

## **THE MDG ASSESSMENT FRAMEWORK FOR BARBADOS**

### **TERMS OF REFERENCE FOR CONSULTANT**

#### **BACKGROUND**

In the year 2000, world leaders adopted the Millennium Declaration (GA Resolution A/54/2000) which objectified a commitment to a peaceful, prosperous, and just world, within a set of targets for development and poverty reduction that were to be reached by 2015. These became known as the Millennium Development Goals (MDGs).

While the Millennium Declaration called on all development stakeholders including Barbados to adopt a goal-oriented approach to policy, planning and implementation, it apportioned differentiated responsibility to developing and developed member states. It was expected that developing countries would commit to the practice of good governance and sound use of resources for human development while the developed countries will increase their financial assistance to developing countries up to at least the 0.7 % of GNI mark. Developed countries were also expected to support a development friendly international economic system with specific commitments to promote fair trade, reduce the debt burden and promote technology transfer to developing countries.

As the international community's negotiated set of quantifiable and time-bound targets for reducing poverty, the MDG development framework offered a distinctive opportunity to steer development planning and resource allocation in developing countries like Barbados. The process as understood in-country was to enable all actors in the development process to shift from asking "how well can Barbados do with respect to the MDGs with its given constraints?" to asking the question "In order to achieve the MDGs, what else does Barbados need in terms of human resources, infrastructure and financial resources?"

Over the past twelve years, the MDGs have become a global reference point for aid and international cooperation, on a backdrop of an agreed upon vision for international development, in addition to a set of quantitative benchmarks against which development progress can be measured. As part of this process, the Caribbean region also redrafted the definition of the MDGs into Caribbean specific goals and targets via a regional workshop hosted by the CDB and the UNDP. At this workshop, a number of regional and country reports were tabled and/or presented, reflecting the work that is taking place in Caribbean territories ensure its country readiness and capacity to achieve the MDGs within the time frame agreed upon.

Further, as the 2015 end date approaches, policy-makers in Barbados have turned their attention to what will replace the MDGs. Preoccupation with the post-MDG agenda has led to discussions on what should come next. The opportunity presented at this juncture can enable Barbados to systematically plan around the MDGs, and experiences and

lessons learnt over the period of implementation, as well as offer an insightful roadmap of interventions on the way forward in a post-2015 development framework and on Sustainable Development Goals. In order to do so, however, the first step is to conduct a detailed MDG detailed needs assessment that answers the question of what Barbados needs to achieve all of the MDGs.

## **OBJECTIVE**

In alignment with the commitment of the Government of Barbados (GOB) to the MDGs the primary objective of this consultancy is to produce a comprehensive MDG Progress Report, which will enable Barbados to align and harmonise a recommended Post 2015-Development Agenda on MDGs or Sustainable Development Goals (SDGs) Agenda. This with its recently published Barbados Medium-term Growth and Development Strategy 2013-2020, will support a long-term policy planning process which will address emerging priorities and a schedule of relevant interventions.

## **SCOPE OF WORKS**

Therefore, in order to realize this strategic MDG vision by January 2014, the Consultant will be expected to deliver the following;

- 1) A detailed assessment report which reflects progress toward the MDGs at national and subnational levels. This report will signal successes, identify where achievements and gains are most likely to be reversed or lost, and estimates the human, physical and financial resources needed to achieve the outstanding MDGs across multiple sectors leading up to 2015.

Specifically, it will entail:

- a) An analysis of current trends, which includes examples of evidence base initiatives/ plans/policies that contributed to positive results toward MDG achievement
- b) The current challenges including the question of inequalities (geographical and with vulnerable groups)
- c) Emerging priorities that are reflected in Barbados Medium-term Growth and Development Strategy 2013-2020.

The objectives of the assessment are to:

- Identify a set of integrated interventions that will enable Barbados to meet the MDGs by 2015 across multiple sectors or a contingency strategy that incorporates how these outstanding goals could be achieved within a reasonable timeframe

- Identify the necessary infrastructure, human, and financial resources required to support a scale-up of interventions through to 2015, and to analyze how these resources (or what is often referred to as ‘absorptive capacity’) could be built up over time and in a post-2015 development frame
- Outline a simple financing strategy for achieving the MDGs up until 2015 and in a post 2015 framework, including an assessment of the resources that can be mobilized domestically by the government and households and what the international community should support.

### **Expected Research Methodology**

In general terms the study methodology will proceed as per five iterative steps:

#### **Step 1: Review and document existing studies as well information on goals and indicators**

The first step in the analysis for the Consultant should be a review of all past and current policy documents as well as those studies that may be ongoing but present useful information that could benefit the final process (e.g. draft Social Policy Framework, draft National Policy on Gender etc). These also include, but are not limited to, the Barbados Medium Term Growth and Development Strategy, the Public Sector Investment programme, the Poverty Reduction Strategy Paper (draft), and various sectoral and strategic plans already produced. There are also a number of MDG Costing Studies from other parts of the world that may serve as useful reference materials.

In addition, the Consultant will be expected to consider each of the applicable MDG indicators in turn and record the process of publishing data by the official lead agency. The report should address the following questions for each indicator:

#### **Data Collection**

- Which is the official lead agency as identified by the UN MDG reporting process?
- What is the availability and timeliness of current data?
- What was the last available year and when were the data published?
- What are the original sources? E.g. does the indicator use data from administrative sources or surveys or a mixture?
- How is the indicator constructed?
- Are the original data amended and if so how and why? Are estimates, or other alternatives, ever used to supplement original data and if so when?
- How does the agency obtain the data from the original sources? E.g. what does the process of collecting data involve? What are the key quality issues for the data?
- E.g. what checks are done on the quality of the original source/final indicator?

- What are the circumstances when data collected is not disseminated internationally? What action is taken by the agency if the country data are not considered reliable?

#### Institutional and Programmatic Considerations

- What are the specific policies that are designed to meet the MDG? At the national and sub-national level?
- Are all relevant programmatic interventions necessary to meet the MDG identified, and fully and effectively implemented?
- Are there good/best practices that could be scaled up? Has it been included/adapted in the national or subnational policies? Under what structure? What partnership?
- What are the bottlenecks in policy and planning, budget and financing, and service delivery that impede progress of the MDG? (Consider socio-cultural barriers/supportive environment challenges to be addressed).
- What are the trends in varying levels of inequalities?
- What could the Government and its development partners do to address these bottlenecks?
- What are the key emerging priorities in this area included in the current national development plans?

The next step as part of this first phase will systematically highlight any major inconsistencies between the data produced by the official lead agency and alternative international sources of the indicators. For each indicator the report should identify other published sources of international data on the same indicator and record any major differences between these sources and the data published by the official lead agency. This should contain an assessment of whether any differences are clearly explained in publications. To keep this stage of the work manageable this should be initially restricted to UN agencies, the CIA, the IMF and the World Bank (in particular the World Development Indicators data). This stage of the work should also highlight any inconsistencies between existing international data collection instruments and MDG data requirements.

#### **Step 2: Develop a list of interventions**

Based on the analysis of data collection and institutional and programmatic challenges and priorities, develop a comprehensive list of interventions needed to meet the MDGs in Barbados. As much as possible no attempt should be made to re-invent the wheel, as the research and policy documents that can be referenced above should contain, most if not all, of the interventions. In developing the list of interventions however, it is necessary to bear in mind that MDGs are outcome indicators and thus do not cover the full range of required inputs. It may therefore be necessary to include interventions and corresponding

input targets that are not specifically listed under the MDG goals, targets or indicators. In particular, to guide the process interventions may be chosen from and listed under the following suggested categories where applicable:

- Hunger
- Educational functionality
- Gender equality
- Health systems
- Child health
- Maternal and reproductive health
- Infectious diseases (HIV/AIDS, dengue, TB and malaria)
- Access to essential medicines
- Environmental sustainability
- Water and sanitation
- Improving the lives of the poor
- Science and technology
- Energy services and energy infrastructure
- Transport infrastructure
- Improving Market Access
- Increasing Official Development Assistance
- Improving debt sustainability

It would be instructive to note that interventions are needed in multiple sectors simultaneously in order to achieve the MDGs, and thus the need for intervention and costing synergies. For instance, how much will investments in infrastructure affect access to health services and its associated costs? Equally a school meals programme that sources its food locally not only ensures better nutrition for children but leads to higher rates of enrollment and retention as well as increased incomes for local farmers.

### **Step 3: Specify targets for each set of interventions**

For each of the interventions, coverage targets need to be specified. Targets should be ambitious and reflective of the desire to meet the MDGs. To the extent possible therefore, targets for each of the interventions, should be based on the MDGs as well as other internationally agreed-upon targets. To account for population growth and other changes in the country's demographic profile, the recently released BSS 2010 census data should be used to the extent possible. Targets must be taken into consideration in the costing process and should be in alignment with resource availability and opportunities for incremental scaling up of interventions should be included.

### **Step 4: Support country consultations to review and provide feedback on findings**

To strengthen efforts towards evidence based recommendations and country ownership of the process, the consultant will provide support for the organisation of consultations for the presentation of their findings. The consultations will bring together relevant

stakeholders to discuss, validate and provide feedback on the findings and recommendations outlined to date.

### **Step 5: Develop an investment model and estimate resource requirements**

Given the macroeconomic backdrop on which Barbados is now positioned, it will be necessary to recommend interventions which can realistically be financed at the onset. The estimation of resource requirements should draw where appropriate and useful, on pre-developed spread sheet-based models to project the gradual scaling up of interventions through investments and resource requirements and accessibility. In addition to human resource and infrastructure targets, these models need to include capital as well as operating costs. For each of the interventions, it is necessary to identify the realistic unit/total costs. Unit costs may be derived from existing national planning documents, project budgets, national expenditure reviews and other planning documents.

### **Step 6: Develop a financing strategy**

The next step requires developing a simple financing strategy distinguishing between three sources of funding: (i) out-of-pocket expenditure by households, (ii) domestic government resources, and (iii) external finance. Household contributions are estimated based on two considerations: (i) the (dis)incentive effects of user fees, and (ii) households' overall ability to pay. It is important to bear in mind that User fees can play a critical role in preventing the poor from accessing basic services such as water, health services and education. As a general rule the household's ability to pay should be based on national poverty lines and income distribution.

## **QUALIFICATIONS**

### **Education:**

An Advanced Degree (Masters or PhD) or equivalent in Economics, Economic Development, Finance, Sustainable Development, Social Policy or related field with a strong focus on development related issues. The advanced degree may be substituted with 5 years of relevant experience.

### **Competencies:**

1. Ability to handle and analyse primary and secondary data, and experience in working with heavy loads of quantitative data originating from different sources;
2. Initiative and ability to organise his/her work independently and deliver outputs timely, but also to work as part of a team;
3. Maturity, political sensitivity and outstanding inter-personal skills;
4. Ability to deliver outputs on time;

5. Excellent command of written and spoken English

**Experience:**

1. 4 years of relevant experience at the national or international level in designing, development, and implementation of MDG related projects and/or assessments or assessments of development projects especially for small island developing states
2. Experience in public policy analysis and related issues of small island developing states
3. Experience in writing comprehensive qualitative and quantitative reports
4. Interpersonal communications skills
5. Strong and proven technical expertise in statistics, and ideally skills in information systems building, based on at least 10 years of experience;
6. Proven experience in MDGs analysis and report preparation;
7. Experience in working with econometric model software products will be an added advantage;
8. Prior experience from in CARICOM and within the UN context will be an added advantage.

**CHARACTERISTICS OF THE CONSULTANCY**

**a. Duration of the Consultancy**

The consultancy is expected to run for six (6) months and is expected to commence December 2013.

**b. Payment Schedule**

Payment will be tied to deliverables

**c. Type of Consultancy**

International Individual Consultant selection based on qualifications/National Individual Consultant based on qualifications

**d. Working Place**

Barbados and the Consultants place of residence.

## **EXPECTED OUTCOMES/DELIVERABLES**

1. The Consultant will provide the Ministry of Economic Affairs with an Inception report inclusive of a work plan and time table, one (1) week after signing the contract
2. The Consultant will submit one monthly report on progress made in line with the approved Work Plan and Time Table, including suggestions on how to advance the execution of the activity
3. The Consultant will submit a draft final report for comments
4. The Consultant will submit a final report which should include an Executive Summary and provide all the additional information in annexes
5. The contract will be executed under lump sum modality and will include all travel-related costs as follows
  - 15% on submission of an Inception Report inclusive of a satisfactory workplan and time table
  - 35% on submission of a satisfactory first draft Final Report
  - 50% on submission of the Final Report