



CARIBBEAN DEVELOPMENT BANK

How to Write Caribbean Technology Consultancy Services (CTCS) Network Technical Assistance (TA) Proposals



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1.0 Introduction

Proposal writing is an essential skill that can be learned and applied by individuals to assist in the preparation of proposals. Proposals are often required to be prepared to access technical assistance, grant financing and offer the delivery of goods and services. The importance of proposal writing cannot be understated as it is a means of expressing ideas and most importantly persuading a particular audience to provide technical and/or financial assistance. This skill set is extremely important for individuals, MSMEs and institutions that are seeking to convince funding institutions, board members, shareholders and investors to support their business development efforts.

It is against this background that this manual 'How to Write CTCS Network Technical Assistance Proposals' was prepared. The objective of this guide is to help Caribbean Technological Consultancy Services (CTCS) Network stakeholders in the Bank's BMCs, especially cooperating institutions (CIs) that submit proposals to the CTCS Network to increase their basic understanding of 'proposal writing' and attempt to facilitate the actual preparation of a proposal. The contents of this guide are intended to improve the conceptual, developmental and writing skills which are very important to put together a succinct and focused proposal. As you proceed through the contents of this guide you will find clear examples and tips on addressing specific components of the proposal.

2.0 CTCS Goals and Objectives for Technical Assistance

CTCS is a network managed within Caribbean Development Bank's (CDB's) Technical Cooperation Division (TCD) and operated in cooperation with regional and national institutions, laboratories, industrial enterprises, and consultants. It comprises a network of institutions and experts with the primary aim of transferring knowledge, skills and technology to improve managerial and operational efficiency and competitiveness of Micro Small and Medium Enterprises (MSMEs) through the provision of Technical Assistance (TA). Goals and objectives:

- ✦ Contributes to the sustainable development of CDB's BMCs with poverty reduction as an overarching goal.
- ✦ Promotes broad-based economic growth by providing support to private sector development aimed at enhancing the viability of MSMEs.
- ✦ Seeks to understand and address the development needs of entrepreneurs and MSMEs, particularly those operating within priority sectors/sub-sectors of BMCs.
- ✦ Directly impacts and improves the livelihood of persons in the micro and small business sector of BMCs.
- ✦ Seeks to establish a network of experts to address MSME development challenges in the region.
- ✦ Helps individuals and businesses develop the required skills to plan, market, and manage a business while improving production capability.
- ✦ Seeks to achieve maximum impact at minimum cost.

3.0 Eligible Activities for CTCS Technical Assistance

CTCS provides support to CDB's 19 BMCs¹ primarily through capacity building and skills transfer. Specifically delivered through national and regional workshops, training attachments, direct and online TA.

1. **Direct TA** (consulting advice and assistance) which can include:
 - Assistance with market research to ascertain the potential for new and expanding businesses;
 - Assistance in developing business, technical plans, and marketing plans;
 - Upgrade of production systems, and resolving production and maintenance problems;
 - Assistance with selecting machinery and equipment;
 - Practical, on-the-spot advice and assistance in areas such as financial management, quality management and control, and other general management challenges;
 - Assistance in plant layout and production flow;
 - Assistance in staff training in all disciplines; and
 - Support for institutional audits.
2. **National, Sub-Regional and Regional Workshops**
Skills training in a variety of subject areas including:
 - Agro-processing and fisheries;
 - Food processing and food safety;
 - Wood and metal fabrication;
 - Packaging and labelling;
 - Energy production and conservation;
 - Hospitality services;
 - Accounting and computerisation;
 - Pottery and ceramics;
 - Craft manufacturing – such as basketry, and bamboo and leather craft; 7 Floral arrangement;
 - Cake making and decorating; and
 - Garment design and construction.
3. **Training Attachments (missions):** Normally overseas training at an enterprise or institution.
4. **Publications:** Development of guidance documents for self-learning by MSMEs and training manuals to facilitate train the trainer workshops or sector-specific research that aids governments, policymakers, MSMEs, and other stakeholders in decision-making.

¹ Anguilla, Antigua and Barbuda, Barbados, Belize, British Virgin Islands, Cayman Islands, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, St Kitts and Nevis, Saint Lucia, St Vincent and the Grenadines, Suriname, The Bahamas, Trinidad and Tobago, and Turks and Caicos Islands

4.0 CTCS Technical Assistance Funding

The CTCS Network currently executes its activities through informal partnerships with CIs. These CIs are national and regional agencies/institutions that provide funding and/or TA to MSMEs. Consistent with the partnership between CTCS Network and CIs, CIs submit proposals to the CTCS Network for TA that benefit MSMEs.

There is no established threshold or limit on the amount of funding support a CI can request for TA. Funding is allocated on a case-by-case basis based on the intended impact of the project. There is no set percentage for cash or in-kind contributions (e.g. venue, equipment, staff, etc.) CIs should make to any project. However, CIs are encouraged to contribute to all TA projects.

5.0 Preparing A CTCS Network Technical Assistance Proposal

The TA Proposal must be completed and submitted electronically (i.e. via e-mail) to CTCS Network for approval (**Annex 1**). The TA Proposal has ten (10) sections and at least five (5) appendices that must be completed by the applicant:

1. Background
2. Rationale
3. Objectives
4. Project Description
5. Gender Assessment
6. Risk Analysis
7. Performance Assessment Score
8. Project Justification and Benefits
9. Execution
10. Budget
11. Appendix
 - A. Gender Marker
 - B. Performance Assessment Score
 - C. Results Monitoring Framework
 - D. Detailed Budget
 - E. Terms of Reference

The Detailed Budget (Annex 2) must also be completed and accompany the TA Proposal at the time of submission (Refer to Section 5.10).

The information presented in sections 5.1 – 5.10 serves as a guide to CIs to develop the content of a TA proposal.

5.1 Background

An overview of the CI that should include the following:

- Legal status
- Types of products or services offered
- Number of employees (male and female) and/or members
- Sector or sub-sectors served
- Capabilities of the organisation

5.2 Rationale

The rationale (relevance / importance) of the project must be explained by identifying the needs and constraints of the sector or sub-sector relevant to this project. The main questions to be answered are:

- What is the problem you are trying to solve with this project?
- What will happen if the project is not undertaken and how will the sector or sub-sector be affected?

Specifically, you will want to:

- Present any relevant data on the economic sector (e.g. number of persons employed within the sector disaggregated by sex, sector's contribution to national income including Gross Domestic Product, priority of the sector to national development). Information on the sectors may be obtained from statistical and national GDP reports, donor agency studies, national strategic or development plans or policies, local ministries' or sector associations' annual reports, research institutions' studies etc.
- Explain how the project will address the needs of key stakeholders/beneficiaries identified in this project.
- Explain what has been or is being done to address the problem at the national, regional or international levels and what gap(s) still exist(s).

5.3 Objectives

A clear and brief statement, up to three lines long on what the project seeks to achieve. The statement should, of course, coincide with the title of the document. To develop an objective, the following questions must be asked:

- What will it improve?
- How is it measurable?
- What is (are) the tangible result(s)?

Overall objectives must be **SMART**:

- S - Specific
- M – Measurable
- A – Attainable (achievable)
- R – Realistic
- T – Time bound

Example 1:

- Overall objective – Participating CIs improve access to donor funds, increasing their ability to assist MSMEs.
- Specific and measurable objective – enhance the skills of 40 participants in project proposal writing, to enable them to achieve a 70% success rate in accessing donor funds by December 31, 2019.

5.4 Project Description

Details on the importance of the project and the need to undertake the proposed activity(ies). This usually includes:

- **Detailed description of each activity** (i.e. advisory services, training, research or other) to be undertaken to complete the project and financed by counterpart contribution and CDB/CTCS.
- **Specific added value elements**, in particular, promotion or alliance of public/private partnerships, innovation and best practices, or other cross-cutting concerns such as **environmental issues, promotion of gender equality and equal opportunities**.

5.5 Gender Assessment

Gender assessment is an essential component for project proposals. It is important to identify how society assigns different roles and responsibilities to men, women, boys and girls (norms, customs etc.). The proposal must highlight the gender—related issues relevant to this project, indicate the number of participating men and women, and explain how this project will impact each sex. Specifically, does the project have the potential to contribute to gender equality? A completed Gender Marker (Annex 3) must be included in the proposal.

5.6 Risk Analysis

Identify any substantial technical, operational, financial, social and environmental risks that the project may face, and propose respective risk mitigation measures. See Example presented in Table 1.

Table 1: Risk Analysis

Risk Type	Description of Risk	Risk Classification	Mitigation Measures
Operational	Inability to meet targeted number of participants because of an inadequate number of persons were available for the training workshop.	Low	Cooperating Institutions will be engaged early to identify representatives
Technical	Training participants are unable to implement knowledge and skills acquired from training leading to a low number or weak project proposals completed and submitted.	Low	Participants will be briefed at the workshop to clarify expected inputs and outputs of the workshop. They will also be guided by the proposal writing manual. CTCS and the facilitator will provide support to participants to develop TA proposals after the workshop.

5.7 Performance Assessment Score

The Performance Assessment Score (PAS) indicates the probability that expected outcomes will be achieved efficiently and will be sustainable over time. Table 2 below provides guidance on how to complete the PAS for the project.

Table 2: Performance Assessment Score

Criteria	Score	Justification
Relevance	4	<ul style="list-style-type: none"> Do activities align with the efforts of development partners, CDB's strategic objectives (reducing poverty through social and economic development), the country's priority sectors and development plan, and CDB's corporate priority of promoting private sector operations? Do activities and outputs (results) meet the overall goal and purpose of the CTCS programme?
Effectiveness	3	<ul style="list-style-type: none"> Do the project activities contribute to institutional development and improvements in income/profits/workforce/productivity/supplies for targeted MSMEs?
Efficiency	3	<ul style="list-style-type: none"> Will the proposed activities be completed within budget/in the most cost-efficient way, and on time?
Sustainability	4	<ul style="list-style-type: none"> A strategy which ensures that the ongoing activities, impact and results of the project/programme sustain after the intervention.
Overall Score	3.5	Highly Satisfactory

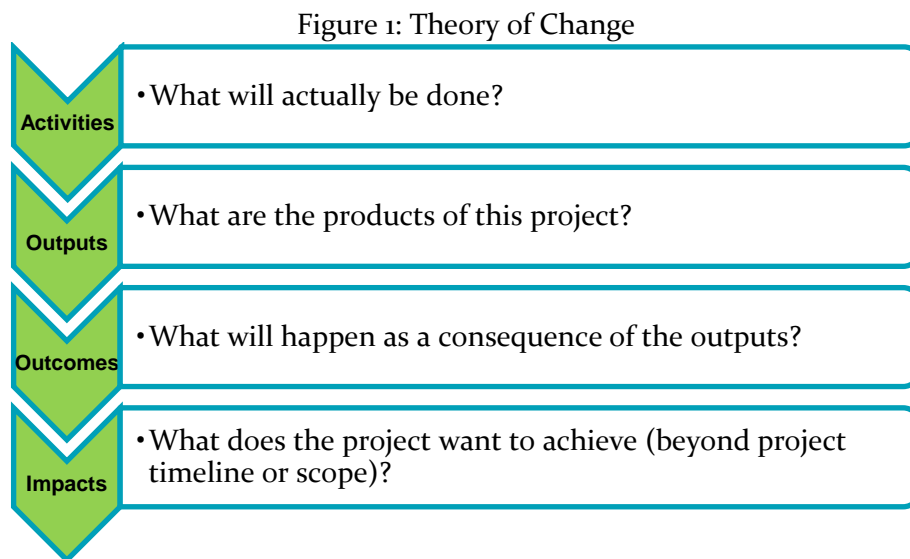
5.8 Project Justification and Benefits

Project Justification: Describe the scale and intensity of the challenge, problem or opportunity and identify the beneficiary groups and elaborate how the project (activities) addresses the identified needs. Additionally, the project must speak to how its supports or impacts CDB's/CTCS programmes and past or ongoing efforts of other agencies at the national, regional or international level.

Benefits: Demonstrate that proposed project activities are completed or beneficial.

Results or Outputs: Results are essential to validate the success of the project. Specifically, those that are measurable or tangible. Results need to be realistic, measurable (i.e. quantified), timely and directly linked to project activities.

Theory of Change: Figure 1 provides information on how results serve to shift the sector's development pathway towards enhancing capacity and sustainability (financial and institutional). This approach is linked to the development of the Results Monitoring Framework which is focused on demonstrating results. Annex 4 provides an example on how to complete the Results Monitoring Framework.



Source: Green Climate Fund

5.9 Execution

Implementation arrangements including monitoring and evaluation, procurement, project coordination, and reporting must be outlined in the TA Proposal. Specifically, the following must be explained:

- Detailed description of the human resources (i.e. staff or consultant) to be utilised for undertaking project activities, that is, technical expertise, management capacity (supervision), experience. Please include the qualification and experience of staff/consultant required, and where applicable a detailed terms of reference for engaging the consultant. Additionally, staff or personnel involved with the project must be clearly stated and their roles and responsibilities defined to ensure effective and efficient coordination of project activities.
- CTCS's support in procurement and engaging consultants. Procurement shall be in accordance with CDB's procedures with respect to Use of Funds, which follow CDB's "Guidelines for the Selection and Engagement of Consultants by Recipients of CDB Financing" (2011).
- Reporting: The timeline for preparing reports (inception, progress and final) must be clearly indicated as key deliverables and with submission dates. The importance of reporting cannot be over stated as this allows CIs to report immediate successes and challenges and where necessary take corrective action to ensure project interventions (activities) are on schedule and that they will have the desired result, outcome and impact.

5.10 Budget

The Detailed Budget (Annex 2) must be completed and accompany the TA Proposal at the time of submission. Refer to Annex 2 to see sample budget.

The budget provides a clear indication of the goods and services to be procured to execute the project.

The budget must reflect or support the proposed activities presented in the Project Description section of the TA Proposal.

Special considerations to note when preparing the budget:

- (a) Inaccurate budgets can have serious implications as the amounts allocated or stated for each item is final once approved.
- (b) No budget means that the project cannot be considered or approved.
- (c) Ground Transportation is for transportation between the hotel and workshop venue if participants are being mobilised.
- (d) Travel and Transfers is for mobilising participants for the training attachments or to attend the workshops (e.g. by air or sea) using the most economical and direct route, including taxi from home/hotel to or from airport/seaport.

- (e) Accommodation is only included when mobilising participants for the training attachments or to attend the workshops.
- (f) Stipends are only included when mobilising participants for training workshops.
- (g) Venue and equipment is for rental of the conference facility including LCD, microphone and any other audiovisual items necessary for the conduct of workshops.
- (h) Three (3) quotations for venue and meals are required when submitting the TA proposal and budget only for workshops.
- (i) CIs are required to charge participants a fee for all TA consistent with the CTCS Network fee structure.
- (j) Meals and incidentals refer only to Training Attachments.
- (k) Training materials refer to printing and stationery required for workshops.
- (l) Advertising and promotion should be undertaken using the most economical means and should include photos, videos, and CDB-branded materials.
- (m) Project expenses to be paid by CDB are to be listed under the heading 'Contributors, CDB'; whereas, expenses being co-financed by the applicant or other sources are to be listed under the heading 'Contributors, C1 or C2.

6.o TA Proposal Review Checklist

- (a) Ask your peer not connected with the proposal to read and comment on the draft proposal—with sufficient time allowed for changes prior to the submission of your proposal. This person can help identify omissions or inconsistent logic before reviewers see the proposal.
- (b) Review objectives, activities, method of implementation, justification/rationale, results and budget.
- (c) Check to see if budget line items amounts are within the funding threshold and are realistic.
- (d) Review implementation arrangements to ensure that the project activities can be effectively executed within the designated time frame.
- (e) Review proposals approved by CDB, refer Annex 5.

ANNEXES



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CARIBBEAN TECHNOLOGICAL CONSULTANCY SERVICES (CTCS) NETWORK

Cooperating Institution (CI)
****Technical Assistance (TA) – Proposal**
(Please attach the CTCS Detailed Budget)
E-forms to be completed on CDB's PPMS System

ANNEX 1 – TA PROPOSAL

Background <i>(provide description of Organisation [including legal status], Sector or Sub- Sector)</i>	
Rationale <i>(why this project?)</i>	
Objectives <i>(what does the project hope to achieve?)</i>	
Brief Description of Project <i>(how will you achieve the objectives? [where applicable, include target number of beneficiaries disaggregated by sex])</i>	



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CARIBBEAN TECHNOLOGICAL CONSULTANCY SERVICES (CTCS) NETWORK

Cooperating Institution (CI)

****Technical Assistance (TA) – Proposal**

(Please attach the CTCS Detailed Budget)

E-forms to be completed on CDB's PPMS System

Gender Assessment <i>(does the project have the potential to contribute to gender equality?)</i>	
Risk Analysis <i>(what are the technical, operational, financial, social and environmental risks that may affect the project, and how do you mitigate these risks?)</i>	
Project Justification and Benefits <i>(what change will be brought about because of the project?)</i>	
Performance Assessment Score <i>(are the project's activities relevant, effective, efficient and sustainable?)</i>	
Execution <i>(implementation arrangements(staff/consultant) including monitoring and evaluation, procurement, project coordination, and reporting)</i>	
Proposed Detailed Budget <i>(how much will the project cost? [include 3 quotations for venue and meals only for workshops])</i>	

ANNEX 2 – DETAILED BUDGET

Details	Contributors			
	CDB	CI (1)	CI (2)	Total
1. Billable Expenses				
a. Ground Transportation	2,000.00	1,000.00	500.00	3,500.00
b. Travel and Transfers	5,000.00			5,000.00
c. Accommodation	1,500.00			1,500.00
d. Stipends (for workshops if applicable)	1,000.00			1,000.00
e. Conference Room & Equipment		500.00		500.00
f. Meals (for workshops)	2,000.00			2,000.00
g. Meals and Incidentals (for training attachments)	2,500.00			2,500.00
h. Training Materials		1,000.00	500.00	1,500.00
i. Advertising and Promotion	500.00			500.00
Sub Total	14,500.00	2,500.00	1,000.00	18,000.00
2. Fees Collected	1,000.00	-	-	1,000.00
Project Total (<i>subtotal of billable expenses less fees collected</i>)	13,500.00	2,500.00	1,000.00	17,000.00

ANNEX 3 GENDER MARKER FOR ALL TECHNICAL ASSISTANCE PROJECTS UNDER USD1,000,000

(Explanatory notes included)

Project Cycle Stage	Criteria	Score
Analysis: Background	Sex-disaggregated data included in the background analysis, and/or baselines and indicators, or collection of sex-disaggregated data required in TOR.	1
	<p>Sex-disaggregated data measure results for groups of males and females separately. This should be included in the background analysis and/or baselines and indicators of the RMF if TA has one. Or collection of sex-disaggregated data required. If possible link sex-disaggregated data to RMF Level 1 and 2 of Strategic Plan 2015-2019.</p> <p>Socioeconomic/Sector/Institutional analysis considers gender disparities, or TOR require the identification of socioeconomic, sectoral and institutional gender issues.</p> <p>Socioeconomic analysis considers socioeconomic conditions or traditional role models that lead to disadvantages for males and females in participation in project activities or in the distribution of benefits.</p> <p>Sector analysis considers specific/possible gender issues in the sector that constrain productivity as well as access to opportunities, resources and services.</p> <p>Institutional analysis considers:</p> <ul style="list-style-type: none"> – Laws and regulations that constrain gender equality, e.g. labour laws, lack of National Gender Policy, trade policies. – Gender gaps in capacities and operational systems of the implementing and executing agency – such as data, planning, implementation and monitoring systems as well as gender awareness – Workplace policies that promote equality in: recruitment and staff ratios, access to jobs and wages and occupational health and safety; and address sexual harassment and sexual and reproductive health issues. 	1

Design: Project Proposal /Definition/ Objective	TA interventions are designed, or will be identified as part of the project, that address gender disparities or enhance gender capacities.	1
	<p>Interventions are designed that lead to a reduction in gender disparities and/or project intervention mitigates against gender risks. The effect on gender equality is direct.</p> <p>Project objective/outcome includes the enhancement of gender capacities, gender data collection, gender equality or the design of gender-responsive policies or guidelines.</p> <p>The Objective/Outcome of the Project should be clearly related to the enhancement of gender equality.</p> <p>Enhancement of gender capacities in BMCs, gender equality data collection efforts, gender-responsive policies and guidelines can be counted here. The task is to target gender disparities, e.g. a male to female ratio in retention rates, in participation and influence over decision-making as well as access to opportunities, resources and service provision.</p>	1
Maximum Score:		4

Scoring Code
Gender Specific (GS) or Gender Mainstreamed (GM): 3- 4 points Marginally Mainstreamed (MM): if 2 points. NO: if projects score 0-1, if NO give justification why or indicate Not Applicable

Gender Specific (GS): the project's principal purpose is to advance gender equality. Gender Specific Projects are projects which directly enhance gender equality.

Gender Mainstreamed (GM): the project has the potential to contribute significantly to gender equality. The project is gender mainstreamed when gender considerations have been taken fully into account.

Marginally Mainstreamed: the project has limited potential to contribute to gender equality.

NO: no contribution to gender equality, it is not reflected in the project, or appears as a formal reference only.

ANNEX 4 – RESULTS MONITORING FRAMEWORK

Design Summary	Performance Targets	Data Sources/ Reporting Mechanisms	Assumptions/Risks
Impact: Participating CIs improve access to donor funds, increasing their ability to assist MSMEs			
Intermediate Outcome: Application of knowledge gained to develop fundable proposals. Increased awareness and understanding of how to develop project proposals for donor agencies.	By June 2019: At least 90% of participating CIs submit proposals to CDB for funding support. 42 participants understand how to develop proposals that meet the CDB standard for approval.	Project proposals received. CTCS Network Annual Reports.	Participants unable to demonstrate understanding of the concepts.
Outputs: TA Proposal Writing Manual developed and training delivered to at least 42 CI representatives. Virtual follow-on support delivered and participants develop project proposals for submission to CDB for funding.	By July 2018: Forty-two CI representatives (20 men and 22 women) from 19 BMCs trained in proposal writing. At least 21 project proposals completed.	CTCS Network Workshop Completion and DTA Reports. Workshop register.	BSOs are engaged early so that the requisite number of persons participate. Participants remain committed to completing the proposals.

ANNEX 5 – CDB APPROVED PROPOSALS

CARIBBEAN DEVELOPMENT BANK

APPRAISAL OF THE CARIBBEAN TECHNOLOGICAL CONSULTANCY SERVICES NETWORK
TECHNICAL ASSISTANCE PROJECT

**SERVSAFE TRAINING AND CERTIFICATION FOR
FOOD SERVICE MANAGERS AND HANDLERS TO BE CONDUCTED IN GRENADA**

August 22, 2016

1. BACKGROUND

1.01 The Caribbean Technological Consultancy Services (CTCS) Network conducted a three-day Stakeholders' Consultation in Guyana in May 2014, in which representatives from key CTCS Cooperating Institutions (CIs) in 12 Borrowing Member Countries (BMCs)^{2/} of the Caribbean Development Bank (CDB) participated. During the Consultation, discussions were held to assess the demand for technical assistance (TA) interventions across the participating BMCs. With tourism being one of the main pillars of the Region's economies, one of the areas highlighted for TA was improved food safety through the training and certification of food handlers according to international standards.

1.02 ServSafe is a United States of America (USA) based certification developed by the National Restaurant Association Educational Foundation. The certification is based on the latest United States Food and Drug Administration Food Code, and is accredited by the American National Standards Institute Conference for Food Protection. The Programme is available in formats tailored to various learning environments. Participants can either complete the course online at their convenience or as a three-day face-to-face course facilitated by a Certified ServSafe Instructor. Successful completion of the 90-minute examination will lead to the award of the ServSafe Food Protection Manager Certificate. The Programme comprises the following nine components:

- (a) Basic Food Safety;
- (b) Personal Hygiene;
- (c) Cross-contamination and Allergens;
- (d) Time and Temperature Control;
- (e) Cleaning and Sanitation;
- (f) Safe Food Preparation;
- (g) Receiving and Food Storage;
- (h) Methods of Thawing, Cooking, Cooling and Reheating Food; and
- (i) Hazard Analysis and Critical Control Points.

2. RATIONALE

2.01 Grenada has a largely tourism-based, small, open economy. Over the past two decades, the economy has shifted from being agriculture-dominant to that of services-dominant, with tourism serving as the leading foreign currency earning sector contributing just under 6% to the Gross Domestic Product (GDP)^{3/}. The passage of Hurricanes Ivan (2004) and Emily (2005) obliterated its economy, reduced its housing and room stock, and exacerbated its debt situation, but Grenada has since rebounded from the devastating effects of the hurricanes. However, the Government of Grenada (GOG) is now saddled with the debt burden from the rebuilding process. Although strong performances in construction and manufacturing, together with the development of tourism and higher education - especially in medicine - have contributed to growth in national output, economic growth remained stagnant in 2010-13 after a sizeable contraction in 2009 because of the global economic slowdown's effects on tourism and remittances.

^{2/} BMCs in attendance were Anguilla, Antigua and Barbuda, British Virgin Islands, Dominica, Grenada, Guyana, Montserrat, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname and Trinidad and Tobago.

^{3/} Grenada Statistics Department/Eastern Caribbean Central Bank. (2015). GDP Statistics.

2.02 As Grenada prepares to move into the third decade of the new millennium, the country is undertaking significant structural and institutional changes to induce economic growth and reduce poverty. With the need to build an economy on competitive advantage, entrepreneurship, and the ability to adapt to changing economic conditions, GOG's development strategies are focused on reducing the role of Government in economic activity and strengthening private-sector led operations. In consultation with public and private stakeholders, the priority areas for development include Tourism, Energy, Information and Communication Technology, Agribusiness, and Manufacturing, as noted in its 2012 Investment Promotion Strategy.

2.03 Visitor arrivals to Grenada increased by 12.7% in 2015 reaching a total of 443,368 when compared to 2014 (393,339)^{4/}. With a continuing increase in visitors to the island each year, the health and safety of visitors and image of the country as a safe destination is of paramount importance to Grenada's tourism sector. According to the Caribbean Tourism Association (CTO), the tourism industry is vulnerable to health, safety and environmental problems, particularly foodborne diseases and traveller's diarrhoea, which result in costly outbreaks of food and water-borne illnesses in hotels and cruise ships. Moreover, CTO reported that between 2000 and 2005, food and water-borne illnesses among travellers to the Caribbean resulted in losses of over USD250 million to the hotel sector^{5/}. Consequently, in January 2014, CTO and Caribbean Public Health Agency (CARPHA) agreed to establish a Regional Tourism and Health Programme utilising a holistic, integrated and multidisciplinary approach to improve the health, safety, quality and sustainability of the Caribbean tourism industry.

2.04 The Regional Tourism and Health Programme is intended to, among other things, assist in preventing food and water-borne illnesses and its resulting consequences by promoting good systems of monitoring and response, training and certification in food safety and environmental management, and the implementation of standards. These preventative measures will contribute to the tourism industry being more competitive, resilient and sustainable.

2.05 Although no incidents of outbreaks of foodborne diseases have been recorded in Grenada and its neighbouring islands to date, the Region has had several incidents of disease outbreaks which threatened the image of the islands and required crisis communications and public relations damage control. These experiences have heightened GOG's and other stakeholders' sensitivity to the need to improve the safety of food consumed by its 102,000 residents and tourists. Tourism industry stakeholders have assigned high priority to food safety training and certification for food handlers, especially in light of the absence of legislative guidelines for persons operating in the food service industry. GOG is seeking to train and certify a cadre of both men and women in the food service industry in Grenada in food safety practices, utilising the ServSafe Programme, as it is widely recognised and readily accepted regionally and internationally as a fundamental tool for improving the safety of food.

2.06 Participants will be exposed to a number of food safety methods and techniques in food handling and preparation, which will enhance their skills and heighten their awareness of such, while obtaining certification. Overall, this level of training will satisfy the requirements of stakeholders in the hospitality industry, while meeting industry standards, thus making Grenada more marketable as a tourism destination.

2.07 In December 2014, CTCS successfully executed this training programme in Antigua and Barbuda, and in 2015-2016 the project was repeated in Montserrat, Guyana, Dominica, and Anguilla. This project in Grenada is, therefore, in keeping with CTCS' endeavour to replicate the project in other BMCs to promote health and safety protocols and practices in tourism workplaces across the Region.

^{4/} Grenada Tourism Authority. (2016). Visitor arrivals to Grenada increased by 12.7% in 2015. Retrieved from <http://www.grenadagrenadines.com>

^{5/} Lisa Indar. (2014). Caribbean tourism and health, safety and environment programme: Creating a safer, healthier, more sustainable Caribbean. Retrieved from CARPHA's website: <http://carpha.org>

3. **OBJECTIVES**

3.01 The planned outcome of the project is participating food and beverage enterprises use improved food handling practices. The planned outputs are:

- (a) food service managers and handlers are trained and certified as ServSafe Food Protection Managers; and
- (b) participating MSMEs and institutions have developed action plans to upgrade their food safety management and practices.

4. **PROJECT DESCRIPTION**

4.01 The specific components of the project are as follows:

- (a) **Promotion:** Equal opportunity would be given to men and women to apply to participate in the training workshop. As such, the training programme will be promoted by the Grenada Industrial Development Corporation (GIDC), CTCS Local Coordinating Institution (LCI) in Grenada, using gender sensitive communications.
- (b) **Selection of Participants:** The training will be targeted at individuals that directly handle or supervise the handling of food. Participants should have at least undertaken a basic food handlers' or food safety course at the national level or have at least an associate degree in any discipline to facilitate understanding of the material. A maximum of 40 participants will be accepted to participate in the Food Hygiene and Sanitation training course in preparation for the ServSafe pre-test/baseline test, which is a pre-requisite to the ServSafe Food Protection Manager training course.

Data on potential participants will be compiled and analysed by a local organising committee which will make the selection decision. The committee will comprise representatives of the LCI, Ministry of Health (MOH), and other stakeholder organisations. Data to be captured on potential participants will be captured on Training Registration Forms. Data will include participant's name; sex; role/position in the business/organisation; prior training in food handling; business name/name of organisation; type of business/organisation; registration status; number of years in business; and size of business (annual sales; number of employees, value of assets).

- (c) **Food Hygiene and Sanitation Training:** This is a one-day Food Hygiene and Sanitation workshop aimed at refreshing participants' knowledge of food safety practices and preparing them for the ServSafe Food Handlers Pre-test. This will be facilitated by a CTCS Consultant (a Certified ServSafe Instructor and Registered ServSafe Proctor).
- (d) **Pre-testing/Baseline Testing:** This test is aimed at determining the participants' readiness to undertake the ServSafe Food Protection Manager training. The pre-test will be administered by a Certified ServSafe Instructor and Registered ServSafe Proctor. A maximum of 30 persons will be selected, based on grades obtained in the pre-test, to undergo the ServSafe Food Protection Manager training. These 30 participants will thereafter have access to online support from the ServSafe Instructors, prior to the ServSafe Food Protection Manager Training, so that they may continue to prepare for the formal training and examination. Those not selected will be encouraged to reapply for any future ServSafe Training Workshop.
- (e) **Baseline Audits:** Officials from MOH will conduct an audit of each business/institution represented by the selected training participants, to assess the pre-training/baseline food

safety practices. The results of the audit will be used by participants to inform follow-up action plans at the end of the workshop and by the LCI and CDB to evaluate the success of the project.

- (f) **ServSafe Food Protection Manager Training:** This three-day training course will be facilitated by two Certified ServSafe Instructors, as opposed to online, to ensure thorough understanding of the course material and to increase the probability of success in the examination and the number of participants meeting the requirements for certification. Participants will be provided with a Participant Manual, which can also be used as a reference when participants return to their work environments.
- (g) **Certification:** The ServSafe examination will be administered at the end of the three-day course by the Certified ServSafe Proctors, and test scripts will be submitted to the National Restaurant Association Educational Foundation in the USA for grading. Examination results and the certificates are expected to be returned within two to three weeks to the testing centre. Successful participants will then receive the ServSafe Food Protection Manager Certificate, which is valid for a five-year period. All 30 participants would be awarded a joint CDB and LCI Certificate of Participation. This would also facilitate identification of training received, should it become necessary to retake the exam.
- (h) **Action Planning:** With the help of the ServSafe Instructors, participants will use the knowledge gained from the training, and the recommendations from the audit conducted by Officials of MOH to develop action plans to improve food safety practices in their respective workplaces.
- (i) **Completion Audits:** Within six to 12 months of the completion of the ServSafe Food Protection Manager Training, officials of MOH will conduct post-training audits to assess the post-training food safety practices and the extent to which learning has been transferred to the work environment and action plans are being implemented.

5. GENDER ASSESSMENT

5.01 Women comprise the majority (about 80%) of workers in the hotel and restaurant and services sectors but mainly occupy the lower echelons of employment and a large number lack formal training and certification which limit their career mobility. In the case of micro-entrepreneurs, an informal status, poorly skilled staff, and absence of quality assurance systems to demonstrate adherence to recognised standards, limit growth and keep these enterprises at the subsistence level.

5.02 From discussions with the CI, it has been determined that regarding the local population there is a large number of micro-enterprises engaged in preparing and selling food/food products to the local population. The majority of these enterprises are informal and owned or managed by women. As a result of this project, knowledge, skills and attitudes of approximately 25 participating food handlers and managers, a large percentage of which will be women, will be upgraded and these participants will also receive the internationally recognised ServSafe Food Protection Manager Certificate. A Gender Marker is presented at Appendix 1.

6. **RISK ANALYSIS**

6.01 Some risks have been identified which could have an effect on the implementation and operation of the project. The risks have been classified as operational, however, and ranges from low to moderate levels overall. The summary of risks and mitigation measures is presented below:

Risk Type	Description of Risk	Mitigation Measures
Operational	Inadequate number of persons registering for the training workshop.	CTCS CIs have been engaged early and given sufficient time to promote the project in a timely manner.
Operational	Inappropriate targeting of participants for training.	Set criteria has been established for selection and the process will be closely monitored and controlled by CTCS staff.
Operational	Participants unable to understand the material sufficiently to receive certification.	Selection criteria for participants include the successful completion of a food handlers training workshop to ensure familiarity with the subject area. Additionally, a one-day Food Hygiene and Sanitation workshop will be conducted with pre-selected participants to refresh them on food safety principles and practices prior to the formal ServSafe training. A pre-test will also be administered to determine understanding and readiness for the formal ServSafe training and rather than allowing the participants to undertake the ServSafe training themselves via the online modality, a certified ServSafe Instructor will be utilised to guide their learning and understanding of the material.
Operational	Training participants are unable to implement knowledge and skills acquired from training.	Entities benefiting from the training will be expected to develop action plans to guide the transfer and implementation of their learning. The ServSafe Instructor along with MOH will be expected to assist trainees in completing the action plans and implementing recommendations from the food safety audit.

7. **PERFORMANCE ASSESSMENT SCORE**

7.01 In accordance with CDB's TA project Performance Assessment System (PAS), the project is accorded an overall score of 3.25. This is a satisfactory rating indicating the likelihood that the project will achieve its development objectives. The scores and justification for PAS are presented at Appendix 1 and a Design and Monitoring Framework is presented at Appendix 2.

8. PROJECT JUSTIFICATION AND BENEFITS

8.01 Caribbean economies need to compete based on quality, as higher costs of labour and other inputs rule out competing based on low costs and prices. Skilled labour is an important requirement for success when competing based on quality. With tourism as the main economic activity of many Caribbean countries, including Grenada, enhancing hospitality workers' skills will be critical to increasing competitiveness as tourism destinations. This is especially true given the current global recession.

8.02 Culinary/food tourism, community-based tourism and cultural tourism are important segments of the Region's tourism offerings, as they allow Caribbean tourism destinations to offer a differentiated product and participation by a wider range of stakeholders, in particular MSMEs which are dominated by women entrepreneurs. Participation by previously excluded groups can, however, only occur after some capacity building to ensure client safety and satisfaction.

8.03 Poor food handling practices can lead to foodborne diseases and can, therefore, put the local consumer's health at risk. Limited food handling skills can also increase operating costs and reduce profitability; limit the market segments that the business can target; and reduce the enterprise's profitability and growth rate. As a result of this project, knowledge, skills and attitudes of approximately 30 participating food handlers and managers, a large percentage of which will be women, will be upgraded and these participants will also receive the internationally recognised ServSafe Food Protection Manager Certificate. The project will directly contribute to increasing the career mobility and, therefore, the chance of improved livelihoods for these participants. With transfer of learning to the work environment, the project will also contribute to improvements in food handling practices and to improved business performance for the enterprises represented by the participants. A Results Monitoring Framework is attached at Appendix 3.

8.04 This TA intervention is, therefore, aligned to CDB's Strategic Objective of supporting inclusive growth and sustainable development and its Corporate Priorities of promoting private sector development leading to enhanced viability of MSMEs. The lessons learned from the project will be used to improve the design and execution of similar training initiatives, which will contribute to creating a critical mass of trained and certified food handlers in other BMCs.

9. EXECUTION

9.01 CDB will be the executing agency for the project through its CTCS Network, Technical Cooperation Division (TCD). The CTCS Network will be directly responsible for overall coordination, including managing the performance of CIs and consultants, as well as monitoring and evaluating progress towards planned results.

9.02 CTCS will work closely with GIDC which will have primary responsibility for identifying, selecting and mobilising persons to participate in the training workshop. GIDC will also assist CTCS with coordinating and overseeing the execution of TA activities; and collecting baseline and actual performance data for use by CTCS and GIDC to monitor and evaluate progress towards planned results. The MOH will assist in conducting the pre-training and pre-testing of the participants and conducting food safety audits before and after the workshop.

9.03 Baseline data on the levels of knowledge, skills and attitudes for each participant will be gathered from the Training Registration Forms, baseline audits and, where necessary, through dialogue with the participants. Data on the effectiveness of the Food Hygiene and Sanitation Training and the ServSafe Food Protection Manager Training will be obtained from the Instructor's observations on participants' level of participation during training; Workshop Assessment Forms completed at the end of the training; the performance of the participants in the pre-test and final test; the number and quality of the Action Plans developed by the participants; and the completion audits.

9.04 The project will be evaluated, and the achievements and lessons learnt will be discussed by the LCI and CTCS to inform further CTCS initiatives aimed at increasing the number of certified food handlers and improving food safety practices in Grenada and other BMCs.

10. BUDGET

10.01 CDB's funding will assist in meeting the professional fees of the Certified ServSafe Instructors, advertising and promotion, local project coordination, meals and other workshop expenses. CDB's in-kind contribution represents the personnel and other administrative services used by CDB to manage the execution of the project, including the collection and analysis/evaluation of monitoring data. A detailed budget is presented at Appendix 4.

GENDER MARKER ANALYSIS

Project Cycle Stage	Criteria	Score
Analysis: Background	Sex-disaggregated data included in the background analysis, and/or baselines and indicators, or collection of sex-disaggregated data required in the TOR.	1
	Socioeconomic/Sector/Institutional analysis considers gender disparities, or TOR require the identification of socioeconomic, sectoral and institutional gender issues.	0
Design: Project Proposal/Definition/ Objective	TA interventions are designed, or will be identified as part of the project, that address gender disparities or enhance gender capacities.	0
	Project objective/outcome includes the enhancement of gender capacities, gender data collection, gender equality or the design of gender-responsive policies or guidelines.	1
Score:		2

Marginally Mainstreamed: the project has limited potential to contribute to gender equality.

PERFORMANCE ASSESSMENT SCORE

Criteria	Score	Justification
Relevance	3	<p>The proposed Caribbean Technological Consultancy Services (CTCS) Network Technical Assistance (TA) intervention in food safety training is in response to a need expressed by Micro, Small and Medium-Sized Enterprises (MSMEs) within the Food and Beverage sub-sector in Grenada. This sub-sector plays a critical role in the tourism industry which is the island's main economic activity.</p> <p>Food safety is important in any food service outlet for overall customer satisfaction, efficiency and business performance. The proposed TA intervention is therefore consistent with Caribbean Development Bank's strategic objective of supporting inclusive growth and sustainable development and, its corporate priorities of promoting private sector development leading to enhanced viability of small and medium-sized enterprises.</p>
Effectiveness	4	<p>The ServSafe training will be delivered by a trained and certified ServSafe Instructor and Proctor who will utilise the ServSafe Food Protection Manager Programme, which is accredited by the American National Standards Institute-Conference for Food Protection. Prior to the conduct of the training, participants will go through a rigorous process of pre-training and pre-testing to ensure that the most suitable candidates are selected.</p> <p>The workshop will be conducted over the course of four days using the classroom modality to ensure understanding of the material and increase the probability of the participants' success with the certification assessment. Cooperating Institutions will provide follow up assistance to participating MSMEs and institutions to develop and implement their action plans and ensure that project deliverables create impact.</p>
Efficiency	3	<p>The pre-training and pre-testing will be carried out by local qualified personnel to save on accommodation, travel and per diem costs. Training will be delivered to a group of 30 persons, thereby resulting in an efficient manner of using resources in providing TA based on the group training approach.</p>
Sustainability	3	<p>Participants will be advised to pursue further assessments independently to become ServSafe Instructors and Proctors so that a cadre of trained and Certified ServSafe Instructors and Proctors is available in Grenada. With possible further assistance from CTCS, national and train-the-trainer workshops will be held in Grenada to further train and certify MSMEs and other institutions in the ServSafe programme to encourage their growth and development.</p>
Overall Score	3.25	Satisfactory

SERVSAFE TRAINING AND CERTIFICATION
FOR FOOD SERVICE MANAGERS AND HANDLERS
RESULTS MONITORING FRAMEWORK

Design Summary	Performance Targets	Data Sources/ Reporting Mechanisms	Assumptions/Risks
Impact: <ul style="list-style-type: none"> - Improved business performance of beneficiary Micro, Small and Medium-Sized Enterprise (MSMEs). - Enhanced food safety evidenced by no incidents of foodborne illnesses. 			
Intermediate Outcome: <ul style="list-style-type: none"> - Participating enterprises in the food and beverage sector use improved food safety practices. 	By December 2017: <ul style="list-style-type: none"> - At least 90% of MSMEs and institutions trained are rated as on schedule with the implementation of their food safety action plans. - At least 90% of participating MSMEs and institutions are using a structured food safety action plan to guide food safety management and practices in their establishments. - At least 80% of participating MSMEs and institutions reflect at least a 50% change in the performance rating given by Ministry of Health Officials during their completion audits. 	<ul style="list-style-type: none"> - Monitoring and evaluation reports. - Caribbean Technological Consultancy Services (CTCS) Network Operations Officers' supervision visits and Back-to-Office Reports. 	<ul style="list-style-type: none"> - No major external factors denigrate the business environment within which MSMEs operate.
<ul style="list-style-type: none"> - Food Service Managers and Handlers are trained and certified as ServSafe Food 	By December 2016 <ul style="list-style-type: none"> - 30 persons (15 males and 15 females) have completed the three-day training programme and, at least 90% are 	<ul style="list-style-type: none"> - Training evaluation report received from ServSafe instructor and local workshop 	<ul style="list-style-type: none"> - Trained and certified ServSafe instructors are readily available to conduct training.

Design Summary	Performance Targets	Data Sources/ Reporting Mechanisms	Assumptions/Risks
<p>Protection Managers.</p> <ul style="list-style-type: none"> - Increased knowledge and skills in and changed attitudes to food handling practices among participants. - Participating MSMEs and institutions have developed action plans to upgrade their food safety management and practices. 	<p>certified as ServSafe Food Protection Managers.</p> <ul style="list-style-type: none"> - Action Plans developed by at least 50% of participants at the end of the three-day training programme. - At least 50% of participants who have completed the training programme and action plans are evaluated, and are “confident that they are able to implement the action plans to upgrade their food safety protocols.” - At least 50% of participating MSMEs and institutions request and are provided with follow up support to finalise and initiate implementation of the food safety action plan developed during the three-day programme. 	<p>cooperating institution.</p> <ul style="list-style-type: none"> - Monitoring and evaluation report by CTCS Officers from supervision visit. 	<ul style="list-style-type: none"> - Trainees unable to demonstrate understanding of the material to successfully complete the certification assessments.

**SERVSAFE TRAINING AND CERTIFICATION FOR
FOOD SERVICE MANAGEMENT AND HANDLERS IN GRENADA**

BUDGET
USD

Details	Person Days	Rate	TOTAL
<u>Local Workshop Coordination</u>			
Professional Fees	8	350	2,800
Incidentals			250
Sub-Total			3,050
<u>Consultants</u>			
Professional Fees (2 consultants)	10	350	7,000
Airfare (2 consultants for ServSafe training)	2	900	1,800
Accommodation (2 consultants for ServSafe training)	2 x 4	240	1,920
Per Diem (2 consultants for ServSafe training)	2 x 4	125	1,000
Incidentals			300
Sub-Total			12,020
<u>Billable Expenses</u>			
Conference Room & Equipment	4	250	1,000
Meals (40 persons on Day 1)	40 x 1	40	1,600
Meals (30 persons on Days 2-4)	30 x 3	40	3,600
Training Materials			3,000
Printing of Pre-Test			300
Courier Services			100
Advertising and Promotion			500
Sub-Total			10,100
Contingency (5%)			505
TOTAL			25,675

CARIBBEAN DEVELOPMENT BANK

**APPRAISAL OF CARIBBEAN TECHNOLOGICAL CONSULTANCY SERVICES NETWORK
TECHNICAL ASSISTANCE PROJECT**

**COMPUTERISED JOB ESTIMATION TECHNIQUES WORKSHOPS FOR
ARTISANS AND SMALL CONTRACTORS, TURKS & CAICOS ISLANDS**

APRIL 2017

1. BACKGROUND

1.01 The Ministry of Infrastructure, Housing and Planning (MIHP), Turks & Caicos Islands (TCI) is responsible for the Government-owned and managed infrastructure within the Islands. In particular, the Ministry's Public Works Department (PWD) is responsible for design delivery and implementation of projects related to the infrastructure. The projects cover a varied portfolio of requirements not only within the Ministry but also for and on behalf of many other Ministries and Statutory Bodies. It is a Government requirement that all construction projects are overseen by PWD.

1.02 Currently, PWD, with a staff complement of 13 technical officers, is managing and delivering some 60 projects requiring technical input using private consulting and contracting firms. The Invitations to Tender (ITT) for these projects are prepared by PWD and approved by the Procurement Board before being issued by the Project Accounting Officer to an Approved List of Consultants and Contractors. With such a large number of projects and limited staff, the preparation and evaluation of the documentation is a challenge which is exacerbated by the poor quality of bids from Consultants and Contractors.

1.03 The infrastructural projects, which fall under the purview of PWD, are related to the public infrastructure programme of the TCI Development Strategy (2013-2017)^{1/} aimed at repairing and protecting prior investment, as well as expanding the country's infrastructure as the economy grows. This is in response to a backlog of essential infrastructure repair and maintenance which has accumulated. In addition, new investment in infrastructure to meet the requirements of the growing economy has been prioritised to achieve declared strategic development goals.

1.04 Traditionally, the Caribbean Development Bank (CDB) has promoted professionalisation and competitiveness of small contractors and artisans. During 2011-2013, CDB launched the Computerised Job Estimation Tool (CJET) to strengthen the operational capacity of small contractors and artisans. Training in the use of the Tool was delivered to approximately 150 persons in 10 of CDB's Borrowing Member Countries.

2. RATIONALE

2.01 PWD's experience in working with artisans and small contractors has consistently shown that one area of greatest weakness is the inability of the artisans and small contractors to accurately and reliably prepare tenders and job estimates, to ensure that they can both manipulate and present their bids, especially, the bill of quantities, in a manner to ensure competitive advantage. Consequently, small contractors tend to be at the mercy of larger and more structured business entities with the capability to employ or hire the services of consultant engineers, quantity cost surveyor, accountants and quality assurance specialists.

2.02 In that regard, MIHP has requested technical assistance (TA) from CDB, through its Caribbean Technological Consultancy Services (CTCS) Network, to conduct training in CJET for artisans and small contractors in TCI.

2.03 CJET was developed by the CTCS Network specifically for artisans and small contractors (nationals and non-nationals). It is a simple but effective computerised tool which allows the small contractor to always know his/her finite cost, as he/she progresses through preparation of each line item in the bill of quantities. The Tool allows the contractor to be in a position to determine and manipulate the quality of his bid, see the impact of a given bid ratio/rate on the overall line cost and to anticipate the projected earnings in excess of each line cost. This capability, therefore, allows the contractor to intentionally bid high or low on a given line item, while maintaining the option to spread any projected line losses over other items.

^{1/} http://www.tcinewsnow.com/documents/development_strategy2013-2017.pdf

3. OBJECTIVES

3.01 The overall objective of the project is to equip a cadre of artisans and small contractors with both information technology and business skills applicable across various construction projects, to maximize business profitability through more competitive bidding, better project management and structured costing techniques. They will also be sensitised to environment issues and disaster risk considerations within the context of costs.

3.02 The objectives of the five-day training are to equip participants with knowledge and skills to:

- (a) manage both project and business overheads and apply these components in a proportionate manner across each project;
- (b) understand and correctly apply the components of costing direct and indirect labour, auxillary services, supervision and time management to each component of a construction project;
- (c) define all components of a project in such detail to effectively achieve maximum control over the cost components and execution details necessary to ensure maximum time management and profitability; and
- (d) apply CJET to all job bidding exercises to accurately determine and/or manipulate the technical components of the bidding process, to rapidly determine and achieve precise costing and pricing outcomes necessary to enhance bidding competitiveness.

4. PROJECT DESCRIPTION

4.01 The TA to MIHP will be provided through the hosting of two five-day workshops for up to 60 male and female artisans and small contractors using CJET. Consideration will be given to gender equality perspectives, principles, values and standards so that the TA is guided by the differential needs of female and male participants. The workshops are targeted at 30 participants, respectively, who will be selected based on the following criteria:

- (a) Artisans and small contractors who are self-employed and have been in business for no less than five (5) years.
- (b) Small contractors who have undertaken privately contracted projects valued between USD50,000 and USD250,000.
- (c) Artisans who have executed sub-contracts in their specific area(s) of specialty between USD30,000 and USD80,000.
- (d) Artisans and contractors who have successfully executed projects above USD80,000 on any project financed totally by the Government of TCI (GOTCI) in collaboration with any regional and/or extra-regional agency.
- (e) Students of TCI Community College (TCICC) who are in their senior year in any technical field offered by TCICC.
- (f) Relevant technical officers of MIHP.

Follow-on Intervention

4.02 Following the workshops, PWD will conduct training to upgrade the skills of contractors to enable them to complete ITT documents to meet the legal and technical requirements of PWD, the Procurement Board and the Government as a whole.

5. GENDER ASSESSMENT

5.01 While there is strong representation of women in public sector decision making and there is roughly 50:50 ratio of employed women and men, special attention is needed to effectively engage both men and women in the construction sector. There are lower numbers of females in this sector. The workshops are designed to address the challenges experienced by all artisans and small contractors who meet the criteria for selection and, as such, equal opportunity for training will be provided to both men and women. The envisioned social impacts are positive, as participants are expected to sustain and/or expand their operations, generate higher incomes and increase employment opportunities for both men and women. Such outcomes will contribute to poverty reduction at the household level over the long term. The expected outcomes of the training will include sex disaggregated data. The Gender Marker for the project is presented at Appendix 1.

6. RISK ANALYSIS

6.01 Some risks have been identified which could have an impact on the implementation and operation of the project. The risks have been classified as operational. The summary of risks and mitigation measures are presented below.

Risk Type	Description of Risk	Mitigation Measures
Operational	The targeted number of artisans and small contractors do not register to participate in the workshops.	MIHP will be engaged as an implementation partner to coordinate on-the-ground activities leading up to the workshops. MIHP will work with other national MSME development agencies to promote and pre-register participants for the workshops in a timely manner.
Operational	Inappropriate targeting of participants for training.	Set gender-sensitive criteria will be established for selecting participants, <u>i.e.</u> workshops will be targeted primarily at both men and women with at least five years' business experience and have managed projects ranging from USD30,000 to USD250,000.
Operational	Lack of buy-in and uptake of CJET and its practical application.	Targeted participants will be sensitised to the importance and practical application of the training through advertisements and a pre-registration form. Participants would need to apply the Tool in order to effectively respond to ITT as required by PWD. Follow-on training to be delivered by PWD will also emphasis the need to apply the Tool.

6. PERFORMANCE ASSESSMENT SCORE

6.01 In accordance with CDB's TA Performance Assessment System (PAS), the project is accorded an overall score of 3.5 or highly satisfactory rating. The scores and justification for PAS are presented at Appendix 2.

7. PROJECT JUSTIFICATION AND BENEFITS

7.01 The elimination of deficiencies in project management capacity, costing and pricing and the ability to rapidly and thoroughly develop bidding schedules using a computerised tool, will provide beneficiary artisans and small contractors with a comparative advantage, which they would have otherwise not been able to achieve given limitations in formal training and educational background. The attainment by artisans and small contractors of applied business and project management skills will be achieved given the user-friendly application of CJET, which eliminates the need for the artisans and small contractors to have strong computer or advanced business training. The only assets the user needs to bring to the application of the tool is a thorough understanding of his/her skill and a fundamental educational background.

7.02 It is envisioned that as a result of the training, beneficiary artisans and small contractors (both men and women) will be better placed to secure contracts and complete projects within budgeted costs and in a timely manner. They will also be able to make reasonable profits from completed projects, which will ultimately contribute to sustaining their businesses, employment and livelihoods, as well as having the capability to compete for future contracts.

7.03 The training of artisans and small contractors is in keeping with GOTCI's policy to encourage and support local businesses by improving the skills of local contractors aimed at strengthening their capacity to secure and successfully complete projects, thereby contributing to sustained livelihoods. The Results Monitoring Framework is presented at Appendix 3.

7.04 The TA is aligned to CDB's Strategic Objective of Supporting Inclusive Growth and Sustainable Development and CDB's Corporate Priorities of promoting private sector operations leading to enhanced viability of Micro, Small and Medium-sized Enterprises (MSMEs). The TA is also consistent with CDB's Country Strategy Paper for TCI for the period 2015-18 in which CDB is committed to contribute in enhancing physical infrastructure and providing capacity building support to MSMEs.

8. EXECUTION

8.01 CDB will be the executing agency for the TA through its CTCS Network, Technical Cooperation Division (TCD). The workshops will be delivered by CTCS staff with support from a CJET Consultant. On-the-ground coordination services will be provided by MIHP as its counterpart contribution to the workshops. Procurement will be in accordance with the procedures employed by CDB with respect to Use of Funds for consultancy services. The CTCS Network will be responsible for overall coordination of the TA, including supervising the Consultant and monitoring and evaluating progress towards planned results. CTCS staff and the Consultant will be required to submit reports in accordance with required relevant CTCS indicators and information in respect of the project using standardised reporting templates.

8.02 The Terms of Reference (TORs) describing the scope of services to be performed by, and deliverables due from the Consultant and MIHP are attached at Appendix 4.

9. BUDGET

9.01 CDB's funding of fifty-four thousand, five hundred and seventy-four United States dollars (USD54,574), will assist in conducting two workshops on CJET in TCI (Providenciales and Grand Turk). The budget details are provided at Appendix 5.

GENDER MARKER

Project Cycle Stage	Criteria	Score
Analysis: Background	Sex-disaggregated data included in the background analysis, and/or baselines and indicators, or collection of sex-disaggregated data required in TOR.	0
Design: Project Proposal/ Definition/ Objective	TA interventions are designed, or will be identified as part of the project, that address gender disparities or enhance gender capacities.	1
	Project objective/outcome includes the enhancement of gender capacities, gender data collection, gender equality or the design of gender-responsive policies or guidelines.	1
Maximum Score:		2

Marginally Mainstreamed: the project has limited potential to contribute to gender equality.

PERFORMANCE ASSESSMENT SCORE

Criteria	Score	Justification
Relevance	4	The project is aimed at improving the operational capacity, competitiveness, and overall business performance of artisans and small contractors, who operate within the construction sector which contributes to the economic development of TCI. The envisioned social impacts are positive, as participants are expected to sustain and/or expand their operations, generate higher incomes and increase employment opportunities for both men and women. Such outcomes will contribute to poverty reduction at the household level over the long term. The project is, therefore, consistent with CDB's Strategic Objective of Supporting Inclusive Growth and Sustainable Development and CDB's Corporate Priorities of promoting private sector operations leading to enhanced viability of MSMEs.
Effectiveness	3	Training will be delivered over a period of five days and conducted by qualified and experienced Consultants who has successfully conducted similar training. The Consultants will use hands-on and participatory approach to training, which will equip participants with knowledge and skills that are easily transferable and applicable to their respective businesses.
Efficiency	4	Training will be delivered back-to-back via two workshops targeted at 60 participants, thereby resulting in an efficient manner of using resources in providing TA based on the group training approach. The delivery modes to be employed are determined as efficient approaches to building capacity of participants and use of CDB resources.
Sustainability	3	Trained artisans and small contractors are expected to apply the knowledge and skills acquired from the training to improve the operations of their businesses and to respond to ITT. Additionally, PWD will provide post-training support to participants in other critical areas that would enable them to respond more effectively to ITT. CJET promotes greater professionalism among the target groups and hence the sustainability of their operations. CDB has updated CJET so that it remains current and compatible with operating systems.
Overall Score	3.5	Highly Satisfactory

RESULTS MONITORING FRAMEWORK

Design Summary	Performance Targets	Data Sources/ Reporting Mechanisms	Assumptions
Impact: Improved business performance (profitability and competitiveness) of artisans and small contractors.			
Outcomes: Intermediate Improved capacity of artisans and small contractors to apply CJET in their operations. Immediate Enhanced knowledge and skills of artisans and small contractors in CJET.	By September, 2017 <ul style="list-style-type: none"> At least 80% of 60 participants (disaggregated by sex) are applying the knowledge and skills acquired. At least 90% of 60 participants (disaggregated by sex) reporting improved knowledge and skills. 	Monitoring and evaluation reports by CTCS Officers and PWD Reports by Consultant and CTCS Officers, inclusive of participants completed work-shop evaluation forms.	<ul style="list-style-type: none"> - Trained artisans and small contractors are able to implement/transfer knowledge and skills acquired from the training. - Participants complete evaluation forms.
Output: Hands-on training in CJET delivered to artisans and small contractors.	By June, 2017 60 artisans and small contractors (disaggregated by sex) complete the five-day training in CJET.	Reports by Consultant and CTCS Officers.	Participants are capable of assimilating information to effectively use the Tool while in training.

TERMS OF REFERENCE

INFORMATION TECHNOLOGY SUPPORT
COMPUTERISED JOB ESTIMATION TECHNIQUES FOR
ARTISANS AND SMALL CONTRACTORS
IN PROVIDENCIALES AND GRAND TURK, TURKS & CAICOS ISLANDS

1. BACKGROUND

1.01 The Ministry of Infrastructure, Housing and Planning (MIHP), Turks & Caicos Islands (TCI) is responsible for the Government-owned and managed infrastructure within the Islands. In particular, the Ministry's Public Works Department (PWD) is responsible for design delivery and implementation of projects related to the infrastructure. The projects cover a varied portfolio of requirements not only within the Ministry but also for and on behalf of many other Ministries and Statutory Bodies. It is a Government requirement that all construction projects are overseen by PWD.

1.02 Currently, PWD, with a staff complement of 13 technical officers, is managing and delivering some 60 projects requiring technical input using private consulting and contracting firms. The Invitations to Tender or these projects are prepared by PWD and approved by the Procurement Board before being issued by the Project Accounting Officer to an Approved List of Consultants and Contractors. With such a large number of projects and limited staff, the preparation and evaluation of the documentation is a challenge which is exacerbated by the poor quality of bids from Consultants and Contractors.

1.03 The infrastructural projects, which fall under the purview of PWD, are related to the public infrastructure programme of TCI's Development Strategy (2013-2017)^{1/} aimed at repairing and protecting prior investment, as well as expanding the country's infrastructure as the economy grows. This is in response to a backlog of essential infrastructure repair and maintenance which has accumulated. In addition, new investment in infrastructure to meet the requirements of the growing economy has been prioritised to achieve declared strategic development goals.

1.04 Traditionally, the Caribbean Development Bank (CDB) has promoted professionalisation and competitiveness of small contractors and artisans. During 2011-2013, CDB launched the Computerised Job Estimation Tool (CJET) to strengthen the operational capacity of small contractors and artisans. Training in the use of the Tool was delivered to approximately 150 persons in 10 of CDB's Borrowing Member Countries.

2. RATIONALE

2.01 PWD's experience in working with artisans and small contractors has consistently shown that one area of greatest weakness is the inability of the artisans and small contractors to accurately and reliably prepare tenders and job estimates, to ensure that they can both manipulate and present their bids, especially the bill of quantities, in a manner to ensure competitive advantage. Consequently, small contractors tend to be at the mercy of larger and more structured business entities with the capability to employ or hire the services of consultant engineers, quantity cost surveyor, accountants and quality assurance specialists.

^{1/} http://www.tcinewsnow.com/documents/development_strategy2013-2017.pdf

2.02 In that regard, MIHP has requested technical assistance (TA) from CDB, through its Caribbean Technological Consultancy Services (CTCS) Network, to conduct training in CJET for artisans and small contractors in TCI.

2.03 CJET was developed by the CTCS Network specifically for artisans and small contractors (nationals and non-nationals). It is a simple but effective computerised Tool which allows the small contractor to always know his/her finite cost, as he/she progresses through preparation of each line item in the bill of quantities. The Tool allows the contractor to be in a position to determine and manipulate the quality of his bid, see the impact of a given bid ratio/rate on the overall line cost and to anticipate the projected earnings in excess of each line cost. This capability, therefore, allows the contractor to intentionally bid high or low on a given line item, while maintaining the option to spread any projected line losses over other items.

3. OBJECTIVE

3.01 The purpose of this TA, therefore, is to update the CJET programme, provide Information Technology (IT) support and assist the CTCS Network in conducting two five-day workshops on the application of CJET for artisans and small contractors, to be conducted in Providenciales and Grand Turk from May 22-26, 2017 and May 29 to June 2, 2017, respectively.

4. SCOPE OF WORK

4.01 The scope of work is understood to cover all the activities necessary to accomplish the stated objectives of the TA. The main tasks/activities are as follows:

- (a) Prior to departure from home base and commencement of the workshops, collaborate with the CTCS consultant and execute the following:
 - (i) liaise with CDB's CTCS Operations Officer (OO), to review the Terms of Reference (TOR) and logistical arrangements for the workshops;
 - (ii) review with the CTCS Consultant, all training protocol and materials to be used during the workshop. In particular, this exercise should include the following:
 - (aa) updating the CJET programme to ensure compatibility with the latest version of Microsoft Excel;
 - (bb) streamlining of selected components of CJET to improve workflow. This adjustment will be achieved by creation of a single Reference File for all work components. (e.g: Overheads, Labour Analysis etc.);
 - (cc) improving by automating, the transfer of Residual Overheads as one moves through the various stages of the Estimates;
 - (dd) automating creation of New Projects by generating a new folder which will be automatically loaded with the basic components needed to start a New Project; and
 - (ee) creating an Electronic User Manual to provide descriptions of the various functions of CJET.

- (b) Upon arrival into TCI, execute, in collaboration with the CTCS OO, the following:
- (i) meet with the assigned technical team of MIHP and conduct a familiarisation tour of the training facilities;
 - (ii) review with MIHP's technical team, all arrangements for the physical, IT and other technical and support requirements necessary to achieve a successful delivery of the CJET training. Where necessary, advise on and assist in executing any adjustments deemed necessary;
 - (iii) conduct, with the CTCS Consultant, training over two 5-day workshops, in a manner consistent with the training protocol referred to in item 3.01 (a) (ii) above;
 - (iv) assist participants in resolving any IT challenges they may experience with their individual computer operating systems during the training; and
 - (v) at the conclusion of each day's formal training, assist participants, through short tutorial sessions, in addressing any individual technical issues encountered during the day's exercises that could not be satisfactorily resolved during the formal sessions.
- (c) Following completion of workshops, in collaboration with the CTCS Consultant, prepare a technical analysis, supported by both tabular and graphical data, of the participants' handling of the various management and technical components of the CJET workshops and the results of the evaluation exercises.

5. REPORTING REQUIREMENT

5.01 Prepare and submit to CDB, through the Division Chief (Ag), Technical Cooperation Division, a final draft of the Report addressing items 4.01 (a) to (c) above, inclusive of an abstract of approximately one (1) page embodying the main conclusions and giving essential information, which should be intelligible without reference to the Report itself; and data on the CTCS standard indicators as per reporting template. The Report must be submitted electronically to thomasmi@caribank.org in the Microsoft Word format within fifteen (15) working days of completing the assignment. The Report should be accompanied by a signed invoice in the amount claimed by the Consultant in United States currency. The invoice should include full banking instructions in order to facilitate wire transfer of funds by CDB.

6. DURATION

6.01 The assignment should not exceed a total of fourteen (14) working days for the Consultant as follows:

- (a) two (2) days in execution of Item 4.01 (a) (i) and (ii) above;
- (b) ten (10) days in conducting Item 4.01 (b) in Providenciales and Grand Turk; and
- (c) two (2) days in conducting, at home base, Item 5.01.

TERMS OF REFERENCE

PROVISION OF COORDINATION SERVICES

WORKSHOPS ON COMPUTERISED JOB ESTIMATION TECHNIQUES FOR ARTISANS AND SMALL CONTACTORS IN TURKS & CAICOS ISLANDS

1. BACKGROUND

1.01 The Ministry of Infrastructure, Housing and Planning (MIHP), Turks & Caicos Islands (TCI) is responsible for the Government-owned and managed infrastructure within the Islands. In particular, the Ministry's Public Works Department (PWD) is responsible for design delivery and implementation of projects related to the infrastructure. The projects cover a varied portfolio of requirements not only within the Ministry but also for and on behalf of many other Ministries and Statutory Bodies. It is a Government requirement that all construction projects are overseen by PWD.

1.02 Currently, PWD, with a staff complement of 13 technical officers, is managing and delivering some 60 projects requiring technical input using private consulting and contracting firms. The Invitations to Tender for these projects are prepared by PWD and approved by the Procurement Board before being issued by the Project Accounting Officer to an Approved List of Consultants and Contractors. With such a large number of projects and limited staff, the preparation and evaluation of the documentation is a challenge which is exacerbated by the poor quality of bids from Consultants and Contractors.

1.03 The infrastructural projects, which fall under the purview of PWD, are related to the public infrastructure programme of TCI's Development Strategy (2013-2017)^{2/} aimed at repairing and protecting prior investment, as well as expanding the country's infrastructure as the economy grows. This is in response to a backlog of essential infrastructure repair and maintenance which has accumulated. In addition, new investment in infrastructure to meet the requirements of the growing economy has been prioritised to achieve declared strategic development goals.

1.04 Traditionally, the Caribbean Development Bank (CDB) has promoted professionalisation and competitiveness of small contractors and artisans. During 2011-2013, CDB launched the Computerised Job Estimation Tool (CJET) to strengthen the operational capacity of small contractors and artisans. Training in the use of the Tool was delivered to approximately 150 persons in 10 of CDB's Borrowing Member Countries.

2. RATIONALE

2.01 PWD's experience in working with artisans and small contractors has consistently shown that one area of greatest weakness is the inability of the artisans and small contractors to accurately and reliably prepare tenders and job estimates, to ensure that they can both manipulate and present their bids, especially the bill of quantities, in a manner to ensure competitive advantage. Consequently, small contractors tend to be at the mercy of larger and more structured business entities with the capability to employ or hire the services of consultant engineers, quantity cost surveyor, accountants and quality assurance specialists.

2.02 In that regard, MIHP has requested technical assistance (TA) from CDB, through its Caribbean Technological Consultancy Services (CTCS) Network, to conduct training in CJET for artisans and small contractors in TCI.

2.03 CJET was developed by the CTCS Network specifically for artisans and small contractors (nationals and non-nationals). It is a simple but effective computerised tool which allows the small contractor to always know his/her finite cost, as he/she progresses through preparation of each line item in the bill of quantities. The Tool allows the contractor to be in a position to determine and manipulate the quality of his bid, see the

^{2/} http://www.tcinewsnow.com/documents/development_strategy2013-2017.pdf

impact of a given bid ratio/rate on the overall line cost and to anticipate the projected earnings in excess of each line cost. This capability, therefore, allows the contractor to intentionally bid high or low on a given line item, while maintaining the option to spread any projected line losses over other items.

2.04 In response to a request for technical assistance (TA) from MIHP, the Caribbean Development Bank (CDB), through its Caribbean Technological Consultancy Services (CTCS) Network, is partnering with MIHP to conduct training in Computerised Job Estimation Techniques (CJET) for artisans and small contractors in Turks and Caicos Islands (TCI). Training will be held in Providenciales and Grand Turk targeted at 30 participants respectively.

3. OBJECTIVE

3.01 The purpose, therefore, is for MIHP to provide logistical support to assist the CTCS Network in undertaking activities leading up to and during the hosting of two five-day workshops on the application of CJET for artisans and small contractors, to be conducted in Providenciales and Grand Turk from May 22 to 26, 2017 and May 29 to June 2, 2017, respectively.

4. SCOPE OF WORK

4.01 The scope of work is understood to cover all the activities necessary to accomplish the stated objectives, whether or not a specific activity is cited in these terms of reference (TOR). The main tasks/activities are as follows:

- (a) prepare and disseminate in a timely manner, a suitable pre-registration form promoting the workshops as a collaborative effort between CDB's CTCS Network and MIHP;
- (b) discuss with CDB's CTCS Operations Officer (OO), key requirements for the workshops in keeping with the accommodation and travel requirements for relevant workshop participants and facilitators;
- (c) arrange promotion of the workshops as a collaborative effort between CDB's CTCS Network and MIHP through appropriate national media;
- (d) disburse stipends to relevant participants in keeping with the amounts provided by CDB for each participant;
- (e) identify and secure a suitable conference facility for the workshop in Grand Turk, inclusive of catering services to supply conferencing services and meals over the five (5) days of training;
- (f) provide logistical support for the entire duration of both workshops;
- (g) monitor the daily activities of the workshops to ensure outcomes are in keeping with the objectives of the workshops. Where necessary, work with the workshop facilitators and conference service providers to correct any deficiencies that may impact negatively on the efficient delivery of the training programme;
- (h) liaise with CTCS OO, at any point during the pre-workshop activities and/or during workshop delivery, to discuss or seek advice on any matters related to the workshop; and
- (i) conduct and execute any other duties deemed necessary to ensure effective planning and execution of the workshop. Such activities should be carried out within the agreed workshop budget and within the spirit of best professional practice.

5. REPORTING REQUIREMENTS

5.01 Prepare and submit to CDB, through the Division Chief (Ag.), Technical Cooperation Division, a Report incorporating the following:

- (a) financial details of all expenditure, inclusive of full invoices and original bills of all expenses incurred, as well as documentation evidencing stipends received by participants; and
- (b) a list of participants along with details such as employer, position and contact information (email addresses and telephone numbers).

5.02 The Report must be submitted electronically to thomasmi@caribank.org within fifteen (15) working days of completion of the second workshop.

BUDGET
CJET Workshop in Providenciales, Turks & Caicos Islands
(USD)

Item	Amount	MIHP
<u>Facilitator</u>		
(a) Airfares and Airport Transfers	1,300	
(b) Professional Fee for one (1) expert:		
(i) Preparation and Reporting: 3 days @ \$350 per day	1,050	
(ii) Facilitation: 5 person-days @ \$350 per day	1,750	
(c) Meals and Incidentals: 7 days @ 150 per day	1,050	
(d) Hotel Accommodation: 7 nights @ \$208 per night	1,456	
Sub-Total	6,606	-
<u>Participants from North and Middle Caicos</u>		
(a) Ferry: 5 persons x \$50 per person	250	
(b) Ferry Transfers: 5 persons x \$40 per person	200	
(c) Meals Allowance: 5 persons x 6 days @ \$89 per day	2,670	
(d) Hotel Accommodation: 5 persons x 6 nights @ \$154 per night	4,620	
Sub-Total	7,740	-
<u>Conference Services</u>		
(a) Conference Facilities (room and equipment rental): 5 days @ \$700 per day	3,500	
(b) Meals and refreshments - 33 ^{1/} persons x 5 days @ \$77 per person	12,705	
Sub-Total	16,205	-
Local Coordination	-	8,000
Contingency @ 5%	1,528	-
TOTAL	32,079	8,000

^{1/} Includes the five (5) participants who are travelling and others who are locally based, plus facilitators and coordinators.

BUDGET
CJET Workshop in Grand Turk, Turks & Caicos Islands
(USD)

Item	Amount	MIHP
<u>Facilitator</u>		
(a) Airfares and Airport Transfers	164	
(b) Professional Fee for one (1) expert:		
(i) Reporting: 1 days @ \$350 per day	350	
(ii) Facilitation: 5 person-days @ \$350 per day	1,750	
(c) Meals and Incidentals: 7 days @ 150 per day	1,050	
(d) Hotel Accommodation: 7 nights @ \$200 per night	1,400	
Sub-Total	4,714	-
<u>Participants from South Caicos and Salt Cay</u>		
(a) Airfare: 5 persons x \$100 per person	500	
(b) Airport Transfers: 5 persons x \$24 per person	120	
(c) Ground Transportation: 5 days @ \$30 per day	150	
(d) Meals and Incidentals Allowance: 5 persons x 6 days @ \$89 per day	2,670	
(e) Hotel Accommodation: 5 persons x 6 nights @ \$200 per night	6,000	
Sub-Total	9,440	-
<u>Conference Services</u>		
(a) Conference Facilities (room & equipment rental): 5 days @ \$374 per day	1,870	
(b) Meals and refreshments - 30 persons x 5 days @ \$36 per person	5,400	
Sub-Total	7,270	-
Local Coordination	-	6,000
Contingency @ 5%	1,072	-
TOTAL	22,495	6,000