

**STRENGTHENING OF THE BUREAU OF WOMEN'S AFFAIRS**

**(TC-92-06-32)**

**EXECUTIVE SUMMARY**

**REQUESTER:** Ministry of Finance and Economic Affairs

**DATE OF REQUEST:** August 12, 1992

**EXECUTING AGENCY:** Bureau of Women's Affairs (BWA), Ministry of Housing, Land, Community Development and Culture

**BENEFICIARIES:** Bureau of Women's Affairs

**FINANCING:**

IDB:	US\$580,000 (FSO net income)
Local counterpart:	US\$140,000
Total:	US\$720,000

**ENVIRONMENTAL CLASSIFICATION:** The Environmental Management Committee, at its meeting of May 4, 1993, classified this as a Category II operation.

**OBJECTIVES:** The objective of the project is to create opportunities for the advancement of women by strengthening the Bureau of Women's Affairs to be the principal national catalyst in this process.

**DESCRIPTION:** The main activities are:

- a. Institutional Strengthening to provide support and expertise to the BWA to carry out the program. Two international consultants will be hired to develop the operational parameters of the project, design specific elements of the program, and to monitor and evaluate progress. An additional local consultant will be responsible for administration of the project, including acting as intermediary with sub-contracting organizations. Strengthening of the BWA will also focus on its linkages with the wider institutional framework of governmental organizations and NGOs.
- b. Training and placement services. This component will improve the participants' access to employment opportunities. Financing is to be provided to: (i) Identify key organizations to

participate in the program and delineate the specialized services to be offered. (ii) Negotiate with and contract relevant organizations to provide training and support services, and (iii) fund skills training programs, training in productive activities, and programs in women in development.

**BENEFITS:**

Besides enhancing the capability of, and re-positioning the BWA as an integral service unit in the Barbados Government, the project will have a significant impact on the delivery of services to Barbadian women and the population in general. The immediate target population to be addressed by the program covers women who have become unemployed as a result of the country's on-going economic stabilization program. The program proposed for the BWA can serve as a model for the development of a national occupational mobility and skills upgrading scheme adapted to the greater uncertainty and fluidity which seem to characterize today's labor market.

**RISKS:**

The major risk envisaged is that the government might not meet its commitments in providing the counterpart staff and logistical inputs. In order to minimize this risk, the project will be supported by a Project Coordination Committee consisting of senior level representatives of the host Ministry, the Ministry of Finance and Economic Affairs, and representatives from the National Advisory Council on Women.

**THE BANK'S**

**COUNTRY STRATEGY:**

The proposed Plan of Operations is consistent with current Bank strategy for Barbados which recommends: "the most obvious target group for programs are female heads of households". Training and support services are effective mechanisms in support of programs to alleviate the social costs of the adjustment process.

## I. BACKGROUND

### A. Economic situation and status of adjustment program

- 1.1 The Barbadian economy remains mired in a recession marked by sharp declines in output in all the key sectors: agriculture, tourism, manufacturing, construction and distribution. The economy contracted for the third consecutive year in 1992, bringing the cumulative decline in real GDP to 13% since 1990. As a consequence, unemployment has been rising rapidly, reaching 24% in April 1993, compared with 17.7% one year earlier. Notwithstanding the contraction in economic activity and the high degree of openness of the economy, the rate of inflation averaged about 6.1% over the last two years, somewhat higher than the international rate.
- 1.2 Since the Fall of 1991, Barbados has undertaken a relatively successful stabilization effort in the context of an IMF Standby arrangement which expired in May. Despite falling revenues, the fiscal deficit was cut from 7.1% of GDP in 1990 to 1.8% in 1991 and less than 1% last year, primarily by severe cuts in public sector investment expenditure, salaries and employment. On the external side, after three successive years of decline, the balance-of-payments improved significantly in 1992 when gross official reserves rose to the equivalent of 9.5 weeks of imports.
- 1.3 The improved fiscal and balance-of-payments results achieved in 1992 provide an opportunity for the country to undertake structural changes to improve its competitiveness. However, the policy mix adopted in the FY 1993/94 budget signalled shifts which may compromise the transition from stabilization to structural change. An incomes policy which was central to the government's strategy to restore competitiveness without an exchange rate adjustment will be more difficult to enforce. Specifically, while announcing its intention to implement a national wage policy based on productivity, the government restored an eight percent wage cut in public sector salaries at the end of March. As a result, the government will not be able to access the final drawdown under the Standby agreement. The Structural Adjustment Loan (SAL) under consideration by the World Bank (WB) and the Investment Sector Loan (ISL) being prepared by the IDB are important initiatives for shaping medium and long-term prospects for the economy, but there is delay and uncertainty as to when they can be initiated.
- 1.4 Adjustment measures have contributed to rising unemployment, creating a consequent heavy financial burden on the government in terms of unemployment benefits. With structural reforms, many traditional jobs are being replaced with new labor market demands. These shifts require special training initiatives to assist the growing number of job seekers, especially first-time job entrants, unskilled laborers, and laid-off civil servants.

- 1.5 At particular risk during structural adjustment are female heads-of-households. Forty-three percent of working women are single household heads and chief income-earners, with sole responsibility for child rearing and overall household maintenance. The impact of structural adjustment on this group can be seen in the welfare statistics of the government. Of the families receiving government welfare, 65% are women, heads of households. These statistics demonstrate the vulnerability of Barbadian women, particularly heads-of-households during this adjustment process.

B. Women in development

- 1.6 Women outnumber men in the overall population and in some segments of the labor force. Among persons over 20 years of age women outnumber men in the population by about 15%. This becomes particularly pronounced as one looks at increasingly older slices of the population. Labor force participation by women increased significantly during the 1980s, from 50% to over 60% (compared to about 70% for men). At the same time that participation was increasing among women, it was decreasing among men. Since there are greater numbers of women in the population, the labor force is approximately evenly split between men and women. Unemployment among women is greater than it is among men and is concentrated among very young women. The most recent unemployment rate (December, 1992) for women is estimated at 26.8%. Approximately 50% of the unemployed have never worked or have been unemployed for more than one year.  
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- 1.7 The government's policy on women in development recognizes that sustained progress in the economic and social development of Barbados must be based on, among other things, commitment to improved growth and productivity, equitable income distribution, education, and improved health and nutrition.
- 1.8 The government has therefore taken significant measures to address the needs of women working outside the home, such as implementing equal pay for equal work in the public service and creating a large number of job opportunities in service and light manufacturing industries. Legislation prohibiting discrimination against women includes the Succession Act (1975), the Property Act (1979); Employment of Women (Maternity Leave) Act, 1979 and the Domestic Employee (Rates of Pay and Hours of Duty) Order(1982).
- 1.9 In 1991, the government re-established the National Advisory Council on Women (NAC). Together with the Bureau of Women's Affairs, which acts as secretariat of the NAC, it is responsible for the implementation of the principles and immediate goals of the national policy as they relate to government ministries. The NAC includes representatives of public and private organizations, as

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1/ Based on the Socioeconomic Report for Barbados. July, 1993.

well as persons acting in an individual capacity. Its terms of reference are to monitor and review the progress of women in all spheres of economic and social activity, and recommend appropriate action to facilitate the full integration of women in the development process.

- 1.10 In 1992, the Cabinet approved the National Policy Statement on Women, thereby signalling awareness that public policies and practice must accommodate the equal and complementary partnership of women and men. The policy seeks to ensure that women are afforded increased opportunities and encourages the further development of women's organizations.
- 1.11 The government recognizes that the new policy statement will necessitate implementation of programs addressing women's needs to achieve gender parity. Adding to the urgency of this task is the decline in job opportunities brought about by structural reform. Therefore, the government has requested assistance to increase women's productive capacity as a critical contribution to Barbados overall economic progress.

1. The Bureau of Women's Affairs

- 1.12 The Bureau of Women's Affairs (BWA) is an administrative unit within the Ministry of Housing, Land, Community Development and Culture. The BWA is entirely dependent on its host ministry for support services (administrative, accounting, janitorial, courier). Its staff consists of a director, who is two levels below Permanent Secretary, a research assistant, and a stenographer/typist. Nevertheless, despite its staff and other limitations, the BWA has managed to make an impact on the conditions of women in Barbados. This has been done in collaboration with the wider women's network and government ministries, as well as the private sector.
- 1.13 BWA is responsible to provide advice and direction on legislative and other policy matters affecting the status of women, required to monitor their impact, provide training to women's groups and formulate government action in this regard. It also supplies information to regional and international agencies. The director of BWA represents the government at regional and international meetings dealing with women in development.
- 1.14 The BWA maintains continuous liaison with organizations which support women's activities. Informal and ad hoc linkages also exist between the BWA and government ministries and departments, women's organizations, other NGOs, labor unions, private sector and community groups, in program planning and implementation. This role, however, is limited because such collaboration is not formalized and does not occur in the context of a jointly agreed-upon plan of operation.
- 1.15 The BWA plays a catalytic role in promoting women's programs in Barbados, and financially supports them whenever possible. It has

funded several small projects for women, as well as carried out public education programs. The agency has conducted and/or facilitated training workshops and seminars and maintained contact with national, regional and international agencies with respect to gender issues. Under the present economic circumstances in Barbados, the Bureau has intensified its training and retraining programs to assist women to participate in the work place.

## 2. Previous Bank assistance

- 1.16 In March 1990, the Bank approved a short term technical cooperation (ATN/SF-3522-BA) for the preparation of terms of reference for a program of institutional strengthening for the Bureau of Women's Affairs. The consultant's report recommended three phases of activities. The first step was the formulation of both a National Policy on Women, and a plan of action for women in development. A second phase was to provide a clear identification of priority projects or programs for the improvement of women within the social and economic development of the country. Phase three would finance the full preparation of feasibility studies for those priority projects which might eventually be presented to the Bank for financing.
- 1.17 Subsequently, circumstances changed with the result that the Bank had to reassess its approach to strengthening the BWA. The new approach sees the BWA as a catalytic organization, providing advice on legislative and policy matters and financially supporting women's programs. Therefore, the purpose of the proposed plan of operations broadens the capacity of the BWA to respond to a range of pressing needs through the expansion of training and support services available to women.

### C. The request

- 1.18 During the 1992 Programming Mission the government requested assistance from the Bank to strengthen the Bureau of Women's Affairs. With the approval of the National Policy Statement on Women, the government seeks to initiate a plan of action to fully integrate women in the development process.
- 1.19 In November 1992, a consultancy produced a plan of operation to strengthen the BWA. In March 1993 an Analysis Mission defined the scope of the program, focussing on programs to increase employment and income-earning opportunities for women.

### D. Bank's strategy

- 1.20 The proposed plan of operations is consistent with current Bank strategy for Barbados, which recommends: "the most obvious target group for programs are female heads of households" (CPP, page 15). Training and support services are good mechanisms to be included in any package of measures to mitigate the social costs of the adjustment process.

## II. OBJECTIVES

- 2.1 The objective of the proposed project is to create opportunities for the advancement of women by supporting programs to increase employment and income-earning opportunities for women. The project will provide resources to promote training and job placement activities and to strengthen the BWA's ability to provide them.
- 2.2 Principal program components are: (a) provision of the necessary support and expertise to the BWA to carry out the programmed activities; and (b) funding of training programs and associated services.
- 2.3 These tasks will be accomplished by providing the BWA with the staff, technology and financial resources to mobilize women's organizations and training institutions, and to enhance its own capacity. Programs will focus on the following priority groups: women discharged from public service as a result of labor force contraction brought on by structural reform; unemployed and under-employed single homemakers; women seeking to enter the work force for the first time; and, women currently employed who seek to upgrade their skills and expand employment opportunities.

## III. PROJECT DESCRIPTION

### A. Activities

- 3.1 In order to achieve its objectives, the program has been divided into two components, as described below:
  1. Component A: Institutional strengthening (US\$274,520)
- 3.2 Two international consultants and one local consultant will be hired to provide the necessary support and expertise to the BWA to carry out the project. Of the two international consultants, one will be a policy specialist and the other a training and support services specialist (see terms of reference, Annex II). An important element of this component is the definition of programs to be financed and the delineation of an action plan to assure an integrated framework for enhancing the participation of women. Strengthening of the BWA will also focus on the linkages it establishes with governmental organizations and NGOs. This will be done by providing the BWA with resources to obtain economic and financial stature, and to subcontract services which will be provided by the specialized agencies.

2. Component B: Funding training programs and associated services (US\$325,820).

a. Training

- 3.3 Training and placement services are the nucleus of the project. Under this component, financing is to be provided to: (a) Identify key organizations to participate in the program and delineate the specialized services to be offered; (b) negotiate with and contract relevant organizations to provide services. Program funds will permit BWA to provide financial and programmatic support to such organizations in the form of matching and challenge grants and loans; (c) finance skills training programs, training in productive activities which offer opportunities in self-employment, and programs in women in development.
- 3.4 There will be 24 business training workshops at approximately US\$5,000 per workshop. It is estimated that 40 courses will be provided in the area of technical and vocational training. The average cost for this training is estimated at US\$2,500 per course.
- 3.5 Men and women will participate in the sensitization and training in women in development issues (WID). This training will be provided to senior level government policy making personnel and management trainers in WID issues as they impact on policy formulation and implementation. It will also be provided to field-level ministry-personnel, private sector agencies and NGOs, specifically women's organizations, to build awareness of gender issues and the need to incorporate such components into development planning. This activity will cost approximately US\$38,000 and will include three workshops.
- 3.6 It is envisaged that the BWA will contract training services from a wide range of institutions currently offering technical and vocational instruction. The BWA will not directly underwrite the cost of training, but financially subsidize the incremental costs incurred by these organizations to ensure that services are provided to the appropriate trainee groups.
- 3.7 The range and scope of these organizations include, inter alia, Barbados Community College, University of the West Indies, technical and non-technical schools, private employers, cooperatives and unions. Program funds will permit BWA to provide financial and programmatic support to such organizations in the form of stimulous grants.
- 3.8 Activities and subject matter eligible for support under the proposed project will be those recommended by the Project Coordination Committee to the Minister in charge of Women's Affairs. These activities will encompass a broad spectrum from handicraft to technical training. Since the program is expected to be demand driven it is not possible to determine ex-ante which



courses and/or mix of courses will take place. The Bank's headquarters and country office in Barbados, will be consulted at all phases of project implementation, but in particular prior to approval of support grants.

b. Support services

- 3.9 The BWA will assist participants to link with child care service and transportation organizations to enable them to matriculate in training programs. For participants with the capability to start their own business, the BWA will facilitate access to credit. The Bureau will facilitate women's access to financial or other lending institutions, and even in the preparation of loan applications, but will not provide credit itself.

B. Enrollment and registration services

- 3.10 Organizations already providing direct services to women will be invited to submit proposals for the provision of enrollment and registration services. The successful bidder(s) will receive supplementary funds from the BWA to process all applicants and maintain active, ongoing files for each individual. The selected organization will register, recruit and guide participants to the organization(s) offering the appropriate services to the trainees. It is anticipated that applicants may require more than one kind of support service. These may include medical care, guidance counseling, child care services, and assistance in enrollment and registration in a training program. Some participants may require only job placement assistance, while others would need program support offered by several organizations. This function would also incorporate a case management system, maintaining a data base for all applicants from their initiation into, and until their departure from the program.

C. Organization and execution of activities

- 3.11 The project will be executed by the BWA, under the general orientation and monitoring of its Director who will be the Project Manager. The Director will be supported by a Project Coordination Committee consisting of senior level representatives of the host Ministry, the Ministry of Finance and Economic Affairs, and representatives from the National Advisory Council on Women. This Committee will meet regularly on a monthly basis and will direct and review project implementation progress and make recommendations on proposals for the hiring of consultants, use of project funds in support of programs and activities of women organizations, community groups and individuals. The Coordination Committee is expected to co-opt representatives from relevant organizations as appropriate.
- 3.12 To make the Director's position consistent with the added responsibilities of the BWA brought on by the program, this position will be reclassified to the level of heads of departments

responsible for the delivery of other social services within the public sector, such as Chief Welfare Officer, Chief Probation Officer, Director of the National Assistance Board and Director of the Child Care Board. Also, a Social worker with appropriate qualifications, and experience will be assigned to the BWA staff. This will indicate the government's commitment to the program.

3.13 The BWA will be physically moved to a larger space, and will be provided with adequate equipment. Direct program offerings of the Bureau will not be expanded; instead, the BWA will sub-contract with a number of governmental and non-governmental organizations (NGOs) to meet training and support needs.

3.14 The execution of activities will be carried out as follows:

- a. The policy specialist will be retained within thirty days of project initiation to define the parameters of the project and will work for a period of one month. This will be done within the scope defined by the project manager. The consultant will bring significant program development experience from the international field to the project. Drawing from input provided by the Project Coordination Committee, the international consultant will assist BWA staff in defining the elements of the project and the role of various groups working on programs for women.
- b. The training and support services specialist will be retained within sixty days of project initiation to convert project goals and objectives into an action plan which will form the basis for soliciting proposals to provide training and support services. The consultant will oversee the tendering process, according to Bank regulations, for the selection of subcontractors and will also determine the cost-criteria for the selection of sub-contracts. This consultant's work will be done in two stages. The first one will take place after the policy specialist defines the parameters of the project. This phase will take two months and will involve: (a) designing the tenders basis for the conduct of project activities; (b) establishing performance criteria by which subcontractors will be evaluated for selection and reimbursement; (c) overseeing start-up activities; and (d) defining standards for short, medium and long term evaluation procedures of project subcontracting activities. The second phase will take one month and will start eighteen months after the hiring of the local consultant. During this period the consultant will evaluate and monitor the progress of the project.
- c. The local consultant will be retained within thirty days of project commencement. This consultant will assist international consultants in the formulation, implementation and evaluation of the program. He/she will also provide support and assistance to the project manager.

D. Reporting and monitoring

- 3.15 Within 30 days of his/her hiring, the project manager will prepare the initial work program, describing the scope and timing of activities to be undertaken. The report should describe the specific services to be contracted for during the duration of the project.
- 3.16 Annual reports will be submitted no later than 15 months after commencement of the project, and annually thereafter for the duration of the project. The Evaluation consultant, in consultation with the BWA, will submit to the Bank a report describing and evaluating the effectiveness of the program. Where necessary, the consultant will make recommendations for improving the implementation of the project.
- 3.17 The BWA shall present to the Bank annual financial reports containing detailed statements of the expenditures charged to the Bank's contribution, as well as the local contribution. These statements must be audited by the Auditor General of Barbados.

E. Contribution

- 3.18 The Bank's contribution will be used to pay for the services of experts/consultants, business travel including tickets and per diem, training, support services, and general support, including equipment, training of bureau staff, supplies, publications and communications. The Government of Barbados will provide local counterpart funding which will cover Bureau staff salaries and general support.

F. Cost and financing

- 3.19 The total cost of the project is estimated to be the equivalent of US\$720,000, of which the Bank would provide US\$580,000 on a non-reimbursable basis from the resources of the net income of the Fund for Special Operations. The beneficiary would provide the equivalent of US\$140,000.
- 3.20 A summary of the budget follows, while the detailed breakdown of costs is attached as Annex I. The Bank's contribution, which amounts to 81% of the resources allocated for the financing of the services and activities to be undertaken in the execution of the project, is distributed as follows:

CONSOLIDATED BUDGET (in US\$ equivalent)			
ITEM	IDB	GOBA	TOTAL
2. 3 Individual consultants (2 international 4 months, 1 local 36 months)	143,860	---	143,860
3. Subcontracts (recruitment and application for the training and support programs, management, training, placement)	325,820	---	325,820
6. General Support	35,660	90,000	125,660
7. Publications	5,000		5,000
96. Direct Contributions		50,000	50,000
98. Contingencies	69,660	---	69,660
TOTAL	580,000	140,000	720,000
Percentages	81%	19%	100%

G. Disbursement

- 3.21 Accounts and detailed disbursements will be kept for the entire program according to Bank procedures. Prior to first disbursement, the Bureau will forward to the Bank evidence that the government: (a) has provided the BWA with adequate space to conduct the project; (b) has designated a project implementation officer; (c) has reclassified the position of Director of the BWA to the level of heads of departments responsible for the delivery of other social services within the public sector, such as Chief Welfare Officer, Chief Probation Officer, Director of the National Assistance Board and Director of the Child Care Board ; and (d) has assigned a Social worker with appropriate qualifications, and experience to the BWA staff.
- 3.22 The deadline for signing the contract will be 90 days after Board approval. Final disbursement will be completed within 42 months from the date of the signing of the technical cooperation agreement. The request for final disbursement shall be presented at least thirty days before the end of the disbursement period.

#### IV. BENEFITS AND RISKS

##### 1. Benefits

- 4.1 The major overall benefit of the project would be the enhancement of the BWA's capability to integrate training and support services to meet emerging needs of women.
- 4.2 This human resource development effort, through the provision of support and training services for women will greatly enhance the employment opportunities, income earning potential and occupational mobility of Barbadian women.
- 4.3 A revitalized BWA will have credibility among government and non-governmental agencies. The program will in turn provide the BWA with political and programmatic leverage to articulate the needs of women, and translate those needs into action. This effort will demonstrate that programs designed to enhance the economic status of women can be sustainable and incorporate large numbers of women on a more cost effective basis.
- 4.4 Besides enhancing the capability of, and repositioning the BWA as an integral service unit in the Barbados Government, the project will have a significant impact on the delivery of services to Barbadian women and the population in general. The immediate target population to be addressed by the program are women who have become unemployed as a result of the stabilization and structural reform, program. More than 5,400 women have been laid off as a result of structural reforms; few have been re-employed. These programs should also have a spill-over effect upon other female target groups--unmarried heads of households, school leavers entering the job market for the first time and older homemakers seeking to enhance their income through microenterprise endeavors-- as well as other segments of the population. There is dramatic need to mobilize all training resources toward the enrichment of the vocational skills among the Barbadian population in view of the fact that less than one percent of Barbados' population matriculates in adult training programs, and that upwards of one-third of the work force are unemployed and/or underemployed.
- 4.5 The government is committed to enable Barbadian workers to acquire the skills necessary to respond to emerging opportunities resulting from the economic restructuring. The proposed program complements other efforts such as the recently approved World Bank project, and ensures women's participation in this type of programs. By helping other organizations to include women issues, the continuity of the program is assured. Once the institutional mechanism for cooperation is in place the principal organizations involved will continue to support programmed activities on a permanent basis. It is also expected that the self-employment training activities will develop into small project programs which could be eligible for Bank financing.

## 2. Risks

- 4.6 The major risk foreseen is that the government might not provide the additional staff member and logistical inputs. In order to minimize this risk, the following will be conditions prior to first disbursement: (a) adequate office accommodation for the Bureau; (b) appointment of a project manager; (c) re-classification of the position of BWA's director; and (d) transfer a welfare officer/community worker from within the ministry to the Bureau staff. Additionally, the project will receive the support of a Project Coordination Committee (see paragraph 3.11) and of the envisioned consultancies.

## V. EVALUATION

- 5.1 Monitoring and final evaluation will be undertaken by an external consultant, with input from project staff, the Project Coordination Committee, and the consultants who worked on the preparatory stages of the project.

**Institutional Strengthening of the Bureau of  
Women's Affairs - Barbados**

**DETAILED BUDGET FOR THE PROGRAM  
(By Categories of Investment)  
(in equivalent of US\$)**

Detailed Estimate of Costs		
	IDB	GOBA
<b>2. Individual consultants for the project</b>		
2.2 International consultants (2 consultants 4 months)	36,000	
2.2.1 Local consultant (36 months x 2,250)	81,000	
2.5.1.1 Tickets	3,500	
2.5.1.2 Per diem for International consultant (120 days, US\$178 p/day)	21,360	
2.5.2 Local Travel	2,000	
Sub-Total	143,860	
<b>3. Sub-Contracts to Public Agencies and NGOS</b>		
3.1.1 Recruitment and application for the training and support programs over the 3 year period.	61,000	
3.1.2 Business training workshops (24 workshops)	120,000	
3.1.3 Gender training (3 workshops)	37,820	
3.1.4 Technical and vocational training (40 workshops)	100,000	
3.5 Resource materials	7,000	
Sub-Total	325,820	
<b>6. General Support</b>		
6.1.1 Rent		36,000
6.3 Bureau Support equipment, supplies	35,660	
6.6 Additional staff (1 person x 18,000 x 3)		<u>54,000</u>
Sub-Total	35,660	90,000
7.0 Publications	5,000	
<b>96. Direct contribution</b>		
96.1 Salary Increase due to reclassification of the BWA director (US\$10,000 x 3 years)		30,000
96.2. Support (phone, utilities, janitorial services)		<u>20,000</u>
Sub-Total	0	50,000
98. Contingencies	<u>69,660</u>	
TOTAL	580,000	140,000

**CONSULTANTS' TERMS OF REFERENCE**  
**Policy Specialist**

**I. BACKGROUND**

- 1.1 An international consultant will be retained within thirty days of project initiation to establish the theoretical and practical parameters of the project. Drawing from input provided by Project Coordination Committee, the consultant will transfer organizational development technologies to BWA staff, define the elements of the project and integrate the various groups working on programs for women.

**II. ACTIVITIES**

- 2.1 Collaborate with the Project Coordination Committee and the Bureau of Women's Affairs to design the range and scope of project activities. Collaborate with relevant government ministries and NGOs in the identification of the development priorities for women and prepare an action plan to include women in various government actions, and sectoral reviews, including assessment of women's participation patterns in different sectors, potential priority areas for the promotion of women's participation, and supportive policies and inputs needed for increasing and enhancing women's employment potential, in both public and private sectors.
- 2.2 Taking into account overall national development priorities, government priorities for women's advancement, and women's technical support needs, propose specific activities and policy measures to ensure that women's economic potential can be enhanced. Such activities might include: policy changes to improve women's legal and social status, measures to facilitate women's access to education and training, credit and other forms of support.
- 2.3 Work with service delivery agencies to design new programs, with a view towards the development of human resources and transfer of new and emerging technologies to project priority groups. Specific regard will be given to Bank and other externally-financed programs particularly in the area of Micro Enterprises. Identify and advise on strategies to reach women as a specific target-group within such projects.

**III. QUALIFICATIONS**

- 3.1 The consultant should have a Master's degree in Education or equivalent, with a minimum of ten years experience in the design and implementation of affirmative action, or women in development programs. He/she should have experience in analyzing issues and programs at the macro-level, which pertain to women, particularly within government institutions.



IV. REPORTS

- 4.1 The consultant will submit to the BWA's Director a detailed work plan within five days of beginning the consultancy.
- 4.2 The consultant will submit to the BWA's Director a draft report including the results of the activities described in section II above, within two weeks of completing the work in Barbados.

V. TERMS

- 5.1 Duration and Place of Work: The consultancy will involve approximately one expert/month of work in Barbados.

**CONSULTANT'S TERMS OF REFERENCE**  
**Training and Support services specialist**

**I. BACKGROUND**

- 1.1 A second international consultant will be retained to convert project goals and objectives to operational dimensions. Such dimensions will form the basis for soliciting proposals to provide training and support services. The consultant will oversee the tendering process for the selection of subcontractors, monitor, and evaluate the project.

**II. ACTIVITIES**

- 2.1 The consultant will provide guidance in the formulation of performance subcontracts with organizations providing training and support services to the Bureau of Woman's Affairs. He/she will determine cost criteria for training courses based on a representative sample of projects and number of participants. This cost criteria will be used for the selection of sub-contracts.
- 2.2 In addition, the consultant will: (a) design the tenders basis for the conduct of project activities; (b) establish performance criteria by which subcontractors will be evaluated for selection and reimbursement; (c) oversee start-up activities; (d) define standards for short, medium and long term evaluation procedures of project subcontracting activities; and (e) monitor and evaluate the project.

**III. QUALIFICATIONS**

- 3.1 The consultant should have at least a Master's Degree in Business Administration or associated field, with specialization in post-secondary (tertiary) education or equivalent, and should have experience in dealing with training contracts based on defined performance standards. He/she should be familiar with publicly-supported, non-traditional training systems, have experience in dealing with training-for-trainers, and instructional design systems, knowledge of and experience in applying competency-based, individualized instructional systems. Familiarization with non-governmental organizations (NGOs), is required, particularly from the standpoint of contracts administration and performance evaluation.

**IV. REPORTS**

- 4.1 The consultant will submit to the BWA's Director a detailed work plan within five days of beginning the consultancy.
- 4.2 The consultant will submit to the BWA's Director a draft report including the results of the activities described in section II above, within two weeks of completing the work in Barbados.

**V. TERMS**

- 5.1 Duration and Place of Work: The consultancy will involve approximately 2 expert/month of work in Barbados.

**CONSULTANT'S TERMS OF REFERENCE**  
**Local Consultant**

**I. BACKGROUND**

- 1.1 A local consultant will be retained within thirty days of the project commencement. The Project Coordination Committee on Women will be convened to review final applicants for the local consultancy, as well as to provide counsel and guidance for the project.

**II. ACTIVITIES**

- 2.1 The local consultant support will be required to:
- a. develop strategies to establish and sustain collaboration between the Bureau and departments and ministries of government, women's organizations and other NGOs in program planning, implementation, monitoring and evaluation of programs and projects;
  - b. assist international consultants in the formulation, implementation and evaluation of the program;
  - c. Provide support and program assistance to the project manager, particularly in establishing and maintaining effective liaison with subcontracting organizations.

**III. QUALIFICATIONS**

- 3.1 The consultant should have at a minimum a Bachelor's degree in administrative, behavioral or pedagogical sciences; knowledge of Barbados public sector and NGOs system, and extensive knowledge of issues dealing with women's affairs. He/she should have experience in the administration of post-secondary (tertiary) educational systems, in contract administration and execution, and in directing externally-financed operations.

**IV. REPORTS**

- 4.1 The consultant will submit to the project manager a detailed work plan within five days of beginning the consultancy.
- 4.2 The consultant will submit to the project manager a draft report including the results of the activities described in section II above, within two weeks of completing the work in Barbados.

V. TERMS

- 5.1 Duration and Place of Work: The consultancy will involve approximately 36 expert/months of work in Barbados.

PROPOSED RESOLUTION

BARBADOS. NONREIMBURSABLE TECHNICAL COOPERATION FOR  
STRENGTHENING OF THE BUREAU OF WOMEN'S AFFAIRS

The Board of Executive Directors

RESOLVES:

1. That the President of the Bank, or such representative as he shall designate, is authorized, in the name and on behalf of the Bank, to enter into such agreement or agreements as may be necessary and to adopt such other measures as may be pertinent for the execution of the plan of operations referred to in Document AT-\_\_\_\_\_ with respect to a technical cooperation with the Government of Barbados for a project for institutional strengthening of the Bureau of Women's Affairs (BWA).

2. That up to the sum of US\$580,000 or its equivalent, is authorized for the purposes of this resolution, chargeable to the net income of the Fund for Special Operations.

3. That the above mentioned sum is to be provided on a nonreimbursable basis.