

## **REQUEST FOR EXPRESSIONS OF INTEREST** **CONSULTING SERVICES**

Selection # as assigned by e-Tool: RG-T3023-P002

Selection Method: Simplified Competitive Selection

Country: Regional

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

Funding – TC #:

Project #: RG-T3023

TC name: Knowledge dissemination, networking and programming support for the Compete Caribbean Partnership Facility (CCPF)

Description of Services: The purpose of this consultancy is to produce an independent Mid-Term Evaluation of the Compete Caribbean Partnership Facility (CCPF) that can guide the CCPF's donors and management in assessing: a) the continued relevance of the intervention for key stakeholders; b) likelihood of achieving intended goals; c) efficiency of implementation; c) likely impact; d) likelihood of sustaining activities beyond the programme's end. This is intended to be a formative exercise, as the mid-term evaluation will provide an opportunity to make any modifications that may be necessary to ensure achievement of program objectives.

*Link to TC document: <https://www.iadb.org/en/project/RG-T3023>*

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: 5<sup>th</sup> July, 2019, 5:00 P.M. (Washington D.C. Time).

The consulting services ("the Services") include assessing the continued relevance of the CCPF and the progress made towards implementation of the program as intended. The Firm will also make recommendations to ensure achievement of program objectives and determine if the current approach employed to implementing the CCPF is coherent with the broad objectives of the program; is relevant and useful to the key stakeholders; and is being conducted in an efficient and effective manner. These services should be completed, and final results presented by mid-February 2020.

Eligible consulting firms will be selected in accordance with the procedures set out in the Inter-American Development 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: Sylvia Dohnert ([sylviad@iadb.org](mailto:sylviad@iadb.org)) with copy to Russell Franklyn ([russellf@iadb.org](mailto:russellf@iadb.org)).

Inter-American Development Bank  
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## Summary of Terms of Reference

### Mid-Term Evaluation of the Compete Caribbean Partnership Facility

**Regional  
RG-T3023**

#### **Compete Caribbean Partnership Facility**

##### 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 1<sup>st</sup>, 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 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 25 projects in the region. Most of the projects are at the early stages of implementation. Of the 13 countries that are beneficiaries of the Facility, 11 have at least one approved country-specific project. There is active dialogue in the remaining 2 countries for country-specific projects; currently these two countries benefit from regional projects. The Facility is roughly midway in terms of programming (value of funds that have been earmarked under approved projects).

## 2. Objectives

The purpose of this consultancy is to produce an independent Mid-Term Evaluation of the Compete Caribbean Partnership Facility (CCPF) that can guide the CCPF's donors and management in assessing: a) the continued relevance of the intervention for key stakeholders; b) likelihood of achieving intended goals; c) efficiency of implementation; c) likely impact; d) likelihood of sustaining activities beyond the programme's end. This is intended to be a formative exercise, as the mid-term evaluation will provide an opportunity to make any modifications that may be necessary to ensure achievement of program objectives.

A specific objective of this mid-term evaluation is to obtain an independent validation of a proposal to rescope the results' framework for the CCPF to adapt it to the current funding availability, whilst preserving maximum impact.

## 3. Scope of services

A mid-term evaluation aims to assess the continued relevance of an intervention and the progress made towards implementation of the program as intended. It provides an opportunity to make modifications to help ensure achievement of program objectives. Additionally, it provides an opportunity to ascertain whether the approach employed in the intervention is still coherent with the broad objectives of the program; is relevant and useful to the key stakeholders; and is being conducted in an efficient and effective manner.

The mid-term evaluation also provides an opportunity to assess the monitoring and evaluation (M&E) protocols developed for the program, and how they are being implemented to date in order to provide an opportunity to make adjustments as needed, and help ensure that 'results' information is being analyzed, reported and used by program and project managers for both

learning-management as well as accountability needs.

It is expected that the results of the evaluation will be used by program and project managers to finetune implementation of the program, as well as by donors for strategic management. This mid-term evaluation will also be used to guide rescoping of the results framework for the program. Some of the lessons learned may also be relevant to counterpart and partnering implementation agencies.

Five issues have been identified for the Mid-Term Evaluation of the CCPF, in keeping with the Development Assistance Criteria of the OECD<sup>1</sup>. These are:

1. Relevance of Program Design and Strategy
2. Effectiveness of Program Implementation
3. Efficiency of Resource Use
4. Likely impact, including on gender
5. 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.

<b>Issue</b>	<b>OECD DAC Aligned Qs</b>	<b>Other questions</b>
1. Relevance of Program Design and Strategy	1.1 To what extent are the objectives of the Compete Caribbean Partnership Facility (CCPF) still valid?	1.4 How well does the program align to local needs?
	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 Do 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 Does the design and/or strategy(ies) need to be modified in the second half of the program?
2. Effectiveness of Program Implementation	2.1 To what extent are the program's objectives likely to be achieved upon completion?	2.3 Are program partners (government, private sector, associations, etc.) interested and able to fulfil the roles expected in the CCPF strategy? Are there any capacity challenges?

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

	2.2 What are the major factors influencing the likely achievement or non-achievement of objectives?	2.4 Has the program been appropriately responsive to the political, legal, economic and institutional environment of the countries where projects are being implemented?
3. Efficiency of Resource Use	3.1 Have resources been used efficiently? Have activities been cost-effective?	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 Is 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 project implemented in the most efficient way compared to alternatives?	3.6 Is there a need to reallocate 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 current projects and future ones, including on women owned firms and other gender groups?	4.4 Are the funds allocated to the program sufficient to achieve program outcomes and targets?
	4.2 What is the additionality of the programme for the beneficiaries, including targeted women and vulnerable groups?	4.5 To what extent has the CCPF program team taken measures to ensure donor visibility among counterparts and key stakeholders?
	4.3 How many businesses/people are likely to be affected by the programme, including women owned firms and/or vulnerable groups?	4.6 Are 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? Are they well aligned with donor reporting requirements? Is baseline data being collected that can help measure impact?
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 has the program leveraged resources (e.g. from the private sector, national governments, other partners)?
	5.2 What factors are likely to	5.4 What steps have been taken to

	influence the achievement or non-achievement of sustainability of the programme or project?	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 to CONVERGENCE, the IDB data platform; 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 mid-term evaluation should include an examination of some individual projects that are representative 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 progress on implementation, performance to date 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 Mid-Term 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 Mid-Term 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:** following the elaboration of the first case study, 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, including of proposed results framework rescoping.
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:

<b>Draft Schedule for Deliverables of the Mid-Term Evaluation</b>	
<b>Project Activity/Deliverables</b>	<b>Timeframe</b>
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

## 7. 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:

- 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:

- 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.