

GRENADA

Ministry of Mobilization, Implementation and Transformation (MOIT)

Unleashing the Blue Economy of the Caribbean (UBEC)
Project P171833

Financing Code: PAD4167

TERMS OF REFERENCE

MID-TERM REVIEW (MTR) EVALUATOR

1. BACKGROUND

The Project Development Objective (PDO) is to strengthen the enabling environment for the blue economy, economic recovery, and resilience of selected coastal assets in participating countries and provide immediate and effective response to an eligible emergency. The project has four (4) components, namely.

Component 1: Strengthening Governance, Policies, and Capacity building for key productive sectors/areas. This component supports development of regional and national policies, strategies, and institutions necessary to support low-carbon and climate-resilient action, foster economic recovery and job creation, narrow the gender gap, and improve sustainable management of natural resources. This will in turn contribute to the integrity and long-term health of coastal and marine natural resources and the ecosystem services they provide. The component is organized into two subcomponents, as follows:

- ***Subcomponent 1.1: Strengthening Regional Policies, Institutions and Coordination.***

This subcomponent will specifically support (1) revision of the OECS Common Tourism Policy to increase competitiveness based on a blue economy approach, (2) development of operating standards for beaches, marinas, and boat operators which incorporate climate change and sea-level rise considerations, (3) implementation of an updated low-carbon and climate-resilient OECS Regional Fisheries Policy, including development of a regional strategy to reduce IUU fishing, (4) harmonization of OECS sanitary and phytosanitary (SPS) measures for seafood, and (5) development of an OECS Waste Management Strategy and Implementation Plan to address marine pollution.

- ***Subcomponent 1.2: Strengthening National Policies, Institutions and Capacity Building.*** This subcomponent is designed to strengthen governance and the regulatory framework of tourism, fisheries, and waste management at the national level. Activities under this subcomponent will support development and implementation of sector standards, policies, and operational guidelines to foster a transition to a climate-smart blue economy in participating countries. The subcomponent will include specific activities to address climate adaptation and mitigation (such as community-based policies and strategies to promote climate-resilient tourism products).

Component 2: Scale Up Access to Finance & Infrastructure Investments in the blue economy. This component includes a financing mechanism to enable private sector-led growth and direct investment in innovative blue economy activities that create jobs and promote climate-resilient approaches. This is particularly important for women entrepreneurs who often lack financing to scale up their businesses. Specifically, this component will (1) finance establishment of a regional MSME matching grants program and provide business development services (BDS) to foster recovery and resilience of MSMEs, particularly those

that are women-led or owned, create new jobs in the blue economy, and mitigate the socio-economic impacts of climate change and the pandemic, (2) expand access to the established COAST fisheries risk insurance scheme to protect fishers' livelihoods against extreme climatic events, and (3) scale up coastal infrastructure investments to ensure they are sustainable, technologically advanced, and climate-resilient in the targeted sectors. The component is organized into two subcomponents, as follows:

- **Subcomponent 2.1 (a): Regional MSME grants program:** This subcomponent is designed to finance business development services and matching grants to growth-oriented MSMEs in the region's tourism, fisheries and aquaculture, and waste management supply chains/clusters to help them diversify, innovate, increase productivity, and upgrade their capabilities while ensuring the sustainable and climate resilient management of the marine/coastal resource. This subcomponent will be implemented at the regional level by the OESC Commission.
- **Subcomponent 2.1.(b): Expansion of the regional climate-risk insurance for fisheries:** The Project will continue to support Grenada to scale up their efforts in the application of the Caribbean Ocean and Aquaculture Sustainability Facility (COAST) fisheries insurance. COAST is an innovative hydro-meteorological and climate risk insurance product designed to promote food security, enhanced livelihoods, resilient fisheries, and improved fisheries management in the Caribbean. This Subcomponent will enable the CCRIF SPC to continue providing the only available catastrophe coverage for the fisheries sector to Grenada as a measure to increase resilience in the fisheries sector. Grenada will have the choice of selecting the amount of insurance coverage, depending on their risk profiles and priority needs. This Subcomponent will assist Grenada i) to purchase the COAST parametric insurance for its fisheries and aquaculture sector for additional years beyond its current pilot phase (the annual premium is approximately US\$100,000 per year), and ii) provide TA assistance to update the fisher registry of those eligible for COAST insurance in an effort to formalize all fish workers in the value chain including processing plants and fish markets known to be operated mostly by women. The insurance covers two parametric categories, Adverse Weather and the Tropical Cyclone, both providing livelihood protection to fish workers.
- **Subcomponent 2.2: Direct investments in resilient coastal infrastructure.** This subcomponent will target coastal infrastructure investments that generate jobs in the short term and lay the foundation for long-term recovery through investments that help build a low-carbon, less polluting, more sustainable and resilient coastal economy. This subcomponent will finance works, consulting services and training to prepare and build key infrastructure and related capacity needed to increase the value added in the fisheries, tourism and waste management value chains.

Component 3: Contingent Emergency Response Component (CERC). The objective of this component is to support the capacity of the participating countries to rapidly respond in the event of a future eligible crisis or emergency defined as “an event that has caused, or is likely to imminently cause, a major adverse economic and/or social impact associated with natural or man-made crises or disasters.” Such events may include a disease outbreak such as the COVID-19 pandemic as well as natural disasters. Following an eligible crisis or emergency, the Borrower may request the World Bank to re-allocate project funds to support emergency response and reconstruction. This component would draw from the uncommitted loan resources under the Project from other project components to cover the emergency response.¹

Component 4: Project Management, Communication and Regional Coordination. The objective of this component is to ensure effective project implementation, monitoring of activities and final project evaluation. The component will finance goods, consulting and non-

¹ Refer to the CERC Manual for detailed information on eligible crisis or emergency and procedure specific information.

consulting services, training and operating costs of the Project Implementation Units (PIU) in Grenada for expenditures related to project activities, including: (a) project coordination and management; (b) compliance with environmental and social safeguards; (c) monitoring, evaluation, and impact assessment; (d) data collection; fiduciary administration, accounting and financial/technical audits; (f) stakeholder and citizens' engagement mechanism, including a grievance redress mechanism; and (g) communications. The costs associated with management and coordination at the regional level will be supported by a Regional IDA grant.

2. AIM AND OBJECTIVES OF THE MID-TERM REVIEW

The aim of the MTR is to assess the project implementation progress, progress towards achieving the project development objectives, key implementation challenges, performance, effectiveness and efficiency of implementation, achievements, and lessons learnt to date and to use these findings to ensure that the project is adjusted as and where necessary in order for it to have maximum impact by the end of its lifespan and to achieve the project development objective. The consultant is expected to lead the preparation of the MTR report, working closely with the PIU and other key counterparts.

The overall purpose of the Mid-Term Review is threefold:

- (i) **Accountability and identification of gaps in stipulated project Implementation Plans:** The MTR is an accountability instrument for the Project. Consequently, it will be used to assess whether or not project plans have been, or will be, fulfilled and also to determine the extent to which the Project's resources have been used in a responsible and effective manner. **It will also identify gaps** to ensure that project implementation is in tandem with the Project Implementation Manual (PIM) which is the guidance document for the Project. Where there has been deviation from the PIM in project implementation, the MTR will identify these and recommend corrective measures.
- (ii) **Learning and improvement as a building block for future work:** It is intended that the outcomes of this MTR will provide useful and relevant information to the on-going work; explore why implemented actions and interventions have been successful, or not and to provide guidance on how to better implement new work, possibly as a new project, after the current phase of the project has been completed.
- (iii) **Assessment of sustainability:** The outcomes of the MTR should assist in assessing the sustainability (or otherwise) of the activities, approaches, and structures initiated or supported by the project, and crucially, should also provide recommendations for the future.

The specific objectives of the Mid-Term Review are as follows:

- Evaluate the outputs and any outcomes of the project already delivered and determine and assess their contribution to delivery of the overall project's overall aims and objectives.
- Review the Theory of Change for the project; Is the project still valid and should any changes be considered in project implementation methodologies?
- Provide guidance on aspects or specific issues that will be useful in undertaking the planned project impact assessment through the use of scenario thinking to be done at the end of the project, i.e. how would the situation look like on the ground without this project?

- Assess the long-term sustainability of project interventions.
- Identify key ‘lessons learnt’ to date, particularly with regard to strategic processes and the mechanisms chosen to achieve the project’s objectives to date,
- Make clear, specific and implementable recommendations to improve the project performance in the remaining two years of implementation and provide guidance on the scope of future work; and
- Determine the extent to which the project and its associated actions are relevant to the existing and likely future needs of its stakeholders and the environment/s in which it is being implemented.
- Review the adequacy of project implementation and management arrangements in terms of staff, effectiveness in use of existing systems (fiduciary, safeguards, M&E), contract management capacity, reporting, etc.
- Assess the extent of cooperation with other relevant donors, partners, and institutions within the sector as well as the clarity of roles and responsibilities, effectiveness of decision-making, etc.
- Assess adequacy of implementation support arrangements (approach, resources), usefulness to anticipate problems, and effectiveness of follow-up recommendations
- Assess the degree of compliance with the project's fiduciary and safeguards aspects and with project legal covenants in the Grant Agreement
- Reassess project risks, identifying any new risks that need to be taken into consideration.

3. SCOPE AND FOCUS OF THIS EVALUATION

Within this framework, specific issues (and questions) to be assessed will include, but not be limited to, the following:

Effectiveness

- i. Are the activities implemented in accordance with the project plans? If not, why?
- ii. What outputs have been achieved? To what extent do they contribute to the objectives?
- iii. How effective are the approaches and structures in delivering the desired outputs? How can they be improved?
- iv. Do the partner organizations work together effectively? Is the partnership structure and the geographical focus effective in achieving the desired outputs? How can the partnership be improved?

Efficiency

- i. Are the available technical and financial resources adequate to fulfil the project plans?
- ii. Are the funds being spent in accordance with project plans and using the right procedures?
- iii. Have there been any unforeseen problems in terms of resources (technical and financial) allocation and utilization? How well were they dealt with?
- iv. Are the capacities of the partners adequate?
- v. What have been the roles of the partners and staff and are they appropriate?
- vi. Is there an effective process, built into the management structure for self-monitoring and assessment, reporting and reflection? How could it be made better?

Relevance

- i. Establish whether or not the design and approach of the project are relevant in addressing the identified needs, issues and challenges as far as addressing land degradation, gully erosion and other watershed issues.
- ii. To what extent is the project contributing to the strategic policies and programmes of Government of Grenada and that of the partners? How could relevance be improved in future?

Sustainability

- i. Is the approach used likely to ensure a continued benefit after the end of the project?
- ii. Are all key stakeholders sufficiently and effectively involved? Are their expectations met and are they satisfied with their level of participation?
- iii. Are alternative or additional measures needed and, if so, what is required to ensure continued sustainability and positive impact?

Impact

- i. Has the project achieved set goals with regard to management of land degradation and watershed management?
- ii. Has there been visible evidence in the development of plant nurseries and improvement in vegetation cover in the areas where the project is being implemented?
- iii. Is the project bringing about desired changes in the behavior of people and institutions?
- iv. Have there been any unintended positive or negative impacts arising from particular outcomes/results?
- v. What could have been the likely situation (of the environment and its management?) without the project?
- vi. To which extent the project has addressed gender and social inclusion issues? Are there any specific outcomes or impacts related to these areas?
- vii. Have any innovative approaches or practices introduced by the project? Are there opportunities for scaling up successful interventions?

The Mid-Term Evaluation aims to determine if the UBEC Project's supported activities are beginning to bring about the change anticipated at the outset of the project and assess the likelihood of the project achieving its project development objective within the current project timeframe. It also aims to examine which factors are proving critical in making change happen (or in hindering change) and which changes to the project design would be required to ensure achievement of the stated objectives.

4. ADMINISTRATIVE ARRANGEMENTS AND REPORTING

The Consultant for this assignment will report to the Project Coordinator at the PIU and will work closely with the PIU staff, especially the M&E Officer and Procurement Officer.

The PIU team will facilitate all introductions required and will provide full access to the project documents, project reports, and any other relevant information required by the consultant for the assignment. The PIU will update the Results Framework in time for the MTR. The interim project coordinator and a Senior Technical Officer from the MIT will provide support to the consultant.

5. METHODOLOGY

The consultant should propose a methodology (with justification) to be used to carry out the review. The proposed methodology for adoption should update the preliminary issues and questions outlined within the Terms of Reference, specifying the specific review issues, questions, methods of data collection and analysis that will be undertaken. It should encompass a combination of both qualitative and quantitative methods. It should also allow for wide consultation with all interested partners and stakeholders. It is suggested that the methodology should include, but not be limited to the following; however, the consultant must propose a methodology with a strong rationale and justification:

Methodologies will comprise:

- i. **A desk review- of reports** (narrative and financial), audit reports, review of key project documents including monitoring and evaluation frameworks. A desk review of all relevant documentation, including (but not limited to): The project document, contracts and related agreements, work plans, budgets, progress, technical and financial reports.
- ii. **Face-to-face interviews** and discussions with all key stakeholders involved in the project to ensure that the review is carried out in a participatory manner. A list of key partners and stakeholders would be identified at an early stage and a consultation process developed. All stakeholders consulted should be in a position to present their views in confidence to the team and to identify issues, opportunities, constraints and options for the future

The PIU will review the planned methodologies proposed by the consultant and provide feedback before the review process begins.

6. FINAL OUTPUTS

i. Final Report

The main body of the report should not exceed 30 pages and should include an executive summary and recommendations. Technical details should be confined to appendices, which should also include a list of stakeholders interviewed. Background information should only be included when it is directly relevant to the report's analysis and conclusions.

The consultant should support the analysis of project achievements and failures with relevant data and state how this has been sourced. Recommendations should also include details as to how they might be implemented.

ii. PowerPoint Presentation of Final Report

The consultant should also prepare and deliver a PowerPoint Presentation of the findings and results. .

7. DURATION, APPROACH AND SCHEDULE

The consultancy will be for a duration of Thirty (30) days. The consultant should prepare an Inception Report within 6 days of signing the contract. This Report will include a detailed workplan to demonstrate how the consultancy will be carried out with timelines.

The MTR Missions will be held during the period April - May 2025; Grenada is scheduled for early May 2025. As such, the consultant is expected to deliver a final report by **April 18th**,

2025, to facilitate these, Missions. The consultant is also expected to join the MTR Mission in May 2025. It is suggested that the workplan is broken down into tasks with indicative timelines, therefore the consultant is asked to consider the following when preparing the detailed workplan:

- a. Review of background documentation and preparation of the methodology
- b. Discussion and agreement on proposed methodology with project partners
- c. Assessment of project progress and performance – including field visits and interviews with project partners and key stakeholders
- d. Analysis of findings and production of draft report
- e. Debriefing - presentation and discussion of MTR report findings to the client and key partners
- f. Participation in the MTR mission
- g. Finalization/revisions of the report and submission

As a separate deliverable, the consultant will be expected to prepare a PowerPoint presentation on key MTR findings and present it to senior management.

Indicative Key Deliverables and Payment Schedule

Deliverable	Timeline	Payment
Output 1: Detailed Inception Report	6 days after signing contract	
Output 2: Draft MTR report and power point presentation on key MTR findings	25 days after signing contract	
Output 3: Final MTR report	30 days after signing contract	

9. QUALIFICATIONS

The successful candidate will be expected to have the following qualifications and experience:

Compulsory

- A minimum of a First Degree in Environmental, Natural Sciences, Business Administration or any other related field.
- At least Five (5) years demonstrated work experience in project performance assessment and evaluation.
- Strong communication skills and excellent level of written and spoken English.
- Strong interpersonal, group facilitation and teamwork skills.

Preferred

- At least ten (10) years' work experience in Project Management
- Self-motivated, dynamic and able to quickly understand Project implementation issues and challenges.

10. APPLICATION PROCESS

Expressions of interest must be submitted electronically through the procurement system at <https://in-tendhost.co.uk/GND/asp/Home> . Candidates must register on this portal and submit all interest and queries through this medium. Upon submission of documents, you will receive a confirmation email acknowledging receipt.

Deadline date of submission: March 17th, 2025, at 3:00 P.M.