

TERMS OF REFERENCE

Final Evaluation of the Compete Caribbean Partnership Facility

Regional

RG-T3576

Knowledge Management and Dissemination - Compete Caribbean Partnership Facility (CCPF)

Public Link: <https://www.iadb.org/en/project/RG-T3576>

1. Background and justification

The Compete Caribbean Partnership Facility (CCPF) is a multi-donor facility with an estimated value of US\$27.5 million. This includes a contribution from the United Kingdom's Department of International Development (DFID) of £10 million, the Caribbean Development Bank (CDB) of US\$2 million, Global Affairs Canada (GAC) of CAD\$10 million, and over US\$5 million by the Inter-American Development Bank (IDB). The Facility finances projects in the following 13 Caribbean countries: Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname and Trinidad and Tobago. It is executed by the IDB from a Facility Coordination Unit (FCU) based in the IDB's Country Office in Barbados. A Program Advisory Group (PAG) composed by representatives of all four donor partners provides strategic directions and priorities.

The Facility was approved on March 30, 2016 by the Inter-American Development Bank. It is the second phase of the Compete Caribbean Program (CCP) that had been initiated in 2010 and ended in 2017, and that had met and/or surpassed its output targets, creating very positive outcome results in terms of employment, revenue and export growth. The objective of the CCPF is to support the Caribbean region in increasing productivity and Caribbean firms' contribution to economic growth. The specific objectives are: (i) to support firms to grow, innovate and enter into new sectors and markets; and, (ii) to promote an environment that enables innovation and growth. Based on the results of Compete Caribbean I, which proved that certain private sector methodologies produced impactful results, the strategic thrust of the second phase of Compete Caribbean is to build the foundations for sustainability of Compete-like technical assistance to the private sector, and the scalability of such activities, such that these types of technical assistance can be sustained over time and reach a wider cross-section of the private sector.

The board-approved grant document dictates a 5-year period of execution and a 6-year period of disbursement. Donor approvals for the CCPF took place between February 2016 and March 2018, with the agreement-signing process between the donors and the IDB taking place between November 2016 and April 2018. The Facility Coordination Unit was contracted by May 1st, 2017, and the Program Advisory Group (PAG) has accepted this date as the informal start date of the Facility. Although the indicative results' framework for CCPF had been designed based on an expected contribution of US\$38.6 million, the combined funds pledged from the four partners amount to US\$27.6 million for the life of the CCPF. The execution and disbursements periods

were subsequently extended to March 2021 and September 2021 respectively in order to account for programming of additional resources granted to Facility after its start date.

The Facility is structured in two pillars: Pillar 1: Productivity and Innovation in Firms, and Pillar 2: Business and Innovation Climate. Pillar 1 finances: a) direct support to clusters and value chains; b) strengthening of ecosystems of entrepreneurship and innovation in the private sector; c) increased productivity in the private sector through technology adoption. Pillar 2 finances: a) support for institutions in charge of public-private dialogue and private sector development for evidence-based policy-making; b) drafting and implementation of policies or regulations that can significantly improve the business climate, particularly the Doing Business indicators; and c) data and knowledge generation for policy or regulatory reforms related to private sector development. In addition, the facility is committed to advancing gender equality and diversity throughout the region and has set gender-based targets throughout its results framework.

The CCPF is currently supporting 35 projects in the region. Most of the projects have either been completed or reach completion. Of the 13 countries that are beneficiaries of the Facility, 12 had at least one approved country-specific project and the remaining country (St. Kitts & Nevis) has benefitted from projects with regional scope. As of January 2021, all resources of the Facility have been programmed.

2. Objectives

The purpose of this consultancy is to produce an independent Final Evaluation of the Compete Caribbean Partnership Facility (CCPF) that can guide the CCPF's donors and management in assessing: a) the relevance of interventions for key stakeholders; b) how well intended outcomes and outputs were met; c) efficiency of implementation; c) impact; d) likelihood of sustaining activities beyond the programme's end; e) unanticipated results (if any) and f) client satisfaction. This is intended to be a formative exercise, as the final evaluation will provide an opportunity for donor to assess the importance and topology of the Facility in relation to other interventions in the Caribbean region.

3. Scope of services

A final evaluation aims to assess the efficacy of an intervention and the extent to which objectives of said intervention were met. It provides an opportunity to assess the execution of a program and generate lessons learned that could potentially improve upon program design and implementation in the future. Additionally, it provides an opportunity to ascertain the adaptability and sustained relevance of interventions such as the CCPF, operating in a dynamic environment.

The final evaluation also provides an opportunity to assess the monitoring and evaluation (M&E) protocols developed for the program, how they have been implemented to date, challenges (if any) in following these protocol and how they could have been improved.

It is expected that the results of the evaluation will be used by the program donors to update their respective corporate results frameworks, as well as inform their regional strategies for the Caribbean. This final evaluation will also be used to guide by counterpart and partnering implementation agencies, especially in the execution of complementary activities.

Six issues have been identified for the Final Evaluation of the CCPF, in keeping with the Development Assistance Criteria of the OECD¹. These are:

1. Relevance of Program Design and Strategy
2. Effectiveness of Program Implementation
3. Efficiency of Resource Use
4. Coherence of Projects
5. Likely impact, including gender-related issues
6. Likelihood of sustainability

A set of suggested questions, relevant to each of the issues and following the OECD DAC criteria, is identified in Table 2 below. The table includes other questions that are deemed relevant to the evaluation.

Issue	OECD DAC Aligned Qs	Other questions
1. Relevance of Program Design and Strategy	1.1 To what extent were the objectives of the Compete Caribbean Partnership Facility (CCPF) valid?	1.4 How well does the program align to national goals of beneficiary countries?
	1.2 Are the activities and outputs of the programme (including of projects and instruments) consistent with the overall CCPF goals and objectives?	1.5 Did project selection criteria logically align with the overall objectives of the CCPF program?
	1.3 Are the activities and outputs of the programme (including of projects and instruments) consistent with the intended impacts and effects?	1.6 Was the Facility able to distinguish itself from other regional interventions?
2. Effectiveness of Program Implementation	2.1 To what extent has the program's objectives been achieved?	2.3 Were clients/ stakeholders satisfied with the level of intervention?
	2.2 What are the major factors influencing that influenced the achievement or non-achievement of objectives?	2.4 Has the program been appropriately responsive to the political, legal, economic and institutional environment of the

¹ <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

		countries where projects are being implemented?
3. Efficiency of Resource Use	3.1 Have resources been used efficiently? Have activities been cost-effective? What is the Value for Money?	3.4 Do the CCPF and IDB teams have adequate technical and administrative capacity to implement the program?
	3.2 Have objectives been achieved in a timely manner?	3.5 Was there a clear and common understanding of roles and responsibilities by all parties involved in the program; i.e. CCPF Team; project-level consultants; country-level institutions and partners; others?
	3.3 Is the programme or individual projects implemented in the most efficient way compared to alternatives?	3.6 Was there ever a need to rescale resources or adjust activities in order to achieve the program's immediate objectives?
4. Likely Impact, including on gender	4.1 What is likely to be the result of the programme, taking into account the CCPF's portfolio (both completed and on-going) including on women owned firms and other gender groups?	4.4 Were the funds allocated to the program sufficient to achieve program outcomes and targets?
	4.2 What was the additionality of the programme for the beneficiaries, including targeted women and vulnerable groups?	4.5 To what extent did the CCPF program team taken measures to ensure donor visibility among counterparts and key stakeholders?
	4.3 How many businesses/ individuals have been and are likely to be affected by the programme, including women owned firms and/or vulnerable groups?	4.6 Were project-level indicators and M&E plans well aligned with CCPF information needs insofar as monitoring, evaluation and reporting on project progress and performance, including on gender, and at the country level? Were they well aligned with donor reporting requirements? Was the right data collect to assist in measuring impacts?
5. Sustainability	5.1 To what extent is it likely that the benefits of the programme or project continue after donor funding has ceased?	5.3 How effectively did the program leverage resources (e.g. from the private sector, national governments, other partners)?
	5.2 What factors are likely to influence the sustainability of the programme results?	5.4 What steps have been taken to ensure program sustainability? How effective has the program been in establishing national ownership? How meaningful is the institutional

		strengthening being undertaken by the Program?
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4. Key activities

The consultant(s) will collect multiple lines of evidence to perform this mid-term evaluation, drawing on both qualitative and quantitative information to address the issues/questions posed.

At the minimum, the consultant(s) will perform the following activities:

1. Document Review: A review of all relevant documents pertaining to the CCPF origins (e.g. 'Proposal for the Establishment of the Compete Caribbean Partnership Facility', March 7, 2016); CCPF results framework, descriptions of the CCPF Pillars and pillar Instruments; documents pertaining to the planning and budgeting of CCPF; description of CCPF Pillar projects; project assessment criteria; project monitoring reports; and communication documents pertaining to the objectives and roll-out of the program and projects at regional and country levels; and other relevant documents to inform the mid-term evaluation.
2. Administrative Data Analysis: This would include data related to operating budgets and financials for the program; project administrative files; project monitoring/progress reports; program data inputted in CONVERGENCE, the IDB's project monitoring system; and any other administrative/management data deemed relevant.
3. Consultations with CCPF project teams: In-person interviews with members of the FCU, based in Barbados, relevant public and private sector counterparts, and telephone interviews with IDB team leaders based in other countries.
4. Donor Interviews: Donor interviews would include representatives of each of the funding agencies responsible for overseeing/liasing with the CCPF; that is UK Department for International Development (DFID), Canada's Global Affairs Canada (GAC), Caribbean Development Bank (CDB), and the Inter-American Development Bank (IDB), which also executes the programme.
5. Case Study Analysis: the final evaluation should include an examination of individual projects that are a representative sample of each of the 6 Pillar instruments of the CCPF Strategy. Each case study should focus on information and interviews obtained from the key project beneficiaries and/or target audience of each project. If relevant, group sessions involving target audience/beneficiaries could be held to gain further insight into the alignment of the project delivery with beneficiary needs. An assessment of project implementation, performance and likelihood of sustainability should draw on feedback from all key stakeholders as well as project monitoring reports and other data that may be available from national governments, academic institutions or private sector entities.
6. Other Stakeholder Consultation Mechanisms: The Consultant will propose other stakeholder consultation mechanisms as needed, particularly for countries not visited in person.

7. Additional or alternate Methods: The Consultant may propose additional or alternate methods of conducting the evaluation and elaborate these in the work plan.
8. Standards: The evaluation will be conducted in an ethical manner, in compliance with national and international standards for evaluations.

5. Expected Outcomes and Deliverables

1. **Inception Report**: within one week of contract awarding, the Consultant will hold a virtual introductory meeting with CCPF Team officials responsible for the Final Evaluation. Within three weeks of the Initial Meeting, the Consultant will deliver an Inception Report that will outline a detailed Work Plan with a **robust methodology** for conducting the Final Evaluation, including the sampling methods for the proposed field work (set of projects/countries to be visited), set of specific evaluation methods to be conducted during the fieldwork, and their rationale (both for the sampling and for the fieldwork). The fieldwork will require well-planned coordination between the Consultant and the CCPF team member responsible for the evaluation. Planning for on-site consultations in each country will require identification and advance notification of relevant stakeholders in the scheduling of meetings/interviews. The Consultant will share with the CCPF Team Interview Guides and other instruments used for the fieldwork in advance of the start-up to the fieldwork.
2. **Interim report**: The Consultant will provide the responsible CCPF Team member with a verbal debrief so as to determine whether any adjustments may be needed to the approach. A short (5-page) report will be prepared on each of the Case Studies, as per the relevant issues of the Evaluation and any other 'lessons learned'. All will be delivered to the CCPF Team no later than the delivery date for the draft Evaluation Report.
3. **Draft Evaluation Report**: will be delivered by the Consultant no later than two months after the start of the consultancy, with a virtual meeting to discuss results and for the CCPF Team and the technical Program Advisory Group (PAG) to provide feedback. The report should contain at the minimum the following chapters: introduction, context, purpose scope and objectives, evaluation questions / framework, methodology, limitations, analysis, findings, conclusions, and recommendations.
4. **Final Evaluation Report**: that incorporates the comments provided by the CCPF team and the Program Advisory Group (PAG) to the draft evaluation report, as needed, along with a Power Point presentation summarizing the key findings, conclusions and recommendations of the evaluation. This report will be due two weeks after having received the collated feedback from the CCPF team. The consultants are expected to make a virtual presentation to the PAG of the final report.

6. Project schedule and milestones:

Draft Schedule for Deliverables of the Mid-Term Evaluation	
Project Activity/Deliverables	Timeframe
Contract signing	
Introductory meeting (virtual)	One week after signature
Inception report: consisting of a detailed Work Plan, which includes selection of countries and projects, schedule for fieldwork, delivery of interview guides and other instruments for fieldwork	Three weeks after introductory meeting
Verbal debrief by Consultant on experience of Case Study # 1	Two weeks after starting field work
Delivery of 5-page report on each Case Study	By the end of the field work
Delivery of draft Evaluation Report	Two months after signature
Meeting to discuss results (virtual)	One month after Draft Evaluation Report
Delivery of Final Evaluation Report + Power Point Summary + final case study write-ups	Two weeks after having received compilation of written comments from CCPF and its donors
Meeting to deliver power point presentation to CCPF donors (virtual)	Approximately two weeks after delivery of final evaluation report

In order to achieve these milestones, the CCPF Team will:

- Make available to the Consultant in a timely fashion all documents relevant to the Final Evaluation.
- Work with the Consultant in selecting the Case Study projects and advise them on the relevant stakeholder groups to be interviewed/consulted during each of the case studies.
- Provide administrative and logistical support during the evaluation fieldwork in countries. The CCPF Team will also assist in organizing a detailed evaluation mission agenda for each country visited and ensure that all relevant documentations are up to date and easily accessible by the Consultant.
- Identify names and contact coordinates for all stakeholders who may be included as part of a survey by the Consultant.
- Inform stakeholders in all countries of the conduct of the Final Evaluation by the Consultant and inform/alert relevant officials in specific countries in a timely fashion of any upcoming on-site missions to be undertaken so as to gain their cooperation in supporting the Consultant's fieldwork tasks.

- Provide timely feedback on all draft documents submitted by the Consultant, including liaising with the PAG to collect and compile their feedback.

The Consultant will:

- Deliver an Inception Report that provides a detailed Work Plan for conducting a Final Evaluation of the CCPF as per these TOR.
- Carry out all fieldwork in a professional and ethical fashion, in line with international standards, and according to the detailed Work Plan, as agreed to by the CCPF Team.
- Deliver an Evaluation report that provides objective information, analysis and advice in addressing the evaluation aspects set out in these TORs.
- Provide a set of short (5-page) reports, one on each of the Case Study project areas examined in the evaluation.
- Provide quality deliverables in a timely fashion, as per the schedule agreed to in the detailed Work Plan.

7. Reporting requirements

All reports and deliverables associated to this consultancy will be written in English and delivered in MSWord.

8. Acceptance criteria

Payments will be made based on acceptance of deliverables. Acceptance implies sign-off from the supervisor of this consultancy on draft deliverables (inception report, draft case studies, draft mid-term evaluation report, and final mid-term evaluation report including final case study write-ups). Given that the CCPF is contracting and managing this final evaluation on behalf of its Program Advisory Group (PAG), the program will engage the technical PAG in the review process of the deliverables and transmit recommendations to the consultants. Formal acceptance of the final evaluation report, case studies and Power point summary will be contingent on acceptance of the PAG.

9. Other requirements

Travel to a group of beneficiary countries is a requirement for this consultancy.

10. Supervision and Reporting

The consultants will report to Sylvia Dohnert, Private Sector Lead Specialist of the IDB and Technical Secretary of the CCPF, who will formally approve deliverables. Meetings accompanying achievements of important milestones have been marked in the draft schedule of deliverables. Notwithstanding, other follow-up meetings may be necessary as the consultancy progresses.

11. Schedule of payments

Schedule of payments for the mid-term evaluation of the CCPF	
Project Activity/Deliverables	Timeframe
Detailed Work Plan, which includes selection of countries and projects, schedule for fieldwork, delivery of interview guides and other instruments for fieldwork	20%
Draft Evaluation Report with accompanying draft case studies	30%
Delivery of Final Evaluation Report + Power Point Summary + final case study write-ups	40%
Meeting to deliver power point presentation to CCPF donors (virtual)	10%
Total	100%

12. Requirements of the consulting team

The evaluation will be carried out by an evaluation firm or a team of evaluation consultants who should have the following qualifications and experience:

Lead Consultant on the Evaluation Team:

- Minimum of a Master's degree or equivalent in Economics, Business Administration, Public Administration, Statistics, International Development or any other related field.
- Fifteen (15) years of experience, including monitoring and evaluation of projects financed by international financing institutions or bilateral agencies.
- Demonstrated knowledge of current monitoring and evaluation theory and practice.
- Significant experience in the design, implementation and/or evaluation of private sector development programs and projects.
- Proven evidence of successfully completed evaluation assignments, particularly mid-term evaluations.
- Experience in employing appropriate evaluation methodological tools for high quality evaluation reports.
- Strong quantitative and qualitative background.
- Previous evaluation experience in the Caribbean would be desirable. Developing country experience is required.
- Highly developed communication and writing skills as evidenced by presentations and publicly available reports, blogs, articles, and/or academic articles.
- A working understanding of guidelines and procedures typically used by development banks.
- Proactive, results-oriented, and service-oriented.
- Strong relationship management skills and the ability to work effectively with culturally diverse groups.
- Fluency in oral and written English.

Evaluation Team Member(s) reporting to the Lead Consultant:

- Minimum of an Undergraduate degree in Economics, Business Administration, Public Administration, Statistics, International development or other relevant field. A master's degree or higher in a relevant field is desirable.
- Seven (7) years of professional experience in performance monitoring and evaluation of complex programs, including monitoring and evaluation of projects financed by international financing institutions or bilateral agencies.
- Demonstrated knowledge of current evaluation theory and practice. Previous evaluation experience with multilateral institutions, international finance institutions or bilateral donors is preferable.
- Knowledge of private sector development and preferably, a good understanding of the Caribbean region. Previous evaluation assignments in the Caribbean would be desirable.
- Fluency in is English required. Professional experience in working with diverse, multicultural teams desirable.

Proposals submitted should provide a detailed breakdown of costs to carry out the Mid-Term Evaluation.

For proposed professional resources, the list of team members should include their levels (e.g. senior consultant, junior consultant, etc.), their roles, and their responsibilities with respect to specific project activities. Daily rates should be shown for each member of the Consultant's Team, along with the level of effort/participation for Team member allocation of resources to specific activities. CVs of each member of the Consulting Team should be included as part of the proposal.

Travel and accommodation costs should be shown for fieldwork missions.

The consultant should identify any additional fixed expenses required to complete the work.

Our culture: Working with us you will be surrounded by a diverse group of people who have years of experience in all types of development fields, including transportation, health, gender and diversity, communications and much more.

About us: At the Inter-American Development Bank, we're devoted to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48-member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. The Bank, pursuant to applicable policies, may contribute toward travel and moving expenses. In addition, candidates must be citizens of an IDB member country.

Visa and Work Permit: The Bank, pursuant to applicable policies, may submit a visa request to the applicable immigration authorities; however, the granting of the visa is at the discretion of the immigration authorities. Notwithstanding, it is the responsibility of the candidate to obtain the necessary visa or work permits required by the authorities of the country(ies) in which the services will be rendered to the Bank. If a candidate cannot obtain a visa or work permit to render services to the Bank the contractual offer will be rescinded

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the IDB, IDB Invest, or MIF as staff members or Complementary Workforce contractuals, will not be eligible to provide services for the Bank.

Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity based on gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, and religion. We encourage women, Afro-descendants and persons of indigenous origins to apply.