0%. Net domestic credit of the banking system increased by 4.3%. This performance primarily reflected higher credit extended to both the public and private sectors. The public sector net credit position worsened by 24.2% from its end of December 2019 level. The main reason was the deterioration in the Central Government's net credit position, which worsened by 15.8% to GUY149,117 mn. Public enterprises' (net) deposits increased by 8.5% to G\$31,366 mn on account of higher deposits by Guyana Oil Company (GUYOIL) and Guyana Rice Development Board (GRDB) at local commercial banks. Conversely, net deposits of the other category of the public sector, which includes local government and the National Insurance Scheme (NIS), contracted by 5.2% to GUY20,354 mn at end-June 2020.

12. Private sector credit grew by 1.0% to GUY255,987 mn at the end of June, primarily as a result of expansions in credit to the other services, agriculture, manufacturing, and real estate mortgage sectors. Conversely, credit to the mining sector fell, especially the "other mining" and gold subsectors. Credit to the construction and engineering and the "other" category of the private sector also declined. Loans to the personal sector were 4.7% lower due to declines in credit to the home improvement, other durable goods, and education sub-categories.

13. Commercial banks' interest rates trended downwards while the interest rate spreads remained relatively high. The financial resources of the Non-Bank Financial Institutions, which include depository

and non-depository licensed and unlicensed financial institutions, increased by 2.3% to GUY312,823 mn. The sector's share of total assets in the financial sector decreased marginally from 35.4% to 35.2% at end-June 2020.

Central Government Operations and Debt

14. Total public sector financial operations recorded a larger deficit during the first half of 2020 relative to the corresponding period in 2019, reflecting a worsened fiscal deficit for Central Government while that of the Non-Financial Public enterprises (NFPEs) improved.

15. Central Government's overall fiscal balance deteriorated to a deficit of G\$4,483 mn from a surplus of G\$2,429 mn, due to a lower current account surplus, and a slightly worsened capital account deficit. The contraction in the current account surplus was largely due to declining revenues. Both tax revenues (2%) and non-tax revenues (31%) fell. The declines in VAT and excise taxes, trade taxes, and other tax revenues more than offset the increase in income tax revenues. Recurrent expenditure increased by 1.0%, mainly on account of higher employment costs (up 11.3%) and a rise in transfer payments (by 8.8%), such as subsidies and pensions. Expenditure on goods and services and on interest payments both fell, by 23% and 7.2% respectively. Domestic interest payments increased, while external payments decreased. The capital account deficit deteriorated, despite a 29.6% fall in capital expenditure on account of there being no budget. Capital revenue (including grants and debt relief) fell by 94.3%.

16. Central Government's overall fiscal deficit is estimated to further deteriorate at the end of 2020 due to a larger fiscal gap resulting from lower revenue collections and increasing expenditure. The former will result from reduced business activities due to the pandemic, while the latter will be on account of government spending to aid the fight of the coronavirus and rebuild the Guyanese economy from the effects of the pandemic. GOGY's overall deficit at the end of 2020 is projected to be GUY85,253 mn, or 8% of GDP.

17. The total stock of outstanding public debt is projected to be USD1,761 mn at the end of 2020, down from USD1,658 million at the end of 2019. However, in addition, the overdraft facility with the Bank of Guyana will have risen by 31% to GY92,816 mn, or 8.9% of GDP. Therefore, the non-oil debt-to-GDP ratio will rise from 39.3% at the end of 2019 to 48.6% at the end of 2020, although including oil the ratio will fall to 31.2%.

18. The stock of domestic debt will rise by 3.1%, resulting from an increase in the stock of 364-day treasury bills. Meanwhile the stock of external debt will fall by 2.5%, due to lower bilateral debt owing to debt forgiveness from Kuwait. Debt service payments, both external and domestic, will be lower than in 2019. However, these do not include the costs of servicing the overdraft

Outlook and Debt Sustainability

19. Growth projections for the rest of 2020 and for 2021 are subject to uncertainty as the COVID-19 situation continues to develop. Once the outcome of the general elections was known, the new government presented a budget on September 9, 2020. This outlined government measures to get the economy moving again, but the success of these initiatives, as well as private sector activity, will partly be dictated by ongoing COVID-related restrictions. While non-oil GDP is expected to contract in 2020, total GDP should rise by about 45%. Looking ahead, whether oil output recovers to previously projected levels will depend on factors outside GOGY's control. The COVID-19 pandemic has led to a reduction in demand for oil-based products, as new patterns of working and reduced travel have emerged. Some of these changes could become permanent, even as the world recovers from the pandemic. Therefore, previously projections for

oil production and oil prices will have to be reassessed. The non-oil economy should return to growth in 2021.

20. The two capital projects to be approved in late 2020 will add USD115mn (or 8.5%) to Guyana’s external debt stock, taking overall debt to about 55% (including the overdraft) of non-oil GDP by 2024, compared to 48% this year. This is not in itself a problem, but a similar growth shock to that experienced in 2020 could cause some debt sustainability concerns. If the economy grows by 0% in 2020, the debt-to-GDP ratio would increase to over 60% by 2024. See table below.

Growth and Debt Projections: Baseline and Shock

	2020	2021	2022	2023	2024
CDB Base Case					
GDP growth (%)	-4.9	3.0	3.0	3.0	3.0
Debt/non-oil GDP (%)	48.5	52.2	54.6	56.0	56.1
Zero growth shock in 2021					
GDP growth (%)	-4.9	0.0	3.0	3.0	3.0
Debt/non-oil GDP (%)	48.5	54.3	57.4	59.5	60.2

21. NRF is being built up gradually, but it is not growing as quickly as had been projected before the pandemic, and so will provide less of a buffer for the rest of the public finances. Therefore, GOGY will need to prioritise its investments carefully, manage its expenditure, and ensure that revenues from the non-oil economy are buoyant.

22. GOGY might consider complementing NRF with a fiscal responsibility framework, to ensure effective management of the oil wealth. NRF Act includes a budget transfer rule that ensures in the long run that fiscal transfers are determined by the expected financial return on the accumulated assets of NRF. In the medium-term, the rule envisages a transfer of around half of current oil revenue to the budget. GOGY can ensure compliance with the principle underlying this rule — that part of the oil revenue is saved as a buffer against shocks and for future generations — and help to anchor fiscal policy, with a complementary fiscal framework that constrains the annual non-oil deficit to not exceed the expected transfer from NRF (i.e., a zero-overall fiscal balance). This would ensure that public expenditure will not lead to debt growing at the same time as the NRF accumulates.

APPENDIX 1.2 SOCIAL CONTEXT DETAILS -MACROSOCIAL CONTEXT

1. Guyana's estimated mid-year population in 2019 stood at 782, 766, an increase of just over 35, 811 over the 2012 Census figure of 746,955.¹ The population is almost evenly divided with males comprising 50.2% and females, 49.8%. Ethnic heterogeneity is a feature of the population: main groups include Indo-Guyanese (39.8%); Afro-Guyanese (29.3%); people of mixed descent (19.9%); and Amerindians - who live mainly in the hinterlands (count for just over 10%). Chinese, Portuguese and British people are among those comprising the rest of the population.

2. The population is youthful with children under 14 years old, and youth 15-29, each representing approximately 28% for a composite total of 56% of the population.² Total fertility rate in 2020 is an estimated 1.894, a decrease from 2012 when the rate was reported at 2.6. There are marked differences in the fertility rate based on location of residence with fertility rates of 2.3, 2.4, 2.7, and 4.3 children per woman for urban, coastal, rural and interior areas, respectively.³

3. Life expectancy for Guyanese was 66.4 years in 2019 – 68.8 and 64.2 years for females and males, respectively. Population growth, at 0.5% is not only affected by a decrease in the fertility rate but by high emigration: the country has one of the highest rates of emigration and an estimated 55% of Guyanese live abroad.⁴ The majority of those migrating are in the prime working and reproductive age groups. Disconcertingly, more than 80% of Guyanese nationals with tertiary level educations have emigrated. Primary push factors are the search for work, better working conditions, or to pursue a specific career path.

Poverty and Human Development

4. Guyana's performance on core indicators of human development (education, health and income) continues to improve; and the country is ranked at medium human development. Between 1990 and 2018, Guyana's HDI value increased from 0.537 to 0.670, an increase of 24.8 percent. Between 1990 and 2018, Guyana's life expectancy at birth increased by 6.5 years, mean years of schooling increased by 1.7 years and expected years of schooling increased by 1.4 years. Guyana's GNI per capita increased by about 263.1 percent between 1990 and 2018.⁵ Notwithstanding this progress, poverty remains a major concern.

5. Risk of poverty is also linked to age, gender, ethnicity, disability status and place of residence. Child labour is a growing problem in the country especially in poorer regions. According to UNICEF (2014) the national child labour rate was 18.3% (19.7 for boys and 17.0% for girls). The prevalence of childhood poverty is particularly problematic considering the potential deleterious impacts of family and neighbourhood disadvantage, and of the associated early exit from or underperformance in school, on well-being over the life-course. The PRSP⁶ acknowledged the imperative of high value employment opportunities for poverty reduction. Yet data from the third quarter of 2017 Labour Force Survey reveal a labour force participation rate of 56%, which is similar to the 2012 rate of 55.7%. The 2017 unemployment rate stood at 12% with women's unemployment rate at 15.3% and youth (15-24 years old) at 21.6% disproportionately represented among this statistic. Furthermore, indication of challenges in the education to labour market transition as well as exclusion from the education system can be seen via examination of data on the share of youth not

¹ Guyana (2012) Population and Housing Census - Final Results (2016). (<https://statisticsguyana.gov.gy/census/>)

² <https://data.worldbank.org/indicator/SP.POP.TOTL?locations=GY>

³ Guyana Multiple Indicator Cluster Survey 2014: final report. Georgetown: MPH/UNICEF; 2015. Available

⁴ UNICEF (2013) Guyana Migration Profiles showed that over 420, 000 Guyanese were living abroad with the majority residing in USA and Canada and the UK being ranked 3rd. (<https://esa.un.org/migmgprofiles/indicators/files/Guyana.pdf>)

⁵ UNDP (2010) Human Development Report: Beyond income, beyond averages, beyond today: inequalities in human development in the 21st Century,"

⁶ Guyana Poverty Reduction Strategy Paper (PRSP, 2011-2015).

in employment, education, or training (NEET). For Guyana, the overall figure was 32.9% - 22.6% and 43% for males and females. Rural NEET rate exceed that for urban NEET at 35.3% and 25.9%, respectively.

6. The pattern is repeated in the 2020 Labour Force Survey for the first quarter of 2020- labour force participation was recorded at 50.4 percent. Men outstripped women at 60.6% to 40.9% and higher for urban centres than rural locations (53.3% to 49.3%). Unemployment for the quarter was 12.8% (males at 11.7 and women at 14.4). Youth unemployment registered at 30.2% with a 36.4% rate for young women. Youth inactivity is extremely troubling- The overall NEET rate for the period was 34.3%: males (25.5%); females (43.1%); urban (23.6%) and rural (38.2%).

7. Data disaggregation available for age, location and sex reveal the face of poverty, unemployment, labour force inactivity and education sector exclusion as overwhelmingly female, young, and rural (where indigenous populations predominate). Persons with Disabilities (PWDs) are also among the more vulnerable groups. Demographic data indicated that PWDs account for approximately 6.4% of the population⁷ and that a mere 22% of those of working age were in the labour force. Children with disabilities are less likely to be in school or to access the quality of education that could serve as a vehicle for empowerment, greater visibility and inclusion.⁸ As such, illiteracy rates are higher among people with disabilities, blocking the potential for employment and increasing attendant risks.

8. Women bear the brunt of poverty and unemployment with their vulnerability compounded given societal and cultural expectations of women and girls to undertake reproductive roles. The socialisation of boys and girls at the household and societal levels, including within the education system reproduces unequal power relations between men and women. Guyana achieved a score of 0.702 on the Gender Gap Index, positioning the country at 66 out of 145 countries in 2015. It achieved a score of 1 in educational attainment and close to 1 in health and survival, reflecting the high educational attainment of girls, the female-male ratio in life expectancy at birth, and an indicator of the sex ratio at birth of 0.94. However, it scored less than 0.65 on all but one of the indicators of economic participation and opportunity⁹. While there are several mechanisms nationally to promote gender mainstreaming in Guyana, the issue of occupational segregation between women and men continues to widen the gender pay gap, leading to further inequalities, discrimination and social ills.

9. Inequality is closely correlated with unemployment and underemployment and erodes development potential. As the inequality in a country increases, the loss in human development also increases. Guyana's HDI for 2018 is 0.670. However, when the value is discounted for inequality, the HDI falls to an IHDI¹⁰ of 0.546, a loss of 18.5% due to inequality in the distribution of the HDI dimension indices.¹¹

10. Well-established evidence also shows the nexus with long-term youth unemployment, marginalisation and social exclusion and maladaptive and anti-social behaviours. The Guyana National Youth Policy identifies among key concerns (i) adolescent pregnancy with 15% of girls aged 15 to 19 having begun childbearing; (ii) youth 15-24 years old account for over one-fourth (26%) of suicides;¹² (iii) teen violence such as male aggression and violence against women and girls and bullying; and (iv) alcohol and

⁷ Beaie & Phil, 2007 cited in Cheong, K. et al (2018) The Education of Individuals with Disabilities in Guyana: An Overview.

⁸ Ibid.

⁹ Gender at Work in the Caribbean Guyana Country Report.

¹⁰ UNDP's IHDI takes into account inequality in all three dimensions of the HDI by 'discounting' each dimension's average value according to its level of inequality. The IHDI is basically the HDI discounted for inequalities. The 'loss' in human development due to inequality is given by the difference between the HDI and the IHDI and can be expressed as a percentage.

¹¹ Human Development Report 2019 Inequalities in Human Development in the 21st Century Briefing note for countries on the 2019 Human Development Report: Guyana.

¹² Suicide is reported as the leading cause of death in the country.

substance abuse disorders as a serious public health issue linked to both morbidity and mortality, particularly among youth.

11. Guyana is legislation and policy rich. The PRSP states that during the 9th Parliament (2006 September- 2011) alone, 140 bills were enacted covering reforms in myriad areas such as, citizen security, protection of children, women and disability thereby creating the "...legislative architecture for a modern democratic society." The legislation and policy landscape linked to quality and equitable education pursuits and results includes, inter alia:

- The Guyana Green State Development Strategy (GSDS): Vision 2040: this is the national 20-year development strategy designed to realise "An inclusive and prosperous Guyana that that provides a good quality of life for all its citizens..." with sound education, economic opportunities among requirements to achieve this outcome.
- The National Gender and Social Inclusion Policy, designed to advance efforts towards gender equality by working to eliminate all forms of violence, promoting economic development and inclusion, health, wellness and healthcare and supporting education, training and skills development. The Gender and Social Inclusion Policy aims to mainstream gender issues into all sectors in order to eliminate all negative economic, social and cultural practices that impede equality and equity.
- The Ministry of Education's Sector Plan 2020-2024-Vision 2030 articulates the intention to develop the nation's human capital through the provision of quality, equitable and lifelong education. This is premised on the view that human capital development yields positives for individual and national development.

12. The Amerindian Act, the National Disability Act, the National Youth Policy and the National Policy for the Reintegration of Adolescent Mothers into the Formal School System in Guyana also guide actions to enhance outcomes for persons who are counted among the most vulnerable.

13. Access to education in hospitality and tourism training, within the TVET subsector, offers opportunity to widen social inclusion in education through gender and social equity as well as targeting of indigenous peoples, persons in rural locations and youth not in employment, education and training. Moreover, the integration of psycho-social life skills will serve to enhance educational outcomes and livelihood prospects necessary to break the cycle of poverty and exclusion that continue to undercut self-actualisation and progress towards sustainable development.

APPENDIX 1.3

GUYANA'S HOSPITALITY AND TOURISM TRAINING INSTITUTE
PROPOSED ORGANISATIONAL AND ARTICULATION ARRANGEMENTS

1. BACKGROUND

1.1 The Government of the Cooperative Republic Guyana (GOGY) has secured funding from the Caribbean Development Bank to construct a modern Hospitality and Tourism Training Institute equipped to the Caribbean Vocational Qualification (CVQ) standard and consistent with Regional and International best practices in the commercial area of Providence on the East Bank of Demerara. This is in response to the growing demand for services in the hospitality sector. It will prepare the citizens of Guyana for industry level equivalent to the rest of the Caribbean Region, so that they can command technical and supervisory level position in the emerging industry, and/or utilise the skills acquired in the more mature regional tourism market.

1.2 The modern Hospitality Training Institute will create accessibility and opportunities for skills upgrading and lifelong learning. It will offer competence-based training, assessment and certification methodologies that meet Regional Standards and are "fit for purpose". The quality assurance guidelines provided by the Caribbean Association of National Training Agencies (CANTA) will ensure the attainment of world-class standards. The Hospitality Training Institute will have three faculties, which will offer up to CVQ level 3 training. This is a necessity for advanced skills, supervisory or management roles or even matriculation into higher Education degrees.

1.3 The curriculum will ensure greater workplace relevance through a partnership with Industry. This will be in the form of a work attachment programme through a Memorandum of Understanding with some of the local hotels, restaurants, and ancillary services. Students will be able to receive "on-the-job" training in areas of their specialization at least one day a week and during the vacation periods. The Institute will be offering the Caribbean Vocational Qualification (CVQ) at the following CVQ levels:

- (a) CVQ Level 1 – Entry Level: Works under direct supervision
- (b) CVQ Level 2 - Workers with minimal supervision
- (c) CVQ Level 3 – Works Independently

1.4 The programme offering of the Hospitality Training Institute is expected to be grouped into the following faculties:

- Tourism and Hospitality
- Beauty Care and Aesthetics
- Health, Fitness and Social Care

Tourism and Hospitality	Beauty Care and Aesthetics	Health, Fitness and Social Care
<p><u>CVQ Level 1 – Certificate</u></p> <ul style="list-style-type: none"> ▪ Food and Drink Service ▪ Commercial Food Preparation – Cookery ▪ Commercial Food Preparation – Patisserie ▪ Commercial Food Preparation (Stewarding) ▪ Commercial Food Preparation (Butchering) ▪ Food Preparation and Cookery ▪ Meat and Seafood Handling ▪ Bar Service <p><u>CVQ Level 2 – Diploma</u></p> <ul style="list-style-type: none"> ▪ Food and Beverage - Bartending ▪ Food and Drink Service ▪ Commercial Food Preparation (Butchering) ▪ Cake Baking and Decorating ▪ Food Preparation and Cookery <p><u>CVQ Level 3 – Associate Degree</u></p> <ul style="list-style-type: none"> ▪ Commercial Food Preparation – Patisserie ▪ Commercial Food Preparation (Stewarding) ▪ Commercial Food Preparation (Chef de Parte) ▪ Commercial Food Preparation (Sous Chef) ▪ Food and Beverage Service Supervision (Maite’D) <p>Travel & Tourism Department</p> <p><u>CVQ Level 1 – Certificate</u></p> <ul style="list-style-type: none"> ▪ Community Tourism ▪ Community Tour Guiding 	<p><u>CVQ Level 1 – Certificate</u></p> <ul style="list-style-type: none"> ▪ General Cosmetology <p><u>CVQ Level 2 – Diploma</u></p> <ul style="list-style-type: none"> ▪ Barbering ▪ Cosmetology ▪ Hair Styling ▪ Nail Technology ▪ Hair Braiding and Weaving <p><u>CVQ Level 3 – Associate Degree</u></p> <ul style="list-style-type: none"> ▪ Barbering ▪ Massage therapy ▪ Salon Management 	<p><u>CVQ Level 1 – Certificate</u></p> <ul style="list-style-type: none"> ▪ Health Care Services (Dietary Assistant) ▪ Early Childhood Development <p><u>CVQ Level 2 – Diploma</u></p> <ul style="list-style-type: none"> ▪ Allied Health – Geriatric Caregiver ▪ Allied Health – Health Care Assistance (Patient Care) ▪ Care of the Older – Adult ▪ Nursery Care Services ▪ Early Childhood Development <p><u>CVQ Level 3 – Associate Degree</u></p> <ul style="list-style-type: none"> ▪ Allied Health – Geriatric Caregiver

<p><u>CVQ Level 2 – Diploma</u></p> <ul style="list-style-type: none"> ▪ Community Tourism ▪ Community Hosting Tourism <p><u>CVQ Level 3 – Associate Degree</u></p> <ul style="list-style-type: none"> ▪ Community Tourism ▪ Community Hosting Tourism <p>Hospitality Management Department</p> <p><u>CVQ Level 1 – Certificate</u></p> <ul style="list-style-type: none"> ▪ Front Desk (Uniform Service) Bellman ▪ Housekeeping ▪ Housekeeping (Houseman) ▪ Customer Service ▪ Reception ▪ Events Management Service (Planning) <p><u>CVQ Level 2 – Diploma</u></p> <ul style="list-style-type: none"> ▪ Housekeeping ▪ Domestic Housekeeping Services ▪ Reception ▪ Customer Service <p><u>CVQ Level 3 – Associate Degree</u></p> <ul style="list-style-type: none"> ▪ Janitorial Services ▪ Events Management Services – Planning 		
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1.5 On completion of their studies at the Institute, Graduates will have advanced skills and are likely to secure supervisory or management roles and can even matriculate into higher education degrees.

Relationship with Carnegie and the University of Guyana

1.6 As part of the hospitality and tourism studies landscape, the Carnegie School of Home Economics (CSHE) will continue to only offer programmes that are feasible at that location based on CANTA/CTVET approval. It would offer CVQ – Levels I programmes and it would not offer programmes in catering and food preparation or any other programmes where hygiene of high standard is a pre-requisite. Students from CHSE will be able to undertake advance studies at the new Hospitality and Tourism Training Institute and progress into university degree programmes either on completion of, or during, their studies.

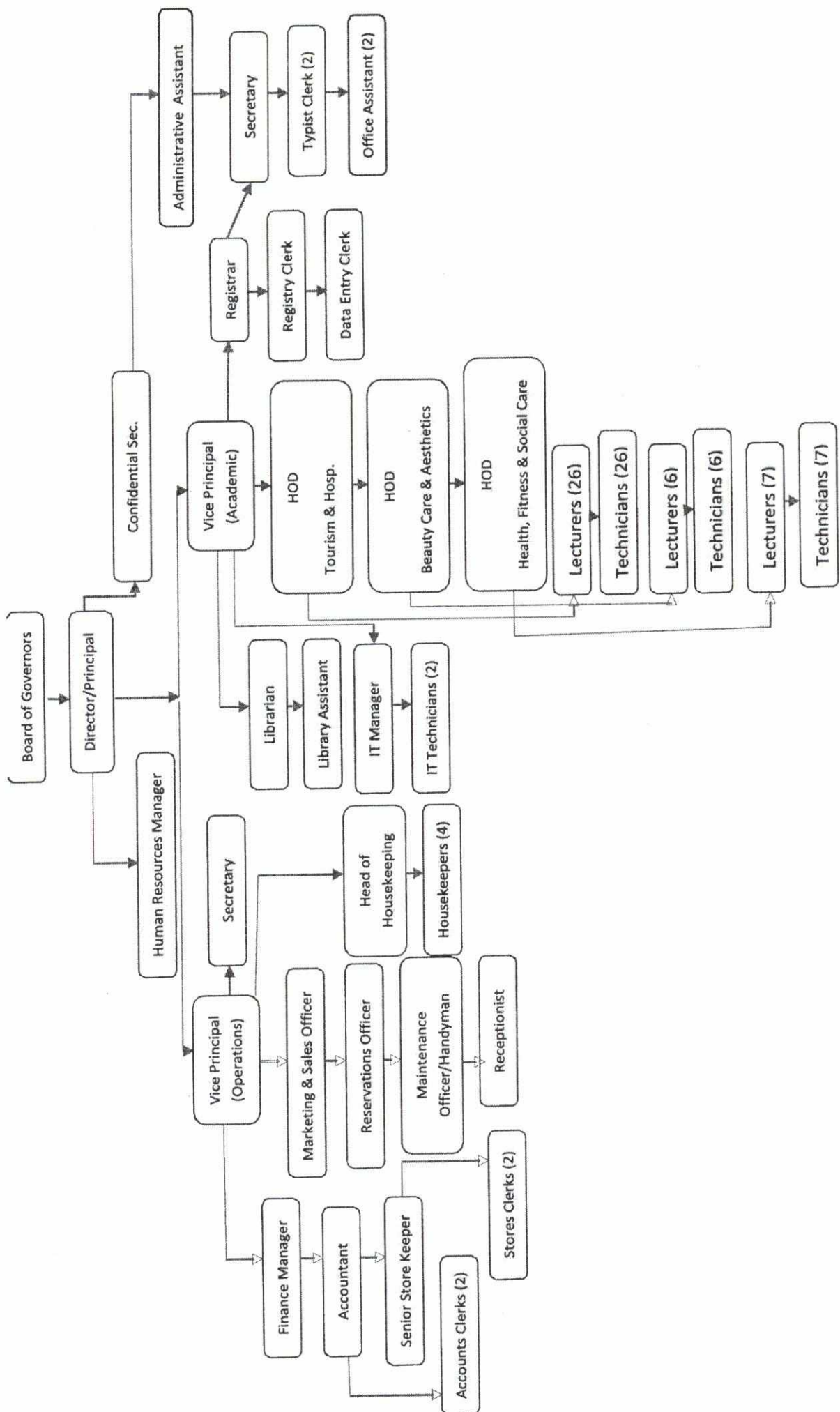
1.7 In addition, to graduates from CSHE, secondary schools will also be a feeder into the Institute since the Ministry of Education is in the process of introducing CBET/CVQ in secondary schools at the Level 1.

1.8 The Ministry of Education and the University of Guyana are currently collaborating on developing a Memorandum of Understanding (MOU), where graduates from the new Hospitality Training Institute can easily and seamlessly matriculate to the University of Guyana's first degree programme in Tourism or Hospitality through a "2+2" arrangement, currently existing between the Cyril Potter College of Education and the School of Humanities. The MOU would also address new degree programmes, which the University of Guyana can offer to match some of the programmes at the new Hospitality Training Institute. In addition, the possibility of the University of Guyana utilizing some of the laboratory facilities at the new Hospitality Training Institute would also be explored.

1.9 The Institute will be governed by a Board of Directors, with academic and administrative oversight provided by the following officers:

- **Director**
Facilitate, coordinate, professionalize and build up stronger team in the field of Hospitality and Tourism in order to become a first leading institution in Guyana.
- **Vice Principal (Academic)**
Work as part of a team to facilitate student learning, assess and support students and create content and develop the pedagogy to deliver programme aims and objectives. Work closely with teaching colleagues to continuously develop programme quality
- **Vice Principal (Operations)**
Oversee the entire Restaurant and Catering operations including human resources, housekeeping, security, public relations, food service, sales, and finances
- **Registrar**
Registration and data entry and billing, assist students in making changes to their schedules, prepare and provide records and transcripts upon request

1.9 In addition to the officers listed above, staffing requirements for Phase 1, estimated at over 90 persons is shown in the organisation chart below:



APPENDICES TO CHAPTER 2 - PROJECT DESCRIPTION

APPENDIX 2.1 COMPONENT DETAILED DESCRIPTION

Project Preparation

1. Preparation of detailed designs and cost estimates for a Hospitality and Tourism Training Institute under Technical Assistance provided through the Skills Development and Employability Project. The design caters to special populations and meets national building code requirements.
2. A consultant has been engaged to perform a design energy audit, as well as a gap analysis against the Regional Energy Efficiency Building Code (REEBC) on the design documentation of the proposed facility. The services are being conducted in accordance with generally accepted international standards and professional practices acceptable to CDB.

Land

3. Land Title No.2020/140-H dated June 10, 2020, Parcel 4340 Block: III, Zone: E.B.D, Plantation Providence, transferred to the Ministry of Education for the construction of a Hospitality and Tourism Training Institute.

Infrastructure Works

4. This component will focus on the construction of a climate and hazard resilient, modern, state-of-the-art Hospitality and Tourism Training Institute, with campus-wide connectivity and technology-enabled learning spaces. The construction will be in line with the Government's Climate Change and Greening Policies. The sub-components are:

Building and Civil Works: The spaces that will be provided are as follows:

- Block C - Training facilities consisting of a total of 2,856 m² of floor space for food services, mixology laboratory, pastry kitchen, hot kitchen, butchery workshop and pantry, food science laboratory, model laundry linen and packing room, house-keeping training laboratory, front office laboratory, Information Technology room, technician/equipment room, barbering/styling area, massage/waxing area, manicure/pedicure area, facial area, bridal room, students' facilities, office, staff room, tutor/staff area and general storeroom.
 - Block D - Teaching facilities consisting of 1,152 m² of floor space for four lecture rooms, teleconferencing/language laboratory, equipment/IT room, tutor's office, students' library and study room, students' recreational area, students' cafeteria, canteen for food service, utensils preparation area, and washroom facilities.
 - Childcare Facility of approximately 275 m² of floor space consisting of a care area, classrooms, and auditorium; sleeping area and sickbay; teachers' workspace and staffroom; administrative area; food preparation and sanitation areas; and sanitary facilities and storage area.
 - Civil Works consisting of internal roads, pavements and parking lot, boundary fencing and retaining wall, concrete drains, water supply and wastewater facilities and landscaping.
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Engineering and construction-related services

5. Engagement of a consulting firm to supervise the construction of the sub-components at (i). Draft TOR is attached at Appendix 2.2. Services to be provided include:

- Design Review: Comprehensive review of the architectural design, engineering designs, and tender documents for the purpose of identifying any omissions which may compromise the completeness or consistency of the design;
- Bid Evaluation to inform the award of the works; and
- Construction Supervision of the building and civil works to monitor costs, quality, and schedules through to contract completion and to periodically report on the status of those items.

Goods

6. CVQ compliant furniture, equipment, tools and learning material to support the delivery of the courses identified at 2 (i) above. The Ministry of Education is in the process of finalising the list of goods for the respective packages in preparation for the procurement process.

Institutional Strengthening

7. This component will support the institutional enhancements needed to facilitate the establishment of a Hospitality and Tourism Training Institute and contribute to the development of the institutional framework for governance, and effective management of the institution: Consultancy services to assist with:

- Preparation of a Strategic Plan and finalisation of the governance structure for the HTTI which will provide a planning and programming framework for the development of the Institute. The Strategic Plan will build on the recommendations and roadmap for the establishment of a hospitality and tourism training institute proposed in the CDB-funded Feasibility Study (2012). Additionally, the objective of this intervention is to assist HTTI to address key management issues for the overall operational efficiency and effectiveness within the Institute. The most appropriate management system will be developed, with relevant training, to support the administrative, planning and reporting needs of the institution. The technical assistance will propose institutional reforms for HR management in HTTI, including the development of policy and procedures manuals for all departments/units within HTTI.
 - A review and update of the proposed curricula and programme offerings for the HTTI, to facilitate the appropriate alignment of hospitality and tourism studies in Guyana with industry. This will include a comprehensive evaluation of the proposed curricula to determine the modifications required to have them meet regional and international standards and promote awareness and understanding of issues and developments related to an emerging hospitality and tourism sector. These modifications will include content – theoretical and practical; contact hours; alignment of courses; and resource needs. Provision will be made for conducting of workshops to orient teachers to the delivery of the updated programme offerings.
 - Preparation of a Disaster Risk Management (DRM) Plan and Business Continuity Plan (BCP) and the Environmental and Social Management System (ESMS). The DRM and BCP plans will support the mitigation of hazard impacts on the institute, ensure staff safety and the protection of assets, and reduce downtime and enable a speedy recovery post-disaster. The ESMS will guide the
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management of the institute in integrating environmental and social measures into their operations. The documents will be developed in conjunction with the management and staff of the institute to ensure buy-in and ownership of the documents. An implementation plan will also be drafted, and staff trained in BCP and DRM to undertake the implementation and maintenance of these plans. The plans will be gender-sensitive and socially inclusive.

- Development of a socially inclusive, gender-responsive and culturally appropriate Strategic Marketing framework to support and enhance recruitment and cultivate support for and trust in HTTI, while advancing the institution's brand. This process will involve collaboration with stakeholders to determine the best approaches to maximise potential revenue-generating sources. In addition, the technical assistance will assist in devising and implementing strategies to build student enrolment for short term and long-term studies. A key policy issue which the strategy will address is the need to target underserved groups including persons with special educational needs and other vulnerable communities, whose likely participation in HTTI programmes typify their under-representation in higher education generally. The marketing strategy will also promote the participation of males and females in non-traditional occupational areas.
- Development of a Student Handbook and Faculty and Staff Manual. This activity will involve the preparation of a consolidated document which may be used by students to glean information on programme offerings or to inform programme selection. The Student Handbook will also provide students with the information, guidelines and policies that enhance their adjustment as members of the institution. The Faculty and Staff Manual also to be developed as part of this sub- component, when completed, will describe guidelines, practices, and procedures of the HTTI pertaining to faculty and staff. The purpose of the Manual is to help faculty and staff members understand the principles behind the Institute's practices and to provide a reference for how the institution functions and operates when it comes to faculty issues. Under this sub- component, HTTI/MOE will develop the student handbook and faculty and staff manual.
- Development of a Tracer Study system to facilitate the assessment of HTTI 's external efficiency and derive information to enhance their mandate of providing demand-driven training and certification for a skilled labour force in HTS. It will also provide insight on the experiences of graduates of the programme in terms of labour market penetration, entrepreneurship activities and their overall quality of life post-training. The consultancy involves the preparation of a Pre-Tracer Study to generate baseline data on the students' socio-economic and sociodemographic background and A Tracer Study to determine the extent to which the project's graduates are adequately prepared for the labour market and are able to transition to employment in areas consistent with their training.

Capacity Building

7. Continuing professional development and short-term for:
 - Approximately 10 senior and middle management staff at HTTI, CSHE and MOE in strategic planning, leadership, budgeting, conflict resolution, gender analysis and communication strategies to assist them in supervising effective TVET programming and a modern Hospitality and Tourism Institute;
 - Approximately 15 officials from HTTI, CSHE and CTVET and MOE in Business Continuity and Disaster Management;
 - Approximately 110 HTTI/CSHE Faculty and staff trained in specialised areas, including
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online/remote instruction and in mitigating gender-biased curricula

- Study Tours for 5 officials of MOE, Tourism, HTTI and CSHE managers and staff to review and where necessary work shadow the operations of HTTIs within and/or outside of the Region.

Project Management

8. This component focuses on the implementation and oversight of project activities over the life of the project. It comprises:
 - Engagement of a Project Officer Civil Works (POCW) to augment the Project Coordination Unit to provide satisfactory implementation of the project;
 - Augmentation of the Project Steering Committee with the relevant representatives/entities to provide policy direction;
 - Conduct of Annual Financial Audits by the Audit Division of the Ministry of Finance.
 - Conduct of a pre-tracer study and a tracer study to track the performance of HTTI graduates and assisting HTTI in maintaining curriculum relevance and providing targeted benefits to graduates to enhance the marketability of educational programmes.
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**APPENDIX 2.2: PROVISION OF CONSTRUCTION SUPERVISION SERVICES FOR THE
HOSPITALITY AND TOURISM TRAINING INSTITUTE – GUYANA**

DRAFT TERMS OF REFERENCE

1. **BACKGROUND**

1.1 The Government of Guyana (GOGY), through the Ministry of Education, has secured funding from the Caribbean Development Bank to construct a modern Hospitality Training Institute equipped to the Caribbean Vocational Qualification (CVQ) standard in the commercial area of Providence on the East Bank of Demerara. This is in response to the growing demand for services in the hospitality sector. It will prepare our citizens for industry level equivalent to the rest of the Caribbean Region, so that they can command technical and supervisory level position in the emerging industry, and/or utilize the skills acquired in the more mature regional tourism market.

1.2 The Project will be implemented through the Ministry of Education Project Coordination Unit (PCU), which is the Guyana Skills Development and Employability Project located at the Ministry of Education (MOE) Annex at 109 Barima Avenue, Bel Air Park, Georgetown, Guyana.

2. **OBJECTIVE**

2.1 The principal objectives of the consultancy service are as follows:

- (a) To ensure high standards of quality assurance in the execution of work within the stipulated period and budget.
- (b) To provide a comprehensive review of the Design
- (c) To provide construction supervision services
- (d) To ensure that the design adequately represents the CANTA requirements for the different Occupational Areas identified.

3. **DESIGN REVIEW**

3.1 The Supervision Consultant shall undertake a comprehensive review of the Architectural Design, Engineering Designs, and Tender Documents for the purpose of identifying any omissions, which may compromise the completeness or consistency of the design. The review shall be carried out immediately after the services commence and the report shall be completed within four weeks. On completion of the review, the supervision consultant shall prepare a report, which sets out all findings and recommendations for making good any omissions identified. In addition, the Ministry of Education should be duly informed of any omission(s) and updates, which may have a substantial impact on the Project. The review shall include but not limited to, the following activities:

- (a) All architectural, structural, drainage and civil engineering designs and drawings.
 - (b) All mechanical, electrical, and plumbing designs and drawings.
 - (c) The renewable energy/energy efficiency initiatives design must be reviewed.
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- (d) The Bills of quantities, Drawings, Conditions of Contract, Form of Contract and Technical Specifications.
- (e) Estimated construction duration and construction cost.

3.2 The Consultant is required to update the Design and Tender Documents within two weeks once the Employer or its representative concurs with the recommendations.

4. CONSTRUCTION SUPERVISION SERVICES

4.1 The estimated duration for the construction is eighteen (18) months and the scope of construction supervision services shall include, but not be limited to, the following activities:

- (a) Assisting PCU during the Bid Period. This includes conducting joint site visits with bidders, responding (through the PCU) to queries raised by bidders during the Bid Period, evaluating bid submissions and presenting a comprehensive Bid Evaluation Report with recommendations to the PCU.
 - (b) Chairing a pre-construction meeting and fortnightly progress meetings and recording the minutes.
 - (c) Carrying out the supervision services related to the construction of the new institute, including daily inspections, ensure adequate facilities and separate women and men toilets exist on the construction site, furnishing the Contractor with the required information, approving payments, and reviewing the Contractor's technical submissions and ensure that the construction adheres to legal labor standards with prohibition of child labour and gender-related discrimination.
 - (d) Issue updated construction drawings and Specifications ensuring that the space is equipped with universal design access requirements for persons with disabilities.
 - (e) Assist the Ministry of Education in the monitoring / tracking the progress of the works.
 - (f) Liaise and coordinate with the relevant authorities (Guyana Water Inc, Guyana Light and Power Incorporated, Central Housing and Planning Authority, National Democratic Council, Regional Democratic Councils, Environmental and Protection Agency, and Guyana Telephone and Telegraph Company) to remove all obstacles and encumbrances from the project site, including utility relocation or any other obstacle, as required.
 - (g) Representing the interest of GOGY vis-à-vis the Contractors in any matter related to the construction contract and the proper execution thereof.
 - (h) Reporting fortnightly on the progress of the works, the Contractor's performance, the quality of the works and the financial status and forecasts;
 - (i) Proposing and presenting for approval any changes in the plans deemed necessary for the completion of works.
 - (j) Informing GOGY of any bottlenecks or potential problems which might arise with the construction contract and making recommendations for possible solutions.
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- (k) Ensuring the receipt of, and maintaining as permanent records, all warranties required under terms of the contract documents for materials and equipment accepted and incorporated in the Works. All local materials incorporated in the Project, and their source, are also to be recommended for approval.
 - (l) Maintain working/as-built drawings, test data, details of various correspondence and diaries in the formats approved by the Ministry of Education Approving and monitoring of the ESMP.
 - (m) Conducting a taking-over inspection(s) of the Works, made jointly with representatives of GOGY and the Contractor, and in accordance with the contract, until a taking-over Certificate, signed by the members of the inspection team, can be issued.
 - (n) Performing all other items of works not specifically mentioned above, but which are necessary and essential to successfully supervise the construction activities in accordance with the plans, specifications, and terms of contract. The Firm's responsibility for the site supervision of the works shall continue until the Contractor has completed all outstanding works to the satisfaction of GOGY.
 - (o) Conducting a completion inspection(s) of the Works, made jointly with representatives of GOGY and the Contractor, and in accordance with the contract, until a Completion Certificate, signed by the members of the inspection team, can be issued.
 - (p) Inspect all the Contractor's safety measures for both men and women workers, including labour welfare, prevention of sexual harassment and orientation sessions on labor standards, equal wages, awareness on STI (HIV/AIDDs), TIP and GBV prevention, and notify immediately both the Employer and the Contractor of any infringement or violations.
 - (q) Approve Contractor's proposed designs/drawings for temporary works.
 - (r) Check the Contractor's setting out for conformity with the working drawings.
 - (s) The Consultant must submit a Quality Assurance Plan, which shall include but not be limited to the following:
 - (i) Verify that the setting-out of the works is in accordance with the Design and Drawings. For example, coordinates of each building, elevation of the temporary benchmarks, floor elevations, beam elevations, etc.
 - (ii) Review of all concrete mix designs proposed by the Contractor(s) and approve/suggest modifications in the mix design, laying methods, sampling and testing procedure, and quality control measures. These must be in conformity with the Technical Specifications of the Contract.
 - (iii) Check the Calibration of the Contractor's Plants and Equipment
 - (iv) Establish the frequency of testing and acceptance criteria for all construction activities based on the Technical Specifications or international best practices, where such Specifications are not mentioned in the construction contract;
 - (v) Assess and check the laboratory and field tests carried out by the Contractor(s) and carry out independent tests;
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- (vi) Issue orders to the Contractor to remove or make good any work which is found to be:
- Not in accordance with the drawings;
 - Not in accordance with the specifications;
 - Covering work which has not been inspected for acceptance or reflected as unacceptable;

Defects Liability Period

4.2 The Defects Liability Period shall be for twelve (12) months commencing from the end of the Construction Period.

5. **INPUTS**

5.1 The Contract type is a Lump sum, and the services of the Firm will be required over a maximum period of 30 months. The Firm will provide the personnel, equipment and software required to carry out the assignment and be responsible for obtaining all additional information for the execution of the services necessary for the Project.

5.2 Consultants are free to visit the project site at their own cost during the preparation of their Proposals.

6. **REPORTING REQUIREMENTS**

6.1 The Firm shall provide the following documents and reports to the PCU as three hard copies and electronically in pdf format or as otherwise requested:

- (a) **Review Design Report:** Within four weeks after the commencement of the assignment, the Firm shall present a Comprehensive Design Review Report and is also required to conduct a Power-Point Presentation (PPP) of their findings, which should include stakeholders' inputs and feedback. The Consultant is required to update the Design and Tender Documents within two weeks once the Employer or its representative concurs with the recommendations.
- (b) **Bid Evaluation Report:** Within two weeks of receipt of the bids forwarded by the GOGY, the Firm shall present a Bid Evaluation Report on each contract or contract package, to include but not be limited to, an assessment of the bidders' compliance with the instructions to bidders, their bid sums, any corrections to the bid sums, individual rates, and proposed timeframes. A recommendation for award shall be given.
- (c) **Pre-construction Report:** Within four weeks of the Award, the Firm shall present a Pre-Construction Report, to include but not be limited to, the minutes of the pre- construction meeting, the contract price, proposed start date, proposed completion date, the Contractor's approved work schedule, anticipated cash flow and the construction drawings and specifications to include any alterations to the scheme arising out of the bid process.
- (d) **Construction Progress Reports:** Within the first seven (7) days of the new month, the
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Consultant is required to submit Monthly Progress Reports, which summarises construction activities and progress, and report on the ESMP. Problems encountered, and/or problems anticipated, shall be clearly stated, together with steps taken or recommendations for their correction/mitigation. These reports shall also list the Contractor's equipment and work force (disaggregated by sex). It shall also indicate the work to be performed during the upcoming month, expenditure record, and current estimates of final cost and completion date. A copy of the Contractor's fortnightly Progress Report shall form an Appendix to the Firm's report.

- (f) **Quarterly Presentations:** Every quarter the Consultant must submit quarterly cash flow projections, which should identify budget estimates for all outstanding work. In addition, the Consultant must do a power-point presentation on the status of the works.
- (g) **Works Completion Report:** Within one month of the issue of the Taking-Over Certificate, provide a Works Completion Report, summarising the current status of the works and contract, reporting on expected outcomes at the end of the Defects Notification Period and including as-built drawings. The as-built drawings shall be provided in electronic (pdf) format as well as in full 11'' x 17'' and 22'' x 34'' hardcopy sets. All data, records, field books, manuals, and warranties, properly indexed and catalogued, shall also be provided. Manuals and warranties shall also be provided in electronic (pdf) format.
- (h) **Contract Completion Report:** Within two months of the issue of the Performance Certificate, prepare a Contract Completion Report on construction of the facility, summarising the construction activities, contract changes, claims or disputes or any other substantive matters which had an effect on the quality, cost and progress of the work.

6.2 All reports shall be prepared in English. GOGY will provide comments on the reports within two weeks of receipt and the Firm will adjust the ongoing work according to the comments received.

7. **PAYMENT SCHEDULE**

- (a) Design Review Report – 2% of the Remuneration Cost plus any approved reimbursable cost for the submission of the report and power-point presentation. 3% for the updating of the Design and Tender Document.
 - (b) Bid Evaluation Report- 2% of the Remuneration Cost plus any approved reimbursable cost.
 - (c) Pre-Construction Report- 2% of the Remuneration Cost plus any approved reimbursable cost.
 - (d) Progress payments up to the ceiling of 75% of the Remuneration Cost plus any approved reimbursable cost.
 - (e) Works Completion Report- 5% of the Remuneration Cost plus any approved reimbursable cost.
 - (f) Contract Completion Report- 5% of the Remuneration Cost plus any approved reimbursable cost.
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- (g) End of Defects Liability Period- 6% of the Remuneration Cost plus any approved reimbursable cost.

Note: The ceiling for all reimbursable expenses is the cost submitted under this category in the price break down sheets.

8. IMPLEMENTATION ARRANGEMENTS

8.1 GOGY, through its Project Coordinator (PC), will facilitate the work of the Firm and make available all relevant studies, reports, maps and data, relevant to completion of the exercise and will act as liaison between the Firm, GOGY officials and stakeholders.

9. QUALIFICATIONS AND EXPERIENCE

9.1 The Firm should possess experience in the Construction of education institutions in the Caribbean. Its Key Experts should possess at least ten years' experience and have worked on at least two assignments of a similar nature and complexity. The educational qualifications are as follows:

- (a) Team Leader – a minimum of ten (10) years post-graduation experience plus Bachelor of Science degree in Civil Engineering or Architecture and a Master of Science degree in either Project Management, Construction Management including managing gender and social inclusive design and construction infrastructure, Civil Engineering, Structural Engineering or Architecture. The Team Leader must be stationed in Guyana for the period of the supervision.
 - (b) Civil / Structural Engineer – a minimum of five (5) years design experience plus a Master of Science in Civil or Structural Engineering or a Bachelor of Science degree in Civil or Structural Engineering with over 15 years design experience.
 - (c) Architect - a minimum of ten years of experience plus a bachelor's degree in Architecture.
 - (d) Resident Engineer - a minimum of ten years plus a bachelor's degree in Civil/Structural Engineering;
 - (e) Electro-Mechanical Engineer – a minimum of ten years of experience plus a bachelor's degree in Electrical or Mechanical Engineering;
 - (f) Cost Consultant – a minimum of ten years of experience plus a bachelor's degree in Quantity Surveying.
 - (g) Environmental/Climate Change Specialist - a minimum of a master's degree in Environmental Sciences, Environmental Engineering, Environmental Management, or a related discipline. At least five years' experience in the development of Environmental Management Plans. Training in Health and Safety would be an asset.
 - (h) Clerk-of-Works – a minimum of a Diploma in Architecture or Civil Engineering from a recognized University or a Technical Diploma in Building and Civil Engineering from a recognized Technical Institute plus ten (10) years of experience.
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9.2 **Key Experts Minimum Person Months**

The table below show the Minimum Person Months and cost of key experts:

**BUDGET
USD**

No.	Key Experts	Person months for the different Phases			Total Person months	Key Experts Remuneration Cost
		Design Review	Construction Supervision	Defects Liability Period (12 months)		
1	Team Leader	1.5	9	1	11.5	92,000
2	Civil / Structural Engineer	1.5	0	0.5	2	13,000
3	Architect	1.5	0	0	1.5	9,750
4	Resident Engineer	0	18	0	18	90,000
5	Clerk-of-Works	0	18	0	18	27,000
6	Electro-Mechanical Engineer	1.5	6	1	8.5	55,250
7	Cost Consultant	1.5	5	0.5	7	45,500
8	Environmental/Climate Change Specialist	1	3.2	0.5	4.7	30,550
						363,050
						90,763
						453,813
						45,381
						499,194

APPENDIX 2.3

DRAFT TERMS OF REFERENCE

CONSULTANCY SERVICES TO ASSIST WITH THE DEVELOPMENT OF A GENDER-RESPONSIVE STRATEGIC VISIONING PLAN AND FINALISATION OF THE PROPOSED MANAGEMENT STRUCTURE

1. INTRODUCTION

1.1 Guyana stands to reap significant benefits from the development of its tourism and hospitality industry, with the sector contributing positively to the country's Gross Domestic Product (GDP). Indeed, Guyana's tourism product has been steadily gaining traction, particularly in the Canadian and Caribbean markets, with the number of stay-over visitors rising steadily during the period from 2015 to 2018. However, the only institution in the country offering skills-based training in hospitality and tourism trades is the Carnegie School of Home Economics. This institution which commenced seventy-seven years ago with a grant from the Carnegie Trust Fund, currently offers, among other programme areas, Catering, Home Management, Garment Construction and Hospitality Training. Apart from the skills-based training, provided at the CSHE, the University of Guyana (UG) also offers a BSc. degree in Tourism.

1.2 The current demands of the industry suggest that the limited curriculum and facilities of the Carnegie School of Home Economics, gender stereotyping in subject choices of men and women which leads to labour force segregation and the theoretical orientation of the programme at UG, are inadequate to provide the skills and competencies needed by graduates who will proceed to the world of work. At present, none of the areas in high demand are offered at these established institutions. Further, the programmes offered at Carnegie are not aligned with the regional Qualifications Framework established by CARICOM for training in technical/vocational education. This suggests that graduates and persons currently receiving training may not be able to maximise their qualifications across the region. It is against this background that the GOGY has embarked on the establishment of a specialised institution for the delivery of hospitality programming which is aligned with the technical/vocational Qualifications Framework established by CARICOM and endorsed by regional governments, and necessary for the further enhancement of the hospitality and tourism industry in Guyana. Furthermore, resulting from the limitation of the current curriculum and practices, women continue to be paid less and are underrepresented in certain tourism occupations and management positions. Several key persisting challenges prevent equitable participation and opportunities between men and women. These challenges include a high degree of gender-role stereotyping which leads to a growing number of additional gender gap and inequalities.

2. BACKGROUND

2.1 Efforts towards Guyana's first state-of-the-art Hospitality Institute are, therefore, well underway. The Caribbean Development Bank is providing support to GOGY for the construction of the proposed institute and enhancement of hospitality and tourism studies. CDB's support will allow for the establishment of a specialised institution for the delivery of hospitality programming which is aligned with the technical/vocational Qualifications Framework established by CARICOM and endorsed by regional governments, and necessary for the further enhancement of the hospitality and tourism industry in Guyana. It is also expected that the management structure will be grounded in principles of gender responsiveness and social inclusion including equal access to opportunities to influence decision making and promote positive outcomes for staff and students. As part of the CDB sponsored 2012 feasibility study, a proposed

structure was encouraged for the management of the new Institute, outlining the definition of each position. It is envisaged the Institute will be governed by a Board of Management, to whom a Principal report. The managers of the hotel and training facility will in turn report to the Principal. The feasibility study also proposed an Advisory Committee that will consist of representatives of the various sectors of the as well as representatives of other involved or closely related professional groups and organisations. Given that the strategic parameters and management structure was proposed eight years ago, GOGY is desirous of seeking consultancy services to assist MOE in preparing a gender-responsive and socially inclusive strategic visioning plan to guide the administration and operations of the proposed Hospitality and Tourism Training Institute (HTTI).

3. OBJECTIVE

3.1 The purpose of the consultancy:

- (a) review the current state of hospitality and tourism training in Guyana, and develop a socially inclusive and gender responsive Strategic Visioning Plan which provides the best options and framework to guide the administration and operations of a new Hospitality and Tourism and Training Institute; and
- (b) review the relevance and appropriateness of the proposed management structure of the new HTTI towards ensuring a gender-responsive and socially inclusive approach that meets its role in facilitating the training needs of the hospitality and tourism industry in Guyana.

4. METHODOLOGY

4.1 The consultants will perform all investigative work and analyses required to realize the objective stated above. The consultants will use participatory and consultative methodologies in working closely with the Ministries of Education, Tourism and Finance, Gender Affairs Bureau and other critical stakeholders in the education and tourism sectors. The assignment will include, but is not limited to, a review of all relevant documentation; a gender and social inclusion analysis of recent trends in the tourism and hospitality, economic, and education sectors; interviews with representatives of key agencies, students enrolled in hospitality and tourism studies, potential students – including those considered vulnerable and at risk, and other relevant stakeholders; and visits to sites and institutions in the sector.

4.2 A major guiding principle will be close collaboration with all partners and stakeholders. To this end, prior to dissemination and review of the draft report, a consultation/workshop will be held with all relevant stakeholders to discuss the recommendations.

5. SCOPE OF SERVICE

5.1 The consultants will be expected to work closely with the Deputy Chief Education Officer (TVET) in carrying out the assignment. The consultants will report to and consult with the Project Coordinator, MOE, Ministry of Social Protection including the Bureau of Gender Affairs as needed. The assignment will involve desk and fieldwork, as well as consultations across the education and tourism sectors. Specifically, the consultants will:

Phase 1

Strategic Plan

- (a) review relevant documents where they exist, of policies, strategies and reports used to guide hospitality and tourism institutes, as well as current legislation germane to the area of hospitality and tourism studies (HTS). The review should include the evaluation of policies and strategies from regional and international jurisdictions to identify similarities as well as best practices and emerging good practices;
- (b) conduct a gender and social inclusion analysis of the tourism and hospitality sector to assess gaps in outcomes between men and women and vulnerable groups and integrate the analysis and strategies to address causes of these in the new HTTI strategic plan;
- (c) review all applicable documents, including government's National Tourism Plan 2017-2020 and the Ministry of Education's Strategic Plan 2017-2020, Gender and Social Inclusion Policy, Amerindian Act, Disability Act, National Policy for the Reintegration of Adolescent Mothers in the Formal School System, to establish congruence with sector policies and objectives of the new HTTI;
- (d) consult with all the major stakeholders involved in the industry including CSHE and UG and other existing trainers in both the public and private sectors, industry partners, the Ministries of Tourism and Education, and current trainees;
- (e) determine the level of inclusive programming which should be offered in emerging and the high demand fields identified at paragraph 1.02 and recommend a gender-responsive action plan and monitoring and evaluation plan by which the HTTI will be guided in commencing the development and implementation of those programmes;
- (f) review the proposed technology architecture of the HTTI and advise on an integrated network for undertaking all the technology requirements of the college, including gender-responsive and inclusive remote and online teaching and learning. Special attention should be paid to the provision of a Students' Record Management System which allows for recognition of the student as a single individual regardless of how many times he/she may register. The system should also allow the HTTI to track progress indicators disaggregated across a core set of variables including sex and age;
- (g) using the findings and recommendations from all of the above, develop a gender-responsive and inclusive Strategic Visioning Plan for the operations of the new HTTI over the three year period 2023-2026 and on the basis that the Strategic Plan, develop a gender-responsive and inclusive action plan with timelines, setting out the strategic actions to be undertaken for achievement of the objectives of the Institute's operations; and develop a Monitoring and Evaluation Framework for the Strategic Vision Plan;

Phase 2

Administration and Governance

- (a) review proposed administrative and organisational structure for HTTI, its relationship with the administrative and organisational structure at CSHE; its interface on both operational and budgetary decisions, and identify challenges with the proposed structure;
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- (b) assess the extent to which the private sector should engage with HTTI within programme-specific areas and the overall guidance and governance of HTTI;
- (c) review successful models (best practices) for Administration and gender-responsive Governance which have been undertaken by other institutions which may have applicability to HTTI;
- (d) assess controls and accountability which should exist to measure enrolment, purchasing, inventory, maintenance, student performance, faculty performance and certifications; and
- (e) recommend revisions to the proposed administration and organisational structure, inclusive of a training hotel and the opportunities for effective engagement by the faculty, administration, and private sector; student body, assess education, training and development needs for existing faculty and offer recommendations for gender-responsive education, training and experience requirements for new faculty, including those to promote social inclusion;
- (f) review proposed policies, procedures, and practices at both HTTI and CSHE that hinder the effective delivery and administration of industry training programmes and contribute to persisting gender inequalities and social exclusion and offer suitable recommendations for policies and procedures. Develop and cost a gender-responsive and social inclusion action plan and monitoring framework for the implementation of the recommendations.
- (g) collaborate with the Public Education and Marketing Consultant on the development of a gender-responsive, socially inclusive and culturally appropriate public orientation and awareness campaign, media presentations, and other structures for communication, to sensitise the public on the establishment and plans of the Institute; and
- (h) in conjunction with the Ministry of Education, conduct a stakeholder consultation to share the draft plan and to receive feedback for its finalisation.

6. TIMING AND QUALIFICATIONS

6.1 It is expected that the study will be completed in 150 person days over a period of 12 months. The selected firm shall have competencies in strategic planning and organisational management and experience in a higher education environment. Experience in the training of persons in a socially inclusive and gender responsive environment for the Hospitality and Tourism sector and/or managing a hospitality training facility with gender in education expertise would be definite assets.

7. REPORT PREPARATION

7.1 The consultants will be required to submit the following to GOGY:

- (a) An Inception Report, no later than two weeks after commencement of the assignment setting out the work plan for completion of the assignment;
 - (b) An Interim Report - three months following commencement of the consultancy, including findings from the desk review conducted, as well as the consultations with key stakeholders. The report should map the actions proposed against the actions included in the Ministry's Feasibility Study 2012 and Concept Note 2013, with recommendations for enhancement where necessary and the conceptual framework for
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the gender-responsive Strategic Plan and should include proposals, policies, and procedures for the HTTI management. GOGY and CDB will provide comments within two weeks of receipt of the report;

- (c) a Draft Final Report which includes the Draft gender-responsive and socially inclusive Strategic Plan as elaborated from the Conceptual Framework; the draft implementation approaches and the draft M&E Framework no later than two months after receiving comments on the Interim Report from GOGY; and
- (d) A final Report which should incorporate feedback received from the stakeholder consultation, comments from GOGY and CDB and include all the deliverables set out in the Scope of Services 8 months after commencement of the assignment.

7.2 All reports should contain information on the number of consultations (whether sessions/meetings/focus groups) and a profile of participants disaggregated by sex, age cohort and disability status of participants and gender analysis of the information presented. All deliverables should also be supplied by email, or flash drive in Microsoft Word/Excel or other editable format.

BUDGET
USD

Item	CDB	GOGY	Total
A. CDB's Contribution:			
1. Fees	147,000	-	147,000
2. Travel	16,000	-	16,000
3. Airport Transfers	1,600	-	1,600
4. Per Diem ¹³	4,200	-	4,200
5. Report Preparation	1,000	-	1,000
6. Communication	1,800	-	1,800
7. Consultation	2,000	-	2,000
Sub Total	174,600	-	174,600
B. Counterpart Contribution:			
1. Administration	-	18,000	18,000
2. Local Travel	-	2,500	2,500
3. Office Accommodation	-	1,200	1,200
4. Communication	-	800	800
5. Consultation	-	2,000	2,000
Sub Total	174,600	24,500	199,100
Contingencies	8,730	1,225	9,955
TOTAL	183,330	25,725	209,055
Percentage (%)	88	12	100

¹³ Safety and flexibility will be top priorities while providing reliable service during the COVID-19 pandemic. Consultants will be required to minimise in-country visits and utilise technology to deliver their services remotely.

APPENDIX 2.4

DRAFT TERMS OF REFERENCE

REVIEW OF THE QUALITY AND RELEVANCE OF THE PROGRAMMING IN THE AREA OF HOSPITALITY AND TOURISM STUDIES - GUYANA DRAFT

1. BACKGROUND

1.1 Currently in Guyana, there are two government supported tertiary education establishments that are mandated to carry out education and training in the field of hospitality and tourism, the Carnegie School of Home Economics (CSHE) and the University of Guyana (UG). CHSE currently offers, among other skills-based programmes, Catering, Home Management, Garment Construction and Hospitality Training. While UG also offers a BSc. degree in Tourism. However, apart from the limited number of programmes offered at CSHE and UG, a number of high demand areas are not available to persons interested in pursuing a career in hospitality and tourism:

1.2 The inadequacy of the programmes offered at the CSHE and UG to provide on a continuous basis, competent personnel that meet the needs of a rapidly expanding and evolving Tourism and Hospitality industries in Guyana, resulted in the Government of Guyana (GOGY) commissioning a feasibility study, with the support of the Caribbean Development Bank in 2012, which looked at the current CSHE establishment, needs of the sector. The feasibility study recommended the establishment of a dedicated hospitality training institute, and new course and programme initiatives.

1.3 Recognising the current international trends in Technical and Vocational Education and Training (TVET), a Competency Based Education and Training (CBET) mode of training and a curriculum design model which leads to the award of the Caribbean Vocation Qualification (CVQ) was recommended by the feasibility study and included *inter-alia* the following programme areas:

CVQ Level IV	CVQ Level III	CVQ Level II	Short Courses
Culinary Management	Culinary Arts	Effective Housekeeping	Meetings and Events Management
Food and Beverage	Food and Beverage	General Cosmetology	Excellence in Hospitality
Management	Supervision		Service
Hospitality Management	Front Office and Travel Agency Operations	General Beauty Therapy	Professional Bartending
Tourism Management	Events and Conference Management	Commercial Food Preparation	Effective Housekeepin
Sport Tourism Management	Baking and Pastry Arts		Dining Etiquette
Culinary Management	Professional Make Up Artistry		Cake Decorating
Food and Beverage Management	Massage Therapy		Cake and Pastry Making
Hospitality Management	Barbering		Cooking with Confidence
			General Tour Guiding

¹ Guyana is rated second in LAC as regards adolescent birth rate with 90 out of every 1,000 girls between the ages of 15 and 19 giving birth during the period 2010-2015 (2018 National Policy for the Reintegration of Adolescent Mothers in Formal School System). The country has the highest estimated suicide rate of 44.2 persons per 100,000 in the world in 2012 (2015-2020 National Suicide Prevention Plan). The rate for men in 2012 was 70.8 per 100,000 and for women it was 22.1 per 100,000. Indo-Guyanese men account for 80% of cases, and these are concentrated in the coastal areas of the country.

1.4 GOGY has determined that given the time elapsed since the completion of the 2012 Feasibility Study, MOE HTTI Concept Note and the intended launch of the new HTTI, there is a the need to conduct a comprehensive review of the curriculum model and offerings proposed to fully reflect hospitality and tourism emergence as a priority area for Guyana. The updated programme offerings should elaborate the body of knowledge and skills required for a modern hospitality and tourism industry, including the requirements unique to the needs of learners with SEN, indigenous populations, and gender sensitivity.

1.5 CSHE also delivers a Life Skills course, for adolescents, as part of its curriculum. Review of the offerings and proposals for strengthening content, ensuring that the content is designed to advance gender equality and inclusion and expansion to also address the needs of older students are required. GOGY is therefore seeking consultancy services to review the delivery of programmes offered in hospitality and tourism studies across Guyana and specifically promote a gender-responsive curriculum/programme offerings and upgrades proposed in the two documents referenced in the paragraph above for the new HTTI, which will ensure that they are appropriately articulated with the programmes offered at CSHE and UG as well as undertake a review of the Life Skills course to make sure they provided learners with the skills and competencies which will allow them to achieve to their fullest potential.

2. OBJECTIVES

2.1 The purpose of this consultancy is to:

- (a) assist the Ministry of Education (MOE) with the review of the current state of hospitality training, to review and update the programmes recommended as part of the 2012 Feasibility Study and to assist MOE in planning and coordinating its hospitality training programmes to allow for articulation of programmes and certification among institutions to ensure that industry needs can be better met; and
- (b) Undertake a review and propose content for strengthening the Life Skills programme to ensure focus on gender-based and social vulnerabilities experienced by those in the post-secondary education.

3. METHODOLOGY

3.1 The Consultants will perform all investigative work and analyses to realise the objective stated above. They will use participatory and consultative methodologies in working closely with the Ministry of Education (MOE) and other critical stakeholders in the tourism and education sectors. These will include, but are not limited to educators, students, parents, tourism practitioners and community leaders.

3.2 The Consultants will work closely with the Project Officer (Education) (POE), who shall be assigned by MOE to act as counterpart and coordinate the work of the Consultants, and other relevant technical officers at MOE. In consultation with MOE, through the POE, the Consultants will organise a consultation with critical stakeholders at Draft Report stage to share and discuss the draft framework and major recommendations emanating from the consultancy.

3.3 The Consultants will also conduct a series of workshops for curriculum and TVET officers, counsellors in TVET institutions, including CSHE, Hospitality and Tourism students and other relevant persons to orient them on the development process for the programmes of study.

4. SCOPE OF WORK

4.1 The Consultancy will involve desk and filed work and consultation across the higher education sub-sectors. The consultants will review any relevant documents on hospitality and tourism in Guyana. Specifically, the Consultant(s) will:

- (a) review the operations of the CSHE and the proposed operations of the HTTI in the context of their mission and current regulatory structure;
 - (b) review the hospitality and tourism curriculum offered by CSHE and UG and that proposed by MOE for the new HTTI
 - (c) review the CHSE Life Skills programme and the HFLE curriculum prepared under the GSDEP to inform the enhanced gender-responsive Life Skills programme for HTTI and CSHE;
 - (d) review sector plans and strategies and provide technical support on gender-responsive programming with a focus on the most vulnerable and hard to reach populations
 - (e) meet with key stakeholders including, but not limited to, staff of the MOE, teachers/Instructors at CSHE, Faculty of UG's hospitality programme, students, parents, tourism practitioners, gender specialists in government and civil society and community leaders;
 - (f) based on the consultations, suggest updates to the programming offered CSHE and proposed by MOE for the new HTTI and recommend gender-responsive improvements in the articulation arrangements among the local higher education institutions offering hospitality and tourism studies
 - (g) determine the level of programming which should be offered in each of the emerging areas and recommend an action plan by which the HTTI will be guided in commencing the development and implementation of those programmes;
 - (h) assess the capacity of the existing human resources to support the implementation of the upgraded programming and indicate the minimal level of resources required to support the development proposed;
 - (i) conduct a review of curricula, learning and teaching tools with the aim of eliminating any existing gender bias; including underrepresentation, stereotyped depictions of gender roles, occupations and attributes and outline minimum standards to address these issues and practices;
 - (j) advise on the design and development of gender-responsive teaching/learning resources to make effective the new and updated programmes;
 - (k) advise on the integration of technology in the delivery of TVET programming and hospitality studies; and
 - (l) in conjunction with the Ministry of Education, conduct a stakeholder consultation to share the recommendations of the consultancy and the draft action plan and to receive feedback for its finalisation.
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5. TIMING AND QUALIFICATIONS

5.1 It is expected that the assignment will require a maximum of 110 person-days over a 9-month period. The Consultants shall possess expertise and academic qualifications in technical and vocational education, tourism and hospitality studies, gender in education and curriculum development at the post-graduate level. Work experience in skills-based hospitality and tourism training and knowledge of the Region will be an asset.

5.2 Include: post-graduate qualifications in Counselling, Education, HFLE or relevant Social Development field with a minimum of seven years practical experience in HFLE/Life Skills training or instruction. Familiarity with the CARICOM HFLE framework and issues affecting vulnerable groups is desirable. Gender expertise is an asset.

6. REPORT PREPARATION

6.1 The Consultant(s) will be required to submit to MOE and Caribbean Development Bank (CDB) two copies each of the following reports:

- (a) an Inception Report, no later than 14 days after commencement of the assignment, detailing the methodologies to be used in conducting the assignment and a related Work Plan;
- (b) a Progress Report on the stakeholder consultations; review of the programmes of study offered at CSHE and proposed at the HTTI and recommended updates 3 months after commencement of the assignment;
- (c) a Draft Final Report comprising the actions detailed sub-paragraph at (d)-(h) and including the comments from the stakeholders' workshop no later than six weeks before the end of the assignment; and
- (d) a Final Report no later than ten working days after receipt of the comments of CDB and MOE on the draft Final Report.

6.2 The Final Report should also be supplied electronically containing the text, tables and all appendices done in Microsoft Word/Excel.

BUDGET
USD

Item	CDB	GOGY	Total
A. CDB's Contribution:			
1. Fees	109,450	-	109,450
2. Travel	4,000	-	4,000
3. Airport Transfers	400	-	400
4. Per Diem ¹⁴	3,000	-	3,000
5. Report Preparation	500	-	500
6. Communication	500	-	500
7. Consultation	750	-	750
Sub Total	118,600	-	118,600
B. Counterpart Contribution:			
1. Administration	-	13,500	10,500
2. Local Travel	-	2,250	1,750
3. Office Accommodation	-	9,000	7,000
4. Communication	-	400	400
5. Consultation	-	1,000	1,000
Sub Total	118,600	26,150	144,750
Contingencies	5,930	1,308	7,238
TOTAL	124,530	27,458	151,988
Percentage (%)	82	18	100

¹⁴ Safety and flexibility will be top priorities while providing reliable service during the COVID-19 pandemic. Consultants will be required to minimise in-country visits and utilise technology to deliver their services remotely.

APPENDIX 2.5
DRAFT TERMS OF REFERENCE

CONSULTANCY SERVICES FOR ESTABLISHING AN ENVIRONMENTAL AND SOCIAL RISK MANAGEMENT SYSTEM/ BUSINESS CONTINUITY PLAN/DISASTER RISK MANAGEMENT PLAN HOSPITALITY AND TOURISM TRAINING INSTITUTE

1. INTRODUCTION

1.1 Guyana, with a total land area of about 215,000 square kilometres (km²), is the largest country in the English-speaking Caribbean, but its population of 782, 766 (2019 estimate) is small relative to its size. The economy is heavily dependent upon the commodity exports which represent nearly 60 percent (%) of the country's Gross Domestic Product (GDP). Diversification of exports is therefore a key priority for the Government of Guyana (GOGY). This has been propelled by challenges faced by commodities including, the suspension of shipments of Guyana rice by Venezuela in 2015, which forced Guyana to find alternative markets for its rice crop. Additionally, sugar continued to face challenges related to the high cost of production.

1.2 In 2017, the tourism sector's direct contribution to Guyana's economy was 19.5 billion (bn) Guyana Dollars (GYD). This figure represented 2.6% of GDP and primarily reflected the economic activity generated by hotels, travel agents, airlines, and other passenger transportation services (excluding commuter services). In 2017, World Travel Tourism Council economic impact report on Guyana's tourism sector stated that tourism's contribution to Guyana's GDP grew to 7%. It is expected that the direct contribution to GDP will grow by 4.1% per annum to GYD30.3 bn (2.4% of GDP) by 2028.

1.3 Notwithstanding the positive developments, in recent years, feedback from visitors and locals, alike is that badly lacking in Guyana is "good service". Indeed, a recent snapshot of customer reviews from Trip Advisor, Expedia and Booked.com shows the inconsistency in service provision and that guests are generally dissatisfied with (a) service (staff engagement/guest relations); and (b) value (the experience of the stay relative to the cost associated). In this regard, for many years, tourism stakeholders have lobbied for the establishment of an institute which they believe will not only become an asset to Guyana's tourism industry.

1.4 Strategic efforts must be made to ensure that projected growth in the industry, as well as the wider economy, results in prosperity that is shared more evenly across society, including among groups that are traditionally overrepresented among the marginalised in the economy.

2. BACKGROUND

2.1 Efforts towards Guyana's first state-of-the-art Hospitality Institute are, therefore, well underway as a plot of land has been selected and a USD250,000 technical assistance support programme from the Caribbean Development Bank (CDB) was provided for the award of a contract for the building's design. Moreover, in the most recent Budget presentation, the GOGY announced that given the bright prospects of the tourism and hospitality industry in recent years, there is going to be a demand for skilled labour in the sector and that Government had allocated USD4 million to build a hospitality institute to ensure that the country produces world class personnel for this important industry going forward.

2.2 CDB is providing support to GOGY for the construction of the proposed institute and enhancement of hospitality and tourism studies. CDB's support will allow for the establishment of a specialised institution for the delivery of hospitality programming which is aligned with the Technical/Vocational Qualifications Framework established by CARICOM and endorsed by regional governments, and necessary for the further enhancement of the hospitality and tourism industry in Guyana.

2.3 The site of the Hospitality Institute is vulnerable to a variety of natural hazards and the effects of climate change. These elements have the potential to cause significant damage and impact to the productivity of the Hospitality Institute. Thus the GOGY, through the Ministry of Education is taking the necessary steps to increase the resilience of the facility by undertaking the development of a Disaster Risk Management (DRM) Plan, a comprehensive Business Continuity and Disaster Recovery Programme (BC&DRP), to ensure continuity of operations, availability of critical resources, minimisation of interruptions to classes, and full recovery of business infrastructure and applications in the event of a disaster and an Environmental and Social Management System (ESMS) to improve the institutional capacity of the staff of the Hospitality and Tourism Training Institute (HTTI) to assess and manage environmental and social risks in its operations.

3. OBJECTIVES

3.1 The objectives of the consultancy are to prepare gender responsive and socially inclusive: (a) Environmental and Social Management System (ESMS); (b) a BCDRP for HTTI; and (c) a comprehensive DRM plan in alignment with the national DRM plans.

4. SCOPE OF SERVICES

4.1 The services included in the current study are to be conducted in accordance with generally accepted international standards and professional practices acceptable to GOGY. The scope of work is understood to cover all activities necessary to accomplish the objectives of the consultancy, whether a specific activity is cited in these Terms of Reference (TOR). A participatory and consultative approach is to be encouraged in the conduct of the services, which will contribute to their completion in as timely a manner as possible. The Firm will work closely with Deputy Chief Education Officer (Technical and Vocational Education and Training [TVET]), Principal, the Carnegie School of Home Economics (CSHE) in carrying out this assignment. The Firm will report to the Project Coordinator, HTTI and consult with other senior management officials from the Ministry of Education (MOE) and Ministry of Tourism and other key stakeholders. Specifically, the Firm will:

Environmental and Social Management System

4.2 The scope of preparation of the ESMS services shall include, but not be limited to, the following activities.

- (a) Review the national legislative and administrative framework (national environmental and social policies, legislation, and related) relevant to the development and application of environmental and social safeguards for the Institute's operation.
 - (b) Review the curriculum and schedule of daily activities to determine the environmental and social issues that arise during daily operations are significant to the business processes and which must be factored into the design of an appropriate ESMS.
 - (c) Prepare a Draft Environmental and Social Safeguards Policy (ESSP) for consideration and approval of the management of the Institute and the MOE.
 - (d) Prepare a Draft Environmental and Social Operations Manual and implementation guidelines.
-

- (e) Develop training materials and deliver a training workshop to HTTI and CSHE technical staff on the application of the ESSP and operational procedures.
- (f) Develop a Draft ESMS Implementation Plan

Business Continuity Plan

4.3 The scope of the Business Continuity Plan (BCP) development services shall include, but not be limited to, the following activities:

- (a) Identify critical business functions of the Institute.
- (b) Identify tasks that comprise critical business functions.
- (c) Based on the Institute's activities and structure, identify and define a list of the critical business and support functions.
- (d) Identify tasks that comprise critical business functions.
- (e) Document the impact of an extended loss to the operations and key business functions.
- (f) Determine immediate and extended terms system recovery requirements.
- (g) Analyse Current State, conduct Risk and Business Impact Analysis, affirm Business Process Priorities, and establish Recovery Time Objective and Recovery Point Objective for various business functions.
- (h) Develop a BC&DR framework and methodology as a guide for implementing the BC&DR Programme in the Institute.

Disaster Risk Management Plan

4.4 The scope of DRM plan development services shall include, but not be limited to, the following activities:

- (a) Widely consult with the relevant agencies and review existing documents to prepare the plan.
- (b) Coordinate data/information collection, literature review, and consultations with all relevant agencies.
- (c) Conduct desk review and analysis of information on disaster management priorities and activities of the Institute for now and in future.
- (d) Consult and coordinate inputs from MOE, CSHE and relevant stakeholders.
- (e) Coordinate consultations with stakeholders and obtain technical inputs from them including validation of the plan.

5. TIMING AND QUALIFICATIONS

5.1 The Firm should possess/must have familiarity with current and emerging issues related to DRM/BCP/Environmental and Social Screening Memorandum (ESSM) issues related to educational institutions. Its Key Experts should possess at least ten years' experience or have worked on at least two assignments of a similar nature. Experience in the construction of similar TVET level facilities, as well as experience in the Caribbean will be an asset. The educational qualifications are as follows:

- (a) **DRM Specialist/Team Leader**- minimum qualification of master's degree in the fields of Disasters/Environmental/Social Science/Development studies with a minimum work experience of seven years. He/She should have worked with similar assignments, more preferably in the field of disaster management in the past. Also, Applicant should have experience in conducting stakeholder consultations and meetings and be able to work independently.
- (b) **BCP Specialist**- should have at least five (5) years' experience in the field of BC&DR and a relevant degree or professional certificate.
- (c) **Environment and Social Safeguards Specialist**- Knowledge and experience of the application of Environmental and Social Safeguard issues in educational institutions. Post graduate qualifications in environment and social management or a related field. A minimum of ten years' working experience in the areas of environmental management and social development as well as the conduct of environmental and social impact assessments.

6. DELIVERABLES AND REPORTING REQUIREMENTS

6.1 The Firm will be required to prepare and submit five copies (four hard copies and one electronic copy in Microsoft Word) of the following documents to GOGY within the time periods indicated:

- (a) A detailed Work Plan and Inception Report describing the proposed approaches to be taken to prepare and deliver the scope of works outlined, within two weeks of the commencement of the consultancy. MOE will provide comments on this report within one week of receipt of the Report and the Consultant will adjust the ongoing work, having regard to the comments received, within two weeks of receipt of comments.
- (b) A Diagnostic Report identifying gaps and outlining recommendations for incorporating Environmental and Social Review Procedures into HTTI operations and documenting these procedures for presentation to management and staff.
- (c) Develop draft plans for the specified priority areas/Draft ESSP and ESSP Manual for presentation to management and staff within three weeks following acceptance of (b) above. MOE and CDB will provide comments on the draft ESSP and ESSP Operations Manual and DRM plan within two weeks of its receipt.
- (d) Final DRM/BCP Plans, ESSP and ESSP Operations Manual within two weeks of receipt, having regard to comments by HTTI management and staff.
- (e) DRM/BCP/ESSP Training Manual and Staff Training.
- (f) A Report on staff training workshop within three weeks of acceptance of staff training plan. The workshop report will include the evaluation by the participants.
- (g) Draft ESMS Implementation Plan.

7. COMMENTS BY THE FIRM

7.1 The Firm is requested to make comments on, and suggestions for, improvements to these TORs, if any. The financial implications, if any, of these recommendations should be indicated separately in the Financial Proposal.

8. **DURATION**

8.1 The Project is to be implemented over a period of eight months

BUDGET
USD

Item	CDB	GOGY	Total
A. CDB's Contribution:			
1. Fees	90,000	-	90,000
2. Travel airfare	6,000	-	6,000
3. Airport Transfers	600	-	600
4. Per Diem	9,000	-	9,000
5. Plan and Report Preparation	3,000	-	3,000
6. Communication	900	-	900
7. Consultation	6,000	-	6,000
Sub Total	115,500	-	115,500
B. Counterpart Contribution:			
1. Administration		3,600	3,600
2. Local Travel		2,100	2,100
3. Office Accommodation		5,000	5,000
4. Communication		1,200	1,200
5. Consultation/Training provision of training facility		4,500	4,500
Sub Total	115,500	16,400	131,900
Contingencies	5,775	820	6,595
TOTAL	121,275	17,220	138,495
Percentage (%)	87	13	100

APPENDIX 2.6

**DRAFT TERMS OF REFERENCE -DEVELOPMENT OF A STRATEGIC MARKETING
FRAMEWORK - CARNEGIE SCHOOL OF HOME ECONOMICS AND HOSPITALITY AND
TOURISM TRAINING INSTITUTE - GUYANA**

1. BACKGROUND

1.1 Policymakers in Guyana have determined that tourism is a priority area, and proposes it as a means to diversify the base of the economy beyond extractive industries and agriculture. Over the past decade, many improvements have occurred in Guyana to bolster the sector, such as modernization of Cheddi Jagan International Airport road improvements between the airport and the capital; creation of the Guyana Tourism Authority, a regulatory body; creation of the Guyana Investment Office(Go-Invest), an investment promotion agency; construction and construction of two large hotels (Princess and Marriott hotels), and the opening of a casino (Princess). Despite prioritizing the sector for development for more than a decade, the economic contributions of the tourism sector while growing are still relatively modest.

1.2 Moreover, the tourism product offerings are limited: accommodation capacity is relatively small; standards of service are subpar compared with international benchmarks; poorly trained hospitality service workers; high hospitality staff turnover; limited opportunities for hospitality education and training at university level and vocational training institutes; and absence of a well-funded, professional marketing campaign. There is labor market segregation in Guyana between men and women on account of the socialization of boys and girls in society. As a result, men have become primary beneficiaries of employment while women predominate in unpaid care work and positions that are precarious and lower paying. In this regard, the Government of Guyana has partnered with the Caribbean Development Bank to secure the resources necessary to develop hospitality and tourism training facility to provide practical experiences through the requisite hands-on and theoretical training for all areas of the industry, including but not limited to the visitor welcome and reception; branding, marketing and sales; culinary arts, food and beverage management/controls; supervisory and basic housekeeping; interior décor/design; airport operations; and tourism experience design, packaging, and delivery. The training will also integrate gender issues in hospitality and the operations of the institute.

1.3 It is against this backdrop that the GOGY through the Ministry of Education (MOE) proposes to embark on a rigorous public relations campaign aimed at showcasing the work being undertaken by the Hospitality and Tourism Institute Project, and also to raise the general awareness of skills-based Hospitality and Tourism Studies (HTS) as a desirable and inclusive career path for youths and young adults with strategies that will encourage the participation of women, men, persons with disabilities, and other vulnerable populations in non-traditional fields. TVET is an essential part of the education system in Guyana which the Council for TVET (CTVET), through a similar Public Education Initiative, promotes in compelling ways to capture the interests of citizens. This proposed public education and communication approach to promoting the HTTI Project and skills-based HTS will be complementary to the ongoing CTVET campaign and will include a variety of activities geared towards spreading the key messages of the Project, the role and benefits of TVET in Guyana, the importance of skills-based HTS, and the programme offerings at the CSHE and the new HTTI.

2. OBJECTIVE

2.1 The Development and Implementation of the Communications Strategy is expected to equip the MOE, CSHE and the new HTTI with a Gender-responsive Communications Action Plan (CAP). The CAP will guide the dissemination of high-quality information as it relates to the HTTI Project and the educational opportunities available at CSHE and the new HTTI. The deliverables of the assignment will be socially

inclusive and gender-responsive, giving attention to vulnerabilities associated with, *inter alia*, persons with special educational needs, gender, geography (urban/rural/hinterland), age (youth, working age/young adults, etc.), and socioeconomic status.

3. METHODOLOGY

3.1 The consultants will perform all investigative work and analyses required to realize the objective stated above. The consultants will use participatory and consultative methodologies in working closely with the Ministries of Education, Tourism and Finance and other critical stakeholders in the education and tourism sectors. The assignment will include, but is not limited to, a review of all relevant documentation; an analysis of recent trends in the tourism and hospitality, economic, and education sectors; interviews with representatives of key agencies, potential students and other relevant stakeholders; and visits to sites and institutions in the sector.

3.2 A major guiding principle will be close collaboration with all partners and stakeholders, in particular the CTVET and the consultant responsible for the implementation of the Council's Communication Strategy and Action Plan. Prior to dissemination and review of the draft Final Report and the CAP, a consultation/workshop will be held with all relevant stakeholders to discuss the recommendations.

4. SCOPE OF SERVICE

4.1 The consultancy will involve desk and fieldwork and consultations across the Education and Tourism sectors. Working in collaboration with the MOE, the consultant/s will devise a set of strategies and a broad plan for a national campaign to sensitise the population to the value of skills-based hospitality and tourism education/training. Specifically, the consultant/s will:

- (a) Obtain and document the following information on the provision and status of Hospitality and Tourism Education /Training:
 - (i) review of data on the TVET sub-sector; and
 - (ii) consultation with various stakeholders to determine the current status. Particular effort should be made to consult with women, men, persons with disabilities and youth from rural and interior communities, including indigenous communities;
- (b) Develop a comprehensive socially inclusive, gender-sensitive and culturally appropriate promotion and communications strategy and an associated Action Plan for its implementation. The strategy should:
 - (i) identify a cross-sectional focus group of key persons to be directly involved in the promotion and communications activities.
 - (ii) identify opportunities for involvement of media groups and the use of non-traditional media strategies to reach a wider cross section of communities
 - (iii) identify groups to be targeted with specific messages, including under-represented groups, learners with special educational needs, and other vulnerable groups, including the indigenous population.
 - (iv) Promote the participation of women and women in non-traditional occupations and courses of study throughout the strategy, content and roll-out of media campaign.
 - (v) identify and cost-feasible options for executing each component of the Strategy; and
 - (vi) devise an appropriate monitoring and evaluation framework to determine the

effectiveness of the strategy.

- (c) Present the Strategy and Action Plan to stakeholders for feedback and finalisation.
- (d) Support the implementation of the strategy and Action Plan by:
 - (i) advising on and providing samples of content for promotion and communications activities;
 - (ii) advising on and providing samples for matching modalities with target groups;
 - (iii) gender sensitive capacity building for local counterpart to facilitate the organisation and management of any public relations special events to highlight the relevance and importance of the activity; and
 - (iv) preparing an instrument for evaluating the effectiveness of the activities.
- (e) Evaluate the response to the implementation of the Strategy and if necessary, recommend adequate modifications.

5. TIMING AND QUALIFICATIONS

5.1 It is expected that the assignment will require a maximum of 60 days over period of one year. It will be completed in two phases: Phase 1 will focus on the development of the Strategy and preparing it for implementation. Phase 2 will involve the execution of the approved strategy. The consultant will analyse the completed evaluation instruments and advise MOE whether modifications are required. The Consultant(s) shall have post-graduate qualifications in a Social Science discipline with emphasis on marketing or a related field. Experience in gender sensitive marketing and promotions will be required with added value if there has been experience in media operations.

6. REPORT PREPARATION

6.1 The Technical Proposal of the selected firm/consultant shall have already outlined a work plan and approach to the assignment, the scope and methodology, the tasks and responsibilities and a time schedule for the completion of the assignment. The following reports, one bound copy along with an electronic copy either by email or flash drive, shall be submitted to CDB and GOGY at the times indicated below:

- (a) an Inception Report within 14 days of commencement of the assignment. CDB and GOGY will provide comments upon receipt of the report;
 - (b) the draft marketing Strategy and Action plan three months after commencement of the assignment. CDB and GOGY will provide comments upon receipt upon for incorporation in the final Strategy and Action Plan;
 - (c) the final Strategy, Action Plan, samples, and evaluation instrument no later than six months after commencing the assignment. CDB and GOGY will provide comments upon receipt of the final Strategy and Action Plan;
 - (d) a draft report on the evaluation of the implementation of the Strategy with modifications recommended, if necessary, six months after implementation of the Strategy. CDB and GOGY will provide comments upon receipt of the report for incorporation into the final report.; and
 - (e) a final report on the evaluation of the implementation of the Strategy eight months after
-

implementation of the Strategy. CDB and GOGY will provide comments upon receipt of the report.

BUDGET
(USD)

Item	CDB	GOGY	Total
A. <u>CDB's Contribution:</u>			
1. Fees	54,000	-	54,000
2. Report Preparation	1,000	-	1,000
3. Public Education and Marketing Activities	6,850	-	6,850
4. Consultation	2,000	-	2,000
Sub Total	63,850	-	63,850
B. <u>Counterpart Contribution:</u>			
5. Public Education and Marketing Activities	-	13,525	13,525
6. Consultation	-	1,000	1,000
Sub Total	63,850	14,525	78,375
Contingencies	3,193	726	3,919
TOTAL	67,043	15,251	82,294
Percentage (%)	81	19	100

APPENDIX 2.7: DRAFT TERMS OF REFERENCE

CONSULTANCY SERVICES TO DESIGN AND CONDUCT OF PRE-TRACER AND TRACER STUDIES FOR THE GUYANA HOSPITALITY AND TOURISM TRAINING INSTITUTE (HTTI)

1. BACKGROUND

1.1 The Government of Guyana (GOGY) has requested assistance from the Caribbean Development Bank (CDB) in financing a project to enhance access, quality and equitable learning opportunities for Hospitality and Tourism Studies at the post-secondary level in Guyana. A Project of this nature is particularly important in Guyana, which despite progress on human development indicators (health, education, and income), lags behind many of its Caribbean neighbours. Levels of poverty and unemployment remain stubbornly high. Among the most disadvantaged are youth, women, persons with disabilities and rural dwellers (including Indigenous People who comprise the majority of those living in the hinterland regions).

1.2 Tourism is projected to grow by significantly over the next five years and is linked to the country's fledgling oil and gas industry. A labour force with requisite education and skills is required to fill the demand that is expected and by extension should yield dividends vis increased wages for workers; enhanced productivity and contribute to economic growth.

1.3 Given the concerns around inequity across the country, the project is designed to promote gender equality and social inclusion and therefore includes provisions to promote equity for groups including young mothers, Indigenous People, and persons with disabilities.

1.4 The HTTI curriculum includes technical and vocational skills training in hospitality and tourism studies. Entrepreneurial learning as well as additional essential skills components are also key elements of TVET and by extension, HTS offerings. In total, the curriculum supports technical and life skills for innovation, employability, decent work, and entrepreneurship.

1.5 Graduates are a rich source of feedback for improvements in areas such as the course curriculum and teaching; it is also important to measure the career path pursued by graduates after gaining knowledge and skill through institutions. It is critical, therefore, to undertake tracer studies in order determine the relevance and quality of programmes offered at the new HTTI.

2. OBJECTIVE

2.1 The objective of this consultancy is to assist the MOE with the development of a Tracer Study system. The system will facilitate the assessment of their external efficiency and derive information to enhance their mandate of providing demand-driven training and certification for a skilled labour force in HTS. It will also provide insight on the experiences of graduates of the programme in terms of labour market penetration, entrepreneurship activities and their overall quality of life post-training.

2.2 The consultancy requires a two-pronged approach as below:

- A Pre-Tracer Study: This is required to generate baseline data on the students' socio-economic and sociodemographic background. It will be conducted at point of student enrolment and will provide data that will allow for the economic rate of return in the long term and as well as allow for verification of information during the conduct of the tracer study.
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- A Tracer Study is a key aspect of institutional efficacy, specifically its external efficiency – the extent to which the project’s graduates are adequately prepared for the labour market and are able to transition to employment in areas consistent with their training. The Tracer Study is intended to:
 - (a) outline the graduation or completion rate of participants in the programme;
 - (b) analyse how long it takes graduates to secure employment in both formal and informal sectors;
 - (c) assess the employment opportunities and conditions of graduates including social and economic barriers to, and enablers for, access to and maintaining employment;
 - (d) establish the extent to which graduates are engaged in self-employment both in the formal and informal sectors;
 - (e) assess the relative standard of living of graduates based on course completed;
 - (f) assess whether the competencies of graduates are sufficient to prepare them for jobs they are performing;
 - (g) evaluate the level of graduate satisfaction with the training experience and the adequacy of their training required to function effectively in the world of work;
 - (h) evaluate the level of employer satisfaction with the quality of graduates;
 - (i) evaluate the factors inhibiting unemployed graduates; and
 - (j) propose recommendations for improving the quality and relevance of the curriculum to bolster employment and entrepreneurship opportunities and competitiveness of graduates.

3. SCOPE OF SERVICES

3.1 The Consultant will work closely with the Monitoring and Evaluation Officer and Education Planner in the MOE as well as key and report to the Project Coordinator in the conduct of this assignment. The M and E Officer will serve as local counterpart to the Consultant for the purposes of understudying the Pre-Tracer and Tracer Studies processes to enable replication. The overall approach is to facilitate transfer of knowledge from design to implementation to enhance sustainability of the solution.

3.2 The Study, using both quantitative and qualitative investigative methods, will be based on desk study and the review of existing relevant data/documentation; field survey/interview of a representative sample of employed and unemployed graduates and employers; focus group discussions, case studies (trainees, employers, and trainers) and analysis of the data, presentation and preparation of the reports. This work will be undertaken for first cohort of graduates. Specifically, the Consultant will:

- (a) Undertake necessary desk study of all relevant documentation including, but not restricted to, pre-tracer and tracer study reports linked to TVET programmes; TVET including HTS policy document; labour market surveys for Guyana;
- (b) Review the Tracer Study undertaken for the consultancy services for the Development of a Monitoring and Evaluation System for the Technical and Vocational Education and Training System Technical and Vocational Education and Training Development Project (St. Vincent and the Grenadines)
- (c) Adapt, for the Guyana context, the Tracer Study methodology and instruments developed under the CDB-funded project – TVET Development Project (St. Vincent and the Grenadines) - to develop the Pre-Tracer Study and Tracer Study methodology including interview guide, questionnaire designed to collect data as per 2.01 A and B. Note that the

Tracer Study is to be delivered over a three month-period, nine months after graduation of the first cohort of full-time students.

- (d) Deliver workshops designed to build capacity within the MOE team to undertake pre-tracer and tracer studies. The training should include interactive sessions for review of the methodology(ies) and use of instruments that allow for qualitative and quantitative data capture as below listed and for any other indicators to allow comprehensive assessment of specific objectives documented at 2.01 B.
- (e) Undertake the pre-tracer study
- (f) Deliver a validation workshop to present the pre-tracer study.

3.3 Design of all instruments must allow for collection of data that is disaggregated by variables including sex, age cohorts (15-19; 20-24; 25-29; 30-35 and over 35); ethnicity; geographic location and disability status.

3.4 Ethical standards: The team should explain clearly to participants involved in the research what the purpose of the exercise is, how people's information will be used. They should follow ethical standards for research and data collection and should include a risk assessment covering safety/security risks to respondents and measures for mitigation of risks. As a minimum, the research should 'do no harm'.

4. TIMING AND QUALIFICATIONS

4.1 It is expected that the assignment will require a maximum of 25 days over a period of 4 months. The Consultant shall possess post-graduate qualifications in Social Sciences, Education, Economics, Statistics, or a related field. Strong experience in planning, designing, and implementing tracer studies, training and excellent report-writing skills are required. Knowledge and experience in TVET, and HTS, and working in multiethnic contexts will be advantages. Knowledge of the education system in Guyana and the Region as well as experience working with Indigenous People will be assets.

5. DELIVERABLES AND REPORTING REQUIREMENTS

5.1 The Consultant will be required to submit to PC, PCU and the Caribbean Development Bank (CDB) electronic copies of the following reports. The electronic copy should be submitted on CD ROM, email, or flash drive, containing the text, tables and all appendices done in Microsoft Word/Excel:

- (a) An Inception Report no later than 10 days after the commencement of the assignment. The report should include the analysis of the desk review, and the pre-tracer study and tracer study methodology(ies); detailed approaches and agendas for capacity building sessions; report templates for the pre-tracer and tracer studies and the work plan. PC, PCU and CDB will provide comments upon receipt of the Report;
 - (b) A Draft Final Report of the Pre-Tracer Study within 8 weeks of commencement of the consultancy. The PC, PCU and CDB will provide comments upon receipt of the report;
 - (c) A standalone report on capacity building sessions within 8 months of commencement of the consultancy undertaken to date including a list of participants and evaluation report(s);
 - (d) A draft report detailing the work plan, methodology of and all instruments and guides necessary for undertaking the Tracer Study within 10 weeks of the commencement of the consultancy;
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- (e) Final Report including (i) Final Pre-Tracer Study (ii) Final Tracer Study methodology, guides and tools; incorporating feedback from the validation workshop and comments from PC, PCU and CDB; and (iii) a standalone report detailing all capacity building sessions undertaken over the duration of the consultancy and evaluation report(s). within at least two weeks before completion of the consultancy.
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APPENDICES TO CHAPTER 3 – DETAILED PROJECT COST, PHASING AND FINANCING PLAN

Components	SDF 9		Total	COUNTERPART		Total
	SDF Resources (BMC Capacity Building)	SDF Resources (Loans)		GOGY	Executing Agency Counterpart Forecast	
2021 TOTAL						
Project Preparation			-	359,000	-	359,000
Land			-	299,387	-	299,387
Infrastructure Works		2,000,000	2,000,000	-	-	2,000,000
Engineering and Construction-related Services		240,000	240,000	-	-	240,000
Goods		270,000	270,000	63,400	-	333,400
Institutional Strengthening		265,512	265,512	58,100	-	323,612
Project Management			-	203,333	-	203,333
Capacity Building	42,000	40,000	82,000	-	-	82,000
Base Cost	42,000	2,815,512	2,857,512	983,220	-	3,840,732
Physical Contingency	2,100	266,274	268,374	9,582	-	277,956
Price Contingency	1,782	127,098	128,880	40,655	-	169,535
Total Project Cost	45,882	3,208,884	3,254,766	1,033,457	-	4,288,223
Interest During Implementation	-	8,351	8,351	-	-	8,351
Commitment Fees	-	-	-	-	-	-
Total Financing	45,882	3,217,235	3,263,117	1,033,457	-	4,296,574
Percentage Financing	1.07%	74.88%	75.95%	24.05%	-	100.00%
2022 TOTAL						
Infrastructure Works		4,180,000	4,180,000	-	-	4,180,000
Engineering and Construction-related Services		260,000	260,000	-	-	260,000
Goods		730,000	730,000	186,600	-	916,600
Institutional Strengthening		158,204	158,204	43,575	-	201,779
Project Management		15,000	15,000	213,332	-	228,332
Capacity Building	63,000	60,000	123,000	-	-	123,000
Base Cost	63,000	5,403,204	5,466,204	443,507	-	5,909,711

Physical Contingency	3,150	528,663	531,813	22,170	-	553,983
Price Contingency	3,968	360,200	364,168	28,503	-	392,671
Total Project Cost	70,118	6,292,067	6,362,185	494,180	-	6,856,365
Interest During Implementation	-	70,847	70,847	-	-	70,847
Commitment Fees	-	-	-	-	-	-
Total Financing	70,118	6,362,914	6,433,032	494,180	-	6,927,212
Percentage Financing	1.01%	91.85%	92.87%	7.13%	-	100.00%
2023 TOTAL						
Institutional Strengthening		133,334	133,334	-	-	133,334
Project Management				213,335	-	213,335
Base Cost		133,334	133,334	213,335	-	346,669
Physical Contingency		6,666	6,666	1,332	-	7,998
Price Contingency		11,541	11,541	17,696	-	29,237
Total Project Cost		151,541	151,541	232,363	-	383,904
Interest During Implementation		48,310	48,310	-	-	48,310
Commitment Fees		-	-	-	-	-
Total Financing		199,851	199,851	232,363	-	432,214
Percentage Financing	0.00%	46.24%	46.24%	53.76%	-	100.00%
TOTALS						
Project Preparation				359,000	-	359,000
Land				299,387	-	299,387
Infrastructure Works		6,180,000	6,180,000	-	-	6,180,000
Engineering and Construction-related		500,000	500,000	-	-	500,000
Services		1,000,000	1,000,000	250,000	-	1,250,000
Goods		557,050	557,050	101,675	-	658,725
Institutional Strengthening		15,000	15,000	630,000	-	645,000
Project Management		100,000	205,000	-	-	205,000
Capacity Building				-	-	
Base Cost	105,000	8,352,050	8,457,050	1,640,062	-	10,097,112
Physical Contingency	5,250	801,603	806,853	33,084	-	839,937
Price Contingency	5,750	498,839	504,589	86,854	-	591,443
Total Project Cost	116,000	9,652,492	9,768,492	1,760,000	-	11,528,492
Interest During Implementation	-	127,508	127,508	-	-	127,508
Commitment Fees	-	-	-	-	-	-
Total Financing	116,000	9,780,000	9,896,000	1,760,000	-	11,656,000
Percentage Financing	1.00%	83.91%	84.90%	15.10%	-	100.00%

APPENDIX 4.1 ECONOMIC ANALYSIS

GENERAL

ASSUMPTIONS TO THE ECONOMIC ANALYSIS

1. The assumed project life is 20 years
2. For the purpose of this analysis, the benefits and costs of the project are stated in constant 2020 prices in US\$ unless otherwise indicated.
3. Project assets are assumed to be fully depreciated over the expected project life of 20 years.

BENEFITS: QUANTITATIVE 'WITHOUT PROJECT' AND 'WITH PROJECT' DETAILS

4. The economic benefits of the project are assessed based on a comparison of scenarios with and without the project, assuming capital investment in all project components over the project life. The economic benefits of the project are from increased productivity of students entering the workforce after graduating from the institute. For the purpose of this analysis, earnings potential is used as a proxy for productivity of the graduates of the institute, given that the benefits are earnings prospects are captured by society in the form of spillover effects, such as increased investments, consumer spending and taxes.
5. The target beneficiaries of the project are post-secondary students over the age of 16 from the Carnegie School of Economics and similar institutions that will be pursuing the following CVQ level qualifications at the institute on a full-time or part-time basis:
 - CVQ Level 1 – equivalent to a certificate
 - CVQ Level 2 – equivalent to a diploma
 - CVQ Level 3 – equivalent to an associate degree
6. Without the project, it is assumed that these students will earn income that is equivalent to minimum wage or the level of income in existing jobs. With the project, it is assumed that the target beneficiaries will gain the skills required to command income levels in the labour market that are above in the minimum wage and that are commensurate with the aforementioned qualifications.

Enrollment

7. The institute is estimated to be ready for use by January 2023. Therefore, the year 2023 will be the first year of enrollment. The annual breakdown of students to be enrolled at the institute is provided below:
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TABLE 1 NUMBER OF STUDENTS PROJECTED TO BE ENROLLED ANNUALLY UNDER THE PROJECT (FULL-TIME)

Qualification	2023	2024	2025	2026	2027	2028-2040
CVQ Level 1	336	339	342	343	343	343
CVQ Level 2	336	339	342	343	343	343
CVQ Level 3	168	170	171	171	172	172
Total	840	848	856	857	858	858

TABLE 2: NUMBER OF STUDENTS PROJECTED TO BE ENROLLED ANNUALLY UNDER THE PROJECT (PART-TIME)

Qualification	2023	2024	2025	2026	2027	2028-2040
CVQ Level 1	336	339	342	343	343	343
CVQ Level 2	336	339	342	343	343	343
CVQ Level 3	168	170	171	171	172	172
Total	840	848	856	857	858	858

Graduation

8. For the purposes of this analysis, a graduation rate of 50% was assumed for full-time and part-time students.
9. The training periods for the students per level of qualification are outlined below:

TABLE 3 TRAINING PERIODS OF FULL-TIME AND PART-TIME STUDENTS

Qualification	Full-time (years)	Part-time (years)
CVQ Level 1	1	2
CVQ Level 2	1	2
CVQ Level 3	2	4

10. After completing Levels 1 or 2, students are expected to pursue employment (50%) or to pursue qualifications at successive levels (50%). Similarly, those completing Level 3 are expected to work (85%) or to pursue qualifications at the University of Guyana or other tertiary institutions (15%).
11. A breakdown of students projected to graduate from each programme per year is provided below:

TABLE 4: NUMBER OF STUDENTS PROJECTED TO GRADUATE ANNUALLY UNDER THE PROJECT (FULL-TIME)

Qualification	2023	2024	2025	2026	2027	2028-2040
CVQ Level 1	-	129	130	131	132	132
CVQ Level 2	-	129	130	131	132	132
CVQ Level 3	-	-	64	65	66	66
TOTAL		258	325	328	329	329

TABLE 5: NUMBER OF STUDENTS PROJECTED TO GRADUATE ANNUALLY UNDER THE PROJECT (PART-TIME)

Qualification	2023	2024	2025	2026	2027	2028-2040
CVQ Level 1	-	-	129	130	131	132
CVQ Level 2	-	-	129	130	131	132
CVQ Level 3	-	-	-	-	64	65
Total	-	-	258	260	327	328

Employment

12. The earnings potential of the graduates of the institute was derived from budget estimates for the Government of Guyana for the year 2020, as well as other information received from the Government of Guyana. It is anticipated that employees will remain in the work force for an average of 40 years. As such, for the purposes of this analysis, the contribution to society of each graduate of the institute is equivalent to the present value of the lifetime earnings over the 40-year period. The wage differentials between (i) graduates of the institute at each qualification level and (ii) entry-level employees obtaining the minimum wage are presented below:

TABLE 6: ANNUAL EARNINGS POTENTIAL PER GRADUATE (US\$)

Qualification	Projected Wage	Opportunity Cost (Minimum Wage)	Wage Differential
CVQ Level 1	4,222	4,032	190
CVQ Level 2	4,710	4,032	678
CVQ Level 3	5,601	4,032	1,569

13. It is anticipated that graduates of the institute will obtain employment within a year of graduation.
14. It is assumed that some graduates of the institute will not obtain immediate employment. As such, an unemployment rate of 13.9 % was applied to the analysis.
15. Given the possibility of entrepreneurial opportunities within Guyana, it is assumed that approximately 15% of the graduates will become self-employed.

16. Given the possibility of employment opportunities outside of Guyana, a migration of rate of 5% was included in the analysis.

COSTS:

17. The economic costs included the analysis are (i) capital expenditure (ii) recurrent costs (iii) replacement costs and (iv) opportunity costs of time i.e. earnings foregone by students during their periods of study.

Capital Expenditure: Conversion to Economic Costs

18. The financial costs of the project were converted to their economic cost equivalents after excluding price contingencies by applying an overall conversion factor of 0.94 to adjust for price distortions, as follows:

- a) Base conversion factors for the various cost components of the project were calculated, as demonstrated below in Table 1:

TABLE 7: CONVERSION FACTORS FOR COST ADJUSTMENT

Cost Component	Shadow Rate	Standard Conversion Factor (SCF)	Base Factor
Skilled Labour	1.00	0.94	0.94
Unskilled Labour	0.70	0.94	0.66
Local Materials	0.80	0.94	0.75
Foreign Materials	1.00	0.94	0.94
Equipment	1.00	0.94	0.94

- b) The base conversion factors for each cost component were used to calculate the specific conversion factors (SpCFs) for each project component, as shown in Table 2:

TABLE 8: DERIVATION OF SPECIFIC CONVERSION FACTORS

Components	Skilled Labour	Unskilled Labour	Local Materials	Imported Materials	Equipment	SpCF
Base Factor	0.94	0.66	0.75	0.94	0.94	
Project Preparation	n/a	n/a	n/a	n/a	n/a	1.00
Land	n/a	n/a	n/a	n/a	n/a	1.00
Infrastructure Works	30%	10%	15%	15%	30%	0.88
Engineering and Construction-Related Services	95%	5%	0%	0%	0%	0.93
Goods	0%	0%	95%	5%	0%	0.76
Institutional Strengthening	95%	5%	0%	0%	0%	0.93
Capacity Building	95%	5%	0%	0%	0%	0.93

- c) The SpCFs were used to convert financial costs for each project component to economic costs, resulting in an overall conversion factor of 0.88, as outlined in Table 9.

Components	Financial Costs	SpCF	Economic Costs
Project Preparation	376,950	1.00	376,950
Land	329,326	1.00	329,326
Infrastructure Works	6,798,000	0.88	6,006,713
Engineering and Construction-Related Services	550,000	0.93	509,245
Goods	1,375,000	0.76	1,046,925
Institutional Strengthening	693,971	0.93	642,548
Capacity Building	210,000	0.93	194,439
Total Base Cost and Physical Contingency	10,333,247		9,106,145
			0.88

Other Costs

19. Recurring costs were derived from the historical costs of maintenance of furniture and equipment at other technical institutions in Guyana.
20. Replacement costs were estimated at 5% of capital costs of furniture and equipment, every five years over the project life.
21. A residual value was estimated at 20% of the initial value over the 20-year life of the project.

ECONOMIC RATE OF RETURN CALCULATION

22. The economic rate of return (ERR) calculation is presented at Table 10.

YEARS	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
COMPARISON OF WITH AND WITHOUT PROJECT SCENARIOS										
Capital Expenditure	(3,547,376)	(5,435,394)	(123,375)	0	0	0	0	0	0	0
Recurring Costs				(112,045)	(112,045)	(112,045)	(112,045)	(112,045)	(112,045)	(112,045)
Replacement Costs						(18,337)	(50,413)			
Opportunity Costs	0	0	(5,828,736)	(5,884,281)	(5,943,297)	(5,949,251)	(5,955,282)	(5,955,282)	(5,955,282)	(5,955,282)
Earnings Potential	0	0	0	0	546,936	2,190,778	3,850,561	6,016,458	8,188,749	10,367,175
Residual Value	0	0	0	0	0	0	0	0	0	0
NET BENEFITS (COSTS)	(3,547,376)	(5,435,394)	(5,952,111)	(5,996,326)	(5,508,407)	(3,888,856)	(2,267,179)	(50,869)	2,121,421	4,299,848
COMPARISON OF WITH AND WITHOUT PROJECT SCENARIOS										
Capital Expenditure	0	0	0	0	0	0	0	0	0	0
Recurring Costs	(112,045)	(112,045)	(112,045)	(112,045)	(112,045)	(112,045)	(112,045)	(112,045)	(112,045)	(112,045)
Replacement Costs	(18,337)	(50,413)	0	0	0	(18,337)	(50,413)	0	0	0
Opportunity Costs	(5,955,282)	(5,955,282)	(5,955,282)	(5,955,282)	(5,955,282)	(5,955,282)	(5,955,282)	(5,955,282)	(5,955,282)	(5,955,282)
Earnings Potential	12,546,107	14,725,551	16,904,995	19,084,438	21,263,882	23,443,326	25,622,769	27,802,213	29,981,657	32,161,100
Residual Value	0	0	0	0	0	0	0	0	0	1,963,926
NET BENEFITS (COSTS)	6,460,443	8,607,811	10,837,667	13,017,111	15,196,554	17,357,661	19,505,029	21,734,885	23,914,329	28,057,698
ECONOMIC RATE OF RETURN	15%									
NET PRESENT VALUE	29,352,054									

APPENDIX 4.2: GENDER ACTION PLAN

Activities	Indicators/Targets	Responsibility	Timeframe
Cross-cutting Strategies integrated in project cycle			
Host consultations with men and women, vulnerable groups, and indigenous populations as a project component during preparation, implementation, and completion.	Consultations held with men and women and other vulnerable groups throughout the project. <i>Target for participation- 30% female, 30% youth and 5%PWDs and 50% female facilitators.</i>	MOE, CDB, Consultants	Ongoing
Integrate stakeholder inputs into the design, implementation, and M&E of the project.	The needs of stakeholders are reflected within the project.	MOE, CDB, Consultants	Ongoing
Collect disaggregated data by sex for gender monitoring across all relevant project components.	Project M&E includes GAP indicators Disaggregated data is collected, analysed, and integrated across all relevant project components.	MOE, CDB, Consultants	Ongoing
Measure social and gender impacts through the monitoring of enrolment and certification rates, labour force participation rate in non-traditional fields in tourism sector as part of the project.	Monitor enrollment, certification, Job participation rate in non-traditional fields disaggregated by skill area, sex, age, disabilities, poverty status and region of residence.	MOE	Ongoing
GAP performance is included in all project reviews and reporting requirements.	GAP implementation included within all project reporting frameworks.	MOE, CDB, Consultants	Ongoing
Output 1: HTTI constructed and teaching/learning spaces and laboratories outfitted.			
Gender-sensitive and socially inclusive design and construction of infrastructure.	Classrooms and educational support facilities built to code and gender-responsive optimum standards. (Yes/No)	MOE, Consultants, Contractors.	Q1 2021
	Community members employed during the construction phase of the Project (disaggregated by sex) <i>Target for participation- 30% female, 5%PWDs</i>		

Activities	Indicators	Responsibility	Timeframe
<p>Promote employment opportunities and safe and inclusive working conditions in contractors' duties and responsibilities through the supervision of construction services.</p> <p>Encourage contractors to prioritize the use of local materials and the employment of local workers within project communities and to maximize use of women and other vulnerable populations in labor-based work.</p>	<p>Supervision of safe conditions during construction for both male and female workers and Orientation sessions on labor standards/ equal wages/awareness on STI (incl. HIV).</p> <p>prevention, human trafficking, sexual harassment, exploitation, and gender-based violence.</p> <p>Recruitment of skilled and unskilled labour of men and women from project community encouraged as far as possible and register of persons with the relevant skills at the community level developed. Key Vulnerable Actors: women, youth, and PWDs.</p> <p>Equal pay for men and women for work of equal type</p>	<p>MOE, Consultants,</p>	<p>Q1 2021</p>
<p>Promote inclusivity through the provision of childcare services for men and women.</p>	<p>Childcare facility constructed with breast-feeding stations for lactating women and childcare services.</p> <p>Equal pay for men and women for work of equal type</p>	<p>MOE, CDB</p>	<p>TBD</p>
<p>Output 2: Gender-responsive and inclusive Institutional Strengthening Component completed.</p>			
<p>Provide recommendations for the development and delivery of an improved strategic plan along with gender, culturally sensitive curricula, learning tools and SEN policies free from gender bias and does not reinforce stereotypes.</p>	<p>Curriculum/Programme offerings for HTTI reviewed and revised to address and meet the needs of industry (Yes/No)</p> <p>HTTI strategic plan completed. (Yes/No)</p> <p>HTTI coordination and governance system reviewed.</p>	<p>MOE, Consultant,</p>	<p>Q2 2021</p>

<p>Promote the integration of guidelines for sexual and workplace harassment prevention (including reporting and grievance redress mechanism), and gender-based violence prevention tips and resource information in facility and staff manual and students' handbook.</p>	<p>Student handbook and faculty and Staff Manual completed. (Yes/No)</p>	<p>MOE, Consultant,</p>	<p>Q2 2021</p>
<p>Adopt provisions for prevention of gender-based violence and other social and gender issues within the updated HFLE framework and integrate into HTTI procedures.</p>	<p>A gender responsive updated HFLE framework adopted.</p>	<p>MOE, Ministry of Social Development, Bureau of Gender Affairs</p>	<p>Q2 2021</p>
<p>Promote women's and men's participation in non-traditional occupations and courses of study and women's leadership through the project's public Education Campaign.</p>	<p>HTTI socially inclusive, gender responsive and culturally appropriate strategic marketing framework and action plan developed.</p>	<p>MOE, Consultant</p>	<p>Q2 2021</p>
<p>Output 3: Gender-responsive and inclusive Institutional Strengthening Component completed.</p>			
<p>Train HTTI/CSHE faculty and staff in specialized areas, including online/remote instruction and in mitigating gender-biased curricula and societal perceptions about women's and men's engagement in non-traditional fields.</p>	<p>HTTI/CSHE Faculty and staff trained in specialised areas, including online/remote instruction, inclusive pedagogy and in mitigating gender-biased curricula</p>	<p>MOE, Consultant</p>	<p>Q2 2021</p>
<p>All faculty and staff have undergone gender orientation and understand gender issues.</p>	<p>HTTI/CSHE leaders trained in supervising TVET programming and managing a modern 21st Century Hospitality Institute</p>	<p></p>	<p></p>
<p></p>	<p>HTTI, CSHE, CTVET and MOE officials trained in Business Continuity and Disaster Management</p>	<p></p>	<p></p>

APPENDIX 4.3 GENDER MARKER ANALYSIS

Project Cycle Stage	Criteria				Score
Analysis 1	Consultations with relevant categories of males and females and relevant gender-related public/ private sector organisations and Non-Governmental/ Community-Based Organisations will take / have taken place				Yes
Analysis 2	Socioeconomic, Sector and/or Institutional analysis considers gender risks and/or gender disparities that impact the achievement of project outcomes.				Yes
Design 1	Project interventions / policies address existing gender disparities.				Yes
Design 2	Project objective / outcome includes the enhancement of gender equality or the design of gender-responsive policies or guidelines.				Yes
Implementation 1	Implementation arrangements include either: Capacity building initiatives to enhance gender mainstreaming of the executing and/or implementing agency. Or Active participation of representatives of gender-relevant stakeholders in project execution.				Yes
Implementation 2	Terms of Reference of consultancy/project coordinating unit/project management unit includes responsibilities and resources, including budgets for gender mainstreaming.				No
Monitoring and Evaluation 1	Sex-disaggregated data included in the baselines, indicators, and targets of the RMF. Or Collection of sex-disaggregated data is part of the project.				Yes
Monitoring and Evaluation 2	At least one gender-specific indicator at the outcome and/or output level in the RMF or included in tranche releases of PBLs.				Yes
Analysis	Design	Implementation	Monitoring & Evaluation	Score	Code
1.0	1.0	0.5	1.0	3.5	Gender Mainstreamed (GM)

APPENDIX 6.1 PROJECT MANAGEMENT DUTIES AND RESPONSIBILITIES

1. The duties and responsibilities of the Project Steering Committee and the various officers of the Project Coordinating Unit are as follows:

Project Steering Committee

2. The PSC, comprising representative from each of MOE, MOF, PCU, CTVET; MOL; Ministry of Tourism; Tourism and Hospitality Association of Guyana; Carnegie School of Home Economics; University of Guyana; Ministry of Indigenous Affairs; Department of Gender Affairs and the National Commission on Disability shall be established to provide policy direction for the Project. The PSC shall have overall responsibility for the coordination and guidance of the programme and its Chairperson will be the PS, MOE. The Chief Education Officer (CEO) will assume responsibilities in the absence of the PS. Each organisation represented on the PSC will be required to nominate its representative and an alternate. Other persons may be invited to participate in PSC meetings based on the subject matter being addressed. These special invitees will, however, not be authorised to vote.

3. The PSC shall, *inter alia*:

- (a) provide overall operational guidance for programme implementation to ensure that the programme meets its objectives, in line with GOGY policy;
- (b) approve the Annual Work Programme and Budget submitted by the PC;
- (c) approve all implementation and financial reports required by the respective loan agreements prior to their submission to the MOE/MOF and CDB;
- (d) provide assistance and guidance to the PCU in handling implementation and coordination problems brought to its attention; and
- (e) monitor the efficiency and effectiveness of the resource allocation requirements for the programme.

4. The PSC will meet at least quarterly, and more often if required. The PC may request additional meetings when faced with extraordinary situations. The Chairperson shall convene PSC meetings.

5. The ISSC may co-opt other technical officers to participate in/lead the activities outlined. Members shall also be invited to attend PSC meetings and provide advice on other issues relating to the implementation of the institutional strengthening and capacity building components that may arise.

Project Coordinator

6. The responsibilities of the PC include, but are not limited to:

- (a) monitoring the implementation of all components of the programme and informing the PSC and CDB of any events likely to impact negatively on implementation;
- (b) advertising and assisting in the selection of the Consultants and coordinating and monitoring the work of each consultant engaged;
- (c) coordinating and processing all activities under the project, monitoring the progress of consultancies, and ensuring that end-of-activity reports are submitted and commented on in a timely manner;
- (d) overseeing the work of the POE, POCWs, AO and PO;
- (e) overseeing all contracts for services and goods under the programme, delegating where appropriate to the POE or POCE and other implementation team staff;
- (f) executing procurement in accordance with CDB's Loan and Grant Agreements;
- (g) representing GOGY in dealings with the consultants;
- (h) providing cost control and keeping separate accounts for programme-related expenditures and disbursement activities;
- (i) preparing and submitting to CDB claims for disbursement or reimbursement;
- (j) liaising with CDB on all technical and administrative aspects of the programme;
- (k) serving as secretary to PSC and attending PSC meetings on at least a quarterly basis;
- (l) supervising the staff;
- (m) ensuring the incorporation of social and gender analysis and responsiveness at appropriate stages of the project's output including, inter alia, attention to the needs of males and females, persons with special education needs, and indigenous persons;
- (n) monitoring the implementation of the Environmental and Social Management Plan (ESMP) inclusive of gender sensitisation training for contractors and construction workers;
- (o) developing, implementing, and monitoring of the Project's Stakeholder Participation Plan inclusive of clearly defined Communication Strategies;
- (p) submitting to CDB status reports as listed at Appendix 6.8; and
- (q) undertaking any other duties that may be required.

Project Officer Civil Works

7. The POCW shall be located in PCU and shall report to the PC. He/she shall have responsibility for overseeing the building and civil works component of the programme. It shall be a condition precedent to first disbursement that MOE assign a POCW whose qualifications and experience are acceptable to CDB.

8. The responsibilities of the PE include, but are not limited to:
- (a) supervision of the Supervision consultant, including review of the reports prepared by the consultant and transmittal to the PC;
 - (b) management and administration of the construction contract/s;
 - (c) development of close working relationships with all key participants and stakeholders involved in infrastructure works (including contractors, consultants, government departments, Local Government officials, residents) to assist in effective oversight of the works;
 - (d) assisting the PC in the invitation and evaluation of bids including the preparation of bid reports and recommendation of the award of supply and construction contracts;
 - (e) assisting the PC in management and administration of the procurement process;
 - (f) providing cost control;
 - (g) expediting the submission of claims for infrastructure works to CDB through the PC;
 - (h) keeping accounts on relevant programme-related expenditures and disbursement activities;
 - (i) preparing and submitting to the PC, (within one week after the end of each month), monthly reports on progress of the infrastructure component;
 - (j) participating in and reporting on formal community participation in implementation of the Programme, including discussions at public meetings;
 - (k) preparing and submitting to the PC, a Construction Completion Report within one month after the date of issue by consultants of a Certificate of Practical Completion of each works contract;
 - (l) preparing and submitting to the PC, a Contract Completion Report within one month after the date of issue by consultants of a Certificate of Completion of each works contract; and
 - (m) other related duties as may be assigned by the PC.

9. Prospective candidates must be civil engineers, with a minimum of a bachelor's degree in civil engineering and five years of suitable experience in engineering design and supervision, including building works or project implementation. The qualification and experience of any person subsequently appointed to the position of POCW shall be acceptable to the CDB.

Project Officer Education

10. The POE will be located in the PCU and shall report to the PC. He/she shall have responsibility for coordinating and monitoring all aspects of the implementation of the institutional strengthening and capacity building components of the project. The POE will be supported by administrative staff within the PCU.

11. The responsibilities of the POE include, but are not limited to:

- (a) finalising the TORs for the engagement of consultants to undertake institutional strengthening and capacity building activities;
- (b) finalising technical components of Expression of Interest and Request for Proposals related to the Institutional Strengthening and Capacity Building components of the Project;
- (c) advertising and assisting in the selection of the Consultants for the institutional strengthening and capacity building components of the project;
- (d) coordinating and monitoring the work of each consultant identified at (a) above;
- (e) coordinating and processing all capacity-building activities under the project, monitoring the progress of trainees, and ensuring that end-of-training reports are submitted and commented on in a timely manner;
- (f) coordinating, in conjunction with the procurement officer(s) in the PCU, the procurement of equipment, tools and curriculum resources to support instruction;
- (g) preparing quarterly reports to be submitted to the PCU to keep the PCU formally updated on progress of the institutional strengthening and capacity building components;
- (h) preparing a Project Completion Report for submission to the CDB (through PCU) on the relevant components of the programme within three months of completion of the project; and
- (i) performing any other duties that may be assigned to ensure the success of the project.

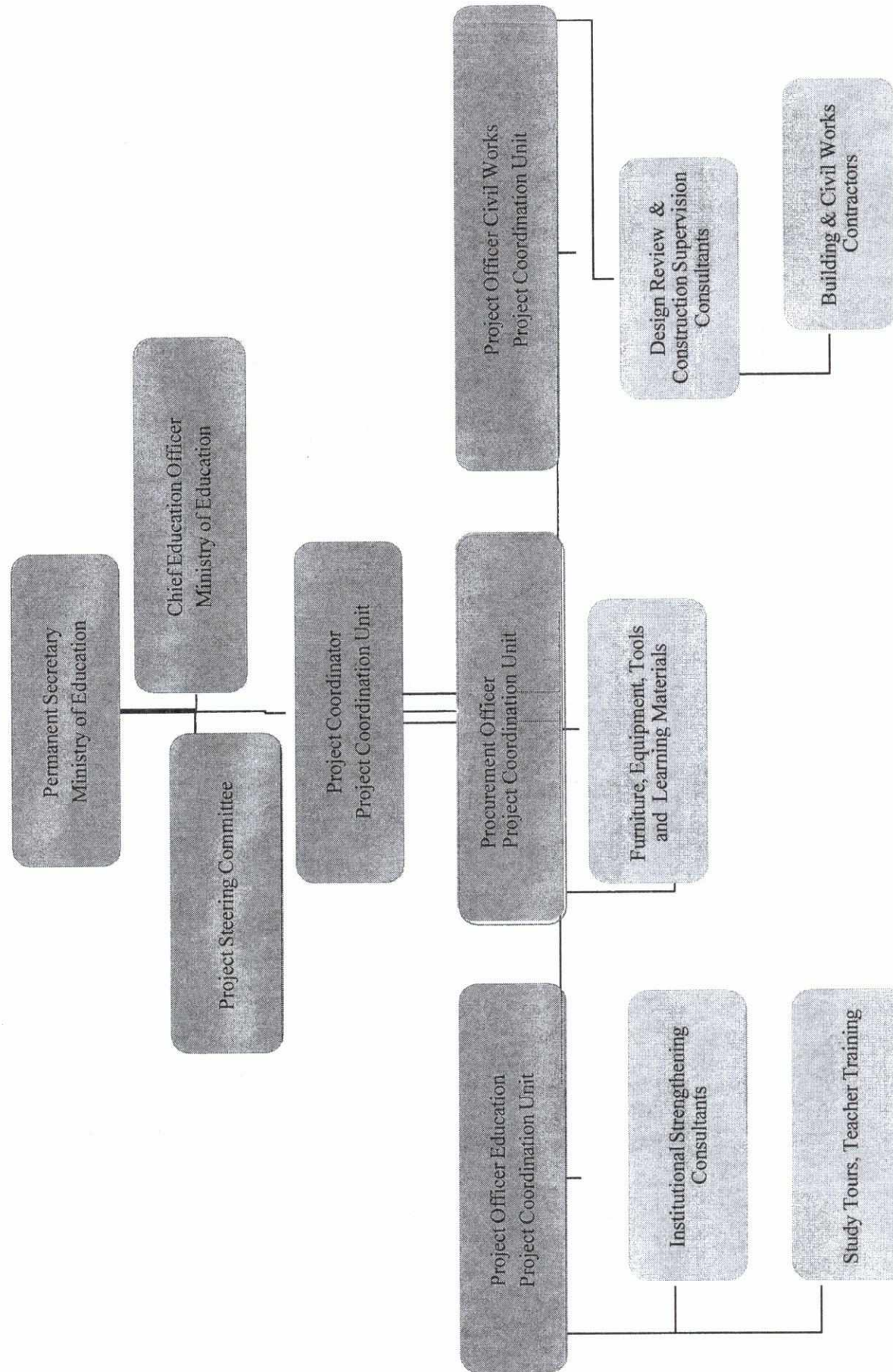
12. Prospective candidates must be trained in education, with a minimum of a bachelor's degree in education, and at least ten years suitable experience in the practice of education. The qualifications and experience of any person subsequently appointed to the position of POE shall be acceptable to the CDB.

Procurement Officer

13. The responsibilities of the Procurement Officer (PO) include, but not limited to:
- (a) preparation and revision as necessary of annual procurement plan;
 - (b) preparation of all procurement documentation in accordance with the requisite standards with the technical input of the POE and POCW;
 - (c) preparation of bidding documents for all procurement related project activities;
 - (d) assisting in the preparation of Evaluation Reports;
 - (e) supervising the installation of all procured resources;
 - (f) preparation of installation reports of all equipment and resources installed;
 - (g) providing support to the POE and POCW in their management of contracts under their direct supervision;
-

- (h) monitoring of the procurement schedule of the project and informing the PC of any events likely to impact negatively on that schedule;
 - (i) attending PSC meetings;
 - (j) facilitating the registration of all equipment and resources procured; and
 - (k) performing any other duties as may be assigned from time to time.
-

APPENDIX 6.2 PROJECT ORGANISATION CHART



PO responsible for all procurement. After award, provides contract management of suppliers and support to POE & POCW.

APPENDIX 6.4 IMPLEMENTATION SUPPORT PLAN

1. The implementation support to be provided will include:
 - (a) reviewing implementation progress and achievement of project outcomes;
 - (b) procurement guidance;
 - (c) addressing implementation issues;
 - (d) monitoring systems to ensure their continued adequacy through monitoring reports, audit reports and field visits;
 - (e) monitoring changes in risks and compliance with legal agreements as needed; and
 - (f) monitoring environmental and social management plans and related activities.

The Implementation Support Plan (ISP) will be reviewed at least once a year to ensure that it continues to meet the implementation support needs of the project. In addition to reviewing implementation progress, the ISP aims at providing technical support to BMC in the achievement of the results.

2. The Plan has been developed based on the risk profile of the project with particular focus on the operational risk (particularly where capacity constraints have been identified), as well as the traditional supervision focus areas of financial management, contract management and procurement.

Strategy and Approach for Implementation Support

3. Supervision of the Project will be undertaken by a Team comprising an Operations Officer (Education), who will be the Supervision Coordinator, an Operations Officer (Engineer) and an Operations Officer (Analyst). The Team will be supported by a Procurement Specialist, Operations Officer (Social Analyst); Operations Officer (Environment)/Disaster Risk Management Specialist, and Legal Counsel as required. Formal supervision and field visits will be undertaken semi-annually.

4. The first formal supervision activity will be PLW. The objective of the PLW is to review the implementation arrangements, train project management staff in the use of CDB's fiduciary management and procurement systems and discuss project supervision issues. PLW is scheduled for the first quarter of 2021. Arrangements for PLW will be finalised after the confirmation by MOE that all project management arrangements are in place, that is, the PC, key supporting staff, and the PSC. Participants at PLW will include key stakeholders of MOF, MOE, MOT, MOIA, MYA, UG, CSHE, PSC members, PC, and other members of the PCU. The training provided during PLW on the Bank's financial management and procurement procedures and guidelines will be augmented during the semi-annual supervision visits and support will be provided on a timely basis to respond to client's needs.

5. During supervision, the Operations Officers (Engineer and Education) will provide support in the finalisation of contract documentation for the procurement of consultancies, goods and works and in advising on evaluation and assessment of bids. The Supervision Coordinator will coordinate CDB's team to ensure that project implementation is consistent with the requirements as specified in the Procurement Plan, Terms and Conditions and other legal documents. The supervision team will prepare annual Project Supervision Reports (PSRs) identifying the status of project implementation and any issue(s) requiring the resolution of management. On the completion of the project, or after 90% of the funds have been disbursed, CDB staff will facilitate an Exit Workshop to assess project results, discuss implementation issues and identify lessons learnt. A draft Project Completion Report (PCR) will be prepared by the Client and discussed during the Exit Workshop. The PCR will be finalised by the CDB supervision team.

TABLE 1: IMPLEMENTATION SUPPORT STAFF SKILLS REQUIREMENTS

Time	Focus	Skills Needed	Resource Estimate
First 12 months	Support with satisfying conditions precedent	Legal Procurement	Supervision Coordinator – 3 Staff Weeks (SW) Legal counsel – 1 SW Procurement Specialist – 1
	Project Launch Workshop	Legal Procurement Project Management Financial Management Technical- Education and Engineering Implementation Issues	Supervision Coordinator – 2 SW Legal Counsel – 1 SW Procurement Specialist – 1 SW Claims Disbursement Officer – 1 SW Operations Officer (Engineer) – 1 SW Operation Officer (Analyst) – 1 SW Administrative Staff – 2 SW
	(a) Monitoring of Project Implementation and Results; (b) Contract management support – finalisation of TORs, review of contract documents, evaluation of reports; (c) Review of monthly and quarterly reports; (d) Preparation of PSR; (e) Claims Processing; and (f) Supervision missions	Education Procurement Financial Management Legal Social	Supervision Coordinator – 4 SW Operations Officer (Engineer) 4SW Operations Officer (Analyst) 4 SW Claims Disbursement Officer – 1 SW Social Analyst – 1 SW Legal Counsel – 0.5 SW
12 – 36 Months	(a) Monitoring of Project Implementation, risks and results; (b) Mid-term Evaluation; (c) Claims review and Disbursement.	Education Financial Management Legal Engineering Social	Supervision Coordinator – 2.5 SW p.a. Operations Officer (Engineer) 2 SW p.a. Operations Officer (Analyst) 2 SW p.a. Claims Disbursement Officer – 3 SW p.a. Social Analyst – 1 SW
	(a) Contract management support – finalisation of TORs, review of contract documents, evaluation of reports; (b) Review of monthly and quarterly reports; (c) Preparation of PSRs; and (d) Supervision missions	Education Procurement Legal Engineering Social	Supervision Coordinator – 4 SW p.a. Legal Counsel – 1 SW p.a. Operations Officer (Engineer) – 3 SW p.a. Operations Officer (Analyst) – 3 SW p.a. Procurement Specialist – 1 SW p.a. Social Analyst – 1 SW p.a.
	Procurement support – prior reviews etc.	Procurement Education	Operations Officer (Engineer) – 2 SW p.a. Supervision Coordinator – 6 SW p.a.
	Monitoring of compliance with legal covenants	Education Legal	Supervision Coordinator – 1 SW p.a. Operations Officer (Engineer) – 1 SW p.a. Legal - 0.5 SW p.a.
	Preparation of PSR - annually	Education Engineering Financial Management	Operations Officer (Engineer) – 1 SW p.a. Supervision Coordinator – 1 SW p.a. Operations Officer (Analyst) – 1 SW p.a. Claims Disbursement Officer – 1 SW p.a. Divisional/Management Review - 2
	Preparation of PCR and Exit Workshop	Education Legal Financial Management	Supervision Coordinator- 4 SW Operations Officer (Engineer) – 1 SW Operations Officer (Analyst) –
			Procurement Engineering Social

APPENDIX 6.5 ESTIMATED QUARTERLY DISBURSEMENT SCHEDULE

Year	Quarter	SDF 9	Finance Charges	Total	Cumulative
2021	2021 - Q1	22,889	29	22,918	22,918
	2021 - Q2	136,646	228	136,874	159,792
	2021 - Q3	1,391,736	2,113	1,393,849	1,553,641
	2021 - Q4	1,740,162	5,981	1,746,143	3,299,784
Sub-total		3,291,433	8,351	3,299,784	3,299,784
2022	2022 - Q1	2,291,287	10,984	2,302,271	5,602,055
	2022 - Q2	2,184,283	16,554	2,200,837	7,802,892
	2022 - Q3	978,533	20,497	999,030	8,801,922
	2022 - Q4	871,415	22,812	894,227	9,696,149
Sub-total		6,325,518	70,847	6,396,365	9,696,149
2023	2023 - Q1	75,770	24,030	99,800	9,795,949
	2023 - Q2	75,771	24,280	100,051	9,896,000
Sub-total		151,541	48,310	199,851	9,896,000
Total		9,768,492	127,508	9,896,000	9,896,000

APPENDIX 6.7: PROCUREMENT PLAN

All Estimated Costs Are In USD

A. General

1. Project Information

Country: Guyana
Borrower: Government of Guyana
Project Name: Hospitality and Tourism Training Institute Project
Implementing Agency: Government of Guyana

2. **Bank's Approval Date of the Procurement Plan:** December 10, 2020
3. **This Procurement Plan is valid until:** June 10, 2022
4. **Prior Review Thresholds:** Procurement decision subject to prior review by the Bank.

	Procurement Method	Prior Review Threshold (USD)	Comments
1.	Works – all methods	> 200,000	
2.	Goods & Non-Consultancy Services – all methods	>50,000	
3.	Consulting Services		
	QCBS	> 40,000	
	QBS	>40,000	
	CQS	>20,000	

5. Reference to relevant Procurement Guidelines

- Procurement Policy and Procedures for Projects Financed by CDB (2019)

6. Any Other Special Procurement Arrangements

7. Procurement Waivers

No Procurement Waivers were required as part of this Appraisal

B. Goods Works and Non-Consulting Services

Ref No.	Contract (Description)	Estimated Cost	Procurement/ Selection Method	Prequalification (Yes/No)	Review by Bank (Prior/Post)	Expected Bid-Opening Date
73598-G-12	Equipment	688,000	ICB	Yes	Prior	July 2021
73598-G-13	Furniture	437,000	NCB	No	Prior	September 2021
73598-G-14	Tools/Learning Material	125,000	NCB	No	Prior	April 2022
73598-N-7	Capacity Building	205,000	LB	No	Prior	
73598-W-2	Construction of Hospitality and Tourism Training Institute	6,180,000	ICB	Yes	Prior	May 2021

C. Consulting Services

Ref No.	Assignment (Description)	Estimated Cost	Selection Method	Review by Bank (Prior/Post)	Expected Proposal Submission Date	Comm
73598-C-1	Engineering & Construction Related Services	500,000	QCBS	Prior	October 2020	
73598-C-3	Preparation of Strategic Plan – HTTI and Finalisation of Management System	183,330	QBS	Prior	June 2021	
73598-C-4	Curriculum and Programme Offering Review - HTTI	118,600	QBS	Prior	June 2021	
73598-C-6	Development of a Strategic Marketing Framework - CSHE/HTTI	63,850	CQS	Prior	September 2021	
73598-C-8	Preparation of a Disaster Risk Management (DRM) Plan and Business Continuity Plan	200,000	QBS	Prior	August 2022	

D) Implementing Agency Capacity Building Activities
With time schedule

No.	Expected Outcome/ Activity Description	Estimated Cost (USD'000)	Estimated Duration	Start Date	Comments
1.	Training managers in management & supervision	-	11 wks	April 2022	
2.	Training officers as assessors and verifiers	-	10 wks	August 2021	
3.	Business Continuity & DRM	-	6 wks	October 2022	
4.	Study Tours	-	14 days	November 2021	

--. Summary of Proposed Procurement Arrangement

Project Components / Contracts	CDB ('000)			NBF ('000)			Total Cost ('000)
	ICB	NCB	QBS	QCBS	LB	Counterpart	
Infrastructure Works	6,180	-	-	-	-	-	6,180
Construction of Hospitality and Tourism Training Institute	6,180	-	-	-	-	-	6,180
Engineering and Construction-related Services	-	-	-	500	-	-	500
Engineering & Construction Related Services	-	-	-	500	-	-	500
Goods	550	450	-	-	-	250	1,250
Equipment	550	-	-	-	-	138	688
Furniture	-	350	-	-	-	87	437
Tools/Learning Material	-	100	-	-	-	25	125
Institutional Strengthening	-	-	418	141	-	-	559
Preparation of a Disaster Risk Management (DRM) Plan and Business Continuity Plan	-	-	200	-	-	-	200

Curriculum and Programme Offering Review – HTTI	-	-	119	-	-	-	-	-	119
Preparation of Strategic Plan - HTTI	-	-	100	-	-	-	-	-	100
Review of Management Structure - HTTI	-	-	-	77	-	-	-	-	77
Development of a Strategic Marketing Framework - CSHE/HTTI	-	-	-	64	-	-	-	-	64
Capacity Building	-	-	-	-	-	205	-	-	205
Capacity Building Development	-	-	-	-	-	205	-	-	205
Summary Costs	6,730	450	418	641	205	205	250	8,689	

Goods, Works, and Non-Consultancy Services

- NCB - National Competitive Bidding
- ICB - International Competitive Bidding
- RCB - Regional Competitive Bidding
- LB - Limited Bidding
- DS - Direct Selection
- FA - Force Account
- CP - Commercial Practices
- APA - Alternative Procurement Arrangements
- NBF - Non-Bank Financed
- Other

Consultancy Services:

- QCBS - Quality and Cost-Based Selection
 - QBS - Quality-Based Selection
 - FBS - Fixed Budget Selection
 - LCS - Least-Cost Selection
 - CQS - Consultants' Qualification Selection
 - DS - Direct Selection
 - CP - Commercial Practices
 - APA - Alternative Procurement Arrangements
 - ICS - Individual Consultants Selection
 - NBF - Non-Bank Financed
 - Other (as above)
-

APPENDIX 6.8 RESULTS MONITORING PLAN

Indicator	Baseline	Year 2020	Year 2021	Year 2022	Year 2023	Year 2024	Responsibility for Data Collection
1.1 Male to female student ratio in hospitality and tourism studies (%)							
	Female 88; 10/30/2020				86	84	
	Male 12; 10/30/2020				14	16	
1.2 Number of students enrolled at HTTI annually (#)							
	Male 0; 9/1/2020				148	190	Director, HTTI and Chief Planning Officer
	Female 0; 9/1/2020				1450	1525	
1.3 Students graduating with CVQ Level 2 as a proportion of entries (%)							
	Female 0; 12/31/2020					80	Project Coordinator and Chief Planning Officer, MOE

Indicator	Baseline	Year 2020	Year 2022	Year 2023	Year 2024	Responsibility for Data Collection
Male 1.4 Students graduating with CVQ Level 3 as a proportion of entries (%)	0; 12/31/2020				70	
Female	0; 12/31/2020				-	Project Coordinator and Chief Planning Officer, MOE
Male 1.5 Students enrolled in non-traditional subjects as a proportion of student population (%)	0; 12/31/2020				-	
Male	0; 1/9/2020				2	
Female	0; 1/9/2020				5	
1.6 Number of students with physical disabilities enrolled at HTTI annually (#)						PC, PCU, Chief Planning Officer, MOE and Director, HTTI
Male	0; 1/9/2020				3	
Female	0; 1/9/2020				27	
1.7 Students from indigenous communities enrolled at HTTI as a proportion of student population						
Male	0; 1/9/2020				3	PC, PCU, Deputy Chief Education Officer (TVET) and HTTI Director
Female	0; 1/9/2020				7	

1.8 All Institutional Strengthening recommendations adopted and/or operationalised (Yes/No)	No 31/12/2020					PC, PCU, Deputy Chief Education Officer (TVET) and HTTI Director
1.1 Classrooms and educational support facilities built to code and gender-responsive optimum standards (Yes/No)	No; 10/30/2020	Yes				Project Coordinator and Supervision Consultants
2.1 HTTI Strategic Plan and governance structure Completed (Yes/No)	No; 12/31/2020	Yes				Directors CSHE and HTTI; Chief Planning Officer and Project Coordinator
2.3 Disaster Risk Management and Business Continuity Plans developed (Yes/No)	No; 10/30/2020	Yes				Directors CSHE and HTTI; Chief Planning Officer and Project Coordinator
2.3 Curriculum/Programme offerings for HTTI and CHSE reviewed and updated to address and meet the needs of Industry (Yes/No)	No; 10/30/2020	Yes				Directors CSHE and HTTI; Chief Planning Officer and Project Coordinator
2.4 Student Handbook and Faculty and Staff Manual completed (Yes/No)	No; 12/31/2020	Yes				Directors CSHE and HTTI; Chief Planning Officer and Project Coordinator
3.1 HTTI/CSHE leaders trained in supervising TVET programming and managing a modern 21st Century Hospitality Institute						HTTI Annual Report and Project Progress Report and Consultants Reports
	Male: : 0 31/12/2020				3	
	Female : 0 31/12/2020				7	
3.2 HTTI/CSHE Faculty and staff trained in specialised areas, including online/remote instruction and in mitigating gender-biased curricula (#)						Chief Planning Officer and Project Coordinator

APPENDIX 6.9**REPORTING REQUIREMENTS**

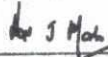
REPORT	TIME OF SUBMISSION TO CDB
1. Monthly Progress Reports on construction sub-project implementation, prepared by PC with the assistance of POCW and including monitoring of the ESMP.	Within two weeks after the end of each calendar month until construction is completed, commencing one month after the start date as defined in the construction contract.
2. Quarterly Report on Implementation Status of the project (including the progress status of each project component), prepared by PC. Quarterly Briefs from the POE and POCW to be submitted to PC will contribute to the completion of this report and should be submitted with the overall report as appendices, along with the minutes of the PSC meetings.	Within six weeks of the end of each quarter; commencing the end of the 1st full quarter following the Project Launch Workshop and continuing until submission of the PCR (Item 14 below).
3. Annual Progress Report detailing achievements in relation to planned activities, budget analysis, disbursement, work plan for the following year, and financial plan. Briefs from the POE and POCW to be submitted to PC will contribute to the completion of this report	Not later than December 31 of each year after the commencement of the project.
4. Quarterly Report on Investment Costs of the programme, prepared by PC.	As per Item 2 above.
5. Annual Report on outcome indicators being monitored, submitted by MOE.	Within two months after the end of each academic year.
6. Audited Annual Financial Reports, prepared by Auditor General Department and including a management report, submitted by PC.	Within 120 days of the end of the financial year.
7. Annual Updates to the Maintenance Plan, prepared and submitted by MOE.	Not later than December 31 of each year commencing after a maximum of one year after the completion and commissioning of the Hospitality and Tourism Training Institute.
8. Updates to the Procurement Plan, submitted by the PC, prepared with the assistance of the POE, POCW and PO.	Annually or as needed always covering the next eighteen (18) month period of project implementation.
9. Bid/Tender Evaluation Reports prepared by PO/PC. Submitted by PC. Reports may be prepared as required by country systems.	Within six weeks of the closing date for the bid/tender packages.
10. Design Consultants' Reports finalised and submitted by PC. To include: <ul style="list-style-type: none"> • Preliminary Design Report. • Detailed Design Report. 	As per TORs.

REPORT	TIME OF SUBMISSION TO CDB
11. DCSC's Reports, finalised and submitted by PC. To include: <ul style="list-style-type: none"> • Preliminary Design Report. • Detailed Design Report. • Bid Evaluation Report. • Monthly Progress Reports. • Infrastructure Completion Report including Initial Maintenance Plan. • Contract Completion Report. 	As per TORs.
12. Consultants' Reports on Enhancing Mechanisms and Capacity activities, submitted by PC.	As per TORs.
12. Annual Education Statistical Digest, including disaggregation of data by: a) students with special education needs by sex and type of disability); b) ethnic group by sex; c) poverty status proxy (social assistance) by sex, and d) region of residence.	By March 31 each year for the previous year.
14. PCR prepared and submitted by PC, in collaboration with POCW, POE and PO.	Within three months after the issue of the Taking- Over Certificate for the final works contract, and completion of the Institutional Strengthening consultancies and supply and installation of furniture and fittings.

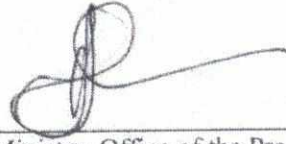
IN WITNESS WHEREOF this Loan Agreement has been executed in two (2) equally valid copies at Wildey, St. Michael, Barbados, on behalf of the Bank, and at Georgetown, Guyana on behalf of the Borrower by their duly authorised representatives and shall be deemed to be in force as of the day and year first hereinabove written.

CARIBBEAN DEVELOPMENT BANK

**GOVERNMENT OF THE CO-OPERATIVE
REPUBLIC OF GUYANA**



Director (Ag.)
Finance and Information Technology Solutions



Senior Minister, Office of the President,
with Responsibility for Finance