

TERMS OF REFERENCE

Technical assistance to review and draft business climate related policy and legislation, and strengthen institutions responsible for implementation

Country: Regional

Project Number: RG-T4201

TC title: Strengthening the investment, innovation and business climate in the Caribbean

1. Background and Justification

Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries. In 2016, the Inter-American Development Bank (IDB), the United Kingdom’s Foreign, Commonwealth & Development Office (FCDO), the Caribbean Development Bank (CDB) and the Government of Canada have established a co-financing facility called “The Compete Caribbean Partnership Facility” (GN-2851), which is a continuation of the Compete Caribbean Program that funded over 100 private sector development projects over the period 2010-2016 in the Caribbean. These projects generated nearly 12,000 jobs, a 23% increase in exports (USD\$37M) and a 41% increase in the revenue of participating firms and clusters (USD\$153M), as well as an improvement in the business climate for some countries through policy or regulatory reforms. The purpose of the Compete Caribbean Partnership Facility (CCPF) is to drive inclusive and sustainable economic growth through greater competitiveness and innovation in the private sector of 13 Caribbean countries¹.

The Inter-American Development Bank, through RG-T4201 and Compete Caribbean as an executor, is supporting the enhancement of the business climate in seven Caribbean countries: Barbados, Belize, The Bahamas, Guyana, Jamaica, Suriname and Trinidad and Tobago. The purpose of the IDB RG-T4201 project is to promote improvements in the business climate that will foster increased private sector investment and innovation in the small, English and Dutch speaking Caribbean countries of the Caribbean. A call for proposals has been issued in each country, followed by dialogue with focal points within the governments, to identify business climate processes that affect private sector development and where the government has an acute interest in reform.

2. Objectives

The objective of this consultancy is to provide technical assistance to these seven governments to advance in the areas of business climate reform that each has selected. The envisioned outcome is to produce legislative and policy frameworks accompanied by institutional strengthening that will simplify processes and reduce the average time of business climate processes by at least 15%, preferably accompanied by a decrease in cost for the user and for the government, in a way that has wide user and government acceptance of the changes.

¹ Antigua & Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, Saint Kitts & Nevis, Saint Lucia, Saint Vincent & the Grenadines, Suriname, Trinidad & Tobago

3. Scope of Services

The scope of services includes the following:

- Understanding the bottlenecks in the business climate processes that affect speed and cost for users and for the government.
- Understand the capacities of the institutions charged with undertaking these processes, including coordination mechanisms with other involved institutions.
- Identify areas for improvement (including digitalization) in these business climate processes that are feasible within the constraints of short- and medium-term institutional capacity and public investment trends.
- Suggest revisions to processes and consult with stakeholders (public and private) to evaluate feasibility of implementation and impact.
- Draft new or amended policy/legislation that will support the roll out of those process revisions with highest feasibility.
- Strengthen institutional capacity (if applicable) of the institutions responsible for and/or responsible for implementing the business climate processes.
- Accompany the governments in the first 6 months of roll-out with advice on policies, legislative briefs, and/or implementation of the new/modified processes in the relevant institutions.

4. Key Activities

The Consulting Firm will carry out the following key activities that will facilitate the achievement of the objective:

- Review background information on the business climate issues selected by the governments to be tackled by this consultancy.
- Attend a project kick-off meeting with key stakeholders in each of the countries that have selected to do business climate reform work. Stakeholders should include government agencies responsible for the business climate processes, other government agencies that are involved, and the target user of those processes.
- For each country assignment, review the following: (i) related laws, subsidiary regulations, administrative ordinances, and government policies and practices (both de jure and de facto); (ii) reports detailing related reform best practices in other countries. Part (i) of this assignment will entail meetings with stakeholders involved in the implementation of existing legislation and policy to understand de facto practices, and the reasons for these practices, as well as the capacities of the institutions and persons that are managing the business climate processes. The use of digital technology to improve these business processes will be evaluated at this stage. Part (i) of the assignment will also entail identifying whether women owned firm or women are affected differently than other firms in the specific business climate area, pinpointing the legislative/policy and/or institutional processes that create a differentiated impact on women-owned firms.
- Develop an Inception Report and Work Plan for completing the assignment in each country – both the policy/legislative review work and the institutional capacity assessment and implementation - based on the project kick-off meeting and documentation review.
- Conduct a legal and policy gap analysis in each country, that would indicate which areas require amendment/new legislation, regulations or policies. If digitalization poses an opportunity for improvement, detail which processes are susceptible to digitalization, and any relevant amendments

to policies or legislation. Explain if the changes would have a differentiated (positive or negative) impact on women-owned firms and/or female stakeholders.

- Draft recommendations for new or amended legislations, regulations or policies that are congruent with the gap analysis and with the capabilities of the institutions charged with the business climate process. Aim to simplify processes to produce reductions in time, and if possible, cost to the end user and to the government of providing these services. The recommendations should be accompanied by an analysis of feasibility of implementation and institutional changes and/or other investments (for example, training, staff, digital infrastructure – hard and soft) that would be necessary for implementation, if applicable.
- Meet with government officials and other related stakeholders to present the recommendations, feasibility analysis, and obtain feedback.
- Draft new legislative, regulatory and/or policy amendments, as well as institutional strengthening plans to support simplification of processes and the overall goal of reduced time and cost for the user.
- Implement the institutional capacity building plans, to implement the new/modified legislations, regulations or policies. Plans involving digitalization may be financed under these TORs, depending on nature of the expense and cost.
- Be on call for 6 months after submitting the policies/legislations to support the government should additional legal or institutional technical assistance be needed.

5. Expected Outcome and Deliverables

The consulting firm will be responsible for the delivery of the following products:

- **Deliverable 1:** Draft Inception Report and Work Plan within 2 weeks of contract signing; and a Finalised Inception Report and Work Plan within 3 days of receipt of comments on the draft version.
- **Deliverable 2:** Draft Legislative/Policy Gap Analysis Report for each country within 7 weeks of the acceptance of the Finalised Inception Report and Work Plan; and a Finalised Legislative/Policy Gap Analysis Report within 3 weeks of receipt of comments on the draft version.
- **Deliverable 3:** Consultative workshops facilitated to present the legislative gap analysis
- **Deliverable 4:** Draft legislative amendments for each country within 4 weeks of the acceptance of Finalised Legislative Gap Analysis Report. Each report will include a description of institutional capacity building required to implement the modified legislations/policies, along with terms of reference for the hiring of consultants to support capacity building aligned with the plan.
- **Deliverable 5:** Finalised legislative amendments incorporating feedback on the draft version within 2 weeks of receiving feedback.
- **Deliverable 6:** Report detailing results of the institutional strengthening activities delivered to the relevant beneficiary agencies, along the lines of the plan and the TORs detailed in Deliverable 4.
- **Deliverable 6:** Five-page report summarizing result of legislative/approval process and roll-out.

6. Project Schedule and Milestones

The consultancy is expected to begin upon contract signing and to be fully completed in 10 (ten) months.

7. Reporting Requirements

- 7.1. All deliverables must be submitted to the Bank in an electronic file. Deliverables should include cover, main document, and all annexes. Zip files will not be accepted as final deliverables, due to Records Management Section regulations.

8. Acceptance Criteria

- 8.1. All deliverables will be reviewed by the Bank and the beneficiary governments. Comments made by the Bank are expected to be incorporated into the deliverables. Payment will be made upon acceptance and approval by the Bank of deliverables. All deliverables must be submitted in sequential order and will only be accepted with the IDB's formal acceptance of the previous submissions.

9. Supervision and Reporting

- 9.1. The consultancy will be supervised by Sylvia Dohnert, Lead Private Sector Specialist, Competitiveness, Technology and Innovation Division (IFD/CTI) at the Inter-American Development Bank and coordinated by the Compete Caribbean Partnership Facility.

10. Schedule of Payments

- 10.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.
- 10.2. The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

<i>Payment Schedule</i>	
<i>Deliverable</i>	<i>%</i>
1. Finalised Inception Report and Work Plan	10%
2. Finalised Legislative Gap Analysis Report	20%
3. Draft Legislative Amendments	10%
4. Finalised Legislative Amendments	10%
5. Results of institutional strengthening activities	40%
6. Report summarizing technical assistance provided during approval process	10%
TOTAL	100%

11. Qualifications to Utilize in Criteria for Selection:

Contractual teams should have specific expertise and knowledge, which will be the main criterion for their selection. It is anticipated that the team would comprise individuals with strong competencies in the below areas but this is not meant to restrict team compositions to exact roles described below.

Consulting Firm Qualifications:

- **Consulting Firm Experience:** At least five (5) years of experience working with developing countries on issues related to legislative and policy frameworks that impact the business climate (i.e. business registration, access to finance, enforcing contracts, protecting minority investors, resolving insolvency, registering property, labor market regulations, competition policy, regulatory frameworks that foster e-government and e-commerce). Experience with applying gender lenses to policy and regulation and with climate related frameworks (carbon credit markets, environmental impact assessment regulation) is highly desirable. Experience with assessing institutional capacity to implement policy and regulations is a requirement. The firm must have experience in the Latin American and Caribbean region, and experience in settings with common law (which is prevalent in the English-speaking Caribbean) as well as with Civil Law (applicable in Suriname). Team members must be fluent in English, and one of them fluent in Dutch. The firm must demonstrate the capacity to rapidly attract and hire legal, gender, climate and digital specialists as required to fulfil these Terms of Reference.

- **TEAM LEADER – BUSINESS PROCESS REENGINEERING MANAGEMENT EXPERT**

Education

- Formal education in:
 - Law, political science, economics, or business administration
 - with an advanced degree (Master's degree or equivalent) in one of these fields

Experience

- A minimum of 10 years of experience in developing, leading and delivering complex multi- stakeholder projects that involve changes in regulatory and policy frameworks and related institutional capacity
- Experience in ICT solutions development would be an asset.
- Demonstrated successful experience in bringing about organizational change
- Proven history of generating innovative and effective solutions using agile development methodologies

Other Skills

- Proven ability to develop, lead and deliver large-scale, complex projects on schedule and within budget
- Strong interpersonal and participatory stakeholder engagement skills
- Excellent interpersonal communication skills to explain complex technical topics in an easily understandable manner
- Ability to improve group dynamics and group cohesion
- Training/facilitation skills
- Fluency in oral and written English.

- **LEGAL AND POLICY SPECIALIST(S)**

Education

- Master's degree or equivalent in Law (the consultancy requires access to lawyers versed in Common Law and in Legal Law) Experience
- A minimum of 7 years of experience in reviewing and/or drafting policies and regulations.
- The firm should submit cvs of legal and policy specialists that have experience in: a) the areas of business climate described above; b) environmental and climate change related

frameworks; c) gender assessment of legislative and policy frameworks; d) e-legislation frameworks.

Other Skills

- Research-oriented, with strong evidence gathering and data analysis skills using qualitative, quantitative or mixed research methods
- An understanding of how institutional capacities affect de facto what are de jure principles enshrined in policy/law
- Excellent communication skills to explain complex technical topics in an easily understandable manner
- Fluency in oral and written English.
- One legal specialist must be fluent in Dutch.

● **EXPERT(S) IN ASSESSING INSTITUTIONAL CAPACITY**

Education:

- Master's degree in Social Science, Business Administration, Environmental Science, Transition or Complexity Science, Systems Engineering, or a related area

Experience:

- A minimum of 5 years of experience in assessing the capacity of institutions to deliver on regulatory or policy agendas; previous experience in the Caribbean will be highly valued.
- Demonstrated ability to identify opportunities and methods for institutional capacity building;
- Proven professional knowledge in innovative approaches such as Systems Thinking, Agile Methodologies, Behavioral Insights, Qualitative and Quantitative User Research, Co- creation, Design Thinking, Data Empowerment, and Collective Intelligence
- Experience in systems for monitoring and evaluation, to trigger policy improvements

Other Skills

- Demonstrated ability to work with clients to help surface unarticulated needs
- Demonstrated ability in running co-design sessions and capacity-building in experimental design, lean iteration and impact evaluation.

Languages: Fluency in oral and written English.

● **GENDER EXPERT**

Education: Bachelor's in Economics, Business Administration, Social Studies or similar studies. Postgraduate and / or master's degrees in areas related to Gender will be highly valued.

Experience: Proven professional experience of at least five (5) years in the public and / or private sector, nationally or internationally, on issues related to diversity and gender in the workplace and economic development programs. Knowledge and experience in Latin America and particularly in the Caribbean are valued, as well as experience in Blue Economy areas.

Other skills:

- Knowledge in advising governments, institutions or private sector in developing gender parity at workforce and economic growth, while promoting positive spillovers in local communities.
- Demonstrated experience analyzing and implementing programs focused on gender and diversity at workplace and economic development schemes.
- Knowledge of FDI, especially in the LAC region, Investment and Promotion Agencies (IPAs), economic development and blue economy sectors dynamics will be highly valued.
- Ability to extrapolate and analyze data to design and evaluate impacts of programs from a 360 perspective.
- Experience working across multiple government organizations and private sector stakeholders involved in economic development and gender projects.
- Highly developed communication skills, including the preparation of high-quality reports and the delivery of presentations.
- Ability to work under pressure, and to meet tight deadlines without compromising the quality of outputs.
- Ability to maintain confidentiality and use discretion when dealing with sensitive information.
- Cultural awareness and sensitivity to country-specific issues.

Languages: High proficiency of English is required

• **DIGITALIZATION EXPERT(S)**

Education:

- Master's degree in an area of Computer Science, Business Administration, Systems Engineering, or a related area
- If in Business Administration or non-computer related area, the candidate must demonstrate formal education in Computer Science or related area

Experience:

- A minimum of 5 years of experience in supporting public institutions to digitalize government processes. Previous experience in the Caribbean will be highly valued.
- Demonstrated ability to identify opportunities and constraints for digitalization of government processes.
- Proven professional knowledge in innovative approaches such as Systems Thinking, Agile Methodologies, Behavioral Insights, Qualitative and Quantitative User Research, Co-creation, Design Thinking, Data Empowerment, and Collective Intelligence

Other Skills

- Demonstrated ability to work with clients to help surface unarticulated needs
- Demonstrated ability in running co-design sessions and capacity-building related to digitalization efforts.

Languages: Fluency in oral and written English.

TERMS OF REFERENCE

Gender assessment of private sector development programs

Country: Regional

Project Number: RG-T4201

TC title: Strengthening the investment, innovation and business climate in the Caribbean

1. Background and Justification

- 1.1. Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries. In 2016, the Inter-American Development Bank (IDB), the United Kingdom’s Foreign, Commonwealth & Development Office (FCDO), the Caribbean Development Bank (CDB) and the Government of Canada have established a co-financing facility called “The Compete Caribbean Partnership Facility” (GN-2851), which is a continuation of the Compete Caribbean Program that funded over 100 private sector development projects over the period 2010-2016 in the Caribbean. These projects generated nearly 12,000 jobs, a 23% increase in exports (USD\$37M) and a 41% increase in the revenue of participating firms and clusters (USD\$153M), as well as an improvement in the business climate for some countries through policy or regulatory reforms. The purpose of the Compete Caribbean Partnership Facility (CCPF) is to drive inclusive and sustainable economic growth through greater competitiveness and innovation in the private sector of 13 Caribbean countries¹.
- 1.2. The business environment may affect women business owners, workers, investors and decision-makers in ways that may not be well captured by these global indexes. According to the International Labour Organization’s research on business environment and gender globally, women business owners may face different policy and legal rights (women’s legal discrimination), administrative framework for implementation (gender-biased outcomes of laws in practice) and institutional arrangements for public decision-making that leave out the views of women business owners and women workers (voice and representation).² Accordingly, a program enhancing the business climate must examine gendered biases in women’s access to finance and markets, land and property rights, and business registration and informality, as limited control over assets, discriminatory practices and smaller sizes (and informality) negatively affect women owned businesses’ capacity for growth. In addition, social norms and customary practices, as well as women’s ability to participate in public-private dialogue and decision-making, can affect the wider policymaking process critical to women’s empowerment. Some of these issues have been

¹ Antigua & Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, Saint Kitts & Nevis, Saint Lucia, Saint Vincent & the Grenadines, Suriname, Trinidad & Tobago

² [International Labour Organization \(2021\). Putting Gender at the Heart of Business Environment Reform.](#)

found to impact women-owned firms in the Caribbean, particularly the absence of support mechanisms for women entrepreneurs, societal attitudes to what is considered accepted roles for women, and perceptions of gatekeepers at financial institutions.³ Women owned businesses are much more credit constrained and access a fraction of the medium-to- long-term loans (by volume – 1.3% overall) supplied in the Caribbean, and the average size of their medium-to-long-term loans is one tenth of the average size of medium-to- long-term loans to men owned firms. These very large differences cannot be explained either by the proportion of women-owned businesses in the Caribbean (20%) or by their average size as compared to men-owned firms (women owned businesses are on average half the size by employment of men owned firms) ⁴.

- 1.3. The Inter-American Development Bank, through RG-T4201 and Compete Caribbean as an executor, is supporting the enhancement of the business climate in seven Caribbean countries: Barbados, Belize, The Bahamas, Guyana, Jamaica, Suriname and Trinidad and Tobago. The purpose of the IDB RG-T4201 project is to promote improvements in the business climate that will foster increased private sector investment and innovation in the small, English and Dutch speaking Caribbean countries of the Caribbean. A call for proposals has been issued in each country, followed by dialogue with focal points within the governments, to identify business climate processes that affect private sector development and where the government has an acute interest in reform. In addition, governments can prioritize technical assistance towards new private sector development programs, to be financed with resources from RG-T4201.

2. Objectives:

- 2.1. The objectives of this consultancy are to provide: i) a gender assessment of the impact on gender of any policy or legislative/regulatory changes being supported by RG-T4201; ii) a gender assessment of private sector development institutions and organizations benefiting from technical assistance provided under RG-T4201 following the EDGE (Economic Dividends for Gender Equality) methodology or similar methodologies to help identify gender balance gaps in organizations; iii) benchmark international best practices and use cases in positive spillovers on gender equality that can be incorporated into these private sector development organizations and institutions; and iv) to provide recommendations to public sector organizations and private sector development programs through the development of a Toolkit on how to promote gender parity in dynamic and productive private sectors.

³ Lashley, Smith, Thomas (forthcoming). Enterprise Marginalisation and Gender: Tracking the Experiences of Caribbean Women Entrepreneurs (2015 to 2018). IDB (research financed by Compete Caribbean).

⁴ Mooney, Rosenblatt, Clayton, Graham, Richardson, Acevedo and Pereira (2022:2). Caribbean Economics Quarterly: Finance for Firms: Options for Improving Access and Inclusion.

3. Scope of Services:

1. **360 Gender Assessment:** Take a holistic approach to closing the gender & intersectional equity gap by measuring where private sector organizations benefiting from the technical cooperation stand in terms of gender balance across the talent pipeline, gender pay equity, creating an effective framework of policies and practices that ensure equitable employment flows, and fostering an inclusive workplace culture for both the male and female employees.
2. **International Benchmark:** Investigate best international practices in positive spillovers on gender equality that can be generated from private sector development programs. Identify and analyze success cases to maximize gender equality of potential beneficiaries of private sector organizations, particularly in the subsectors identified as strategic (e.g. tourism, manufacturing, agriculture, IT) in the specific country.
3. **Gender Parity Toolkit:** Elaborate a toolkit in how countries can promote or develop programs that foster gender equality and gender equity in dynamic and productive sectors. Provide recommendations on how private sector organization can commit to an impactful action plan, implementation milestones, resource requirements and accountabilities to achieve gender equity and equality.
4. **Regional Dialogue on Gender Parity:** Deploy a workshop with staff from the private sector development institutions and organizations being supported under RG-T4201 show results of the international benchmarking, and generate a regional dialogue on “How to promote gender parity in private sector development initiatives” targeted to relevant public institutions, NGOs, private sector development programs, private sector organizations.

4. Key Activities

- Conduct desk research to become familiar with the private sector in the Caribbean, Gather and share information strategically, coordinate with CCPF stakeholders and RG-T4201 beneficiaries to encourage collaboration, knowledge sharing, and buy-in, thereby embracing private sector development.
- Organize consultations with public and private stakeholders which typically commence at the start of the consultancy and continue virtually throughout the consultancy. Two workshops will be held, one at the beginning of the consultancy, and another at the end. The Consultant will also:
 - Develop relationships with public and private sector stakeholders to earn trust, understand concerns, identify common interests, and encourage collaboration on gender parity efforts through a participatory approach focused on achieving common objectives.
 - In collaboration with CCPF, interview key stakeholders within the private sector development field including public organizations and other organizations to have an initial assessment and validate assumptions concerning gender parity.

- Conduct a 360-gender parity analysis of beneficiary organizations including but not limited to 1) Gender Representation: Strong gender balance at all levels of the organization; 2) Pay Equity: A statistically insignificant unexplained gender pay gap; 3) Effective Policies & Practices: A solid framework of effective policies and practices to ensure equitable career flows for both women and men; and 4) Inclusive Culture: An inclusive culture as reflected in employees' high ratings in terms of career development opportunities.
- Conduct a benchmark analysis including international best practices in positive spillovers on gender equality generated from private sector development in similar organizations. Identify and analyze success cases to promote gender equity and equality as well as employment and career opportunities in the targeted sectors that will be impacted by the private sector development organization.
- Develop a Toolkit for gender parity development in private sector development organizations drawing on international benchmarks including a gender parity framework, operating procedures, guidelines, and communication processes to achieve certification.
- Co-facilitate a Regional Dialogue including workshop sessions to discuss the results from the 360 Gender Parity Assessment, the International Benchmark analysis and the Gender Parity Toolkit. Coordinate closely with Compete Caribbean, and other consultants assigned to the project for the development of a regional dialogue on "How to promote gender parity in private sector development initiatives" The consulting firm must present a methodology to engage stakeholders in the discussion including the format (e.g. Panel of discussion involving both private and public institutions, different topics around gender parity, international experts presentations, Assessment presentation, etc)

5. **Expected Outcomes and Deliverables:**

- Deliverable 1:** Inception Report including work plan, methodology, timeline, assessment framework, a restatement of the objectives and priorities of the Gender Assessment, literature review, and annotated index of the first draft.
- Deliverable 2:** 360-Gender Parity Assessment following Edge Methodology or similar international methodologies including but not limited to 1) Gender Representation: Strong gender balance at all levels of the organization; 2) Pay Equity: A statistically insignificant unexplained gender pay gap; 3) Effective Policies & Practices: A solid framework of effective policies and practices to ensure equitable career flows for both women and men; and 4) Inclusive Culture: An inclusive culture as reflected in employees' high ratings in terms of career development opportunities.
- Deliverable 3:** Benchmark analysis of best international practices of success cases identified and potential replication within the Caribbean context.
- Deliverable 4:** Gender Parity Toolkit including a gender parity framework, operating procedures, guidelines, and communication processes to achieve certification.

- v. **Deliverable 5:** Regional Gender Parity Dialogue including workshops on the results from the Gender Parity Assessment, the internal benchmark and uses cases and the proposed toolkit to help private sector development organizations promote gender parity across the region.
- vi. **Deliverable 6: Final Report on the Gender Assessment** including summaries of the assessment process, workshops and advisory sessions, lessons learnt, and recommendations. The Report must demonstrate how the consultancy has helped private sector development programs and public institutions build its capacity to promote gender parity. It will be accepted upon the successful completion of all workshops' training and coaching sessions provided to stakeholders. The report should be accompanied by a PPT presentation that summarizes the report.

6. Project Schedule and Milestones

The consultancy is expected to begin upon contract signing and to be fully completed in six (6) months.

7. Reporting Requirements

All deliverables must be submitted to the Bank in an electronic file. Deliverables should include cover, main document, and all annexes. Zip files will not be accepted as final deliverables, due to Records Management Section regulations.

8. Acceptance Criteria

All deliverables will be reviewed by the Bank and the beneficiary governments. Comments made by the Bank are expected to be incorporated into the deliverables. Payment will be made upon acceptance and approval by the Bank of deliverables. All deliverables must be submitted in sequential order and will only be accepted with the IDB's formal acceptance of the previous submissions.

9. Supervision and Reporting

The consultancy will be supervised by Sylvia Dohnert, Lead Private Sector Specialist, Competitiveness, Technology and Innovation Division (IFD/CTI) at the Inter-American Development Bank and coordinated by the Compete Caribbean Partnership Facility.

10. Schedule of Payments

Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.

The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

Payment Schedule	
<i>Deliverable</i>	%
1. Deliverable1: Inception Report and Workplan	10%
2. Deliverable 2: 360-Gender Parity Assessment	20%
3. Deliverable 3: Benchmark analysis of best international practices	20%
5. Deliverable 4: Toolkit: Fostering Gender Parity in Private sectors.	20%
6. Deliverables 5 and 6 : Regional Workshop & Final report and power point with recommendations and findings.	30%
TOTAL	100%

11. Qualifications to Utilize in Criteria for Selection:

Contractual teams should have specific expertise and knowledge, which will be the main criterion for their selection. It is anticipated that the team would comprise individuals with strong competencies in the below areas but this is not meant to restrict team compositions to exact roles described below.

Consulting Firm Qualifications:

- **Consulting Firm Experience:** At least five (5) years of experience working with multilateral agencies with gender issues, providing assesment to private sector organizations on gender parity following international best practices. Extensive knowledge on the EDGE methodology and other international methodologies related to measuring gender parity in private sector organization. The firm must have experience in the Latin American and Caribbean region. Team members must be fluent in English, and one of them fluent in Dutch. The firm must demonstrate the capacity to rapidly attract and hire legal and gender specialists as required to fulfil these Terms of Reference.

Education: Bachelor's in Economics, Business Administration, Social Studies or similar studies. Postgraduate and / or master's degrees in areas related to Gender will be highly valued.

Experience: Proven professional experience of at least five (5) years in the public and / or private sector, nationally or internationally, on issues related to diversity and gender in the workplace and economic development programs. Knowledge and experience in Latin America and particularly in the Caribbean are valued, as well as experience in Blue Economy areas.

Languages: High proficiency of English is required

Core and Technical Competencies:

- Knowledge in advising governments, institutions or private sector in developing gender parity at workforce and economic growth, while promoting positive spillovers in local communities.
- Demonstrated experience analyzing and implementing programs focused on gender and diversity at workplace and economic development schemes.
- Ability to extrapolate and analyze data to design and evaluate impacts of programs from a 360 perspective.
- Experience working across multiple government organizations and private sector stakeholders involved in economic development and gender projects.
- Highly developed communication skills, including the preparation of high-quality reports and the delivery of presentations.
- Ability to work under pressure, and to meet tight deadlines without compromising the quality of outputs.
- Ability to maintain confidentiality and use discretion when dealing with sensitive information.
- Cultural awareness and sensitivity to country-specific issues.

TERMS OF REFERENCE

Support the Design and Implementation of pilot projects to support dynamic and productive businesses in new growth areas in the Caribbean

Country: REGIONAL

Project Number: RG-T4201

TC Public Link: <https://www.iadb.org/en/project/RG-T4201>

TC Title: Strengthening the investment, innovation and business climate in the Caribbean

1. Background and Justification

- 1.1. Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries. In 2016, the Inter- American Development Bank (IDB), the United Kingdom’s Foreign, Commonwealth & Development Office (FCDO), the Caribbean Development Bank (CDB) and the Government of Canada have established a co-financing facility called “The Compete Caribbean Partnership Facility” (GN-2851), which is a continuation of the Compete Caribbean Program that funded over 100 private sector development projects over the period 2010-2016 in the Caribbean. These projects generated nearly 12,000 jobs, a 23% increase in exports (USD\$37M) and a 41% increase in the revenue of participating firms and clusters (USD\$153M), as well as an improvement in the business climate for some countries through policy or regulatory reforms. The purpose of the Compete Caribbean Partnership Facility (CCPF) is to drive inclusive and sustainable economic growth through greater competitiveness and innovation in the private sector of 13 Caribbean countries².
- 1.2. The six Caribbean IDB member countries’ GDP grew at an annual average of 1.67%¹ from 2000 to 2019, and experienced a contraction of 12.31% during 2020, due to the COVID-19 pandemic’s impact on economic activity, particularly tourism. In 2021, these countries grew at 1.37% on average. Belize, which is also included in this project, grew at an average of 3.48% from 2000 to 2019, and decreased by 16.75% during 2020, rebounding to 9.75% in 2021, but with lower growth expected during 2022 (WEO April 2022 data). The very low long term average growth trend of CCB countries in particular is not enough to support increases in the quality of life of their populations.
- 1.3. Different publications analyzing low GDP per capita growth rates in the Caribbean pinpoint low Total Factor Productivity (TFP) growth as a major reason for the region’s persistent low rates of growth, with aggregate TFP declining in some countries, and businesses exhibiting slow productivity growth relative to other countries.² Research that compares the Caribbean vis-à-vis the rest of the world’s small economies³ to

² Antigua & Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, Saint Kitts & Nevis, Saint Lucia, Saint Vincent & the Grenadines, Suriname, Trinidad & Tobago

explore probable causes, pinpoints weak institutions and a poor business environment as stymying investment by private sector firms. This research highlights less efficient labor and product markets, with corporate activity dominated by a few business groups, deficiency of policies promoting competition, a tax structure that creates disincentives to work and invest, rules that discourage Foreign Direct Investment (FDI), and difficulties in being able to attract and retain talent. It also takes more time and costs more to start a business, obtain permits, employ workers, register property, pay taxes, trade across borders, enforce contracts, and close a business in the Caribbean than in other small economies. Moreover, many more businesses in the Caribbean across all sizes complain of difficulties accessing finance when compared to those in the other small economies. Caribbean businesses also invest less in research, development and innovation activities compared to the other small countries. More recent research describes the different ways that these aspects of the business environment affect productivity at the firm level.⁴

- 1.4. The Inter-American Development Bank, through RG-T4201 and Compete Caribbean as an executor, is supporting the enhancement of the business climate in seven Caribbean countries: Barbados, Belize, The Bahamas, Guyana, Jamaica, Suriname and Trinidad and Tobago. The purpose of the IDB RG-T4201 project is to promote improvements in the business climate that will foster increased private sector investment and innovation in the small, English and Dutch speaking Caribbean countries of the Caribbean. A call for proposals has been issued in each country, followed by dialogue with focal points within the governments, to identify business climate processes that affect private sector development and where the government has an acute interest in reform.

2. Objectives

- 2.1. The objective of this consultancy is to support the design and implementation of private sector development program methodologies, or else the design and implementation of private sector development pilots in new growth areas in the Caribbean, aligned with the requests of the beneficiary countries.

3. Scope of Services

The scope of services are:

- i) providing technical assistance, capacity building and knowledge transfer to Business Support Organizations (BSOs) or other intermediary private sector support organizations in the Caribbean to design and/or improve a specific private sector development methodology requested by these organizations;
- ii) design pilot private sector development programs of interest to the beneficiary governments;
- iii) support the implementation of pilot private sector development programs. This last activity may entail administering of funds to end beneficiaries (i.e. private sector businesses).
- iv) transfer know how to, and build the capacity of, intermediary organizations to scale and sustain the piloting of solutions; and
- v) support the preparation of scale up plans that these intermediary organizations can use to scale up the pilots.

- 11.1.1. Analyzing and providing a final report upon project completion that includes recommendations for expanding and sustaining the piloting of innovative solutions, coordinating pilots and sharing results
- 3.1.1. Evaluate and report on project implementation progress of pre-pilots.
- 3.1.2. Monitor and Evaluate Scale up Plans Implementation and prepare quarterly reports based on the Result Matrix approved. Support CCPF to collect Project Results including indicators related to gender inclusion.
- 3.1.3. Manage and transfer the funds to contract the necessary technical assistance to support selected projects by the Investment Panel following CCPF procurement guidelines as well as managing the information necessary for the transfer of such resources.
- 3.1.4. Develop a Support Program handbook including guidelines, processes and lessons learned.
- 3.1.5. Support the knowledge-transfer and training to at least 3 Business Support Organizations (BSOs) in the Caribbean identified through an Open Call. Provide training in application design, data collection and analysis, and performance reporting utilizing an online system.

4. Key Activities

The Consulting Firm will carry out the following key activities that will facilitate the achievement of the objective:

- 4.1. Attending a project kick-off meeting with the CCPF to discuss project objectives, approach, expected outputs and outcomes, and any other issues related to the execution of the consultancy.
- 4.2. Develop a work plan including methodology, timeline, assessment framework, pre-training program, capacity building, workshops curriculum that describe all the activities and arrangements agreed with CCPF including tentative dates of intended achievement.
- 4.3. Evaluation Design: In close collaboration with the CCPF and with the beneficiary governments, identify the main results desired in terms of private sector development for the methodologies or pilots to be designed, or the pilots to be implemented. Identify: target private sector beneficiaries, types of results envisioned, timelines, and institutional capacity building outcomes, as well as an evaluation process to determine the result of the intervention. Determine the intermediary organization that will closely with the team to deliver on the methodology/pilot program.
- 4.4. Design the methodologies or pilots, in close collaboration with the intermediary organization, including objective of the methodology/pilot, targeted groups, intervention mechanisms, timelines, and capacities required for execution.
- 4.5. Provide capacity building and training to the BSO's staff on becoming familiar with the methodology for the pilot programs and scale up plan preparation. Ensure data security and data protection protocols are in place in case of data breaches. During the call, manage all communications to applicants and provide the team with data visualization reports of key metrics and indicators. Provide a final report at the end of the calls. Automated emails to applicants regarding (i) confirmation of receipt of the application (ii) notification to firms whether they have been disqualified and at what stage (iii)

notification to firms whether they have been selected (iv) others email notifications as deemed necessary.

- 4.6. If applicable, support implementation of the pilot program. This may entail administering funds that support activities in the end beneficiaries/targeted firms. Work closely with the intermediary organization to transfer methodologies and know-how of working with the beneficiary firms.
- 4.7. Monitor results of the intervention on beneficiary end users, and document any challenges in implementation that would require capacity building of the intermediary organization.
- 4.8. Evaluate the results of the pilot to determine whether scale-up is desirable. If so, support the intermediary organization in developing a scale-up plan including: activities, timelines, budget, roles and responsibilities within the intermediary organization.
- 4.9. Engage stakeholders and close oversight with weekly meetings
- 4.10. Report to CCPF on biweekly meetings or any additional meeting when necessary.

5. Expected Outcome and Deliverables

5.1. Expected deliverables include:

- 5.1.1. **Deliverable 1: Inception Report**, including work plan that establishes deadlines for all other consultancy milestones.
- 5.1.2. **Deliverable 2: Diagnosis and next steps**- This report should include details on each project including challenge, activities, outputs, outcomes and budgetary considerations, counterpart funding and funding/ specific technical assistance requirements from CCPF and recommendations from the Consulting Firm experts. Also include in the report all the information related to capacity building to BSOs.
- 5.1.3. **Deliverable 3: Methodologies and pilots designed report**: This report will provide draft reports on the design of methodologies and/or pilots as relevant for each beneficiary country, including activities to be carried out, responsible parties, timelines for implementation, budget and gender disaggregated results expected at the output and outcome level. It will specify criteria to select end beneficiaries and summarize the consultations and work that have been carried out with intermediary organizations to co-create the methodologies/pilot programs, and any capacity building completed to strengthen these intermediary organization's ability to implement the methodologies or the designed pilots.
- 5.1.4. **Deliverable 4. Pilot implementation mid-term report**: this report, to be delivered mid-way through the execution of the pilot program(s) (when 50% of disbursement has been attained) will describe implementation of activities, challenges encountered, resolution of those challenges, how the pilot integrated the intermediary organization in implementation, and lessons learned. The CF should provide evidence of direct disbursement to firms and vendors that facilitate goods and services to pilot-projects previously agreed in writing with beneficiaries and approved by CCPF. Also include in the report all the information related to capacity building of intermediary organizations during implementation of the pilot.

5.1.5. **Deliverable 5: Pilot implementation final report:** this report will be delivered at the end of implementation of the pilot(s). It will capture results obtained (outputs and outcomes) and how they compare to the gender disaggregated results envisioned during design. It will also include lessons learned that apply to scale-up by these pilot by the intermediary organizations.

5.1.6. **Deliverable 6 – Scale up Plans:** this report will provide scale up plans for the implemented pilots, including: justification for scale-up. Each Scale up Plan should include a description of the gender-disaggregated private sector development results envisioned, activities to be carried out, responsibilities of the parties, governance, timelines, coordination mechanisms (if applicable), and budgetary requirements. The report should also provide a counterfactual – what would happen if the pilot is not scaled up?

6. Project Schedule and Milestones

6.1. The project is expected to begin upon contract signing and to be completed eighteen (18) months thereafter.

7. Reporting Requirements

7.1. All deliverables must be submitted to the Bank in an electronic file. Deliverables should include cover, main document, and all annexes. Zip files will not be accepted as final deliverables, due to Records Management Section regulations.

8. Acceptance Criteria

8.1. All deliverables will be reviewed by the Bank and the beneficiary firms. Comments made by the Bank are expected to be incorporated into the deliverables. Payment made upon acceptance and approval by the Bank. All deliverables must be submitted in sequential order and will only be accepted with the IDB's formal acceptance of the previous submissions. Payment made upon the acceptance of the evidence of the disbursements to the beneficiaries and prior approved vendors by CCPF.

9. Supervision and Reporting

9.1. The consultancy will be supervised by Sylvia Dohnert, Private Sector Lead Specialist, Competitiveness, Technology and Innovation Division (IFD/CTI) at the Inter-American Development Bank and coordinated by the Compete Caribbean Partnership Facility.

10. Schedule of Payments

10.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.

10.2. The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

Payment Schedule		
Deliverables	%	Deadline
1. Deliverable 1: Inception Report	10%	Week 4
2. Deliverables 2: Diagnosis and Next Steps	20%	Week 8
3. Deliverable 3: Methodologies/pilots designed	20%	Week 12
4. Deliverable 4: Pilot implementation mid-term report	20%	Week 36
5. Deliverable 5: Pilot implementation final report	20%	Week 72
6. Deliverable 6: Scale up Plans	10%	Week 80
TOTAL	100%	

11. **Qualifications to Utilize in Criteria for Selection:**

Contractual teams should have specific expertise and knowledge, which will be the main criterion for their selection. It is anticipated that the team would comprise individuals with strong competencies in the below areas, but this is not meant to restrict team compositions to exact roles described below.

Consulting Firm Qualifications:

- **Consulting Firm Experience:** At least five (10) years of experience working with multilateral organizations to develop innovative solutions to pressing social issues using participatory and innovative methodologies. The firm must have successful cases of innovation competitions executed in the Latin American and Caribbean region.
- **Team Leader / Project Manager**

Education

- Formal education in:
 - Project Management, Industrial Engineering, Business Administration, or any other related field; **and**
 - Information technology, computer science, software engineering, or related field with an advanced degree (Master's degree or equivalent) in one of the fields

Experience

- A minimum of 10 years of experience in developing, leading and delivering complex multi- stakeholder, private sector development projects.
- Experience designing and delivering training and delivering technical advice aimed

at improving the capacities of intermediary organizations to deliver private sector development programs

- Demonstrated successful experience in bringing about organizational change
- Proven history of generating innovative and effective solutions using agile development methodologies

Other Skills

- Proven ability to develop, lead and deliver large-scale, technology-enabled private sector development projects on schedule and within budget
- Strong interpersonal and participatory stakeholder engagement skills
- Excellent interpersonal communication skills to explain complex technical topics in an easily understandable manner
- Ability to improve group dynamics and group cohesion
- Training/facilitation skills
- Fluency in oral and written English.

● **Market Analyst**

Education

- Master's degree or equivalent in Economics, business Management or another related field

Experience

- A minimum of 7 years of experience in market analysis and feasibility studies supporting early-stage firms.
- A minimum of 5 years of experience in conducting similar exercises; previous

Other Skills

- Research-oriented, with strong evidence gathering and data analysis skills using qualitative, quantitative or mixed research methods
- Excellent communication skills to explain complex technical topics in an easily understandable manner
- Fluency in oral and written English.

● **Expert in Innovation & Design**

Education:

- Master's degree in Social Science, International Development, Environmental Science, Transition or Complexity Science, Engineering, Design (e.g., industrial or service design, architecture, urban planning), Psychology or a related area

Experience:

- A minimum of 5 years of experience in designing experiments, validating hypotheses

and test prototypes;

- Proven professional knowledge and experience in innovation approaches such as Systems Thinking, Behavioral Insights, Qualitative and Quantitative User Research, Co-creation, Prototyping, Lean Startup, Design Thinking, Data Empowerment, and Collective Intelligence
- Experience in designing pilot projects, including systems for monitoring and evaluation, preferably with prior experience in ag-tech projects

Other Skills

- Demonstrated ability to work with clients to help surface unarticulated needs
- Demonstrated ability in running co-design sessions and capacity-building in experimental design, lean iteration and impact evaluation.

Languages: Fluency in oral and written English.

● **Evaluation specialist**

Education:

- Master's degree in Economics or related area Experience:
- A minimum of 5 years of experience in designing experiments, validating hypotheses and evaluating the impact of private sector development projects;
- Proven professional knowledge and experience in evaluation approaches. Knowledge of political economy effects, evidence aggregation and external validity, spillovers, network and equilibrium effects, macro, growth and welfare capacity.
- Experience in designing pilot projects, including systems for monitoring and evaluation

Other Skills

- Demonstrated ability to work with clients to help surface unarticulated needs
- Demonstrated ability in running co-design sessions and capacity-building in experimental design, lean iteration and impact evaluation.

Languages: Fluency in oral and written English.

TERMS OF REFERENCE
Communication Support Consultant PEC.

Country: REGIONAL

Project Number: RG-T4201

TC Public Link: <https://www.iadb.org/en/project/RG-T4201>

TC Title: Strengthening the investment, innovation and business climate in the Caribbean

1. Background and Justification

- 1.1. Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries. In 2016, the Inter-American Development Bank (IDB), the United Kingdom’s Foreign, Commonwealth & Development Office (FCDO), the Caribbean Development Bank (CDB) and the Government of Canada have established a co-financing facility called “The Compete Caribbean Partnership Facility” (GN-2851), which is a continuation of the Compete Caribbean Program that funded over 100 private sector development projects over the period 2010-2016 in the Caribbean. These projects generated nearly 12,000 jobs, a 23% increase in exports (USD\$37M) and a 41% increase in the revenue of participating firms and clusters (USD\$153M), as well as an improvement in the business climate for some countries through policy or regulatory reforms. The purpose of the Compete Caribbean Partnership Facility (CCPF) is to drive inclusive and sustainable economic growth through greater competitiveness and innovation in the private sector of 13 Caribbean countries¹.
- 1.2. The Inter-American Development Bank, through RG-T4201 and Compete Caribbean as an executor, is supporting the enhancement of the business climate in seven Caribbean countries: Barbados, Belize, The Bahamas, Guyana, Jamaica, Suriname and Trinidad and Tobago. The purpose of the IDB RG-T4201 project is to promote improvements in the business climate that will foster increased private sector investment and innovation in the small, English and Dutch speaking Caribbean countries of the Caribbean. A call for proposals has been issued in each country, followed by dialogue with focal points within the governments, to identify business climate processes that affect private sector development and where the government has an acute interest in reform.

2. The Team’s mission:

- 2.1. The purpose of this consultancy is to support communications and sensitization campaigns to stimulate user consultation and stakeholder buy-in of new policies, legislation, or programs by i) drafting and distribute news releases, brochures, case studies and other written materials; ii) support the development and promotion of events; iii) collecting information on user experience; and iv) support content and distribution on media and social media.

3. What you will do

- 3.1. Support consultation on user interface and user impact of financed projects: the consultant is expected to help counterparts design surveys and/or focus groups to consult on the user interface of private sector development projects financed by the project, if applicable. Similarly, the consultant will support stakeholders on organizing consultations related to feedback in public policy and/or legislation financed by the project.
- 3.2. Generate communication pieces capturing the activities financed by the project and their results: The consultant is expected to generate and/or write blogs and prepare website content and newsletter content based on the activities that are taking place in the project and/or about the different activities of the technical cooperation, including human interest stories developed on various media (i.e. written, video, interactive). The consultant is responsible for drafting/organizing and disseminating the following key communication elements:
- Email Communications
 - Press releases, following an event or important announcement
 - Blogs, guest blogs and/or other communications pieces accompanying knowledge products
 - Opinion surveys or other forms of interaction with external audiences
 - Vlogs, podcasts and videos
- 3.3. Support the development and promotion of events. The Technical cooperation will issue multiple events and engagement efforts to stimulate user consultation and stakeholder buy-in of new policies, legislation, or programs. The consultant will support the development and promotion of these events including by: a) drafting and copy-editing text accompanying events, and creating accompanying graphic images/infographics/video material, b) supporting counterparts in placing communications on their websites, in an easily navigable/friendly manner, including applications forms, c) support the dissemination of events to relevant audiences, including targeted audiences, through different means; d) disseminating results events to relevant audiences, including targeted audiences.
- 3.4. Support content distribution on Media and social media Management: the consultant will use media and social media to achieve the communications' objectives of the technical cooperation project. Channels that the consultant is responsible for managing LinkedIn, Twitter, Youtube, Facebook, Instagram and any others that may become relevant.
- 3.5. Other relevant tasks related to the Communication of the project as they become necessary and are prioritized by Compete Caribbean.

Access to Bank Systems

The following Bank systems will need to be accessed to execute the activities for this consultancy

- ✓ Microsoft Outlook
- ✓ Microsoft Teams
- ✓ SharePoint
- ✓ Salesforce
- ✓ Global Protect

4. Reports / Deliverables

4.1. Expected deliverables include:

- **Deliverable 1** Inception Report and Work plan which, guided by the scope of this consultancy and the general requirements of the Compete Caribbean Partnership Facility, the contractual will produce an indeterminate number of PR products and other documents as they become necessary for the successful implementation.
- Quarterly Progress Report 1 with relevant annexes
- Quarterly Progress Report 2 with relevant annexes
- Quarterly Progress Report 3 with relevant annexes
- Quarterly Progress Report 4 with relevant annexes
- Quarterly Progress Report 5 with relevant annexes
- Final Progress Report with summary of achievements during consultancy

5. Payment Schedule

Payment Schedule		
<i>Deliverables</i>	%	Deadline
1. Deliverable 1: Inception Report	5%	Week 2
2. Deliverables 2: Quarterly Report 1	15%	3 months
3. Deliverable 3: Quarterly Report 2	15%	6 months
4. Deliverable 5 Quarterly Report 3	15%	9 months
4. Deliverable 5 Quarterly Report 4	15%	12 months
4. Deliverable 5 Quarterly Report 5	15%	15 months
5. Deliverable 6: Final Report	20%	18 months
TOTAL	100%	

What you'll need:

Consanguinity: You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.

Education

- A Bachelor's degree (Master's degree desirable) in Communications, public relations or a related discipline.

Experience

- A minimum of 5 years of experience in developing communication campaigns to complex multi- stakeholder projects, preferably in Private Sector Development. Experience designing and delivering communication, public relation materials aimed at engaging high level stakeholders from both public and private sector. Experience in the following fields: social media management, website management, media relations, Event management, Graphic Design, Data-driven communications, proficiency with social media sites (Twitter, Facebook, LinkedIn, Pinterest, YouTube), proficiency with video/media editing tools to develop high-quality communication materials, demonstrated proficiency at using

data to drive communications' (google analytics, constant contact opens, etc.).

Language: Fluency in oral and written English.

Core and Technical Competencies:

- Proficiency with social media sites (Twitter, Facebook, LinkedIn, Pinterest, YouTube)
- Proficiency with video/media editing tools to develop high quality communication materials
- Demonstrated proficiency at using data to drive communications' (google analytics, constant contact opens, etc.)
- Excellent interpersonal, written and verbal communication skills (must submit a written sample)
- Ability to work concurrently on a number of projects

Opportunity Summary

- **Type of Contract:** Contractual for Products and External Services, Lump Sum
- **Length of Contract:** 18 months
- **Location:** contractual' s place of residence
- **Responsible Person:** The technical and administrative responsibilities for this consultancy will be coordinated by Sylvia Dohnert, Private Sector Development Lead Specialist and Executive Director of the Compete Caribbean Partnership Facility (IFD/CTI).
- **Requirements:** You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

Our culture: Our people are committed and passionate about improving lives in Latin-America and the Caribbean, and they get to do what they love in a diverse, collaborative and stimulating work environment. **We are the first Latin American and Caribbean development institution to be awarded the EDGE certification, recognizing our strong commitment to gender equality.** As an employee you can be part of internal resource groups that connect our diverse community around common interests.

We encourage women, afro-descendants, people of indigenous origins, and persons with disabilities to apply.

About us: At the IDB, we're committed to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48-member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

Our team in Human Resources carefully reviews all applications.

HRD Terms of Reference

Terms of Reference

Project Number: RG-T4201

TC Public Link: <https://www.iadb.org/en/project/RG-T4201>

TC Title: Strengthening the investment, innovation and business climate in the Caribbean
Job Title: Monitoring and Evaluation Consultant

Background: Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries. In 2016, the Inter-American Development Bank (IDB), the United Kingdom’s Foreign, Commonwealth & Development Office (FCDO), the Caribbean Development Bank (CDB) and the Government of Canada have established a co-financing facility called “The Compete Caribbean Partnership Facility” (GN-2851), which is a continuation of the Compete Caribbean Program that funded over 100 private sector development projects over the period 2010-2016 in the Caribbean. These projects generated nearly 12,000 jobs, a 23% increase in exports (USD\$37M) and a 41% increase in the revenue of participating firms and clusters (USD\$153M), as well as an improvement in the business climate for some countries through policy or regulatory reforms. The purpose of the Compete Caribbean Partnership Facility (CCPF) is to drive inclusive and sustainable economic growth through greater competitiveness and innovation in the private sector of 13 Caribbean countries¹.

The Inter-American Development Bank, through RG-T4201 and Compete Caribbean as an executor, is supporting the enhancement of the business climate in seven Caribbean countries: Barbados, Belize, The Bahamas, Guyana, Jamaica, Suriname and Trinidad and Tobago. The purpose of the IDB RG-T4201 project is to promote improvements in the business climate that will foster increased private sector investment and innovation in the small, English and Dutch speaking Caribbean countries of the Caribbean. A call for proposals has been issued in each country, followed by dialogue with focal points within the governments, to identify business climate processes that affect private sector development and where the government has an acute interest in reform.

Given the above, Compete Caribbean is desirous of contracting a qualified consultant to support the monitoring and evaluation activities for this project.

The Team’s mission

The Compete Caribbean team is focused on improving the business climate and private sector development in the Caribbean.

The objectives of the consultancy are to: (i) to assist the CCPPF in identifying, collecting, analyzing and reporting relevant results at the sub-project and project level; (ii) provide support to knowledge products developed as an outcome of this consultancy; (iii) systematize collected data to produce an end of project evaluation report on the project’s relevance, effectiveness, efficiency, sustainability, and lessons learned.

HRD Terms of Reference

What you'll do:

The consultant will provide technical advice on the overall monitoring, tracking and reporting on the program. Main activities include:

- Support the definition and documentation of the theory of change, output and outcome results for each selected sub-project.
- Organize the monitoring and evaluation structure of the project in alignment with the defined outputs and outcomes. This includes setting up a centralized database, and organizing routinary collection of data from the counterparts and consultants to verify progress.
- Support the design of evaluability of the pilots for scale-up.
- Participate in reviews with the project counterparts and consultants on the achievement of outputs and outcomes.
- Create reports detailing results – both aggregated and at the country/sub-project level – to share with counterparts, including the IDB.
- Provide support to the design and analysis of surveys undertaken by the project, if applicable.
- Assess the extent to which the project efficiently met its performance targets and results as established in the project's results framework.
- Identify any unintended results and lessons learned that could be applied to future efforts.
- Contribute to any knowledge products financed by the technical cooperation project (or that could be generated with the data collected by the project).
- Perform statistical analysis of data using STATA and/or advanced Excel techniques to enhance the understanding of the impact of the projects (for example, analysis of the Innovation, Firm Performance and Gender dataset).

What you'll need:

Citizenship: You are a citizen of one of our 48-member countries with residency

Consanguinity: You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.

HRD Terms of Reference

Education:

- Minimum of a master's degree or equivalent in Economics, Business Management, Development Studies, Mathematics or related field. Formal education in methods of monitoring and evaluation.

Experience:

- At least three (3) years' experience of professional experience in the monitoring and evaluation of projects financed by international financing institutions or bilateral agencies. Experience in monitoring and evaluating private sector projects is highly desirable. Demonstrated knowledge of current evaluation theory and practice. Experience in employing appropriate evaluation methodological tools for high quality evaluation reports demonstrated using varied methodological tools to conduct evaluations. Proven evidence of successfully completed comprehensive evaluation assignments.

Core and Technical Competencies:

- Advanced statistical analysis skills, including in using statistical analysis programs (i.e. STATA)
- Ability to work independently and manage multiple tasks effectively.
- Ability to work as a team member to complete work assignments, achieve common goals, and contribute towards a positive work environment.
- Excellent written and oral communication skills are required, including the ability to synthesize key issues and draw lessons learned.
- Strong inter-personal relations skills.
- Pro-active in seeking information, managing relationships with stakeholders, including building trust and promoting partnership.
- Previous experience in the Caribbean would be desirable. Developing country experience is required.

Languages:

- Fluency in oral and written English is required.

Opportunity Summary:

- **Type of contract and modality:** Consultant Part Time
- **Length of contract:** Twenty-four (24) months
- **Starting date:** March 15, 2023
- **Location:** Home-based
- **Responsible person:** The technical and administrative responsibilities of this consultancy will be coordinated by Sylvia Dohnert, Team Leader, Private Sector Lead Specialist of the IDB (IFD/CTI).
- **Requirements:** You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

HRD Terms of Reference

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