JAMAICA SOCIAL INVESTMENT FUND

*“Investing For Community Development”*

TERMS OF REFERENCE

**The Second Rural Economic Development Initiative (REDI II) Project**

**Consultancy for Business Development Facilitators**

**for Agriculture and Community Tourism Enterprises**

1. **GENERAL INTRODUCTION**

The Jamaica Social Investment Fund (JSIF) was established in December 1996 as a component of the Government of Jamaica’s strategy to reduce poverty. JSIF helps to build local capacity to sustain and extend development initiatives.

The JSIF is an autonomous government company designed to provide investments in community-based projects island wide and is a demand-driven financial intermediary. It works in partnership with communities, the private sector, non-governmental organizations (NGOs), and donor agencies, in seeking to channel benefits to the poorest communities across the country.

1. **BACKGROUND**

The Government of Jamaica has received a US$40 million loan from the International Bank for reconstruction and Development (World Bank) to implement a second **Rural Economic Development Initiative (REDI II) Project.** The Project Development Objective for REDI II is to “enhance access to markets and to climate resilient approaches for targeted beneficiaries “.

The success of the project will be measured against three (3) key indicators as well as secondary level indicators. The three (3) key indicators are:

* percentage of participating rural enterprises that have accessed new markets.
* percentage of participating rural enterprises operating on or above the projections of their corresponding business plan.
* number of targeted beneficiaries reached with climate resilient approaches supported by the project, disaggregated by rural enterprises and public institutions.

The REDI II project will support the implementation of activities under two components: **Component 1:** Climate resilient Agricultural and Community Tourism Subprojects. and **Component 2: Institutional Strengthening and Capacity Building of the Public Sector**

**Component 1:** **Climate Resilient Agricultural and Community Tourism Subprojects**

The main objective of this component will be to promote the development of agricultural and/or community tourism enterprises (integrated in productive partnerships or “alliances") to help them overcome existing limitations to operate more competitively in selected value chains, with more reliable linkages with buyers and markets and increased capacity to manage climate risks.

To this end, this component will support the identification, design and implementation of competitive and climate resilient business ventures in the agricultural/fisheries and community tourism sectors established by beneficiaries, including small farmer/fisher associations (i.e., cooperatives, friendly or benevolent societies, or any formal form of legally established associations), agribusinesses, community tourism operators and related entrepreneurs such as craft makers. The component will provide financing, in the form of matching grants, to demand-driven and competitively selected subprojects presented and implemented by these enterprises with the goal of increasing production of competitive goods for capturing or increasing their market share and level of profits (including works, goods and services).

The enterprises will be assessed against objective measures for: transparent and participative governance; financial position; managerial/administrative capacities; and capacities for production and commercial planning/articulation. Subprojects will be prioritized and evaluated based on socio-economic and environmental criteria, lessons learned from REDI I, as well as on the integration of other complementary efforts to promote (i) more direct market linkages; (ii) the incorporation of climate-smart or enhanced climate resiliency standards, technologies or practices, as well as modern codes/norms to reduce vulnerability of infrastructure to extreme weather events; and (iii) level of participation by women and youth.

Applications for REDI II support will be screened for eligibility, prioritized field appraised and then presented to JSIF’s Social Review Committee (SRC). Applications that meet established guidelines at JSIF’s Social Review Committee (SRC) will inform whether a Business Plan will be developed by a **Business Development Facilitator (BDF).** The Business Plan will then be assessed for its feasibility as well as its technical, economic, and financial sustainability by the REDI II Enterprise Assessment Committee (EAC). If a project is selected for funding by the EAC, a Business Development Facilitator may be requested to support the implementation of subproject business plans by providing business advisory and mentorship & coaching support.

1. **CONTEXT FOR AGRICULTURAL AND TOURISM BUSINESS DEVELOPMENT FACILITATORS**

The agricultural sector accounts for 8.0 percent of Jamaica’s GDP and employs 18.7 percent of the active population (of which 44.7 percent lives in the rural areas). Agriculture and agro-processing in Jamaica feature a few sub-sectors with relatively tight value chains and high-quality standards serving export markets and the tourism industry, along with domestic production sub-sectors serving local parish markets and supermarkets. Agri-food products represent 20 percent of total merchandise export earnings and 16 percent of the total merchandise export bill. Jamaica is a net importer of livestock commodities (dairy and meat products). Traditional export crops (sugar, bananas, coffee and citrus) are in decline. “non-traditional exports” showing strong growth and market potential include agricultural products such as preserved fruits (e.g. ackee) and sauces, condiments, and mixed seasonings (e.g. jerk sauces). Other sub-sectors with strong market potential are crustaceans, cheese products and nutraceuticals. The small-scale agricultural and food products sector exhibits significant potential for growth, but there are significant challenges to address. The growth potential of small-scale agriculture is ample for serving domestic markets, but it needs to become more competitive with respect to imports by increasing land and labour productivity, the quality and reliability of the distribution systems and climate resiliency**.** Small farmers and micro and small agribusinesses tend to be at a comparative disadvantage in accessing higher-value markets due to lack of market information, inefficient production practices, outdated technologies, lack of value addition, diseconomies of scale and high logistics costs. Limited access to financing is among the key challenges to agricultural competitiveness and to the micro, small and medium enterprises (MSMEs) in the agri-food sector. Weak connectivity in rural areas also limits marketing opportunities and access to attractive new markets.

Tourism is also a critical driver of the Jamaican economy, accounting for 9.2 percent of GDP in 2016. The tourism sector in Jamaica is considered mature, but international arrivals are still growing rapidly, more than elsewhere in the region. International tourist arrivals increased at an average annual rate of 3.2 percent from 2008 to 2017 (with an increase of 7.8 percent from 2016 to 2017), to reach 2.4 million international arrivals. International arrivals in the Caribbean increased at just 1.7 percent during the same time. The number of cruise visitors has also grown faster in Jamaica than in the rest of the region (5.5 percent compared to 1.3 percent for other parts of the Caribbean). A goal of Jamaica’s tourism strategy is to significantly reduce the amount of foreign exchange losses that result from the large amount of imports used in the sector. Jamaica retains about 30 percent of every dollar spent by tourists, while the target set by the Ministry of Tourism (MOT) is 50 percent.

Jamaica’s tourism market has traditionally focused on the “sun, sea and sand” concept, but the industry is pursuing diversification. In response to changes in the global tourism marketplace, GOJ and the private sector are seeking to provide a more diverse visitor experience through new product offerings targeted to a wider range of visitors. The MOT intends to move towards a more inclusive tourism model to spread the benefits of tourism, provide more entrepreneurship opportunities, and deepen economic linkages in rural areas. This policy is laid out in the National Community Tourism Policy and Strategy, which was funded under the previous Rural Economic Development Initiative (REDI) project.

1. **OBJECTIVES OF THE ASSIGNMENT**

**Business Development Facilitator** **(BDF) Consultants** engaged under the Second Rural Economic Development Initiative (REDI II) will facilitate the development of Agriculture and Tourism Business Cluster Initiatives with significant revenue generation and job creation capability appropriately linked into the local and international value chains. BDFs are expected to work with shortlisted agricultural and/or tourism enterprise(s) to develop business plans for REDI II subprojects in keeping with the project. Following the development of a Business Plan, the BDFwill be required to support the enterprise manager(s) in presenting elements of the business plan to the Enterprise Assessment Committee (EAC) in order to access funding support (matching grants) for implementation.

For subprojects that are approved for funding, the Business Development Facilitator Consultants may be requested to provide mentorship, coaching and business advisory services and support to ensure that the business is operationalized, as per the approved business plan, and is compliant with local and, where appropriate, international standards. This will include but is not limited to ensuring the following:

* Meeting production and sales targets
* Data management and record keeping
* Financial Management - planning, organizing, directing and controlling the financial activities such as procurement and utilization of funds of the enterprise and application of general management principles towards the financial resources of the enterprise
* Sustained access to market and identification and delivery to new markets
* Customer Service – Reports are submitted error free and within the agreed timelines, queries (applicants/JSIF) are acknowledged within 24 hours and responded to within 3 working days and all interactions (applicants/JSIF) should be professional and courteous
* Development of appropriate management reporting and control systems
* Development of an enterprise specific Monitoring and Evaluation (M & E) matrix aligned with the REDI II M & E framework (e.g. sales, employment creation, new markets accessed, climate smart approaches integrated, delineation of age and gender demographics, strategic partnerships forged)
* Submission of monthly reports on achievements against Business Plan targets
* Revision of business plans, where needed
* Equipping and tooling expertise

Guidelines for the development of Business Plans (incorporating a project implementation plan) will be provided at the start of the assignment. While the business plan will focus generally on the business operations of the enterprise, the implementation plan will focus on how the matching grant funds will be used to facilitate/or further the growth of the business. Generally, plans should include:

* Executive Summary
* Opportunity/Problem Statement
* Background and Description of Sub-project Enterprise/Beneficiaries
* The Operating Environment
* Market Analysis and Strategy
* Management and Operations
* Financial Analysis/Data
* Business Feasibility and Sustainability
* Incorporation of Climate Smart approaches and Youth & Gender inclusion
* Implementation Plan (project details, schedule, issues/risks, monitoring & evaluation)
* Proposal for Monitoring, Coaching and Advisory support
* Modernization where necessary; equipping and tooling

\*Templates will be provided by the REDI II Project Team, where applicable.

The Contract for this assignment will be divided into two (2) phases in order to evaluate performance of the consultant and suitability of the overall approach before transitioning to the second phase i.e. implementation of subproject business plans.

**Phase 1: Business Plan Development**

Main Objective: To provide technical assistance to selected enterprises on the development of subproject business plans, in keeping with project objectives. For this phase, BDFs will

a) assist applicants with the formulation of comprehensive business and/or implementation plans,

ensuring that they are financially, environmentally and socially sustainable in addition to

climate-resilient,

b) identify opportunities and develop proposals for mentorship and coaching to be carried out during

the implementation phase and

c) coach/support the enterprise with its presentation to the Enterprise Assessment Committee

for matching grant support.

**Phase 2: Implementation**

Main Objective: To support the implementation of subproject proposals that have been approved for funding support (via matching grants) by the EAC and JSIF’s Board. For this phase, BDFs will be required to support the implementation of approved subprojects by providing Business Advisory services and Mentoring & Coaching.

Both phases are to be completed within 74 weeks of contract signing. Payments will be made based on satisfactory completion and acceptance of stated deliverables.

**Please note**: While BDFs will be asked to submit technical and financial proposals and work plans for both Phase 1 and 2, the transition to the Phase 2 of the engagement is not automatic, as this will be subject to variables including *but not limited to*:

a) EAC’s approval of subprojects for investment/funding,

b) the nature of support required for Phase 2 implementation of subproject business plans, as well as

interim review of the Consultants’ performance under Phase 1 of the assignment.

Payments will be made for work that has been completed satisfactorily, in accordance with the

project’s guidelines.

**SCOPE OF WORK**

The Consultant(s) will be required to work with rural enterprises, in a participatory manner, to develop and prepare detailed **5-year business plans** for agriculture and/or community tourism subprojects. Tasks will include, but are not limited to:

**Phase 1: Business Plan Development**

1. Meet with members of the respective Co-operatives, Alliances, Clusters or Community Tourism Enterprises to discuss and understand the nature of the business, project objectives and expectations.
2. Conduct a technology and modernization audit, where seems appropriate.
3. Develop Work Plan and Approach document for Phase 1 and Phase 2, after having consulted with enterprise stakeholders.
4. Conduct primary and secondary research to obtain baseline information needed to formulate the business plan.
5. Prepare **draft** business plan, in collaboration with the enterprise manager(s), in keeping with the guidelines provided by the project team.
6. Present the **draft** business plan, in collaboration with enterprise manager(s), to the respective Co-operatives, Alliances and Community Tourism Enterprises to obtain consensus and sign off. Where necessary, the Consultant should utilize interactive and creative presentation techniques when sharing details of the business plan to allow for easier understanding of business plan details.
7. Secure approval of the final proposed business plan from the respective of Co-operatives, Alliances, Clusters and Community Tourism Enterprises prior to presentation of the business plan inclusive of a Monitoring and Evaluation (M & E) matrix to the EAC for approval of funding. Feedback forms will be required.
8. Coach and support enterprise manager(s) with the subproject business plan presentation to the Enterprise Assessment Committee (EAC) for a decision on whether the enterprise will be funded. A Power Point presentation (a summarized version of the Business Plan) will be required for the EAC meeting. The presentation should reflect clear demonstration of ownership of business plan outcomes and an understanding of key objectives of the REDI II project, on the part of the subproject group(s).
9. Train members of the respective Co-operatives, Alliances, Clusters and Community Tourism Enterprises in the interpretation and application of the business plan, to include progressive updating of the plan while being gender inclusive.
10. Produce monthly progress, activity and completion report(s) to include reports on progress against M & E matrices including gender outcomes. Registration sheets and participant/feedback forms will be required for training and/or coaching activities and group presentations undertaken during the period. Guidelines for these reports will be provided at the start of the assignment.

**Phase 2: Implementation**

1. Develop Workplan for the Implementation Phase, including plan for Mentorship, Coaching and Business Advisory support services.
2. Provide/implement mentorship, coaching and advisory support, where applicable, to rural enterprises to successfully operationalise business plans during the implementation phase. This may include working with assigned groups to establish operational systems (including digital and online processes, where relevant), organisational and governance structures, accounting and record keeping, provide marketing related support, as well as other enterprise-specific technical requirements.
3. Produce monthly progress, activity, and completion report(s). Registration sheets and participant/feedback forms will be required for training/and or coaching activity and group presentations undertaken during the period. Guidelines for these reports will be provided at the start of the assignment.

**The consultancy assumes ten (10) consultants will be engaged and will be assigned four (4) enterprises each. The assigned enterprises are located across rural Jamaica and travel will be required.**

Selected BDFs will be required to participate in short training and/or sensitization sessions throughout the assignment - including a five (5) day training programme on FAO’s RuralInvest methodology and software that will be used and required for the preparation and presentation of Business Plans.

While undertaking the assignment the Consultant must ensure there are not conflicts of interest, give full disclosure of any issues, maintain fairness, ensure confidentiality while upholding all accepted professional protocols and practices. The Consultant should be able to work with persons no matter what culture, gender, religion, race, nationality, ability and age and have sensitivity and adaptability, treating all people with respect and without favouritism.

# Requirements and Experience of the Consultants

The Consultants are expected to have a strong track record of at least five (5) years in providing business development, marketing and project management services for small and medium sized rural enterprises in the agricultural and/or tourism sectors. The Consultant should comprise a core team of at least three individuals, including a designated Team Leader and other key staff members, as outlined below. Women BDS providers are particularly encouraged.

Overall, team members should possess the following qualifications and experience:

## Give evidence of at least five (5) years in providing business development/advisory services and technical expertise, including the preparation and implementation of business plans.

1. At least two (2) years’ experience establishing network linkages for micro and small business enterprises and working with rural small-to-medium scale businesses, youth/young entrepreneurs providing business development services, training and/or technical assistance.
2. At least three (3) years’ demonstrated competence in offering similar consultancies for rural enterprises or clusters in the agriculture and/or community tourism sectors. Candidates will be required to submit a list of previous clients, a brief description of services provided, the subsectors supported, and outcomes derived.
3. Have conducted at least three (3) similar assignments of preparing business plans and providing Mentorship & Coaching to support successful implementation of business plans, within the last five (5 years). Specific experience with women entrepreneurs is desirable.
4. A minimum of five (5) years’ experience in marketing, distribution, processing, product development and/or sales in the agribusiness and tourism sectors.
5. At least three (3) years’ experience in the identification, formulation and evaluation of project proposals, including conducting cost-benefit analysis.
6. At least a Master’s Degree in Economics, Business Management/Administration, Agriculture, Agricultural Economics, Tourism Management, Management Studies or a relevant social science.
7. **Requirements and Experience of Key Professional Staff**

The Consultants shall provide CVs of all selected team members. Key professional staff with relevant technical expertise and experience, should be identified for the following core roles as listed below.

***Team Leader***

* Postgraduate degree in Agriculture, Agricultural Economics, Tourism Management, Economics, Business Administration, Management Studies or a relevant social science
* Minimum 5 years’ experience in the development of business plans with emphasis on agricultural development and/or tourism policy and development
* Comprehensive and current knowledge of Jamaica’s agriculture and/or tourism sectors and associated value chain analysis and development**,** including in-depth understanding of raw material/input supplies and market access requirements within the industry
* Minimum 5 years’ experience in project planning and management including the management of similar projects.
* Proficiency in the use of Microsoft Office including PowerPoint, Excel, Word
* Strong written and oral communication skills and demonstrated ability of making effective presentations to diverse audiences.
* Show evidence of previous work in Jamaica.
* Show evidence of having worked for at least 2 years with persons of varied literacy levels.
* Show evidence of having worked with community enterprises.
* Fluency in English (both written and oral)

***Marketing specialist***

* MBA or other postgraduate degree in Marketing, Business Management, Economics, Agriculture Management or Hospitality
* Minimum 5 years’ experience working in marketing with small and micro rural enterprises, with particular emphasis in one or more of the following disciplines: tourism, manufacturing, entertainment and agriculture.
* Two (2) years’ proven experience establishing network linkages for micro and small business enterprises.
* Proven experience in coordinating marketing & promotional activities, conducting market research, focus groups and capacity building/training programmes
* Minimum of two (2) years’ experience developing and implementing new media strategies to support marketing & sales programmes
* Proficiency in the use of Microsoft Office tools including PowerPoint, Excel, Word
* Strong written and oral communication skills and demonstrated ability of making effective presentations to diverse audiences
* Show evidence of having worked for at least 2 years with persons of varied literacy levels.
* Show evidence of having worked with community enterprises.
* Fluency in English (both written and oral)

***Business/Financial Analyst***

* Post Graduate degree in Finance, Economics, Business Administration, Agriculture Management or Hospitality with specialization in Finance or other related discipline
* A minimum five (5) years’ experience undertaking financial analysis, including cost-benefit analysis, and preparation and analysis of cash flow statements, income statements and balance sheets
* Minimum 3 years’ experience developing business plans for micro, small and medium rural enterprises, with particular emphasis in one or more of the following disciplines: tourism, manufacturing, entertainment and agriculture
* Two (2) years proven experience establishing network linkages for micro and small business enterprises
* Proficiency in the use of Microsoft Office including PowerPoint, Excel, Word
* Strong written and oral communication skills and demonstrated ability of making effective presentations to diverse audiences.
* Show evidence of having worked for at least 2 years with persons of varied literacy levels.
* Show evidence of having worked with community enterprises.
* Fluency in English (both written and oral)

**7. Procurement Selection method**

Quality and Cost Based Selection (QCBS)

1. **Deliverables and Timelines**

The Consultants will be expected to complete the following deliverables within specified timelines.

**DELIVERABLES**

**Phase 1: Business Plan Development**

1. Prior to the start of this assignment, there will be an initial briefing with the REDI II Project Manager and Team. The objective of this meeting is to review the TOR and establish a common understanding about the contract’s objective. Among the topics for this meeting will be the goals and expectations for the work, a preliminary discussion of the proposed methodology, review of the project schedule, and administrative details related to reports and on-going communication. Subsequent to the meeting the Consultant is expected to complete the Inception Report. **Inception Report and Workplan:** Having had the inception meeting with the JSIF team and attended business planning training, consultants are required to conduct preliminary meetings with assigned subproject groups/enterprises to support the development of a Workplan covering both Phases of the assignment (due within 2 weeks of contract signing).
2. **Monthly Report:** Consultants are required to provide progress updates every month (due by the 5th working day following month) for the duration of the assignment. The report should include a Relationship Management table with information on key project/stakeholder relationships (template will be provided by the REDI II Project Management Team (PMT).
3. **Stakeholder Presentations and Workshops:** Consultants will be required to assist the firms they are supporting to organise a series of meeting/forums/training sessions to support the business plan development process. At least three (3) stakeholder meetings are to be conducted during Phase 1 and two (2) during Phase 2.
4. **Mentorship & Coaching Proposal:** The Consultants are expected to prepare a Mentorship & Coaching Proposal as part of its Final Business Plan submission and presentation to the EAC in Phase 1.
5. **First Draft of Business Plan:** Due within 6 weeks of contract signing.
6. **Final Draft of Business Plan (Inclusive of PowerPoint Presentation):** Due within 8 weeks of contract signing),
7. **EAC Presentation:**  The Consultant will be required to provide support to applicants to present the final business plan to the EAC for its consideration (via PowerPoint Presentation, with supporting materials) within 12 weeks of contract signing.
8. **Phase 1 Completion Report** – Final Business Plan, Mentorship and Training and Relationship Management Table within 13 weeks of contract signing.

**Phase 2: Implementation**

1. **Phase 2 Workplan** for Business Plan implementation and Mentorship and Coaching (Due within 22 weeks for existing consultant/within 2 weeks of contract signing (if a new Consultant is engaged).
2. **Monthly Progress and Mentorship and Coaching Reports** highlighting progress on implementation and documenting outcomes of related plans and activities.
3. **Phase 1 Completion Report -** Submission of Final Report covering the entire assignment (Phases 1 and 2) along with feedback forms from enterprise operators on their satisfaction and acceptance of the report, along with support provided during the Business Implementation Phase (within 6 weeks following deliverable 6.

**DELIVERABLES SCHEDULE**

| **ACTIVITY**  | **DELIVERABLE/OUTPUT** | **Timeline for Submission** |
| --- | --- | --- |
| **Phase 1: Business Development** |
| Inception Report and Work Plan  | ***Deliverable 1: Submission of Inception Report and*** Work Plan, having attended briefing meetings with respective Co-operatives, Alliances and/or Community Tourism Enterprises in addition to participating in business planning training. | Within 2 weeks of contract signing |
| First Draft of Business Plan | ***Deliverable 2***: First Draft of Business Plan(s) along with report on Stakeholder Presentations and Workshop Report(s) conducted during the period.  | Within 6weeks of contract signing |
| Preparation of Final Draft of Business Plans (Inclusive of PowerPoint Presentation) | ***Deliverable 3*:** Submission of Final Draft of Business Plans. The full comprehensive version of the plan, along with required Appendices should be submitted in Microsoft Word (with Excel templates, where applicable).  | Within -8 weeks of contract signing |
| Presentation and Feedback Workshop(s) to beneficiaries and the Enterprise Assessment Committee (EAC) | ***Deliverable 4***: Feedback Workshop(s) organized, and Workshop Report prepared to inform Final Version of Business Plans. *At a minimum*, the content of the Executive Summary should be provided to each beneficiary at the workshop in print and electronic format. Presentation of Business Plan to the EAC by applicants with support from the BDFs. A summarised version of the plan, that will form the basis of the EAC Presentation, is to be submitted in PowerPoint (with Excel templates, where applicable). | Within 12 weeks of contract signing |
| Preparation of Final Report  | ***Deliverable 5:*** Submission of Final Business Plan for assigned subproject(s), along with feedback forms from enterprise operators on their satisfaction and acceptance of the report, along with support provided during the Business Development phase. | Within 13 weeks of contract signing  |
|  **PHASE 2: Business Plan Implementation** |
| Inception Report and Workplan – Phase II | Inception Report & Workplan for Phase 2 for implementation of approved business plan along with Plan for Mentorship & Coaching during the Implementation Phase.  | Within 22weeks for existing consultant/within 2 weeks of contract signing (if a new Consultant is engaged).  |
| Submission of three (3) Monthly Mentoring and Coaching Reports documenting mentorship/coaching provided, and support materials included | ***Deliverable 6:*** Submission of eleven (11) monthly Mentoring and Coaching Reports for each assigned enterprise/group, along with enterprise satisfaction/feedback forms in addition to documenting outcomes of related plans and activities.   | Within 52 weeks of contract signing and at thirty-day intervals after Deliverable 5 |
| Submission of Final Report | ***Deliverable 7:*** Submission of Final Report covering the entire assignment (Phases 1 and 2) along with feedback forms from enterprise operators on their satisfaction and acceptance of the report, along with support provided during the Business Implementation Phase. | Within 6 weeks following completion of Deliverable 6 |

***[[1]](#footnote-1)*** JSIF shall have up to ten (10) working days within which to forward comments to the Consultant after each submission of a deliverable.

***Work Presentation for deliverables***:

The work presentation for deliverables will be considered incomplete without submission of the following:

1. Three (3) hard copies and one electronic copy (on CD or USB flash drive)

 of reports.

1. One hard copy and one electronic copy (on CD or USB flash drive) of PowerPoint

presentations.

1. **DURATION OF CONTRACT**

The consultancy is expected to be completed within eighty (80) weeks of contract signing (if both phases are to be undertaken).

Consultants are required to provide details (including CVs of the staff undertaking the activities) of any part of the assignment which would be sub-contracted to another entity.

1. **METHOD OF SELECTION**

The Consultants will be selected in accordance with the selection under **Consultant Quality & Cost Based Selection** method set out in the World Bank’s ‘Procurement Regulations for IPF Borrowers’.

1. **PAYMENT SCHEDULE**

Payments are contingent on REDI II PM approval of deliverables submitted and in accordance with the timelines below:

|  |  |
| --- | --- |
| **Phase 1** | **Business Plan Development** |
| 1st Payment  | 15% on completion of briefing meetings and submission and acceptance of Inception Report and Work Plan for Phase 1 |
| 2nd Payment | 20% on submission and acceptance of First Draft of Business Plans |
| 3rd Payment | 15% on organization of Presentation Workshop(s) and Presentation and acceptance of Feedback Report |
| 4th Payment | 15% on submission of Final Version of Business Plans and presentation to the EAC |
| **Phase 2** | **Implementation** |
| 5th Payment | 10% on submission and acceptance of Phase 2 Work Plan and Mentorship & Coaching Proposal |
| 6th Payment  | 15% on execution of Mentorship & Coaching Programmes/Reports  |
| 7th Payment | 10% presentation of Final Report. |

**(N.B. Increases to reimbursable expenses will NOT be considered following award of contract)**

1. **REPORTING AND INSTITUTIONAL ARRANGEMENTS**

The Consultants will report directly on all technical and contractual matters to the JSIF REDI II Project Manager. Operational (day-to-day coordination) matters will be overseen by the REDI II Agribusiness or Tourism Business Consultant. All deliverables shall be submitted to and are subject to the approval of JSIF. The Consultants should request problem-solving meetings with the JSIF REDI II Project Manager as soon as there is any indication of a variation in the scope of work, changes to the timeline or additional costs becoming necessary. **No variations are to be made to the agreed time or cost without the prior approval of JSIF in writing or by e-mail.**

**the ConsultantS must have a valid tax compliance certificate (TCC) to be awarded a contract.**

1. [↑](#footnote-ref-1)