



DRAFT

CARIBBEAN REGIONAL TECHNICAL ASSISTANCE CENTER (CARTAC)

TERMS OF REFERENCE FOR INDEPENDENT EVALUATION

I. BACKGROUND

1. The Caribbean Regional Technical Assistance Centre (CARTAC¹) is a regional resource, based in Barbados, which provides technical assistance and training in core areas of economic and financial management at the request of its 21 participating countries and territories.² The CARICOM Council of Ministers of Finance and Planning (COFAP) took the decision to establish the Centre in September 1999. It began activities in November 2001 and is currently in Phase III of its operations, which is scheduled to end in December 2010. CARTAC's mission is to "enhance the institutional and human capacities of the countries in the Caribbean region to achieve their macroeconomic, fiscal, and monetary policy objectives".

2. Countries in the region face similar problems in meeting the standards of economic and financial governance expected of them by their citizens, and by domestic and international investors. CARTAC was created to help develop skills in the specialised areas required to design and implement measures to meet these standards at both the national and regional levels.

3. CARTAC is a multi-stakeholder institution with a pooled funding mechanism, one of the first in the region. Its largest contributors are the Canadian International Development

¹ One of Six Regional Technical Assistance Centers (RTACs) of the International Monetary Fund (IMF), CARTAC is operated as a UNDP project.

² The 21 countries and territories served by CARTAC, include Anguilla, Antigua and Barbuda, The Bahamas, Barbados, Belize, Bermuda, British Virgin Islands, Cayman Islands, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Montserrat, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago, and the Turks and Caicos Islands.

Agency (CIDA), and the International Monetary Fund (IMF). The Caribbean Development Bank (CDB), the Department for International Development (DFID, United Kingdom), European Union (EU), Inter-American Development Bank (IDB), Ireland, the United Nations Development Programme (UNDP), the United States Agency for International Development (USAID), and the World Bank (WB) have also been contributors over time. The Government of Barbados finances the costs of CARTAC's office facilities, while the other 20 beneficiary countries make annual contributions to the budget.

4. CARTAC operates as a UNDP-sponsored project with the IMF as executing agency. Its priorities are set by a Steering Committee, which is currently chaired by the Governor of the Central Bank of Jamaica and includes representatives from six participating countries (on an alternating basis), and six bilateral and multilateral donors/agencies.

5. CARTAC provides technical services in six core areas, namely:

- Public finance management (PFM);
- Tax/customs policy and administration;
- Financial sector regulation and supervision, including off-shore financial operations;
- Capital market development
- Economic and financial statistics; and
- Macroeconomic programming and policy analysis.

II. PURPOSE OF THE EVALUATION AND ISSUES TO BE ADDRESSED

6. This mid-term review is being undertaken to review CARTAC's performance and results since the last review in 2006, including the appropriateness of the current institutional arrangements, modalities concerning CARTAC's work and mandate, and efforts to promote accountability for performance. The mid-term review will ascertain results to date during Phase III and help the Steering Committee determine optimal strategies for the project's continuation in a fourth phase -- or possible exit strategy if that is considered appropriate.

Program efficiency, effectiveness and synergy gains

7. The contribution of CARTAC to addressing the region's problems and capacity constraints in each of the six functional areas it covers (public finance management, tax and

customs reform, financial sector regulation and supervision, capital market development macroeconomic programming and policy analysis, and economic and financial statistics) will be assessed. This should be done by focusing on CARTAC's operational efficiency and effectiveness, as well as gains resulting from synergies between its operations and those of other donors in the region. The primary issues in this section should include:

- i. The extent to which the timeliness of delivery and follow-up has been enhanced, and whether needs and requests have been responded to promptly.
- ii. The effectiveness, timeliness and impact of CARTAC's overall TA, vis-à-vis CARTAC's mission. This should include an evaluation of one or two CARTAC projects (and draw on the recently completed evaluation of VAT work at CARTAC);
- iii. The extent to which CARTAC has proved responsive in adapting to the region's changing needs. In doing so, the following questions should be addressed:
 - a. Does a purely responsive approach to TA demand remain appropriate?
 - b. Should the distribution of resources between program components be reconsidered?; and
 - c. Is there need to reassess prioritization filters?
- iv. The extent of country ownership of CARTAC's TA agenda, and the accountability of both the center and recipient countries for the results;
- v. The extent to which CARTAC has contributed to the integration of TA delivery by national and multinational development partners, and the extent to which CARTAC has fostered improved donor cooperation and coordination (progress with respect to items iii-iv should be considered in the context of the objectives of the Paris Declaration); and
- vi. CARTAC's contribution to enhanced regional integration and knowledge-sharing . The evaluation may also make recommendations regarding steps CARTAC might take to improve the sustainability of the knowledge-sharing aspects of its assistance to member countries, including coordination with other TA-delivery agencies.

Organizational efficiency, effectiveness and sustainability

8. The mid-term review will also be expected to comment on the organizational efficiency and effectiveness of CARTAC, as well as the need for a further extension of CARTAC's activities and the institutional modalities for such an extension. The primary issues in this section will include the following:

- i. The efficiency of the harmonized/pooled funding mechanism under the UNDP arrangement;
- ii. The role and effectiveness of the UNDP, including accepting, managing, and accounting for the cost-sharing contributions;

- iii. The role and effectiveness of the IMF as CARTAC's "executing agency"; and

If a fourth phase of CARTAC is recommended, the review will offer suggestions on its future governance and mission

9. The review should record any significant lessons that can be drawn from the experience with the third phase of CARTAC, highlighting aspects that worked well and should be continued, and any that have worked badly and should be phased out. The reviewers will take note of suggestions received during the course of the review on the future direction of CARTAC's work areas and operational modalities. The reviewers should also identify unmet needs in the region that fall within CARTAC's mandate.

III. EVALUATION DELIVERABLES AND METHODOLOGY

10. The review will include meetings with a broad cross-section of CARTAC constituents and stakeholders, including funding agencies. The fieldwork is expected to be three and one half (3.5) weeks in duration. A briefing with funding agencies, the CARTAC Coordinator and advisory team will take place in Barbados before other visits in the region. At some point the review will include a visit or consultation with relevant headquarters personnel in the IMF, UNDP and World Bank.

11. The evaluators will prepare a report that puts forward the findings, recommendations and lessons learned. The report will be:

- i) Prepared in English only;
- ii) Submitted electronically and in hard copy format.

12. The proposed work is expected to take approximately thirty-nine (33) days per consultant. It is estimated that one (1), five day, week will be required for preparatory considerations; three and a half (3.5) weeks including travel for field work; and one (2) weeks for report writing at home base.

IV. THE EVALUATION TEAM

13. It is proposed that the mid-term review would be carried out by two (2) senior consultants, one with a solid background in economics, governance, and technical assistance, and the other with skills in technical assistance and project evaluation.

14. The first resource should have a background in economics, public sector fiscal operations, and public sector management, or financial sector regulation and supervision (of banks and non-bank financial institutions) and be able to provide professional economic capacity development and evaluation services. In addition, the proposed resource must have

a background in economic policy reform/development. This consultancy will be termed the Professional Economic Advisor.

15. The second resource should have a strong background in technical assistance and project evaluation. This person will be termed the Professional Project Evaluator.

16. The duration of this mandate will for a 34 day period between July 1 and October 15, 2009.

V. TIMELINE OF THE EVALUATION

17. It is anticipated that each evaluator will spend a minimum of 25 working days over the course of seventeen weeks from early-July 2009 to mid-October 2009 to complete the evaluation. The following timeline is proposed:

- Week 1–3 (7/1-7/21): OTM to provide relevant materials to the evaluation team. Desk review, submission and approval of the work plan, and organization of travel.
- Week 4 (7/22-7/28): Meetings at Fund HQ - focus Work Plan.
- Week 5-7 (7/29-8/18): Field work in the region , with selected representatives of the member countries, donors, agencies, and CARTAC staff. Team will meet together in Barbados, and then separately visit a sample of countries
- Week 8-10 (8/19-9/01): Preparation and submission of the draft evaluation report.
- Week 11-12 (9/02-9/15): Internal IMF review of draft evaluation.
- Week 13 (9/16-9/22): Incorporate comments in draft.
- Week 14-15 (9/23-10/06): Draft out to Steering Committee for comments.
- Week 16-17 (10/7-10/13): Finalize Report