

TERMS OF REFERENCE

Legal Drafting to Simplify the Rules for MSMEs Consultancy

BELIZE

BL-T1129

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.
- 1.2. Belizean MSMEs, especially micro and small firms and women-led firms,¹ operate in a complex, challenging innovation and business climate. Starting a business is costly and complex.² Informality continues to be a challenge, with 69% of Belizean firms indicating having faced unfair competition practices compared to a regional average of 58%.³ Furthermore, the share of micro⁴ firms jumped from 76% in 2016 to 85% in 2020, reflecting the impact of the pandemic in terms of the distribution of micro, small, medium, and large firms.
- 1.3. MSMEs are critical to creating jobs and reducing poverty within the Belizean economy yet face multiple challenges in doing business. Digitalizing government services can improve the business environment and good business environments have been found to stimulate investment in innovation. Yet in Belize, the digitalization of government services has been slow and fragmented resulting in high government transactions costs for MSMEs. An analysis conducted by the Central Information Technology Office (CITO) in 2018 found that of 141 government services reviewed, 86 have application forms that are downloadable on websites, 44 have no online presence and only 11 have e Services undergoing development. Information on government services is scattered throughout different sites, outdated or non-existent online. In 2019, Belize reported not having a central government transaction portal where information on the name of the transactions, the entities responsible or the instructions to complete them is provided; nor having a catalogue of transactions and services. Belize performs well below LAC averages in most world rankings

¹ Following the Women Entrepreneurs Finance Initiative (We-Fi) definition, women-owned firms are classified as those where ≥51% of the firm is owned by a woman/women; or ≥20% of the firm is owned by a woman/women, and at least 1 woman as CEO/COO (President/Vice-President) and have ≥30% of the board of directors comprised of women, where a board exists.

² Belize's 2020 Doing Business rank for starting a business, was 166th (a decrease from 161st out of 190 economies in 2018) taking 48 days (an increase from 43 days in 2018), consisting of 9 procedures, and costing 34.3% of income per capita.

³ Innovation, Firm Performance and Gender survey (IFPG) 2021 dataset.

⁴ Although the legal definition includes additionally the sales criteria, where micro firms should also report sales less than BZD\$100k, small firms should report sales smaller than BZD\$500k and medium firms report sales smaller than BZD\$1.5M, we use only the employment classification for the sake of comparison between 2016 and 2020 enterprise surveys. The 2020 version of the enterprise survey did not gather sales information.

related to digital transformation. Although wait times are shorter when applying for government services in the Caribbean compared to Latin America (4.3 hours per transaction in the Caribbean versus 5.3 hours in Latin America), Caribbean countries are nevertheless burdened with having to return to public offices repeatedly (over 30 percent of transactions require three visits or more). The 2020 E-Government Development Index ranks Belize 136 out of 193 United Nations (UN) member countries performing less than the regional average and declining in its ranking compared to previous years. IFPG firm level data reveals that over 60% of firms in Belize reported that obtaining licenses is a severe problem– the highest in the region. Belize ranks third in the number of days it takes to obtain a license Suriname. Belizean firms that report facing obstacles when obtaining licenses innovate by 0.5 percentage points less than firms that do not report an obstacle.

- 1.4. Despite the challenges described, the Government of Belize has taken important steps towards leveraging digital technology to improve efficiency and reduce the costs of its interaction with its users. The first National Digital Agenda was approved in December 2021 and the recently created E-Governance and Digitalization Unit is leading its implementation. This policy and unit are necessary pillars to implement the digitalization of government services to benefit citizens and businesses. The regulatory framework to enable digital transformation has also improved with the approval of the Data Protection Act and the drafting of the Public Sector Data Sharing Act, the Electronic Transactions Act, the Digital Signature Act, the Electronic Evidence Act, and the Electronic Funds Transfer Bill.
- 1.5. Under the “Leveraging Digital Technology for Improving the Business Climate in Belize” (ATN/CO 16736-BL), the Belize Companies Registry (BCCAR) was digitized and legislation to support the Government and private sector in operating in the digital economy was drafted and submitted to Parliament. Under the “Strengthening Public Expenditure Management in Belize” (5353/OC-BL), the GOB has introduced a tax administration reform. The GOB established the National MSME Initiative Working Group charged with coordinating a strategy where doing business in Belize is simple, digital and quick. The GOB approved the National Digital Agenda which establishes the country’s vision to become a digital economy.
- 1.6. On June 24, 2021, GoB organized a webinar to explore the need for reform to boost private sector development in Belize. There was a consensus -at political and technical levels-on the path ahead: (i) the benefits of innovating to promote private sector development in Belize with a focus on regulatory simplification and digitalization of procedures; (ii) exploring reform with a focus on facilitating doing business by eliminating red tape regulation and digitalizing public services to boost job creation in the private sector and poverty reduction in Belize; and (iii) “how” to spread the word on the reform ahead with a focus on three key messages:
 - Keep it simple.
 - Keep it digital.
 - Keep expanding the pie.
- 1.7. BL-T1129 will complement the objective of the loan “Digital Innovation to Boost Economic Development in Belize” (BL L1039) whose objective is to boost the economic productivity of Belizean MSMEs. The specific objectives of the loan program are to: (i) increase use of digital solutions by MSMEs to promote firm growth; and (ii) improve the supply and access to digital services for MSMEs. The TC will supplement digital transformation efforts by addressing the following identified gaps: (i) draft of legislative and regulatory reform measures that will support the simplification of the regulatory environment for MSMEs; (ii) build the institutional capacity of the GOB to coordinate, monitor and evaluate a set of digital transformation interventions that will strengthen the innovation and entrepreneurship ecosystem towards supporting the growth of MSMEs; and (iii) a communication strategy for promoting digital mindset shifts. All project activities will be gender sensitized.

2. Objectives

- 2.1.** To facilitate the modernization of key and comprehensive legislation essential for streamlining public service processes affecting the business climate for micro and small firms in Belize thereby supporting more fair and efficient public services to small companies. The regulatory impact analysis and legal drafting process will be closely supervised by the MSME Working Group with support from the Attorney General's (AG) Ministry throughout the consultancy.

3. Key Activities

3.1. Work Plan:

- Attend a project kick-off meeting with the IDB, the MSME Working Group, the MoF and AG's Ministry to discuss the objectives, activities, approach, expected outputs and any other issues related to the execution of the consultancy.
- Develop a work plan to present the understanding of the assignment, a summary of the legal review (current Belizean laws, subsidiary regulations, administrative ordinances, and government policies) which should aim to address any gaps, duplications, overlaps and inconsistencies and should be accompanied by recommendations on the structure and scope for proposed creation of new legislation, project timeline, intended stakeholders to interview, informational and data requirements, and expected outputs.

3.2. Legal Drafting

- Draft an innovative, simplified, and all-encompassing gender sensitive legislative reform that would improve the ease of doing business for small companies in Belize.
- Coordinate closely with the MSME Working Group including the Solicitor General's Office of the Attorney General's Ministry, Ministry of Finance, the EDC, BELTRAIDE, and the Unit of E-Governance and Digitalization on draft legislation, as well as other relevant stakeholders outside of Attorney General's Ministry throughout the drafting process.
- Draft Bills submitted to the AG's Ministry need to be accompanied by all relevant working documents and guidance notes.

3.3. Publication and Stakeholder consultations

- Two missions are expected to take place for stakeholder consultations on the impact of the proposed legislation to small companies and validation to present the framework of the proposed legislations, whether amendments or new, along with the administrative procedures for an analysis of the efficiency of the proposed processes.
- A high-quality publication will be developed following the IDB's publication guidelines. It will document the legal analysis conducted and lessons learned as it relates to designing agile regulatory frameworks.

5. Expected Outcome and Deliverables

- 5.1. Deliverable 1 – Work Plan and Methodological Approach.** See 3.1
- 5.2. Deliverable 2 – Draft versions of the Legal Drafting** See 3.2
- 5.3. Deliverable 3 –Legal Draft submitted to Cabinet.** See 3.3.
- 5.4. Deliverable 4 – Publication.** See 3.3. This publication is the final version with comments incorporated.

6. Project Schedule and Milestones

- 6.1.** The duration of the consultancy is approximately 6 months.

7. Reporting Requirements

- 7.1.** Every report must be submitted to the Bank in an electronic file for review and dissemination to the project steering committee. The report should include cover, main document, and all annexes. Zip files will not be accepted as final reports, due to Records Management Section regulations.

8. Acceptance Criteria

- 8.1.** All deliverables will be reviewed by IDB and project counterparts. Comments will be provided by written email. The consulting firm is expected to provide written feedback on how comments were addressed.
- 8.2.** Approval of quality deliverables will be provided in writing by email from the Team Leader of the project.

9. Supervision and Reporting

- 9.1.** The consulting firm will be reporting to the Inter-American Development Bank.
- 9.2.** The consulting firm will also be expected to work closely with the MSME Working Group in ensuring alignment with the Government's Strategy and meeting standards.

10. Schedule of Payments

- 10.1.** Payment terms will be based on the Bank's acceptance of the consulting firm's submission of 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	
<i>Deliverables</i>	%
1. Deliverable 1	20%
2. Deliverable 2	20%
3. Deliverable 3	30%
4. Deliverable 4	30%
TOTAL	100%

11. Qualifications to Utilize in Criteria for Selection:

11.1. Qualifications of Team Members:

11.1.1. This consultancy requires the services of an international consulting firm with extensive experience in supporting Governments with legal and institutional reform. The firm's portfolio of projects must include the reform of public policies or legislations within government institutions in development countries, including the Caribbean. Hence, experience in Common law jurisprudence, and also experience working with the IDB or other multilaterals in emerging markets (particularly the Caribbean) would be highly desirable.

11.1.2. Key Consultant 1: The Lead Consultant should possess a Master's degree in Law, Economics, Finance, or a related field. Fifteen (15) years of experience in the design and implementation of policy, public sector regulations, and institutional reforms including experience managing projects financed by international financing institutions or bilateral agencies. Demonstrated knowledge of current legal theory and practice. Demonstrated experience in drafting legislation for Common law jurisprudence. Significant experience in the design, implementation and/or evaluation of private sector development programs is desired.

11.1.3. Key Consultant 2: This key consultant possess a Master's degree in Law, Economics, Finance, or a related field and should have at least three years' experience in analyzing legal and regulatory frameworks, conducting legal reviews and analysis, assessing the economic impact of regulation, and drafting legislation, including legislative notes. Demonstrated knowledge of current legal theory and practice. Demonstrated experience in drafting legislation for Common law jurisprudence.

11.1.4. Junior Consultants participating on the team should at least have a BA degree in Economics, International Development, or a related field with certification and/or experience in data analytics, experience in designing and implementing digital and mobile technologies directed at Governments.

11.2. Core Competencies

11.2.1. In-depth knowledge of private sector development and preferably, a good understanding of the Caribbean region. Previous assignments in the Caribbean would be desirable.

11.2.2. Expertise and previous experience in digital technologies for improving

11.2.3. Developing country experience is required.

11.2.4. Experience in leading high-level dialogue with policymakers on reform measures and change.

11.2.5. Highly developed communication and writing skills as evidenced by presentations and publicly available reports, blogs, articles, and/or academic pieces.

TERMS OF REFERENCE

Design and Implementation of a Monitoring Evaluation and Learning Strategy (MEALS or ME&L)

BELIZE

BL-T1129

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- 1.3. MSMEs are critical to creating jobs and reducing poverty within the Belizean economy yet face multiple challenges in doing business. Digitalizing government services can improve the business environment and good business environments have been found to stimulate investment in innovation. Yet in Belize, the digitalization of government services has been slow and fragmented resulting in high government transactions costs for MSMEs. An analysis conducted by the Central Information Technology Office (CITO) in 2018 found that of 141 government services reviewed, 86 have application forms that are downloadable on websites, 44 have no online presence and only 11 have e Services undergoing development. Information on government services is scattered throughout different sites, outdated or non-existent online. In 2019, Belize reported not having a central government transaction portal where information on the name of the transactions, the entities responsible or the instructions to complete them is provided; nor having a catalogue of transactions and services. Belize performs well below LAC averages in most world rankings related to digital transformation. Although wait times are shorter when applying for government services in the Caribbean compared to Latin America (4.3 hours per transaction in the Caribbean

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versus 5.3 hours in Latin America), Caribbean countries are nevertheless burdened with having to return to public offices repeatedly (over 30 percent of transactions require three visits or more). The 2020 E-Government Development Index ranks Belize 136 out of 193 United Nations (UN) member countries performing less than the regional average and declining in its ranking compared to previous years. IFPG firm level data reveals that over 60% of firms in Belize reported that obtaining licenses is a severe problem– the highest in the region. Belize ranks third in the number of days it takes to obtain a license Suriname. Belizean firms that report facing obstacles when obtaining licenses innovate by 0.5 percentage points less than firms that do not report an obstacle.

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2. Objectives

- 2.1. The objective of this consultancy is to design and implement a practical MEALS strategy that will support the MFEDI in building capacity to conduct real-time monitoring and periodic reporting and evaluation of the BIGEE loan program.

3. Scope of Services

- 3.1. This consultancy will develop a digitized and gender sensitive monitoring and evaluation strategy to support the loan program BL-L1039. Importantly, the strategy must also include a framework for monitoring and evaluating climate, environmental, and social related projects. For each of

the twelve instruments indicated in Par 1.6, the strategy will address: (i) pre-treatment processes covering at least the selection (information about evaluators, the evaluation inputs and outputs such as scores, information about applicants, etc.) and the assignment into treatment (identification of actual compliers and non-compliers of the assignment, etc.); (ii) the treatment (value, intensity, dosage); (iii) the collection of baseline and follow up data of outputs (expressed in physical and financial terms) and outcomes (for beneficiaries and control units). Quantitative information will be complemented with qualitative information describing process maps and outcomes maps. This will support informed decision making in improving the program's selection methods, operations, and achievement of outcomes and will support reporting and communicating operational and financial progress at the project and program level including stories sharing the impact of the program.

- 3.2.** Provide advisory and technical support to strengthen the MFEDI's MEALS strategy and institutional capacity for monitoring and evaluating innovation funds and activities developed under the loan BL-L1039 "Digital Innovation for Boosting Economic Development in Belize". Build technical capacity for the MFEDI staff to collect, monitor, evaluate, and share data on innovation funds and support activities.
- 3.3.** Support and guide the elaboration of a dynamic online platform and dashboard for the MFEDI's results that is linked to the web site and uses as inputs the online platform previously described.
- 3.4.** Design a monitoring and evaluation plan (in the form of a practical manual with templates for data collection and management) that details the monitoring processes that need to occur over timeframe of the programs to meet and conduct robust periodic evaluations.

4. Key Activities

4.1. Inception Meeting, Desk Review, and Progress Reporting:

- Attend a project kick-off meeting with the MFEDI and IDB to discuss project objectives, approach, expected outputs and outcome, and any other issues related to the execution of the consultancy.
- Conduct a desk review which includes an analysis of the technical cooperation grant document BL-T1129, the entrepreneurship and innovation ecosystem mapping of Belize, the BL-L1039 loan document, its annexes (which includes the program's results framework), and complementary European Union grant resources (in progress), relevant legislative and policy framework, evaluation reports of similar innovation support/instruments, entrepreneurship and innovation indicators and other such data relevant for a comprehensive and robust analysis of the current state of the innovation ecosystem and specifically, the digital economy in Belize.
- Provide bi-monthly (twice a month) status updates on the progress of implementation to the project steering committee. Hold virtual meetings as necessary to discuss issues.

4.2. Design the MEALS Strategy

- Design process maps that cover all procedures and internal workflows. Map the processes for each instrument in terms of steps within the process (i.e. calls for proposals, selection and evaluation of proposals, etc.) and the type of data that must be collected at each step including the frequency of data collection and how information/data is collected, used,

stored, protected, and made obsolete. Maps will be instrumental inputs to the evaluation strategy.

- Update the existing monitoring strategy⁹ for the program's proposed instruments.
- Update the existing evaluation strategy. Include the design of the terms of reference for the evaluation of the program with particular reference to evaluating relevance, effectiveness, efficiency, and sustainability.
- Propose the design for reporting surveys¹⁰ that collect data on participants and non-participants. Include the expected timelines for executing such surveys. Variables must include outcomes and all covariates necessary to implement the evaluation strategy (for instance, observables or proxies of unobservables of beneficiaries, team members and projects if propensity scores are to be used or scores and running variables if regression discontinuity are to be used). Outcomes could include innovation related indicators, entrepreneurship indicators, and performance-based indicators (such as sales, etc.). Covariates can include psychometric variables, gender related indicators, demographics, sectoral variables, geographical variables, etc. It is also important to set an appropriate collection strategy for baselines and follow up lines differentiating open windows from specific timebound calls.
- Conduct necessary activities to validate newly designed surveys. Collection instruments should observe existing references advanced by the IDB for similar programs and should be socialized with the IDB for feedback. Instruments should also be piloted for in the field validation prior to full deployment.
- Establish mechanisms for real-time data display dashboards, identification and communication of success and failure stories, and sensitization strategy for sharing stories on the progress of the project and the loan program.
- Design outcome maps to track the transit across the results chain, identifying challenges addressed, strategies considered and followed to solve these challenges and the implications on the specific links in the results chain (how these challenges and the solutions impacted the deployment of outcomes and the achievement of outcomes)

4.3. Data Collection and Monitoring

- The consultant is expected to lead the design and implementation of a dynamic online platform using available platforms (such as Zoho or Knack) to update the data collection processes within the MFEDI. The platform should handle the collecting of multiple indicators for different projects collected at various frequencies.
 - Ensure an adequate friendly interface to gather the indicators collected at project level, updated quarterly and with various levels of edition.
 - Ensure that data collected will be stored adequately with all the security filters.
- Support and guide the elaboration of an interactive dashboard for MFEDI's results that is linked to the web site and uses as inputs the online platform previously described. The visualization should include graphical comparison of the main indicators over time, across innovation funds, and comparing progress across baseline and targets. Graphs and charts may be included to ensure the easy understanding of the MFEDI's work.

⁹ Draft M&E Plans were prepared for the Innovation Fund, Seed Fund and the Institutional Strengthening Components. As such, the Consultant may review and strengthen/ enhance accordingly.

¹⁰ A draft instrument was developed for the Innovation Fund (Using Microsoft Forms). As such, the Consultant may review and update this instrument.

- Ensure the monitoring mechanism collects timely data on output and outcome indicators identified under the results matrix of the BL-L1039. Guarantee that all data is digitalized and can be merged with other databases through unique identifiers. Output indicators of the results matrix should follow the preparation cycle of the Progress Monitoring Reports. Actual baselines for outcomes should be updated constantly according to the enrollment of new beneficiaries and follow up lines for treated and control units should be at least collected once during the last year of execution of the program in consistency with the timing for the preparation of the Project Completion Report of the Program.
- After implementation, the consultancy is expected to work with the MFEDI team in making necessary adjustments to effectively monitor and gather data as outlined in the MEALS strategy.

4.4. MEALS Training:

- Design training material for implementing the MEALS strategy.
- Execute virtual training sessions for staff with the aims of building capacity for completing IDB required project monitoring reports (PMRs) and program completion reports (PCRs). The training should be recorded and posted online for future reference. Trainings should cover the following:
 - The Purpose of a MEALS
 - The fundamentals results-based management, theory of change, logic model development, and evaluation methodologies
 - Basics on data collection, data cleaning, data analysis and performance reporting to project beneficiaries and other stakeholders
 - Measuring for evaluating and reporting on relevance, effectiveness, efficiency, and sustainability of the program
 - Practical hands-on exercises
 - Understanding/operationalizing how to carry out the M&E Plan of the loan and the basics on M&E theory (including the basics on the types of evaluations and monitoring for collecting data as input into evaluations)
 - Explain the theory of change explaining the target population, the specific treatment, and why is it expected for that treatment to generate the expected outcome/impact.
 - Explain the identification strategy, how the control units will be defined, how the donor pool will have enough observations to prevent contamination, how is the identification sustainable in the face of spillovers, etc.
 - Power analysis to see what are the minimum detectable effects that are possible to be measured with specific sample sizes
 - Explain how the identification strategy will operate being specific on the methodology and the actual inputs (instruments, outcome variables, running variables, matching covariates, etc.) that will be used to carry out the strategy

5. Expected Outcome and Deliverables

- 5.1. Deliverable 1 – Work Plan:** The work plan (project management plan) should include a synopsis and understanding of the consultancy, proposed activities, timelines, responsibilities, and expected outputs. It is expected the work plan will be updated as necessary.
- 5.2. Deliverable 2 – MEALS Strategy.** The MEALS Strategy should include the evaluation strategy, the accountability strategy, the learning strategy, and the stakeholder sensitization strategy

(stories). All strategies must include a practical action plan to guide the MFEDI's operationalization of the strategy. It must include comparisons and recommendation for the most suitable design.

5.3. Deliverable 3 – Data Collection and Monitoring and Training Materials and Delivery. Delivery of the first version of the platform for the data collection, which includes a presentation to the MFEDI team. The training report should include the final training outline which incorporates the MFEDI and IDB's comments, the training manual, a concise evaluation of the training exercise and any other materials related to the delivery of the training.

5.4. Deliverable 4 – Finalized Reports and Support. Delivery of the final version of Deliverable 3 which addresses comments provided by the MFEDI and IDB. This should include the dashboard linked to the MFEDI's web site, including a manual to operate the platform for the MFEDI's future new team members and a final presentation to the MFEDI team.

* **Software licenses:** The MFEDI is responsible for procuring recommended software licenses.

6. Project Schedule and Milestones

6.1. The project is expected to begin in Q4 of 2022 and to be completed by Q2 of 2023. The schedule will be defined by the firm in agreement with the IDB project team.

7. Reporting Requirements

7.1. Every report must be submitted to the Bank in an electronic file for review and dissemination to the project steering committee. The report should include cover, main document, and all annexes. Zip files will not be accepted as final reports, due to Records Management Section regulations.

8. Acceptance Criteria

8.1. All deliverables will be reviewed by the project steering committee. Comments will be provided by written email. The consulting firm is expected to provide written feedback on how comments were addressed.

8.2. Approval of quality deliverables will be provided in writing by email from the Team Leader of the project.

9. Supervision and Reporting

9.1. The consultancy will be reporting to the Inter-American Development Bank.

9.2. The Consultancy will also be expected to work closely with the MFEDI in ensuring alignment with the Government's Strategy and meeting standards.

10. Schedule of Payments

10.1. Payment terms will be based on the Bank's acceptance of the consulting firm's submission of 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.

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TOTAL	100%

11. Qualifications to Utilize in Criteria for Selection:

11.1. Qualifications of Team Members:

- 11.1.1.** This consultancy requires the services of an international consulting firm with extensive experience in designing and implementing MEALS strategies. The firm's portfolio of projects must include the design and implementation of monitoring systems for public programs and/or within government institutions in development countries, including the Caribbean. Experience working with the IDB or other multilaterals in emerging markets (particularly the Caribbean) would be highly desirable.
- 11.1.2.** The Lead Consultant should possess a Master's degree in Economics, Finance, International Development, or a related field. Ten (10) years of experience, including monitoring and evaluation of projects financed by international financing institutions or bilateral agencies. Demonstrated knowledge of current monitoring and evaluation theory and practice. Significant experience in the design, implementation and/or evaluation of private sector development
- 11.1.3.** Key Expert Consultants should possess at least a Master's degree in Economics, Applied Statistics, International Development, or a related field. At least 5 years of professional experience in statistical methods, data collection, coding and programming and consultancies related to development of surveys and data collection methodologies for supporting the monitoring and evaluation of private sector development projects and programs. Demonstrated proficiency with:
- data collection technologies/platforms
 - statistical software packages
 - in the design and manage of surveys and data collection exercises
- 11.1.4.** Junior Consultants participating on the team should at least have a BA degree in Economics, International Development, or a related field with certification and/or experience in data analytics and monitoring and evaluation of private sector development

projects.

11.2. Core Competencies

- 11.2.1. Demonstrated knowledge of current evaluation theory and practice and at least 5 years professional experience in performance monitoring and evaluation of complex programs. Previous experience with multilateral or international finance institutions is preferable.
- 11.2.2. In-depth knowledge of private sector development and preferably, a good understanding of the Caribbean region. Previous evaluation assignments in the Caribbean would be desirable. Experience in evaluating technical assistance or projects financed by international financing institutions and comparable experience in other continents with transferable experience to the Caribbean Region would be desirable.
- 11.2.3. Previous evaluation experience in the Caribbean would be desirable. Developing country experience is required.
- 11.2.4. Experience in leading and conducting trainings on MEALS.
- 11.2.5. Highly developed communication and writing skills as evidenced by presentations and publicly available reports

Selection process #: BL-T1129-P003

TERMS OF REFERENCE

Design and Implement Public Awareness Campaign Consultancy

BELIZE

BL-T1129

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.
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¹² Belize's 2020 Doing Business rank for starting a business, was 166th (a decrease from 161st out of 190 economies in 2018) taking 48 days (an increase from 43 days in 2018), consisting of 9 procedures, and costing 34.3% of income per capita.

competition practices compared to a regional average of 58%.¹³ Furthermore, the share of micro¹⁴ firms jumped from 76% in 2016 to 85% in 2020, reflecting the impact of the pandemic in terms of the distribution of micro, small, medium, and large firms.

- 1.3. Digitalizing government services can improve the business environment and good business environments have been found to stimulate investment in innovation. Yet in Belize, the digitalization of government services has been slow and fragmented resulting in high government transactions costs for MSMEs. An analysis conducted by the Central Information Technology Office (CITO) in 2018 found that of 141 government services reviewed, 86 have application forms that are downloadable on websites, 44 have no online presence and only 11 have e Services undergoing development. Information on government services is scattered throughout different sites, outdated or non-existent online. In 2019, Belize reported not having a central government transaction portal where information on the name of the transactions, the entities responsible or the instructions to complete them is provided; nor having a catalogue of transactions and services. Belize performs well below LAC averages in most world rankings related to digital transformation. Although wait times are shorter when applying for government services in the Caribbean compared to Latin America (4.3 hours per transaction in the Caribbean versus 5.3 hours in Latin America), Caribbean countries are nevertheless burdened with having to return to public offices repeatedly (over 30 percent of transactions require three visits or more). The 2020 E-Government Development Index ranks Belize 136 out of 193 United Nations (UN) member countries performing less than the regional average and declining in its ranking compared to previous years. IFPG firm level data reveals that over 60% of firms in Belize reported that obtaining licenses is a severe problem– the highest in the region. Belize ranks third in the number of days it takes to obtain a license Suriname. Belizean firms that report facing obstacles when obtaining licenses innovate by 0.5 percentage points less than firms that do not report an obstacle.
- 1.4. Despite the challenges described, the Government of Belize has taken important steps towards leveraging digital technology to improve efficiency and reduce the costs of its interaction with its users. The first National Digital Agenda was approved in December 2021 and the recently created E-Governance and Digitalization Unit is leading its implementation. This policy and unit are necessary pillars to implement the digitalization of government services to benefit citizens and businesses. The regulatory framework to enable digital transformation has also improved with the approval of the Data Protection Act and the drafting of the Public Sector Data Sharing Act, the Electronic Transactions Act, the Digital Signature Act, the Electronic Evidence Act, and the Electronic Funds Transfer Bill.
- 1.5. Under the “Leveraging Digital Technology for Improving the Business Climate in Belize” (ATN/CO 16736-BL), the Belize Companies Registry (BCCAR) was digitized and legislation to support the Government and private sector in operating in the digital economy was drafted and submitted

¹³ Innovation, Firm Performance and Gender survey (IFPG) 2021 dataset.

¹⁴ Although the legal definition includes additionally the sales criteria, where micro firms should also report sales less than BZD\$100k, small firms should report sales smaller than BZD\$500k and medium firms report sales smaller than BZD\$1.5M, we use only the employment classification for the sake of comparison between 2016 and 2020 enterprise surveys. The 2020 version of the enterprise survey did not gather sales information.

to Parliament. Under the “Strengthening Public Expenditure Management in Belize” (5353/OC-BL), the GOB has introduced a tax administration reform. The GOB established the National MSME Initiative Working Group charged with coordinating a strategy where doing business in Belize is simple, digital and quick. The GOB approved the National Digital Agenda which establishes the country’s vision to become a digital economy.

- 1.6. BL-T1129 will complement the objective of the loan “Digital Innovation to Boost Economic Development in Belize” (BL L1039) whose objective is to boost the economic productivity of Belizean MSMEs. The specific objectives of the loan program are to: (i) increase use of digital solutions by MSMEs to promote firm growth; and (ii) improve the supply and access to digital services for MSMEs. The TC will supplement digital transformation efforts by addressing the following identified gaps: (i) draft of legislative and regulatory reform measures that will support the simplification of the regulatory environment for MSMEs; (ii) build the institutional capacity of the GOB to coordinate, monitor and evaluate a set of digital transformation interventions that will strengthen the innovation and entrepreneurship ecosystem towards supporting the growth of MSMEs; and (iii) a communication strategy for promoting digital mindset shifts. All project activities will be gender sensitized.

2. Objectives

- 2.1. The objective of this consultancy is to design and implement a gender sensitized communication campaign for increasing the uptake of proposed interventions under BL-L1039.

3. Scope of Services

- 3.1. This consultancy will develop a digitized and gender sensitive public awareness strategy to increase awareness of the program’s interventions.
- 3.2. Conceptualize, develop, format, and design all promotional materials and activities using traditional and social media to advertise and raise awareness among the target audience. It shall include but not limited to the scripting and production of promotional videos, audio advertisement, infographics/guidelines, and social media content.
- 3.3. Provide guidance and direction to the MFEDI, BELTRAIDE, and the Unit of E- regarding communication.

4. Key Activities

- 4.1. Attend a project kick-off meeting with the MFEDI and IDB to discuss project objectives, approach, expected outputs and outcome, and any other issues related to the execution of the consultancy.
- 4.2. Conduct a desk review which includes an analysis of the technical cooperation grant document BL-T1129, the entrepreneurship and innovation ecosystem mapping of Belize, the BL-L1039 loan document, its annexes (which includes the program’s results framework), relevant legislative and policy framework, evaluation reports of similar innovation support/instruments, entrepreneurship and innovation indicators and other such data relevant for a comprehensive and robust analysis of the current state of the innovation ecosystem and specifically, the high

tech sector in Belize.

- 4.3. Provide bi-monthly (twice a month) status updates on the progress of implementation. Hold virtual meetings as necessary to discuss issues.
- 4.4. Draft and submit a public awareness strategy and work plan for the consultancy indicating target audience, tasks, and timeframes for completion of tasks.
- 4.5. Develop communications materials and disseminate knowledge products for the overall project.
- 4.6. Develop introductory/ summary videos on the program's activities for improving the digital economy.
- 4.7. Design layout and develop informational guidelines on the program activities.
- 4.8. Develop radio and TV advertisements for each program activity.
- 4.9. Develop infographics for each program activity for dissemination on social media platforms.

5. **Expected Outcome and Deliverables**

- 5.1. **Deliverable 1** –Public awareness strategy and work plan one week after contract signing, including metrics for monitoring effectiveness of the campaigns.
- 5.2. **Deliverable 3** - Introductory/summary videos (final approved version)
- 5.3. **Deliverable 3** - informational guidelines (final approved version)
- 5.4. **Deliverable 3** – Radio and TV advertisements (final approved version)
- 5.5. **Deliverable 3** - infographics (final approved version)
- 5.6. **Deliverable 3** - Final report on the campaign including methodology used, activities undertaken and achievements of the campaign.
- 5.7.

6. **Project Schedule and Milestones**

- 6.1. The project is expected to begin in Q1 of 2023. The schedule will be defined by the firm in agreement with the IDB project team.

7. **Reporting Requirements**

- 7.1. Every report must be submitted to the Bank in an electronic file for review and dissemination to the project steering committee. The report should include cover, main document, and all annexes. Zip files will not be accepted as final reports, due to Records Management Section regulations.

8. **Acceptance Criteria**

- 8.1. All deliverables will be reviewed by the IDB and the MFEDI, BELTRAIDE, and the E-Governance and Digitalization Unit. Comments will be provided by written email. The consulting firm is expected to provide written feedback on how comments were addressed.
- 8.2. Approval of quality deliverables will be provided in writing by email from the Team Leader of the project.

9. **Supervision and Reporting**

- 9.1. The consultancy will be reporting to the Inter-American Development Bank.
- 9.2. The Consultancy will also be expected to work closely with the MFEDI in ensuring alignment with the Government's Strategy and meeting standards.

10. Schedule of Payments

- 10.1.** Payment terms will be based on the Bank's written acceptance of the consulting firm's submission of 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	
<i>Deliverable</i>	%
1. Deliverable 1	10%
2. Deliverable 2	20%
3. Deliverable 3	20%
4. Deliverable 4	20%
5. Deliverable 5	20%
6. Deliverable 6	10%
TOTAL	100%

11. Qualifications to Utilize in Criteria for Selection:

11.1. **Qualifications of Team Members:**

- 11.1.1.** This consultancy requires the services of an international consulting firm with extensive experience in designing and implementing communication campaigns. The firm's portfolio of projects must include the design and implementation of campaigns for public programs and/or within government institutions in Belize. Experience working with the IDB or other multilaterals in emerging markets (particularly the Caribbean) would be highly desirable.
- 11.1.2.** The Lead Consultant should possess a Bachelor's degree in Communications, Business, International Development, or a related field. Ten (10) years of experience in designing and implementing communication campaigns for projects financed by international financing institutions or bilateral agencies.
- 11.1.3.** Junior Consultants participating on the team should have project based experience in implementing campaigns for private sector development projects.

11.2. **Core Competencies**

- 11.2.1.** In-depth knowledge of private sector development and preferably, a good understanding of Belize and the Caribbean region. Previous communication and awareness assignments in Belize would be desirable.

- 11.2.2. Previous evaluation experience in the Caribbean would be desirable. Developing country experience is required.
- 11.2.3. Proven experience crafting messages in various formats (infographics, videos, radio ads, press releases, guidelines etc.) targeting a variety of audiences