

ANNEX III: TERMS OF REFERENCE

Barbados (BA-T1050)

Firm/Individual Consultancy Service: Facilitation of the National Consultation on Business Facilitation and recommendation report

TERMS OF REFERENCE

I. BACKGROUND

Building trade capacity is not just about making sure that the necessary physical infrastructure is in place, but it is also about the institutional environment within which the private and public sectors operate, and the relationship between the two. Issues such as cumbersome regulatory arrangements, lack of access to capital, and a disjointed private sector can all drastically inhibit a country's ability to grow – and trade.

Generally speaking, these types of competitiveness partnerships between both sectors can come in a wide range of forms, from broad-based statutory consultation involving business associations and labor unions to small and rather informal groups where a number of businessmen meet with top government ministers behind closed doors. In the end, it is the political and economic context of a country that determines what kind of partnership is feasible and likely to succeed.

In the case of Barbados, the 2014 Barbados Private Sector Assessment Report, commissioned by the Bank and financed by Compete Caribbean, concluded that the Barbados Social Partnership (BSP) between the private sector, government and trade unions was the best institutional arrangement to foster this public-private dialogue and address the key hurdles to private-sector development. The report's priority action plan urged that the relevant actors take steps to address public-sector productivity, stimulate R&D activity by the private sector, promote finance for start-ups, simplify taxation and reduce labor market rigidity.

In general, Issues relating to competitiveness, private sector development and productivity have been topical in political discourse in the country, leading to a number of sectoral studies and reports being commissioned over the last ten years. However, a national competitiveness strategy has never been developed for Barbados. Therefore, the previous loan BA-L1007 commissioned the development of an integral medium term National Competitiveness Strategy (NCS), seen as a proactive futuristic vision in terms of opportunities for, and structural restrictions on economic growth and development.

II. CONSULTANCY OBJECTIVES

To build on the priority issues highlighted in the National Competitiveness Strategy (NCS) and the progress made to date, the Inter-American Development Bank (IDB) seeks to hire

a consultant to conduct a series of activities that will put the issue of business facilitation on the public and private agenda and identify critical areas based on the NCS where concerted action is needed.

III. SCOPE OF WORK

The consultant will

- Conduct a review of existing plans, policy frameworks, laws, approaches, national implementation plans and other relevant documents
- Carry out a stakeholder mapping exercise
- Collect any additional data needed
- Develop a situation analysis, including identification of constraints and opportunities for business facilitation in Barbados

IV. SPECIFIC TASKS

The consultant will

- i. Organize and facilitate a national consultation event on challenges and opportunities of business facilitation in Barbados that would include, among others, representatives from the private sector, government, trade unions and civil society.
- ii. Prepare a report including recommendations for institutional arrangements to ensure the sustainability of public-private dialogue on business facilitation in Barbados; the latter will be based on the outcomes of the national consultation event and the institutional assessment taking into account the overall objective of improving the business climate, promoting transparency, and creating new jobs.

V. CHARACTERISTICS OF THE CONSULTANCY

Type: Firm / Individual Subject Matter Experts

Duration: 40 days over 12 - 24 months commencing approximately in April 2018

Work Location: Country of Residence and Barbados

Qualifications:

The consultants working on this assignment should have:

- i. Comparative knowledge of different types of competitiveness partnerships between the public and the private sectors;
- ii. Previous experience working with public sector agencies in the area of competitiveness and productivity;
- iii. Experience in preparing and facilitating national consultation events on issues related to business facilitation;

- iv. Knowledge of international best practice in terms of institutional arrangements for sustainable public-private dialogue;
- v. Excellent oral and written communication skills;
- vi. Resources to prepare clear and concise documents;
- vii. Fluency in written and spoken English is required.

VI. DELIVERABLES

The firm / individual subject matter expert will be required to produce the following deliverables:

- i. An inception report and work plan with a schedule of activities
- ii. A progress report and assessment outlining (i) the current institutional arrangements and policy frameworks for business facilitation in Barbados and (ii) the details of the national consultation event including the stakeholder mapping report and dissemination strategy
- iii. A final report summarizing the outcomes of the consultation process and a list and discussion of recommendations on how to foster and institutionalize a sustainable public-private dialogue around business facilitation in Barbados

VII. PAYMENTS

This is a lump-sum contract that will include all travel-related expenses. The firm/individual subject matter expert will be paid as follows:

- 10% upon delivery of the inception report and work plan
- 40% upon delivery of the progress report and assessment
- 50% upon delivery of the final report

VIII. SUPERVISION AND REPORTING

The consultant will report directly to Carlos Guaipatin, Senior Specialist in the Competitiveness and Innovation Division of the IDB (IFD / CTI).

Barbados (BA-T1050)

Firm/Individual Consultancy Service: Assessment of and capacity building on the use of the [XXXX] tool¹ generated by the loan

TERMS OF REFERENCE

I. BACKGROUND

In 2010, the Government of Barbados (GoB) and the Inter-American Development Bank started the implementation of the Barbados Competitiveness Program (BCP) with the objective to increase the competitiveness of Barbados through a series of initiatives. The original project objectives were to: (i) rationalize the incentive system and regulations to ensure a coherent framework to support business development; (ii) rationalize the institutional architecture of business development services (BDS) and introduce a framework for clustering initiatives; (iii) improve logistics and trade facilitation, lowering the cost of the movement of goods and people, and enhance access to infrastructure through Private Public Partnerships (PPPs), among other modalities; and (iv) strengthen public-private dialogue (PPD) to develop and implement a medium-term competitiveness strategy.

The project has led to a number of important results. Among these are the finalization of the conceptual design for the Cargo Examination Facility (CEF), the development of a Computable General Equilibrium (CGE) model, the development of a National Competitiveness Strategy (NCS), the design and launch of the Electronic Single Window (ESW) as well as the design of the institutional structure for the Commission on Competitiveness. In addition, the Borrower has also developed a new institutional framework for public-private dialogue that has been key in building consensus and maintaining momentum around critical reforms and policy actions.

The Bank remains committed to continue supporting the country of Barbados in improving its productivity and innovation of the private sector by building on the progress made to date and tackling some of the remaining challenges it is facing in the area of business facilitation.

II. CONSULTANCY OBJECTIVES

The objective of this consultancy is to support the GoB and relevant stakeholders in integrating the [XXX] as one of the major deliverables of the BCP into their business processes and, if necessary, make respective adjustments to ensure the latter are in line with the country's needs and capabilities.

III. SCOPE OF WORK

The consultant will

¹ These TORs Will need to be adjusted once the GoB and the Bank have identified the exact product this consultancy is to focus on.

- Conduct an assessment of the current use being made of the [XXX] by the Ministry of [XXX] and [XXX] and evaluate opportunities for adjustment and further dissemination among relevant stakeholders
- Develop a revised [XXX] and prepare its roll-out among identified key stakeholders
- Deliver capacity building activities, and develop and implement dissemination strategies to promote the new instruments and highlight its added value
- Prepare an implementation plan and sustainability strategy

IV. CHARACTERISTICS OF THE CONSULTANCY

Type: Firm / Individual Subject Matter Experts

Duration: 60 days over 18-24 months commencing approximately in July 2018

Work Location: Country of Residence and Barbados

Qualifications:

The consultants working on this assignment should have:

[TBC based on service delivery tool identified jointly with GoB]

V. DELIVERABLES

The firm / individual subject matter expert will be required to produce the following deliverables:

- iv. An assessment outlining (i) the current use of the service delivery tool [XXX], and (ii) the potential for its application and necessary adjustments
- v. A roll-out plan including (i) the description of any adjustments made to the [XXX], and (ii) the planned capacity building activities
- vi. A final report summarizing the capacity building activities and institutional recommendations and measures taken to ensure its integration into business processes and its sustainability

VI. PAYMENTS

This is a lump-sum contract that will include all travel-related expenses. The firm/individual subject matter expert will be paid as follows:

10% upon delivery of the initial assessment
40% upon delivery of the roll-out plan
50% upon delivery of the final report

VII. SUPERVISION AND REPORTING

The consultant will report directly to Carlos Guaipatin, Senior Specialist in the Competitiveness and Innovation Division of the IDB (IFD / CTI).