



## **TERMS OF REFERENCE**

### **BASIC NEEDS TRUST FUND (BNTF)**

#### **Consultancy to conduct a Social Return on Investment for the BNTF Cycles 5-9**

### **BENEFICIARY COUNTRY**

Jamaica

#### **1.0 BACKGROUND**

The Jamaica Social Investment Fund (JSIF) is a limited liability company incorporated under The Company’s Act of Jamaica. It was established in 1996 as a component of the Government of Jamaica’s (GoJ’s) national poverty alleviation strategy. The Fund was designed primarily to channel resources to small-scaled community-based projects. This is done with the use of an Operations Manual that acts as a guide to ensure transparency, accountability and efficiency in project implementation.

The operations of the JSIF were initially funded by a loan negotiated between the GoJ and the World Bank. Though the Fund was initially established as a temporary organization with an initial lifespan of four (4) years, it has been in operation for over twenty-one (21) years; invested an estimated USD 200 million, of which approximately 80% is on infrastructure. Presently the Fund has been charged with executing agreements with international donor partners that will continue until 2022.

#### ***The mandate of the JSIF is:***

The Jamaica Social Investment Fund (JSIF) mobilizes resources and channels these to community-based socio-economic infrastructure and social services projects. Through a national partnership between central and local government, communities and private and public organizations, the JSIF addresses the immediate demands of communities in a manner that is quick, efficient, effective, transparent and non-partisan.

#### **2.0 BASIC NEEDS TRUST FUND (BNTF) CYLES: 5 – 9**

The Caribbean Development Bank (CDB) is an institutional response to the socio economic crises in the 1970’s that threatened the Commonwealth Caribbean. The Borrowing Member Countries (BMCs) coalesced to mandate the CDB in 1979 to introduce and institutionalise the Basic Needs Trust Fund Programme (BNTF) in an effort to provide a new approach to poverty reduction for the lives of the Region’s poor. The programme is considered as “integral to the Bank’s mission to systematically reduce poverty in its BMCs through social and economic development” (CDB, Sept 2008). Since inception, there have been nine cycles of Basic Needs Trust Fund (BNTF), Jamaica has benefited from the fifth to ninth cycles of the BNTF to date. The Jamaica Social Investment Fund (JSIF) was the implementing agency for all five (5) cycles:

- The first cycle of the BNTF implemented in Jamaica (BNTF 5) focused on education, water and sanitation, water supply systems, health and access (roads).
- BNTF 6 focused on skills training and organizational strengthening (with the inclusion of life coping skills and conflict resolution), in addition to education, water supply and rural roads.
- BNTF 7 and 8 focused on three sectors: education and human resource development (HRD), water and sanitation, and community access and drainage. These cycles included additional focus on youth at risk, citizen security and institutional strengthening specifically maintenance and gender mainstreaming.
- BNTF 9 aims to reduce the incidence of poverty in low income vulnerable communities by improving access to basic social and economic infrastructure, livelihoods enhancement and human resource development (HRD) services. The Programme officially started in 2017 when Contributors to the Ninth Cycle of the Unified Special Development Fund (SDF 9) approved a replenishment of resources for the BNTF; Jamaica signed in October 2017.

**Jamaica** completed a Country Policy Framework in March 2018 to guide the direction of the BNTF Country Project for the period 2017-2020. These established where and how *Jamaica's* BNTF 9 resources totaling **USD 8,604,813** would be targeted for poverty reduction.

BNTF 9 focuses on key sectors/strategic areas: Education Human Resource Development and Livelihoods Enhancement, Basic Community Access and Drainage Improvement and Water as well as Sanitation Systems Enhancement.

### 3.0 OBJECTIVE

The JSIF was designed to channel investments for community development towards the eradication of public poverty; given the changing nature and context of poverty, JSIF has evolved in its approach to poverty reduction over the years through various implementation modalities and project types. As such, a Social Return on Investment (SROI) analysis is required at this time to strengthen JSIF's capacity to assess the value for money of the investments being undertaken to date under the BNTF Cycles. SROI help organisations understand and manage the social, environmental and economic benefits (value) that they are creating. It is a measurement approach, developed from traditional cost-benefit analysis that captures the economic value of social benefits by translating social objectives into financial measures and focuses on the most important sources of value as defined by stakeholders. The aim of this consultancy is to comprehensively assess and determine the financial value of the widespread and multilayer social impact (interventions provided) of JSIFs investment under the five cycles of BNTF to date. In particular, this SROI should assess the case of a sector impact assessment to evaluate two levels – the individual performance of each sub-project and the overall sector level performance of the BNTF subprojects.

The Consultancy will:

- Examine past and current projects i.e. BNTF Cycles 5-9 interventions and approaches etc. to assess the extent to which the projects deliver value for money. This will involve conducting a Social Return on Investment Analysis in order to consider the social, environmental and economic value created for individuals and communities against the level of invested resources. This will involve the use of indicators and financial proxies assigned to indicators to generate value for money.
- Determine the monetary value of outcomes achieved that is, explore real money value as derived from investments made, whether medium term growth, earning potential, transport cost reduction, health costs etc, as well as determine how social benefits derived from BNTF investments using cost benefit analysis (employing the use of financial proxies to monetize the social values of projects)
- Assess gaps in project implementation and document the social benefits achieved through BNTF project investments as well as sustainability of benefits<sup>1</sup>.

#### **4.0 SCOPE OF THE WORK**

Specifically, the Consultant Firm will be required to undertake the following tasks:

- a) Consult with key implementing partners for the project including; Ministry of Education, Youth and Information, Early Childhood Commission, Ministry of Health, Child Protection and Family Services Agency (CPFSA), Rural Agricultural Development Authority, Ministry of Tourism, Office of Disaster Preparedness and Emergency Management, Planning Institute of Jamaica, Municipal Corporations and other relevant agencies on issues relating to poverty reduction, improving access to social services, social protection and integrated community development aligned to national development strategies that were addressed in the implementation of the projects.
- b) Undertake a technical review of BNTF project reports: appraisal reports, research studies – baseline assessments, mid-term and final evaluations to identify indicators used to measure project success, factors influencing success, lessons learned and recommendations for improvement including but not limited to: BNTF 6 &7 PRAPs, BNTF 6 Project Results, Outputs and Outcomes, the BNTF 6 &7 Mid-term Reports, Extracts from the Staff Report - Basic Needs Trust Fund 7th Programme, Vision 2030 Jamaica – National Development Plan and Agenda 2030 for Sustainable Development.
- c) Undertake secondary analysis of national development strategies, programmes and policies which will impact on the BNTF poverty reduction model.
- d) After consultations with the JSIF's team and other key stakeholders with past project beneficiaries, prepare an Inception Report to include Work Plan and Methodology recommending appropriate quantitative and qualitative research methods to unearth primary and secondary data along with the required data collection instruments, key steps and timeframe, specifically to produce A Social Return on Investment (SROI) Report and conduct 3 sensitization/capacity building

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<sup>1</sup> Takes into consideration the level of resilience and asset building, quality of leadership, vision for the future and level of investment in people, as well as the extent to which infrastructure is properly maintained.

Workshops for JSIF and other pertinent stakeholders on the use of and integration of SROI tools within the organization:

- i. The SROI should seek to answer the following questions:
  - 1) To what extent can BNTF project cycles demonstrate that the interventions have delivered added benefit and value to the stakeholders and communities respectively?
  - 2) To what extent can the BNTF project cycles be considered an effective use of invested resources?
  - 3) To what extent have the BNTF project cycles overall delivered value for money?
  - 4) Reflect on experience of gender mainstreaming<sup>2</sup> across BNTF 5- 9 interventions in areas such as education, human resource development, water and sanitation policy and practice; specifically, to identify what has worked, what did not work, and lessons learned
  - 5) Asses the best practices for the exchange of knowledge and information and sharing around case studies relating to the impact of interventions on beneficiaries
  - 6) Determine the extent to which the interventions were inclusive and facilitated the participation of women, youths, persons with disabilities and other vulnerable groups.
  - 7) To what extent have BNTF project cycles incorporated learning to improve subsequent/current projects?
  - 8) To what extent can the SROI methodology feasibly be applied given available documentation and information, as well as the context and various strategies employed by the BNTF project cycles? What are the foreseen challenges?
  - 9) How could JSIF’s monitoring and evaluation system be adjusted to better facilitate socio-economic cost benefit analysis in the future?
  
- ii. SROI should also include undertaking a *Value for Money (VfM) Analysis* inclusive of:
  - 1) Desk review of all relevant project and sector documents (Vision 2030 Jamaica–National Development Plan
  - 2) Conduct Sensitivity Analysis to determine overall if BNTF Cycles 5-9 delivered value for money
  - 3) Did impacts vary across different beneficiary groups, regions or over time?
  - 4) Were there any unintended effects of the sub-project?
  - 5) What features of the design and implementation of sub-projects contribute to success?
  - 6) b. Under what conditions does success occur (not occur) – that is, why do some things work and others not work?
  - 7) What explains the observed gaps in reporting for sub-projects?
  - 8) How could project design be adjusted/ expanded/replicated to improve the impact of similar sub-projects in the future?

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<sup>2</sup> The application of gender tools of analysis to identify any changes or potential future impacts which have/may affect men/women and boys/girls, taking into consideration that interventions may affect males and females differently depending on the age group and social/ cultural background. The assessment for gender mainstreaming should also offer considerations for gender budgeting.

- e) Conduct at least 2-3 days of sensitization/capacity building workshop for approximately 15-30 personnel from relevant partner Ministries, Department and Agencies (including PIMSEC, CRP/ PIOJ, SDC) etc. which provides step-by-step support to apply SROI to their planning, monitoring and evaluation practices and embed SROI within project Results –based Management framework and data base to ensure best practices are adhered to by JSIF.
- f) Produce a final report on the process and findings including recommendations related to the main questions and sub-questions outlined in Item 2 above.
- g) Produce outcome map showing the relationship between inputs<sup>3</sup>, outputs, outcomes.
- h) Draft a final report including:
  - a. SROI Evaluation Findings disaggregated by BNTF sectors
  - b. Value for Money Analysis
  - c. Results Matrix including the Outcome Map
  - d. Conclusions and Policy Recommendations

***The Consultants shall ensure Government of Jamaica, JSIF and Caribbean Development Bank visibility in all activities and on all printed and audio-visual material.***

## **5.0 PROJECT MANAGEMENT**

The Consultant Firm shall report directly on all technical and contractual matters to the General Manager of JSIF or her designate. All day to day reporting will be overseen by the Project Manager (BNTF) or her designate. The consultancy firm is reminded that he/she should request problem-solving meetings with the BNTF Project Manager 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 written approval of the JSIF.

## **6.0 LOGISTICS AND TIMING**

### **COMMENCEMENT DATE & PERIOD OF EXECUTION**

The intended commencement date is **OCTOBER 2019** and the period of execution of the contract is five (5) months.

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<sup>3</sup> Inputs include money invested and time volunteered.

## 7.0 DELIVERABLES AND PAYMENT SCHEDULE

Payment will be made in accordance with the submission and acceptance of the deliverables as outlined below:

Convene an **Inception Meeting** with JSIF Team within **10 calendar days** after the contract is signed. 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 JSIF’s goals and expectations for the work, a preliminary discussion of the proposed methodology, review of project schedule, and administrative details related to reports and on-going communication.

	<b>Deliverables</b>	<b>Date to be Delivered</b>	<b>Payment</b>
1	<p><b>Inception Report (maximum 30 pages excluding annexes)</b> including comprehensive research methodology, data analysis plan, data collection templates/instruments and a revised Implementation Plan. The Methodology shall delineate the conceptual and practical framework for all phases of the project: documentation, research and capacity building and shall outline the steps to be taken in order to respond the scope of works documented in Section 4. As appropriate, the deliverable shall expand upon or refine the research questions and topics outlined in this Terms of Reference, as per discussions at Inception meeting with JSIF. Additional questions/topics may be defined by the JSIF or the consultancy team during the course of the work. The Implementation Plan and Research Methodology shall specify the quantitative and qualitative approaches by which data collection will occur, and from whom, including a timetable for any development, pre-testing and revision of data collection instruments. Both quantitative and qualitative research and value for money analysis is to be undertaken for this assignment.</p>	1 month after signing of contract	30%
2	<p><b>Interim Report and PowerPoint presentation (maximum 40 slides) of the SROI analysis</b> – The SROI Interim Report should include</p> <ol style="list-style-type: none"> <li>1) SROI Evaluation Findings disaggregated by BNTF project sectors</li> <li>2) Value for Money Analysis</li> <li>3) Results Matrix outlining the Outcome Map</li> <li>4) Conclusions and Policy Recommendations (20-35 pages excluding annexes) should detail: the approach and methodology used; the findings and results of the assessment programme, the challenges of retrospective analysis and lessons learned, recommendations for future cycles and proposed adjustments to JSIF’s monitoring and evaluation systems which will better</li> </ol>	Two months after deliverable 1  (12 weeks after contract signing)	20%

<b>Deliverables</b>		<b>Date to be Delivered</b>	<b>Payment</b>
	facilitate future retrospective cost benefit analysis		
3	<p><b>Conduct 2-3 days sensitization/capacity building Workshop.</b> The <b>Workshop(s)</b> deliverable includes: (1) Agenda outlining step-by-step support to apply SROI to JSIF’s planning, monitoring and evaluation practices and embed SROI within the projects’ best practices (2) Modules must focus on SROI applied in the development cooperation sector, particularly with regard to enhancing the “model for community development”. All training materials should be reviewed and approved by JSIF prior to commencement of training.</p> <p>3) Brief report (max. 10 pages) on training workshops including outcomes and any outputs from learning activities, training materials as annexes.</p>	<p>1 month after deliverable 2</p> <p>(16 weeks after contract signing)</p>	20%
4	<p><b>Final Report</b> – should incorporate feedback provided by JSIF and other partnering agencies as well as:</p> <ol style="list-style-type: none"> <li>1) SROI Evaluation Findings disaggregated by sectors</li> <li>2) Value for Money Analysis</li> <li>3) Results Matrix outlining the Outcome Map</li> <li>4) Conclusions and Policy Recommendations (20-35 pages excluding annexes) should detail: the approach and methodology used; the findings and results of the assessment programme, the challenges of retrospective analysis and lessons learned, recommendations for future cycles and proposed adjustments to JSIF’s monitoring and evaluation systems which will better facilitate future retrospective cost benefit analysis</li> </ol>	<p>One month after deliverable 3</p> <p>(20 weeks after contract signing)</p>	30%
<b>TOTAL NUMBER OF MONTHS</b>		<b>*5 months</b>	

*\*Includes timeline for iterations and reviews on content. JSIF shall subsequently have ten (10) working days within which to forward comments to the Consultancy Firm after each submission of a deliverable.*

**Note: The Work Presentation for deliverables 7.1 to 7.4 is incomplete without submission of the following:**

- a. Three (3) hard copies and one electronic copy in Microsoft Word (on CD/Jumpdrive) of reports.
- b. Three (3) hard copies and one electronic copy (on CD/Jumpdrive) of PowerPoint documents.
- c. One copy of audio recordings or transcripts in Microsoft Word of primary research data collected are to be submitted with relevant reports (on CD/Jumpdrive). If any focus groups are held the transcripts and audio recordings must include the location, date, name of the facilitator and participants/groups. If any names are mentioned pseudonyms are to be used to protect confidentiality
- d. Primary data sets through quantitative SPSS, (NVivo) or any other software or tools must also be submitted.

## 8.0 PROCUREMENT SELECTION METHOD

The assignment is for a firm/team and the procurement selection method will be based on the Quality-and Cost Based Selection (QCBS). This method takes into account the quality of the proposal and the cost of the services in the selection of the successful firm.

## 9.0 QUALIFICATIONS

### Requirements of the Firm

A globally reputable research institution or consultancy firm with at least 10 years international experience in the design, implementation, monitoring and evaluation of development projects (with experience in the following areas: international development, business analytics, economic modelling) or other related areas, should submit a proposal for a team which possesses the following qualifications and expertise:

- A **Team Leader** with at least a Master's Degree, but preferably a PhD in disciplines such as Economics, Statistics, Management Studies, Urban Studies, Development Studies, Project Management or any other related discipline.
- At least ten (10) years' experience working on similar assignments employing skills in project management and evaluation requiring use of triangulated qualitative (inclusive of participatory approaches) and quantitative research methodologies. Report preparation for international and national organizations with the following profile:
  - Experience in international development issues
  - Demonstrated background in economics, financial modeling and project management
  - Advanced level expertise in application of socio-economic cost benefit, sensitivity and Value for Money (VfM) analyses
  - Analysis methodologies (*experience in applying Social Return on Investment methodology is required*)
  - Ability to analyse large amounts of information and undertake critical and relevant written analysis.
- A **Social Development Specialist**



- Master’s Degree in disciplines such as Social Policy, Urban and Rural Planning, Development Studies, Sociology or a related discipline
  - Knowledge and at least five (5) years’ experience with the following:
    - PLA and other participatory research methodologies
    - Statistical Package for Social Sciences (SPSS) and at least one qualitative software such as ATLAS.ti and NVivo.
    - Proficiency in Microsoft Word, Excel and Access.
    - Expertise using mixed methods (qualitative & quantitative) approaches
  - Experience in design and implementation of development projects involving community engagements, gender, vulnerable groups agriculture, tourism, poverty reduction and social protection
- **Infrastructure consultant** should possess at the **minimum** the following qualifications:
    - Bachelor’s Degree in Civil Engineering
    - At least five (5) years’ experience designing and implementing major public sector integrated development projects (water, sewage / sanitation, roads, public buildings).
    - Show evidence of experience working on infrastructure projects that incorporate international and/or national environmental standards in the design
    - Knowledge of Jamaica’s environmental guidelines and ISO 14001 standards as it relates to construction of building, road works, sewerage works and implementation of water lines in residential and rural areas would be an asset.
    - Knowledge of Jamaica’s and the International (IBC) building code requirements and familiarity with the National Accessibility Standards for Persons with Disabilities would be asset.
    - Experience with infrastructure works in both rural and urban areas would be an asset.

## 10. EVALUATION CRITERIA<sup>4</sup>

### Expression of Interest (40 points) – Minimum of 35

- General Experience of the Consultancy Firm relevant to the assignment (**20 points**)
  - In operation and undertaking cost benefit analysis, social return on investment research, economic modelling assignments for over ten (8) years - 20 points

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<sup>4</sup> For the QCBS Procurement Method the Expression of Interest is the first stage where consultants are shortlisted. The RFP, which includes the Evaluation Criteria, is only issued to shortlisted consultants. We can discuss if further clarification is required.

- In operation and undertaking documentation, social return on investment research, communication assignments for eight (8) to nine (9) years - 15 points
- In operation and undertaking documentation, social return on investment research, communication assignments for five (5) to seven (7) years - 10 points
- **Specific Experience of the Firm (15 points)**
  - Undertaken five (5) or more similar assignments (i.e. SROI, Rapid Integrated Assessments, Cost benefit Analysis Evaluations, Social Assessment) - 15 points
  - Undertaken three (3) to four (4) similar assignments (i.e. SROI, Rapid Integrated Assessments, Cost benefit Analysis Evaluations, Social Assessment) - 10 points
  - Undertaken one (1) or two (2) similar assignments (i.e. SROI, Rapid Integrated Assessments, Cost benefit Analysis Evaluations, Social Assessment) - 5 points
- **Scope of Experience (5 points)**
  - International/Regional/Local (have undertaken similar assignments locally, regionally and/or internationally) - 5 points
  - Local (have undertaken similar assignments in Jamaica) - 3 points