

**STRENGTHENING INSTITUTIONAL CAPACITY OF THE OFFICE OF THE PRIME
MINISTER**

BH-T1034

CERTIFICATION

I hereby certify that this operation was approved for financing under the Institutional Capacity Strengthening Thematic Fund (ICS) through a communication dated on March 28, 2013 and signed by Goro Mutsuura (ORP/GCM). Also, I certify that resources from the Institutional Capacity Strengthening Thematic Fund (ICS) are available for up to US\$450,000 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 eligibility from the funding source. 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 U.S. 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 operation. 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.

SMR
4/29/13

Sonia M. Rivera

April 30, 2013

Sonia M. Rivera
Chief

Date

Grants and Cofinancing Management Unit
ORP/GCM

APPROVAL

Carlos Santiso

April 30, 2013

Carlos Santiso
Chief

Date

Institutional Capacity of State Division
IFD/ICS

TC Document

I. Basic Information for TC

▪ Country/Region:	Commonwealth of the Bahamas (BH)
▪ TC Name:	Strengthening Institutional Capacity of the Office of the Prime Minister
▪ TC Number:	BH-T1034
▪ Associated Loan/Guarantee Name:	n/a
▪ Associated Loan/Guarantee Number:	n/a
▪ Team Leader/Members:	Mariano Lafuente, Team Leader; Jorge von Horoch, Robert Pantzer (IFD/ICS); Gerardo Reyes (IFD/FMM); Emmanuel Abuelafia (CCB/CCB); Sharon Miller, Wilshire Bethel (CCB/CBH); Bernardita Sáez (LEG/SGO) and Melissa Gonzalez (IFD/ICS).
▪ TC Type	Client Services
▪ Request Letter	IDBDOCS-#37712593
▪ Date of TC Abstract authorization:	March 27, 2013
▪ Beneficiary	Commonwealth of the Bahamas
▪ Executing Agency and contact name	IDB – IFD/ICS
▪ Donors providing funding:	Institutional Capacity Strengthening Fund
▪ IDB Funding Requested:	US\$ 450,000
▪ Local counterpart funding, if any:	In-kind contribution
▪ Disbursement and execution periods	30 months for execution and 36 months for disbursement
▪ Required start date:	April 30, 2013
▪ Types of consultants:	Individuals and firms
▪ Prepared by Unit:	IFD/ICS
▪ Unit of Disbursement Responsibility:	IFD/ICS
▪ TC Included in Country Strategy (y/n):	Yes
▪ TC included in CPD (y/n):	No
▪ GCI-9 Sector Priority:	Institutions for Growth and Welfare

II. Objectives and Justification of the TC

1. **Justification.** The Bahamas has lacked a comprehensive and publicly discussed long-term strategy for the country’s economic development since its independence in 1973. Without such a strategy, the prioritization of policies, programs and investment projects has most times been made on an ad hoc basis, and has tended to be vulnerable to short-term political pressures and individual agendas by line ministries. This has led to institutional fragmentation as well as to inefficiencies and inconsistencies in investment decisions with each change of administration, as authorities lack objective justifications to reject non-priority projects. This issue has been raised by different stakeholders and the media, in particular in the last few years.¹
2. This weak planning performance in practice mirrors the country’s institutional and legal framework for this key function. At present, there is no legal framework that provides for and regulates the strategic planning of government activity. While efforts in a few sectors have been made for medium-term strategies, such as Education and Health, they have been isolated and have not been articulated within a national development strategy, nor translated into annual operational plans or integrated with the budget process.
3. The Progressive Liberal Party, which won the general election in May 2012, announced in its Charter for Governance its intention to “place greater emphasis on planning” (PLP Charter, 2012, p. 59). The Charter also stated that “[...] we cannot think only five years at a time. A true national development plan reflects

¹ See for example: The Bahamas Investor (2012), [Meeting spurs public-private economic debate](#); Frazer, D. (2012), [A Call for a National Economic Plan](#); Sears, A. (2011) [2011/2012 Budget Contribution in Bahamas National](#); Rigby, R. (2008), [A Blueprint for the Future of the Commonwealth of the Bahamas](#)

a vision for The Bahamas of the future. [...] The PLP will govern on the basis that arbitrary policies are a hindrance to national development.” (PLP Charter, 2012 – p.19 and p.47, respectively).

4. During an IDB technical mission in December 2012, the Prime Minister indicated his decision to provide the Minister of State for Investments –within the Office of the Prime Minister (OPM)–with the mandate of leading the preparation of a long-term National Economic Development Strategy (NEDS). This strategy would be prepared with participation from and validation by the Bahamian citizens, the private sector and the opposition, to ensure the level of ownership needed to transcend the current administration and serve as a road map for informing public and private investment decisions and policy-making going forward.² Due to the lack of experience in the Bahamas in the preparation of economic development strategies and the limited capacity of the OPM to do so, the Government has requested the Bank’s support for this process.
5. The Bahamas Investment Authority (BIA), an agency reporting to the OPM and presided by the Minister of State for Investments, is in charge of evaluating all investment projects. The BIA currently follows a mainly administrative check list rather than undertaking a cost-benefit analysis or calculating financial or social internal rates of return, and projects are not evaluated against any kind of economic development plan. The BIA’s assessment is later sent to the National Economic Council (NEC), headed by the Prime Minister, for approval. Thus, decisions are made with very limited data and on a case by case basis.
6. In line with its efforts to enhance the planning function, the Government has indicated its intention to create an Economic Development and Planning Unit (EPU) within the BIA. This unit would have the mandate, organizational structure, staffing and capacity to carry out effective feasibility and impact assessments of all investment projects including FDI, private and public sector. In addition, the unit would ensure the alignment of all prioritized projects with the NEDS. To do this, The Bahamas has requested the Bank’s support to incorporate good practices from similar institutions in other small states into the design phase, as well as institutional strengthening activities for the new unit.
7. **Objective.** The general objective of this TC is to strengthen the institutional capacity of the OPM within the Government of The Bahamas through enhancing its long-term development planning and investment project assessment functions. The specific objectives are: i) to strengthen the capacity of the OPM to carry out a long-term NEDS, and ii) to enhance the BIA’s capacity for assessing the impact of investment projects and their alignment to the NEDS. As exposed before, the lack of economic planning prevents investments from being strategically directed to those sectors offering greater development opportunities thus affecting the overall performance of the economy. An improved institutional capacity for planning and investment assessment would ensure a better economic performance and ultimately contribute to the sustainability of public finances.
8. **Alignment with Bank Priorities and operations:** Enhancing public management, and in particular the planning function, is one of the proposed priority areas in the 2013-2017 Country Strategy with The Bahamas under preparation. The 2013 CPD approved for The Bahamas includes the preparation and approval of loan BH-L1031 “Fiscal Administration and Modernization Program” which among its key

² This priority is reflected in different statements by high level officials in the past few months. For example the Minister for Investments, The Honourable Khaalis Rolle stated recently in the article [Blueprint for Economic Recovery](#), in The Bahamas Journal on September 28, 2012: “‘I don’t know if The Bahamas since 1967 has sat down and developed a long term economic strategy for the development of this country’ [...] Minister Rolle stressed that this is a national strategy that will need all stakeholders on board. He said this includes the Opposition. “Our approach is to make sure that it is entwined in what we do so that the people make the decision that long-term they want to see this economy develop and that there is a concrete strategy in place. We are going to sit down and talk to all the stakeholders and to prepare a plan like this is probably going to cost us around \$250,000 but that is nothing compared to what we are going to get out of it.” The general strategy, in turn, would be operationalized through sector strategies and annual operational plans per sector.

components will support “. . . improvements in the effectiveness and efficiency of public expenditure as well as governance through reforms in public sector management, *in particular, strengthening the country's planning and delivery capacity. This will include creating institutional capacity to prioritize public investments, monitor performance and control expenditure*” (emphasis added). Subsequent to approval of the CPD, as further work was carried out on the design of the loan, the need for technical assistance to develop the requirements for strengthening the government's strategic planning and delivery function, became evident.³ The proposal is, therefore, closely aligned to the Fiscal Consolidation Programmatic Loan (BH-L1031) which is in preparation. The TC will also directly contribute to the fulfillment of the Bank's GCI-9 goals of strengthening institutional capacity for growth and welfare, as well as supporting small and vulnerable countries. The proposal is aligned to the Institutional Capacity Strengthening Fund's Dimension II, Management and Internal Organization, as it aims to improve a key country system such as strategic planning, and increasing investment returns of public expenditures.

III. Description of activities/components and budget

9. **Component 1. Enhancing OPM's capacity to prepare a National Economic Development Plan and institutionalize the planning function in The Bahamas.** The component will provide technical assistance for the preparation of a long-term NEDS, expected to act as a road map for key decisions on investments and policy making. The elaboration of this strategy will be led by a consulting firm with the participation of a working group of staff of the BIA and the OPM (which will receive on-the-job training), is expected to include a broad consultation process that reflects the views of Bahamians, including the private sector, and to incorporate lessons learned from international experiences. Activities would also include strengthening the institutional capacity of the OPM to support the preparation, communication, implementation, update, monitoring and evaluation of the plan, as well as on-the-job training activities for government officials from line ministries to support the preparation of medium-term sector strategies, which would derive from the long-term NEDS. The component would also finance the preparation of a draft policy document for institutionalizing the planning function in The Bahamas' public sector. Activities under this component include:

- 1.1 *Workshop on international experiences from other small states developing long-term National Economic Development Strategies:* As a first step contributing to strengthening the capacity of OPM and BIA to prepare a National Economic Development Plan and institutionalize the planning function, this component will fund the organization of a workshop on international experiences from small states developing long-term National Economic Development Plans. The Workshop would be held in the Bahamas and would bring together international expertise to provide examples on the development of National Economic Development Plan. By these means authorities, managers and technical staff from the OPM and BIA would obtain first-hand knowledge for the implementation of a similar framework. An international consultant would prepare a summary of the lessons learned presented at the seminar.

Several countries that share socioeconomic characteristics with The Bahamas have engaged in the formulation of National Economic Development Strategies and the subsequent establishment of specific bodies to promote and monitor its implementation. Singapore is usually mentioned as a successful example.⁴ Other countries have followed a similar path for economic development such

³ Thus, the TC is not specifically referenced in the 2013 Country Programming Document which was approved December 2012.

⁴ Established in 2009, the Economic Strategies Committee formulates strategies and recommendations for Singapore to achieve sustained and inclusive growth. Besides, within the Singaporean Ministry of Trade and Industry, the Singapore Economic Development Board (EDB) is the leading government agency for planning and executing strategies to enhance Singapore's position as a global business center.

as Brunei with the Brunei Economic Development Board and Bahrain with its own Economic Development Board. A different more integrated approach is followed by Maldives whose Department of National Planning (currently integrated in the Ministry of Finance but previously with ministerial rank) is in charge of formulating as well as promoting and monitoring the implementation of the national economic strategies. Geographically closer examples can also provide interesting insights. In Jamaica the Plan Development Unit Secretariat housed within the Planning Institute of Jamaica formulated the Vision 2030 Jamaica National Development Plan, while the the Jamaica Promotions Corporation (JAMPRO) facilitate and promote investment and trade in the country. Similarly, in Trinidad and Tobago the Ministry of Planning and Development is in charge of planning while the Economic Development Board (EDB) and the Council for Competitiveness and Innovation (CCI) are in charge of developing and implementing strategies to accelerate sustainable economic growth.

1.2 *Preparation of the long term National Economic Development Plan (NEDP):* Once government officials and other stakeholders are presented with different frameworks for the development of long-term National Economic Development Plan the next step will be to formulate a comprehensive NEDP. Since at present there is not legal framework that provides for and regulates an NEDP, a first task would be to draft a policy document for institutionalizing the planning function in The Bahamas, to be prepared by an individual consultant. The actual preparation of the NEDP would be contracted out to a consulting firm through the appropriate procurement process. The expertise provided by an experienced consulting firm would ensure the quality and appropriateness of the NEDP as well as its timely delivery. The NEDP would provide comprehensive overview of the economy, sets policy direction for economic growth, and identifies strategies, programs and projects to improve the overall health and sustainability of the economy.

The consulting firm would lead the preparation of the NEDP together with a working group of BIA and OPM officials, and would also involve in the process to all the necessary stakeholders. The process is expected to encompass several steps. The preparation of the NEDP itself will begin with an analysis phase to prioritize ideas, opportunities and goals by holding workshops with different stakeholders, conducting intensive research and compiling all the necessary data. This first phase may include the establishment of a working group and the organization of workshops with relevant stakeholders to gain sufficient understanding of the issues and needs to be addressed. As a result of this dialogue the consulting firm will draft a consultation paper outlining the issues and concerns of the key stakeholders and submit it to public consultation and revision by stakeholders. Building on the information compiled in the previous analysis phase the consulting firm will draft the EDP in a second phase. Finally, in the third phase the consulting firm will present the final report, findings and recommendations to the Government and will conduct an intensive process of dissemination of the NEDP across the Government, other relevant stakeholders and the public. For Government officials specifically, the dissemination process will include providing the capacity for the implementation, update and monitoring and evaluation of the EDP for OPM staff and managers as well as on-the-job training activities for government officials from line ministries to support the preparation of medium-term sector strategies, which would derive from the EDP.

Outputs:

- Summary report of lessons learned in other small states (international workshop)
- Policy document institutionalizing the planning function in The Bahamas
- National Economic Development Plan for The Bahamas

10. **Component 2. Enhancing BIA's decision-making capacity for investment projects.** The BIA is a Government authority mapped to the OPM and charged with the mandate to assess all foreign and local investment projects. The BIA processes investment applications, serving as secretariat for the National Economic Council as well as applications for acquisitions of real property, serving as secretariat of the Investment Board. Currently, the bulk of its activities are focused on the processing and management of investor applications, following a reactive approach, mostly through manual processes such as basic check lists, with very limited analytical work. The goal would be for the BIA to become a full service investment management agency, with a proactive approach, a new structure and responsibility for Economic Development and Planning, which would provide higher value-added products to the National Economic Council as the highest decision-making body in investment projects in The Bahamas.

This component will finance technical assistance for the design and implementation of revised *institutional* and *technical* frameworks for the BIA to assess investment projects. The revised *institutional* framework will include a new Economic Development and Planning Unit (EPU) within the BIA. The revised *technical* framework will consist in an enhanced methodology to assess investment projects, both public and private. Both interventions, detailed below, are expected to establish the foundation for a modern investment management system in The Bahamas.

2.1 *Redesign of institutional aspects of the BIA based on international experiences of other small states.*

Technical assistance for the design of the EPU through presenting policy options for its organizational structure and staff profiles. The creation of the EPU will not add a new layer of bureaucracy to the process of investment assessment. On the contrary, it is expected that the EPU will enhance the capacity of the BIA to carry out its investment assessment functions (subcomponent 2.2 supports the technical framework for doing so). A comparative analysis of relevant investment agencies in countries with similarities with Bahamas (including all those already mentioned under Component 1) will inform the policy proposal for the creation of the EPU. The set of staff profiles will be based on the selected technical framework under subcomponent 2.2, and will be used both to: i) perform a skills-gap analysis of existing staff to inform training needs; and ii) to inform future hiring processes in the BIA ensuring that all the necessary capabilities exist within the organization. A policy paper will be drafted along with an action plan as the main input to advice the final design of the organizational aspects of the BIA, to be submitted for Cabinet approval. The increased public value of BIA's interventions is not expected to be cost-neutral. However, the Prime Minister has expressed the government's commitment for this reform. The redesign of the BIA is expected to be approved by Cabinet and, through the budget, by Parliament. This TC will not finance EPU staff.

2.2 *Design of the procedures, methodologies and systems to be adopted during the project assessment process and capacity building activities for BIA and OPM staff.*

Currently the BIA does not have a solid methodology to evaluate, prioritize and recommend investment projects with a rationalized approach to granting incentives based on identifiable benefits to the overall economic development of The Bahamas. Taking advantage of international experiences with similar objectives and attending to the needs of the BIA, a consultancy will develop comprehensive guidelines for the assessment of projects submitted for consideration to the BIA. The guidelines will include all the procedures, methodologies and systems to be adopted in order to ensure that investment proposals or projects: i) provide all the necessary information to analyze them; ii) are selected based on the economic development priorities included in the NEDP; iii) are evaluated for their social and economic value through a comprehensive process of cost benefit analysis; and iv) are properly monitored and maintained. These activities would transform an existing (relatively low value-added)

function process into a rational evaluation of all investment projects and high quality recommendations for prioritization to the National Economic Council.

Capacity building activities for BIA and OPM staff will be organized to ensure that all the staff understand and are able to properly apply the procedures, methodologies and systems to be used in the project assessment process.

Outputs:

- International comparative analysis on institutional aspects of investment agencies and economic development and planning units.
- Policy paper proposing the new organizational design of the BIA with EPU
- Set of staff profiles needed and gap analysis, to inform training program and the future hiring processes in the BIA
- Comprehensive guidelines for the assessment of investment proposals by the BIA.
- Training material and capacity building activities for BIA and OPM staff

11. **Component 3. Knowledge generation and dissemination of the outputs:** The project’s results, and in particular those products aimed at being public such as the National Economic Development Plan, will be disseminated through different channels which could include multimedia material.

Indicative Results Matrix

Component/Output/Outcome	Indicator	Baseline	Target	Date
Component 1. NEDP				
1.1 Institutionalization of the planning function in The Bahamas	Policy document approved by Cabinet	0	1	Q4 2013
1.2 National Economic Development Plan	NEDP approved	0	1	Q4 2014
Component 2. BIA				
2.1 Policy paper for organizational redesign of the BIA	Policy paper approved by Cabinet	0	1	Q1 2014
2.2 New assessment methodology for investment proposals	Proposals evaluated using new methodology	0	100 %	Q1 2016
2.3 Capacity building activities for BIA and OPM staff	BIA and OPM staff trained on new methodology	0	100%	Q1 2016
Component 3. Dissemination				
3. Knowledge generation and dissemination	Website publication	0	1	Q1 2016

12. **Note:** The results matrix is closely aligned to the country strategy for The Bahamas in 2013-2017. In particular, both the draft Strategy and this TC include the indicator related to the percentage of investment proposals assessed using the new methodology.

Indicative Budget

Activity/Component	Description	IDB/Fund Funding	Counterpart Funding ¹	Total Funding
Component 1. NEDP	1.1 Workshop International exp.	\$30,000	\$0	\$30,000
	1.2 National EDP	\$300,000	\$0	\$300,000
Component 2. BIA	Revised institutional and technical frameworks, training	\$115,000	\$0	\$115,000
Component 3. Dissemination	Knowledge generation and dissemination	\$5,000	\$0	\$5,000
TOTAL:		\$450,000	\$0	\$450,000

¹The Government will provide in-kind resources such as staff time, conference rooms for carrying out meetings and consultation processes, among other.

IV. Executing agency and execution structure

13. Upon request of the Office of the Prime Minister of the Government of The Bahamas (see attached letter, Annex 1), this TC is proposed to be executed by the Bank through the Institutional Capacity of the State division (IFD/ICS). The low capacity at the OPM and its lack of experience with Bank procedures would make this the most suitable solution for a more successful project.
14. **Procurement:** All procurement of services will be carried out in accordance with the Bank's policies applicable to TCs. For individual consultants, the Bank's Human Resources policies will apply (AM-650). For consulting firms, the policies for the selection and hiring of consultants (GN-2350-9) using e-Sourcing. For non-consulting services the Policy for Institutional Procurement will apply (GN-2303-20).
15. **Conditions to be fulfilled prior to first disbursement:** No conditions to be fulfilled prior to the first disbursement have been identified.

V. Risks

16. As learned from previous Bank interventions in The Bahamas and elsewhere, the implementation of PSM activities require decisive and resolute high-level support. In the absence of such support, the reform actions may not deliver the expected results. This risk is mitigated by the fact that this TC in the Office of the Prime Minister, which ensures stronger ownership and political traction. In addition, the planned activities will support the authorities with gradual, sequential and realistic options for policy solutions that can be applied in The Bahamas context.
17. **Sustainability.** Public sector reforms usually take time to mature. Thus, it may happen that the planning function is not fully institutionalized by the end of this TC. This risk will be mitigated by: i) supporting the government to enact policy documents and legislation which will contribute to the institutionalization of the planning function and of BIA's new organizational design in the longer term; and ii) building capacity by ensuring consulting firms provide a hands-on training to a working group from OPM and BIA during the preparation of the plan and other activities; and iii) building the capacity of the agency's human resources, both by carrying out a skills-gap assessment and training activities for current OPM and BIA staff and by proposing the staff profiles needed for future hiring.

VI. Exceptions to Bank policy

18. There are no exceptions to Bank policy.

VII. Environmental and Social Strategy

19. There are no environmental or social risks associated with the activities outlined in this operation. In accordance with the results of the "Safeguards Policy Filter Report," it is proposed that the transaction be classified as category "C" [IDBDOCS-#37556838](#)

Required Annexes:

- Request from the client
- Terms of Reference for activities/components to be procured
- Procurement Plan



The Hon. Khaalis E. Rolle, M.P.
Minister of State for Investments
Member of Parliament for Pinewood Gardens Constituency
Office of the Prime Minister
Cecil Wallace –Whitfield Centre
P. O. Box CB-10980
Nassau, New Providence, The Bahamas
Tele: (242) 327-5826/9 – Fax: (242) 327-5806

8th March, 2013

Ms. Astrid Wynter,
Inter-American Development Bank (IDB)
IDB House
Bay Street
P.O. Box N-3743
Nassau, Bahamas

Dear Ms. Wynter,

**Re: The Design of a Non-Reimbursable Technical Cooperation Project
Long-Term National Development Plan and Economic Development and Planning Unit**

Further to our meeting on 25th February, 2013 regarding the above captioned program, please be advised that we are requesting Technical Cooperation to support the Government of the Bahamas in the preparation of a National Economic Development Plan and to establish an Economic Development and Planning Unit in the Office of the Prime Minister.

The objective of this technical assistance is to strengthen the institutional capability of the Office of the Prime Minister, through the Bahamas Investment Authority, for enhancing its long-term development planning and investment project assessment functions.

The Office of the Prime Minister does not currently have the resources to efficiently execute the Bank's procedures in this regard. As you are aware, The Ministry of Finance is at capacity with managing existing Technical Cooperation projects. Therefore, we request Technical Cooperation be executed by the Inter-American Development Bank for successful results.

Sincerely,

A handwritten signature in black ink, appearing to be 'Khaalis E. Rolle'.

Khaalis E. Rolle, M.P.
Minister of State for Investments

Terms of Reference

Component / Activity	Background	Objective	Contract type, Timeline, Selection Criteria	Activities	Outputs
1. National Economic Development Plan	The Bahamas lacks a comprehensive and publicly discussed long-term strategy for the country's economic. Besides, there is no legal framework that provides and regulates the strategic planning of government activity.	Organize and facilitate a workshop on international experiences from other small states developing long-term National Economic Development Strategies, and summarize its main lessons on a report.	<p>Individual international consultant – 20 days</p> <p>Start date: May 15, 2013 End date: June 30, 2013</p> <p>Masters or PhD level in economics, administration or similar fields.</p> <p>Over 10 years of experience in public investment management, ideally with experience in small states from the Commonwealth</p>	(i) Lead preparation of the agenda and content of the workshop; (ii) Facilitate the workshop; (iii) Summarize the main lessons in a report.	<p>International workshop organized</p> <p>Report with main lessons from workshop</p>
		The National EDP would provide comprehensive overview of the economy, sets policy direction for economic growth, and identifies strategies, programs and projects to improve the overall health and sustainability of the economy.	<p>International Consulting firm.</p> <p>9 months</p> <p>Start date: September 1, 2013 End date: June 30, 2014</p> <p>Over 10 years of experience in development of economic national strategies in small states from the Commonwealth.</p>	(i) draft a policy document for institutionalizing the planning function in The Bahamas, (ii) Analysis phase to prioritize goals (working group/stakeholders consultation and consultation paper), (iii) draft the National EDP, and (iv) presentation and dissemination of the final report, findings and recommendations	<p>Policy document institutionalizing the planning function in The Bahamas.</p> <p>Long-term National Economic Development Plan for The Bahamas.</p>

Component / Activity	Background	Objective	Contract type, Timeline, Selection Criteria	Activities	Outputs
2. Enhancing BIA's decision-making capacity for investment projects	The BIA is the governmental agency in charge of investment promotion and evaluation. However currently most of its work is related with low-value added review of investor applications. The agency does not have a suitable methodology to evaluate and prioritize investment projects with a rationalized approach to granting incentives based on identifiable benefits to the overall economic development of The Bahamas. Consequently its personnel is not trained for the use of such methodologies	The consultancy would provide the basic input for the reorganization of the BIA based on comparable international experiences. It will also develop a new set of procedures to evaluate the investment proposal taking into account their economic and social impact as well as their coherence with the EDP. Finally, it will carry out a skills-gap assessment of current staff and train them on the new methodology, and prepare staff profiles for future hiring.	Individual international consultant – 9 months, part time. Start date: September 1, 2013 End date: June 30, 2014 Masters or PhD level in public administration, economics or similar fields. Over 10 years of experience in public investment management, ideally with experience in small states from the Commonwealth English essential	(i) Consultancy to design organizational aspects of the BIA based on international experiences of other small states (institutional framework). (ii) Design of the procedures, methodologies and systems to be adopted during the project assessment process (technical framework). (iii) Training of BIA staff on new methodology for investment assessment (iv) Preparation of staff profiles	Comparative analysis of relevant international experiences with economic development and planning units. Policy paper with new organizational design of the BIA and action plan outlining steps to implement new organizational design of the BIA. Methodology for the assessment of investment proposals by the BIA. Set of staff profiles will be prepared to inform future hiring processes in the BIA Training material for the capacity building activities for BIA and OPM staff and managers.

Strengthening Institutional Capacity of the Office of the Prime Minister
Project Number: BH-T1034

Ref. No. ¹	Description of and category of procurement contract	Estimated cost in (US\$)	Procurement method ²	Review (ex-ante or ex-post)	Source of financing and percentage		Prequalification ³ (Yes/No)	Estimated Dates		Status ⁴ (pending, in process, awarded, cancelled)	Comments
					IDB%	Local/Other %		Publication of specific procurement notice	Completion of contract		
	NON-CONSULTING SERVICES										
Component 1 - NEDP											
1.1	Meetings/Workshops	\$20,000.00	PC	ex-post	100	0%	N/A	Jun-13			
1.2	Travel expenses events	\$10,000.00	DC	ex-post	100	0%	N/A	Jun-13			
Component 3 - Knowledge Dissemination											
3.1	Meetings/Workshops	\$5,000.00	PC	ex-post	100	0%	N/A	Jun-13			
	CONSULTING SERVICES										
Component 1 - NEDP											
1.3	Firm consultancy for inventory of cases	\$300,000.00	CQS	ex-post	100	0%	N/A	Sep-13	Jun-14		
Component 2 - BIA											
2.1	Consultant to design organizational aspects of the BIA and the new assessment methodology for investment proposals and capacity	\$115,000.00	QCNI	ex-post	100	0%	N/A	Jun-13	Jun-14		
Total:		\$450,000.00									
² Goods and Works: 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; Consulting Firms: 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; Individual Consultants: QCNI: Selection based on comparison of qualifications of national individual consultants; QCII: Selection based on comparison of qualifications of international individual consultants.											
³ Applicable only to Goods and Works in case the new Policies apply. In the case of previous Policies, it is applicable to Goods, Works and Consulting Services.											
⁴ Column "Status" will be used for retroactive procurement and when updating the procurement plan.											