

JAMAICA

IFD/CTI

Building institutional capacity in the area of entrepreneurship support services

JA-T1132

Consulting Services to execute a Critical review and diagnosis of existing ESS

TERMS OF REFERENCE

I. BACKGROUND

Over the last decades, most governments in Latin America and the Caribbean (LAC) have introduced an increasing number of services to Micro, Small and Medium Enterprises (MSMEs). The expansion of these services has been justified on the basis of the well-documented MSMEs' contribution to social and economic development.¹ In this context, the public services - mainly training and technical assistance services - to support entrepreneurs and foster the creation of dynamic enterprises have become increasingly important. However, recent studies have documented that this expansion has been accompanied by major challenges in the design, implementation and evaluation of these Entrepreneurship Support Services (ESS). As a result, the quality of these services is quite heterogeneous across and within LAC countries, and little is known about their actual effectiveness.²

In recent years, the IDB has supported and collaborated with various agencies that provide ESS both at the national and sub-national levels. Regarding the project that this TC aims to evaluate through the measurement of its effectiveness, the partner agency in Jamaica is the Jamaica Business Development Corporation (JBDC). The partner agency was identified over the basis of three criteria: first, it leads the provision of ESS in Jamaica; second, it provides services of extensive interest for other agencies in LAC, including trainings and technical assistance to foster entrepreneurial attitudes, improve business skills, and diffuse business best practices; and third, it expressed interest in reviewing their ESS portfolio, and in designing, implementing and evaluating reformed and innovative services.

As such this consultancy involves developing a review of the existing JBDC's ESS, with emphasis on the identification of areas of improvement and opportunities for the introduction of innovative and/or complementary services.

¹ See Crespi, Fernandez-Arias, Stein (2014), *Rethinking Productive Development*. Sound Policies and Institution for Economic Transformation, Palgrave.

² Kantis, et al. (2004), *Desarrollo emprendedor. América Latina y la experiencia internacional*, Fundes International; Acs and Amorós, (2008), "Entrepreneurship and competitive dynamics in Latin America". *Small Business Economics*, 31(3); Lederman et al. (2014). "El emprendimiento en América Latina: muchas empresas y poca innovación", *Banco Mundial*.

II. CONSULTANCY OBJECTIVES

The general objective of this consultancy is to develop a review of the existing JBDC's ESS, with emphasis on the identification of areas of improvement and opportunities for the introduction of innovative and/or complementary services.

III. MAIN ACTIVITIES

For all the ESS of JBDC, the following activities will be financed: (i) the analysis of the theory of change and execution mechanism; (ii) the identification of potential strength and weaknesses, with particular attention to the possible lack of complementary services; (iii) the identification of operational costs; (iv) the revision of the metric used for monitoring and evaluation M&E; (v) the definition of a plan to implement the recommended actions in agreement with the agency. In the context of the action plan, services will be selected to be reformed (or introduced) on the basis of the following criteria:

- a. Extensive interest in the service by JBDC.
- b. Innovativeness, particularly with reference to the introduction of new services.
- c. Sustainability of the services by JBDC.
- d. Potential replication and/or scale-up by other agencies in LAC.

IV. REPORTS / OUTPUTS AND DELIVERY DATES

IV.1 Reports/outputs

The consultant will deliver a unique report at the end of the consultancy. The report will include differentiated sections in line with the activities outlined in item III.

IV.2 Delivery dates

The consultant is asked to submit the final report on XX, XX.

V. SCHEDULE OF PAYMENT

First payment: 30% at the signing of the contract.

Second payment: 70% at the approval of the final report.

VI. CHARACTERISTICS OF THE CONSULTANCY

Type of Consultancy: Products and External Services Contractual, Lump Sum.

Start Date and Duration: XX 201X until XX, 201X.

Place of Work: Home based.

Coordination: The consultant will work under the supervision of Matteo Grazzi (IFD/CTI Division).

VII. QUALIFICATIONS:

- Academic Degree/level and years of professional experience: A Master or PhD degree in economics, public policy or a similar field is required. No less than 2 years of experience in impact evaluation of public policies and RCT design.
- Language: Proficiency in Spanish and English.
- Areas of expertise: Preference will be given to candidates that have specific academic or applied backgrounds in assessing the impact of entrepreneurship and innovation policy instruments.
- Skills: Econometric techniques for impact evaluation are required.

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Consulting services to collect follow-up information among JBDC ESS clients

TERMS OF REFERENCE

I. BACKGROUND

Over the last decades, most governments in Latin America and the Caribbean (LAC) have introduced an increasing number of services to Micro, Small and Medium Enterprises (MSMEs). The expansion of these services has been justified on the basis of the well-documented MSMEs' contribution to social and economic development.³ In this context, the public services - mainly training and technical assistance services - to support entrepreneurs and foster the creation of dynamic enterprises have become increasingly important. However, recent studies have documented that this expansion has been accompanied by major challenges in the design, implementation and evaluation of these Entrepreneurship Support Services (ESS). As a result, the quality of these services is quite heterogeneous across and within LAC countries, and little is known about their actual effectiveness.⁴

An ESS program was carefully designed and will be implemented as a Randomized Controlled Trial (RCT)⁵ in Jamaica in partnership with the Jamaica Business Development Corporation (JBDC) during the last quarter of 2016. In the RCT, 500 entrepreneurs will be randomly assigned to a 40 hour training that will include components of Business Practices and Personal Initiative. Another group of 500 entrepreneurs will be randomly assigned to a 40 hour training that will focus purely on soft skills related to both Personal Initiative and Persistence. Lastly, another group of 1,000 entrepreneurs will not receive any training and will serve as the control group.

The objective of this consultancy is to measure the short and medium term effectiveness of the program. The selected firm will perform follow-up data collection of the outcomes of interest such as sales volume, employment, productivity, development of new or improved products and services, and the quantity of business assets need to be collected 6 months and 18 months after the completion of the program. Therefore, the main objective of this consultancy is to collect such measurements and provide robust evidence of the short and medium term effectiveness of the program. In that way, the operational experience generated through a fully evaluated project will be used for the

³ See Crespi, Fernandez-Arias, Stein (2014), *Rethinking Productive Development*. Sound Policies and Institution for Economic Transformation, Palgrave.

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⁵ RCTs are the gold standard for measuring an intervention's impact in social sciences. In this way the findings on the effectiveness of the entrepreneurship support services will be unequivocal and conclusive.

replication and scaling-up of the highest quality and most cost-effective approaches to ESS.

II. CONTRACT OBJECTIVES

Measure the short and medium term effectiveness of the program. The selected firm will perform follow-up data collection of the outcomes of interest such as sales volume, employment, productivity, development of new or improved products and services, and the quantity of business assets need to be collected 6 months and 18 months after the completion of the program.

III. MAIN ACTIVITIES

The selected candidate will:

- Design and develop the survey questionnaire ready to be piloted.
- Pilot and conduct the necessary adjustments to the field instruments.
- Design and develop all necessary training material for enumerators.
- Design and develop all necessary quality assurance protocols for survey field work.
- Design and develop a Data Entry Program that would allow dataset migration to STATA or SPSS after data entry (based on the questionnaire designed)
- Execute the field survey.

Other Activities

- Design the data collection instrument (ie. questionnaire) ready for piloting.
- Design the Supervisor and Enumerator training, including any necessary materials. Materials should include instructions and safeguards to ensure the confidentiality and privacy of the collected information.

IV. OUTPUTS AND DELIVERY DATES

Initial Products

- i. Work plan for entire project period within one week of contract signature. The plan should include specific dates for each deliverable.

Final products

- i. Survey questionnaire ready for piloting.
- ii. Supervisor and enumerators training manuals.
- iii. Adjusted field instruments (questionnaire and manuals) after piloting.
- iv. Quality assurance protocols for field work.

- v. Data Entry Program development that would allow dataset migration to STATA or SPSS after data entry (based on the questionnaire designed)
- vi. Final datasets in STATA or SPSS format including the entire codebook and a Dictionary of Variables.

V. SCHEDULE OF PAYMENTS

One payment of 20% of the total contract value will be made upon delivery of final product i. A second payment of 10% will be made upon delivery of final product ii. A third payment of 10% will be made upon receipt of final product iii. A fourth payment of 10% will be made upon receipt of final products iv and v. A fifth payment of 50% will be made upon receipt of final product vi.

VI. CHARACTERISTICS OF THE CONSULTANCY

Type of Consultancy: International Consultancy Firm.

Start Date and Duration: Starting from XX until XX, XX.

Coordination: The consulting firm will work under the supervision of Matteo Grazzi (IFD/CTI Division).

Qualifications of the firm: The consulting firm will have more than five years of experience in: (i) designing firm level surveys; (ii) designing, implementing and managing impact evaluations.

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Consulting Services to organize a workshop and dissemination materials

TERMS OF REFERENCE

I. BACKGROUND

Over the last decades, most governments in Latin America and the Caribbean (LAC) have introduced an increasing number of services to Micro, Small and Medium Enterprises (MSMEs). The expansion of these services has been justified on the basis of the well-documented MSMEs' contribution to social and economic development.¹ In this context, the public services - mainly training and technical assistance services - to support entrepreneurs and foster the creation of dynamic enterprises have become increasingly important. However, recent studies have documented that this expansion has been accompanied by major challenges in the design, implementation and evaluation of these Entrepreneurship Support Services (ESS). As a result, the quality of these services is quite heterogeneous across and within LAC countries, and little is known about their actual effectiveness.²

An ESS program was carefully designed and evaluated as a Randomized Controlled Trial (RCT)³ in Jamaica in partnership with the Jamaica Business Development Corporation (JBDC) during the last quarter of 2016.

The purpose of this consultancy is to organize a dissemination workshop and develop dissemination materials including a blog and press releases of the project.

II. CONSULTANCY OBJECTIVES

organize a dissemination workshop and develop dissemination materials including a blog and press releases of the project.

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¹ See Crespi, Fernandez-Arias, Stein (2014), Rethinking Productive Development. Sound Policies and Institution for Economic Transformation, Palgrave.

² Kantis, et al. (2004), *Desarrollo emprendedor. América Latina y la experiencia internacional*, Fundes International; Acs and Amorós, (2008), "Entrepreneurship and competitive dynamics in Latin America". Small Business Economics, 31(3); Lederman et al. (2014). "El emprendimiento en América Latina: muchas empresas y poca innovación", Banco Mundial.

³ RCTs are the gold standard for measuring an intervention's impact in social sciences. In this way the findings on the effectiveness of the entrepreneurship support services will be unequivocal and conclusive.

III. MAIN ACTIVITIES

In order to achieve the abovementioned objectives, the consultant will carry out the activities listed below:

1. Organization of a dissemination workshop.
2. Production of a blog disseminating the project.
3. Production of a PPT presentation with the project's results and lessons learned.

IV. REPORTS / OUTPUTS AND DELIVERY DATES

IV.1 Reports/outputs

1. Workshop organized.
2. Blog.
3. PPT presentation.

IV.2 Delivery dates

The consultant is asked to submit the final outputs on XX, XX.

V. SCHEDULE OF PAYMENT

First payment: 30% at the signing of the contract.

Second payment: 70% at the approval of the final outputs.

VI. CHARACTERISTICS OF THE CONSULTANCY

Type of Consultancy: Products and External Services Contractual, Lump Sum.

Start Date and Duration: XX 201X until XX, 201X.

Place of Work: Home based.

Coordination: The consultant will work under the supervision of Matteo Grazzi (IFD/CTI Division).

VII. QUALIFICATIONS:

- Academic Degree/level and years of professional experience: A Master's degree in social sciences. No less than 5 years of experience in disseminating findings of similar studies.
- Language: Proficiency in Spanish and English.
- Areas of expertise: Dissemination and public relations.