



JAMAICA SOCIAL INVESTMENT FUND
“Investing For Community Development”



**RURAL ECONOMIC DEVELOPMENT
 INITIATIVE (REDI)**

TERMS OF REFERENCE

INDEPENDENT END-OF-PROJECT EVALUATION

1. BACKGROUND INFORMATION

1. The Government of Jamaica has received a US\$15 million loan from the International Bank for Reconstruction and Development (World Bank) to implement the Rural Economic Development Initiative (REDI) over 6 six years. The JSIF is the implementing agency for the project. The Project Development Objective (PDO) of the REDI is “to improve market access for micro and small-scale rural agricultural producers and tourism product and service providers” in the agricultural and rural tourism sectors. The Project is expected to directly and indirectly benefit an estimated 22,000 micro and small-scale rural producers and tourism product and service providers. The REDI targets the inclusion of young people and women (15% and 30% respectively). An additional 20,000 rural residents will benefit indirectly from the training and capacity building provided to the Rural Agricultural Development Authority (RADA) of the Ministry of Agriculture and Fisheries (MOAF) and the Tourism Product Development Company staff. The REDI has two subproject components:

Component 1: Rural Subprojects in Agriculture and Rural Tourism (Total financing: US\$14.22 million, including US\$12.22 million from IBRD).

2. Initially, this component financed two types of rural subprojects, listed below, however with the lessons learnt from the 1st and 2nd calls for proposal this distinction was discontinued:

- **Type A** subprojects support revenue generating activities. Subproject grant amounts will not exceed US\$50,000.
- **Type B** subprojects support provision of critical infrastructure, marketing and management in the agriculture and tourism sectors. Subproject grant amounts will not exceed US\$200,000.

Component 2: National Technical Assistance and Capacity Building (Total financing: US\$1.25 million, all IBRD financing)

3. The main objective of this component is to strengthen relevant national organizations to enhance their capacity to continue assisting the rural enterprises and other Project partners and ensure the sustainability of the rural enterprises. Hence, the component finances technical assistance and capacity building for key organizations and agencies that

deliver support services in agriculture and rural tourism at the local level such as RADA, TPDCo, Jamaica Agricultural Society (JAS), Chambers of Commerce, etc.

Status of the Rural Economic Development Initiative (REDI)

4. The REDI project commenced in 2010 and is scheduled to be completed and to close on July 31, 2017. Over one hundred and eight (108) sub-projects have been approved by the JSIF Board of Directors. These projects were received chiefly through three calls for proposals. Eighty-three per cent (83%) of implemented subprojects are in practical and final completion with the remainder in supervision and contracting.

5. Seventy-two (72) approved sub-projects represent investments in community based businesses that are in cash crop production, pig rearing, chicken rearing, roots and tubers, apiculture, agro-processing, tours and gift and craft. The sub-projects are located in all parishes except for Kingston & St. Andrew. These rural groups have benefited from organizational strengthening, disaster and risk mitigation among other subproject specific capacity building and technical assistance support.

6. A total of twenty-nine (29) National Technical Assistance and Capacity Building interventions have been implemented with one (1) each in supervision and contracting. These interventions provide direct technical assistance and capacity building for key organizations and agencies that deliver support services in agriculture and rural tourism. The outputs of this support range from studies, policies, equipping and infrastructure.

7. REDI's Project Appraisal Document (PAD), Operations Manual Supplement as well as Monitoring and Evaluation Framework document the importance of the monitoring and evaluation (M&E) function for effective tracking of success and lesson replication. The implementation of the REDI is guided by a Results Framework (Annexes 1 and 2). As part of the M&E process for the REDI, as outlined in the Project Appraisal Document (PAD):

“The Mid-Term Evaluation will determine progress being made towards the achievement of outcomes and allow the project manager to adjust Project activities and improve implementation in case the expected outcomes are not being achieved. The evaluation will focus on the effectiveness, efficiency and timeliness of Project implementation. Findings of this evaluation will inform the implementation during the final half of the Project's term.

A similar evaluation will take place towards the end of the final year of funding. This final external independent evaluation will focus on the same issues as the midterm evaluation, as well as it will examine impact and sustainability of results and provide recommendations for follow up activities. The Final Evaluation will be an input into preparation of the Borrower's Completion report.” (PAD 2009, pp.31-32).

8. The external independent Midterm Evaluation was undertaken for the entire scope of the project as well as an economic and financial assessment of sub-projects. The midterm Evaluation was completed in November 2013 and the report is available as an important input for the final evaluation.

2. OBJECTIVES OF THE CONSULTANCY

9. As REDI has entered its final year of implementation and is less than eight months away from its closing on July 31, 2017, JSIF seeks to recruit a consulting firm to conduct the final external independent evaluation of REDI in conformity with the project's M&E system outlined in the PAD.

10. In addition to assessing the relevance and levels of achievement of outcomes, the efficacy, efficiency and timeliness of project implementation, the Final Evaluation will also examine the impacts and sustainability of the project interventions, activities and results and provide recommendations for possible follow up or future operations taking into account evaluation criteria such as present level of relevance, effectiveness to date, efficiency to date, prospect for development impact and sustainability, and beneficiary consultations. The Final Evaluation will be an input into preparation of the Borrower's Completion report.

11. The final evaluation should integrate the findings of the Financial Analysis (FA) developed for REDI productive sub-projects as it forms part of efforts to compile a comprehensive end of project evaluation of the sub-projects. The EFA undertook a participatory financial analysis of the sub-projects that have completed at least one or two production cycles and have already recorded sales to date. The exercise is a useful learning tool and feedback mechanism for the development of future business plans. It serves as an evaluation tool for the Project and seeks to support Government's future policy decisions. It is meant to be used as a selection tool to guide the distribution of scarce public funds to projects that promise financial sustainability.

Expected Outcomes of the Consultancy:

- i. Detailed analysis of the efficacy of project design within the context of national development objectives for both the agriculture and tourism sectors. Assessing the development impact of providing grants for revenue generating activities and critical infrastructure, marketing and management for small-scale rural producers and service providers.
- ii. The Government of Jamaica is equipped with evidence-based research to guide future distribution of public funds to projects that will generate the expected returns for both sectors.
- iii. The Project is supported by comprehensive information to guide the development of future initiatives in both sectors
- iv. JSIF equipped with lessons learnt that can help to guide implementation of any similar future interventions.
- v. Verification of the effectiveness of including community tourism as part of the local tourism product.

- vi. Appraisal of the approach to business mentorship and coaching provided to the enterprises.
- vii. Review of environmental safeguards integrated across the sub-projects in keeping with the Environmental Assessment and Environmental Management Framework. This review will also include i) the collection and presentation of data for number and frequency of farmers trained in pest management, assessment of effectiveness of training, and identification of areas for improvement (for example provision of materials such as labels, PPE, disposal bags, etc.); and, ii) the estimation of water use in drip systems vs. traditional systems, as well as pesticide and herbicide quantities used, to demonstrate and quantify water conservation and reduction in chemical use.
- viii. The Final evaluation should also include a socio-economic assessment/profiling of the beneficiaries (including poverty level, gender/youth mix, etc.). An empirical analysis of the number of beneficiaries that are replicating the investment provided by the project with their own financing, and any new employment generated by the project activities.
- ix. Presentation of financial models which detail the Internal Rate of Return (IRR), Net Present value (NPV) and other financial indicators for representative types of investments, among others: greenhouse (cluster and single), drip irrigation (cluster and single farmer), agro processing, community tourism, pig rearing, cold storage/packing facility.

3. SCOPE OF WORK

12. Specifically, the Consultancy will assess the achievement of the Project Development Objective “to improve market access for micro and small-scale rural agricultural producers and tourism product and service providers”, assess the efficacy and efficiency of project the project implementation and results with respect to the Result Framework of REDI, investigate the social capital built among these community enterprises and the adequacy of the governance structures that are in place supported by the appropriate legal registration. Completion of a Beneficiary Satisfaction Survey is also an important output of the Consultancy. Assessment of environmental safeguards with the necessary mitigation measures for the impacts associated with the sub-projects through appropriate environmental screening procedures.

13. The Consultancy firm is expected to include a two-pager factsheet summarizing all major REDI investments and activities (summary description, location, costs, results/impact, beneficiaries, pictures (before/after when-where relevant), etc.) chronicling the interventions and annexed to the final report,

14. Determine the adequacy of services being provided by the national entities who would have directly benefited from component 2: National Technical Assistance and Capacity Building to provide services to the rural enterprises to ensure their sustainability. These national entities include the Ministry of Industry Commerce Agriculture & Fisheries, Rural Agriculture Development Authority, Ministry of Tourism, Tourism Product Development Company, Scientific Research Council and Northern Caribbean University.

The level of adoption of new technology and or innovative approaches to production or service provision promoted by the Project.

15. Key inputs to the Consultancy are desk reviews of the following documents:

- i. REDI Project Appraisal Document (PAD)
- ii. REDI Operations Manual
- iii. Environmental Assessment and Environmental Management Framework
- iv. REDI Active sub-project matrix
- v. Progress against Results Framework
- vi. Economic & Financial Assessment (EFA) Reports
- vii. Mid-Term Evaluation
- viii. Sub-project business plans
- ix. Sub-project appraisal reports
- x. M&E Project and sub-project Reports

16. Interviews with the Project Team, Field visits and beneficiary assessments are essential to the thorough completion of the consultancy.

4. DELIVERABLES AND TIMELINE

- i. An inception report within **14 days after the contract is signed**. It must include a comprehensive research methodology, research questions, data collection templates/instruments and a detailed plan of action with implementation timelines.
- ii. An interim report and PowerPoint document and presentation of findings at the stakeholders' Workshop in June 2016 including beneficiary survey results, triangulated qualitative and quantitative analyses, assessment of risk to development outcome, recommendations and participant profile within **60 days after the contract is signed**. The report must consist of: (a) a synthesized analysis of findings from all groups/subprojects, and (b) disaggregated analysis of findings from each sector (agriculture or tourism). The format for the report must correspond with the World Bank's Implementation Completion Report (ICR) template (Annex 3).
- iii. Final report and PowerPoint document and presentation of findings including beneficiary satisfaction survey results, triangulated qualitative and quantitative analyses, assessment of risk to development outcome, recommendations and participant profile incorporating findings from the stakeholder workshops within **80 days after the contract is signed**. The report must consist of: (a) a synthesized analysis of findings from all groups/subprojects, and (b) disaggregated analysis of findings from each sector (agriculture or tourism). The format for the report must correspond with the World Bank's Implementation Completion Report (ICR) template (Annex 3).

5. LENGTH OF CONTRACT

Three (3) months in Jamaica.

6. PAYMENT SCHEDULE

- i. 15% of contract sum upon submission and approval of Deliverable 4 i. The Inception Report shall include a detailed work plan with implementation timelines, a comprehensive outline of quantitative and qualitative research methodologies, data collection instruments with research questions, software for analyses (SPSS, NVivo etc.), an outline for the Final Report and dates for the submission of the requisite reports.
- ii. 30% of contract sum upon submission and approval of the interim report of Deliverable 4 ii.
- iii. 30% of contract sum upon submission and approval of the interim PowerPoint document and presentation of findings of Deliverable 4 ii at the stakeholders' Workshop.
- iv. 25% of contract sum upon submission and approval of the final report and final PowerPoint document and presentation of findings of Deliverable 4 iii. The PowerPoint presentation of findings to the JSIF team is expected to take place within ten (10) working days of the Consultant's submission.

Note: Payments are contingent on JSIF's approval of the satisfactory completion of deliverables in keeping with the guidelines for 'Work Presentation' in section 4.

7. REPORTING ARRANGEMENTS

17. The Consultant will report directly to the Managing Director or his designate where applicable. The consultant should request problem-solving meetings with the designate as soon as there is any indication of a variation in the scope of work, changes to the timeline or additional costs being necessary. No variations are to be made to the agreed time or cost without the prior written approval of the JSIF.

8. CONSULTANCY FIRM QUALIFICATIONS and TEAM COMPOSITION

- i. The Consultancy firm's team should possess the following:
 - a. A Team Leader with at least a Master's degree but preferably a Ph.D. in disciplines such as Economics, Rural Development, Social Policy, Business Development, Management Studies, Project Evaluation, or a related discipline (15 marks maximum).
 - i. Ph.D. (15marks)
 - ii. Master's Degree (10 marks)
 - b. A Social Development Specialist with at least a Master's degree in disciplines such as Social Policy, Rural Development, Sociology, Gender Studies,

- Development Studies, Human Geography, or a related discipline (7.5 marks maximum).
- i. Master's Degree (7.5 marks)
 - ii. Bachelor's Degree (5 marks)
- c. An Environmental Specialist with at least a Master's Degree in Environmental Sciences, Sustainable Development, Environmental Policy or a related discipline (7.5 marks maximum)
- i. Master's Degree (7.5 marks)
 - ii. Bachelor's Degree (5 marks)
- ii. Experience in the area of Micro Enterprise Development for community group-based Micro, Small or Medium enterprises in rural areas in agriculture and tourism sectors.
- a. At least 8 years' experience (25 marks)
 - b. Less than 8 years' experience but more than 4 years (19 marks)
 - c. Four years' experience or less (11 marks)
- iii. Experience working on similar assignments employing skills in project evaluation requiring use of triangulated qualitative (inclusive of participatory approaches) and quantitative research methodologies. Report preparation for Government Agencies or International organizations.
- a. At least 5 assignments (30 marks)
 - b. Less than 5 assignments but more than 2 assignments (21 marks)
 - c. Two assignments or less (14 marks)
- iv. At least three (3) assignments completed requiring (15 marks maximum):
- a. Use of both quantitative and qualitative software such as Statistical Package for Social Sciences (SPSS), and NVivo and Microsoft Word, Excel or alternative software (15 marks)
 - b. Use of quantitative and qualitative software such as Statistical Package for Social Sciences (SPSS), and NVivo (10 marks).
 - c. Use of Microsoft Word, Excel or alternative 10+18+ software (5 marks).

9. PROCUREMENT SELECTION METHOD

Consultant Qualification (CQS).

Note: This Consultancy is an independent evaluation of the REDI project, therefore consultancy firms and or individuals who previously worked on the REDI project will not be considered.

ANNEX1: Original Results Framework

PDO	Outcome Indicators	Use of Project Outcome Information
To improve market access for poor rural agricultural producers and tourism product providers.	<ul style="list-style-type: none"> • Number of participating rural enterprises that realise an increase in turnover (sales). • Number of participating rural enterprises functioning as registered business entities • Number of direct and indirect jobs created in rural communities receiving project assistance • Percent of critical infrastructure projects that achieve their expected results for improvements in the value chain 	These indicators will help to assess the quality of the project implementation and the extent to which the activities of the project result in improved market-based opportunities and local economic development in the agricultural and tourism sectors.
Intermediate Outcomes	Intermediate Outcome Indicators	Use of Project Outcome Information
Component 1: Rural enterprises are established or enhanced through public support provided on the basis of transparent and competitive procedures.	<ul style="list-style-type: none"> • Number of rural enterprises that have been selected competitively and have started (or enhanced) their operations • % of rural enterprise participants who are <ul style="list-style-type: none"> • Youth (< 30 years old) • Women. 	Assess the implementation progress of Type A subprojects. Ensure that underrepresented groups are included in the funded subprojects
Component 1: Key infrastructure, marketing and management bottlenecks in the value chains are addressed.	<ul style="list-style-type: none"> • Number of beneficiaries (individuals or groups) benefiting from improved infrastructure, marketing and management. • Number of beneficiaries (individuals or groups) benefiting from improved marketing systems. • Number of beneficiaries (individuals or groups) benefiting from improved management systems. 	Assess the implementation progress of Type B subprojects This is indicative of the coverage achieved by Type B subprojects

<p>Component 1: Increased number of rural enterprises that promote environmental and social sustainability</p>	<ul style="list-style-type: none"> • Number of rural enterprises integrating environmental and social good practices into their business operations. • Percent of rural enterprises integrating a business continuity plan for during and after a disaster 	<p>Determine if the agriculture and tourism subprojects are environmentally and socially sustainable</p>
<p>Component 2: National institutions are better able to provide rural business services</p>	<ul style="list-style-type: none"> • Number of participating institutions' staff trained in technology and provision of rural business services • Number of rural enterprises using the services of the National Institutions before and after the project intervention. 	<p>Assess the implementation progress of component 2</p> <p>This is indicative of the coverage and accessibility of National Institutions' services</p>
<p>Component 3: Project implemented on schedule and professionally monitored.</p>	<ul style="list-style-type: none"> • Percentage of subprojects that are processed and implemented in accordance with the time frame estimates in the Operational Manual. • Procurement and FM duties are executed in accordance with national guidelines and World Bank Guidelines. • REDI project MIS is producing indicator reports within 6 months after start of project. 	<p>Assess the effectiveness of the project by determining the number of subprojects implemented on schedule and how professionally they are monitored.</p>

ANNEX 2: New Results Framework

Design Summary	Indicators	Baseline	Indicators and Targets							
			Target Values							
			Year 1 (2010)	Year 2 (2011)	Year 3 (2012)	Year 4 (2013)	Year 5 (2014)	Year 6 (2015)	Year 7 (2016)	End of Project (2017)
Project Development Objective										
To improve market access for micro and small-scale rural agricultural producers and tourism product and service providers.	1. Number of participating rural enterprises that realize an increase in sales	0	0	0	7	14	26	33	44	44
	2. Number of participating rural enterprises functioning as legally registered entities one year after they started operations.	0	0	4	14	20	28	30	44	44
	3. Percentage of participating rural enterprises or producer groups that have accessed new markets	0	n/a	n/a	n/a	n/a	60	80	80	80
Intermediate Results										
Component 1	4. Number of participating entities that have improved their operations to meet industry standards	0	0	0	7	14	26	32	44	44
	5. Percentage of rural enterprise participants who are youth (<30 years old)	0	15%	15%	15%	15%	15%	15%	15%	15%
	6. Percentage of rural enterprise participants who are women	0	30%	30%	30%	30%	30%	30%	30%	30%
	7. Number of direct jobs created in rural communities receiving project assistance	0	0	10	56	72	91	112	300	300
	8. Number of enterprises with new or improved products and services	0	0	0	7	20	28	36	40	40
	9. Number of clients who have adopted an improved agricultural technology promoted by the project		n/a	n/a	n/a	n/a	n/a	1800	3500	3500

