

## TERMS OF REFERENCE

### CONSULTANCY: FINAL REVIEW OF CARIBBEAN EXPORT DEVELOPMENT AGENCY'S 2021-2024 STRATEGIC PLAN

#### 1. **BACKGROUND INFORMATION/RATIONALE**

##### 1.1 **Relevant background**

Caribbean Export Development Agency (Caribbean Export) has served as the leading private sector development organization in the Caribbean, since its inception in 1996, serving fifteen (15) countries that comprise the Caribbean Forum (CARIFORUM), namely: Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, Dominican Republic, Haiti, Grenada, Guyana, Jamaica, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago.

Caribbean Export has endeavoured to become a programme implementing agency designed to focused on building a resilient Caribbean by providing cutting-edge and high-impact support to the private sector. Through working closely with businesses to increase exports and attract investment, we contribute towards the creation of jobs, transformation of our economies and support the Caribbean to achieve the Sustainable Development Goals.

In 2021 Caribbean Export developed the [Strategic Plan 2021-2024 with the theme 'Building Business, Transforming Lives, for a Resilient Caribbean'](#). The strategic plan was designed to address key challenges and opportunities facing the Caribbean, including the impacts of global economic trends, the effects of climate change, and the need for diversification and innovation in regional economies. Through targeted interventions and initiatives, Caribbean Export has worked towards creating an enabling environment for businesses, promoting entrepreneurship, and facilitating trade and investment flows both within the region and internationally.

As the strategic plan period draws to a close, Caribbean Export seeks to conduct a comprehensive final review to assess the achievements, challenges, and lessons learned during the implementation phase. This review will provide valuable insights and recommendations to inform the development of future strategic initiatives and ensure continued progress towards the agency's overarching goals.

##### 1.2 **Contracting Authority**

The contracting authority for this assignment is the Caribbean Export Development Agency.

##### 1.3 **Beneficiary Countries**

The primary beneficiaries under this project are the business support organisations and the private sector in CARIFORUM countries: (Antigua and Barbuda, Bahamas, Barbados,

Belize, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, St Kitts and Nevis, Saint Lucia, St Vincent and the Grenadines, Suriname and, Trinidad and Tobago).

#### **1.4 Target Groups**

CARIFORUM private sector organisations, business support organisations.

## **2. OBJECTIVE, PURPOSE & EXPECTED RESULTS**

### **2.1 Overall Objective**

The main objective of this consultancy is to conduct a full review of [Caribbean Export Development Agency's 2021-2024 strategic plan](#), assessing its effectiveness in achieving the predetermined goals and objectives, and providing recommendations for future strategic direction.

### **2.2 Specific Objectives**

- a. Evaluate the extent to which the strategic plan's objectives and targets were achieved, including but not limited to the three main objectives noted in the 2021-2024 Strategic Plan:
  - Focused export development and promotion to increase private sector competitiveness.
  - Strengthened capacities in Caribbean Investment Promotion Agencies (IPAs) to facilitate investments.
  - Targeted support to the services sector as the next frontier in Caribbean business.
- b. Identify key challenges and constraints, both internal and external, encountered during the implementation of the strategic plan, including external factors such as global economic trends, regulatory changes, and unforeseen events (e.g., global pandemic, natural disasters, political instability).
- c. Assess the effectiveness of monitoring and evaluation mechanisms employed throughout the strategic planning period, including the collection and analysis of relevant data, indicators, and performance metrics.
- d. Conduct a high-level review of the resources allocated for the implementation of the strategic plan.
- e. Document best practices, success stories, and lessons learned from the implementation of the strategic plan, highlighting areas of innovation, collaboration, and impactful interventions.
- f. Engage stakeholders, including representatives from government agencies, private sector organizations, civil society, and development partners, to gather diverse perspectives and insights on the performance of the strategic plan and its relevance to regional development priorities.
- g. Develop actionable recommendations for Caribbean Export's future strategic planning processes, including priority areas for intervention, strategic partnerships, resource mobilization strategies, and performance monitoring mechanisms.

### **2.3 Purpose of consultancy and expected results**

The consultant is expected to employ a mixed-method approach, combining desk research, quantitative analysis, qualitative assessments, consultations with staff and external stakeholders, and case studies to fulfil the objectives outlined above. The methodology should be participatory, inclusive, and tailored to capture the diversity of experiences and perspectives within the Caribbean region.

## **3. ASSUMPTIONS AND RISKS AND MITIGATION**

### **3.1 Assumptions**

- a. Availability of Data: Sufficient data and documentation related to the implementation of the strategic plan are available for review and analysis. This includes performance reports, programme evaluation reports, and other relevant information provided by Caribbean Export and its stakeholders.
- b. Stakeholder Engagement: Key stakeholders, including government agencies, private sector organizations, civil society, and development partners, will be willing and available to participate in consultations and provide input for the final review process.

### **3.2 Risks**

- a. Data Quality and Availability: The quality and availability of data may be limited or inconsistent, potentially impacting the accuracy and comprehensiveness of the final review findings.
- b. Stakeholder Engagement: Stakeholders may have conflicting interests or priorities, leading to challenges in consensus-building and decision-making.
- c. Widening Scope: Scope of work may expand beyond the initial parameters outlined in the Terms of Reference, resulting in delays and additional resource requirements.
- d. Dependency on Consultant Expertise: Success of the final review process may be dependent on the expertise and availability of the consultant, particularly in areas such as data analysis, stakeholder engagement, and strategic planning.

### **3.3 Mitigation**

- a. Data Validation: Conduct thorough validation checks on the quality and reliability of data sources, cross-referencing information where possible and triangulating findings to ensure accuracy and consistency.
- b. Stakeholder Mapping: Develop a comprehensive stakeholder engagement plan that identifies key stakeholders, their interests, and potential areas of conflict. Proactively manage stakeholder relationships through targeted communication and engagement strategies.
- c. Scope Management: Implement robust project management practices to monitor and control the scope of work, including regular progress reviews, milestone tracking, and proactive risk management. Any proposed changes to the scope should be evaluated against established criteria and approved through formal change control processes.
- d. The timeframe for implementation can be extended.

## **4. SCOPE OF WORK**

### **4.1 Specific Activities**

The scope of work for the consultant undertaking the final review of Caribbean Export Development Agency's 2021-2024 strategic plan encompasses the following key activities:

#### **a. Desk Review:**

- Conduct a comprehensive review of the strategic plan document, including objectives, targets, action plans, and performance indicators.
- Analyze relevant background documents, reports, and data sources to gain a thorough understanding of the regional context, market dynamics, and sectoral challenges.

#### **b. Data Collection and Analysis:**

- Collect quantitative data related to the implementation of the strategic plan, including performance metrics, project reports, expenditure reports, and outcome indicators.
- Gather qualitative information through interviews, surveys, and focus group discussions with stakeholders to capture perceptions, experiences, and lessons learned.
- Utilize appropriate analytical tools and methodologies to analyze data and draw evidence-based conclusions regarding the effectiveness and impact of strategic interventions.

#### **c. Stakeholder Engagement:**

- Identify and engage key stakeholders, including representatives from government agencies, private sector organizations, staff, civil society, and development partners.
- Facilitate consultations to solicit input, feedback, and recommendations on the performance of the strategic plan and its relevance to regional development priorities.
- Ensure inclusive participation of stakeholders from across the Caribbean region, including marginalized groups and underserved communities.

#### **d. Evaluation of Strategic Objectives:**

- Assess the extent to which each strategic objective outlined in the plan has been achieved, considering both quantitative targets and qualitative outcomes.
- Evaluate the relevance, feasibility, and sustainability of strategic interventions in addressing priority areas such as trade and investment promotion and overall private sector development.
- Identify any gaps or discrepancies between planned activities and actual outcomes and explore potential contributing factors.

#### **e. Analysis of Challenges and Constraints:**

- Identify key challenges and constraints encountered during the implementation

of the strategic plan, including internal organizational factors and external environmental factors.

- Analyze the impact of external shocks such as natural disasters, global economic downturns, and public health crises on the achievement of strategic objectives.
- Provide recommendations for mitigating risks and building resilience to future challenges within the strategic planning framework.

**f. Assessment of Monitoring and Evaluation Mechanisms:**

- Evaluate the effectiveness of monitoring and evaluation mechanisms employed throughout the strategic planning period, including data collection processes, performance tracking systems, and reporting mechanisms.
- Assess the reliability and validity of performance indicators used to measure progress towards strategic goals and objectives.
- Identify opportunities for strengthening monitoring and evaluation practices to enhance accountability, transparency, and learning within the organization.

**g. Identification and Documentation of Best Practices and Lessons Learned:**

- Identify and document best practices, success stories, and lessons learned from the implementation of the strategic plan, highlighting innovative approaches, successful interventions, and replicable models.
- Capture anecdotal evidence and case studies that illustrate the impact of strategic initiatives on individual businesses, communities, and the broader economy.
- Disseminate findings and insights through knowledge-sharing platforms, publications, and other communication channels to inform stakeholders and promote peer learning.

**h. Development of Recommendations:**

- Synthesize findings from the final review process into actionable recommendations for Caribbean Export's future strategic planning processes.
- Prioritize recommendations based on their potential to address identified challenges, capitalize on emerging opportunities, and achieve sustainable development outcomes.
- Provide clear guidance on the implementation of recommended actions, including timelines, responsible parties, and resource requirements.

**i. Drafting and Submission of Final Review Report:**

- Prepare a draft final review report summarizing the findings, analysis, and recommendations arising from the consultancy.
- Incorporate feedback received from Caribbean Export and stakeholders to finalize the report, ensuring clarity, accuracy, and coherence.
- Submit the final review report in electronic and hard copy formats, accompanied by any annexes or supplementary materials as necessary.

j. **Presentation of Findings and Recommendations:**

- Deliver a presentation to Caribbean Export's management team and relevant stakeholders, summarizing key findings, insights, and recommendations from the final review.
- Facilitate discussions to solicit feedback, address questions, and garner support for the implementation of recommended actions.
- Provide additional clarification or support as needed to facilitate the uptake and utilization of the final review findings within Caribbean Export and its partner organizations.

## **5. PROJECT MANAGEMENT AND REPORTING**

### **5.1 Responsible Body**

Caribbean Export Development Agency

### **5.2 Management structure**

The Executive Director will retain overall responsibility for the overall project. Day-to-day supervision of this specific programme is the responsibility of the Deputy Executive Director, who will communicate progress to the Executive Director.

### **5.3 Reporting**

- a. Inception Report: A detailed work plan outlining the proposed methodology, data sources, tools, and timeline for the final review process.
- b. Draft Final Review Report: A comprehensive document presenting findings, analysis, and preliminary recommendations for review and feedback by Caribbean Export and relevant stakeholders.
- c. Final Review Report: A revised and finalized version of the report incorporating feedback received, along with actionable recommendations for Caribbean Export's consideration.

## **6. LOGISTICS AND TIMING**

### **6.1 Commencement date and period of implementation of tasks**

It is envisioned that this consultancy will start June 15<sup>th</sup>, 2024. The expected term for this consultancy is 4 months.

## **7. PAYMENT TERMS**

All services must be completed to the satisfaction of the Agency and payments will be contingent on submission and approval of the reports listed in 5.3 and appropriate invoice. Payments will be made in accordance with the terms and conditions outlined in the contract

between the contracting authority and the consultant.

## **8. REQUIREMENTS**

### **8.1 Qualifications**

- a. Advanced degree in international development, economics, business administration, or a related field.
- b. Excellent communication and facilitation skills, with the ability to engage effectively with diverse stakeholders and present complex information in a clear and concise manner.

### **8.2 Work Experience**

- a. Extensive experience, at least seven (7) years, in monitoring and evaluation, strategic planning, and organizational development, preferably within the Caribbean context.
- b. Demonstrated expertise in conducting evaluations of development programmes or projects, with a focus on trade, investment, and economic development.
- c. Strong analytical and research skills, including proficiency in quantitative and qualitative data analysis techniques.
- d. Demonstrable track record of achievement in the fields of project and programme management.
- e. Computer proficiency skills particularly in Microsoft 365, project management applications, SharePoint or other data management tools.
- f. Excellent writing skills, particularly in technical reporting.
- g. Multitasking skills and the ability to perform effectively under pressure and tight deadlines.
- h. Relationship management skills.
- i. Fluent in English. Ability to communicate in French, Spanish or Dutch, is highly desirable.

### **8.3 Required Documentation**

The Applicant must submit their proposal inclusive of a curriculum vitae (resume), a financial proposal and an expected timeline with milestones and deliverables.

An [Applicant Declaration Form](#) must be submitted along with the complete proposal to [proposals@carib-export.com](mailto:proposals@carib-export.com) no later than 4:30 pm AST on June 6, 2024.

### **8.4 Office Accommodation**

While it is envisioned that this consultancy can be conducted with a mixture of in-person and remote work, Caribbean Export will provide a space in which the Consultant may work at the Headquarters office in Barbados.

#### **8.5 Facilities to be provided by the Consultant**

The consultant will be provided general office and administrative support.

#### **8.6 Equipment**

While visiting the Head Office, the consultant will be provided a desk, access to a computer and a desk phone. No equipment is provided for remote work.

#### **8.7 Travel**

Any travel required will be separately covered by Caribbean Export and should not be included in the consultant's proposal.

### **9. REPORTS**

#### **9.1 Reporting requirements**

Inception Report: The inception report should be prepared and submitted one (1) week after the launch meeting and contain the information outlined in Section 5.3 of this TOR.

Draft Final Review Report: The Draft Final Review Report should be prepared and submitted one month prior to the conclusion of this consultancy, in accordance with the requirements outlined in Section 5.3 of this TOR.

Final Review Report: The Final Review Report should be prepared and submitted no later than one week after the conclusion of this consultancy, in accordance with the requirements outlined in Section 5.3 of this TOR.

These reports will serve as the main deliverable and the basis for payment processing.

#### **9.2 Submission and Approval of Reports**

The reports referred to above must be submitted to the Deputy Executive Director. All reports must be submitted in English in electronic format. The Executive Director is responsible for approving the reports.

### **10. EXCLUSION CRITERIA**

Candidates will be excluded from participation in the bidding process if they:

- a. are bankrupt, insolvent, filing for insolvency or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- b. are the subject of proceedings for fraud, corruption, a declaration of bankruptcy, for winding-up, for administration by the courts, for an arrangement with creditors or for any similar procedure provided for in national legislation or regulations;
- c. have been convicted of an offence concerning professional conduct by a judgement which has the force of *res judicata*



- d. are guilty of grave professional misconduct proven by any means which Caribbean Export can justify;
- e. are guilty of serious misrepresentation in supplying the information required by the contracting authorities as a condition of participation in the procurement process; they have been declared to be in serious breach of contract for failure to comply with obligations in connection with another contract with the same Contracting Authority or another contract financed with Caribbean Export's funds;
- f. are in breach of payment of taxes or social security contributions;
- g. have been convicted or are the subject of proceedings for money laundering, terrorist offences or activities, child labour, human trafficking, being a criminal enterprise in the production of goods and services, or any other irregularity;
- h. are established as or operating as a shell company.

A derogation from the mandatory exclusion clauses provided above, may be provided on an exceptional basis, for overriding reasons to entities operating in the public interest such as public health or protection of the environment.

## **11. MONITORING AND EVALUATION**

The Consultancy will be monitored and evaluated by Caribbean Export over the duration of the project. Performance on the project will be measured by satisfactory completion and timely submission of the deliverables outlined in Section 5.3 and 5.4, and as outlined within the work plan submitted in the inception report. Feedback, other than acceptance, on each submitted deliverable is not a requirement for the continuation of the project. However, in some instances the Consultant may need to integrate any feedback into the subsequent deliverables. The Contracting Authority will provide feedback to the consultant within ten (10) working days of receipt of the final report.

## **12. SPECIAL REQUIREMENTS**

Any special requirements which the Consultant must take into consideration in the conduct of the Consultancy.

## **13. PUBLICATION OF INFORMATION**

To participate in any activity executed or supported by Caribbean Export, you must agree that any information and personal data that you share and collected by the Agency will be processed for the purpose of reporting the outcomes and impact of your projects and/or participation. Please note that Caribbean Export reserves the right to publish the Contractor's/Participant's name and address, the purpose and nature of the activity, and financial arrangements, in accordance with Caribbean Export's Personal Data Protection Policy. (<https://carib-export.com/about/governance/personal-data-policy/>). Derogation from publication of this information may be granted if it could endanger the Contractor/Participant or harm his/her commercial interests.

#### **14. DECLARATION**

To participate in any procurement undertaken by Caribbean Export, all applicants must complete and submit to the agency the Applicant Declaration Form. (<https://content.carib-export.com/download/applicant-declaration-form/>).