GRENADA

COMPETE CARIBBEAN PROGRAM (RG-X1044)

Strengthening Export Competitiveness in the Grenada Agriculture Sector
GD-CC2067

Consultancy (Individual) for End of Project Evaluation and Preparation of Final Evaluation Report and Draft Project Completion Report

TERMS OF REFERENCE

BACKGROUND
Established in 1959, the Inter-American Development Bank ("IDB" or "Bank") is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.

Compete Caribbean is a private sector development program that provides technical assistance grants and investment funding to support productive development policies, business climate reforms, clustering initiatives and Small and Medium Size Enterprise (SME) development activities in the Caribbean region. The ultimate goal of the Program is to contribute to the increase in the standard of living and quality of life, and the enhancement of the competitiveness of the 15 independent CARIFORUM countries.

The Government of Grenada approached Compete Caribbean to assist in enhancing the agriculture sector’s investment environment and the competitiveness and productivity of nutmeg, cocoa and spices in Grenada. There were four specific constraints to be addressed:

1. The need for increased clarity and transparency on an investment incentive framework to promote investment in Grenada’s agricultural sector.
2. Outdated legislation governing the cocoa and nutmeg sectors that vests monopoly control in the two farmer cooperatives responsible for the majority of purchases from all nutmeg and cocoa farmers (Grenada Nutmeg Cooperative Association (GCNA) and the Grenada Cocoa Association (GCA) respectively), as well as the Minor Spices Association.
3. Limited empirical knowledge about where optimal value addition lies in these sub-sectors.

The Compete Caribbean programme is a US$40M regional private sector development programme jointly funded by the Canadian Government, the United Kingdom Department of International Development (DFID) and the Inter-American Development Bank (IDB).
4. Lack of export quality standards for cocoa, nutmeg and other spices in Grenada.

Under the Caribbean Growth Forum Facility (RG-CC2066), Compete Caribbean financed a study to explore the incentive framework, the GCNA and GCA and Minor Spices legislation and governance, and the issue of value addition to the nutmeg, cocoa and spices sectors. This study made recommendations to improve the legislation, policy and incentive framework.²

On August 13, 2014, the Compete Caribbean Program signed a Technical Cooperation Agreement worth US$250,000 with the Government of Grenada (GOG) with the objective “to strengthen the legal and administrative framework for agriculture in Grenada and to increase investment into the sector, specifically in the nutmeg and cocoa sub-sectors”. This project builds on the study and is intended to verify the recommendations through consultations; prioritize actions, and draft legislative and governance changes with the support of technical experts. It is also intended to encourage consensus on the ways to build the sector and promote increased competitiveness.

As project implementation comes to a close, and in keeping with the original Plan of Operations for the project, GD-CC2067, an independent project evaluation is to be conducted.

CONSULTANCY OBJECTIVE(S)

The objective of this consultancy is to conduct an End of Project Evaluation, prepare the Project Evaluation Report and contribute to the preparation of a Project Completion Report. The End of Project Evaluation will examine and assess the performance of the project, and take into consideration the project’s relevance, effectiveness, efficiency and sustainability; and identify lessons learned.

Evaluation Goals

The evaluation’s main goals are to:

- Determine the extent to which the project has fulfilled, or is expected to fulfil the specific objective “to strengthen the legal and administrative framework for agriculture in Grenada and to increase investment into the sector, specifically in the nutmeg and cocoa sub-sectors.”

- Assess the extent to which the project efficiently met the performance targets and results as established in the Project’s Results Framework and satisfied the needs of stakeholders.

- Identify any lessons learned that could be applied to business climate reforms through legislation.

Specifically, the evaluation will answer the following questions and address the following issues:

**a. Relevance, project context and review of assumptions:**
- Was the project design adequate to address the challenges identified in the Plan of Operations for GD-CC2067? To what extent was the project able to address the recommendations of the study financed by Compete Caribbean, within the scope and resources available?
- Identify where appropriate any changes in the legal, political, economic or institutional context which may have had an effect on project implementation as originally designed.
- Determine the extent to which the project as designed supports the objectives of Compete Caribbean’s Business Climate and Competitive Enhancement Facility.
- Review the extent to which the project was aligned with other activities financed by the IDB or other development partners in strengthening the business climate for investment in agriculture in Grenada or competitiveness enhancement generally.

**b. Achievement of projected performance indicators and targets (effectiveness):**
- To what extent were the target outputs and outcomes realized?
- To what extent has the project supported the GOG’s intention to streamline the framework for investment, specifically in the agriculture sector? What is the progress to date in changing the incentive structure for the sector?
- To what extent did the project’s design, approach, and methodology compare with global best practice to liberalize commodity markets (through reforms of Government controlled commodity boards?)
- To what extent will the draft legislation address the constraints identified in the Plan of Operations and the study?
- To what extent have farmer groups been exposed or trained in international export quality standards?
- To what extent have farmers and other stakeholders been engaged and understand the necessity of the changes introduced/to be introduced? How satisfied are they with the consultation process financed by the project?
- To what extent has the management of the GCNA and the GCA appreciated and accepted the need for reform of the governance and management of both Associations? To what extent have governance and management capacity of both associations been strengthened?
- To what extent has the project advanced the potential for Grenada to benefit from value-added opportunities in the nutmeg sector?
- Identify, if possible, the potential impact of the project on farmer productivity, competitiveness and income from reforms in the nutmeg and cocoa sub-sectors.

**c. Results in terms of outputs achieved vis-à-vis projected targets (efficiency):**
- Identify any internal and external factors that have positively or negatively influenced the ability of the PCU and the Ministry of Finance, Economic Development, Energy and Foreign Trade to meet projected targets or project outcomes of the project in a timely and cost effective manner.
• Assess the extent to which project expenditures are in line with revised approved budgetary plans.
• Determine the extent to which the anticipated Counterpart Contributions from the Government of Grenada were provided and utilized as planned.

d. Lessons learned
• Identify any lessons learned and any potential areas for improvement that can be applied to business climate reforms.

e. Sustainability
• Assess the extent to which the changes to the Governance of the GCNA and the GCA appear to be viable in the long term.
• Assess the extent to which it appears that farmers will be able to comply with identified export quality standards.
• Assess the extent to which liberalization of the nutmeg and cocoa markets should result in increased attractiveness for investment in those sub-sectors.

The audience for this evaluation includes Compete Caribbean’s donors, the Project Coordinating Unit (PCU), Counterpart organizations and Consultants undertaking the final evaluation of the Compete Caribbean Programme.

MAIN ACTIVITIES
The evaluation methodology must at a minimum include the following activities. The Consultant may propose additional or alternate methods of conducting the evaluation and elaborate these in the workplan.

a) Review of project documentation. The Consultant will review as necessary, available archived material to be provided by the Compete Caribbean PCU and the Counterpart Agency. Documentation will include at a minimum, background material used in project preparation, approved project documents, minutes of meetings, Aide Memoires, Consultants’ deliverables, disbursement reports, and progress reports.

b) Review of any other relevant information that may be publicly available.

c) Field visits and interviews. At a minimum, the Consultant will undertake the following:
   i. In situ visits to the Ministry of Finance, Economic Development, Energy and Foreign Trade, GCNA and GCA, and other relevant public and private sector stakeholders.
   ii. Interviews with members of the Board of the GCNA and GCA, farmers/suppliers; and other industry stakeholders such as value-added producers
iii. Interviews with the Team Leader and other relevant IDB staff involved in the design and execution of the project

iv. Interviews with the Consultants contracted under the project.

v. The Consultant will propose other stakeholder consultations as deemed appropriate

d) Collection and analysis of data from other stakeholders or interested parties should also be considered.

e) The Consultant will endeavor to attend and incorporate into the evaluation activities, attendance at the proposed final consultation with farmers on future of nutmeg in Grenada.

REPORTS/DELIVERABLES

The Consultant will be responsible for submitting the following deliverables:

a. **Work plan:** Within 5 working days after the awarding of the contract, the Consultant will participate in an inception meeting for the consultancy services with representatives of Compete Caribbean. The Consultant will be provided with preliminary access to project documentation to facilitate the preparation of the work plan. Within 5 working days following the inception meeting, the Consultant will prepare a draft work plan to conduct the end of project evaluation. The work plan will include (i) an elaboration of the evaluation methodology, data collection and analysis approaches, (ii) a preliminary list of persons to be consulted, (iv) timelines for site visits and interviews and all other evaluation activities, (v) draft questionnaires and interview guides; and (vi) deadlines for submission of draft and final reports. The work plan should be presented to Compete Caribbean for review and approval.

b. **Draft End of Project Evaluation Report:** Within 3 weeks after the approval of the work plan, the Consultant will present the draft report.

c. **Final End of Project Evaluation Report:** Within 2 weeks after review and feedback from Compete Caribbean, the Consultant will present the final evaluation report.

d. **Draft Project Completion Report (PCR):** Within 1 week of approval of the evaluation report, a draft of the PCR will be prepared utilizing the template provided and under the guidance of the Project Team Leader and Compete Caribbean PCU.

**SCHEDULE OF PAYMENT**
All travel-related costs related to this Consultancy will be included in the contract between the Consultant and the Bank.

The Consultant will be paid in three lump sum payments as follows:

(i) 30% on delivery of the work plan (Deliverable 1);
(ii) 30% on submission and approval of the draft report (Deliverable 2); and
(iii) 40% on submission and approval of final reports (Deliverable 3 and 4).

QUALIFICATIONS:

Education and Experience

• **Academic Degree /Level & Years of Professional Work Experience:**
  - Post-graduate degree(s) or higher in Business Administration, Economics, Finance, Public Administration, Agriculture/Agricultural Policy and/or Economics, Public Policy, Statistics, Law, International Development or other relevant field.
  - At least 5 years of experience in evaluating technical assistance or projects (preferably in Private Sector Development) financed by international financing institutions or bilateral agencies.
  - Professional experience or training in M&E processes of international development agencies, such as the logical framework, monitoring and evaluation frameworks and other performance monitoring tools.

• **Language:** Fluency in English required.

• **Areas of Expertise:**
  - In-depth knowledge of private sector development and preferably business climate reforms. Prior knowledge and experience with investment attraction and/or commodity board restructuring would be highly desirable.
  - A good understanding of the Caribbean region. Previous evaluation assignments in the Caribbean would be desirable.

• **Skills:** The ability to work independently and manage multiple tasks effectively. Excellent written and oral communication skills are required, including the ability to synthesize key issues and draw lessons learned.

CHARACTERISTICS OF THE CONSULTANCY

**CONSULTANCY CATEGORY & MODALITY:** Product and external services consultancy (PEC), lump sum to cover all costs including travel

**CONTRACT DURATION:** Approx. 6 weeks.

**PLACE(S) OF WORK:** External consultancy. If the consultant is not resident in Grenada a mission of approx. 5 days is expected.

**DIVISION LEADER or COORDINATOR:** The technical responsibilities of this consultancy will be coordinated by Alejandro Escobar of the Inter-American Development Bank. Support in the technical responsibilities of this consultancy will be provided by Christine Scott Dunkley, Consultant Monitoring
and Evaluation Specialist for Compete Caribbean. Administrative responsibility of this consultancy will be coordinated by the Compete Caribbean Project Coordinating Unit.

Payment and Conditions: Compensation will be determined in accordance with Bank’s policies and procedures. In addition, candidates must be citizens of an IDB member country.

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 Bank 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 on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, religion, and HIV/AIDs status. We encourage women, Afro-descendants and persons of indigenous origins to apply.

APPLICATION:

Consultants will be selected in accordance with the procedures set out in the Inter-American Development Bank: Policies for the Selection and Contracting of Consultants financed by the Inter-American Development Bank GN-2350-9 recognizing that goods and services providers from non-IDB member countries may participate in this procurement process as agreed in the Compete Caribbean Grant Proposal.

All correspondence must be delivered to the address below by e-mail by Wednesday 3rd August, 2016 at 17:00 hrs. EST.

Attn: Mr. Wayne Elliott

Project Development Officer

Business Climate and Competitiveness Enhancement Facility

The Compete Caribbean Program

Tel: (246) 627-8521

E-mail: waynee@iadb.org copied to competecaribbean@iadb.org
Subject Line: GD-CC2067 – Grenada - End of Project Evaluation