

## **REQUEST FOR EXPRESSIONS OF INTEREST** **CONSULTING SERVICES**

**Selection # as assigned by e-Tool:** BL-T1129-P002

**Selection Method:** Simple Competitive

**Country:** Belize

**Sector:** Competitiveness, Technology, and Innovation

**Funding – TC #:** ATN/OC-19264-BL

**Project #:** BL-T1129

**TC name:** Digital Transformation for Improving the Business Climate for MSMEs in Belize

**Description of Services:** The objective of this consultancy is to design and implement a practical MEALS strategy that will support the Central Executing Unit (CEU) of the Ministry of Finance, Economic Development and Investment (MFEDI) and its Technical Units (BELTRAIDE and the E-Governance and Digitalization Unit), in building capacity to conduct real-time monitoring and periodic reporting and evaluation of the Digital Innovation to Boost Economic Development in Belize (BL-L1039).

**Link to TC document:** <https://www.iadb.org/en/project/BL-T1129>

The Inter-American Development Bank (IDB) is executing the above-mentioned operation. For this operation, the IDB intends to contract consulting services described in this Request for Expressions of Interest. Expressions of interest must be delivered using the IDB Portal for Bank Executed Operations ( <http://beo-procurement.iadb.org/home> ) by: January 6<sup>th</sup>, 2023, 5:00 P.M. (Washington D.C. Time).

To access the IDB Portal, the firm must generate a registration account, including **all** the data requested by the Portal. In the event that any of the information requested is not included, the firm will not be able to participate in this or any other Bank-executed selection process for operational work. If the firm has been previously registered, please validate that you have **all** the firm's information updated and complete before submitting an expression of interest.

The consulting services ("the Services") include developing a digitized and gender sensitive monitoring and evaluation strategy to support the Digital Loan program (BL-L1039).

Eligible consulting firms will be selected in accordance with the procedures set out in the Inter-American Development Bank: [Policy for the Selection and Contracting of Consulting firms for Bank-executed Operational Work](#) - GN-2765-4. All eligible consulting firms, as defined in the Policy may express an interest. If the Consulting Firm is presented in a Consortium, it will designate one of them as a representative, and the latter will be responsible for the communications, the registration in the portal and for submitting the corresponding documents.

The IDB now invites eligible consulting firms to indicate their interest in providing the services described above in the [draft summary](#) of the intended Terms of Reference for the assignment. Interested consulting firms must provide information establishing that they are qualified to perform the Services (brochures, description of similar assignments, experience in similar conditions, availability of appropriate skills among staff, etc.). Eligible consulting firms may associate in a form of a Joint Venture or a sub-consultancy agreement to enhance their qualifications. Such association or Joint Venture shall appoint one of the firms

as the representative.

Interested eligible consulting firms may obtain further information during office hours, 09:00 AM to 05:00 PM, (Washington D.C. Time) by sending an email to: [kaylaq@iadb.org](mailto:kaylaq@iadb.org) and/or [gianv@iadb.org](mailto:gianv@iadb.org)

Inter-American Development Bank

**Division:** *Competitiveness, Technology, and Innovation*

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### **Draft Summary of Terms of Reference\***

\*TOR is subject to change.

#### **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. Micro, small and medium enterprises (MSME) are critical to creating jobs and reducing poverty within the Belizean economy. Yet evidence shows MSMEs face multiple challenges in starting and doing business, primarily that of a complex and costly regulatory framework. The Government of Belize (GOB) has been making efforts to enact reforms that support MSMEs and to digitalize its public services. The GOB, through the E-Governance and Digitalization Unit, designed Belize's first National Digital Agenda to guide the Government's digitalization efforts.
- 1.3. On November 19<sup>th</sup>, the IDB Board approved the ***Digital Innovation to Boost Economic Development in Belize*** (hereinafter referred to as the Digital Loan) loan program for US\$10 million. The specific objectives are to: (i) promote firms' growth through increased adoption of digital solutions; (ii) promote firms' efficiency through digitalization of licensing processes; and (iii) reduce costs for citizens through the digitalization of civil registration services. The loan program is being executed by Central Executing Unit (CEU). The technical units include BELTRAIDE and the E-Governance and Digitalization Unit
- 1.4. The program will encourage the digitalization of firms, particularly micro, small and medium-sized enterprises (MSMEs) to foster the adoption of digital technological solutions and train entrepreneurs to hone their digital skills, with a particular focus on women-owned or -led firms. It will also support the reengineering and digitalization of government services related to firms, thus contributing to reduce transaction costs for MSMEs. The program will support the optimization and digitalization of government processes related to citizen registration services, such as online application for birth, death, and marriage certificates, to speed up their issuance and lowering their costs.
- 1.5. The program will train 300 businesses – mostly MSMEs –and hundreds of citizens on digital literacy through gender sensitized digital awareness campaigns. Another 160 civil servants will be trained in change management and management of digital tools and services and approximately 200 businesses will be supported with digital vouchers to adopt digital technology. By the end of the five-year program, it is expected that the number of firms using digital payment methods in Belize will rise by 18 percent, and those introducing innovation in methods for information processing and communication, by 11 percent. Furthermore, it is anticipated that the time to obtain a business operating license will be cut by half and that the processing time for a personal registration service will be reduced by 30 percent.
- 1.6. The Digital Loan will support the digitalization of MSMEs and government processes that will positively impact the productive of the sector through the following activities:

Component Name	Outputs
<p><b>Component 1: Digital transformation for firm growth and efficiency</b></p> <p>This component will finance activities to: (i) stimulate private sector demand for digital transformation and digital innovation; (ii) enhance local digital capacities; and (iii) digitalize government services to firms through three subcomponents.</p>	<ul style="list-style-type: none"> <li>• Gender Sensitized Digital Awareness Campaign</li> <li>• Digital Transformation Grants</li> <li>• ICT clusters</li> <li>• Digital innovation incubator</li> <li>• Vouchers for digital skills program (men only)</li> <li>• Vouchers for digital skills program (women only)</li> <li>• Platform to support government e-services (initial phase)</li> <li>• E-portal for government services</li> <li>• Processes harmonized</li> <li>• Services digitized</li> <li>• Staff trained</li> <li>• Firms trained in digital literacy</li> </ul>
<p><b>Component 2: Digital transformation of government services for citizens</b></p> <p>This component will support the optimization and digitalization of government processes related to citizens registration services.</p>	<ul style="list-style-type: none"> <li>• Legal and regulatory framework</li> <li>• Civil registry digitalized</li> <li>• Staff trained</li> <li>• Citizens trained in digital literacy</li> <li>• Gender sensitized digital awareness campaign</li> </ul>

## 2. Objectives

The objective of this consultancy is to design and implement a practical MEALS strategy that will support the Central Executing Unit (CEU) of the Ministry of Finance, Economic Development and Investment (MFEDI) and its technical units (BELTRAIDE and the E-Governance and Digitalization Unit), in building capacity to conduct real-time monitoring and periodic reporting and evaluation of the Digital Innovation to Boost Economic Development in Belize (BL-L1039).

## 3. Scope of Services

- 3.1. This consultancy will develop a digitized and gender sensitive monitoring and evaluation strategy for the Digital Loan program (BL-L1039). Importantly, the strategy must also include a framework for monitoring and evaluating climate, environmental, and social related projects. 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 MEALS strategy and institutional capacity for monitoring and evaluating activities developed under the Digital Loan. Build technical capacity for the CEU and Technical Units staff to collect, monitor, evaluate, and share data and support activities.
- 3.3. Support and guide the elaboration of a dynamic online platform and dashboard for results that is linked to the web site and uses as inputs the online platform previously described.
- 3.4. Design a monitoring and evaluation manual with practical templates for data collection (including survey designs) and management that details the monitoring processes that need to occur over timeframe of the programs in order 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 CEU, technical units (BELTRAIDE and the E-Governance and Digitalization Unit), and the 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 BL-L1039 loan document, its annexes (which includes the program's results framework), and complementary European Union grant resources (pending approval).
- Provide bi-monthly (twice a month) status updates on the progress of implementation. Hold virtual meetings as necessary to discuss issues.

##### **4.2. Design the MEALS Strategy**

- Articulate the vertical logic for the loan program and design outcome maps to track the transit across the results chain, identifying inputs, activities, outputs, intermediate and final outcomes and the implications on the specific links in the results chain.
- Design process maps that cover all procedures and internal workflows. Map the processes 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 strategy 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.

##### **4.3. Data Collection and Monitoring**

- The consulting firm is expected to design baseline and reporting surveys that collect data on participants and non-participants
- Lead the design and implementation of a dynamic online platform using available platforms to update the data collection processes within the CEU and its technical units. 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 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.
- Ensure the monitoring mechanism collects timely data on output and outcome indicators identified under the results matrix of the Digital Loan. 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.

##### **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.

## 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 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 baseline surveys and first version of the platform for the data collection, which includes a presentation to the team. The training report should include the final training outline which incorporates comments, the practical 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 2 and 3 which addresses comments provided. This should include the dashboard linked to the CEU's/MFEDI's web site, including a manual to operate the platform and a final presentation to the team.