

TERMS OF REFERENCE

Consulting services in marketing to develop and execute a strategy to introduce HWT products in the retail and the food service market channels of the U.S.

Jamaica

IFD/CTI - Compete Caribbean Partnership Facility (CCPF)

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, IDB, the UK’s Department for International Development (DFID), the Government of Canada, 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 countries^[1].

“Jamaica Sauces & Spices Cluster – Building a Shared Brand” is a Cluster Development Plan (CDP) resulting from the common agenda of a group of four Jamaican manufacturers of sauces, seasonings and dressings, that source from a network of over 500 farmers from different parts of the island and have plans of improving the cluster’s competitive positioning by launching and marketing a new line of products in the US, under the Half Way Tree umbrella brand. For that purpose, a plan with different activities was defined to cover gaps in three areas of improvement: i) market development, ii) product development and iii) relations with cluster stakeholders. This plan is expected to be executed over a 24-month period, aiming at the generation of US \$ 3.5 million in exports and the creation of 100 new jobs.

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

2. Objectives:

The objective of this consultancy is to assist the cluster companies in the design and execution of a marketing strategy to begin selling a new line of products within the retail food channel and the food service channel in the US.

3. Key Activities:

The activities of the Technical Consultant include but are not limited to the following:

- Develop separate strategies for retail and food service market channels
- Launch of HWT brand to test it with three (3) identified potential buyers in U.S. retail market channel, and with one (1) identified potential buyer in U.S. food service market channel
- Roll out promotional programs
- Monitoring of results of HWT brand in the retail market and food service channels and adaptation/improvement of strategies for each channel

4. Deliverables, Project Schedule and Milestones:

All deliverables will be reviewed by the project steering committee and must be approved by Compete Caribbean prior to payment. In addition to monthly updates and quarterly progress reports using the template provided, the consultant will submit the following deliverables:

Deliverables Completed	Deadline from signature of contract
Inception report of work plan to complete consultancy's objectives (updated implementation plan)	1 month
Designed strategies for retail and food service market channels in the U.S.	3 months
3 deals with regional retail food chains in the U.S. to begin selling HWT products, and 1 deal with a regional food service distributor in the U.S.	6 months
3 in-store promotion strategies developed with regional retail food chains	12 months
16 monthly market analytics reports of HWT products in regional retail food chains, and in food service channel	Every month

5. Schedule of payments:

Deliverables Completed	Payment (% of total)
Inception report of work plan to complete consultancy's objectives (updated implementation plan)	15
Designed strategies for retail and food service market channels in the U.S.	20
3 deals with regional retail food chains in the U.S. to begin selling HWT products, and 1 deal with a regional food service distributor in the U.S.	25
3 in-store promotion strategies developed with regional retail food chains	20
16 monthly market analytics reports of HWT products in regional retail food chains, and in food service channel	20

6. Characteristics of the Consultancy:

- a) Type of Consultancy: Individual consultant
- b) Starting date and duration: TBD; 22 months
- c) Place of Work: United States of America
- d) Citizenship: the consultant must be of a member state of the IDB and has permit to work in the US
- e) Responsible person: The consultancy will be supervised by Claudia Stevenson , Private Sector Development Specialist, of the Competitiveness, Technology and Innovation Division (IFD/CTI), and coordinated by Annie Bertrand, Coordinator for productivity and innovation in the private sector, Compete Caribbean Partnership Facility (CCPF), and by Sudaney Blair (CCB/CJA), the designated focal point in the Bank Country Office in Jamaica. On a day-to-day based, the consultant will report directly to Catiki Foods Limited directors and work in close relationship with the Cluster project steering committee.
- f) Qualifications: The consultant has to be a professional in marketing related areas with proven experience of over ten (10) years working in the design and execution of strategies to promote food products in the U.S. retail market channel.

TERMS OF REFERENCE

Consulting services for design and execution of promotion and brand awareness strategy for HWT and design of marketing materials, website new content.

Jamaica

IFD/CTI - Compete Caribbean Partnership Facility (CCPF)

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, IDB, the UK’s Department for International Development (DFID), the Government of Canada, 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 countries^[1].

“Jamaica Sauces & Spices Cluster – Building a Shared Brand” is a Cluster Development Plan (CDP) resulting from the common agenda of a group of four Jamaican manufacturers of sauces, seasonings and dressings, that source from a network of over 500 farmers from different parts of the island and have plans of improving the cluster’s competitive positioning by launching and marketing a new line of products in the US, under the Half Way Tree umbrella brand. For that purpose, a plan with different activities was defined to cover gaps in three areas of improvement: i) market development, ii) product development and iii) relations with cluster stakeholders. This plan is expected to be executed over a 24-month period, aiming at the generation of US \$ 3.5 million in exports and the creation of 100 new jobs.

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2. Objectives:

The objective of this consultancy is to assist the cluster companies in the design and execution of a promotion and brand awareness campaign in the US for their new line of Half Way Tree sauces and seasonings.

3. Key Activities:

The activities of the Technical Consultant include but are not limited to the following:

- Design of promotion and brand awareness strategy plus marketing materials and HWT website new content
- Execution of promotion and brand awareness strategy for HWT

4. Deliverables, Project Schedule and Milestones:

All deliverables will be reviewed by the project steering committee and must be approved by Compete Caribbean prior to payment. In addition to monthly updates and quarterly progress reports using the template provided, the consultant will submit the following deliverables:

Deliverables Completed	Deadline from signature of contract
Inception report of work plan to complete consultancy's objectives (updated implementation plan)	1 month
Designed promotion and brand awareness strategy	3 months
New content for HWT website created	6 months
18 monthly reports of results in execution of promotion and brand awareness strategy	Every month from the moment execution of the strategy begins

5. Schedule of payments:

Deliverables Completed	Payment (% of total)
Inception report of work plan to complete consultancy's objectives (updated implementation plan)	20
Designed promotion and brand awareness strategy	30
New content for HWT website created	25
18 monthly reports of results in execution of promotion and brand awareness strategy	25

6. Characteristics of the Consultancy:

- a) Type of Consultancy: Consulting firm
- b) Starting date and duration: TBD; 21 months
- c) Place of Work: United States of America
- d) Citizenship: the consultant firm must be of a member state of the IDB and has a team with permit to work in the US
- e) Responsible person: The consultancy will be supervised by Claudia Stevenson , Private Sector Development Specialist, of the Competitiveness, Technology and Innovation Division (IFD/CTI), and coordinated by Annie Bertrand, Coordinator for productivity and innovation in the private sector, Compete Caribbean Partnership Facility (CCPF), and by Sudaney Blair (CCB/CJA), the designated focal point in the Bank Country Office in Jamaica. On a day-to-day based, the consultant will report directly to Catiki Foods Limited directors and work in close relationship with the Cluster project steering committee.
- f) Qualifications: Communications agency with proven experience of over ten (10) years designing and executing promotion and brand awareness campaigns for companies in food industry in the U.S.

TERMS OF REFERENCE

Food Technologist - Consulting services to adapt HWT's retail channel products' formulations to food market service channel requirements.

Jamaica

IFD/CTI - Compete Caribbean Partnership Facility (CCPF)

1. Background and Justification

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2. Objectives:

The objective of this consultancy is to assist the cluster companies in the adaptation of formulations of retail channel products to food service channel requirements, as part of their plans of developing and new Half Way Tree brand products.

3. Key Activities:

The activities of the Technical Consultant include but are not limited to the following:

- Adaptation of retail channel products' formulations to food service channel requirements
- Laboratory food safety testing of new formulations for food service channel

4. Deliverables, Project Schedule and Milestones:

All deliverables will be reviewed by the project steering committee and must be approved by Compete Caribbean prior to payment. In addition to monthly updates and quarterly progress reports using the template provided, the consultant will submit the following deliverables:

Deliverables Completed	Deadline from signature of contract
Inception report of work plan to complete consultancy's objectives (updated implementation plan)	2 weeks
3 formulations adapted for food service market channel	2 months
3 successful tests of formulations developed for food service channel	3 months

5. Schedule of payments:

Deliverables Completed	Payment (% of total)
Inception report of work plan to complete consultancy's objectives (updated implementation plan)	20
3 formulations adapted for food service market channel	40

3 successful tests of formulations developed for food service channel	40
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6. Characteristics of the Consultancy:

- g) Type of Consultancy: Individual consultant
- h) Starting date and duration: TBD; 3 months
- i) Place of Work: Jamaica
- j) Citizenship: the consultant must be of a member state of the IDB and has permit to work in Jamaica.
- k) Responsible person: The consultancy will be supervised by Claudia Stevenson , Private Sector Development Specialist, of the Competitiveness, Technology and Innovation Division (IFD/CTI), and coordinated by Annie Bertrand, Coordinator for productivity and innovation in the private sector, Compete Caribbean Partnership Facility (CCPF), and by Sudaney Blair (CCB/CJA), the designated focal point in the Bank Country Office in Jamaica. On a day-to-day based, the consultant will report directly to Catiki Foods Limited directors and work in close relationship with the Cluster project steering committee.
- l) Qualifications: Professional in food technology related areas with proven experience of over ten (10) years in designing formulations for industrial food production.

Jamaica

Cluster Manager – Jamaica Sauces & Spices Cluster.



IFD/CTI - Compete Caribbean Partnership Facility (CCPF)

Background

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The team’s mission:

The Compete Caribbean Partnership Facility (CCPF) is seeking a dedicated consultant to manage the implementation of the “Jamaica Sauces & Spices Cluster – Building a Shared Brand” in Jamaica to improve the competitive positioning of this value chain by generating exports of a new line of products that aim at a different target market in the US.

What you’ll do

The main responsibilities of this consultancy can be grouped as follows:

- Coordinate project’s implementation, which includes permanently communicating with project’s lead organization, private firms, institutions and other players in the value chain, as well as project

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management activities such as monitoring execution and, in general, making sure that the workplan is implemented effectively, within the time and budget available, in order to meet the project's outputs, outcomes and goals.

- Engage with cluster players and institutions, in a structured way through periodic meetings with defined purposes, to identify alternatives to design and implement complementing projects to improve the performance of other players in the value chain, such as farmers that supply raw materials to agroprocessors.
- Design and start the execution of complementing projects, resulting from the engagements with the different stakeholders related to this value chain.

Deliverables and Payments timeline:

All deliverables will be reviewed by the project steering committee and must be approved by Compete Caribbean prior to payment. In addition to monthly updates and quarterly progress reports using the template provided, the consultant will submit the following deliverables:

- A detailed implementation work plan (inclusive of a monitoring and evaluation plan) and schedule, two (2) weeks after the start of the consultancy;
- Draft and finalize Terms of References (TOR) for the following consultancies:
 - Consulting services in marketing to develop and execute a strategy to introduce HWT products in the retail market channel of the U.S.
 - Consulting services in marketing to develop and execute a strategy to introduce HWT products in the food service market channel of the U.S.
 - Consulting services for design and execution of promotion and brand awareness strategy for HWT and design of marketing materials, website new content and labelling and packaging for new products.
 - Consulting services to adapt HWT's retail channel products' formulations to food market service channel requirements.
- Facilitating the establishment of the cluster project steering committee including
 - Defining role and responsibilities, meeting procedures and frequency, members, ensuring meeting minutes are properly recorded, etc.
- Engagement with cluster stakeholders, follow up on actions committed, problem solving.
- Conduct workshops and focus groups to achieve the objectives in the CDP and according to the workplan agreed upon.
- Monthly and quarterly reports with data captured in the M&E system as per the requirements of the cluster project steering committee and Compete Caribbean.
- Project closing report (PCR) inclusive of a sustainability plan for the cluster, no later than one month after the close of the project.

Payment (% total)	Deliverables Completed	Deadline from signature of contract
10	Detailed implementation plan and final versions of TORs for additional project's consultancies	1 month

Payment (% total)	Deliverables Completed	Deadline from signature of contract
80	Presentation and submission of project's quarterly reports (8 in total)	Every 3 months
10	Design and start of implementation of at least (1) complementing project	22 months

What you'll need:

Citizenship: You are either a citizen of Jamaica or a citizen with residency or legal permit to work in Jamaica.

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 in business administration, project management; economics or related field.

Experience: At least 10 years of working experience in project management. Specific experience in the following areas: private sector development, cluster management and experience in matching grants projects.

Languages: Fluency in written and spoken English

Core and Technical Competencies:

- Excellent communication skills, and ability to establish and maintain good working relationship with private sector, government and other organisations.
- Strong facilitation and leadership skills with ability to relate to broad range of stakeholders.
- Practical experience with the clusters in Jamaica.
- An intimate and pre-existing network of contacts within the private sector as well as within cluster partner organizations, potential suppliers and wider political spheres.
- Excellent interpersonal, written and verbal communication skills
- Demonstrated ability in project management and facilitation skills
- Reliable and demonstrated ability to work independently
- Well organized, strong problem-solving abilities
- Demonstrated ability to create confidence and provide leadership
- Trustworthiness and integrity and a demonstrated ability to work independently in challenging environments
- Have a flexible approach and persistence to optimize results.

Opportunity Summary:

- **Type of contract and modality:** Products and External Services (PEC) contractual, Lump Sum
- **Length of contract:** 22 months
- **Starting date:** TBD
- **Location:** Jamaica
- **Responsible person:** The consultancy will be supervised by Claudia Stevenson , Private Sector Development Specialist, of the Competitiveness, Technology and Innovation Division (IFD/CTI), and coordinated by Annie Bertrand, Coordinator for productivity and innovation in the private sector, Compete Caribbean Partnership Facility (CCPF), and by Sudaney Blair (CCB/CJA), the

designated focal point in the Bank Country Office in Jamaica. On a day-to-day basis, the consultant will report directly to CATIKI FOODS Ltd board of directors and work in close relationship with the project steering committee.

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.