

REQUEST FOR EXPRESSIONS OF INTEREST CONSULTING SERVICES

Selection #: SU-T1107-P003

Selection Method: Simplified Competitive Selection

Country: Regional

Sector: *Competitiveness, Technology, and Innovation (IFD/CTI)*

Funding – TC #: ATN/CO-16852-SU

Project #: SU-T1107

TC name: *Supporting Increased Local Content and Expansion of Priority Sectors – Business and Innovation Climate Reforms in Suriname*

Link to TC document: [EZSHARE-958175580-3](#)

Description of Services:

Technical Advisory Services for Poultry Sector Expansion & Local Content Increase in Suriname

The overall objective of this consultancy is to provide consulting services to formulate a sector strategy for expanding output, productivity and efficiency of small-scale poultry producers; and increasing the supply of poultry to the mining, hospitality and tourism sectors. The specific objective is to create a more enabling environment by facilitating the development of a Gender Responsive Poultry Sector Expansion Strategy & Action Plan for Small-Scale Producers; designing a local content pilot; and providing technical expertise to support the implementation of recommendations arising from the assignment.

Several studies¹ have been conducted to inform economic diversification efforts in Suriname and, by extension, the work program of the Competitiveness Unit Suriname (CUS) and other private sector development agencies. Priority recommendations arising from these studies include: (a) increasing the supply of local goods and services to the export-oriented sectors of mining, fisheries, and hospitality and tourism; (b) facilitating the expansion of the agriculture, fisheries and poultry sectors; (c) improving trade logistics, and the power generation and transportation infrastructure; (d) modernizing the legal and regulatory framework across all sectors; (e) creation of a reliable and transparent policy environment for the agriculture sector including a shift in focus from tariff protection for poultry producers to lowering the subsector's cost levels by increasing the production of quality feed components; (f) promoting investment in high potential agriculture subsectors (fruits and vegetables, cereals and animal feed, coconuts, pork, and aquaculture); and (g) addressing non-tariff barriers to regional markets experienced by poultry and other agricultural exporters.

The mineral sectors have for decades dominated Suriname's economy, but the current economic diversification thrust includes a move "to improve the condition and stability of the national economy through agricultural production for import replacement and for export, transforming Suriname into the primary food supplier for the region and a major player in CARICOM and even in the European market."² In keeping with this vision, the Ministry of Trade, Industry and Tourism, in cooperation with the Ministry of Agriculture, Livestock and Fisheries, has initiated a program to expand

¹ These reports include:

Carlos Elias (2017) *Methodology and approach ... Analysis of SME's productivity in Suriname and ... Strategic Plan – Final Report*

Derlagen, C., Barreiro-Hurlé, J. and Shik, O. (2013). *Agricultural Sector Support in Suriname*, IDB/FAO, Rome, Italy.

World Bank (2017). *Suriname Sector Competitiveness Analysis: Identifying Opportunities and Constraints to Investment and Diversification in the Agribusiness and Extractives Sectors*.

² National Master Plan for Agricultural Development, Suriname 2016

the poultry sector. More specifically, it is aimed at (i) the production of more chickens; and (ii) the production of chicken fodder with its own feed components.³

Poultry is the largest subsector within animal husbandry in Suriname. In the 1990s, Suriname was almost self-sufficient in poultry production, but the number of poultry firms has decreased by almost 72% from 1959 to 2000, and by 2010, the sector was supplying only 30% of the domestic market. There has been some reversal in this downward trend and the sector is now estimated to be supplying approximately 39% of local needs (Ministry of Trade, Industry and Tourism). The sector currently provides jobs, mostly low income, to approximately 6,400 people. Currently almost 69% (16 million kilo) of total chicken consumed in Suriname is imported, primarily from the United States.

Data on the structure of the sector is not conclusive but it is estimated that big farms account for 60% of poultry production while small farms (the larger group within the industry) contribute the remaining 40%. According to the Ministry of Trade, in 2008, there was an estimated 1,300 poultry farmers producing between 5,000 to 30,000 birds per 6-week cycle and an estimated 3,700 farmers (a large number of whom are women) producing less than 5,000 birds in the same cycle. There are 6 local feed producing companies, 1 egg producing company and 3 large processing companies. 60-70 percent of hatching eggs are produced locally while 100% of table eggs are locally produced.

There is a poultry association (Associatie Pluimvee Sector Suriname), which comprises, and represents the needs of the big farmers. There is also an association to represent the needs of small farmers (Pluimvee Kwekerscollectief Suriname) that has already been engaging in discussions with the Government to increase local production. There is no mechanism for sector dialogue that facilitates participation by key stakeholders - private sector, public sector, civil society stakeholders, and development agencies. There are weak linkages and communication flows including between large and small farmers, and between the various public-sector agencies that provide services to the sector. There is no coordinated and evidence-based approach to production planning and sector expansion, which may be contributing to production over-capacity, less than optimal levels of production efficiency as well as periods of glut or scarcity. Stakeholders also point to possible gaps in the policy and regulatory framework, including weak enforcement capacity, which may be leading to unfair competition from imports; and limited access to support services to improve quality management systems across the value chain, but particularly within the small slaughter facilities.

The proposed consultancy will support current economic diversification efforts, and more specifically, the creation of a more enabling business environment for the expansion of the poultry sector in Suriname.

The Inter-American Development Bank (IDB) is executing the above-mentioned operation. For this operation, the IDB intends to contract consulting services described in this Request for Expressions of Interest.

Expressions of interest must be delivered using the IDB Portal for Bank Executed Operations (<http://beo-procurement.iadb.org/home>) by: **4 October, 2019**, 5:00 P.M. (Washington D.C. Time).

The consulting services (“the Services”) include the following activities to be implemented over a 9-month period: formulating a Gender Responsive Poultry Sector Expansion Strategy & Action Plan to expand output, productivity and efficiency of small-scale poultry producers; designing a local content pilot; and providing technical expertise to support the implementation of recommendations arising from the assignment.

Eligible consulting firms will be selected in accordance with the procedures set out in the Inter-American Development

³ Country Poultry Plan 2018-2022, Ministry of Trade, Industry and Tourism

Bank: [Policy for the Selection and Contracting of Consulting firms for Bank-executed Operational Work](#) - GN-2765-1. All eligible consulting firms, as defined in the Policy may express an interest. If the Consulting Firm is presented in a Consortium, it will designate one of them as a representative, and the latter will be responsible for the communications, the registration in the portal and for submitting the corresponding documents.

The IDB now invites eligible consulting firms to indicate their interest in providing the services described below in the [draft summary](#) of the intended Terms of Reference for the assignment. Interested consulting firms must provide information establishing that they are qualified to perform the Services (brochures, description of similar assignments, experience in similar conditions, availability of appropriate skills among staff, etc.). Eligible consulting firms may associate in a form of a Joint Venture or a sub-consultancy agreement to enhance their qualifications. Such association or Joint Venture shall appoint one of the firms as the representative.

Interested eligible consulting firms may obtain further information during office hours, 09:00 AM to 05:00 PM, (Washington D.C. Time) by sending an email to:

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Draft Summary of Terms of Reference

The scope of services includes the following:

- **Sector Study:** the structure of the sector; the number of the enterprises (micro, small, medium, large, women-owned, men-owned, rural, etc.); the level of organization; market analysis (analysis of the production and trade patterns of locally produced and imported poultry including seasonal trends); market segmentation (level of demand by each industry segment including mining, and hotels and restaurants); customer preferences and factors that determine buying decisions in each market segment; policy, regulatory and institutional framework; economic contribution; major constraints to improving the competitiveness of enterprises along the value chain including specific constraints of small-scale male and female entrepreneurs; supply of support services; current practices of the small-scale male and female poultry producers, as well as their level of output, productivity and efficiency; opportunities to integrate technology (e.g. production, IT, marketing, etc.) into their operations; cost of establishing new poultry farms throughout the country; proposals for new business models for small-scale poultry producers.
- **Validation of Findings and Recommendations:** presenting the sector study findings and recommendations to, and obtaining feedback from, key stakeholders.
- **Drafting Gender Responsive Poultry Sector Expansion Strategy & Action Plan for Small-Scale Producers & Designing a Local Content Pilot Project:** working closely with a team of local stakeholders to (i) develop a Gender Responsive Poultry Sector Expansion Strategy & Action Plan aimed at increasing output, productivity and competitiveness of Small-Scale Producers; (ii) designing a Local Content Pilot Project for increasing supply from small scale poultry producers to the mining, hospitality and tourism sectors. The Action Plan must be results-focused, must include reliable estimates of the cost of implementation and must clearly allocate responsibility for implementation.
- **Supporting the Implementation of Priority Recommendations:** Supplying technical support to advance the implementation of the Action Plan and local content pilot. This may include technical advice to achieve one or more of the following: (i) advance the production of chicken fodder with local feed components; (ii) strengthen the Ministry of Agriculture's capacity to enforce standards and support small scale producers and processors to improve their capacity to comply with standards; (iii) improve sector governance; (iv) improve intersectoral linkages (e.g. between small and large-scale producers; between small-scale producers and the mining and hospitality and tourism sectors; or among small-scale producers); and (v) support the adoption of new technologies. The technical advice required may also include the drafting of priority policies, legislation, regulations, standards (e.g., for handling of frozen chicken or waste management), sanitary and phytosanitary protocols with Caribbean countries to address non-tariff barriers and facilitate exports. The support to the implementation of the priority recommendations is estimated at 40 days of effort over a period of 3 months.

The Consulting Firm will carry out the following key activities that will facilitate the achievement of the objective:

- Review background documents, liaise with key stakeholders, and study the operations of a sample of poultry operators to develop a more in-depth understanding of the assignment. Key stakeholders include the Government of Suriname, through the Competitiveness Unit Suriname (CUS); relevant government ministries and business support organizations; and demand and supply-side private sector actors.
- Prepare Work Plan I (Work Plan for Poultry Sector Expansion Strategy Development) that covers (i) the conduct of the Sector Study; (ii) the validation of findings and recommendations; (iii) drafting of the Gender Responsive Poultry Sector Expansion Strategy & Action Plan for Small-Scale Producers; and (iv) designing a Local Content Pilot Project (i.e. the first three items of the Scope of Services).
- Collect and analyze data and conduct a detailed sector study.
- Design and facilitate a stakeholder workshop to:
 - a) present and obtain feedback on the findings and recommendations arising from the sector study;

- b) present the first draft of the Gender Responsive Poultry Sector Expansion Strategy & Action Plan for Small-Scale Producers & Design of the Local Content Pilot Project; and
 - c) generate consensus on the scope of support to be provided by the contractual to the implementation of the Action Plan and Local Content Pilot.
- Revise the Gender Responsive Poultry Sector Expansion Strategy & Action Plan for Small-Scale Producers & Design of the Local Content Pilot Project incorporating stakeholder feedback and comments provided by the Government of Suriname, through CUS.
 - Prepare Work Plan II (Plan for Supporting Implementation) for delivering technical support to the implementation of the Action Plan and Local Content Pilot Project that details the specific deliverables and timelines for their delivery.
 - Prepare an Interim Report, at the end of month 6, that details the support provided to the implementation of Action Plan and Local Content Pilot and recommends actions required to increase implementation momentum. All deliverables due, according to Work Plan II (Plan for Supporting Implementation), must be appended to the Interim Report.
 - Prepare a Final Report that details the support provided post-Interim Report; reviews the achievements of the overall assignment; and makes recommendations pertinent to realizing the goal of an expanded and more competitive poultry sector in Suriname. All deliverables produced post-Interim Report, should be appended to the Final Report.

Contractual teams should have specific expertise and knowledge, which will be the main criterion for their selection. It is anticipated that the team would comprise of individuals with strong competencies in the below areas but this is not meant to restrict team compositions to exact roles described below.

Team Leader / Poultry Specialist

Academic Degree

- Advanced university degree (Master's degree or equivalent) in Agriculture, Animal Nutrition, Livestock Production and Management, Industrial Engineering, Business Administration, Economics or any other related field.

Experience

- A minimum of 10 years of experience in poultry production and the formulation and manufacture of poultry feeds in environmental conditions similar to Suriname.
- A minimum of 5 years of experience leading the implementation of poultry sector development projects in a developing country setting.
- Specific hands-on experience in the formulation and manufacture of poultry feeds in a developing country setting.
- Experience designing and delivering training and delivering technical advice aimed at improving production practices of both large and small-scale male and female poultry producers.
- Experience designing and delivering training to animal health inspectors and extension officers.

Other Skills

- Project Management
- Strong inter-personal and stakeholder engagement skills
- Improving group dynamics and group cohesion
- Training/facilitation
- Fluency in oral and written English.
- Fluency in Dutch or Sranan/Surinamese Dutch would be highly valued.

Sector Mapping / Value Chain Specialist

Academic Degree

- Advanced degree in Economics, Agriculture, Business, International Development or related field.

Experience

- A minimum of 10 years of experience in the conduct of sector competitiveness studies or value chain analysis; mapping agricultural subsectors and/or agricultural value chain development in a developing country setting; and development of policies, strategies and action plans for improving the business environment and competitiveness in productive sectors or value chain. Prior experience in developing national level policies or strategies in the poultry sector would be an asset.
- A sound understanding of production practices, quality management systems, standards, and logistics infrastructure relevant to the poultry production in Suriname or similar setting. Hands-on experience in strengthening supply chains in the Caribbean or in a developing country setting will be highly valued.
- A strong understanding of (a) the opportunities for and constraints to increasing supply linkages between priority export-oriented sectors involving multinationals (e.g. tourism, mining and hospitality) and the agriculture/agri- business and manufacturing sectors in a developing country setting; and (b) challenges faced by, and the capacity building needs of, men and women-owned MSMEs in supply chains of those priority export-oriented sectors.

Other Skills

- Research orientation
- Results-focused project design
- Market analysis
- Ability to build relationships with stakeholders at all levels of the value chain or sector
- Strong inter-personal and stakeholder engagement skills, and demonstrated ability to engage with and stimulate coordination between multiple stakeholders from wide-ranging sectors
- Training/facilitation
- Language: Fluency in English, written and spoken, is required. Fluency in Dutch or Sranan/Surinamese Dutch, written and spoken, will be highly valued.