

Regional
IFD/CTI - Compete Caribbean Partnership Facility (CCPF)



Terms of Reference
Marketing and international marketing penetration

Project Number: RG-T4008

Project Title: Strengthening the Implementation Capacity of Caribbean Blue Economy Clusters and Value Chains

1. Background and Justification

1.1. Background

- 1.2.** 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
- 1.3.** Given the importance of the blue economy as a source of economic diversification and growth for the Caribbean, a call for cluster proposals focused on the blue economy was launched in November 2020 under “Project Development to Enhance Productivity and Innovation Enabling Business Environment of Blue Economy Industries” (RG-T3815). CCP, jointly with UNDP Accelerator Lab, the Institute of Marine Affairs in Trinidad and Tobago, and Caribbean Export, was instrumental in evaluating 30 project concept notes received from across the region. During this project, The Food Administration Organization (FAO), 6 cluster facilitators, and a Pre-MSc assessment consultant were contracted to support the project preparation of the blue economy clusters which involved a variety of activities including technical assistance to apply the cluster methodology to the design of six (6) Cluster Development Plans (CDPs) in collaboration with diverse stakeholders including from the private sector, a Pre-MSc assessment for the conch industry in Jamaica that was incorporated into the CDP and a series of workshops including a component on gender mainstreaming in projects. The six (6) cluster projects short-listed will be

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

submitted to an Investment Panel of independent judges who will score and rank the projects based on their likelihood to achieve these objectives:

- **Project feasibility** (~35%) – the extent to which (i) there is clear evidence of growing global demand for the goods/services offered by the firms in the cluster; (ii) the firms involved have a track record of success in project execution; (iii) the cluster has sufficient resources (human, financial, technological) to absorb technical assistance and sustain the required changes; (iv) important risks have been properly assessed, and measures are in place to mitigate them; (v) there is a clear commitment from the private firms involved and support from relevant institutions.
- **Job creation** in the short and long term (~25%) – the extent to which the cluster project will create new jobs, including for women and other vulnerable or marginalized groups.
- **Revenue generation** (sales & exports) (~25%) – the extent to which the cluster project will generate increased sales outside the country(ies), within the country(ies) indirectly throughout the value chain, or to a clear reduction of imports over time.
- **Sustainability** (~15%) – the likelihood of sustaining the results achieved once the CCPF project ends, and considerations for climate change and sustainable development

The six (6) Cluster Development Plans (CDPs) prepared by Compete Caribbean using a participatory and market-driven approach to Blue Economy Cluster project design include the following projects:

Project	Description	Investment Panel Evaluation Results
The Bahamas C-CORAL Cluster (The Bahamas)	The Bahamas C-CORAL cluster aims to build ocean resilience by increasing the effectiveness and restoration scale of critically endangered coral species in The Bahamas. It draws on the award-winning recognition of the country as a leading dive destination and the country's longstanding success in tourism to create a new tourism niche -"Reef Restoration Tourism"- that targets the growing market for recreational dive adventures focused on ecosystem restoration and conservation.	Eligible for Funding by CCPF
Belize Fish Traceability Cluster (Belize)	The cluster aims to develop tech-driven traceability solutions to create an enabling environment for product certification and improved access to high-value niche markets for Belizean fishing cooperatives, strengthening the ecological and socioeconomic resilience of Belize's Spiny lobster fishery.	Eligible for Funding by CCPF with Pre-condition
Belize Conservation Distribution Business Cluster (Belize)	The Cluster aims to provide an additional stream of revenue for conservation sites in Belize through a line of gifts and souvenirs. This value proposition will create the link of protecting ecosystems, water, forest, and reefs on the cluster members' end and the need to save the planet on the consumer end. Embedding this purpose and standardizing the messaging in the gifts that are sold through the distribution business and in the operations of the business ensures that the goals of investing in the conservation sites of the cluster members are accomplished.	Not eligible for funding by CCPF

GNExTT Cluster (Grenada)	GNExTT is a novel and unique public, private partnership cluster recently formed in Grenada. Its goal is to enhance the socio-economic well-being of its stakeholders through improvements in harvesting, operational efficiency of the supply chain, and market value of fish products, primarily YellowFin Tuna (YFT), in a sustainable manner. The objectives of GNExTT include the implementation of fisheries management, traceability and order routing technology, improvement in the quality of fish, the upgrade of on-board and on-land cold storage facilities, the development of processing and packaging of fish capabilities to the highest level of food safety standards, the improvement in data capture, and the implementation of a comprehensive Fish Improvement Plan (FIP).	Eligible for funding by CCPF with pre-condition
Jamaica Conch Cluster (Jamaica)	The JCC is committed to a long-term business strategy that will safeguard the economic viability of their businesses in a socially and environmentally responsible manner. This business strategy involves: (a) leveraging the sustainable management and high food safety and SPS standards through MSC certification to increase the value of queen conch products and by-products; (b) a phased approach to eliminate waste and utilize the full range of queen conch products and by-products; (c) a strategic phased development and roll-out of queen conch value-added products (canned conch soup, etc.); (d) diversification of markets focusing on countries with favorable trade regimes and the Caribbean diaspora in the US, EU, United Kingdom (UK) and Canada; (e) Product development and penetration of specialized niche markets such as live conch in China and other Asian countries; (f) Leveraging among other things, economies of scale, enhanced advocacy and bargaining power through expansion of the JCC to incorporate all queen conch private firms and enhancing the capacity and capability of the JCC; and (g) establishing a formal mechanism to ensure meaningful participation of the JCC in the governance of the queen conch industry and to facilitate and influence policy and legislative interventions to safeguard the livelihood of queen conch industry members.	Eligible for funding by CCPF
The Southern Caribbean Mariculture Cluster (Trinidad and Tobago)	The Cluster proposes to establish a mariculture fish farming project in T&T, initially onshore transitioning to nearshore, focusing on the southern red snapper. They are introducing modern technology and best practice methodologies via knowledge transfer from academia and experienced practitioners to achieve much-needed social and economic change. The project comprises the development of a mariculture farm, production, processing and packaging of fresh fish by existing cluster members to serve domestic and regional export markets. This venture also aims to reduce the region's food import bill in a phased approach, where the third and last stage will produce up to 300,000 lbs of southern red snapper per year, thereby significantly reducing the demand for imported seafood.	Not eligible for funding by CCPF

- 1.4.** CCPF funding for the cluster project will be in the form of non-reimbursable grants for technical assistance. The grant amount applied for each selected cluster project will be up to US\$400,000 and will represent, at the maximum, 80% of the total project budget. Eligible cluster projects will contribute the other 20% of the project budget (counterpart in-kind contribution). Funds will be awarded to winning cluster projects that are recommended for funding by an independent Investment Panel (IP) in December 2021. The IP will evaluate each CDP and recommend which should be funded. Project execution will be planned for a period of up to 24 months. The funds will be used for improved access to markets (regionally and internationally), and to achieve higher firm productivity, thereby increasing the contribution of the treated blue economy firms to economic growth in the Caribbean. This involves a variety of activities including assessment on obtaining industry and market certification and accreditations, marketing and market development, development of product and technology, process innovation, among others.

2. Team's Mission

- 2.1.** The general objective of this consultancy is to carry out
- ☐ (1) the preparation of three (4) Marketing Strategies and Implementation Plans to help clusters based in the 13 Caribbean countries and in the OECS to access markets, generate revenue, and increase exports while addressing gender equality, economic and climate resilience.
 - ☐ (2) the implementation of three (4) marketing plans that can help clusters build a strong business case for further funding by increasing revenue and exports, and access to markets while addressing gender equality, economic, and climate resilience.

3. Scope of Service

The scope of services includes the following:

The provision of technical support, business coaching and advisory services, and training to the firms for the preparation of the Marketing strategies and Implementation plans (MSIPs) and support its implementation. The BMSIP is a comprehensive plan that clearly identifies strategic market segments, cluster value proposition, and growth strategies and defines new business models and commercialization efforts including branding and distribution channels, designed based on a thorough analysis of the situation on the ground, through consultations with stakeholders, cluster mapping assessment (Product and processes), situation analysis and market research, segmentations recommended and/or established, and creative processes to define innovative solutions that can help clusters in the Caribbean to be more productive and competitive. During the implementation phase, the consulting firm will coordinate, monitor, and evaluate the execution of all the activities with clear KPIs that can demonstrate how clusters are achieving their goals in terms of revenue, exports, and access to markets.

4. Key Activities

- 4.1.** Conduct desk, literature review, and field research about cluster' sectors, market research to identify market problems and opportunities, cluster business evaluation assessment in terms of processes and product, technical capabilities to drive innovation, and current financial status to identify strengths and weaknesses, and key challenges to respond to market demands and further engage in the implementation of the MSIP. Work in collaboration with cluster members to compile all the necessary information to produce the MSIP. At the start of the MSIP consultancy, meet with the cluster members and discuss the approach to be taken for the BMSIP, providing suggestions to ensure that it takes a data-driven and market-driven approach.
- 4.2.** Work in collaboration with the cluster manager and cluster lead throughout the consultancy to ensure that relevant technical input and market-related data is incorporated into the MSIP and collect baseline data and help firms to implement a monitoring and evaluation system that is suited to their initiative. Define key indicators that should be measured in the MSIP.
- 4.3.** Provide coaching and technical support to the cluster members related to data collection and stakeholder engagement to ensure that the market-driven approach is understood and buy-in is obtained from the stakeholders to ensure that a participatory approach is used during the consultation.
- 4.4.** Prepare the BMSIP document (max 60 pages) and appendices in the templates provided in collaboration with the local consultant. Review the BMSIP and appendices at least twice to provide extensive feedback on the document and the approach taken to deliver the final BMSIP Document. Provide appropriate and constructive feedback to the consultant and firm stakeholders on the business model marketing strategy and implementation underpinning the project.
- 4.5.** Submit BMSIP to Compete Caribbean. Note that: The consultant should also assess climate change risks and incorporate initiatives to enhance climate change resilience and adaptation.
- 4.6.** Work in collaboration with cluster managers to provide coaching and assistance to cluster members for the implementation of the plan 2 hours per week for a period of 3 months to transfer knowledge to cluster members and get traction.
- 4.7.** The Consulting firm will also:
 - ② Develop relationships with all cluster stakeholders to earn trust, understand concerns, identify interests/needs, and encourage collaboration through a participatory approach focused on achieving common objectives.
 - ② Provide coaching and advisory services to firm stakeholders to encourage convergence around MSIP based on the market opportunities identified. This includes a methodology to collect missing information and facilitate discussions, helping clusters to articulate their vision, goals, and define an innovative value proposition for the market targeted and growth strategy. The strategy should clearly address gender equality and climate resilience.
 - ② Provide workshops sessions to build the capacity of the cluster team that will engage in marketing activities but not limited including branding, digital marketing, trade marketing and exports, business innovation processes, distribution channels, market research and analysis, monitoring, and evaluation.

☐ Identify opportunities for clusters to digitize their commercialization processes and operations and ensure that a proper management system is in place that allows for a data-driven and market-driven approach to decision-making.

4.8. Collect baseline data using the templates provided and help firms to implement a monitoring and evaluation system that is suited to their initiative. Define key indicators that should be measured in the MSIP.

4.9. Coordinate, monitor, and evaluate the implementation of the MSIP.

5. Expected Outcome and Deliverables

5.1. Deliverable 1 - Inception Report. Prepare a Work Plan that describes all the activities and arrangements agreed with the client including tentative dates of intended achievement with clear timelines aligned with outputs and deliverables, including the methodology to deliver the outputs, the associated activities, stakeholders to be consulted, and an indicative list of main literature and/or information source to be reviewed/consulted. The inception report should also summarize the results of the desk review and the initial discussions with the key stakeholders.

5.2. Deliverable 2 - Situation analysis and market research. (i) Conduct a situational analysis that includes an internal and external factor evaluation including PEST analysis in order to clearly identify opportunities that can be capitalized on in niche markets and marketing strategies that can respond to trends in the target markets. (ii) Conduct a market scan of relevant stakeholder needs, industry gaps, and factors influencing market growth for each cluster's products and other derived products ensuring that they are accurately identified and described, and aligned with the requirements of targeted niche markets. (iii) Conduct a market supply and demand analysis that clearly states the market size at national, regional, and international levels including niche or specialized markets (TAM, SAM SOM) by acquiring relevant market reports available online; (iv) Identifying markets, buyer specifications and specific channels to reach identified niche or specialized markets; (v) Undertake a competitive analysis and competitor benchmarking and assess differentiating aspects of each cluster with a view to capturing niche/specialized markets with the goal to determine which is the best strategic market approach and key priorities.

5.3. Deliverable 3 - Final Draft of the Marketing Strategy and Implementation Plan. Based on the situation analysis and market research define the Cluster objectives, goals, mission, vision, business value proposition, and business model, priority target market segments, internationalization and market entry strategy, 7 Ps of marketing including digital marketing and eCommerce, key performance metrics. Define key components, activities, goals, inputs, and outputs, metrics, budget, Gantt, including cluster operational manual and digitalization of the cluster. Executive Summary approved Marketing Strategy Framework and approved implementation plan. Including a report on 3-day validation workshops and training including but not limited to 1) One workshop for the validation of the Marketing Strategy Framework; 2) a workshop to validate the implementation plan and budget; 3) a workshop for the validation of the final draft of the MSIP.

5.4. Deliverable 4 - Initial implementation disbursement Report: of the implementation of the MSIP using the result matrix and KPIs that have been approved including major outputs and outcomes achieved, challenges identified, and lessons learned, and a report on the business coaching sessions to the cluster members.

5.5. Deliverable 5 - Mid-term report Report (6 months): of the implementation of the MSIP using the result matrix and KPIs that have been approved including major outputs and outcomes achieved challenges identified and lessons learned, and a report on the business coaching sessions to the cluster members.

5.6. Final Report (12 Months): of the implementation of the MSIP including major outputs and outcomes achieved, challenges identified and lessons learned, and a report on the business coaching sessions

6. Project Schedule and Milestones

6.1. The consultancy is expected to be completed within 12 months.

7. Reporting Requirements

7.1. Every report must be submitted to the Bank in an electronic file. The report should include the 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 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.

9. Supervision and Reporting

9.1. The consultancy will be supervised by Claudia Stevenson, Private Sector Development Specialist (IFD/CTI), and coordinated by Wayne Elliot Coordinator for productivity and innovation in the private sector, Compete Caribbean Partnership Facility (CCPF). On a day-to-day basis, the consultant will report directly to Carlos Samir Martinez (IFD-CTI) and work in a close relationship with the CBA board of directors.

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		
<i>Deliverable</i>	<i>%</i>	<i>Deadline</i>

1. Deliverable 1	10%	Within 2 weeks
2. Deliverable 2	20%	6 weeks
3. Deliverable 3	20%	8 weeks
4. Deliverable 4	20%	10 weeks
5. Deliverable 5	20%	25 weeks
6. Deliverable 6	10%	52 weeks weeks
TOTAL	100%	

Consulting Firm Qualifications:

- Consulting Firm Experience:** At least fifteen (15) years of experience in supporting clusters and value chains, trade and exports of private sector firms, in building up business and commercialization capacity, and in developing and implementing marketing strategies including branding, market-entry, digital and trade marketing, and exports, promotion, business model processes, distribution channels, packaging, eCommerce. The firm must have at least 3 successful cases of marketing strategies executed in the Latin American and Caribbean region that have helped clusters and firms to access new markets and increase revenues and exports.
- Lead Consultant Experience:** At least ten (10) years of experience in leading management consulting firms with expertise in business clusters and value chains, marketing, trade, and exports, in designing and implementing marketing strategies for business clusters. At least three (3) years experience in sectors of the blue economy including fisheries or agriculture, tourism, and conservation. Professional who has the skills to carry out a process of dialogue with different stakeholders at all levels including cluster members, multilateral agencies, public and private organizations, civil society, and beneficiary communities in a perspective of tailoring marketing strategies and implementation plans that can help cluster projects to increase revenue and exports and access to markets. Minimum of a university degree (Master's degree or equivalent) in Economics, Business Administration, Finance, Agronomy, Biology, Marketing, Engineering, or other relevant areas. The lead consultant must demonstrate at least 3 successful business cases that are relevant for the consultancy.
- Key Expert 1:** At least five (5) years of experience in market research and data analysis for business clusters and value chains. Professional who is data-driven with high quantitative analysis skills to carry in-depth cluster situations analysis and market research to identify market challenges and opportunities to be addressed through innovative approaches that are sustainable while addressing gender equality, economic, and climate resilience. Minimum of a Master's degree or equivalent in Economics, Business Administration, Finance, or other relevant areas. The key expert must demonstrate at least 3 successful business cases that are relevant for the consultancy.
- Key Expert 3:** At least five (5) years of experience in branding for trade products and exports and tourism products. The consultant should help cluster building and implement their branding and communication strategy. Minimum of a university degree (Master's degree or equivalent) in business communication, marketing, advertising, graphic design, or another

relevant area. The key expert must demonstrate at least 3 successful business cases that are relevant for the consultancy.

- **Key Expert 4:** At least five (5) years of experience in trade exports, B2B marketing, distribution channels. The expert should implement the activities contemplated in the MSIP. Minimum of a university degree (Master's degree or equivalent) in Business Administration, Hospitality, Marketing, Engineering, or another relevant area. The key expert must demonstrate at least 3 successful business cases that are relevant for the consultancy.
- **Key Expert 5:** At least five (5) years of experience in cluster and value chains innovation processes including logistics and transportation and packaging able to outline the situation analysis for each cluster project, provide recommendations, and plan and implement business innovation processes. Minimum of a university degree (Master's degree or equivalent) in Business Administration, Hospitality, Marketing, Engineering, or another relevant area. The key expert must demonstrate at least 3 successful business cases that are relevant for the consultancy.
- **Key Expert 6:** At least five (5) years of experience in eCommerce, digital marketing, SEO, social media marketing, eCommerce. Minimum of a university degree (Master's degree or equivalent) in Business Administration, Marketing, Engineering, or another relevant area. The key expert must demonstrate at least 3 successful business cases that are relevant for the consultancy.

Languages:

- Fluency in oral and written English.

Terms of Reference
Cluster Development Pilot Implementation through Training and Technical Assistance to improve clusters' productivity and quality standards

Project Number: RG-T4008

Project Title: Strengthening the Implementation Capacity of Caribbean Blue Economy Clusters and Value Chains

11. Background and Justification

11.1. Background

11.2. 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

11.3. Given the importance of the blue economy as a source of economic diversification and growth for the Caribbean, a call for cluster proposals focused on the blue economy was launched in November 2020 under “Project Development to Enhance Productivity and Innovation Enabling Business Environment of Blue Economy Industries” (RG-T3815). CCP, jointly with UNDP Accelerator Lab, the Institute of Marine Affairs in Trinidad and Tobago, and Caribbean Export, was instrumental in evaluating 30 project concept notes received from across the region. During this project, The Food Administration Organization (FAO), 6 cluster facilitators, and a Pre-MSc assessment consultant were contracted to support the project preparation of the blue economy clusters which involved a variety of activities including technical assistance to apply the cluster methodology to the design of six (6) Cluster Development Plans (CDPs) in collaboration with diverse stakeholders including from the private sector, a Pre-MSC assessment for the conch industry in Jamaica that was incorporated into the CDP and a series of workshops including a component on gender mainstreaming in projects. The six (6) cluster projects short-listed will be submitted to an Investment Panel of independent judges who will score and rank the projects based on their likelihood to achieve these objectives:

- **Project feasibility** (~35%) – the extent to which (i) there is clear evidence of growing global demand for the goods/services offered by the firms in the cluster; (ii) the firms

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involved have a track record of success in project execution; (iii) the cluster has sufficient resources (human, financial, technological) to absorb technical assistance and sustain the required changes; (iv) important risks have been properly assessed, and measures are in place to mitigate them; (v) there is clear commitment from the private firms involved and support from relevant institutions.

- **Job creation** in the short and long term (~25%) – the extent to which the cluster project will create new jobs, including for women and other vulnerable or marginalized groups.
- **Revenue generation** (sales & exports) (~25%) – the extent to which the cluster project will generate increased sales outside the country(ies), within the country(ies) indirectly throughout the value chain, or to a clear reduction of imports over time.
- **Sustainability** (~15%) – the likelihood of sustaining the results achieved once the CCPF project ends, and considerations for climate change and sustainable development

The six (6) Cluster Development Plans (CDPs) prepared by Compete Caribbean using a participatory and market-driven approach to Blue Economy Cluster project design include the following projects:

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Belize Fish Traceability Cluster (Belize)	The cluster aims to develop tech-driven traceability solutions to create an enabling environment for product certification and improved access to high-value niche markets for Belizean fishing cooperatives, strengthening the ecological and socioeconomic resilience of Belize's Spiny lobster fishery.	Eligible for Funding by CCPF with Pre-condition
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GNExTT Cluster (Grenada)	GNExTT is a novel and unique public, private partnership cluster recently formed in Grenada. Its goal is to enhance the socio-economic well-being of its stakeholders through improvements in harvesting, operational efficiency of the supply chain, and market value of fish products, primarily	Eligible for funding by CCPF with pre-condition

	<p>YellowFin Tuna (YFT), in a sustainable manner. The objectives of GNExTT include the implementation of fisheries management, traceability and order routing technology, improvement in the quality of fish, the upgrade of on-board and on-land cold storage facilities, the development of processing and packaging of fish capabilities to the highest level of food safety standards, the improvement in data capture, and the implementation of a comprehensive Fish Improvement Plan (FIP).</p>	
<p>Jamaica Conch Cluster (Jamaica)</p>	<p>The JCC is committed to a long-term business strategy that will safeguard the economic viability of their businesses in a socially and environmentally responsible manner. This business strategy involves: (a) leveraging the sustainable management and high food safety and SPS standards through MSC certification to increase the value of queen conch products and by-products; (b) a phased approach to eliminate waste and utilize the full range of queen conch products and by-products; (c) a strategic phased development and roll-out of queen conch value-added products (canned conch soup, etc.); (d) diversification of markets focusing on countries with favorable trade regimes and the Caribbean diaspora in the US, EU, United Kingdom (UK) and Canada; (e) Product development and penetration of specialized niche markets such as live conch in China and other Asian countries; (f) Leveraging among other things, economies of scale, enhanced advocacy and bargaining power through expansion of the JCC to incorporate all queen conch private firms and enhancing the capacity and capability of the JCC; and (g) establishing a formal mechanism to ensure meaningful participation of the JCC in the governance of the queen conch industry and to facilitate and influence policy and legislative interventions to safeguard the livelihood of queen conch industry members.</p>	<p>Eligible for funding by CCPF</p>
<p>The Southern Caribbean Mariculture Cluster (Trinidad and Tobago)</p>	<p>The Cluster proposes to establish a mariculture fish farming project in T&T, initially onshore transitioning to nearshore, focusing on the southern red snapper. They are introducing modern technology and best practice methodologies via knowledge transfer from academia and experienced practitioners to achieve much-needed social and economic change. The project comprises the development of a mariculture farm, production, processing and packaging of fresh fish by existing cluster members to serve domestic and regional export markets. This venture also aims to reduce the region's food import bill in a phased approach, where the third and last stage will produce up to 300_000 lbs of southern red snapper per year, thereby significantly reducing the demand for imported seafood.</p>	<p>Not eligible for funding by CCPF</p>

11.4. CCPF funding for the cluster project will be in the form of non-reimbursable grants for technical assistance. The grant amount applied for each selected cluster project will

be up to US\$400,000 and will represent, at the maximum, 80% of the total project budget. Eligible cluster projects will contribute the other 20% of the project budget (counterpart in-kind contribution). Funds will be awarded to winning cluster projects that are recommended for funding by an independent Investment Panel (IP) in December 2021. The IP will evaluate each CDP and recommend which should be funded. Project execution will be planned for a period up to 24 months. The funds will be used for improved access to markets (regionally and internationally), and to achieve higher firm productivity, thereby increasing the contribution of the treated blue economy firms to economic growth in the Caribbean. This involves a variety of activities including assessment on obtaining industry and market certification and accreditations, marketing and market development, development of product and technology, process innovation, among others.

12. Objectives

- 12.1.** The general objective of this consultancy is to carry out the pilot implementation for three (3) cluster development projects including product development and quality standards, R&D, certification and accreditation, operation manuals.

13. Scope of Service

The scope of services includes the following:

The provision of technical support, business coaching and advisory services, and training to the firms for the implementation of their pilot projects for productivity and quality standards. During the implementation phase, the consulting firm will coordinate, monitor, and evaluate the execution of all the activities with clear KPIs that can demonstrate how clusters are achieving their goals in terms of enhancing or creating new products and services, quality standards. Establish and implement a methodology for assessing clusters in the development of their business models, product development, industry certification, quality standards, innovation process, technology, and digital adoption, including mentoring support, best practices, operation manuals and guidelines to be transferred to clusters.

14. Key Activities

- 14.1.** Conduct cluster business evaluation assessment and diagnostic in terms of processes and products, technical capabilities to drive innovation, and key challenges to respond to market demands. Work in collaboration with cluster members to compile all the necessary information to assess productivity and product quality standards.
- 14.2.** Work in collaboration with the cluster manager and cluster lead throughout the consultancy to ensure that relevant technical input and product development-related data is incorporated into the implementation process, collect baseline data, and help firms to implement a monitoring and evaluation system that is suited to their initiative. Define key indicators that should be measured in the pilot phase.

- 14.3.** Provide coaching and technical support to the cluster members related to data collection and stakeholder engagement to ensure that the market-driven approach is understood and buy-in is obtained from the stakeholders to ensure that a participatory approach is used during the consultation.
- 14.4.** Provide support to cluster in areas of supply chain management, supply chain technology systems, R&D, product development, product quality and standards, certifications and accreditations, innovation in product and processes, and project management.
- 14.5.** Prepare operational manuals and appendices in the templates provided in collaboration with the cluster manager. Review the operation manuals and appendices at least twice to provide extensive feedback on the document and the approach taken to deliver the final document. Provide appropriate and constructive feedback to the consultant and firm stakeholders on the business model marketing strategy and implementation underpinning the project.
- 14.6.** The Consulting firm will also:
- ❑ Develop relationships with all cluster stakeholders to earn trust, understand concerns, identify interests/needs, and encourage collaboration through a participatory approach focused on achieving common objectives.
 - ❑ Provide coaching and advisory services to firm stakeholders to encourage convergence around the pilot implementation based on the market opportunities identified. This includes a methodology to collect missing information and facilitate discussions, helping clusters to articulate their vision, goals.
 - ❑ Provide workshops sessions to build the capacity of the cluster team that will engage in pilot implementation activities but not limited including R&D and innovation processes, certifications, and accreditations, product development, and quality standards.
 - ❑ Identify opportunities for clusters to digitize their business operations.
- 14.7.** Coordinate, monitor, and evaluate the pilot implementation

15. Expected Outcome and Deliverables

- 15.1. Deliverable 1 - Inception Report.** Prepare a work plan based on an initial consultation with clusters to identify needs and requirements that describes all the activities and arrangements agreed with the client including tentative dates of intended achievement with clear timelines aligned with outputs and deliverables, including the methodology to deliver the outputs, the associated activities, stakeholders to be consulted, and an indicative list of main literature and/or information source to be reviewed/consulted. The inception report should also summarize the results of the desk review and the initial discussions with the key stakeholders.
- 15.2. Deliverable 2. Cluster and Supply Chain management.** Support cluster firms to define models to make trade-offs between forecasting, inventory, and transportation. Consultants should help the cluster design supply chain networks as well as financial and information flows including supply chain analytics, design, technology, dynamics, and end-to-end supply chain

management including product certification and registration, business processes accreditation, product quality management systems, R&D, product innovation.

- 15.3. Deliverable 3. Supply Chain Technology and Systems.** Support cluster firms with the adoption of supply chain technology across multiple systems to improve efficiency and effectiveness including information technology (ERP, CRM, etc), digital integration, Traceability, MIS. Design & implementation for pilot projects for technology and digital adoption. Selected clusters will be implementing the recommendations in the Technology Audi Plan. Once the intervention is completed, the CF will prepare a Technical Assistance Report (TAR) describing what has been delivered and achieved in relation to expectations. The TAR will also provide specific recommendations and justification with an estimated business case for additional efforts or investments needed.
- 15.4. Deliverable 5 - M&E management system.** Design and implement an M&E management system including operating protocols to support quality standards. Conduct training workshops on physical quality management testing, results, and data collection. Establish a performance management system to ensure effective use of data over time
- 15.5. Deliverable 6 - Mid-term report Report (6 months):** Report on the implementation of the pilot using the result matrix and KPIs that have been approved including major outputs and outcomes achieved challenges identified and lessons learned,
- 15.6. Deliverable 7- Final Report (12 Months):** Final Report of the implementation of the pilot including major outputs and outcomes achieved, challenges identified, and lessons learned, and a report on the business coaching sessions, including monthly and quarterly reports.

16. Project Schedule and Milestones

- 16.1.** The consultancy is expected to be completed within 12 months.

17. Reporting Requirements

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

18. Acceptance Criteria

- 18.1.** 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.

19. Supervision and Reporting

- 19.1.** The consultancy will be supervised by Claudia Stevenson, Private Sector Development Specialist (IFD/CTI), and coordinated by Wayne Elliot Coordinator for productivity and innovation in the private sector, Compete Caribbean Partnership Facility (CCPF). On a day-to-day basis, the consultant will report directly to Carlos Samir Martinez (IFD-CTI) and work in close relationship with the CBA board of directors.

20. Schedule of Payments

- 20.1.** 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.
- 20.2.** The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

Payment Schedule		
<i>Deliverable</i>	<i>%</i>	<i>Deadline</i>
7. Deliverable 1	10%	Within 2 weeks
8. Deliverable 2	20%	6 weeks
9. Deliverable 3	20%	8 weeks
10. Deliverable 4	20%	10 weeks
11. Deliverable 5	20%	25 weeks
12. Deliverable 6	10%	52 weeks weeks
TOTAL	100%	

Consulting Firm Qualifications:

- Consulting Firm Experience:** At least fifteen (15) years of experience in supporting clusters and value chains, productivity and quality standards of private sector firms, in developing and implementing processes and helping products reach the export market international standards. The firm must have at least 3 successful cases of cluster projects implementation executed in the Latin American and Caribbean region.
- Lead Consultant Experience:** At least ten (10) years of experience in leading management consulting firms with expertise in business clusters and value chains, enhancing cluster productivity quality standards, technology and digital adoption, and management system processes. At least three (3) years' experience in sectors of the blue economy including fisheries or agriculture, tourism, and conservation. Professional who has the skills to carry out a process of dialogue with different stakeholders at all levels including cluster members, multilateral agencies, public and private organizations, civil society, and beneficiary communities in a perspective of tailoring marketing strategies and implementation plans that can help cluster projects to increase revenue and exports and access to markets. Minimum of a university degree (Master's degree or equivalent) in Economics, Business Administration, Finance, Agronomy, Biology, Marketing, Engineering, or other relevant areas. The lead consultant must demonstrate at least 3 successful business cases that are relevant for the consultancy.

- **Key Expert 1:** At least five (10) years of experience in cluster and supply chain management R&D for business clusters and value chains. Professional who is data-driven with high quantitative analysis skills to carry in-depth cluster situations analysis and market research to identify market challenges and opportunities to be addressed through innovative approaches that are sustainable while addressing gender equality, economic, and climate resilience. Minimum of a master's degree or equivalent in Economics, Business Administration, Finance, or other relevant areas. The key expert must demonstrate at least 3 successful business cases that are relevant for the consultancy.
- **Key Expert 2:** At least five (5) years of experience in capacity building and training in areas of project management and quality standards, cluster, and value chains processes. The consultant should help the cluster with Capacity building for productivity and quality standards. Minimum of a university degree (Master's degree or equivalent) in business communication, marketing, advertising, graphic design, or another relevant area. The key expert must demonstrate at least 3 successful business cases that are relevant for the consultancy.
- **Key Expert 3:** At least five (5) years of experience in helping businesses in getting industry certifications and accreditations, in particular in fisheries. Minimum of a university degree (Master's degree or equivalent) in Business Administration, Hospitality, Marketing, Engineering, or another relevant area. The key expert must demonstrate at least 3 successful business cases that are relevant for the consultancy.
- **Key Expert 3:** At least five (5) years of experience in Supply Chain Technology and Systems in fisheries. Minimum of a university degree (Master's degree or equivalent) in Business Administration, Engineering, Biotechnology, Engineering, or another relevant area. The key expert must demonstrate at least 3 successful business cases that are relevant for the consultancy.
- **Key Expert 4:** At least five (5) years of experience in cluster and value chains innovation processes including logistics and transportation able to outline the situation analysis for each cluster project, provide recommendations, and plan and implement business innovation processes. Minimum of a university degree (Master's degree or equivalent) in Business Administration, Engineering, biotech, or another relevant area. The key expert must demonstrate at least 3 successful business cases that are relevant for the consultancy.
- **Key Expert 5:** At least five (10) years of experience in volunteer tourism management, destination management, tourism product development, and marketing. Deep understanding of the diving sector and coral reef conservation tourism. Minimum of a university degree (Master's degree or equivalent) in Business Administration, hospitality, Marketing, Engineering, or another relevant area. The key expert must demonstrate at least 3 successful business cases that are relevant for the consultancy.
- **Languages:** Fluency in oral and written English.

Terms of Reference
Cluster Manager Individual Consultancy

Project Number: RG-T4008

Project Title: Strengthening the Implementation Capacity of Caribbean Blue Economy Clusters and Value Chains

Job Title: Individual Consultant - Cluster Manager

1. Background and Justification

- a. 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 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 countries³
- b. Given the importance of the blue economy as a source of economic diversification and growth for the Caribbean, a call for cluster proposals focused on the blue economy was launched in November 2020 under “Project Development to Enhance Productivity and Innovation Enabling Business Environment of Blue Economy Industries” (RG-T3815). CCP, jointly with UNDP Accelerator Lab, the Institute of Marine Affairs in Trinidad and Tobago, and Caribbean Export, was instrumental in evaluating 30 project concept notes received from across the region. During this project, The Food Administration Organization (FAO), 6 cluster facilitators, and a Pre-MSc assessment consultant were contracted to support the project preparation of the blue economy clusters which involved a variety of activities including technical assistance to apply the cluster methodology to the design of six (6) Cluster Development Plans (CDPs) in collaboration with diverse stakeholders including from the private sector, a Pre-MSC assessment for the conch industry in Jamaica that was incorporated into the CDP and a series of workshops including a component on gender mainstreaming in projects. The six (6) cluster projects short-listed will be submitted to an Investment Panel of independent judges who will score and rank the projects based on their likelihood to achieve these objectives:

³Antigua & Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, Saint Kitts & Nevis, Saint Lucia, Saint Vincent & the Grenadines, Suriname, Trinidad & Tobago

- **Project feasibility** (~35%) – the extent to which (i) there is clear evidence of growing global demand for the goods/services offered by the firms in the cluster; (ii) the firms involved have a track record of success in project execution; (iii) the cluster has sufficient resources (human, financial, technological) to absorb technical assistance and sustain the required changes; (iv) important risks have been properly assessed, and measures are in place to mitigate them; (v) there is clear commitment from the private firms involved and support from relevant institutions.
- **Job creation** in the short and long term (~25%) – the extent to which the cluster project will create new jobs, including for women and other vulnerable or marginalized groups.
- **Revenue generation** (sales & exports) (~25%) – the extent to which the cluster project will generate increased sales outside the country(ies), within the country(ies) indirectly throughout the value chain, or to a clear reduction of imports over time.
- **Sustainability** (~15%) – the likelihood of sustaining the results achieved once the CCPF project ends, and considerations for climate change and sustainable development

The six (6) Cluster Development Plans (CDPs) prepared by Compete Caribbean using a participatory and market-driven approach to Blue Economy Cluster project design include the following projects:

Project	Description	Investment Panel Evaluation Results
The Bahamas C-CORAL Cluster (The Bahamas)	The Bahamas C-CORAL cluster aims to build ocean resilience by increasing the effectiveness and restoration scale of critically endangered coral species in The Bahamas. It draws on the award-winning recognition of the country as a leading dive destination and the country's longstanding success in tourism to create a new tourism niche -"Reef Restoration Tourism"- that targets the growing market for recreational dive adventures focused on ecosystem restoration and conservation.	Eligible for Funding by CCPF
Belize Fish Traceability Cluster (Belize)	The cluster aims to develop tech-driven traceability solutions to create an enabling environment for product certification and improved access to high-value niche markets for Belizean fishing cooperatives, strengthening the ecological and socioeconomic resilience of Belize's Spiny lobster fishery.	Eligible for Funding by CCPF with Pre-condition
Belize Conservation Distribution Business Cluster (Belize)	The Cluster aims to provide an additional stream of revenue for conservation sites in Belize through a line of gifts and souvenirs. This value proposition will create the link of protecting ecosystems, water, forest, and reefs on the cluster members' end and the need to save the planet on the consumer end. Embedding this purpose and standardizing the messaging in the gifts that are sold through the distribution business and in the operations of the business ensures that the goals of investing in the conservation sites of the cluster members are accomplished.	Not eligible for funding by CCPF
GNExTT Cluster (Grenada)	GNExTT is a novel and unique public, private partnership cluster recently formed in Grenada. Its goal is to enhance the socio-economic well-being of its stakeholders through	Eligible for funding by CCPF with

	improvements in harvesting, operational efficiency of the supply chain, and market value of fish products, primarily YellowFin Tuna (YFT), in a sustainable manner. The objectives of GNExTT include the implementation of fisheries management, traceability and order routing technology, improvement in the quality of fish, the upgrade of on-board and on-land cold storage facilities, the development of processing and packaging of fish capabilities to the highest level of food safety standards, the improvement in data capture, and the implementation of a comprehensive Fish Improvement Plan (FIP).	pre-condition
Jamaica Conch Cluster (Jamaica)	The JCC is committed to a long-term business strategy that will safeguard the economic viability of their businesses in a socially and environmentally responsible manner. This business strategy involves: (a) leveraging the sustainable management and high food safety and SPS standards through MSC certification to increase the value of queen conch products and by-products; (b) a phased approach to eliminate waste and utilize the full range of queen conch products and by-products; (c) a strategic phased development and roll-out of queen conch value-added products (canned conch soup, etc.); (d) diversification of markets focusing on countries with favorable trade regimes and the Caribbean diaspora in the US, EU, United Kingdom (UK) and Canada; (e) Product development and penetration of specialized niche markets such as live conch in China and other Asian countries; (f) Leveraging among other things, economies of scale, enhanced advocacy and bargaining power through expansion of the JCC to incorporate all queen conch private firms and enhancing the capacity and capability of the JCC; and (g) establishing a formal mechanism to ensure meaningful participation of the JCC in the governance of the queen conch industry and to facilitate and influence policy and legislative interventions to safeguard the livelihood of queen conch industry members.	Eligible for funding by CCPF
The Southern Caribbean Mariculture Cluster (Trinidad and Tobago)	The Cluster proposes to establish a mariculture fish farming project in T&T, initially onshore transitioning to nearshore, focusing on the southern red snapper. They are introducing modern technology and best practice methodologies via knowledge transfer from academia and experienced practitioners to achieve much-needed social and economic change. The project comprises the development of a mariculture farm, production, processing and packaging of fresh fish by existing cluster members to serve domestic and regional export markets. This venture also aims to reduce the region's food import bill in a phased approach, where the third and last stage will produce up to 300,000 lbs of southern red snapper per year, thereby significantly reducing the demand for imported seafood.	Not eligible for funding by CCPF

- c. CCPF funding for the cluster project will be in the form of non-reimbursable grants for technical assistance. The grant amount applied for each selected cluster project will be up to US\$400,000 and will represent, at the maximum, 80% of the total project budget. Eligible cluster projects will contribute the other 20% of the project budget (counterpart in-kind contribution). Funds will be awarded to winning cluster projects that are recommended for funding by an independent Investment Panel (IP) in December 2021. The IP will evaluate each CDP and recommend which should be funded. Project execution will be planned for a period of up to 24 months. The funds will be used for improved access to markets (regionally and internationally), and to achieve higher firm productivity, thereby increasing the contribution of the treated blue economy firms to economic growth in the Caribbean. This involves a variety of activities including assessment of obtaining industry and market certification and accreditations, marketing and market development, development of product and technology, process innovation, among others.

Team's mission

The Compete Caribbean Partnership Facility (CCPF) seeks a professional consultant with outstanding facilitation skills to support the implementation of the Cluster Development Plans (CDP) for the cluster in the Caribbean.

Scope of the work

The scope of work includes but is not limited to the following:

- a) Implementation of the Cluster CDP and with a detailed work plan
- b) Working with the various stakeholder groups, including women and women-owned firms, to develop and implement the procedures and arrangements to be adopted for the collection and compilation of data and information. This must include a description of GIS methodologies, tools, and data to be used, including scenarios for biosecurity zone assessment, management of data, impacts, and vulnerability, and adaptation to climate change.
- c) Oversee the collection of baseline data, as well as regular monitoring data, which will be used to inform the Cluster
- d) Coordinate and oversee individual consultants and consulting firms contracted to support the implementation of the cluster development activities.
- e) Detail a schedule of, and ensure gender inclusion at, meetings, consultations, and training workshops.
- f) Assist in the establishment of gender-inclusive actions plans
- g) Initiate the establishment of centralized laboratory services to facilitate clusters, lower costs and get faster response times for management decision making.
- h) Provide timely and regular reports to all key stakeholders to facilitate the management of the CDP.

Deliverables and Payments timeline

Guided by the scope of this consultancy and the general requirements of Compete Caribbean, the consultant will produce an indeterminate number of documents as far as appropriate and in line with the completion of the defined activities. Nevertheless, the following deliverables are expected:

- **Deliverable 1;** A detailed implementation work plan and schedule, no later than four weeks after the start of the consultancy;
- Timely progress reports for every three-month period of implementation, no later than one month after the close of the period; **Deliverable 2, Q1 2022 Report, Deliverable 3 Q2 2022 Report, Deliverable 4, Q3 2022 Report,**
- **Deliverable 5:** Final Report An end of project report no later than three months after the close of the project;
- Mission Reports, as necessary.

Payment timeline:

Payment (% total)	Deliverables Completed	Deadline from signature of contract
25	Deliverable 1 Inception Report and Workplan	10 days
25	Deliverable 2 Q1 2022 Report	3 months
	Deliverable 3 Q2 2022 Report	6 months
	Deliverable 4 Q3 2022 Report	9 months
	Final Report including Q4 2021	12months
25	PPT presentation on the overview of the CDP and annexes to be presented to stakeholders for feedback, Draft CDP, Asset Inventory completed and CBT destination profile.	10 weeks
25	Final CDP with appendices	12 weeks

What you'll need:

- **Citizenship:** Citizen of an IDB member country or Antigua & Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, Saint Kitts & Nevis, Saint Lucia, Saint Vincent & the Grenadines, Suriname, Trinidad & Tobago
- **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:** Postgraduate qualification in relevant fields/thematic areas required to carry out the works as included in the scope of this study: in biological sciences/data management/project management preferably related to with experience in cluster development programs and strategies to improve the competitiveness of private sector organizations
- **Experience:** Experience in project management and in monitoring and evaluation are required. Sound understanding of legislation, regulations, and guidelines for aquatic biosecurity is required. Experience in climate change vulnerability and impact assessment and adaptation methodologies is an asset. Professional experience working on technical assistance/loan programs under multilateral institutions such as the IDB, EU, World Bank, or similar bodies would be an asset. Experience working in the Caribbean region would be an asset.
- **Core and Technical Competencies:**
 - Highly developed facilitation skills.
 - Excellent communication and report writing skills.
 - Ability to work under pressure, sometimes with extended hours, and to meet tight deadlines without compromising the quality of outputs.

- Ability to maintain confidentiality and use discretion when dealing with sensitive policy matters.
- Cultural awareness and high standards of ethics.

Opportunity Summary:

- **Type of contract and modality:** Products and External Services (PEC) contractual, Lump Sum
- **Length of contract:** 12 months
- **Starting date:** February 1th, 2021
- **Location:** Home based
- **Responsible person:** The consultancy will be supervised by Claudia Stevenson, Private Sector Development Specialist (IFD/CTI), and coordinated by Wayne Elliot Coordinator for productivity and innovation in the private sector, Compete Caribbean Partnership Facility (CCPF). On a day-to-day basis, the consultant will report directly to Carlos Samir Martinez (IFD-CTI) and work in close relationship with the CBA board of directors.

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.