

SU-L1049
Competitiveness and Innovation Program

Design Monitoring and Evaluation System for CUS including SUBCIP with IFS Pilot

TERMS OF REFERENCE

1. 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.¹ 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.²
- 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 making³. 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.⁴
- 1.3 The Competitiveness Unit of Suriname (CUS) was created in 2012 in the Cabinet of the Vice President of the Republic of Suriname to foster competitiveness enhancement including 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 competitiveness policy including business climate reforms. Thus, strategic focus of the CUS will be on: (i) promoting the developed competitiveness vision for Suriname; (ii) benchmarking competitiveness strengths and

¹ Fritz Krokow, et al. Suriname toward Stability and Growth. International Monetary Fund.

² Source: Private Sector Assessment Report. Elias, Carlos. 2012.

³ As defined in the 2014 IDB, "Rethinking Productive Development: Sound Policies and Institutions for Economic Transformation" to include policies that go beyond industrialization and manufacturing, to agriculture and services, and offers a broader development strategy.

⁴ Based on the 2008 SME report in Suriname: Micro-enterprise: 1 to 10 workers (full or part-time), small enterprise: 11 to 25 workers (full or part-time), Medium enterprise: 26 to 100 workers (full or part-time). Although the report does not identify biases regarding ethnicity, gender or region, the program identifies the need to target women entrepreneurs and SMEs in remote regions.

weaknesses and concentrating on priority competitiveness actions, such as; enhancing productivity, innovation and supporting sectorial development for less developed sectors towards diversification; and (iii) improving the regulatory quality by updating the Phase I and Phase II legislation for improving the business climate, within the frame work of SUBCIP. On October 1, 2015, the CUS was transferred and since then is operating under the Minister of Trade, Industry and Tourism.

- 1.4 The GOS has undertaken a series of policy reforms as part of a partnership with the IDB, and as part of this endeavor, has committed to strengthen its capacity for monitoring and evaluation. The Action Plan for Institutional Strengthening of the Competitiveness Unit Suriname (CUS) has the objective of strengthening the capacity of CUS to perform its functions in facilitating private sector development in Suriname. The specific activities of the plan include strengthening three functions within CUS to: (i) monitor productivity and other outputs in the economy; (ii) modernize the framework for private sector development and growth; and (iii) monitor and evaluate the policies, programs and projects, designed to facilitate private sector development

2. OBJECTIVE OF THE CONSULTANCY

2.1 The objective of this consultancy is to design a M&E System for CUS, including SUBCIP with the IFS Pilot, and to provide advice to the CUS and the PEU of the SUBCIP, in taking decisions related to the monitoring and evaluation of the program's results, as well as the results of its sub-projects being financed under sub-Component III.3.

3. MAIN ACTIVITIES OF THE CONSULTANCY

3.1 Main activities will include:

- Support the PEU in the design of a M&E System including a results framework, develop indicators, review and propose additional targets for CUS, SUBCIP with IFS Pilot sub-projects financed under sub-component III.3, as well as in gathering baseline data for the sub-projects and tracking their results.
- Provide support to the development of (on line) reporting tools and establishment of reporting protocols for CUS, SUBCIP with IFS Pilot projects, and participating in kick-off meetings, as necessary.
- Provide support to the PEU in drafting a ToR for the Final Evaluation of SUBCIP.
- Review the Operations Manual for the IFS Pilot, Application Form and criteria, to providing recommendations for improving the IFS Pilot.
- Provide training to the PEU in M & E.

4. DELIVERABLES AND REPORTING

Guided by the scope of this consultancy and the requirements of the Program, the consultant will produce an indeterminate number of documents as far as appropriate and in line with the completion of the defined procurement activities. Nevertheless, the following deliverables are expected:

- A) A detailed work plan and schedule for the activities described above, no later than two weeks after signing the contract;
- B) A comprehensive practical and simplified Monitoring, Evaluation and Reporting System, including a description of the system and a user's manual with standard operating procedures and standard work instructions; and
- C) M & E Training.

5. COORDINATION AND SUPERVISION

The technical responsibilities of this consultancy will be coordinated by the Program Manager of the SUBCIP and the IFS task Manager, and the consultant will report to the Executive Director of the CUS.

6. CHARACTERISTICS OF THE CONSULTANCY

- a. **Type of Consultancy:** National Individual Consultant.
- b. **Contract duration:** 6 months for a total of 60 non-consecutive days.
- c. **Place(s) of work:** Ministry of Trade Industry and Tourism, Havenlaan # 1, Paramaribo, Suriname.

7. QUALIFICATIONS

7.1 The consultant should demonstrate experience in the following areas.

- At a minimum a Master's degree in economics, finance, statistics or related field, with at least 10 years working experience.
- Proven experience in formulation of at least three monitoring and evaluation systems in the past five years.
- Areas of expertise:
 - Developing and working with large data sets for project and/or portfolio monitoring and evaluation.
 - Designing and implementing M&E systems (quantitative, qualitative and participatory) for international financial institutions and bilateral or multilateral donors.
 - Professional experience or training in M&E processes of the multilateral development agencies, such as the logical framework, monitoring and evaluation frameworks and other performance monitoring tools.
- Working knowledge of the Caribbean Region, in particular Suriname.
- Demonstrated knowledge of commercial practice pertaining to the movement of goods in the Region
- experience in import/export activities with knowledge of different Caribbean countries;

- Knowledge of IDB procurement policies and guidelines;
- Demonstrated ability to communicate effectively;
- At least 5 years' experience with 3 project management and facilitation skills;
- Trustworthiness and integrity and a demonstrated ability to work independently in challenging environments.

7.2 **Language:** Fluency in written and spoken English is required; working knowledge of Dutch preferred

8. SCHEDULE OF PAYMENT

8.1 The consultant will be paid in three lump sum payments as follows:

- (i) 20% on contract signing and submission and approval of the detailed work plan and schedule of activities;
- (ii) 40% on submission and approval of the draft report; and
- (iii) 40% on submission and approval of final report and all other supporting material agreed