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BARBADOS

PROGRAM TO STRENGTHEN THE CAPACITY OF THE GOVERNMENT OF BARBADOS TO MANAGE FOR RESULTS

(BA-T1003)

PLAN OF OPERATIONS

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BASIC SOCIOECONOMIC DATA

For basic socioeconomic data, including public debt information, please refer to the following address:

<http://www.iadb.org/RES/index.cfm?fuseaction=externallinks.countrydata>

INFORMATION AVAILABLE IN THE FILES OF RE3/SC3

PREPARATION:

CARICOM, *Country Procurement Assessment Report*. Barbados, May 2004.

International Monetary Fund, *Barbados: Financial System Stability Assessment*, Washington D.C., January 2003.

International Monetary Fund, *Barbados 2004 Article IV Consultation*, Washington D.C., May 2004.

Office of Public Sector Reform. Case Study *Public Sector Reform, the Barbados Experience*. Mimeo: Public Sector Reform Unit, 2006.

Rafael de la Cruz, *Barbados: Briefing on National Planning, Fiscal, Financial, Information and Control Systems*, Mimeo, 2006.

EXECUTION:

Logical Framework

Terms of reference for the consultancy: [Terms of Reference](#)

ABBREVIATIONS

CARICOM	Caribbean Community and Common Market
CESI	Committee on Environment and Social Impact
CS	Country Strategy
GOBA	Government of Barbados
ICT	Information and Communication Technology
IMF	International Monetary Fund
MEAD	Ministry of Economic Affairs and Development
MOF	Ministry of Finance
OMD	Organization and Management Division
OPSR	Office of Public Sector Reform
PIU	Public Investment Unit
PRODEV	Program to Implement the External Pillar of the Medium-Term Action Plan for Development Effectiveness
PSIP	Public Sector Investment Program
TC	Technical Cooperation
TOR	Terms of Reference
UNDP	United Nations Development Program

PLAN OF OPERATIONS

Program to Strengthen the Capacity of the Government of Barbados to Manage for Results (BA-T1003)

EXECUTIVE SUMMARY

Beneficiary:	Government of Barbados (GOBA)		
Team Leader/ Members	Team Leader: Rafael de la Cruz (VPS/FMM); Desmond Thomas (VPC/CCB); Marie Laurence Telson (CCB/CBA); María José Baptista (LEG/SGO); and Ana Lucía Saettone (VPS/ICS).		
Executing agency:	Ministry of Economic Affairs and Development (MEAD) through the Public Investment Unit (PIU)		
Target Beneficiaries:	Ministry of Economic Affairs and Development; Ministry of Finance (MOF)		
Sources of Funding:	IDB: (PRODEV, Sub-account A)	US\$	450,000
	Local:	US\$	50,000
	Total:	US\$	500,000
Objectives:	This operation seeks to strengthen results-based management in Barbados by supporting a diagnosis of relevant public institutions and systems and the preparation of a medium term action plan to improve the performance, management, monitoring and evaluation capacity of the public sector.		
Execution timetable:	Execution period:	18 months	
	Disbursement period:	24 months	
Special contractual conditions:	Condition prior to the first disbursement: The creation of the inter-institutional technical committee will be condition prior to first disbursement.		
Exceptions to Bank Policies and Procedures:	None		
Environmental and social review:	CESI reviewed the TC profile on its meeting CESI 24-07 on June 21, 2007 and gave final clearance on July 16, 2007. Given the nature of the program involving institutional strengthening studies, no social or environmental issues are foreseen. Based on the aforementioned, and according to the CESI Safeguard Screening form, the operation has been classified as “C”.		
Coordination with Other Donors:	Support provided by the CARICOM to selected modernization efforts of the public sector, particularly the public procurement assessment report of 2004, has been reviewed and taken into account in the design of this operation. Any future coordination of reform efforts falls under the responsibility of the MEAD and the MOF.		

I. BACKGROUND

A. PRODEV framework

- 1.1 The Inter-American Development Bank is committed to support development effectiveness initiatives of its borrowing member countries in Latin America and the Caribbean. In order to reach this objective the Bank has approved a Program to Implement the External Pillar of the Medium-term Action Plan for Development Effectiveness (PRODEV), and has allocated resources to finance related activities with non-reimbursable technical-cooperation funds.
- 1.2 According to the regulations to access PRODEV funds, The Government of Barbados (GOBA) and the Bank signed a Letter of Agreement on November 24, 2005, which includes, in its first phase, the preparation of diagnosis and action plan to improve the effectiveness of public programs.
- 1.3 In particular, the diagnosis and action plan should be designed to strengthen performance capacity and enhance development effectiveness by assessing, and then designing and implementing systems for management, administration, and measurement of results-based in: (i) planning and evaluation of investment programs; (ii) the project cycle, including design, execution, and monitoring; (iii) modernization of the budgetary and financial processes; (iv) systems for procurement, auditing, oversight, and control; and (v) statistics and information systems for management for results.
- 1.4 The Government will prepare the diagnosis and action plan with the Bank's support. This process should include consultations with the private sector, civil society, and other stakeholders to ensure dialogue and an adequate degree of consensus on problems and proposed solutions. Once the first phase is completed, the country will be eligible for a second phase to implement the action plan, on a first-come-first-served basis.

B. Public sector modernization in Barbados

- 1.5 The Government of Barbados has historically recognized the importance of improving the efficiency and effectiveness of the public administration, and particularly the relevance of seeking and measuring tangible results.
- 1.6 In 1971 an Organization and Management Division (OMD) was instituted in the Public Service, and in 1973 a separate OMD was established in the Office of the Prime Minister, as a result of an international technical assistance program supported by United Nations Development Program (UNDP) to promote administrative reform in the public service. In 1997 the Office of Public Sector Reform (OPSR) was created as a Department reporting to the Ministry of Civil Service. The OPSR has proposed a Public Sector Reform program, including the Performance Review and Development System (PRDS), objectives of which include: (i) promote productivity throughout the public sector; (ii) optimize the use of resources; (iii) attain improved levels of accountability; (iv) create standards of performance which would promote job satisfaction and an increased level of competitiveness; (v) promote value for money in the quality of goods and services delivered by the public sector to its customers; and

(vi) establish requisite training programs to enhance management and performance skills at all levels of the public sector.

- 1.7 A number of initiatives have also been implemented or planned over the years relevant to the objectives of PRODEV, including the following in the MOF: (i) Tax Administration and Expenditure Management Project, 1993; (ii) Program and Performance-Based Budgeting, 1996; (iii) Financial Management Information System and Procurement System (SmartStream), with the Ministry of Civil Service, 1998; (iv) Human Resources Management Information System, also with the Ministry of Civil Service, 1999; (v) Accrual Accounting project, 2004, and (vi) the creation of the Central Revenue Authority –pending approval by Cabinet.
- 1.8 Other departments have also engaged in a variety of projects, including: (i) Inland Revenue's Direct Credit, 2004; (ii) Automated Systems for Customs Data by the Department of Customs and Excise, 2004; (iii) an effort to develop e-government facilities by the Ministry of Civil Service, starting in 2002, which became since 2004 a project to develop the Barbados Integrated Portal; (iv) Value-for-money Auditing or Performance Auditing, by the Auditor General's Office dating from 1998; and the Enabling Environment for Private Sector Investment Project by the Ministry of Industry and International Business, since 1996.
- 1.9 In addition to these efforts, the Government created the Public Investment Unit (PIU), currently reporting to the MEAD. This unit is specialized in planning, supervision, and management of public investment projects both financed by external sources and by the public budget. The PIU has a technical staff with managerial and economics backgrounds, which enables this unit to lead a wide range of programs. They have a critical role in the overall economic management for development.
- 1.10 The evidence shows that the country has made a sustained effort to strengthen public management and has given attention to establishing public sector accountability. Based on this experience, the Government has requested assistance from the Bank to: (i) assess the current situation and results of the various initiatives; (ii) evaluate the degree of integration of the various systems as necessary; (iii) identify areas where there is room for improvement; and (iv) propose a plan of action in order to establish a comprehensive system of management for results.

C. Bank's strategy

- 1.11 The overall goal of Bank support in Barbados for 2005-2008 (GN-2395) is to strengthen its competitiveness as a basis for sustained growth and improved well-being of the population. The specific objective of the Country Strategy (CS) is to raise the capacity of Barbados and its businesses to compete in a changing international economic environment. Consequently, this CS will pay attention to supporting economic and social conditions and institutional and policy frameworks that are conducive to increased productivity and performance by Barbadian firms and the economy as a whole. The focus of the CS is on addressing institutional and capacity weaknesses that inhibit the efficient and competitive functioning of the public and private sectors. Consequently, it proposes a program that concentrates on small operations and facilities aimed at addressing such weaknesses through targeted interventions in areas such as the strengthening of statistical services.

- 1.12 The proposed operation, to be financed under PRODEV, will be instrumental in contributing to the objectives of the CS, specifically with regard to public sector performance and its contribution to increasing country productivity and competitiveness. This operation will also complement ongoing and planned operations financed by the Bank, particularly the Modernization of the Barbados National Procurement System (BA-L1004), and the Modernization of the Barbados Statistical Service (BA-L1009).

D. Coordination with other Donors

- 1.13 Support provided by the CARICOM to selected modernization efforts of the public sector, particularly the public procurement assessment report of 2004, has been reviewed and taken into account in the design of this operation. Any future coordination of reform efforts falls under the responsibility of the MEAD and the MOF.

II. THE PROGRAM

A. Objective

- 2.1 This operation seeks to prepare the Government to move to a results-based management culture in Barbados by supporting a diagnosis of relevant public institutions and systems and the preparation of a medium term action plan to improve the performance, management, monitoring, and evaluation capacity of the public sector.

B. Description

- 2.2 This Technical Cooperation (TC) will support the diagnosis of three areas of public management: (i) planning and evaluation of the public sector investment program; (ii) budgetary and financial processes; and (iii) auditing, oversight, and control. Based on the diagnosis, the TC will also support the preparation of an integrated action plan and consultation and dissemination activities related to both the diagnosis and action plan.

- 2.3 The diagnosis should be comprehensive to include all or most interrelated systems in order to provide the Government with an overall view of its capacity and challenges for achieving managing for results. The diagnosis areas of the present TC are the following:

1. Planning and evaluation of the public sector investment program (PSIP) and other investment programs¹; and project cycle, from identification to post-evaluation

- 2.4 This component will provide an assessment of the public sector's planning process, with emphasis on the functions related to the preparation of the public sector investment program (PSIP). The main activities will include:
- a. Review and take into consideration previous relevant studies, evaluations and projects conducted by the country.
 - b. Review of the procedures and practices in place for the Cabinet to set priorities, to follow up its decisions, and to evaluate the results of public policy and public investment.

¹ "Programs" is used interchangeably to signify PSIP and other programs

- c. Review the process that defines the public sector investment program and other investment programs which will include: a description of the sequence of actions that the Government, Parliament, statutory corporations and other institutions take to prepare the programs; an analysis of the legal framework guiding the process to prepare these programs.
- d. Analysis of political economy considerations, specially the incentives framework of stakeholders, which result in setting investment priorities when the PSIP is prepared. This activity refers to the need for an analysis of political economy in the process of public investment decision-making. What actors are involved, what institutions or actors make the final decisions? Based on what political inputs?
- e. Assessment of the capacity of the Government to prepare the PSIP. This assessment should include an analysis of: human resources capabilities; decision making power of management; quantitative methods and tools used to assess the Program's fiscal impact, in terms of sustainability, returns on investment and cost-benefit analysis; and mechanisms to monitor individual projects implementation, and to conduct ex ante evaluation/analysis of potential impact and ex-post evaluation.
- f. Assessment of the degree to which the demands for public investment are met by the PSIP and other programs. This analysis should be segmented by sector that is appropriate to the country.
- g. Assessment of the effect of the business cycle on the PSIP and vice versa. The assessment should include an analysis of the pro/counter cyclical characteristics of the PSIP. Public investment may have effects on the fiscal and economic cycles (expansion/recession).
- h. Assessment of the long-term planning capabilities of the preparation of the PSIP and other programs and its links to the budgeting process.
- i. Analysis of the sources of financing available for the PSIP and other programs, including borrowing terms and the issues that relate to debt management. These issues include coordination and timing of the requests for financing.
- j. Assessment of the information systems available for recording and monitoring public investment programs. Issues related to the standardization of monitoring and reporting systems, data set and formats should also be examined.

2. Budgetary and financial processes

- 2.5 This component will provide an assessment of the public sector's budgetary process and the implementation of the budget, with emphasis on assessing the efficiency and effectiveness of public sector spending. The activities of this component include:
- a. Review and take into consideration previous relevant studies, evaluations and projects conducted by the country.
 - b. Review the process that defines the preparation of the budget which include: a description of the regulations, sequence of actions that the Government, Parliament, statutory corporations and other institutions take to prepare the budget; an analysis of the legal framework guiding the process to prepare the budget. This review should also include an analysis of the expenditure coding system, compatibility with International Monetary Fund (IMF) standards, and level of aggregation of expenditure categories.

- c. Analysis of political economy, specially the incentives framework of stakeholders, which result in setting public spending priorities when the budget is prepared.
- d. Assessment of the capacity of the Government to prepare the budget. This assessment should include an analysis of: human resources capabilities; decision making power of management; quantitative capabilities, specially related to quantitative methods to assess the fiscal impact of the budget, how to address sustainability issues, how to measure results, and how those results-based feed back into the preparation of new budgets; and how to follow up the implementation of the budget and how to evaluate, ex post, public sector expenditures.
- e. Assessment of the degree to which the demands for public services are met by the public spending. This analysis should be segmented by sector.
- f. Assessment of the effect of the business cycle on the budget and vice versa. The assessment should include an analysis of the pro/counter cyclical characteristics of the budget, the implications for the behavior of the macroeconomic environment, and the implications to the labor market.
- g. Assessment of the long-term planning capabilities in the preparation of the budget.
- h. Analysis of the sources of financing available, including borrowing terms and the issues that relate to debt management. These issues include coordination and timing of the requests for financing.
- i. Analysis of the efficiency and effectiveness of public expenditures. The emphasis should be on the social sectors, and should include an assessment of the effects of public expenditures on the poor. The analysis should also include suggestions on how to monitor public expenditures and the results-based of such expenditures. For this reason, the suggestions should include the level of desegregation by sector that is appropriate to the country.
- j. Assessment of budget accounting, reporting and information systems. This topic will evaluate the current practices for accounting and reporting the budget, with emphasis on the capacity of the current system to provide timely information on the execution of the budget to the Government. International standards will be used as benchmarks.
- k. Gathering of information about two flagship projects currently undertaken by the Government: (i) Accrual Accounting Project; and (ii) Creation of the Central Revenue Authority. The information gathered will be used to include in the action plan any additional support that the Government could request from the Bank in support to these flagship projects under the second phase of PRODEV, or using any other Bank's technical cooperation instrument.

3. Auditing, oversight, and control; and review of current efforts in procurement and statistical systems

- 2.6 This component will conduct diagnosis for supporting the Government to identify strengths and weaknesses of the auditing, oversight and control systems, as well as gathering information of

progress on procurement, and statistical systems. The activities to be performed under this component include²:

- a. Review and take into consideration previous relevant studies, evaluations and projects conducted by the country. In particular, the work done with support of the European Union in relation to the accounting and auditing framework must be taken into account for the purpose of the review of previous studies.
- b. Assessment of the legal and regulatory framework related to auditing, oversight and control, including the Financial Administration and Audit Act. This section will evaluate its appropriateness and will present a comparative exercise with international standards.
- c. Analysis of the institutional framework, including an assessment of the independence, timeliness and funding of governmental agencies in charge of auditing, oversight and control.
- d. Assessment of the adequateness of Cabinet and parliamentary auditing, oversight and control processes.
- e. Identification and analysis of non-Government oversight mechanisms.
- f. Review of the human resources available in the agencies under study.
- g. Assessment of the institutional incentives created by the legislation and organizational cultures that shape practices related to auditing, oversight and control systems. Review of the institutional capacity to enforce compliance of the legal provisions and regulations.
- h. Assessment of internal control mechanisms and methodology used (including internal audit) to ensure accountability and transparency, and to reduce opportunities for corruption/fraud.
- i. Analysis of accounting/auditing standards, methodologies and monitoring/compliance mechanisms.
- j. Review of records and management information systems, procedures and practices.
- k. Evaluation of information and communication technology (ICT) requirements and Government's ICT strategy.
- l. Analysis of regulation and reporting practices of statutory corporations.
- m. Analysis of the degree of transparency and disclosure of information to the public in auditing, oversight and control systems.
- n. Under this section, information on progress and objectives of reform efforts in procurement and the statistical service will be documented in order to have a comprehensive picture of the challenges and modernization efforts the government is undertaking. The action plan will not target procurement or statistical systems, given the ongoing efforts in these areas, but may include recommendations compatible and coordinated with them, in particular environmental considerations into the procurement process, where relevant.

² The activities listed only apply to develop a diagnosis and action plan for the functions of auditing, oversight and control. Only letter (n) which demand a more limited effort applies to procurement and statistical systems, given the progress and ongoing efforts made by the country in these areas.

- 2.7 Once the diagnosis is completed, the Government will define a comprehensive action plan. The action plan should set priorities and sequencing for reform with an integral view of the various management aspects needed for achieving the concept of management by results. As such, the action plan will provide guidelines to (i) support the strengthening of the technical capacity of the Government for setting policies and investment priorities, (ii) improve its capacity to follow up and evaluate its decisions and the investment program, and (iii) learn from the experience and redefine, if needed, policies and investment decisions. The action plan will provide both: (i) a road map for the medium and long-term action, and (ii) a short-term plan with focus on a limited number of systems to be modernized, consistent with the technical capacity and financial resources available to undertake reform efforts. The action plan will include the design of a training program to strengthen the capacity of the offices that will be in charge of its implementation.
- 2.8 The most significant underlying rationale of conducting the PRODEV exercise is to support the national ownership of diagnosis and prescriptions by the country's authorities. This diagnosis study should be steered by the Government of Barbados in consultation with other key stakeholders. The aim is to build agreement on the results-based and ownership of any ensuing action program. There will be appropriate consultation with relevant partners in Barbados during the planning and preparation of this diagnosis study. In addition to Government and official agencies, broader participation of major stakeholders in the country is encouraged, which should include the business community, professional associations, unions, civil society, academics, and civil servants themselves. The selected consultants and counterpart staff will work actively with the Government towards this goal.

III. COST AND FINANCING

- 3.1 The preliminary estimated cost of the program is US\$500,000, of which the Bank would finance up to US\$450,000 of the costs on a non-reimbursable basis from the funds allocated to PRODEV (Sub-Account A). The Government of Barbados will contribute the equivalent of US\$50,000 as counterpart funds, which include the salaries and overhead of the PIU and other agencies assigned to the project.

BUDGET (US\$)

	IDB	GOBA	TOTAL
1. Diagnosis, action plan and consultation/ dissemination	383,800	0	383,800
2. Administration	20,000	50,000	70,000
3. Auditing	15,000	0	15,000
4. Contingencies	31,200	0	31,200
TOTAL	450,000	50,000	500,000

IV. EXECUTION

- 4.1 The MEAD will be the executing agency. The project execution period will be 18 months from the date of signature and the disbursement period will be 24 months from that same date. The PIU of the MEAD will supervise the execution of the program with its own personnel, and will approve disbursements with Bank's non-objection. The program includes some financial support for administration and contingencies. For the implementation of this TC it is expected to hire a single consultancy firm, which will carry out the diagnosis and will propose an action plan to the Government through the PIU. The consultancy firm will also support the Government in the process of consultation/dissemination.

- 4.2 Other agencies are expected to be involved in the implementation of the program, including at least the Ministry of Finance, the Public Sector Reform Unit of the Ministry of Civil Service, and the Auditor General Office, in the areas of their respective competence. The nature of the project requires the creation of an inter-institutional technical committee to ensure coordination and be responsible for the general guidance of the program. The committee, including representatives of the above-mentioned agencies, should oversee the contracting of the consultants and approve the consultancy reports, along with the Bank. **The creation of the inter-institutional technical committee will be condition prior to first disbursement.**
- 4.3 The selection and hiring of consulting services will be carried out by the Executing Agency in accordance with the Bank's policies and procedures as set forth in document GN-2350-7 ("Policies for Selection and Contracting of Consultants Financed by the IDB"), dated July 2006; and the acquisition of works and goods will be carried out according to the Bank's policies and procedures as set forth in document GN-2349-7 ("Policies for the Procurement of Works and Goods Financed by the IDB"), dated July 2006. All controls will be done on an *ex ante* basis. The procurement of goods will follow the procurement method of shopping. The selection and contracting of consulting services will follow the Quality and Cost-Based Selection Method. The call to firms will be made through a public international bidding process. The consultancy firm will preferably have experience in the English-speaking Caribbean. Association of bidding firms with local firms or consultants is highly encourage. The winning firm will work diligently to transfer knowledge to local officials and local support consultants. The TOR for this consultancy has been already defined and agreed between the Bank and the Government.

V. MONITORING AND EVALUATION

A. Monitoring and evaluation

- 5.1 The PIU will submit to the Bank semiannual progress financial reports. The inter-institutional technical committee, under the coordination of the PIU, and the Bank will hold semiannual meetings in order to review the progress achieved in implementing the TC. For this purpose, the PIU will furnish, prior to each meeting, information and documentation requested by the Bank regarding the advancement of the program.
- 5.2 A final evaluation financed with TC funds will also be conducted for project supervision and monitoring, based on the indicators and goals established in the logical framework. This evaluation will focus on: (i) verifying the degree of compliance with the indicators for the program, including the achievement of the diagnosis and the preparation of the action plan in consultation with major stakeholders; (ii) taking stock of the successes and shortcomings of TC design and execution and its effectiveness in working toward the country's development objectives; and (iii) recommending corrective or monitoring measures for future programs of this kind.

B. Auditing

- 5.3 The PIU will prepare and submit to the Bank within 120 days after the date of the last disbursement, the financial statements of the program audited by an independent auditor acceptable to the Bank and based on the terms of reference previously approved by the Bank.

The independent auditor will be selected and contracted in accordance with the Bank's bidding procedures for auditing firms, and will be paid using the TC funds.

VI. PROGRAM BENEFITS AND RISKS

A. Program benefits and developmental impact

- 6.1 The TC will contribute to provide the Government and the country with a coherent action plan for implementing public management for results, with a high degree of political and social agreement, which will facilitate the sustainability of this effort over the time. The development of a management for results culture will improve the Government's ability to define public service performance targets, to follow up on its delivery, to evaluate its results, and to redefine policies and government actions based on this evaluation, in an enhanced accountability environment.

B. Risks

- 6.2 The main risks of the program include: (i) coordination among relevant agencies; (ii) consensus building difficulties; and (iii) capacity for implementing the action plan.
- 6.3 The program may be slowed down or become unfeasible due to lack of coordination among the various agencies involved. It is expected that the inter-institutional technical committee proposed in the execution arrangements will mitigate this potential problem.
- 6.4 In order to appraise the challenges involved in the creation of a result-based culture and corresponding tools in the public sector, it is desirable that both the civil service and private/civil society stakeholders are consulted on needed changes and expected results. This is a complex objective and requires commitment from all actors, which is not easy to achieve. The Government should put in place the means for such a consultation process to take place.
- 6.5 Once the action plan is defined the capacity of the public sector to implement it will be put to test. The action plan will include a training program designed to strengthen the capacity of the offices that will be in charge of its implementation.

VII. ENVIRONMENTAL AND SOCIAL ASPECTS

- 7.1 Given the nature of the program involving institutional strengthening studies, no social or environmental issues are foreseen. Based on the afore-mentioned, and according to the CESI Safeguard Screening form, the operation has been classified as "C".
- 7.2 The TC profile was review by CESI during its meeting CESI 24-07, on June 21, 2007, and their suggestions have been incorporated in this document (§2.6n).

BARBADOS

PROGRAM TO STRENGTHEN THE CAPACITY OF THE GOVERNMENT OF BARBADOS TO MANAGE FOR RESULTS

(BA-T1003)

LOGICAL FRAMEWORK

Goal/Long-Term Objective	Monitoring Indicators	Means of verification	Assumptions
Reach a sustainable, efficient and effective public sector management focused on results.	Planning, fiscal, financial, information and control systems improve its focus on results.	System records. Independent evaluation.	For achieving Goal: Continued high standards of public sector management and governance. Completed successfully modernization programs on procurement, statistics, and PRODEV phase II.
Project Purpose/Outcome	Monitoring Indicators	Means of verification	Assumptions
Prepare the Government to move to a results-based management culture in Barbados by supporting a diagnosis of relevant public institutions and systems and the preparation of a medium term action plan to improve the performance, management, monitoring and evaluation capacity of the public sector.	18 month after project approval: Diagnosis and Action Plan agreed upon through a participatory process including major national stakeholders, under Government leadership. Baseline: no current comprehensive diagnosis and action plan available; no participatory public dialogue on this field currently identified.	Project reports.	For achieving Purpose: Governmental continued support for achieving project objectives. Cooperation of the various stakeholders for achieving public policy dialogue focused on management for results.

Project Outputs	Monitoring Indicators	Means of Verification	Assumptions
Diagnosis and Action Plan to manage for results including (i) planning and evaluation of the public sector investment program; (ii) budgetary and financial processes; and (iii) auditing, oversight, and control.	<ol style="list-style-type: none"> 1. Diagnosis documents approved by the Government and the Bank. 2. Action Plan approved by the Government and the Bank. 3. Participatory public dialogue on diagnosis, action plan and dissemination of conclusions achieved. 	Project reports.	<p><u>For implementing Project:</u></p> <p>PIU effectively manage the implementation of the project.</p> <p>Consultancy firm hired on time.</p> <p>Continuous political and technical support for the project.</p> <p>Good communications and collaboration among stakeholders.</p>
Inputs		For acquiring Inputs:	
<u>All components:</u> The project will finance: (i) consultants (ii) consultation process expenses, and (iii) dissemination of results.		See project budget and procurement section.	<p>Approval of project by GOBA.</p> <p>Conditions precedent to first disbursement, Procurement, and other Loan contract requirements are met in a timely manner.</p> <p>Budgetary support in Government.</p>

BARBADOS

TC/PRODEV PROGRAM TO STRENGTHEN THE CAPACITY OF THE GOVERNMENT OF BARBADOS TO MANAGE FOR RESULTS (BA-T1003)


DETAILED BUDGET

	IDB	GOBA	TOTAL
1. Diagnosis, action plan and consultation/ dissemination	383,800	0	383,800
Senior consultant for planning and evaluation of the public sector investment program (PSIP) and other investment programs; and project cycle, from identification to post-evaluation (1)	60,000	0	0
Support consultant for planning and evaluation of the public sector investment program (PSIP) and other investment programs; and project cycle, from identification to post-evaluation (2)	30,000	0	0
Senior consultant for budgetary and financial processes (1)	60,000	0	0
Support consultant for budgetary and financial processes (2)	30,000	0	0
Senior consultant for auditing, oversight, and control; and review of current efforts in procurement and statistical systems (1)	60,000	0	0
Support consultant for auditing, oversight, and control; and review of current efforts in procurement and statistical systems (2)	30,000	0	0
Travel expenses (3)	90,000	0	0
Administrative support	23,800	0	0
2. Administration	20,000	50,000	70,000
3. Auditing	15,000	0	15,000
4. Contingencies	31,200	0	31,200
TOTAL	450,000	50,000	500,000
(1) Six months times us\$ 10,000 per month			
(2) Six months times us\$ 5,000 per month			
(3) Estimated three missions of two week per consultant, equivalent to 18 travels and 36 weeks in the field			

TC/PRODEV PROGRAM TO STRENGTHEN THE CAPACITY OF THE GOVERNMENT OF BARBADOS TO MANAGE FOR RESULTS

(BA-T1003)

PROCUREMENT PLAN

Description of the contract and estimated cost of procurement (US\$000)	Procurement method ¹	Review (prior or post)	Source of financing and percentage		Prequalification (Yes/No)	Estimated dates ²		Status (pending, in process, awarded, cancelled)	Comments
			IDB %	Local/ other %		Publication of specific procurement notice	Completion of contract		
1. Consulting services ○ Diagnosis, action plan and consultation / dissemination Estimated cost (US\$400)	ICB/QCBS	Prior	100%	0%	No	1Q1Y	2Q2Y	Pending 	

¹ **ICB:** International competitive bidding; **LIB:** limited international bidding; **NCB:** national competitive bidding; **PC:** price comparison; **DC:** direct contracting; **FA:** force account; **PSA:** Procurement through specialized agencies; **PAs:** Procurement agents; **IA:** Inspection agents; **PLFI:** Procurement in loans to financial intermediaries; **BOO/BOT/BOOT:** Build, own, operate/build, operate, transfer/build, own, operate, transfer; **PBP:** Performance-based procurement; **PLGB:** Procurement under loans guaranteed by the Bank; **PCP:** Community participation procurement; **QCBS:** Quality- and cost-based selection **QBS:** Quality-based selection **FBS:** Selection under a fixed budget; **LCS:** Least-cost selection; **CQS:** Selection based on the consultants' qualifications; **SSS:** Single-source selection.

² **Q:** Calendar Quarter; **Y:** Year of execution. For instance, 3Q1Y stands for the third quarter of the first year of execution.