

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK

BARBADOS

STRENGTHENING OF THE SERVICE DELIVERY CAPACITY OF THE MINISTRY OF AGRICULTURE, FOOD , FISHERIES, INDUSTRY AND SMALL BUSINESS DEVELOPMENT

(BA-T1013)

PLAN OF OPERATIONS

This document was prepared by the project team consisting of: Nancy Jesurun-Clements, Project Team Leader (INE/RND); Members; Sybille Nuenninghoff (RND/CGY); Rochelle Franklin (CCB/CBA); Paula Louis-Grant (PDP/CBA); Diego Buchara (LEG/SGO); and Rosario Gaggero (INE/RND).

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INFORMATION AVAILABLE IN THE FILES OF INE/RND

DEM Questionnaire

<http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35488863>

ABBREVIATIONS

APO	Annual Plan of Operation
FAO	Food Agriculture Organization
FOD	IDB Food Price Crisis Response Fund
GDP	Gross Domestic Product
IDB	Inter-American Development Bank
MAFFI	Ministry of Agriculture, Food, Fisheries, Industry and Small Business Development
NAHFCS	National Agricultural Health and Food Control System
OM	Organizational Manual
SECI	Institutional Capacity Assessment
SMART	Specific, Measurable, Achievable, Relevant, Time-bound
TC	Technical Cooperation
WTO	World Trade Organization

**STRENGTHENING OF THE SERVICE DELIVERY CAPACITY OF THE MINISTRY OF
AGRICULTURE, FOOD , FISHERIES, INDUSTRY AND SMALL BUSINESS DEVELOPMENT
(BA-T1013)**

I. EXECUTIVE SUMMARY

Beneficiary country:	Barbados		
Team Leader / Members	Nancy Jesurun-Clements, Project Team Leader (INE/RND); Members; Sybille Nuenninghoff (RND/CGY); Paula Louis-Grant (PDP/CBA) Rochelle Franklin (CCB/CBA); Diego Buchara (LEG/SGO); and Rosario Gaggero (INE/RND).		
Executing agency:	Ministry of Agriculture, Food, Fisheries, Industry and Small Business Development (MAFFI)		
Target Beneficiaries:	Barbadian farmers who will gain access to key public services.		
Sources of Funding:	IDB Food Price Crisis Response Fund		
	(FOD):	US\$	350,000
	Local:	US\$	<u>20,000</u>
	Total:	US\$	370,000
Objectives:	The objective of the TC is to improve the efficiency and effectiveness of the service delivery capacity of MAFFI with regard to services that it provides to the agricultural and fisheries sector as a whole and to agro-enterprises in particular, in support of greater national food security through increases in the quantity, quality and competitiveness of locally-produced food for domestic consumption.		
Execution timetable:	Execution period: 12 months Disbursement period: 18 months		
Special contractual conditions:	None		
Exceptions to Bank Policies and Procedures:	None		
Environmental and social review:	The TC operation was classified as category “C” and received ESR-13-10 clearance on March 29, 2010.		
Coordination with other Official Development Finance Institutions:	None		

II. BACKGROUND AND JUSTIFICATION

- 2.1 Barbados is a small, open, vulnerable, middle income economy, which over the last three decades has demonstrated a high degree of economic resilience by its capacity to rebound from successive external economic shocks. The severity of the global food crisis and the concomitant surge in the price of food and agricultural inputs, exacerbated and fueled by increased international freight costs, poses severe challenges to Barbados. As a Net Food Importing Developing Country, Barbados must give careful consideration to the impact of these worrying trends particularly on the productive sub sectors in agriculture which contribute to Gross Domestic Product (GDP) and on general food availability. An adaptation strategy to food supply is therefore required, which considers options driven by socioeconomic and environmental considerations that will address these constraints.
- 2.2 Over the past decade, the agricultural sector has been confronted by a plurality of domestic and international challenges, requiring the repositioning of the sector. The sector has already experienced several years of trade liberalisation in accordance with the World Trade Organization (WTO) rules, having removed the restrictive nature of the licensing regime on sensitive agricultural and other products from 1 April 2000. Domestically, agriculture continues to compete with other sectors for scarce resources such as land, labor and capital. The land holding structure comprises mainly small farmers, with 98% of farms less than 10 acres. Sugar production, which has been the backbone of the Barbados economy for decades, is now largely in decline. With the recent end of the Sugar Protocol, Barbados must transition by 2015 away from a quota-based, guaranteed price regime to a market-based regime. The country has also been seeking to formulate a strategy to achieve food sovereignty, in order to secure its future food supply needs both in the short to long term. Achieving food security through import replacement, however, could have the effect of raising the cost of basic food requirements while at the same time increasing the risks of shortages. This is particularly the case if it is not profitable to compete with imports and if governments encourage the growing of crops that are inappropriate to local conditions. Achieving better food security at lower costs will require that strides be made to enhance agriculture's competitiveness.
- 2.3 How the agricultural sector addresses these and other challenges will largely depend on the type of policies and the structural orientation the Ministry of Agriculture adopts in the future. Further, timely planning and effective implementation of these programmes will be critical if the sector is to achieve its goal in relation to sustainable agricultural development.
- 2.4 Owing to the bureaucratic structure inherited from colonial times, the Ministry of Agriculture, Food, Fisheries, Industry and Small Business Development (MAFFI) has been unable to effectively respond to the changing needs and challenges of the sector due to the existing organization framework. This approach has resulted in an inefficient and ineffective structure, not well suited to identify and respond

quickly to challenges and opportunities and to provide good service delivery. The MAFFI needs to be able to respond to local needs for food, to new international, regional and national challenges and opportunities facing the agricultural and fisheries sectors, and to identify, stimulate, and support innovative technologies, production systems and agribusiness opportunities that are appropriate to Barbados. The MAFFI must adopt a bold, fresh approach that is client-based, results-oriented and founded upon the principle of service-delivery, while achieving a more efficient use of its allocated budget, currently above US\$30.0 million per year. A new organizational structure and operational model is needed, whereby all of the technical and operational units of MAFFI work to provide a complete and integrated package of services geared towards the specific needs of each agricultural sub-sector.

- 2.5 Fundamental questions must be asked, such as what is the role and future of agriculture and fisheries in Barbados, what should be the role of the MAFFI and how a more effective and efficient use of public funds could be supported. The MAFFI has drafted a Medium-Term Strategy for Agriculture and Fisheries that attempts to respond to these needs. Given the potential social and economic impact of adopting a new vision for the sector, the MAFFI considers that this draft requires deeper analysis of the issues faced by the sector and further consultation with stakeholders.
- 2.6 A recent Institutional Capacity Assessment (SECI) 1 of MAFFI, performed under the framework of the Agricultural Health and Food Safety Programme (BA-L1008) identified a weak institutional development level overall, with an institutional capacity score of 57%. This low score was in large measure, a reflection of the lack of formal organizational manual and formal administrative and operational procedures. The analysis recommended that the following activities to strengthen the Ministry's delivery capability within the proposed the Agricultural Health and Food Safety Programme: (i) revise and update the mid-term Agricultural and Fisheries Strategy; and (ii) undergo organizational and operational strengthening of the MAFFI.
- 2.7 The Government of Barbados has requested support from the Bank to address these most pressing institutional issues that hinder MAFFI's ability to provide services in support of agriculture and the country's capacity to provide a safe level of supply of quality food. An agriculture and fisheries strategic plan needs to be developed with the participation of all stakeholders in the sector and formally adopted by the Government, accompanied by the required institutional strengthening of MAFFI. The strategy will clearly define the role of government in the sector and the mandate of the MAFFI, with food security as a central policy objective.
- 2.8 The timing and need for the TC is particularly relevant in light of: (i) the vulnerability of Barbados to food price changes as an importer of most of its food supply; (ii) the Bank's support with the Agricultural Health and Food Safety Programme (BA-L1008) approved in December 2009 with MAFFI as its Executing Agency; and (iii) the work already done to draft the medium-term strategy for the sector. This TC is consistent with the criteria and provisions set

forth in Bank's document GN-2486-4 for the use of resources from the IDB Food Price Crisis Response Fund.

III. PROGRAM DESCRIPTION

A. Objectives

- 3.1 The objective of the TC is to improve the efficiency and effectiveness of the service delivery capacity of MAFFI with regard to services that it provides to the agricultural and fisheries sector as a whole and to agro-enterprises in particular, in support of greater national food security through increases in the quantity, quality and competitiveness of locally-produced food for domestic consumption.

B. Components

- 3.2 The TC will support preparation of an agricultural and fisheries strategy that the Government of Barbados can use to: (i) rationalize sector investments; and (ii) streamline its organizational and operative structure towards achievement of the proposed objectives. The operation will finance the following two components and activities:
- 3.3 **Component I. Development of a Strategic Plan for Agriculture and Fisheries.** Consulting services to provide technical support for developing a strategy for agriculture and fisheries for the country. The strategy will define the vision for agriculture in Barbados, highlighting its role in food and nutrition security and sovereignty, agricultural health and food safety, their economic role and viability with emphasis on disaster planning, mitigation and management. The output will be a medium and long-term Strategic Plan for the sustainable development of agriculture and fisheries including a detailed five-year Strategic Business Plan.
- 3.4 The strategy will be developed through the review of relevant existing documents¹ and in a participatory fashion through the conduct of focused group discussions with major stakeholders, and workshops. During the formulation of this Strategic Plan and throughout stakeholder consultations, answers will be sought to key issues such as: the role of agriculture and fisheries in Barbados (food security and food sovereignty, the contribution of agriculture and fisheries to natural resource management to economic activity and poverty mitigation) land, water and other agricultural inputs; changes in policy, legislation, governance and public investment required to make Barbadian farmers and fisheries more competitive, profitable and productive, how to expand opportunities to diversify crop production and to add value without unduly increasing the pressure on natural resources and how women and youth participate in agriculture and fisheries and how to enhance their role and benefits; how to increase cultivatable arable land and fishing potential and increase access in domestic and export markets. The strategy will consider and analyze any social and environmental impacts and risks related to what is proposed. Such impacts

¹ The MA's draft Medium-Term Plan (2008-2013), Fisheries Plan, National Strategic Plan (2005-2025), GoB Medium Term Fiscal Strategy 2010-2014, Draft Food Sovereignty, Security and Nutrition Policy Paper, Barbados Policy on Green Economy, NAHFCA Strategic Plan, FAO Consultancy Studies.

and risks, and a corresponding management plan will be discussed and agreed with stakeholders.

- 3.5 The strategy will encompass the agricultural and fisheries sectors as a whole, and it will also define priority areas, strategies and goals with SMART indicators² that are specified for each agricultural sub-sector. Technical papers will be developed for selected sub-sectors and for sector-wide themes on key issues, to provide good socioeconomic and environmental data that will inform the preparation of a draft Strategic Plan as the basis for stakeholder consultations. MAFFI will develop a media campaign to engage stakeholders. Formal submissions and responses to the draft Strategic Plan will be solicited and a series of town hall and sub-sector meetings will be organized to provide for a dialogue involving all stakeholders.
- 3.6 The strategy will address the strengthening needs of the Ministry of Agriculture's capacity to plan and facilitate agriculture development, with particular emphasis on its regulatory functions, investment in infrastructure, and public-private partnerships. The proposed strategy and intervention areas will be divided into three time frames: short-term (1-3 years), and medium-term (up to 5 years), and long-term (up to 10 years).
- 3.7 **Component II. Organizational and Operational Strengthening of the MAFFI.** Taking into account the results of the Strategic Plan, this Component will provide technical support to MAFFI to assess the human and financial resources capacity needed to carry it out. The component will support an institutional diagnostic and proposed re-engineering of MAFFI, highlighting its functions in coherence with the Strategic Plan; and the development of operational procedures, plans and systems for service delivery. Given these functions and the preferred approach to achieving these functions, an assessment of the staff and other resources required by MAFFI to effectively conduct its activities is required.
- 3.8 The outputs of the component will include an Institutional Diagnostic Report with recommendations on the proposed re-engineered organizational structure and a detailed implementation plan for the MAFFI, based on realistic financial and fiscal parameters. Recommendations for strengthening MAFFI's service-delivery performance will include actions to provide MAFFI with adequate capability to monitor and evaluate and provide internal control for the implementation plan, the Annual Plans of Operation (APOs) for 3 years and resource allocation scenarios based on MAFFI's expenditure review.
- 3.9 The component will include consulting services for:
 - a. **Institutional Diagnostic and Change Management.** Will develop an institutional diagnosis using as benchmark, the Strategic Plan for Agriculture and Fisheries. This diagnosis will provide the baseline measure of MAFFI's current service delivery strength. A gap analysis will follow, comparing MAFFI's current service-provision capacity with the areas and modalities of service provision that arise from the Strategic Plan. An action plan will be

² The SMART acronym stands for Specific; Measurable; Achievable; Relevant; Time-bound

developed to reduce existing gaps, aiming at achieving a good fit between the proposed policy context and the organization of MAFFI.

- b. **Organizational Manual and Human Resources Management.** An organizational manual (OM) for MAFFI as a whole, including updated job descriptions with a client-based, service-oriented and results-oriented perspective, based on the Strategic Plan for Agriculture and Fisheries. This task involves evaluating the current human resources management system and designing improvements, identifying knowledge/skill gaps and staff training needs; assessing of talents and energies of current staff vs. the needs of MAFFI, using projections of human resources needs in the short, medium and long-term. There should be attention to MAFFI's capacity to respond to training needs in new areas; to improve the quality and content of the agricultural education provided in the region, to attract young professionals meeting MAFFI's requirements, to results-oriented performance appraisal; mechanisms for improving communication to and from staff; teams skills development and the reinforcement of teamwork; and transparent staff selection and promotion processes.
 - c. **Annual Plans of Operation and Work Plans.** Development of three years Annual Plans of Operation (APOs) for MAFFI that will include results-oriented indicators linked to the periods considered in the Strategic Plan for Agriculture and Fisheries and the reengineering implementation plan of MAFFI.
- 3.10 **MAFFI expenditure review.** An analysis of MAFFI's historic cost structure and expenditure level, categories and agriculture programs and policies, to evaluate the efficiency, effectiveness and equity of public expenditure in agriculture and an assessment of future needs. A proposal of resource allocation scenarios will be presented based on the service capacity gap analysis and in support of the priorities set by the Strategic Plan for Agriculture and Fisheries. MAFFI will base budgetary decisions based on these proposed scenarios.

IV. COST AND FINANCING

- 4.1 The total estimated cost of the operation is US\$370,000 of which, US\$350,000 will be financed on a non-reimbursable basis by the IDB Food Price Crisis Response Fund (FOD) and a contribution in-kind (US\$20,000) from the Ministry of Agriculture. The budget summary appears below and the detailed budget is presented in Annex II.

Table 1.1 - Budget Summary (US\$)

Component	Counterpart	IDB	Total
Component I: Development of a Strategy for Agriculture and Fisheries		160,000	160,000
Component II: Organizational and Operational Strengthening of the MAFFI		150,000	150,000
Project administration, media, workshops and focus groups	20,000	20,000	40,000
Financial Audit and Final Evaluation		20,000	20,000
Total	20,000	350,000	370,000

V. EXECUTING AGENCY AND MECHANISM

A. Executing agency

- 5.1 The MAFFI will be responsible for execution of this TC. As executing agency, MAFFI will carry out all procurement actions in accordance with Bank procurement policies and procedures.

B. Executing mechanism

- 5.2 Execution will be undertaken in accordance to the Procurement Plan (Annex III). A team of 6-8 expert consultants specialized in the required thematic areas will be hired, including a project coordinator. The areas to be covered by the consultants are: agriculture economics (Project Coordinator); plant production systems (including horticulture); livestock and poultry; fisheries; farm management and agribusiness specialist and a human resource and change management specialist. The team will report to the Permanent Secretary of the MAFFI through the Project Coordinator. The details of the activities and expected products of the consultancies are provided in the Terms of Reference (Annex IV).

C. Program implementation readiness

- 5.3 The Operation has been discussed and agreed with MAFFI who has committed to provide the counterpart contribution. The clearance has also been obtained for financing from the IDB Food Price Crisis Response Fund (FOD). The draft terms of reference for the studies are presented in Annex IV.

D. Execution period and disbursement schedule

- 5.4 The period of execution for the technical cooperation will be 12 months and the disbursement period will be 18 months. There are no special conditions prior to first disbursement.

E. Procurement

- 5.5 The Executing Agency will contract consulting services according to applicable Bank procedures (GN-2350-7). Procurement processes and disbursements will follow the *ex-post* methodology. The Procurement Plan is presented in Annex III.

VI. MONITORING AND EVALUATION

A. Monitoring and evaluation

- 6.1 The monitoring and supervision of this TC will be carried out by the Bank's Country Office in Barbados under the overall guidance of the project team leader and with the technical support of the Environment, Rural Development and Disaster Risk Management Division (INE/RND). The monitoring and evaluation of the project will be conducted through the Bank's Performance Monitoring Report System.
- 6.2 The MAFFI as Executing Agency will monitor the execution of this technical cooperation. MAFFI will produce semi-annual progress reports and a final report. Technical reports and presentations to be submitted by the consultants at key stages of execution will provide the basis for monitoring progress by the MAFFI and the Bank and for progress and final reports. The MAFFI will perform a final evaluation once 90% of the funds have been disbursed. The final report will describe and analyze progress in reaching financing the targets contained in the Results Matrix (Annex I).

B. Financial audit

- 6.3 An external audit will be performed by a firm of independent auditors acceptable to the Bank, in accordance with the requirements set out in documents AF-100 and AF-300, and terms of reference previously approved by the Bank.

C Technical and basic responsibility

- 6.4 The Bank's Country Office in Barbados (COF/CBA) will have basic responsibility, and INE/RND will have technical responsibility for the execution of the operation. Payments will be made by the MAFFI based on the contractual disbursement schedule and upon acceptance by MAFFI and the Bank of the expected product. The Bank reimburses the funds to MAFFI upon presentation of disbursement request.

VII. PROGRAM BENEFITS AND RISKS

A. Benefits and developmental impact

- 7.1 This TC will benefit Barbadian farmers who will gain access to key public services, which will allow them to increase production and market opportunities at the local, national and international level. The main direct benefits of the technical cooperation include the delivery of a series of key technical studies to support: (i) a medium-term agriculture strategy, which will help organize and focus an economic sector with a mandate to provide food security in a socially and environmentally sustainable fashion; and (ii) a streamlined organization and resource allocation.

B. Risks

- 7.2 The weak institutional development level of MAFFI identified under the Bank's SECI raises concerns about its capacity to execute this TC. To mitigate this risk,

MAFFI is hiring a Project Coordinator to take responsibility for development of the technical work, while ensuring active involvement of MAFFI staff in development of the outputs to be produced.

VIII. ENVIRONMENTAL AND SOCIAL REVIEW

- 8.1 The program has no direct negative social or environmental impacts due to the kind of activities being funded by the program: technical assistance and seminars. The program is expected to have positive social impacts because it will increase the efficiency and effectiveness of the MAFFI to deliver services and to support innovative solutions that will increase the quantity, quality and price competitiveness of locally-produced food for domestic consumption. The Strategy will consider and analyze any social and environmental impacts and risks related to this initiative and will include a management plan for these risks. This operation was classified as C by the project team pursuant to the Bank's policy (OP-703), and further cleared by ESR-13-10 on March 29, 2010.

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CERTIFICATION

I hereby certify that this operation was approved for financing under the IDB Food Price Crisis Response Fund (FOD) through an electronic communication dated on April 16, 2010 and signed by Kai Hertz (VPC/GCM). Also, I certify that resources from IDB Food Price Crisis Response Fund (FOD) are available for up to \$350,000 in order to finance the activities described and budgeted in this document. This certification reserves resources for the referenced project for a period of four (4) calendar months counted from the date of signature below. If the project is not approved by the IDB within that period, the reserve of resources will be cancelled, except in the case a new certification is granted. The commitment and disbursement of these resources shall be made only by the Bank in US dollars. The same currency shall be used to stipulate the remuneration and payments to consultants, except in the case of local consultants working in their own borrowing member country who shall have their remuneration defined and paid in the currency of such country. No resources of the Fund shall be made available to cover amounts greater than the amount certified herein above for the implementation of this Plan of Operations. Amounts greater than the certified amount may arise from commitments on contracts denominated in a currency other than the Fund currency, resulting in currency exchange rate differences, for which the Fund is not at risk.

(original signed)

Dec/7/2010

Marguerite S. Berger
Chief
Grants and Cofinancing Management Unit
VPC/GCM

Date

APPROVAL

(original signed)

Dec/9/2010

Hector Malarin
Division Chief
Environment, Rural Development Disaster Risk
Management Division
INE/RND

Date

ANNEX I – RESULTS MATRIX

Project Objective	To improve the efficiency and effectiveness of the service delivery capacity of MAFFI with regard to services that it provides to the agricultural and fisheries sector as a whole and to agro-enterprises in particular, in support of greater national food security through increases in the quantity, quality and competitiveness of locally-produced food for domestic consumption.		
Results Indicators	Base Line	Goal/Indicator	
An agriculture and fisheries strategy prepared	There is no sector strategy prepared	Agriculture and fisheries strategy prepared and approved by Cabinet	
Institutional diagnostic and re-engineering of MAFFI	Current MAFFI operational and administrative procedures and practices outdated	MAFFI operational procedures, plans and systems for service delivery developed, approved by Cabinet and implemented.	
Products	Year 1	Year 2	Goal/Indicator
Component I: Development of a Strategic Plan for Agriculture and Fisheries			
1.1 Medium and long-term Strategic Plan for the sustainable development of agriculture and fisheries including a detailed five-year Strategic Business Plan.	x		Agriculture and Fisheries Strategic Plan completed and presented to Cabinet
Component II: Organizational and Operational Strengthening of the MA			
2.1 Institutional diagnosis of MAFFI's service delivery capacity, gap analysis comparing MAFFI's current service-provision capacity with the areas and modalities of service provision that arise from the Strategic Plan.	x		A baseline measure of MAFFI's current service delivery strength for gap analysis and an action plan to reduce existing gaps between the proposed policy context and the organization of MAFFI developed and approved by MAFFI and presented to Cabinet.
2.2 Organizational Manual and Human Resources Management Guidelines		x	An organizational manual (OM) for MAFFI as a whole, including updated job descriptions with a

			client-based, service-oriented and results-oriented perspective, based on the Strategic Plan for Agriculture and Fisheries prepared and approved by MAFFI and presented to Cabinet.
2.3 Development of Annual Plans of Operation (APOs) for 3 years for MAFFI that will include results-oriented indicators linked to the Strategic Plan for Agriculture and Fisheries and the Implementation Plan of MAFFI		X	APO for MAFFI with results indicators developed, approved and adopted by MAFFI.
MAFFI expenditure review		X	Resource allocation scenarios based on the service capacity gap analysis and in support of the priorities set by the Strategic Plan for Agriculture and Fisheries proposed, analyzed by MAFFI.

BARBADOS

Strengthening of the Service Delivery Capacity of the Ministry of Agriculture, Food, Fisheries, Industry and Small Business Development (MAFFI).

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Annex II - Detailed Budget

Category	Unit	Unit cost (including per-diem)	Total
Individual Consultancies			
1.Economist//Coordinator	90	770	70,000
Component I: Development of a Strategic Plan for Agriculture and Fisheries			
2. Plant Production Systems Specialist	20	1,000	20,000
3. Livestock and Poultry Specialist	20	1,000	20,000
4. Fisheries Specialist	35	1,400	40,000
5. Farm Management/Agri-Business Specialist	35	1,150	40,000
Component II: Organizational and Operational Strengthening of the MAFFI			
6. Human Resource and Change Management Specialist	50	1,000	50,000
7. Manual and Human Resources Management Guidelines	45	900	40,000
8. Organizational and Operational Strengthening of the MAFFI- Public Expenditure Analysis	25	1,200	30,000
Financial Audit	10	1,000	10,000
Final Evaluation	10	1,000	10,000
Total Consultancies			330,000
Workshops and Focus Groups		20,000	20,000
Project administration (counterpart)		20,000	20,000
Total Project			370,000

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(MAFFI)**

(BA-T1013)

ANNEX III: PROJECT PROCUREMENT PLAN

I. GENERAL INFORMATION

Country:	Barbados
Project name:	<i>Strengthening of the Service Delivery Capacity of the of Agriculture, Food, Fisheries, Industry and Small Business Development (MAFFI)</i>
Executing agency:	The of Agriculture, Food, Fisheries, Industry and Small Business Development (MAFFI)
Project and TC numbers:	BA-T1013
Brief description of the project's objectives and components:	This general objective of the TC is to improve the efficiency and effectiveness of the service delivery capacity of MAFFI with regard to services that it provides to the agricultural and fisheries sector as a whole and to agro-enterprises in particular, in support of greater national food security through increases in the quantity, quality and competitiveness of locally-produced food for domestic consumption. The TC will comprise the following two components: (i) Development of a Strategic Plan for Agriculture and Fisheries; and (ii) Technical support for organizational and operational strengthening of the MAFFI.
Estimated date of project approval by Bank:	December 10, 2010
Estimated date of signature of the agreement:	January 2011
Estimated date of the final disbursement:	July 1012

II. INTRODUCTION

- 2.1 Procurement for the proposed project will be carried out in accordance with the Policies for the Procurement of Works and Goods Financed by the Inter-American Development Bank (GN-2349-7), of July 2006; and the Policies for the Selection and Contracting of Consultants Financed by the Inter-American Development Bank (GN-2350-7), of July 2006, and with the provisions established in the loan contract and this procurement plan.

III. PROCUREMENT PLAN

- 3.1 The procurement plan for the *Strengthening of the Service Delivery Ccapacity of the Ministry of Agriculture* covering the 12 months of project execution has been agreed

between the Bank and of Agriculture, Food, Fisheries, Industry and Small Business Development (MAFFI), who will be the Executing Agency. The plan, which is summarized in Appendix 1, indicates the procedure to be used for the procurement of goods, the contracting of works or services, and the method of selecting consultants, for each contract or group of contracts. It also indicates cases requiring prequalification; the estimated cost of each contract or group of contracts; the requirement for prior or post review by the Bank; and estimated dates for the publication of specific procurement notices and completion of the contracts included in this project. The procurement plan might be updated whenever necessary or as required by the Bank.

IV. PROJECT PROCUREMENT

4.1 The procurements to be made for the proposed project are described in general below.

A. **Goods procurement:** N/A

B. **Procurement of consulting services:**

The MAFFI will execute the TC through contracting of individual consultants to be selected and contracted following the standard IDB procurement policies (GN-2350-7).

C. **Bank review of procurement decisions**

4.2 The Bank will review ex-post.

Procurement plan¹

Country: Barbados

Executing agency: Ministry of Agriculture, Food, Fisheries, Industry and Small Business Development (MAFFI)

Project: *Strengthening of the Service Delivery Capacity of the of Agriculture, Food, Fisheries, Industry and Small Business Development (MAFFI)*

Project and TC contract numbers²: BA-T1013

Brief description of the project's objectives and components: This general objective of the TC is to improve the efficiency and effectiveness of the service delivery capacity of MAFFI with regard to services that it provides to the agricultural and fisheries sector as a whole and to agro-enterprises in particular, in support of increases in the quantity, quality and competitiveness of locally-produced food for domestic consumption. Specifically, the TC will finance: (i) **Development of a Strategic Plan for Agriculture and Fisheries.** Consulting services to provide technical support for developing a strategy for agriculture and fisheries for the country; and (ii) **Organizational and Operational Strengthening**

¹ All project contracts should be included, even if not financed by the Bank, indicating the source of funding in each case.

² The technical cooperation contract number should be entered as soon as one has been assigned.

of the MAFFI. The component will include consulting services for developing institutional diagnostic and change management plan; an Organizational and Human Resources Management Manual; Annual Plans of Operation and Work Plans; and a Sector Expenditure Review.

Estimated date of project approval by the Bank: December 10 2010

Estimated date of signature of the technical cooperation contract: January 2011

Estimated date of the final disbursement: July 2012

Ref. No.	Description of the contract and estimated cost of procurement	Estimated Cost (US \$)	Procurement method ³	Review (prior or post)	Source of financing	Prequalification (Yes/No)	Estimated dates		Status (pending, in process, awarded, cancelled)
					IDB %		Publication of specific procurement notice	Completion of contract	
Individual Consultancies:									
	1.Economist//Coordinator	70,000	CQS	Prior	100%	No	Q1 11	Q4 11	Pending
	2. Plant Production Systems Specialist	20,000	CQS	Prior	100%	No	Q1 11	Q3 11	Pending
	3.Livestock and Poultry Specialist	20,000	CQS	Prior	100%	No	Q1 11	Q3 11	Pending
	4. Fisheries Specialist	40,000	CQS	Prior	100%	No	Q1 11	Q3 11	Pending
	5. Farm Management/Agri-Business Specialist	40,000	CQS	Prior	100%	No	Q1 11	Q3 11	Pending
	6. Human Resource and Change Management Specialist	50,000	CQS	Prior	100%	No	Q1 11	Q4 11	Pending

³ **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.

Ref. No.	Description of the contract and estimated cost of procurement	Estimated Cost (US \$)	Procurement method ³	Review (prior or post)	Source of financing		Prequalification (Yes/No)	Estimated dates		Status (pending, in process, awarded, cancelled)
					IDB %			Publication of specific procurement notice	Completion of contract	
	7. Manual and Human Resources Management Guidelines	40,000	CQS	Prior	100%	No		Q1 11	Q4 11	Pending
	8. Organizational and Operational Strengthening of the Ministry of Agriculture - Public Expenditure Analysis	30,000	CQS	Prior	100%	No		Q2 11	Q4 11	Pending
	Financial Audit	10,000	CQS	Prior	100%	No		Q2 12	Q3 12	Pending
	Final Evaluation	10,000	CQS	Prior	100%	No		Q1 11	Q2 11	Pending
	Total Consultancies	330,000								
	Project administration, workshops and focus groups	40,000	LCS	Prior	100%	No		Q2 11	Q4 11	Pending

BARBADOS
STRENGTHENING OF THE SERVICE DELIVERY CAPACITY OF THE MINISTRY OF AGRICULTURE,
FOOD , FISHERIES, INDUSTRY AND SMALL BUSINESS DEVELOPMENT (MAFFI)
(BA-T1013)

Development of a National Strategy for Agriculture and Fisheries

Senior Agriculture Economist and Coordinator

Terms of Reference # 1

I. BACKGROUND

- 1.1 The Government of Barbados has requested support from the Bank to address the most pressing institutional issues faced by the Ministry of Agriculture (MAFFI) that hinder its ability to provide services in support of agriculture and the country's capacity to provide a safe level of supply of quality food. In response, the Bank is financing a technical cooperation operation (TC). The objective of the TC is to improve the efficiency and effectiveness of the service delivery capacity of MAFFI with regard to services that it provides to the agricultural sector as a whole and to agro-enterprises in particular in support in support of greater national food security through increases in the quantity, quality and competitiveness of locally-produced food for domestic consumption. The TC will support preparation of a national agricultural strategy that GOBA can use to: (i) rationalize sector investments; and (ii) streamline its organizational and operative structure towards achievement of the proposed objectives. The operation will finance the following two components and activities:
- 1.2 **Component I. Development of a Strategic Plan for Agriculture and Fisheries.** Consulting services to provide technical support for developing a strategy for agriculture and fisheries for the country. The strategy will define the vision for agriculture in Barbados, highlighting its role in food and nutrition security and sovereignty, agricultural health and food safety, their economic role and viability with emphasis on disaster planning, mitigation and management. The output will be a medium and long-term Strategic Plan for the sustainable development of agriculture and fisheries including a detailed five-year Strategic Business Plan.
- 1.3 The strategy will be developed through the review of relevant existing documents¹ and in a participatory fashion through the conduct of focused group discussions with major stakeholders, and workshops. During the formulation of this Strategic Plan and throughout stakeholder consultations, answers will be sought to key issues such as: the role of agriculture and fisheries in Barbados (the contribution of agriculture and fisheries

¹ The MA's draft Medium-Term Plan (2008-2013), Fisheries Plan, National Strategic Plan (2005-2025), GoB Medium Term Fiscal Strategy 2010-2014, Draft Food Sovereignty, Security and Nutrition Policy Paper, Barbados Policy on Green Economy, NAHFCA Strategic Plan, FAO Consultancy Studies

to) land water and other agricultural inputs ; changes in policy, legislation, governance and public investment required to make Barbadian farmers and fisheries more competitive, profitable and productive, how to expand opportunities to diversify crop production and to add value without unduly increasing the pressure on natural resources and how women and youth participate in agriculture and fisheries and how to enhance their role and benefits; how to increase cultivatable arable land and fishing potential and increase assess in domestic and export markets. The strategy will consider and analyze any social and environmental impacts and risks related to what is proposed. Such impacts and risks, and a corresponding management plan will be discussed and agreed with stakeholders.

- 1.4 The strategy will encompass the agricultural and fisheries sectors as a whole, and it will also define priority areas, strategies and goals with SMART indicators² that are specified for each agricultural sub-sector. Technical papers will be developed for selected sub-sectors and for sector-wide themes on key issues, to provide good socioeconomic and environmental data that will inform the preparation of a draft Strategic Plan as the basis for stakeholder consultations. A national media campaign will be developed and implemented to engage stakeholders. Formal submissions and responses to the draft Strategic Plan will be solicited and a series of town hall and sub-sector meetings will be organized to provide for a dialogue involving all stakeholders.
- 1.5 The proposed strategy will emphasize providing GOBA with specific recommendations on how to reach the objectives and targets proposed. It should help identify triggers to support agricultural growth on a sustainable basis—rising farm productivity and profitability—for ensuring food security, enhancing household income, and expanding employment. The strategy should aim at promoting science-based, innovative farm practices that enhance the economic efficiency and competitiveness of the agriculture sector with emphasis on food security, value addition, and comparative advantage for resource allocation.
- 1.6 The Strategy will address the strengthening needs of the Ministry of Agriculture’s capacity to plan and facilitate agriculture development, with particular emphasis on its regulatory functions, investment in infrastructure, and public-private partnerships. The proposed strategy and intervention areas will be divided into three time frames: short-term (1-3 years), and medium-term (up to 5 years), and long-term (up to 10 years).
- 1.7 **Component II. Organizational and Operational Strengthening of the MAFFI.** Taking into account the results of the National Strategic Plan, this Component will provide technical support to MAFFI to assess its human and financial resources capacity to carry it out. The component will support an institutional diagnostic and re-engineering of MA, highlighting its core functions, in coherence with the National Strategic Plan; and the development of operational procedures, plans and systems for service delivery. Given these core functions and the preferred approach to achieving these functions, an assessment of the staff and other resources required by MAFFI to effectively conduct its core activities is required.

² The SMART acronym stands for Specific; Measurable; Achievable; Relevant; Time-bound

- 1.8 The outputs of the component will include an Institutional Diagnostic Report with recommendations on the proposed re-engineered organizational structure and a detailed five-year business plan for the MA, based on realistic financial and fiscal parameters. Recommendations for strengthening MAFFI's service-delivery performance will include actions to provide MAFFI with adequate capability to monitor and evaluate and provide internal control for the implementation of the Business Plan, the Annual Plans of Operation (APOs) and the annual and quarterly work plans of management and technical personnel.
- 1.9 These Terms of Reference are the subject of Component 1 described above: Development of a National Strategic Plan for Agriculture and Fisheries.

II. OBJECTIVE AND ACTIVITIES

- 2.1 **Objective- Component I.** The objective of this consultancy is to develop a national agricultural strategy that GOBA can use to improve public sector efficiency through: (i) rationalizing sector investments; and (ii) streamlining its organizational and operative structure towards achievement of the proposed objectives.
- 2.2 **Activities.** The consultancy will involve the following activities, and others deemed necessary to meet the consultancy's objectives:
- a. Review existing documents.
 - b. Act as team leader and project coordinator of the activities of the Technical Cooperation.
 - c. Sector background and in-depth analysis of key areas: the role of agriculture in the economy – share contribution to GDP over time. Sources of supply and demand for agricultural products. Also outline how agriculture can contribute to the strategy for a green economy for Barbados.
 - d. Review in detail recent developments in the agriculture sector identifying major issues, challenges, and agricultural productivity constraints then those specific to crop, livestock and fisheries. Review and suggest supporting measures, such as laws and regulations, infrastructure, research and extension services, investment priorities, and public-private partnerships.
 - e. Analyze trends, constraints and approaches to increasing productivity & profitability of crop, livestock production and fisheries. Assess profitability of key non sugar crops and factors affecting them taking into account the traditional commodity agriculture led by sugarcane, which plays a significant role economy, and the transition from traditional commodity agriculture to high-value enterprises like horticulture, floriculture, livestock, and food processing, which require a good understanding of the best way to target and manage this process, and integrate small farmers into sustainable value chains linked with viable private sector players.

- f. Analyze the prospects for agricultural diversification, identifying potential areas of competitive advantage, for smallholders in particular.
- g. Identify major constraints of institutions, infrastructure, and policies likely to affect the growth process. Indicate niche production lines and enterprises as well as identify opportunities to expand production in crop, livestock and fisheries.
- h. Design and conduct stakeholder workshops with the participation of representatives of the government, farmers' and nongovernmental organizations.
- i. Propose changes in policy, governance, and public investment required to make Barbadian farmers more competitive. Recommend specific supporting measures and policies, such as laws and regulations, infrastructure, research and extension services, investment priorities, and public-private partnerships to measures to enhance opportunities for diversification on a competitive, equitable, and sustainable basis. Identify the benefits of measures proposed to small farmers (owners and tenants, and migrant workers as appropriate), commercial farmers, landless agricultural workers, women, resource conservation, and the environment.
- j. Assess the roles of public and private sectors in implementing the proposed strategy: policy, institutional, and administrative roles of government necessary to achieve the objectives.
- k. Design incentives and support for the private sector to harness its competitive advantage for sustainable agricultural enterprises.
- l. Design Measurable; Achievable; Relevant; Time-bound (SMART) indicators for monitoring and evaluation of the proposed targets.
- m. Prepare the inception report, consolidate the thematic papers, and finalize the interim and final reports for submission to MAFFI and to the Bank.

Objective- Component II To perform an economic analysis of the current public expenditure in agriculture and fisheries and make recommendations on allocation of resources consistent with the National Strategic Plan.

Activities. The consultancy will involve the following activities, and others deemed necessary to meet the consultancy's objectives: Perform an analysis of MAFFI's and any other public agency's expenditure on agriculture and fisheries, aiming to respond to the following questions: how much is being spent on agriculture; how much in proportion to GDP contribution of the sector; in what areas (sub-sectors, programmes, etc.) are agricultural expenditures being made; what is the composition operational/capital of expenditure; what is the public vs. private good character of expenditure; who benefits from expenditure (sector, income level; what are the implications in terms of impact on agriculture and natural resources; how are decisions on resource allocation to the sector based; what recommendations can be made to support a more effective and efficient use of public funds in order for

government strategies and policies to have an impact. What is the potential for cost recovery mechanisms for services provided by MAFFI.

Output. The final report will contain an analysis of MAFFI's historic cost structure and expenditure level, categories and agriculture programs and policies, assessing the efficiency, effectiveness and equity of public expenditure in agriculture and an assessment of future needs. A proposal of resource allocation scenarios will be presented based on the service capacity gap analysis performed under Components 1 and 2, in support of the priorities set by the Strategic Plan for Agriculture and Fisheries.

III. CHARACTERISTICS OF THE CONSULTANCY

- 3.1 Type of consultancy: Individual International Consultant – Under a lump-sum contract.
- 3.2 Starting date and duration: The consultant will work for a total of 90 working days over a period of 5 months, starting on or about xxxx
- 3.3 Place of work. The consultancy will take place in Barbados and in the place of origin of the consultant.
- 3.4 Qualifications. A senior level agriculture economist having a degree in agriculture with wide international experience in agriculture policy design and formulation with a good working knowledge of farm management and agribusiness. Excellent level of English language is required.
- 3.5 Reports Component I- An inception report to be prepared within 2 weeks of contract start-up will include the proposed methodology, a scoping paper with an inventory of existing data and information, key knowledge gaps requiring analysis, and a detailed work plan. A medium-term national agricultural strategy document that includes a full discussion of proposed policies, resource requirements, key milestones, and institutional processes required in the ensuing 5-year and 10-year time horizon. The following reports are required; a consolidated report, an executive summary, background papers, and thematic focal areas..
- 3.6 Report component II- The final report will contain an analysis of MAFFI's historic cost structure and expenditure level, categories and agriculture programs and policies, assessing the efficiency, effectiveness and equity of public expenditure in agriculture and an assessment of future needs. A proposal of resource allocation scenarios will be presented based on the service capacity gap analysis performed under Components 1 and 2, in support of the priorities set by the National Strategic Plan for Agriculture and Fisheries.
- 3.7 Payments. for the consulting services will be specified in the Contract under a *lump sum* arrangement, and will be made as follows:
 - 3.7.1.1 40% at contract signature.
 - 3.7.1.2 60% upon presentation and approval by the by MAFFI of Final Report

- 3.7 Coordination. The consultant will report to the Permanent Secretary of the MAFFI and will maintain close working relationship with representatives from MAFFI responsible for this project and with other consultants involved in the TC team.

November 2010.

BARBADOS
STRENGTHENING OF THE SERVICE DELIVERY CAPACITY OF THE MINISTRY OF AGRICULTURE,
FOOD , FISHERIES, INDUSTRY AND SMALL BUSINESS DEVELOPMENT (MAFFI)
(BA-T1013)

Development of a National Strategy for Agriculture and Fisheries

Plant Production Systems Specialist

Terms of Reference # 2

I. BACKGROUND

- 1.1 The Government of Barbados has requested support from the Bank to address the most pressing institutional issues faced by the Ministry of Agriculture (MAFFI) that hinder its ability to provide services in support of agriculture and the country's capacity to provide a safe level of supply of quality food. In response, the Bank is financing a technical cooperation operation (TC). The objective of the TC is to improve the efficiency and effectiveness of the service delivery capacity of MAFFI with regard to services that it provides to the agricultural sector as a whole and to agro-enterprises in particular, in support in support of greater national food security through increases in the quantity, quality and competitiveness of locally-produced food for domestic consumption. The TC will support preparation of a national agricultural strategy that GOBA can use to: (i) rationalize sector investments; and (ii) streamline its organizational and operative structure towards achievement of the proposed objectives. The operation will finance the following two components and activities:
- 1.2 **Component I. Development of a Strategic Plan for Agriculture and Fisheries.** Consulting services to provide technical support for developing a strategy for agriculture and fisheries for the country. The strategy will define the vision for agriculture in Barbados, highlighting its role in food and nutrition security and sovereignty, agricultural health and food safety, their economic role and viability with emphasis on disaster planning, mitigation and management. The output will be a medium and long-term Strategic Plan for the sustainable development of agriculture and fisheries including a detailed five-year Strategic Business Plan.
- 1.3 The strategy will be developed through the review of relevant existing documents³ and in a participatory fashion through the conduct of focused group discussions with major stakeholders, and workshops. During the formulation of this Strategic Plan and throughout stakeholder consultations, answers will be sought to key issues such as: the role of

³ The MA's draft Medium-Term Plan (2008-2013), Fisheries Plan, National Strategic Plan (2005-2025), GoB Medium Term Fiscal Strategy 2010-2014, Draft Food Sovereignty, Security and Nutrition Policy Paper, Barbados Policy on Green Economy, NAHFCA Strategic Plan, FAO Consultancy Studies

agriculture and fisheries in Barbados (the contribution of agriculture and fisheries to) land water and other agricultural inputs ; changes in policy, legislation, governance and public investment required to make Barbadian farmers and fisheries more competitive, profitable and productive, how to expand opportunities to diversify crop production and to add value without unduly increasing the pressure on natural resources and how women and youth participate in agriculture and fisheries and how to enhance their role and benefits; how to increase cultivatable arable land and fishing potential and increase assess in domestic and export markets. The strategy will consider and analyze any social and environmental impacts and risks related to what is proposed. Such impacts and risks, and a corresponding management plan will be discussed and agreed with stakeholders.

- 1.4 The strategy will encompass the agricultural and fisheries sectors as a whole, and it will also define priority areas, strategies and goals with SMART indicators⁴ that are specified for each agricultural sub-sector. Technical papers will be developed for selected sub-sectors and for sector-wide themes on key issues, to provide good socioeconomic and environmental data that will inform the preparation of a draft Strategic Plan as the basis for stakeholder consultations. A national media campaign will be developed and implemented to engage stakeholders. Formal submissions and responses to the draft Strategic Plan will be solicited and a series of town hall and sub-sector meetings will be organized to provide for a dialogue involving all stakeholders.
- 1.5 The Strategy will address the strengthening needs of the public sector capacity to plan and facilitate agriculture development, with particular emphasis on its regulatory functions, investment in infrastructure, and public-private partnerships. The proposed strategy and intervention areas will be divided into two time frames: short-term (1-3 years), medium-term (up to 5 years), and long-term (up to 10 years).
- 1.6 **Component II. Organizational and Operational Strengthening of the MAFFI.** Taking into account the results of the National Strategic Plan, this Component will provide technical support to MAFFI to assess its human and financial resources capacity to carry it out. The component will support an institutional diagnostic and re-engineering of MA, highlighting its core functions, in coherence with the National Strategic Plan; and the development of operational procedures, plans and systems for service delivery. Given these core functions and the preferred approach to achieving these functions, an assessment of the staff and other resources required by MAFFI to effectively conduct its core activities is required.
- 1.7 The outputs of the component will include an Institutional Diagnostic Report with recommendations on the proposed re-engineered organizational structure and a detailed five-year business plan for the MA, based on realistic financial and fiscal parameters. Recommendations for strengthening MAFFI's service-delivery performance will include actions to provide MAFFI with adequate capability to monitor and evaluate and provide internal control for the implementation of the Business Plan, the Annual Plans of Operation (APOs) and the annual and quarterly work plans of management and technical personnel.

⁴ The SMART acronym stands for Specific; Measurable; Achievable; Relevant; Time-bound

- 1.8 These Terms of Reference are the subject of Component 1 described above: Development of a National Strategic Plan for Agriculture and Fisheries - Plant Production Systems.

II. OBJECTIVE AND ACTIVITIES

- 2.1 **Objective.** The objective of this consultancy is to contribute with the analysis of the plant production systems in Barbados, to a national agricultural strategy that GOBA could use to improve public sector efficiency through: (i) rationalizing sector investments; and (ii) streamlining its organizational and operative structure towards achievement of the proposed objectives.
- 2.2 **Activities.** The consultant will examine conditions in the plant production sector, including field crops and horticulture. In collaboration with the Project Coordinator and with MAFFI technical staff, the specialist will use a combination of primary and secondary data and qualitative and quantitative techniques to assess the following:
- (i) Identify major constraints of institutions, infrastructure, and policies likely to affect the growth process, particularly in terms of return to agricultural research and extension activities.
 - (ii) Review and assess the current state of horticulture and floriculture production.
 - (iii) Examine key environmental resource management issues that require remedial actions to improve farm productivity.
 - (iv) Review and assess the current state of the field crop production system, with a focus on important minor crops with high value potential. Identify resource, infrastructure, and institutional constraints. Highlight the gaps in farm practices and suggest ways to fill these gaps;
 - (v) Analyze specific supporting measures, such as laws and regulations, infrastructure, research and extension services, investment priorities, and public-private partnerships. Suggest new initiatives for investment and support services, especially for small farmers.
 - (vi) Participate in workshops and stakeholders meetings.
- 2.3 The output will be a thematic paper that articulates how the proposed initiatives, investments, and support services will help achieve the stated objectives of sustainable growth in field crops and horticulture.

III. CHARACTERISTIC OF THE CONSULTANCY

- 3.1 Type of consultancy: Individual International Consultant – Under a lump-sum contract.
- 3.2 Starting date and duration: The consultant will work for a total of 15 working days over a period of 1 month, starting on or about xxxx

- 3.3 Place of work. The consultancy will take place in Barbados and in the place of origin of the consultant.
- 3.4 Qualifications. An agronomist with a degree in agriculture and a master's in agronomy with wide international experience in agriculture production systems development in tropical regions. Excellent level of English language is required.
- 3.5 Reports. The team will produce an inception report within 2 weeks of contract start-up, which will include the proposed methodology, a scoping paper with an inventory of existing data and information, key knowledge gaps requiring analysis, and a detailed work plan; and a medium-term National Strategic Plan document that includes a full discussion of proposed policies, resource requirements, key milestones, and institutional processes required in the ensuing 5-year and 10-year time horizon.
- 3.6 This consultancy will present a thematic report with the findings and recommendations related to plant production systems, to be included in National Agriculture Strategic Plan.
- 3.7 Payments. for the consulting services will be specified in the Contract under a *lump sum* arrangement, and will be made as follows:
- 3.7.1.1 40% at contract signature.
 - 3.7.1.2 60% upon presentation and approval by the by MAFFI of Final Report
- 3.7 Coordination. The consultant will report to the Project Coordinator- Consultant and to the Permanent Secretary of the MA, and will maintain close working relationship with representatives from MAFFI responsible for this project and with other consultants involved in the TC team.

November 2010

TORs # 3 – Livestock and Poultry Specialist

BARBADOS
STRENGTHENING OF THE SERVICE DELIVERY CAPACITY OF THE MINISTRY OF AGRICULTURE,
FOOD , FISHERIES, INDUSTRY AND SMALL BUSINESS DEVELOPMENT (MAFFI)
(BA-T1013)

Development of a National Strategy for Agriculture and Fisheries

Livestock and Poultry Specialist

Terms of Reference # 3

I. BACKGROUND

- 1.1 The Government of Barbados has requested support from the Bank to address the most pressing institutional issues faced by the Ministry of Agriculture (MAFFI) that hinder its ability to provide services in support of agriculture and the country's capacity to provide a safe level of supply of quality food. In response, the Bank is financing a technical cooperation operation (TC). The objective of the TC is to improve the efficiency and effectiveness of the service delivery capacity of MAFFI with regard to services that it provides to the agricultural sector as a whole and to agro-enterprises in particular, in support in support of greater national food security through increases in the quantity, quality and competitiveness of locally-produced food for domestic consumption. The TC will support preparation of a national agricultural strategy that GOBA can use to: (i) rationalize sector investments; and (ii) streamline its organizational and operative structure towards achievement of the proposed objectives. The operation will finance the following two components and activities:
- 1.2 **Component I. Development of a Strategic Plan for Agriculture and Fisheries.** Consulting services to provide technical support for developing a national strategy for agriculture and fisheries. The strategy will define the future vision for agriculture in Barbados, highlighting its role in food security, food safety, and national health, its economic role, and the link between agriculture, water management, and land use. The output will be a medium and long-term Strategic Plan for Agriculture and Fisheries including a detailed five-year Strategic Business Plan.
- 1.3 The strategy will be developed through the review of relevant existing documents⁵ and in a participatory fashion through the conduct of focused group discussions with major stakeholders, and workshops. During the formulation of this Strategic Plan and throughout stakeholder consultations, answers will be sought to key issues such as: the

⁵ The MA's Draft Medium-Term Plan (2008-2013), Fisheries Plan, National Strategic Plan (2005-2025), GoB Medium Term Fiscal Strategy 2010-2014, Draft Food Sovereignty, Security and Nutrition Policy Paper, Barbados Policy on Green Economy, NAHFCA Strategic Plan, FAO Consultancy Studies

role of agriculture and fisheries in Barbados (the contribution of agriculture and fisheries to) land water and other agricultural inputs ; changes in policy, legislation, governance and public investment required to make Barbadian farmers and fisheries more competitive, profitable and productive, how to expand opportunities to diversify crop production and to add value without unduly increasing the pressure on natural resources and how women and youth participate in agriculture and fisheries and how to enhance their role and benefits; how to increase cultivatable arable land and fishing potential and increase assess in domestic and export markets. The strategy will consider and analyze any social and environmental impacts and risks related to what is proposed. Such impacts and risks, and a corresponding management plan will be discussed and agreed with stakeholders.

- 1.4 The strategy will encompass the agricultural sector as a whole. It will define strategies and goals with SMART indicators⁶ that are specified for each agricultural sub-sector. Technical papers will be developed for selected sub-sectors and for sector-wide themes on key issues, to provide good socioeconomic and environmental data to inform the preparation of a draft Strategic Plan that will serve as the basis for stakeholder consultations. A national media campaign will be developed and implemented to engage stakeholders. Formal submissions and responses to the draft National Strategic Plan will be solicited and a series of town hall and sub-sector meetings will be organized to provide for a dialogue involving all stakeholders.
- 1.5 The strategy will encompass the agricultural and fisheries sectors as a whole, and it will also define priority areas, strategies and goals with SMART indicators⁷ that are specified for each agricultural sub-sector. Technical papers will be developed for selected sub-sectors and for sector-wide themes on key issues, to provide good socioeconomic and environmental data that will inform the preparation of a draft Strategic Plan as the basis for stakeholder consultations. A national media campaign will be developed and implemented to engage stakeholders. Formal submissions and responses to the draft Strategic Plan will be solicited and a series of town hall and sub-sector meetings will be organized to provide for a dialogue involving all stakeholders.
- 1.6 The Strategy will address the strengthening needs of the public sector capacity to plan and facilitate agriculture development, with particular emphasis on its regulatory functions, investment in infrastructure, and public-private partnerships. The proposed strategy and intervention areas will be divided into two time frames: short-term (1-3 years), medium-term (up to 5 years), and long-term (up to 10 years).
- 1.7 **Component II. Organizational and Operational Strengthening of the MAFFI.** Taking into account the results of the National Strategic Plan, this Component will provide technical support to MAFFI to assess its human and financial resources capacity to carry it out. The component will support an institutional diagnostic and re-engineering of MA, highlighting its core functions, in coherence with the National Strategic Plan; and the development of operational procedures, plans and systems for service delivery. Given these core functions and the preferred approach to achieving these functions, an

⁶ The SMART acronym stands for Specific; Measurable; Achievable; Relevant; Time-bound

assessment of the staff and other resources required by MAFFI to effectively conduct its core activities is required.

- 1.8 The outputs of the component will include an Institutional Diagnostic Report with recommendations on the proposed re-engineered organizational structure and a detailed five-year business plan for the MA, based on realistic financial and fiscal parameters. Recommendations for strengthening MAFFI's service-delivery performance will include actions to provide MAFFI with adequate capability to monitor and evaluate and provide internal control for the implementation of the Business Plan, the Annual Plans of Operation (APOs) and the annual and quarterly work plans of management and technical personnel.
- 1.9 These Terms of Reference are the subject of Component 1 described above: Development of a National Strategic Plan for Agriculture and Fisheries – Livestock and Poultry.

II. OBJECTIVE AND ACTIVITIES

2.1 Objective. The objective of this consultancy is to contribute with the analysis of livestock and poultry production systems in Barbados, to a national agricultural strategy that GOBA could use to improve public sector efficiency through: (i) rationalizing sector investments; and (ii) streamlining its organizational and operative structure towards achievement of the proposed objectives.

2.2 Activities. The consultant will examine conditions in the livestock and poultry sectors. In collaboration with the Project Coordinator and MAFFI technical staff, the specialist will use a combination of primary and secondary data and qualitative and quantitative techniques to assess the following:

- (i) Highlight the gaps in livestock and poultry husbandry practices, including breeding, feeding, and health care; and suggest ways to fill these gaps with particular emphasis on strategies to cope with emerging issues (for instance, animal health).
- (ii) Review and assess the current state of livestock and poultry production systems in Barbados. Identify potential areas of competitive advantage.
- (iii) Identify resource, infrastructure, and institutional constraints. Examine key environmental resource management issues that require remedial actions to improve farm productivity.
- (iv) Analyze specific supporting measures, such as laws and regulations, infrastructure, research and extension services, investment priorities, and public-private partnerships.
- (v) Identify the policy, institutional, and administrative roles of government necessary to achieve the objectives.
- (vi) Participate in workshops and stakeholders meetings.

- 2.3 The output will be a thematic paper that articulates how the proposed initiatives, investments, and support services will help achieve the stated objectives of sustainable growth in livestock and poultry.

III. CHARACTERISTIC OF THE CONSULTANCY

- 3.1 Type of consultancy: Individual International Consultant – Under a lump-sum contract.
- 3.2 Starting date and duration: The consultant will work for a total of 15 working days over a period of 1 month, starting on or about xxxx
- 3.3 Place of work. The consultancy will take place in Barbados and in the place of origin of the consultant.
- 3.4 Qualifications. A trained livestock expert with a degree in agriculture and a master's in livestock management with wide international experience in livestock and poultry systems development. Excellent level of English language is required.
- 3.5 Reports. The team will produce an inception report within 2 weeks of contract start-up, which will include the proposed methodology, a scoping paper with an inventory of existing data and information, key knowledge gaps requiring analysis, and a detailed work plan; and a medium-term National Strategic Plan document that includes a full discussion of proposed policies, resource requirements, key milestones, and institutional processes required in the ensuing 5-year and 10-year time horizon.
- 3.6 This consultancy will present a thematic report with the findings and recommendations related to livestock and poultry production systems, to be included in National Agriculture Strategic Plan.
- 3.7 Payments. for the consulting services will be specified in the Contract under a *lump sum* arrangement, and will be made as follows:
- 40% at contract signature.
 - 60% upon presentation and approval by the by MAFFI of Final Report
- 3.8 Coordination. The consultant will report to the Project Coordinator- Consultant and to the Permanent Secretary of the MA, and will maintain close working relationship with representatives from MAFFI responsible for this project and with other consultants involved in the TC team.

November 2010

BARBADOS
STRENGTHENING OF THE SERVICE DELIVERY CAPACITY OF THE MINISTRY OF AGRICULTURE,
FOOD , FISHERIES, INDUSTRY AND SMALL BUSINESS DEVELOPMENT (MAFFI)
(BA-T1013)

Development of a National Strategy for Agriculture and Fisheries

Fisheries Specialist

Terms of Reference # 4

I. BACKGROUND

- 1.1 The Government of Barbados has requested support from the Bank to address the most pressing institutional issues faced by the Ministry of Agriculture (MAFFI) that hinder its ability to provide services in support of agriculture and the country's capacity to provide a safe level of supply of quality food. In response, the Bank is financing a technical cooperation operation (TC). The objective of the TC is to improve the efficiency and effectiveness of the service delivery capacity of MAFFI with regard to services that it provides to the agricultural sector as a whole and to agro-enterprises in particular, in support in support of greater national food security through increases in the quantity, quality and competitiveness of locally-produced food for domestic consumption. The TC will support preparation of a national agricultural strategy that GOBA can use to: (i) rationalize sector investments; and (ii) streamline its organizational and operative structure towards achievement of the proposed objectives. The operation will finance the following two components and activities:
- 1.2 **Component I. Development of a National Strategic Plan for Agriculture and Fisheries.** Consulting services to provide technical support for developing a national strategy for agriculture and fisheries. The strategy will define the future vision for agriculture in Barbados, highlighting its role in food security, food safety, and national health, its economic role, and the link between agriculture, water management, and land use. The output will be a medium and long-term National Strategic Plan for Agriculture and Fisheries including a detailed five-year Strategic Business Plan.
- 1.3 The strategy will be developed in a participatory fashion through focused group discussions with major stakeholders, and workshops. During the formulation of this National Strategic Plan and throughout stakeholder consultations, answers will be sought to key issues such as: the role of agriculture in Barbados (food security and food sovereignty; the contribution of agriculture to natural resource management, to economic activity and to poverty mitigation); land and water as agricultural inputs; changes in policy, governance, and public investment required to make Barbadian farmers more competitive, profitable and productive; how to expand opportunities to diversify crop production and to add value without unduly increasing the pressure on natural resources

and the environment; how women participate in farm activity and how to enhance their role and benefits; how to increase cultivatable arable land. The strategy will consider and analyze any social and environmental impacts and risks related to what is proposed. Such impacts and risks, and a corresponding management plan will be discussed and agreed with stakeholders.

- 1.4 The strategy will encompass the agricultural sector as a whole. It will define strategies and goals with SMART indicators⁸ that are specified for each agricultural sub-sector. Technical papers will be developed for selected sub-sectors and for sector-wide themes on key issues, to provide good socioeconomic and environmental data to inform the preparation of a draft National Strategic Plan that will serve as the basis for stakeholder consultations. A national media campaign will be developed and implemented to engage stakeholders. Formal submissions and responses to the draft National Strategic Plan will be solicited and a series of town hall and sub-sector meetings will be organized to provide for a dialogue involving all stakeholders.
- 1.5 The proposed strategy will emphasize providing GOBA with specific recommendations on how to reach the objectives and targets proposed. It should help identify triggers to support agricultural growth on a sustainable basis—rising farm productivity and profitability—for ensuring food security, enhancing household income, and expanding employment. The strategy should aim at promoting science-based, innovative farm practices that enhance the economic efficiency and competitiveness of the agriculture sector with emphasis on food security, value addition, and comparative advantage for resource allocation.
- 1.6 The Strategy will address the strengthening needs of the public sector capacity to plan and facilitate agriculture development, with particular emphasis on its regulatory functions, investment in infrastructure, and public-private partnerships. The proposed strategy and intervention areas will be divided into two time frames: short-term (1-3 years), medium-term (up to 5 years), and long-term (up to 10 years)..
- 1.7 **Component II. Organizational and Operational Strengthening of the MAFFI.** Taking into account the results of the National Strategic Plan, this Component will provide technical support to MAFFI to assess its human and financial resources capacity to carry it out. The component will support an institutional diagnostic and re-engineering of MA, highlighting its core functions, in coherence with the National Strategic Plan; and the development of operational procedures, plans and systems for service delivery. Given these core functions and the preferred approach to achieving these functions, an assessment of the staff and other resources required by MAFFI to effectively conduct its core activities is required.
- 1.8 The outputs of the component will include an Institutional Diagnostic Report with recommendations on the proposed re-engineered organizational structure and a detailed five-year business plan for the MA, based on realistic financial and fiscal parameters. Recommendations for strengthening MAFFI's service-delivery performance will include actions to provide MAFFI with adequate capability to monitor and evaluate and provide

⁸ The SMART acronym stands for Specific; Measurable; Achievable; Relevant; Time-bound

internal control for the implementation of the Business Plan, the Annual Plans of Operation (APOs) and the annual and quarterly work plans of management and technical personnel.

- 1.9 These Terms of Reference are the subject of Component 1 described above: Development of a National Strategic Plan for Agriculture and Fisheries – Fisheries.

II. OBJECTIVE AND ACTIVITIES

- 2.1 **Objective.** The objective of this consultancy is to contribute with the analysis of fisheries production systems in Barbados, to a national agricultural strategy that GOBA could use to improve public sector efficiency through: (i) rationalizing sector investments; and (ii) streamlining its organizational and operative structure towards achievement of the proposed objectives.
- 2.2 **Activities.** The consultant will examine conditions in fisheries sector. In collaboration with the Project Coordinator and MAFFI technical staff, the specialist will use a combination of primary and secondary data and qualitative and quantitative techniques to assess the following:
- (vii) Review and assess the current state fisheries production systems in Barbados. Identify potential areas of competitive advantage.
 - (viii) Map the supply chains for key high-value commodities that identify major supply chain actors, the distributional benefits of access to supply chains by smallholders, resource gaps, and constraints.
 - (ix) Highlight the gaps in fisheries practices, including fishing, handling, storage practices; and suggest ways to fill these gaps with particular emphasis on strategies to cope with emerging issues.
 - (x) Identify resource, infrastructure, and institutional constraints. Examine key environmental resource management issues that require remedial actions to improve farm productivity.
 - (xi) Analyze specific supporting measures, such as laws and regulations, infrastructure, research and extension services, investment priorities, and public-private partnerships. Suggest new initiatives for investment and support services, especially for small producers.
 - (xii) Identify the policy, institutional, and administrative roles of the government necessary to achieve the objectives. Suggest new initiatives for investment and support services, especially for small stockholders.
 - (xiii) Participate in workshops and stakeholders meetings.
- 2.3 The output will be a thematic paper that articulates how the proposed initiatives, investments, and support services will help achieve the stated objectives of sustainable growth in fisheries.

III. CHARACTERISTIC OF THE CONSULTANCY

- 3.1 Type of consultancy: Individual International Consultant – Under a lump-sum contract.
- 3.2 Starting date and duration: The consultant will work for a total of 25 working days over a period of 2 months, starting on or about xxxx
- 3.3 Place of work. The consultancy will take place in Barbados and in the place of origin of the consultant.

November 2010

BARBADOS
STRENGTHENING OF THE SERVICE DELIVERY CAPACITY OF THE MINISTRY OF AGRICULTURE,
FOOD , FISHERIES, INDUSTRY AND SMALL BUSINESS DEVELOPMENT (MAFFI)
(BA-T1013)

Development of a National Strategy for Agriculture and Fisheries

Farm Management/Agri-Business Specialist

Terms of Reference #5

I. BACKGROUND

- 1.1 The Government of Barbados has requested support from the Bank to address the most pressing institutional issues faced by the Ministry of Agriculture (MAFFI) that hinder its ability to provide services in support of agriculture and the country's capacity to provide a safe level of supply of quality food. In response, the Bank is financing a technical cooperation operation (TC). The objective of the TC is to improve the efficiency and effectiveness of the service delivery capacity of MAFFI with regard to services that it provides to the agricultural sector as a whole and to agro-enterprises in particular, in support in support of greater national food security through increases in the quantity, quality and competitiveness of locally-produced food for domestic consumption. The TC will support preparation of a national agricultural strategy that GOBA can use to: (i) rationalize sector investments; and (ii) streamline its organizational and operative structure towards achievement of the proposed objectives. The operation will finance the following two components and activities:
- 1.2 **Component I. Development of a Strategic Plan for Agriculture and Fisheries.** Consulting services to provide technical support for developing a strategy for agriculture and fisheries for the country. The strategy will define the vision for agriculture in Barbados, highlighting its role in food and nutrition security and sovereignty, agricultural health and food safety, their economic role and viability with emphasis on disaster planning, mitigation and management. The output will be a medium and long-term Strategic Plan for the sustainable development of agriculture and fisheries including a detailed five-year Strategic Business Plan.
- 1.3 The strategy will be developed through the review of relevant existing documents⁹ and in a participatory fashion through the conduct of focused group discussions with major stakeholders, and workshops. During the formulation of this Strategic Plan and throughout stakeholder consultations, answers will be sought to key issues such as: the

⁹ The MA's draft Medium-Term Plan (2008-2013), Fisheries Plan, National Strategic Plan (2005-2025), GoB Medium Term Fiscal Strategy 2010-2014, Draft Food Sovereignty, Security and Nutrition Policy Paper, Barbados Policy on Green Economy, NAHFCA Strategic Plan, FAO Consultancy Studies

role of agriculture and fisheries in Barbados (the contribution of agriculture and fisheries to) land water and other agricultural inputs ; changes in policy, governance and public investment required to make Barbadian farmers and fisheries more competitive, profitable and productive, how to expand opportunities to diversify crop production and to add value without unduly increasing the pressure on natural resources and how women and youth participate in agriculture and fisheries and how to enhance their role and benefits; how to increase cultivatable arable land and fishing potential and increase assess in domestic and export markets. The strategy will consider and analyze any social and environmental impacts and risks related to what is proposed. Such impacts and risks, and a corresponding management plan will be discussed and agreed with stakeholders.

- 1.4 The proposed strategy will emphasize providing GOBA with specific recommendations on how to reach the objectives and targets proposed. It should help identify triggers to support agricultural growth on a sustainable basis—rising farm productivity and profitability—for ensuring food security, enhancing household income, and expanding employment. The strategy should aim at promoting science-based, innovative farm practices that enhance the economic efficiency and competitiveness of the agriculture sector with emphasis on food security, value addition, and comparative advantage for resource allocation.
- 1.5 The strategy will encompass the agricultural and fisheries sectors as a whole, and it will also define priority areas, strategies and goals with SMART indicators¹⁰ that are specified for each agricultural sub-sector. Technical papers will be developed for selected sub-sectors and for sector-wide themes on key issues, to provide good socioeconomic and environmental data that will inform the preparation of a draft Strategic Plan as the basis for stakeholder consultations. A national media campaign will be developed and implemented to engage stakeholders. Formal submissions and responses to the draft Strategic Plan will be solicited and a series of town hall and sub-sector meetings will be organized to provide for a dialogue involving all stakeholders.
- 1.6 The Strategy will address the strengthening needs of the public sector capacity to plan and facilitate agriculture development, with particular emphasis on its regulatory functions, investment in infrastructure, and public-private partnerships. The proposed strategy and intervention areas will be divided into two time frames: short-term (1-3 years), medium-term (up to 5 years), and long-term (up to 10 years).
- 1.7 **Component II. Organizational and Operational Strengthening of the MAFFI.** Taking into account the results of the National Strategic Plan, this Component will provide technical support to MAFFI to assess its human and financial resources capacity to carry it out. The component will support an institutional diagnostic and re-engineering of MA, highlighting its core functions, in coherence with the National Strategic Plan; and the development of operational procedures, plans and systems for service delivery. Given these core functions and the preferred approach to achieving these functions, an assessment of the staff and other resources required by MAFFI to effectively conduct its core activities is required.

¹⁰ The SMART acronym stands for Specific; Measurable; Achievable; Relevant; Time-bound

- 1.8 The outputs of the component will include an Institutional Diagnostic Report with recommendations on the proposed re-engineered organizational structure and a detailed five-year business plan for the MA, based on realistic financial and fiscal parameters. Recommendations for strengthening MAFFI's service-delivery performance will include actions to provide MAFFI with adequate capability to monitor and evaluate and provide internal control for the implementation of the Business Plan, the Annual Plans of Operation (APOs) and the annual and quarterly work plans of management and technical personnel.
- 1.9 These Terms of Reference are the subject of Component 1 described above: Development of a National Strategic Plan for Agriculture and Fisheries – Livestock and Poultry.

II. OBJECTIVE AND ACTIVITIES

- 2.1 **Objective.** The objective of this consultancy is to conduct analysis of crop, livestock and poultry production systems in Barbados, to a national agricultural strategy that GOBA could use to improve public sector efficiency through: (i) rationalizing sector investments; and (ii) streamlining its organizational and operative structure towards achievement of the proposed objectives.
- 2.2 **Activities.** The consultancy will involve the following activities, and others deemed necessary to meet the consultancy's objectives:
- Analyze the components of the supply of agricultural products, with particular emphasis on the determinants of agricultural productivity, an assessment of farm practices, and breakdown of the factors behind the variability in productivity by farm type.
 - Map the supply chains for key high-value commodities in the agricultural sector that identify major supply chain actors, the distributional benefits of access to supply chains by smallholders, resource gaps, and constraints for crops, livestock and poultry.
 - Analyze changes in the demand for agricultural commodities, highlighting any shifts in consumer demands towards high-value commodities;
 - Assess the constraints to private sector participation in marketing and distribution activities, such as storage and finance.
 - Examine the role of producer organizations in marketing traditional agriculture and horticulture and identify success stories that are replicable.
 - Suggest new initiatives for investment and support services, especially for small farmers in the agricultural sector.

III. CHARACTERISTICS OF THE CONSULTANCY

- 3.1 Type of consultancy: Individual International Consultant – Under a lump-sum contract.
- 3.2 Starting date and duration: The consultant will work for a total of 25 working days over a period of 2 months, starting on or about xxxx
- 3.3 Place of work. The consultancy will take place in Barbados and in the place of origin of the consultant.
- 3.4 Qualifications. A degree in agriculture with emphasis on farm management and a master's in agribusiness. Excellent level of English language is required.
- 3.5 Reports Component I- The team will produce an inception report within 2 weeks of contract start-up, which will include the proposed methodology, a scoping paper with an inventory of existing data and information, key knowledge gaps requiring analysis, and a detailed work plan; and a medium-term National Strategic Plan document that includes a full discussion of proposed policies, resource requirements, key milestones, and institutional processes required in the ensuing 5-year and 10-year time horizon.
- 3.6 This consultancy will present a thematic report with the findings and recommendations related to farm management and agri-business systems, to be included in National Agriculture Strategic Plan.
- 3.7 Payments. for the consulting services will be specified in the Contract under a *lump sum* arrangement, and will be made as follows:
 - 40% at contract signature.
 - 60% upon presentation and approval by the by MAFFI of Final Report

November 2010

TORs # 6 - Institutional Diagnostic and Change Management Specialist

BARBADOS

**STRENGTHENING OF THE SERVICE DELIVERY CAPACITY OF THE MINISTRY OF AGRICULTURE,
FOOD , FISHERIES, INDUSTRY AND SMALL BUSINESS DEVELOPMENT (MAFFI)
(BA-T1013)**

Organizational and Operational Strengthening of the Ministry of Agriculture

Human Resource and Change Management Specialist

Terms of Reference # 6

I. BACKGROUND

- 1.1 The Government of Barbados has requested support from the Bank to address the most pressing institutional issues faced by the MAFFI that hinder its ability to provide services in support of agriculture and the country's capacity to provide a safe level of supply of quality food. In response, the Bank is financing a technical cooperation operation. The objective of the TC is to improve the efficiency and effectiveness of the service delivery capacity of MAFFI with regard to services that it provides to the agricultural sector as a whole and to agro-enterprises in particular, in support in support of greater national food security through increases in the quantity, quality and competitiveness of locally-produced food for domestic consumption. The TC will support preparation of a national agricultural strategy that GOBA can use to: (i) rationalize sector investments; and (ii) streamline its organizational and operative structure towards achievement of the proposed objectives. The operation will finance the following two components and activities:
- 1.2 **Component I. Development of a National Strategic Plan for Agriculture and Fisheries.** Consulting services to provide technical support for developing a strategy for agriculture and fisheries for the country. The strategy will define the vision for agriculture in Barbados, highlighting its role in food and nutrition security and sovereignty, agricultural health and food safety, their economic role and viability with emphasis on disaster planning, mitigation and management. The output will be a medium and long-term Strategic Plan for the sustainable development of agriculture and fisheries including a detailed five-year Strategic Business Plan.
- 1.3 The Strategy will address the strengthening needs of the public sector capacity to plan and facilitate agriculture development, with particular emphasis on its regulatory functions, investment in infrastructure, and public-private partnerships. The proposed strategy and intervention areas will be divided into three time frames: short-term (1-3 years), medium-term (up to 5 years), and long-term (up to 10 years).

- 1.4 **Component II. Organizational and Operational Strengthening of the MAFFI.** Taking into account the results of the Strategic Plan and other review documents¹¹, this Component will provide technical support to MAFFI to assess its human and financial resources capacity to carry it out. The component will support an institutional diagnostic and re-engineering of MA, highlighting its core functions, in coherence with the National Strategic Plan; and the development of operational procedures, plans and systems for service delivery. Given these core functions and the preferred approach to achieving these functions, an assessment of the staff and other resources required by MAFFI to effectively conduct its core activities is required.
- 1.5 The outputs of the component will include an Institutional Diagnostic Report with recommendations on the proposed re-engineered organizational structure and a detailed five-year business plan for the MA, based on realistic financial and fiscal parameters. Recommendations for strengthening MAFFI's service-delivery performance will include actions to provide MAFFI with adequate capability to monitor and evaluate and provide internal control for the implementation of the Business Plan, the Annual Plans of Operation (APOs) and the annual and quarterly work plans of management and technical personnel.
- 1.6 The component will include consulting services for:
- a. **Institutional Diagnostic and Change Management.** Developing an institutional diagnostic, using as benchmark, the National Strategic Plan for Agriculture and Fisheries. This diagnosis will provide the baseline measure of MAFFI's current service delivery strength. A gap analysis will follow, comparing MAFFI's current service-provision capacity with the areas and modalities of service provision that arise from the National Strategic Plan. An action plan will be developed to reduce existing gaps, aiming at achieving a good fit between the proposed policy context and the organization of MAFFI.
 - b. **MAFFI expenditure review.** An analysis of MAFFI's historic cost structure and expenditure level, categories and agriculture programs and policies, to evaluate the efficiency, effectiveness and equity of public expenditure in agriculture and an assessment of future needs. A proposal of resource allocation scenarios will be presented based on the service capacity gap analysis and in support of the priorities set by the National Strategic Plan for Agriculture and Fisheries.
 - c. **Organizational Manual and Human Resources Management.** An organizational manual (OM) for MAFFI as a whole, including updated job descriptions with a client-based, service-oriented and results-oriented perspective, based on the National Strategic Plan for Agriculture and Fisheries. This task involves evaluating the current human resources management system and designing improvements, identifying knowledge/skill gaps and staff training

¹¹ The MA's draft Medium-Term Plan (2008-2013), Fisheries Plan, National Strategic Plan (2005-2025), GoB Medium Term Fiscal Strategy 2010-2014, Draft Food Sovereignty, Security and Nutrition Policy Paper, Barbados Policy on Green Economy, NAHFCA Strategic Plan, FAO Consultancy Studies

needs; assessing of talents and energies of current staff vs. the needs of MA, using projections of human resources needs in the short, medium and long-term. There should be attention to MAFFI's capacity to respond to training needs in new areas; to improve the quality and content of the agricultural education provided in the region, to attract young professionals meeting MAFFI's requirements, to results-oriented performance appraisal; mechanisms for improving communication to and from staff; teams skills development and the reinforcement of teamwork; and transparent staff selection and promotion processes.

- d. **Annual Plans of Operation and Work Plans.** Development of Annual Plans of Operation (APOs) for MAFFI that will include results-oriented indicators linked to the National Strategic Plan for Agriculture and Fisheries and the Business Plan of MAFFI.

- 1.7 These Terms of Reference are the subject of Component 2 described above: Organizational and Operational Strengthening of the MA- Institutional Diagnostic and Change Management.

II. OBJECTIVE AND ACTIVITIES

- 2.1 **Objective.** To develop an institutional diagnosis of MAFFI in the context of the National Strategic Plan for Agriculture and Fisheries, providing a baseline measure and a gap analysis of MAFFI's capacity to provide services as spelled out in the National Development Plan.

- 2.2 **Activities.** The consultancy will involve the following activities, and others deemed necessary to meet the consultancy's objectives:

- 1) Review existing documents.
- 2) Evaluate the MAFFI's current organizational structure as a baseline measure: hierarchical levels, size, executive, technical, operational, and administrative composition; dedication by services, programme, sub-sectors, etc.; decision making flows;
- 3) In the context of the Strategic Plan, identify the human capital, technological, service and organizational gaps, inefficiencies, redundant functions, for the proposed level of service delivery.
- 4) Evaluate the current agriculture information system for agricultural policy and strategy and identify need to improve data and reporting systems in Ministry (effective resource allocation, monitoring & evaluation data) as a sector knowledge support system.
- 5) Design a service-oriented streamlined organization for MAFFI identifying the human capital and organizational adjustments required to transition into this proposed organization (or alternative scenarios).

- 6) Present an action plan for the organizational transition, including a communication plan, stages, benchmarks and indicators for progress monitoring.
- 7) Based on the proposed new MAFFI's organization, prepare descriptions of the new positions, tasks,
- 8) Projection of human resources by hierarchy, technical skill,
- 9) Strategy for training and recruitment
- 10) Annual Plans of Operation
- 11) Business Plan

III CHARACTERISTIC OF THE CONSULTANCY

- 3.1 Type of consultancy: Individual International Consultant – Under a lump-sum contract.
- 3.2 Starting date and duration: The consultant will work for a total of 40 working days over a period of 3 months, starting on or about xxxx.
- 3.3 Place of work. The consultancy will take place in Barbados and in the place of origin of the consultant.
- 3.4 Qualifications. A senior level public sector institutional specialist with wide international experience in evaluating agriculture public institutions and demonstrated experience in understanding the Central Government Operations in Barbados or the English speaking region . Excellent level of English language is required.
- 3.5 Reports. This consultancy will present: (i) an initial report with the proposed methodology and work plan; (ii) a draft final report with the findings and recommendations; and (iii) a final report.
- 3.6 Payments. for the consulting services will be specified in the Contract under a *lump sum* arrangement, and will be made as follows:
 - 40% at contract signature.
 - 60% upon presentation and approval by the by MAFFI of Final Report
- 3.7 Coordination. The consultant will report to the Project Coordinator- Consultant and to the Permanent Secretary of the MA, and will maintain close working relationship with representatives from MAFFI responsible for this project and with other consultants involved in the TC team.

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BARBADOS
STRENGTHENING OF THE SERVICE DELIVERY CAPACITY OF THE MINISTRY OF AGRICULTURE,
FOOD , FISHERIES, INDUSTRY AND SMALL BUSINESS DEVELOPMENT (MAFFI)
(BA-T1013)

Organizational and Operational Strengthening of the Ministry of Agriculture

Organizational Manual and Human Resources Management Guidelines

Terms of Reference (incomplete) # 7

I. BACKGROUND

- 1.1 The Government of Barbados has requested support from the Bank to address the most pressing institutional issues faced by the MAFFI that hinder its ability to provide services in support of agriculture and the country's capacity to provide a safe level of supply of quality food. In response, the Bank is financing a technical cooperation operation. The objective of the TC is to improve the efficiency and effectiveness of the service delivery capacity of MAFFI with regard to services that it provides to the agricultural sector as a whole and to agro-enterprises in particular, in support in support of greater national food security through increases in the quantity, quality and competitiveness of locally-produced food for domestic consumption. The TC will support preparation of a national agricultural strategy that GOBA can use to: (i) rationalize sector investments; and (ii) streamline its organizational and operative structure towards achievement of the proposed objectives. The operation will finance the following two components and activities:
- 1.2 **Component I. Development of a National Strategic Plan for Agriculture and Fisheries.** Consulting services to provide technical support for developing a national strategy for agriculture and fisheries. The strategy will define the future vision for agriculture in Barbados, highlighting its role in food security, food safety, and national health, its economic role, and the link between agriculture, water management, and land use. The output will be a medium and long-term National Strategic Plan for Agriculture and Fisheries including a detailed five-year Strategic Business Plan.
- 1.3 The Strategy will address the strengthening needs of the public sector capacity to plan and facilitate agriculture development, with particular emphasis on its regulatory functions, investment in infrastructure, and public-private partnerships. The proposed strategy and intervention areas will be divided into three time frames: short-term (1-3 years), medium-term (up to 5 years), and long-term (up to 10 years).
- 1.4 **Component II. Organizational and Operational Strengthening of the MAFFI.** Taking into account the results of the National Strategic Plan, this Component will provide technical support to MAFFI to assess its human and financial resources capacity to carry it out. The component will support an institutional diagnostic and re-engineering of MA, highlighting its core functions, in coherence with the National Strategic Plan; and the development of operational procedures, plans and systems for service delivery. Given

these core functions and the preferred approach to achieving these functions, an assessment of the staff and other resources required by MAFFI to effectively conduct its core activities is required.

- 1.5 The outputs of the component will include an Institutional Diagnostic Report with recommendations on the proposed re-engineered organizational structure and a detailed five-year business plan for the MA, based on realistic financial and fiscal parameters. Recommendations for strengthening MAFFI's service-delivery performance will include actions to provide MAFFI with adequate capability to monitor and evaluate and provide internal control for the implementation of the Business Plan, the Annual Plans of Operation (APOs) and the annual and quarterly work plans of management and technical personnel.
- 1.6 The component will include consulting services for:
 - (i) **Institutional Diagnostic and Change Management.** Developing an institutional diagnostic, using as benchmark, the National Strategic Plan for Agriculture and Fisheries. This diagnosis will provide the baseline measure of MAFFI's current service delivery strength. A gap analysis will follow, comparing MAFFI's current service-provision capacity with the areas and modalities of service provision that arise from the National Strategic Plan. An action plan will be developed to reduce existing gaps, aiming at achieving a good fit between the proposed policy context and the organization of MAFFI.
 - (ii) **MAFFI expenditure review.** An analysis of MAFFI's historic cost structure and expenditure level, categories and agriculture programs and policies, to evaluate the efficiency, effectiveness and equity of public expenditure in agriculture and an assessment of future needs. A proposal of resource allocation scenarios will be presented based on the service capacity gap analysis and in support of the priorities set by the National Strategic Plan for Agriculture and Fisheries.
 - (iii) **Organizational Manual and Human Resources Management.** An organizational manual (OM) for MAFFI as a whole, including updated job descriptions with a client-based, service-oriented and results-oriented perspective, based on the National Strategic Plan for Agriculture and Fisheries. This task involves evaluating the current human resources management system and designing improvements, identifying knowledge/skill gaps and staff training needs; assessing of talents and energies of current staff vs. the needs of MA, using projections of human resources needs in the short, medium and long-term. There should be attention to MAFFI's capacity to respond to training needs in new areas; to improve the quality and content of the agricultural education provided in the region, to attract young professionals meeting MAFFI's requirements, to results-oriented performance appraisal; mechanisms for improving communication to and from staff; teams skills development and the reinforcement of teamwork; and transparent staff selection and promotion processes.
 - (iv) **Annual Plans of Operation and Work Plans.** Development of Annual Plans of Operation (APOs) for MAFFI that will include results-oriented indicators linked

to the National Strategic Plan for Agriculture and Fisheries and the Business Plan of MAFFI.

- 1.7 These Terms of Reference are the subject of Component 2 described above: Organizational and Operational Strengthening of the MA- Organizational Manual and Annual Plans of Operation and Business Plan.

II. OBJECTIVE AND ACTIVITIES

- 2.1 **Objective.** To prepare an organizational manual for MAFFI and Annual Plan of Operations and Business Plan.
- 2.2 **Activities.** The consultancy will involve the following activities, and others deemed necessary to meet the consultancy's objectives:

Based on the proposed new MAFFI's organization, prepare descriptions of the new positions, tasks,

Projection of human resources by hierarchy, technical skill,

Strategy for training and recruitment

Annual Plans of Operation

Business Plan

III. CHARACTERISTIC OF THE CONSULTANCY

- 3.1 Type of consultancy: Individual International Consultant – Under a lump-sum contract.
- 3.2 Starting date and duration: The consultant will work for a total of 50 working days over a period of 3 months, starting on or about xxxx
- 3.3 Place of work. The consultancy will take place in Barbados and in the place of origin of the consultant.
- 3.4 Qualifications. A senior level public sector institutional specialist with wide international experience in developing organizational manuals for public institutions. Excellent level of English language is required.
- 3.5 Reports. This consultancy will present: (i) an initial report with the proposed methodology and work plan; (ii) a draft final report with the findings and recommendations; and (iii) a final report.
- 3.6 Payments will be specified in the Contract under a *lump sum* arrangement, and will be made as follows:
- 40% at contract signature.

- 60% upon presentation and approval by the by MAFFI of Final Report

3.7 Coordination. The consultant will report to the Project Coordinator- Consultant and to the Permanent Secretary of the MA, and will maintain close working relationship with representatives from MAFFI responsible for this project and with other consultants involved in the TC team.

November 2010

BARBADOS
STRENGTHENING OF THE SERVICE DELIVERY CAPACITY OF THE MINISTRY OF AGRICULTURE,
FOOD , FISHERIES, INDUSTRY AND SMALL BUSINESS DEVELOPMENT (MAFFI)
(BA-T1013)

Organizational and Operational Strengthening of the Ministry of Agriculture
Public Expenditure Analysis

Terms of Reference # 8

I. BACKGROUND

- 1.1 The Government of Barbados has requested support from the Bank to address the most pressing institutional issues faced by the Ministry of Agriculture (MAFFI) that hinder its ability to provide services in support of agriculture and the country's capacity to provide a safe level of supply of quality food. In response, the Bank is financing a technical cooperation operation. The objective of the TC is to improve the efficiency and effectiveness of the service delivery capacity of MAFFI with regard to services that it provides to the agricultural sector as a whole and to agro-enterprises in particular in support in support of greater national food security through increases in the quantity, quality and competitiveness of locally-produced food for domestic consumption. The TC will support preparation of a national agricultural strategy that GOBA can use to: (i) rationalize sector investments; and (ii) streamline its organizational and operative structure towards achievement of the proposed objectives. The operation will finance the following two components and activities:
- 1.2 **Component I. Development of a National Strategic Plan for Agriculture and Fisheries.** Consulting services to provide technical support for developing a national strategy for agriculture and fisheries. The strategy will define the future vision for agriculture in Barbados, highlighting its role in food security, food safety, and national health, its economic role, and the link between agriculture, water management, and land use. The output will be a medium and long-term National Strategic Plan for Agriculture and Fisheries including a detailed five-year Strategic Business Plan.
- 1.3 The Strategy will address the strengthening needs of the public sector capacity to plan and facilitate agriculture development, with particular emphasis on its regulatory functions, investment in infrastructure, and public-private partnerships. The proposed strategy and intervention areas will be divided into three time frames: short-term (1-3 years), medium-term (up to 5 years), and long-term (up to 10 years).
- 1.4 **Component II. Organizational and Operational Strengthening of the MAFFI.** Taking into account the results of the National Strategic Plan, this Component will provide technical support to MAFFI to assess its human and financial resources capacity to carry it out. The component will support an institutional diagnostic and re-engineering of MA, highlighting its core functions, in coherence with the National Strategic Plan; and

the development of operational procedures, plans and systems for service delivery. Given these core functions and the preferred approach to achieving these functions, an assessment of the staff and other resources required by MAFFI to effectively conduct its core activities is required.

- 1.5 The outputs of the component will include an Institutional Diagnostic Report with recommendations on the proposed re-engineered organizational structure and a detailed five-year business plan for the MA, based on realistic financial and fiscal parameters. Recommendations for strengthening MAFFI's service-delivery performance will include actions to provide MAFFI with adequate capability to monitor and evaluate and provide internal control for the implementation of the Business Plan, the Annual Plans of Operation (APOs) and the annual and quarterly work plans of management and technical personnel.
- 1.5 The component will include consulting services for::
- (i) **Institutional Diagnostic and Change Management.** Developing an institutional diagnostic, using as benchmark, the National Strategic Plan for Agriculture and Fisheries. This diagnosis will provide the baseline measure of MAFFI's current service delivery strength. A gap analysis will follow, comparing MAFFI's current service-provision capacity with the areas and modalities of service provision that arise from the national Strategic Plan. An action plan will be developed to reduce existing gaps, aiming at achieving a good fit between the proposed policy context and the organization of MAFFI.
 - (ii) **Organizational Manual and Human Resources Management.** An organizational manual (OM) for MAFFI as a whole, including updated job descriptions with a client-based, service-oriented and results-oriented perspective, based on the National Strategic Plan for Agriculture and Fisheries. This task involves evaluating the current human resources management system and designing improvements, identifying knowledge/skill gaps and staff training needs; assessing of talents and energies of current staff vs. the needs of MA, using projections of human resources needs in the short, medium and long-term. There should be attention to MAFFI's capacity to respond to training needs in new areas; to improve the quality and content of the agricultural education provided in the region, to attract young professionals meeting MAFFI's requirements, to results-oriented performance appraisal; mechanisms for improving communication to and from staff; teams skills development and the reinforcement of teamwork; and transparent staff selection and promotion processes.
 - (iii) **Annual Plans of Operation and Work Plans.** Development of Annual Plans of Operation (APOs) for MAFFI that will include results-oriented indicators linked to the National Strategic Plan for Agriculture and Fisheries and the Business Plan of MAFFI for 5 years.
 - (iv) **MAFFI Expenditure Review.** An analysis of MAFFI's historic cost structure and expenditure level, categories and agriculture programs and policies, to evaluate the efficiency, effectiveness and equity of public expenditure in agriculture and an assessment of future needs. A proposal of resource allocation

scenarios will be presented based on the service capacity gap analysis and in support of the priorities set by the National Strategic Plan for Agriculture and Fisheries.

- 1.6 These Terms of Reference are the subject of Component 2d described above: Organizational and Operational Strengthening of the MA- MAFFI Expenditure Review.

II. OBJECTIVE AND ACTIVITIES

- 2.1 **Objective.** To perform an economic analysis of the current public expenditure in agriculture and fisheries and make recommendations on allocation of resources consistent with the National Strategic Plan.
- 2.2 **Activities.** The consultancy will involve the following activities, and others deemed necessary to meet the consultancy's objectives: Perform an analysis of MAFFI's and any other public agency's expenditure on agriculture and fisheries, aiming to respond to the following questions: how much is being spent on agriculture; how much in proportion to GDP contribution of the sector; in what areas (sub-sectors, programmes, etc.) are agricultural expenditures being made; what is the composition operational/capital of expenditure; what is the public vs. private good character of expenditure; who benefits from expenditure (sector, income level; what are the implications in terms of impact on agriculture and natural resources; how are decisions on resource allocation to the sector based; what recommendations can be made to support a more effective and efficient use of public funds in order for government strategies and policies to have an impact. What is the potential for cost recovery mechanisms for services provided by MAFFI.
- 2.3 **Output.** The final report will contain an analysis of MAFFI's historic cost structure and expenditure level, categories and agriculture programs and policies, assessing the efficiency, effectiveness and equity of public expenditure in agriculture and an assessment of future needs. A proposal of resource allocation scenarios will be presented based on the service capacity gap analysis performed under Components 1 and 2, in support of the priorities set by the National Strategic Plan for Agriculture and Fisheries.

III. CHARACTERISTIC OF THE CONSULTANCY

- 3.1 Type of consultancy: Individual International Consultant – Under a lump-sum contract.
- 3.2 Starting date and duration: The consultant will work for a total of 20 working days over a period of 2 months, starting on or about xxxx
- 3.3 Place of work. The consultancy will take place in Barbados and in the place of origin of the consultant.
- 3.4 Qualifications. A senior level public sector economist with wide international experience in evaluating agriculture public expenditure. Excellent level of English language is required.

- 3.5 Reports. This consultancy will present: (i) an initial report with the proposed methodology and work plan; (ii) a draft final report with the findings and recommendations; and (iii) a final report.
- 3.6 Payments. for the consulting services will be specified in the Contract under a *lump sum* arrangement, and will be made as follows:
- 40% at contract signature.
 - 60% upon presentation and approval by the by MAFFI of Final Report
- 3.7 Coordination. The consultant will report to the Project Coordinator- Consultant and to the Permanent Secretary of the MA, and will maintain close working relationship with representatives from MAFFI responsible for this project and with other consultants involved in the TC team.

November 2010