



Mid-Term Evaluation Consultancy

Terms of Reference

Project Name:

**Credit Enhancement Programme for MSME
4115/0C-JA**

Background:

In May 2017, the Inter-American Development Bank (IDB) approved a loan of US\$20 million for the Credit Enhancement Programme for Micro, Small and Medium Enterprises (MSME). This will contribute to increase in the productivity of MSMEs in Jamaica by facilitating access to medium- and long-term credit for investment projects. The Development Bank of Jamaica (DBJ) as the executing agency will use the loan proceeds to complement the capital of the Credit Enhancement Facility (CEF), an existing guarantee mechanism administered by the DBJ. Under the CEF, partial credit guarantees are issued to eligible Approved Financial Institutions (AFI) to cover individual investments loans to be undertaken by eligible MSMEs.

In addition to the loan, a Technical Cooperation (TC) was approved in June 2017 with the objective to strengthen the institutional capacity of the DBJ, relating to the internal control and reporting function to support the design and implementation of its institutional initiatives to ensure an effective delivery of services. As the IDB loan is expected to scale-up the volume of transactions handled by the CEF, the DBJ will greatly benefit from an automated workflow, database management and reporting system to maximize efficiency and safeguard internal controls.

Objectives and Activities of the consultancy

The objective of this consultancy is to prepare a mid-term evaluation of the Credit Enhancement Programme for Micro, Small and Medium Enterprises Project.

Mid-term evaluation: The mid-term evaluation's main goals are to:

- I. Determine whether the objectives, outcomes and impact as stated in the logical framework are being achieved; In meeting this objective the consultant should identify the reasons for any shortfalls in the execution of the project and make recommendations on how to address them. In addition, the consultant should determine if the objectives are still relevant or whether any changes in the financial environment necessitate any changes to the goals of the program.

- II. Identify lessons learned to date and provide recommendations for the future of the operation; and
- III. Assess DBJ's role and performance as the executing agency.

The mid-term evaluation will be conducted based upon the completion of project activities to date. The report will consider the project's relevance, effectiveness, efficiency, sustainability and lessons learned, as follows:

Changes in context and review of assumptions (relevance): Is the project's design adequate to address the problem(s) at hand? What internal and external factors have influenced the ability of beneficiary groups and DBJ to meet projected targets? Are the project's objectives and design relevant given the political, economic and financial context?

Results in terms of outputs achieved (effectiveness): Has the project reached the expected number of beneficiaries (MSMEs)? Are the beneficiaries satisfied with the quality and delivery of services? If not, in what way did the services not meet with beneficiary expectations and why? What concrete improvements and changes have taken place at the industry level, market, among the target beneficiary group, etc. as a direct result of the project?

Assessment of outcome/impact (effectiveness): How has the project contributed towards project's goal? To what extent has the project contributed the capacity of sector, market, beneficiary group? How could the project's impact have been improved?

Achievement of projected performance indicators and targets (efficiency): What has been the executing agency's performance with respect to their projected performance indicator and agreed responsibilities relative to program implementation? Did the project achieve the targeted number of training projects, seminars, dissemination workshops, etc.? Provide a cost/benefit analysis on the services provided by the project and the efficiency with which executing agency provided them. Provide information on the difficulties faced by the executing agency and actions taken to overcome them (administrative, operational, financial, political, macroeconomic, etc.).

Sustainability: The report should assess the level of the project's sustainability. Will the project's effectiveness remain over time? Will the project's activities/services continue to be provided after the IDB funds have completely been expended? What mechanisms has the DBJ established to ensure the sustainability of the project? Has the DBJ devised a sustainability strategy/plan?

Lessons learned: The consultant should provide information on the economic/political/financial conditions that should exist; qualifications of the executing agency;

required stakeholder participation; and other factors that should be in place for the purpose of informing the design of future operations.

Scope of Work/ Deliverables:

The consultant/facilitator will carry out the following activities among others in the execution of the duties:

- Review background material and project documentation.
- Interview Development Bank of Jamaica, participating AFIs' officials involved in execution of the project and a sample of beneficiaries to date.

The consultant is responsible for preparing and submitting the following deliverables:

(i) Work-plan submitted electronically to the Project Coordinator two (2) weeks after contract signature.

(ii) Draft mid-term evaluation report and mid-term evaluation summary submitted six (6) weeks after submission of work-plan: The consultant is responsible for consolidating the report and take into consideration the comments received at the evaluation wrap-up meeting, to produce a coherent draft evaluation report and evaluation summary, according to the format to be agreed on. The draft report and summary are to be submitted electronically to the Project Coordinator and IDB Task Team Leader.

(iii) Final mid-term evaluation report and mid-term evaluation summary submitted three (3) weeks after submission of draft report: Based on comments received on the draft mid-term evaluation report, the consultant will finalize the evaluation and summary and submit the final evaluation report and summary to the Project Coordinator and IDB Task Team Leader.

The consultant's contractual obligations are complete once the Project Coordinator and IDB Task Team Leader has reviewed and approved the final version of the evaluation report for quality and completeness as per the TOR.

Resources

The consultant will have access to all necessary files and project reports deemed necessary to undertake this assessment.

Experience & Qualifications

- Academic degree/level & years of professional work experience: Master's degree in Business Management, Economics or project evaluation-related field or equivalent and a minimum of 10 years of relevant professional experience, or the equivalent in programs to support SMEs development in the Caribbean region.

- Experience in conducting project evaluations, having participated in a minimum of three such evaluations as lead. Specific experience related to the evaluation of IDB projects is preferred.
- Experienced in consultative research and producing high quality analyses.
- Thorough understanding of the key elements of results-based project management
- Excellent communication skills in English

Reporting and Approval Procedures

1. The contract duration will be for four (4) months over the period May to August 2020 and may be extended upon the agreement with the Consultant without increase of the contract price.
2. The consultant will report to the Project Coordinator for the PEU.

Payment Schedule for consultancy:

Payment of fees to the consultant will be made in Jamaican dollars and in three installments for the mid-term evaluation. The total price of the contract will be negotiated and agreed upon by both parties. Payments will be made based on the deliverables outlined below:

Deliverables	Dates	Payment
Deliverable 1. Contract signature and Work Plan	2 Weeks after contract signature	20%
Deliverable 2. Upon submission of the first draft of the mid-term evaluation report	6 Weeks after submission of Work Plan	40%
Deliverable 3: Upon submission and acceptance of the final mid-term evaluation report	4 Weeks after submission of draft report	40%