

WORKING GROUP TERMS OF REFERENCE

Major Structural Repair & Refurbishment Programme

This mandate establishes a Working Group of volunteer owners to assist the President and the Community Administration in analysing options and preparing recommendations relating to anticipated large-scale structural and infrastructure repair works affecting multiple residential buildings within the community, some of which are now deemed urgent.

The Working Group operates in an advisory capacity and has no executive authority. Formal decisions remain the responsibility of the President, the Community Administrator and ultimately the Owners' Assembly in accordance with the Ley de Propiedad Horizontal.

The purpose of the Working Group is to ensure the community benefits from structured owner participation in analysing financing options, evaluating construction proposals and supporting the preparation of informed recommendations.

Governance Structure

The President retains overall leadership and final decision-making. He may attend Working Group meetings, request updates, or modify the scope of work if necessary in order to ensure alignment with the interests of the Community. For example: Owner risk & impact considerations; & the AFO process to regularise 3 buildings.

All recommendations developed by the Working Group will ultimately be reported to the President.

Advisory Group

The Advisory Group comprising of those already engaged in the Project provides professional expertise, institutional knowledge and technical expertise to guide the work of the Working Groups.

The Advisory Group will review findings, clarify technical matters, and assist in interpreting financial or construction documentation.

The Advisory Group is divided into two functional areas:

Technical Advisory

- Victor Porras – Site Manager
- Francisco Manuel López Chacón – Senior Technical Architect

Finance and Legal Advisory

- Adenjo – Community Administrator
- Gerry Burke – Community Vice President (Finance)

Working Groups

1) Project Finance Working Group

Responsible for analysing financing options and evaluating possible funding structures for the project.

Lead

- Rania Moumni – Mezquita

Members

- Angelique Flag - Giralda
- Omar El Figuigui – Triana
- Per Nyberg Bergfors – Mezquita

Responsibilities include:

- evaluating potential bank financing options
- reviewing loan structures and repayment scenarios
- evaluating loan securitisation requirements
- assessing potential financial & securitisation impact on owners
- preparing comparative financing scenarios
- evaluate repayment scenarios for owners opting out of a bank loan
- assess the impact of long term debtors on the funding dynamics

Key Deliverables

A report outlining available financing options and financial scenarios

2) Construction Evaluation Working Group

Responsible for reviewing technical documentation and assisting with the evaluation of construction bids.

Lead

- Ghada Al Naimi – Giralda

Members

- Anders Tibor Rupp – Alhambra
- Maan Niman Alyan – Mezquita

- Jan Schilder – Doñana

Responsibilities include:

- reviewing technical project documentation
- assisting with the identification of qualified contractors including up to two additional to those already presented at the EGM
- supporting the ‘request for proposals’ process
- reviewing contractor build proposals
- identifying & reconciling major differences in scope, price or schedule
- identify key project risks and considerations based on the information reviewed

Key Deliverables

- *A comparative evaluation of contractor bids and technical proposals*
- *A summary of key project risks and considerations*

Working Group Communications Coordinator

- Ilan Sluis – Doñana

The role of the Coordinator is to facilitate the smooth flow of information between the two Working Groups, the Advisory Group and the President.

The Coordinator’s responsibilities include:

- helping to coordinate Zoom & in-person meetings between the parties
- supporting coordination of information requests
- establishing a document repository for shared documentation
- helping ensure transparency of information flow

Requests for Information

Requests for major data, clarification or technical information should normally originate from the relevant Working Group Lead.

Where appropriate, these requests may be coordinated with the assistance of the Working Group Coordinator.

Requests may be directed to:

- members of the Advisory Group

- architects or technical consultants
- banks or financial institutions
- construction companies participating in the tender process

To ensure transparency and good coordination, the President and Advisory Group should be informed **not less than 48 hours in advance** before the commencement of any formal communication or engagement with external parties. Once communication is established the Group Lead should ensure that discussions are **minuted**.

Document Management

A central digital document repository to be established by the Coordinator to store project documentation in one place.

Typical folders may include:

- technical project documentation
- contractor tender documentation
- contractor proposals
- financial proposals from banks
- Working Group reports
- meeting notes and summaries

Access will be structured to allow Working Group members appropriate access while maintaining confidentiality of any sensitive material.

All project-related documentation should be stored in this central repository to ensure transparency and avoid fragmentation of information.

Meetings and Status Updates

To recognise that each sub-group might wish to know what is happening in the other group, a bi-weekly Zoom meeting will be organised by the Coordinator.

Each Working Group may organise internal meetings as required.

Brief status updates may be prepared weekly & shared with the President & Advisory Group outlining:

- work completed
- key findings or issues
- requests for additional information

- next planned steps

Confidentiality

Certain information involved in the project may be commercially sensitive, including:

- contractor pricing
- financial proposals from banks
- technical reports
- legal or engineering advice

Such information should be treated as confidential and shared only within the Working Groups, Advisory Group, President and Administrator unless otherwise authorised.

Working Approach

Members are expected to collaborate constructively, share relevant information and maintain clear communication through the agreed structure.

The objective of the initiative is to assist the Community in reaching well-informed decisions regarding the future repair and maintenance of the buildings.

Issued on behalf of the Community,

John Riley

President SdA

March 2026.