BARBADOS WATER AUTHORITY

REQUEST FOR EXPRESSION OF INTEREST

SEAWATER
DESALINATION PLANT

Closing: February 5th, 2016
REQUEST FOR EXPRESSIONS OF INTEREST
PRIVATE PUBLIC PARTNERSHIP (PPP)
CONCESSION TO DESIGN, BUILD, FINANCE, OPERATE AND TRANSFER (DBFOT)

Project Sponsor: The Government of Barbados through the Barbados Water Authority

Project Name: SEAWATER DESALINATION WATER AUGMENTATION PROJECT

Project Status: Project approved by Minister of Agriculture, Food, Fisheries and Water Resource Management

Planned time frame for the Concession:

1) Award First quarter of 2016
2) Construction 2016 to 2017
3) Operation 15 years.

Location: Barbados, on the West Coast and North Eastern part of the Island, in Parishes of St. James, St. Peter or St. Andrew.

Barbados is located at 13°10' north of the equator, and 59°32' west of the Prime Meridian. As the easternmost isle of the Lesser Antilles in the West Indies, Barbados lies 100 kilometres (62 mi) east of the Windward Islands and Caribbean Sea. The island is 34 km long and 23 km wide with a total land area of approximately 432 km².

The population of Barbados, estimated at 280,000 (2010 Population Census data) with a population density of 643 persons per km², is entirely dependent on groundwater resources and has renewable water resources availability of 390 cubic metres per
person per year, making it one of the most water scarce countries in the world. The Water Resources Management and Water Loss Study (WRM&WLS) completed in 1997 estimated the water resources at 59.0 million cubic metres per year. With total annual extraction rates, for all the sectors (domestic, agricultural, commercial etc.), estimated at 49.5 million cubic metres, the study concluded inter alia that the renewable water resources of the island were almost fully exploited. The study also concluded that to reduce the Non-Revenue-Water (NRW) levels to 20%, at that time, would cost in excess of BDS $200M. With an estimated 500,000 visitors per year to the island, further demands are created on Barbados’ scarce water resources.

The projected impacts of climate change on water resources are expected to result in further reduction in available freshwater resources due to an increase in frequency of droughts, reduction in rainfall and increase in temperature. Furthermore, sea-level rise may impact the low lying coastal groundwater aquifers. As part of the country’s mitigation measures it is deemed necessary to augment the existing freshwater resources as well as provide reserve capacity to meet future water demands and short falls in supply by building two (2) desalination plants.

The volumetric capacity of each desalination plant will be in the order of 30,000 cubic meters per day. The project will include feed water wells, a desalination plant, effluent disposal wells, buildings, chlorination system, potable water reservoir, and various mechanical components including electric drives, pumps and manifolds to distribution systems. The product water has to meet the World Health Organization’s Drinking
Water Guidelines which have been adopted as the applicable Drinking Water Standards for Barbados.

At this time the BWA has determined that it wishes to enter into a public private partnership (PPP) contract(s) for the design, build, financing and operation (DBFO) of the desalination plants. The BWA will develop the transactional framework for this concession as well as a performance based request for proposal.

The objective of this paper is to solicit expressions of interest from financially and technically competent private entities who wish to be put on the short list for the request for proposal. The request for proposal will to be put out for tender in January 2016.

**Closing Date for this EOI: February 5, 2016 at 1600 hours Eastern Standard Time (EST); (UTC-4)**

**Inquiries:**

Please direct all comments, questions and correspondence to:
Dr. Bwalya John Mwansa
General Manager (ag)
Barbados Water Authority
Pine Commercial Estate
Pine
St. Michael
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Email: john.mwansa@bwa.bb
Mr. Charles Marville,
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Pine
St. Michael
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Email: charles.marville@bwa.bb
Request for Expressions of Interest (EOI)

1.0 Country Description.
2.0 Barbados Water Authority.
3.0 The Project Opportunity.
4.0 Expression of Interest Goals and Requirements.
5.0 Closing Period.

Application Format

6.0 Form 1: General Information.
7.0 Form 2: Quality Management System.
8.0 Form 3: Annual Revenue and Net Income, 5 Year Summary.
9.0 Form 4: Summary of Directly Applicable Experience.
10.0 Form 5: Details of Contracts of a Similar Nature and Complexity.
11.0 Form 6: Summary of Personnel Capabilities.
12.0 Form 7: Curriculum Vita of Senior Personnel.
13.0 Corporate Description and Related Information.
14.0 Audited Financial Statements.
15.0 Incorporation Documents
16.0 Safety Certificates and Program Information
17.0 Endnotes.
1.0 COUNTRY DESCRIPTION

Barbados is a parliamentary democracy established as an independent state on the 30th November, 1966 by way of the Barbados Independence Order 1966 and associated Constitution. Barbados had a limited form of self government as a British colony since 1639. Even though a relatively new state, Barbados is considered to be the "most stable parliamentary democracy in the Commonwealth Caribbean."i

A recent report by the Inter-American Development Bank reviewed the quality of modern institutions in terms of governance and economic freedoms and concluded that Barbados is a “strong performer worldwide in terms of governance”ii and, on the basis of a composite economic freedom index, ranks “above the average for emerging market economies.”iii In addition, Barbados is a founding member of the Caribbean Community (CARICOM) and served as the first Chair of the Caribbean Shared Market Economy (CSME), an integrated regional economy in which member states pursue both national and regional initiatives to stimulate equitable, sustainable development.iv

Barbados has a long tradition of political stability and respect for the rule of law, strong performance with respect to property rights and regulatory consistency, and has been playing a leading role as a regional leader.

There is currently very limited private sector investment and involvement in water utility infrastructure development. The Barbados Water Authority (BWA) and Government of Barbados (GOB) have however decided to explore the area of private public partnerships (PPP) as a way
to further improve the level of infrastructure in the country in a cost effective and efficient manner. As such the Barbados Water Authority, a statutory corporation, is seeking expressions of interest from qualified parties to develop a sustainable concession for a seawater water augmentation desalination facility.

Within the Caribbean region, Barbados has a stable macro economic environment and a sound social development policy record. It is now regarded as an upper middle-income developing country by the World Bank (ECLAC 2001). While Barbados has limited natural resources, it has achieved an impressive level of sustained economic and social progress through careful planning and democratic governance. The economy has been transformed from monoculture agriculture to a service-oriented economy based on tourism and financial services with some manufacturing. This development occurred by emphasizing human resource development and social infrastructure (Greenaway 2003).

Social sector maintenance and improvement in Barbados depends on accessibility, availability, and, ultimately, the affordability of its key resources. While water supply and sanitation are essential for the well-being of any country’s population, water resources are a scarce resource in Barbados. Thus, drinking supplies for its growing population must be protected and improved. The following subsections comprise an analysis of relevant social, demand, historical, economic, financial, geographic, environmental, and other considerations for this project.

Barbados, with an estimated total population of 280,000, has the demographic profile of a developed country. The capital and commercial
centre of Barbados is Bridgetown, with a metropolitan population of approximately 97,000. English is the main spoken language, and education is compulsory from ages 5–16. The Barbadian population also enjoys universal access to safe drinking water. By 2006, 100% of the population had access to basic services that include water and sanitation (IADB 2006).

**Demand for Service**

Barbados has a water resource allocation of about 390 m$^3$ per capita per year. It has been designated by the United Nations as a “water scarce” country. It is one of 15 countries (most others are in the Middle East) which annually consume close to or more than 100% of their total renewable water resources (FAO 2006). Barbados fresh ground water resources are currently being supplemented by desalinated water from the Spring Garden Reverse Osmosis Desalination plant through a PPP arrangement.
Various users are reliant on limited fresh water supplies. The four key user groups include:

- Domestic users who demand water for personal use, including drinking, cleaning, food preparation and other standard of living dependent requirements.
- Tourism industry, with hotels and resorts that depend on adequate supplies of potable water for guests and recreational activities.
- Farmers who are dependent on seasonal requirements for irrigation.
- Industrial users, including factories, hospitals, and schools.

With an annual rainfall of around 1.5m the groundwater aquifer can yield approximately 136,000 m$^3$/day of potable water.

Water usage has steadily increased: from about 38 litres/day/person (10 US gallons) for Barbadian residents in 1978, to 235 litres/day/person (62 US gallons) for residents and 678 litres/day/person (179 US gallons) for hotel guests in 2004 (Drosdoff 2004). These figures represent a 10-fold (residents) and 18-fold (tourists) increase in water consumption in a quarter century. During 1998-2003, Barbados had an average annual increase in drinking water demand of 1.5% (Oderson and Singh 2003). Annual water withdrawals in the agriculture sector in 1996 was estimated at 19 million m$^3$ (not including golf course irrigation at 0.9 million m$^3$), or 24% of total water use, whereas the domestic, municipal and industrial sector accounted for 26 million m$^3$, or 32% (FAO 2000).
Adding to the consumption increase and water scarcity problems, about 39 million m$^3$ (or 49%) of water consumption is classified as “unaccounted for” through leakages “from aging pipes and other defective equipment, or through unmetered consumption [i.e., illegal connections]” (Drosdoff 2004). It is hoped that leakage detection, leakage repair, mains replacement, and universal metering will reduce preventable water losses. The government has also estimated that it can recover up to 5 million gallons (18,927 m$^3$) daily of wastewater for non-potable uses (Drosdoff 2004). Still, there is relatively little wastewater re-use at present for irrigation (FAO 2000), and a small percentage of irrigators use potable water. Some hotels treat their wastewater and re-use it for irrigating lawns and gardens, and several have implemented water saving measures (USAID 2000). Some private homes run part of their wastewater to fruit trees or small banana patches in the backyard. These water demand estimates suggest that consumption will soon outstrip supply.

Locally prepared Standards or Guidelines for the water industry in Barbados have yet to be formally adopted (UN 2004).\textsuperscript{v} However, various international guidelines and standards are utilized on a voluntary basis as needed. In 2006, the Environmental Protection Department (EPD) of the Ministry of Environment and Drainage was charged with the responsibility to develop certain environmental standards, including water and waste-water standards. Draft water re-use standards are contained in draft Water Reuse Act prepared in 2006 and other standards are contained in the Marine Pollution Act, both of which fall under the purview of the EPD. All drinking water is treated by chlorine gas disinfection (UN 2004). Some environmentally sound technologies
(ESTs) (devices etc) are available in Barbados and upon serious discussion; specific incentives and economic instruments have been applied to encourage consumption. These EST “best practices” include water saving devices which were provided free to paid-up domestic consumers of the BWA and consumer tax rebates for installing rainwater harvesting storage tanks (UN 2004).

The standards utilized for potable water used by the BWA are that the target blended water nitrate levels (in the distribution system) are less than 8 mg/l (as N). Additional standards include contact time with chlorination to effectively kill bacteria. This indicates a contact time of at least 30 minutes.

An estimated 96% of the population receives piped water directly to their homes, while the remaining population has access from public sources (UN 2004). The pricing policy (Block tariff structure) is intended to ensure that the basic needs of the poor are met at minimal cost and encourage water conservation. The Social Welfare Department currently covers the cost of water bills for the indigent and aged poor (UN 2004).
2.0 BARBADOS WATER AUTHORITY

Two (2) main statutes establish the legal framework for the Project, the Underground Water Control Act (UWC Act) and Barbados Water Authority Act (BWA Act). These Acts establish the government’s management rights in respect of underground and surface waters and the public responsibility for potable and other water supplies, systems and quality. The Minister of Agriculture, Food, Fisheries and Water Resource Management is responsible for administration of these Acts, with functional and operational authority delegated to a special operating agency, the Barbados Water Authority (“Authority”).

In addition to the responsibility to manage, develop, monitor, regulate and deliver water supply, the Authority has a firm obligation, unless prevented by drought or unforeseen circumstances beyond the Authority’s control, to provide a supply of potable water for domestic purposes and satisfactory supply for agricultural, industrial and commercial uses.

In terms of operating capabilities, funding for the Authority is essentially raised through the collection of fees for water and sewerage services or borrowed as may be obtained from sources that are approved by the Minister. The government has provided subventions to the Authority based on special needs.

Prior to September 2014, the Authority used to make regulations, with approval of Cabinet, for rates and charges associated with water supply, including any special charges for water supplied for specified purposes.
The Authority, with approval of the Minister, was also authorized to make the regulations to control water works, prescribe water quality standards, set operating standards, ensure clean water supply, and to regulate and control the use of water from any source.

The BWA Act extends the government control and management functions associated with underground waters to Barbadian surface waters.

However, as of September 2014, the Authority has been put under the ambit of an independent regulator, the Fair Trading Commission (FTC) which is responsible for setting any water and wastewater services delivery standards as well as applicable tariffs and charges instead of Cabinet, while the Authority still has responsibility for providing these services and managing, controlling and protecting the island’s water resources in the public’s interest.
3.0 THE PROJECT OPPORTUNITY

The Barbados Water Authority is inviting Expressions of Interest (EOI) from Proponents interested in supplying and constructing the proposed Seawater Desalination Water Augmentation facility through a Design, Build, Finance, Operate and Transfer (DBFOT) private public partnership contract (PPP). This opportunity has been structured to make it attractive to technically and financially competent private participants. The goal of the project is to achieve the required levels of quality and reliability at the lowest cost of service.

The RFP will be structured on a performance basis so that private participant expertise may be fully engaged. The private proponent will assume the design, construction, operating and financing risk and the BWA will assume the commercial risk. The financial structure will include fixed cost and profit payments, flow through of variable costs and shared efficiency incentives.

Energy utilization and efficiency in terms of total life-cycle costs will be included in the cost of service formulation to be utilized in the final ranking of proposals. On site electricity generation considerations would be the responsibility of the private proponent but would be considered on a cost basis comparison to grid supplied power.

Spare output capacity of the plant could be utilized for value added services such as a water bottling plant. The benefit of this water bottling plant would be required to be shared with the BWA in the form of an additional revenue stream or as decreased operational costs.
This physical scope is based on the following BWA concerns and issues:

- Barbados is extracting close to its sustainable limit from its freshwater resources.
- The available brackish water resources have not been fully assessed or modeled to quantify them for their long-term sustainability under normal circumstances and in light of projected climate change impacts on water resources.
- The groundwater aquifers may in future be impacted by seawater intrusion, reduction in groundwater recharge, more frequent droughts due to projected climate change impacts on water resources in the Caribbean.
- The preferred solution is the installation of two (2), 30,000 m³/day seawater desalination plants to augment available conventional freshwater resources.

Adequate land will be acquired and set aside for the project by the BWA on the west coast or in the north eastern parishes of St. James, St. Peter or St Andrew based on the final sites chosen.

**Desalination Plant Process Description**

The project requirements will be defined in detail in the Request for Proposals (RFP) document. The project requirements will be performance based. Alternatives to the project configuration described below that provide results that meet the performance requirements will be considered. Elements included in the consideration include lifecycle cost,
environmental and social impacts as well as integrative potential with macro watershed management issues and policies.

The project scope includes:

1. Conduct of hydrogeological studies to determine the best location of feed water wells and effluent (brine) disposal well(s), design, development of wells and installation of feed water wells pumping equipment and collection manifold,
2. Design, build and operation of desalination plant and relevant appurtenances.
3. Design and construction of water transmission and storage facilities to enable the transmission of product water to existing distribution network.

The scope of the desalination facility is provided below. This description is not meant to be prescriptive. It is provided so that the private proponent may have a better understanding as to the limits of the concession and responsibility as well as the approximate scope of the capital and operational costs.

The desalination facility will include pretreatment, desalination system, post treatment including chlorination, potable water reservoir sized to provide contact time for effective disinfection as per USEPA standards, connection of electrical power supply to the treatment facility, desalination plant’s waste water (including concentrate, backwash water, CIP waste etc.) storage and disposal system, water treatment plant buildings, instrumentation and control systems and any mechanical and electrical systems required for a complete operating facility.
The desalination plant will be designed to treat raw water containing up to 35,000 mg/l of total dissolved solids and achieve a minimum of 95% of dissolved solids removal. The specific well water quality will be provided in the RFP document. The treatment system will be designed considering the ground water wells as “Ground Water Under the Direct Influence of Surface Water” as defined by USEPA. The desalination plant will achieve nitrate concentration of < 3.0 mg/l (as N), in the permeate. The potable water reservoir will have to be sized to achieve the desired contact time (CT) values for 3-log inactivation of Giardia Cysts and 4-log inactivation of viruses by free chlorine as per USEPA SWTR guidelines.

The desalination plant will be designed to produce 30,000 m³/day of permeate, the treated desalinated water will be chlorinated and stored in the potable system reservoir with internal baffling to provide sufficient disinfection contact time before being pumped for distribution.

The desalination plant and all other process equipment including pre-treatment and post-treatment plant redundancy considerations will be the responsibility of the proponent. The allowed standard of capacity availability variance will be provided in the detailed RFP.

All chemicals being used in the treatment process will have to be certified for use in potable water systems. The anti-scalant and micron cartridge filters will have to be NSF certified.
SEAWATER DESALINATION PLANT

The proponents will be required to provide details of water quantity and quality with chemical composition and concentration of each chemical for the waste water generated by the water treatment plant.

**Required Output Standards**

The treated water should have nitrate < 3.0 mg/l (as N). The potable water quality targets are as given in Table 1 below:

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Unit</th>
<th>Target*</th>
<th>WHO Guidelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turbidity</td>
<td>NTU</td>
<td>&lt; 0.1</td>
<td>0.1</td>
</tr>
<tr>
<td>Nitrate</td>
<td>mg/l (as N)</td>
<td>&lt; 8</td>
<td>&lt; 10</td>
</tr>
<tr>
<td>PH</td>
<td></td>
<td>6.5 – 8.5</td>
<td>6.5 – 8.5</td>
</tr>
<tr>
<td>Treated Water Free Chlorine Residual (after 30 min. contact time at pH &lt; 8.0)</td>
<td>mg/l</td>
<td>≥ 0.1</td>
<td>≥ 0.5</td>
</tr>
<tr>
<td>Total Dissolved Solids</td>
<td>mg/l</td>
<td>&lt; 500</td>
<td>500</td>
</tr>
<tr>
<td>Chlorides</td>
<td>mg/l</td>
<td>&lt; 250</td>
<td>250</td>
</tr>
</tbody>
</table>

* The WHO guidelines for nitrate concentration shall be achievable for up to 25-30 mg/l of NO₃ (as N) in the raw water.

To achieve the above water quality target for nitrates and disinfection, the following treatments are necessary:
• Desalination plant of 30,000 m³/day treated water flow designed to remove nitrate levels to below 3.0 mg/l (as N).
• Potable water tanks with chlorination and sufficient contact time for disinfection.

It should be noted that some investigation on raw water quality and aquifer hydrogeology still remains to be done. As such some of the requirements may change in the final RFP.
4.0 EXPRESSION OF INTEREST GOALS AND REQUIREMENTS

Purpose and Eligibility

The purpose of the Request for Expressions of Interest (RFEI) is to solicit interest and to notify competent private proponents of this project. The information gathered in this process will be used to short list interested parties based on a ranking of competency. The methodology of ranking will be based on demonstrated and verifiable technical and financial experience and competence in similar projects.

The project is open to local and international participants. Joint ventures are encouraged.

Receipt of Complete Expression of Interest

Expressions of Interest need to be delivered to the Barbados Water Authority, Pine Commercial Estate, Pine, St. Michael by the end of business 1600 hours Atlantic Standard Time (AST) (UTC-4), January 31st, 2016. They should be addressed as:

EXPRESSSION OF INTEREST (EOI) FOR DESALINATION
Chairman, Audit & Finance Committee
Barbados Water Authority
Pine Commercial Estate
Pine, St. Michael
BARBADOS
Electronic submissions are encouraged. Full receipt of the electronic submission should be verified with Dr. Bwalya John Mwansa. Coordination of the transfer of large files via an ftp site should be coordinated in advance of the closing date with Mr. Pedro Farrell, Manager, Information Systems, at email: pedro.farrell@bwa.bb.

Questions

Questions regarding the facility or the expression of interest should be emailed to Dr. Bwalya John Mwansa. A response will be provided within two (2) working day.

Incurred Costs for Proponents’ Submission

No compensation for preparation or submission costs.

Confidentiality Terms and Conditions

The information provided by the proponents will be dispersed and discussed within the project group including the BWA, Ministry of Agriculture, Food, Fisheries and Water Resource Management and the Government of Barbados. As such it is not possible to ensure that any of the provided information remains confidential. If it is required that specific information remain confidential please contact Dr. Bwalya John Mwansa and preparations will be made and confidentiality agreements and protocols entered into as is possible.
5.0 CLOSING PERIOD

The RFEOI will be followed by a Request for Proposal with an anticipated timeframe of February 2016. It is the goal of this RFEOI to expedite submissions for the RFP in addition to pre-qualifying Proponents to be invited to the RFP process. Your firm/team must fully complete the submission requirements outlined in Sections 6 through 16 to be considered for invitation to the RFP. Any deviation must be explained. Any submission that is not complete or does not present, in the sole opinion of the BWA, a sufficient explanation for the deficiency will be disqualified.

At the same time as the goal of this process is to attract the highest quality proponents, the BWA reserves the right to solicit additional information from a proponent at any time during the process.

Contact Information

Please direct all comments, questions and correspondence to:
Dr. Bwalya John Mwansa
General Manager (ag)
Barbados Water Authority
Pine Commercial Estate.
Pine
St. Michael
Barbados
Phone: 1 (246) 434-4200
Email: john.mwansa@bwa.bb/john.mwansa@gmail.com
Mr. Charles Marville, Manager of Engineering (ag)
Barbados Water Authority
Pine Commercial Estate.
Pine
St. Michael
Barbados
Phone: 1 (246) 434-4200
Email: charles.marville@bwa.bb
6.0 FORM 1: GENERAL INFORMATION

All individual firms and each partner of a joint venture applying for pre-qualification are requested to complete the information in sections 6.0 to 16.0. Please use the format provided where specified.

Where the Applicant proposes to use subcontractors for critical components of the work or for work in excess of 10 percent of the value of the whole works, the following information should also be supplied for the subcontractor(s).

1. Name of Firm(s):
2. Head Office Address:
3. Contact:
4. Telephone and Fax:(   )
5. Year and Place of Incorporation/Registration:
7.0 FORM 2: QUALITY MANAGEMENT SYSTEM

<table>
<thead>
<tr>
<th>Quality Management System / Policy:</th>
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<tbody>
<tr>
<td>Date of Adoption:</td>
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</tr>
<tr>
<td>Accredited Certification Body:</td>
<td>--</td>
</tr>
<tr>
<td>Details:</td>
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8.0  **FORM 3: ANNUAL REVENUE, 5 YEAR SUMMARY**

All individual firms and all partners are requested to complete the information in this form. The information supplied should be the annual revenue of the Applicants (or each member of a joint venture) in terms of the amounts billed to clients for each year of work in progress or completed. Currency should be $US in the year reported.

Use a separate sheet for each partner of a joint venture.

<table>
<thead>
<tr>
<th>Proponent Name:</th>
<th></th>
</tr>
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<tbody>
<tr>
<td><strong>Year</strong></td>
<td><strong>US $ Value</strong></td>
</tr>
<tr>
<td>2010</td>
<td></td>
</tr>
<tr>
<td>2011</td>
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<td>2013</td>
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<tr>
<td>2014</td>
<td></td>
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<tr>
<td>2015 (if available)</td>
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9.0 **FORM 4: SUMMARY OF DIRECTLY APPLICABLE EXPERIENCE**

Please provide your firm's experience for construction and operations and, if possible, specifically identify projects for freshwater, brackish water and saltwater. Include as many relevant projects as applicable.

**Relevant Construction Experience**

<table>
<thead>
<tr>
<th>Project:</th>
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<tbody>
<tr>
<td>Water Type(s):</td>
<td></td>
</tr>
<tr>
<td>Location:</td>
<td></td>
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<tr>
<td>Client:</td>
<td></td>
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<tr>
<td>Contact Name:</td>
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<td>Position:</td>
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<td>Telephone:</td>
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**Relevant Operations Experience**

<table>
<thead>
<tr>
<th>Project:</th>
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<tr>
<td>Water Type(s):</td>
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<td>Email:</td>
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</tbody>
</table>
10.0 FORM 5: DETAILS OF CONTRACTS OF A SIMILAR NATURE AND COMPLEXITY

Name of Applicant:

1. Name of Contract:

2. Location:

3. Name of Owner:

4. Owner’s Address:

5. Nature of works, scope or special features relevant to the Belle RO project.

6. Contract Role (check one):
   - Sole Contractor
   - Management Contractor
   - Subcontractor
   - Partner in a Joint Venture (Association)

7. Value of the total contract/sub-consultant partner share (in specified currencies at completion, or at date of award for current consultancies)
   Currency:

8. Date of Award:

9. Date of Completion:
11.0 FORM 6: SUMMARY OF PERSONNEL CAPABILITIES

Applications should provide the names of senior personnel to be utilized on the project for each construction and operations.

Name of Prime Candidate:

Position:

Professional Qualifications:

Years with Present Employer:

Percent of Time Available to this Project:

Telephone:

Fax:

Email:
12.0  FORM 7: CIRRICULUM VITA OF SENIOR PERSONNEL
13.0 CORPORATE DESCRIPTION AND RELATED INFORMATION
14.0  AUDITED FINANCIAL STATEMENTS (2013 AND 2014)
15.0 INCORPORATION DOCUMENTS
SEAWATER DESALINATION PLANT

16.0 SAFETY CERTIFICATES AND PROGRAM INFORMATION
17.0 ENDNOTES


iii IADB *Barbados* at p. 12; see also Table I-4. “Index of Economic Freedom Components” at p. 13, Source: Miles, Feulner, and O’Grady (2005).


v These include World Health Organization (WHO) Drinking Water Guidelines, USEPA Regulations of Standards, British Water Industry Standards, and the American Water Works Association Standards and Codes of Practice.