

FOREIGN INVESTMENT AND EXPORT PROMOTION PROGRAM (FIEPP)

SU-L1056

MID TERM EVALUATION FIEPP

TERMS OF REFERENCE

BACKGROUND

The Government of Suriname (GoS) signed a loan agreement (Loan Contract No. 4801/OC- SU) with the Inter-American Development Bank (IDB) regarding the “Foreign Investment and Export Promotion Program” SU-L1056 on February 6, 2020. The disbursement period is five years, plus a two-year extension until February 2027. The Borrower is the Republic of Suriname, and the Executing Agency (EA) is the Ministry of Foreign Affairs, International Business and Cooperation (MBIS). Within the EA, the Project Executing Unit (PEU) is in charge of program execution. The PEU reports to the Program Steering Committee (PSC), this committee is the body that supervises the execution of the project, supporting the PEU.

The general objective of the project is to promote FDI inflows and exports through the operationalization of SITA. The specific objectives are to:

- (i) attract FDI greenfield and expansion projects to Suriname;
- (ii) strengthen the capacity of both current exporters - to expand their export volumes, particularly those operating in non-extractive industries and services - and potential exporters who will export for the first time, and
- (iii) promote linkages between local and foreign companies.

To achieve the above objectives, the project will implement three components which are intertwined. The first one will set up a strong institutional architecture and the second and third ones will implement programs so SITA can provide adequate services.

1. Component 1: Institutional Operationalization of SITA
2. Component 2: Investment attraction and country branding
3. Component 3: Local Linkages and export promotion

The Suriname Investment and Trade Agency (SITA) was established by the Government by State Decree of November 11, 2021, as the competent authority to attract, facilitate and improve export and investment flows in Suriname.

OBJECTIVE AND SCOPE OF THE CONSULTANCY

The overall objective is to assess the Program in meeting the objectives and expected results, monitoring and adaptive management to improve outcomes, and early identification of risks to ensure sustainability. These findings will indicate the strengths and weaknesses of the project and come up with findings, lessons learned and recommendations to further improve the implementation of the FIEP Program. In addition, the consultant will build the PEU's M&E capacity by providing training in evaluation design, data analysis, indicator tracking, and IDB-aligned reporting, to support ongoing monitoring and future evaluations. This mid-term evaluation will cover the period starting from the signing of the loan contract on February 6, 2020, through the first three (3) quarters of 2025.

The mid-term evaluation will assess:

- appropriateness of the project design;
- progress towards project objectives and outputs;
- sustainability of project achievements;

In general, the evaluation will be based on interviews and analysis of documents taking a participatory approach and taking into account the views of all stakeholders. Specifically, the consultant will be expected to undertake the following activities:

1. Evaluate the project design on achieving the required outputs and objectives in a sustainable manner, and, whether alternative solutions were considered and applied, and if so, the success of these (for instance, if project design was adapted due to lessons and experiences gained during project implementation).
2. Investigate if project activities were adequate to realize the project objectives. Attention must be given to comprehensiveness and realistic annual operation planning.
3. Assess the effectiveness of each project component in terms of budget utilization and achievement of project-objectives (cost/time effective).
4. Review the responsiveness of IDB, SITA, PSC and the PEU including both their response time and the quality of their responses and assess its impact on project execution. . This can involve procurement activities, appointments of officials and replenishment of revolving funds. Special focus has to be put on problems and constraints encountered in project implementation and the actions taken to resolve these.
5. Assess how tasks and responsibilities between EA, PSC, PEU and SITA are shared and the extent to which these may have affected implementation and sustainability of the Project. Special focus has to be on execution responsibilities and budgetary provisions
6. Assess the likelihood of ongoing support on each project component by SITA after the end of this project (focus on funds and expertise).
7. Evaluate the ownership of this project through assessment of the quality and frequency of collaboration/communication between the PEU, IDB, SITA and other relevant stakeholders (how are stakeholders involved and how are they empowered).

METHODOLOGY

The consultant will perform all investigative work and analyses to accomplish the objective stated above. The consultant will use participatory and consultative methodologies in working closely with

SITA and other critical stakeholders. The consultant will work closely with a specifically appointed representative from SITA, as well as the M&E Specialist from the PEU. The consultant will communicate daily with the Program Manager of the PEU, who will provide ongoing coordination and guidance throughout the engagement. The primary client for this assignment is MBIS, to whom the consultant will be ultimately accountable for delivering the agreed outputs and ensuring alignment with the project objectives.

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) monthly reports and 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 but not limited to:**
 - (i) The IDB representative in Suriname;
 - (ii) Representatives of SITA
 - (iii) Representatives the Ministry of BIS
 - (iv) The Program Executing Unit;
 - (v) The Project Steering Committee
 - (vi) SITA Supervisory Board
 - (vii) Representatives of the private sector in Suriname;
 - (viii) A representative sample of the program's beneficiaries; and,
 - (ix) Other public, private and civil society actors and organizations, as determined by the consultant.
- c. Data Analysis**
 - (i) Analyzing available data on Indicators of the General Development Objectives (GDO)
 - (ii) Analyzing available data on Indicators of the Specific Development Objectives (SDO)
 - (iii) Propose alternative GDO and SDO indicators, if necessary, to ensure they are Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) and aligned with the assessment requirements of the Project Completion Report.
 - (iv) Analyzing available data on Physical and Financial Outputs
- d. M&E Capacity building**
 - (i) Assess M&E systems to identify capacity gaps, training needs, and improvement areas.
 - (ii) Prepare a training plan and materials focused on key M&E competencies aligned with the Program Result Matrix
 - (iii) Provide training and hands-on sessions for the PEU M&E Consultant and relevant staff.
 - (iv) Offer coaching and technical assistance to reinforce learning

- (v) Support the development or refinement of M&E tools and templates for use by the PEU.
- e. **Execute field visits to areas where program activities are taking place or program beneficiaries are active.**

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 do 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?
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?

DELIVERABLES AND REPORTS/OUTPUTS

The consultant will present and report the following deliverables to the PEU, which include:

#	Deliverable	Due date (from the time of signature of the contract)
1	Submit detailed evaluation framework/design and implementation plan to the PEU/SITA for approval.	15 days
2	First draft of evaluation report and organize presentation for PEU and SITA. Evaluation report will include: Report on the Appropriateness of the project design, Report on the Progress towards project objectives and outputs, and Report on the Sustainability of project achievements	50 days

3	Produce second draft after processing feedback from the first draft. Provide interactive training for the M&E consultant and produce training report.	80 days
4	Facilitate validation workshop for the draft report.	110 days
5	Submit final draft evaluation report for approval.	130 days

CHARACTERISTICS OF THE CONSULTANCY

Consultancy Category & Modality: International Individual Consultant

Contract Duration: 7 months, for a total of 100 discontinuous working days. In case the consultant is not based in Suriname, the consultant is expected to:

- Undertake missions related to Key Activities 2, 3 and 4, which will involve conducting interviews, organizing meetings, and facilitating and providing workshops.

Reimbursable expenses for travel to Suriname will be in accordance with the GSA and lodging rate applied by the IDB and will be reimbursed upon submission of receipts.

QUALIFICATIONS

The consultant should possess the following qualifications:

- Master's degree in economics, business administration or related field.
- A minimum of 15 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 experience in monitoring and evaluation in the Caribbean in the past 5 years. Experience in Suriname is an asset
- 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 spoken Dutch is an asset.

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.

Deliverable	Percentage
Acceptance of 1 st Deliverable	10%
Acceptance of 2 nd Deliverable	20%
Acceptance of 3 rd Deliverable	20%
Acceptance of 4 th Deliverable	15%
Acceptance of Final Deliverable	35%

Consultants will be selected in accordance with the procedures set out in the Inter-American Development Bank: [*Policies for the Selection and Contracting of Consultants financed by the Inter-American Development Bank*](#) GN-2350-15.