1. **Background**

Tourism is the leading sector in the Barbados economy, accounting directly for 12% of GDP, and its indirect contribution to GDP is estimated at 40%. The tourism sector is the largest private sector source of jobs in Barbados currently employing 26,000 persons. 13,000 persons are employed in hotels, of which 8,000 are female and 5,000 are male. In 2013, the direct contribution of travel and tourism to the GDP of Barbados’ was estimated at US$510 million (or 10.9% of GDP), with the total contribution at US$1,698 million (or 36.2% of GDP). Travel and tourism directly supported 14,500 jobs (11.1% of total employment) indicating a contraction in employment within the sector.

However, tourism has been adversely affected by a decline of arrivals and tourism receipts from key markets, exacerbated by the sector’s focus on traditional mature markets. Records indicate that between 2007 and 2012, cruisers and stay-over arrivals declined 16.1% and 6.7%, respectively, while tourism receipts fell by 17.8%. Despite the downturn, tourism remains the main driver of the economy and, while the country will pursue efforts to diversify the economy, in the short-term, economic growth in Barbados will continue to depend heavily on growth and spending in the tourism sector.

The central problem to be addressed by this project is the limited integration of local Micro and Small Enterprises (MSEs) in the supply chains of hotels and restaurants that anchor the island’s dominant tourism sector. Very few of the local MSEs that produce the food, beverages and other goods and services in demand from the hotels and restaurants have established consistent and reliable trade with these anchor companies. As a result most MSEs are constrained to doing business exclusively in the small domestic consumer market, which limits their profitability, growth prospects and job creation.

Over the period 2008-2013, food and beverage imports into this small island economy have represented, in value, 18% of total imports and 48% of total consumer goods imported. Average annual food and beverage imports, over this same period, totaled US$273.3 million, second only in value to fuel imports, which amounted to US$345.6 million.

When combined, fuel, food and beverage imports alone, accounted for 42% of total imports (2008-2013). Increasing local content of food and beverages in the tourism sector can reduce pressure on the country’s foreign exchange and facilitate some rebranding of the tourism offering.

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2. Source: *The Promotion of Greater Inter-Sectoral Linkages with the Tourism Sector in the Barbados Economy* (Clyde Mascoll, 2013), prepared for the Barbados Private Sector Association, financed by MIF (ATN/ME-11627-BA; BA-M1007)
3. Source for tourism contribution to GDP and employment: World Travel and Tourism Council (WTTC). Data have been converted to US$ from BBD. Source for arrivals and receipts: World Tourism Organization (UNWTO).
4. Over 70% of tourist arrivals in Barbados, originate from the United Kingdom, United States of America and Canada
Currently 60% of imported agricultural produce is consumed by the tourism sector, while only 10% of local production is traded within the sector and only 16% of local manufactured goods are consumed by tourism operators.⁶

**Substantial opportunities therefore exist to augment, diversify and improve efficiency of engagement in the tourism value chain, through direct linkages between anchor companies and local MSE providers.** Meanwhile, hoteliers are motivated to increase local inputs, given tourists’ increasing demand for authenticity and local product offerings. However, individually, hotels have been unable to effectively address and overcome barriers⁷ to increasing local purchases and they continue depending on intermediaries that largely deal with imported goods and services.

The project will contribute to increased trade between MSEs and local hotels, which can be measured as the replacement of foreign inputs with local goods and services. In this regard an *indirect benefit* of the project will be the reduction of foreign exchange utilized for food imports by the sector.

Locally cultivated produce is expected to be a key commodity traded in the value chain. By creating greater market access to the island’s key sector, the project can have a positive impact on the island’s acreage maintained under agricultural production. Increased local production strengthens food security in relatively small islands like Barbados (430 square kilometers) and helps insulate them from price shocks affecting imported foods.

**The main barriers to trade between MSEs and anchor firms in the tourism sector** relate to market failures on the supply, demand and pricing equation resulting in prohibitive transaction costs⁸ as follows:

- **The base of local suppliers is highly fragmented** - individual firms are often too small and not sufficiently organized to realize the economies of scale required to provide the requisite quantities of supplies to individual hoteliers on a consistent basis;

- **Most local MSEs in the food and beverage sector currently do not comply with the industry standards** required by the hotel sector of suppliers (hygiene, food handling, good manufacturing standards, storage, packaging etc.);

- **MSE business practices have negatively affected trust** between hoteliers and MSEs, as local suppliers, particularly in the food and beverage sector, have practiced opportunistic pricing based on perceptions of what a hotel is able to pay, rather than on a standard cost. These practices may be exacerbated by the fact that local purchases are seen as irregular “one off” transactions by MSEs;

- **Hoteliers lack accessible data on availability of local products and services**, and as a result are risk averse to working with local suppliers. At the same time, suppliers are unable/unwilling to invest individually in sufficient or effective market promotion and visibility to the hotel sector – resulting in information asymmetries;

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⁶ *The Promotion of Greater Inter-Sectorial Linkages with the Tourism Sector in the Barbados Economy* (Clyde Mascoll, 2013), prepared for the Barbados Private Sector Association, financed by MIF (ATN/ME-11627-BA)

⁷ See *1.7. Causes of the Problem* for details regarding barriers to trade between MSEs and anchor companies in the Barbados tourism value chain.

⁸ A transaction cost is a cost incurred in making an economic exchange (restated: the cost of participating in a market) and includes search and information costs, bargaining costs and enforcement costs.
Hoteliers typically offer payment terms ranging from 30 to 90 days. Local MSEs view this unfavorably, because they tend to work with limited working capital, and waiting for payment impedes their ongoing operations. In Barbados, 44.8% of small enterprises identify access to finance as a major constraint;\(^9\)

Procurement practices of local distribution companies are currently oriented towards imports, in order to secure the required consistency of supply, quality and pricing required by hoteliers.

2. PROJEC\-T DESCRIPTION

The project Linking MSEs to Anchor Companies in the Barbados Hotel Value Chain (BA-M1012), seeks to integrate local Micro and Small Enterprises (MSEs) into the supply chains of key anchor companies (hotels and restaurants) operating in Barbados’ dominant tourism sector. The central problem to be addressed by this project is the limited integration of local MSEs in the supply chains of hotels and restaurants that anchor the tourism sector due to high transaction costs. Most MSEs are currently constrained to doing business exclusively in the small domestic consumer market, which limits their profitability, growth prospects and job creation.

2.1 PROJECT OBJECTIVES

- **AT THE IMPACT LEVEL** of the proposed intervention is to increase sales of micro and small local suppliers by developing and strengthening linkages between targeted beneficiary firms and anchor companies in the tourism industry (hotels and restaurants).

- **AT THE RESULTS LEVEL** is to increase the number of firms with links to strategic business partners. The project will increase linkages between MSEs and anchor companies by reducing transaction costs. It will establish a well-managed, sustainable inclusive business model supported by a dedicated Project Manager who acts as a facilitator between MSEs and anchor firms, ICT platform, a quality assurance scheme and a financing mechanism — to assist MSEs to access market opportunities from anchor firms, and to help key actors in the tourism sector to integrate and better manage local purchases in their procurement policies and supply chain.

2.2 DESCRIPTION OF MODEL/SOLUTION/INTERVENTION

The proposed project is designed to address the underlying root causes of high transaction costs\(^10\) that are hindering trade between local MSEs and anchor firms (hotels and restaurants) in the Barbados tourism sector.

The project is structured in two distinct phases, to be executed over a period of 42 months, with a total of 48 months for disbursement:

- **Phase I**, a two-year pilot, spans the initial 24 months of project execution. Activities in Phase I are focused on developing and testing an intervention to create value chain linkages with a group of 75 MSE suppliers of products/services, in collaboration with an initial group of 15 hotels/restaurants.

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\(^9\) Enterprise Surveys: [http://www.enterprisesurveys.org/Data/ExploreEconomies/2010/barbados#finance--size](http://www.enterprisesurveys.org/Data/ExploreEconomies/2010/barbados#finance--size)

\(^10\) See section 1.5 Intervention Logic for the underlying root causes of the high transaction costs.
At the end of Phase I, an independent evaluation will assist in determining the commercial viability and impact of this approach over the longer-term. Based on these findings, and implementation of any recommended adjustments, the project will enter into a second phase.

- **Phase 2** will span the remaining execution period of 18 months. In Phase 2, the approach piloted in Phase I will be scaled up to include an additional 75 MSEs (for a total of 150 MSEs), and an additional 15 anchor firms bringing the total number of anchor firms (hotels and restaurants) to 30. In Phase 2, the range of products to be supplied by MSEs will also be expanded. Phase 2 will focus on establishing and mainstreaming a sustainable, commercially viable approach that will benefit MSEs in Barbados by increasing market access for the supply of local inputs to the island’s dominant tourism sector.

The intervention logic is focused on reducing transaction costs via the following key initiatives:

- **To address local market fragmentation:** (a) working with a pilot group of 15 hotels and restaurants, the Executing Agency will identify a group of 10-15 goods/services that are available and commercially viable for local sourcing; (b) recruitment of a dedicated *Project Manager* who will focus on providing the key technical and business support and advice needed for MSEs to improve capacity and increase sales to anchor firms in the tourism sector. The Project Manager will represent and advance the business interests of the MSEs and will play a key role in establishing the required business linkages. The role and function of the Project Manager was conceptualized and supported by lessons learned from previous efforts to link small suppliers with buyers in an industry value chain within the Caribbean region. The use of a consolidator as an intermediary linking small producers and hoteliers, by matching demand with pockets of supply, and supporting negotiations, as well as delivery timeframes and communications with suppliers, is designed to build trust. It will also demonstrate how high transaction costs can be reduced over time. The Project Manager will work closely with MSEs to define and implement collective solutions to key barriers, assist with order management/consolidation, logistics management, negotiations/terms of trade (etc.) for business transactions between MSEs and anchor firms.

- **To address industry standards and requirements, particularly for food and beverages.** The Project Manager will work with MSEs, anchor firms and other public and private stakeholders in the value chain to identify key skills/process gaps that need to be addressed if local MSE inputs into the tourism value chain are to be increased. The Project Manager will support the Executing Agency in the development and implementation of a quality assurance certification program that will allow MSEs and other local companies to be assessed and graded as attaining requisite process and quality standards (e.g. hygiene, food handling, good manufacturing standards, storage, packaging etc.) at different levels. In addition training and capacity-building will be provided to MSEs to assist them in attaining/improving their grading against the defined quality standards which in turn, will facilitate increased sales to targeted anchor firms. The quality assurance program will also offer anchor firms sourcing from certified MSEs the opportunity to brand their operations emphasizing local content of their operations.
To address information asymmetries and improve trust between MSEs and anchor firms: The project will finance: (a) development and roll-out of an ICT platform\(^{11}\) (to be maintained by the Executing Agency) for use by MSEs and anchor firms to post, access and exchange information on demand projections, pricing and available supply of goods and services. This platform will be used during the course of the project and is expected to be a key pillar in linking local suppliers to anchor firms beyond the period of MIF investment; (b) organization of for a where local MSEs can showcase their goods and services, meet individually with anchor firms and collectively discuss the trajectory of the tourism sector focusing on the opportunities and requirements for augmenting local inputs.

To address cash flow constraints of MSEs: The project will include the development of a sector specific financial solution such as a factoring service\(^{12}\) that MSEs can access to reduce the payment cycle and facilitate improved cash-flow/working capital management. In addition, financial and business management training and support will also be offered to local MSEs participating in the project.

### 2.3 PROJECT COMPONENTS

**Component I: Linking Actors in the Value Chain:** The objective of this component is to establish viable commercial linkages between local MSEs and hotels and restaurants. Component I will essentially test the commercial viability of the methodology in Phase One and scale the model in Phase Two (see 2.4 above for details on both Phases).

**Component II: Business Exchange and Networking:** The objective of this component is to address information asymmetries that persist in this sector by creating a shared understanding of industry conditions and business opportunities and building trust between MSEs and anchor firms and key actors in the hospitality value chain.

**Component III: Development of a Financial Product:** The objective of this component is to define a relevant and cost-effective financial solution/mechanism that MSEs can access to overcome cash flow constraints currently associated with supplying hotels and restaurants on a 30 to 90 day payment cycle.

**Component IV: Knowledge Management and Communications Strategy:** The objective of this component is to systematize, document, and disseminate the experience and knowledge generated in this project, focusing on the business model of the Project Manager as an agent to link MSEs to hotels and restaurants. It will look at the Consolidator’s role and sustainability in bridging dialogue and facilitating the lowering of transaction costs between local MSEs and anchor firms in Barbados’ tourism sector.

\(^{11}\) As of 2012, Barbados has 73% internet usage penetration (people that have used internet once in the last 12 months), ranking it 43\(^{11}\) in the world. See [http://en.wikipedia.org/wiki/List_of_countries_by_number_of_Internet_users](http://en.wikipedia.org/wiki/List_of_countries_by_number_of_Internet_users)

\(^{12}\) Factoring is a financial transaction in which a business sells its accounts receivable (i.e., invoices) to a third party (called a factor) at a discount.
3. **Overall Goal of this Assignment**

The role of the Project Manager is to support local MSEs in increasing their sales to anchor firms in the tourism sector. A key element of the Project Manager’s role will be to work closely with the Supply Chain Specialist (SCS) for the first 15 months of the project, to oversee the development of a transparent framework for business transactions between MSEs and anchor companies, including processes for order placement, payments, quality assurance and dispute resolution. The Project Manager’s role will extend to other areas of support to MSEs as outlined in later sections, including but not limited to strengthening capacities of MSEs to transact business with anchor firms, reducing information asymmetries and importantly, building trust and confidence of participants. MIF financing will cover the cost of the Project Manager for the initial 24 months representing Phase I of the project, with Phase 2 costs being covered by counterpart contributions from anchor firms to ensure sustainability of the model beyond the period of MIF investment. This Project Manager’s role is to work in the interest of MSEs, in this regard part of Consolidator’s remuneration will be tied to the achievement of specific targets representing increased participation by local MSEs in the tourism industry value chain\(^\text{13}\).

4. **Main Activities**

The Project Manager will implement the following core activities:

4.1 **Component I: Linking Actors in the Value Chain**

Specific technical responsibilities to be implemented working with the SCS for the first 15 months and for the remainder of the initial 24 months of Phase 1, independently on the project under Component I of the Project include:

4.1.1 **Analysis and data collection – including value chain analysis/baseline study:**

- Conduct a structured assessment of purchasing patterns and opportunities for augmenting the supply of locally sourced inputs from the agriculture, manufacturing and services sectors;
- Identify an initial group of 10-15 targeted products that are in constant demand by anchor firms and which can be supplied locally.
- Build on and fill gaps in results of similar data collection and analysis initiatives conducted by the BHTA, National Union of Farmers and other programs/independent initiatives.
- Define the parameters and processes for the capture, analysis and reporting of data to support monitoring and evaluation over the course of project implementation.

\(^{13}\) See *Draft Terms of Reference* for the Project Manager - included in the Annexes.
4.1.2 Establish (under the Phase I) transparent, practical and formal systems for order placement, short-term demand and production forecasting (monthly); longer-term (bi-annual) procurement programs based on seasonality/demand schedules, quality assurance and supply.

To achieve this, the Project Manager will be required to:

- Engage at least 15 anchor firms and formalize their commitment to the project via signature of an MOU with the BHTA;
- Identify an initial group of 75 MSE suppliers with the potential to meet the demand from anchor companies for the 10-15 products identified as priorities for Phase I.
- Develop with MSEs and anchor firms a fair and balanced framework for negotiation including value-chain dialogue that will improve engagement between suppliers and hoteliers/restaurants;
- Augment local purchasing by anchor firms through the following mechanisms:
  - match demand-forecasts with local suppliers and work with them to consolidate supplies/ensure required standards;
  - Design, test and integrate mechanisms for dispute resolution as well as monitoring food-safety standards (hygiene, food handling, good manufacturing standards, storage, packaging etc.);
  - identify technical training needs and work with other actors/initiatives to increase linkages between hoteliers and with MSE suppliers;
- Research and apply relevant elements of best practice models from across the region;
- Develop a business model to ensure sustainability of the value chain linkages approach, including application of user fees by participating anchor firms that can support project activities in Phase Two as well beyond the period of MIF investment;
- In close collaboration with local MSEs participating in the project, identify key inputs that are currently imported by MSEs and identify and where possible negotiate with alternative suppliers with a view to attaining economies of scale, reducing cost, increasing efficiency and maintaining quality. In this regard, the Project Manager can work with local MSEs to group and place orders for common inputs so that savings derived can be realized by the project’s beneficiary group.

4.1.3 Support the design, development and phasing-in of a Quality Assurance Scheme for locally produced agricultural products and processed food and beverages.

This scheme will:

- Include formal accreditation local content (e.g. “farm to fork/farm to table” logo to be used by hoteliers on menu/website etc.),
- Provide assurance that suppliers comply with basic principles of Good Agricultural Practices (GAP); Food Safety Standards and Good Manufacturing Practices (GMP).
- Be designed with different levels of accreditation available to MSEs and can be scaled over the duration of the project.
➢ The Project Manager will be supported in this initiative by short term expert SCS to be financed from the MIF contribution budgeted for the project.

4.1.4 Training and Capacity Building Needs Assessment for MSE beneficiaries:

➢ Oversee all MSE training needs;

➢ Conduct prioritized practical and relevant program of training workshops to be financed with project funds. The workshops will be aimed at providing MSEs with the necessary knowledge and tools to strengthen business processes and systems so as to demonstrate general compliance with the food safety and other industry standards to which the hoteliers subscribe. In this regard the project may leverage knowledge and tools developed under other MIF Financed operations in the English speaking Caribbean 14.

➢ Support the BHTA to identify and partner with other development institutions and business groups to deliver additional training

4.1.5 Support the Development of a Centralized Physical Facility:

Working with consultant and stakeholders, facilitate the process of the development of a centralized collection center/packing house that can function as a hub for:

➢ the receipt and consolidation of supplies (such as fresh produce) from multiple micro producers;

➢ monitoring and grading for quality assurance purposes;

➢ value addition through sorting and packaging;

➢ Dispatch to buyers

➢ Manage payables and receivables process through possible revolving fund.

Such a facility would be particularly important in supporting logistics management, as the intervention is scaled and attracts additional MSEs and anchor companies, including potentially cruise lines visiting the island 15. The Project Manager will oversee the industry expert so as to ensure that a comprehensive feasibility study and business plan is prepared. In addition the Project Manager will work with the BHTA and Advisory Committee to define potential financing options for the proposed facility.

4.1.6 Develop, test and scale an ICT Platform:

The Project Manager will facilitate the procurement of a consultant to develop test and scale an ICT Platform for this project.

This tool will assist in building transparency and in matching buyers with multiple suppliers and will support the work of the Project Manager. The platform will seek to build on and integrate with existing software currently utilized by hoteliers for supply chain management. At the outset, the ICT Platform will provide a forum for information exchange that may be extended to

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15 MIF is currently investing in building farmers capacity to supply the Carnival Cruise and other cruise lines docking in Barbados under BA-M1009.
business transactions over the medium-term, as MSEs become more formally embedded into the supply chains of participating anchor firms. As the project is scaled, the Project Manager will need to use an ICT Platform to plan, manage and monitor transactions and project results.

4.1.7 Scale up of Linkages Model in Phase 2:
At the end of the pilot phase, the Project Manager will work with an interim evaluation consultant to adjust the model to facilitate engagement of a broader cross section of MSEs, (bringing total beneficiaries to 150) and an additional 15 anchor firms (hotels and restaurants) trading in an expanded range of goods and services. Key activities will include:

- definition of at least 15 additional product categories;
- engagement of an additional 15 anchor firms;
- Securing participation of at least 75 additional local MSEs.

The mid-term evaluation will provide valuable inputs for the promotion of Phase I results to targeted beneficiaries and anchor firms and will also indicate key elements of the model that can be adapted to facilitate more efficient and effective implementation involving a larger pool of participants in Phase 2.

4.1.8 Develop a “How to Guide”:
The Project Manager will develop a How to Guide on the design and implementation of a practical multi-tiered quality assurance scheme for MSE suppliers in the tourism value chain.

The How to Guide will be shared with industry stakeholders and relevant parties through various fora including networking, promotional and market-matching events; uploaded on the BHTA website and ICT Platform; shared with the CHTA members (etc.).

<table>
<thead>
<tr>
<th>Expected results of Component I</th>
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<tr>
<td>The expected results of Component I include (i) at least 150 local MSEs have adopted new practices that can facilitate increased transactions with anchor companies; (ii) 200 MSEs firms have received training/capacity building to meet required quality and business standards of anchor firms; and (iii) the ICT Platform linking local suppliers and anchor firms is operational.</td>
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4.2 COMPONENT II: BUSINESS EXCHANGE AND NETWORKING

The Project Manager will undertake the following key activities under this component:

4.2.1 Design and implementation of an outreach and marketing program:
The Project Manager will be responsible for all PR outreach, strategic relationship building and marketing necessary and will ensure coordination and synergy with other program activities. The program will support awareness building, utilize multiple social media, and aim to secure buy-in of direct participants and industry stakeholders and customers of anchor firms. The Project Manager will be responsible for supporting proactive management of content, outreach efforts and regular updates via social media on project activities and results. Further support will be provided by the Executing Agency’s Public Relations agent. Activities will also include a formal program launch, as well as profiling of participant MSEs and anchor firms.
4.2.2 Hosting of Sector Networking and Market-Matching Forums:
The Project Manager will be responsible for these initiatives. These events will help to promote business networking and build trust between MSEs and anchor firms and the market-matching events will function as a forum for a broader range of local MSEs to showcase their goods and services to key buyers in the tourism sector. The Project Manager will work closely with BHTA staff to ensure these events are targeted and coordinated to ensure synergies with other program activities.

4.2.3 Facilitation of Value-Chain Dialogue:
The BHTA will have primary responsibility for instituting value chain dialogue, however the Project Manager will provide the necessary technical and logistical support required, including key recommendations on specific participation and prioritized technical issues that should be subject to discussion with participants in the Value Chain. Value-Chain Dialogue will involve MSEs as well as traditional participants in tourism sector dialogue such as Hoteliers, Restaurant operators, tour operators, distributors and industry agencies/associations and they are aimed at building broader participation and understanding of the future direction, challenges and needs of the island’s dominant economic sector. Key audiences targeted under this component are as follows:

- MSE supplier companies from the local private sector that might be interested in expanding their business with anchor companies in the tourism value chain. The message will be that there are opportunities for significant business growth for MSE suppliers that meet quality standards and become suppliers of the anchor companies.
- Additional anchor firms (including potentially distribution companies) that are active in the tourism sector, and are seeking opportunities to increase the amount of local content of their supplies, services and inputs, to reduce cost and improve the local authenticity of their company brand. The key message will be that the project intervention has significantly reduced high transaction costs associated with engaging local MSE suppliers. Moreover the key message will convey that such suppliers acting collectively and importantly when supported by a single point Project Manager, are capable of meeting volume and quality requirements of industry players, and that such transactions are commercially viable.

Expected results of Component II

The expected results of Component II are as follows: (i) 300 MSEs and anchor firms participate in various networking activities; and (ii) at least 8 events focused on value chain dialogue are convened, by project completion.

4.3 COMPONENT III: DEVELOPMENT OF A FINANCIAL PRODUCT

The Project Manager will undertake the following key activities:

4.3.1 Development of a Financial Solution:
The Project Manager will determine the needs and constraint of both buyers and sellers as inputs to the design of a relevant and cost effective product/service. The Project Manager will facilitate engagement and discussion with interested financial intermediaries, hoteliers/restaurants and MSEs to define a simple and relevant solution.
4.3.2 Testing of a Financial Solution:
The project will test, via a small pilot program, the viability and MSE interest in participating in the proposed financial solution. The solution will address working capital and cash flow challenges MSEs experience in supplying large anchor firms such as hotels and restaurants. The Project Manager will ensure that the results of this pilot will, where possible, inform the structuring and mainstreaming of a broader financial solution in Phase Two of the project.

4.3.3 Capacity Building for local MSEs in financial and Business management:
The Project Manager will engage relevant providers to build capacity of MSEs to improve transacting and managing business relationships and cash flows in a more efficient and effective manner. The Project Manager will explore the opportunity for utilizing training materials that can be drawn from a range of micro and small development programs within the English speaking Caribbean and modified for project usage. To maximize participation by targeted beneficiaries’, the Project Manager will ensure that training materials will be posted and updated as required via the project’s ICT Platform and social media sites.

<table>
<thead>
<tr>
<th>Expected results of Component III</th>
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The expected results of Component III include (i) design of a financial solution for MSEs; and (ii) the participation of 100 firms in capacity building for improved business and financial management.

4.4 COMPONENT IV: KNOWLEDGE MANAGEMENT AND COMMUNICATIONS STRATEGY

The Project Manager will support the development of the following two key knowledge products

- a detailed Case Study on the project experience and results will be compiled by the BHTA in keeping with the MIF Knowledge Management Toolkit. The Project Manager will provide the BHTA with (i) guidance and detailed information on the project experience and other relevant inputs, as required; and (ii) will assist the BHTA with the dissemination of the Case Study – including mobilizing key stakeholders to participate directly in sharing their experiences at events where the Case Study is being showcased.

- 2 Infographics (one following Phase 1, the other following Phase 2) the project will finance required non-consulting services to ensure development of both infographics. The Project Manager will assist BHTA with the relevant procurement process to secure these services and will ensure that the necessary information is shared to complete both infographics.

Information to be provided by the Project Manager that may be required to complete the Case Study and infographics, includes project experience, results, specific barriers to value-chain integration in the tourism sector, challenges, solutions, benefits, impact/data on beneficiaries (etc.).

<table>
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<tr>
<th>Expected results of Component IV</th>
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The expected results of Component IV include (i) 50 institutions access the Case Study; and (ii) 100 persons access the Infographics.
4.5 **Overall Project Management Tasks:**

The Project Manager will be responsible for the following general and specific project management and administration tasks:

The Project Manager will conduct the following tasks with direct support from the Project Assistant:

- **Manage the Project Execution Unit (PMU) and supervise the performance of the Project Assistant and other specialists/short term consultants contracted under the project;**

- **Develop Annual Operating Plans based on the programs’ logical framework, goals, objectives and indicators.**

- **Create and on an annual basis update the Project Fact Sheet which contains basic information on the project, its challenges, the intervention strategy and results.**

- **Prepare and supervise Quarterly Work Plans and Work Performance Targets, in tandem with the Project Assistant and part-time accountant. Quarterly reports will include the technical and financial execution status of the Project; additional information regarding Project activities, and other information as required by the BHTA and Advisory Committee.**

- **Identify risks and propose solutions to problems that may affect implementation, attainment of Milestones, project results and impact – and as soon as possible to bring these to the attention of the BHTA Executive Director, other staff members and where relevant the IDB/MIF;**

- **In addition to day-to-day engagement with MSEs, anchor firms and industry stakeholders - liaise with government, non-government, donor agencies and other relevant stakeholders to promote goals, objectives and potential participation in the Program.**

- **Facilitate and supervise all procurement procedures/activities of the Project and participate in the selection committee. Provide oversight to the implementation of all consultancies, goods and service contracts.**

- **Provide managerial supervision to ensure that the Program is executed according to the guidelines specified in the Project Document, Project Contract and Operating Manual.**

- **Prepare amendments to Operating Regulations as required to adjust the operating procedures to achieve maximum efficiency while respecting the norms established in the Project Document and reports.**

- **Maintain good coordination and dialogue between all entities involved in the implementation of the program, including BHTA, Advisory Committee and MIF/IDB.**

- **Plan and monitor project activities according to the Project Result Matrix and the guidelines in the Operating Manual.**

- **Manage Project Implementation to achieve the desired outcomes and results.**
Assist in the Evaluation of the project activities and the overall evaluation of the project on an annual basis.

Provide supervision to the contracted consultants, firms and other entities providing good and services in the execution phase of the program.

Facilitate contacts between consultants and other entities during project execution.

Other duties that may be implied in the contract or assigned by BHTA as Executing Agency and Contracting Authority.

5. CHARACTERISTICS OF THE CONSULTANCY

Supervisor: The consultant will be supervised by the Executive Vice President of the BHTA, assisted by the Assistant Executive Vice President of the BHTA. The consultant will work closely with and report to the BHTA team and ensure close consultation with key industry stakeholders. The BHTA team (and in instances, the Advisory Committee) will review and approve the Inception Report/Work Plan; Quarterly Reports, Final Report and other periodic deliverables. The BHTA may also request the consultant to formally present reports/other deliverables to the Advisory Committee.

Duration and type of consultancy: The consultant will be offered an initial 24 month contract, including a probationary period of 6 months. Subject to performance the consultant may be offered a contract extension for up to an additional 24 months.

Location: The consultant will work out of the BHTA Office location at 4th Ave. Belleville, St. Michael, Barbados.

Qualifications and experience: The consultant must have:

Academic Degree/level and years of professional experience:
  o A Degree or equivalent professional designation in the field of Agriculture/Agribusiness, Business Administration, Tourism; Hospitality; or a related field as required.
  o A minimum of ten (10) years of professional experience at a managerial level focusing on purchasing or supply chain management including experience in Barbados or the wider Caribbean.

Areas of expertise:
The consultant:
  o must have demonstrated experience in supply chain management;
  o must have a thorough understanding of the challenges and opportunities for MSEs in the supply chain of anchor firms in a developing country context;
  o must have an understanding of industry/quality standards required for food and beverage inputs, in particular within Barbados, and specifically the standards required by local hotels and restaurants;
- Should possess a good understanding of the opportunities for economic linkages in the Barbados tourism industry;
- Should have knowledge of sector-policies, regulations and institutional context of the tourism industry in Barbados.

**Skills:**
- Demonstrated capacity to engage in dialogue and support improved business practices of small enterprises;
- Excellent business network within Barbados, particularly within the tourism sector;
- Strong understanding of local business context and conditions;
- Demonstrated track record to implement change within a private sector environment;
- Demonstrated experience with project management - management of donor-financed projects in the tourism sector is highly desirable;
- The consultant must possess strong interpersonal skills and demonstrated ability to engage with/stimulate coordination between multiple stakeholders from wide-ranging sectors;
- Ability to develop and deliver communication strategies/engage with media would be an advantage;
- Knowledge of web-based marketing tools and/or trading platforms would be an asset.

**Language:**
Native level Fluency in English required.

**Budget:**
The total cost of the initial 24 months of this assignment will not exceed US$126,000 –including remuneration and operating expenses (cellular telephone; vehicle and vehicle operating costs). Other expenses such as office running costs, office-communications and supplies will be provided by the BHTA.

A basic monthly package of US$4,500 will be offered and supplemented by an additional payment of US$9,000 at the end of every 12-months of the initial contract duration of 24 months, contingent on the Consultant’s achievement, and approval by the BHTA, of the following deliverables:

**At the end of month 12**
- Initial Value Chain Analysis/Baseline Data completed; and protocol/process for Monitoring and Evaluation of results established;
- At least 35 MSE have either started to supply hotels or have increased volume/value as a result of trading with anchor firms hotels;
- Quality Assurance/Certification System developed;
- 15 anchor firms have either started trading with participating MSEs or have increased purchases from local MSEs.
At the end of month 24

- Of the MSE 75 pool at least 60 have either started to supply hotels or have increased volume/value as a result of trading with anchor firms;
- The online ICT Platform has been established and is being utilized by at least 50 of the beneficiary MSEs as well as the 15 participating anchor firms;
- Financial Solution for MSEs has been designed and piloted;
- That an additional 20 anchor firms (hotels or restaurants) have been identified to participate in Phase 2 of the project.

These deliverables may be adjusted based on agreement between the Consultant and the BHTA and on obtaining ex-ante non-objection from the Multilateral Investment Fund Team Leader.