

SURINAME

BUSINESS CLIMATE AND INNOVATION PROGRAM (SUBCIP) SU-L1049

MID TERM EVALUATION SUBCIP

TERMS OF REFERENCE

I. BACKGROUND

1.1 Although Suriname has experienced recent sustained economic growth over the last 10 years, its economy depends mainly upon gold, oil and bauxite, showing vulnerability to unpredictable swings in international prices of these main exports. High dependency on revenues from commodity prices and bilateral grant flows did not favor private sector investment. Thus, Suriname is seeking to engage in structural reforms to transition to a new economic model, with a diversified production basket and a less vulnerable economic base to foster greater participation of Suriname's private sector in economic activity and growth of Small and Medium Enterprises (SMEs). The economy has become increasingly dependent on the services sector, which now represents around 60% of the GDP, while in the last decade; agriculture and industry (manufacturing) have lost relevance (6.5% and 16% respectively). The domestic private sector is dominated by small family owned firms, many of which are informal.

1.2 In order to reduce the economy's fragility, the government plans to implement structural reforms that will facilitate the transition to a less fragile economy to a more diversified and less vulnerable economy, characterized by higher participation of the private sector in diverse domestic and export-oriented activities, with greater participation of SMEs in value chains. To achieve these specific goals a clear strategy is needed to guide public and private actors in the context of modern productive policy making. As Suriname transitions from a public sector-driven economy to a more diversified economy driven by private sector, it faces the lack of an overall long-term strategy to guide diversification and growth; as well as lack of effective programs to foster innovation and productivity in SMEs.

1.3 The Competitiveness Unit of Suriname (CUS) was created in 2012 to foster improvements in the business climate by working with key stakeholders from the public and private sectors. However, the CUS needs to strengthen its mechanisms for accountability, monitoring and promoting participation, and will benefit from a more solid technical capacity to strengthen its leadership in business climate reforms. Thus, strategic focus of the CUS will be on: (i) developing a competitiveness vision for Suriname; (ii) benchmarking competitiveness strengths and weaknesses and concentrating on priority competitiveness actions, such as; enhancing productivity and supporting sectorial development for less developed sectors; and (iii) improving the regulatory quality by updating the Phase I and Phase II legislation for improving the business climate.

1.4 The Loan requires that evaluations are to be conducted to ascertain the achievements and impact at the mid-point (by mid-2018) and at the end of implementation of the Loan (2019). The sub-programs are also to be evaluated during their mid-term phases and up to two years after

funding ends. To this end, an external independent evaluation Consultant is to be recruited by the CUS to conduct a participatory Mid-Term Evaluation of the operations of SUBCIP.

II. GENERAL OBJECTIVE

The overall objective is to assess the progress of the Program in meeting its objectives and expected results, providing early identification of risks to ensure sustainability recommendations to aid the Government and the Bank in taking decisions related to the implementation of the program during the remainder of its execution period.

THE SPECIFIC OBJECTIVES ARE:

- a) Analyze the impact of changes to the economic, political and social context in which the program is currently operating, and the institutional context in which it is being executed, on the objectives and expected results of the program.
- b) Analyze and evaluate the relevance of the program's activities, as well as the program's efficiency in execution and costs, vis-à-vis its results, financial progress targets, and budget, as determined at the design stage of the program.
- c) Evaluate the progress of the program to date in strategic, operational and financial performance.
- d) Assess the strengths and weaknesses of the program's executing unit, as well as the other partner institutions that participate in the execution of the program.
- e) Identify the principal factors, both external and internal, that have affected program implementation and the achievement of the program's objectives and expected results, as well as measures to address those factors.
- f) Provide recommendations on how to improve program performance and the achievement of the program's objectives and expected results.
- g) To identify and assess the level of risks that can impact on the sustainability of the program and to inform planning and strategic resource-allocation decisions.

III. MAIN ACTIVITIES OF THE CONSULTANCY

As part of the scope of this consultancy, the consultant should respond to the questions provided in Table 1 (below). The consultant should also address any additional questions pertinent to his or her analysis throughout the course of the consultancy.

Table 1. Questions for the Mid-term Evaluation

Design	<ul style="list-style-type: none"> • To what extent to the results and targets established during the design phase of the program continue to be realistic given the current social, political and economic context in the country? • Do the program's activities continue to be relevant to overcome the problems that inhibit the competitiveness of the Surinamese economy? • Do the program's activities continue to be pertinent in the current context?
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Implementation	<ul style="list-style-type: none"> • What is the current level of advance in the achievement of the objectives and expected results of the program? • What are the factors that explain the advances or delays of each sub-component of the program? • How relevant, efficient and cost-effective are the program's activities and management to date? What factors explain this situation? • What is the degree of effectiveness of the program's monitoring and evaluation system?
Lessons learned and Recommendations	<ul style="list-style-type: none"> • What are the principal lessons learned during the implementation of the program to date? • What changes should be considered to strengthen the effectiveness and efficiency of the program? • What implementation strategies should be considered to strengthen the execution of the program and the sustainability of its results?

METHODOLOGY

The methodology to be applied during this evaluation should be designed by the consultant, but at the very least, should include the following characteristics:

- a. Review of the following documents:**
 - (i) the loan contract
 - (ii) the program design documents
 - (iii) the Pluriannual Execution Plan (PEP)
 - (iv) the annual operating plans (AOP)
 - (v) the program procurement plan
 - (vi) the program financial plan
 - (vii) semiannual reports
 - (viii) audited financial statements
 - (ix) terms of reference for consultancies
 - (x) consultant deliverables and reports and
 - (xi) any other documents that the consultant deems relevant to his or her analysis.
- b. Conduct a stakeholder's analysis and interviews with relevant actors involved in the implementation of the program, including:**
 - (i) The IDB representative in Suriname;
 - (ii) Representatives of the Ministry of Trade, Industry and Tourism;
 - (iii) The Program Executing Unit;
 - (iv) Representatives of the private sector in Suriname;
 - (v) A representative sample of the program's beneficiaries; and,
 - (vi) Other public, private and civil society actors and organizations, as determined by the consultant.
- c. Execute field visits to areas where program activities are taking place or program beneficiaries are active.**

IV. DELIVERABLES AND REPORTS/OUTPUTS

The deliverables to be presented by the consultant should include:

#	Deliverable	Due date (from the time of signature of the contract)
1	Work plan for the consultancy, including the methodology to be applied, interview questions or questionnaires necessary to the completion of the consultancy, and a timeline for the program's activities.	5 days
2	Summary of the results of the field visits, interviews and desktop review of relevant program documents.	30 days
3	Draft mid-term evaluation report, including the list of persons interviewed and documents consulted during the completion of the report.	60 days
4	Final mid-term evaluation report, including the list of persons interviewed and documents consulted during the completion of the report.	90 days

V. COORDINATION AND SUPERVISION

The consultant will work closely with Ms. Susan Bansropansingh and Mr. Kenneth Foe-A-Man and will report to the Executive Director of the Competitiveness Unit Suriname (CUS), Mr. K. Foe-A-Man.

VI. CHARACTERISTICS OF THE CONSULTANCY

Consultancy Category & Modality: International Individual Consultant

Contract Duration: 4 months, for a total of 60 discontinuous working days

Place of Work: Ministry of Trade Industry and Tourism, Havenlaan # 1, Paramaribo Suriname
Travel will be included for 2 missions.

VII. QUALIFICATIONS

The consultant should possess the following qualifications:

- Master's degree in economics, business administration or related field.
- A minimum of 5 years of professional experience in conducting evaluations of development programs, preferably with experience working with competitiveness or private sector development programs.
- Experience in the design and application of analytical tools or methodologies for progress evaluations of programs.
- Demonstrated analytical skills.
- Demonstrated ability to communicate effectively.
- Trustworthiness and integrity and a demonstrated ability to work independently in challenging environments.
- Language: Fluency in written and spoken English is required. Fluency in written or spoke Dutch is an asset.

VIII. SCHEDULE OF PAYMENT

Payments will be released in accordance with the following schedule, upon the acceptance of the deliverables by the supervisor of the consultancy.

- 15% upon acceptance of the first deliverable;
- 20% upon acceptance of the second deliverable;
- 25% upon acceptance of the third deliverable;
- 40% upon acceptance of the fourth (final) deliverable.