

**Country**  
**IFD/CTI - Compete Caribbean Partnership Facility (CCPF)**



**Terms of Reference – Technical Assistance Lead Coordinator**  
**Technical Assistance for the Institute of Marine Affairs**

**Project Number:** RG-T3850

**Project Title:** Support to Caribbean Startups and Innovative Firms within the Blue Economy

**Job Title:** Individual Consultant - Technical Assistant

**Background**

Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries. In 2016, the Inter-American Development Bank (IDB), the United Kingdom’s Foreign, Commonwealth & Development Office (FCDO), the Caribbean Development Bank (CDB) and the Government of Canada have established a co-financing facility called “The Compete Caribbean Partnership Facility” (GN-2851), which is a continuation of the Compete Caribbean Program that funded over 100 private sector development projects over the period 2010-2016 in the Caribbean. These projects generated nearly 12,000 jobs, a 23% increase in exports (USD\$37M) and a 41% increase in the revenue of participating firms and clusters (USD\$153M), as well as an improvement in the business climate for some countries through policy or regulatory reforms. The purpose of the Compete Caribbean Partnership Facility (CCPF) is to drive inclusive and sustainable economic growth through greater competitiveness and innovation in the private sector of 13 Caribbean countries<sup>1</sup>.

Empirical studies suggest that innovation contributes to economic growth and development. Economic complexity and driving higher value-added products require innovation – a crucial factor for impacting firm level growth and productivity. A strong innovation ecosystem supports firms and other key actors in increasing innovation levels, productivity, and overall competitiveness (Navarro, Benavente, Crespi, 2016). Innovation-led productivity growth will become even more important in the future to address key challenges such as climate change (OECD, 2015).

Across the world, there is growing awareness about the blue economy as a potential source of economic diversification and growth. The Caribbean is well suited for building a strong blue economy given the relative abundance of its maritime resources. Science and new cutting-edge technologies applied to the ocean space – commonly known as “Bluetech” - hold the potential to diversify into new sectors such as marine aquaculture, algaculture and agriculture, waste disposal, bioprospecting, marine biotechnology, ocean renewable energy, deep-sea mining, and high-tech marine services<sup>2</sup>. If effectively supported, these emerging industries can boost growth in the Caribbean economies as well as their resilience to climate-change related events

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

<sup>2</sup> Such as unmanned underwater vehicles, hydrography, metrology, and many others.

In this context, the Compete Caribbean Partnership Facility (CCPF), is poised to invest US\$4.5 million to support private sector-driven projects in the blue economy in the Caribbean, as well as policy reforms in the blue economy space that can help unleash growth. In order to stimulate innovation and investment in the private sector, a Blue Economy Innovation Challenge<sup>3</sup> was launched in February 2021 in partnership with the [Institute of Marine Affairs](#). This call for proposals targeted to startups and innovative firms within the blue economy ended April 25<sup>th</sup> 2021. As a way to increase applications from women owned firms, IMA and Compete Caribbean made additional efforts to promote the BE Innovation Challenge among women entrepreneurs and women-owned firms. Up to 6 short-listed proposals will receive technical assistance from the CCPF (under RG-T3815) to prepare innovation business plans (IBPs) for funding consideration under the current TC. In accordance with Compete Caribbean's Operating Regulations, the short-listed projects will be submitted to an Investment Panel of independent judges who will score and rank the projects based on their likelihood to achieve the following objectives:

- **Level of Innovation and Scalability (~25%).** *Level of innovation of the business model/use of innovative solutions and scalability potential. We are interested in the development of an innovative product, service or proof of concept and how it will become a viable solution that would contribute to the environmentally sustainable use or management of marine assets and resources.*
- **Feasibility (~25%).** *Financial sustainability for the next 3-5 years after funding and capacity to execute. We are interested in the financial and investment plan to sustain and grow operations. What is the revenue-generation model?*
- **Job creation in the short and long term (~15%).** in the short and long term – the extent to which the growth of this business will create new jobs, including for women and other vulnerable or marginalised groups.
- **Revenue generation (sales & exports) (~15%).** Of the business in the next 2 years to 5 years, if it receives the support. *We want to know the sales and export potential of the business as well as how it will reach scale*
- **Impact on the Blue Economy (~15%)** – the short- and long-term impact of the project on the sustainability of ocean and river ecosystems.

The call aims to encourage start-ups and private sector firms to engage in hands-on exploration of innovative solutions to solve pervasive challenges and build a pipeline of projects involving disruptive technologies within the Blue Economy that can be piloted in the Caribbean including sustainable fisheries, aquaculture, marine ecotourism, fish traceability, waste disposal, real time data collection, etc. At least 5 projects deemed most suitable for funding will receive technical assistance up to \$160,000 each in non-reimbursable technical assistance grants to implement their innovation project in one of the 13 beneficiary countries. The technical assistance provided by Compete Caribbean directly disseminated by the Institute of Marine Affairs, as the executing agency, to the startups and firms for the implementation

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<sup>3</sup> <https://www.competecaribbean.org/blueeconomy-innovationchallenge>. 25 applications received by April 25th. 3 webinars have been organised to promote the BE Innovation Challenge with the support of the Institute of Marine Affairs and the UNDP Accelerator Program: 1) [Blue Solutions Webinar](#); The purpose was to motivate entrepreneurs and private firms and show case Blue Economy Solutions in the Caribbean. The BE Challenge Was launched during this activity. 80 people attended; 2) [Empowering Women Innovators in the Blue Economy](#). The purpose was to engage women owned firms to apply to the BE Challenge by showcasing Women entrepreneurs success stories in the Blue Economy Sphere 25 people attended, mostly women. 3) [Blue Innovation Networking Event](#), 30 people attended to better understand the call and explore partnership opportunities among firms and entrepreneurs to apply to the BE Innovation Challenge Cal.

of innovative, scalable business models in the Blue Economy, can be used to contract experts, specialists, consultants, or to purchase some equipment within the restrictions of the Bank including but not limited to:

- Digital applications of the blue economy (artificial intelligence, blockchain virtual / augmented reality, Big data, Robotics, IOT, etc.)
- Resource management and monitoring (Safeguards, Waste management Complaint management/Advocacy, process engineering, supply chain improvement, Coordination)
- Product development / Consolidation, R&D, Testing, Packaging / tours, Certification (ASC, etc)
- Training and Capacity Building
- Marketing & Commercialization (Market research & segmentation, Distribution channels, Branding and market positioning, Information Technology (IT), Digital integration, Traceability, MIS)
- Publication/reproduction of documents and materials
- Purchase of certain equipment (max. 30% of project budget)

To leverage these efforts and the emerging Blue Economy in the region, the TC will be used to develop the capacity of a regional organization - the Institute of Marine Affairs (IMA)- to stimulate gender-responsive entrepreneurship and innovation. Through this TC, the CCPF team will support the institutional strengthening of IMA by providing the handholding support and other technical as well as administrative support needed to pursue the management of an innovation fund call targeting emerging industries within the blue economy sector. It is envisioned that the technical support provided through the joint execution of this project would assist IMA in building the relevant processes and procedures to pursue such activities in the future; while providing the practical experience necessary to develop the required internal capacity to ensure the integrity of such innovation calls.

This TC will therefore leverage the IMA's expertise in marine affairs while building its capacity in private sector development to achieve its strategic objectives related to promoting Blue Economy industries at greater scale. IMA intends to become the established regional agency to support entrepreneurship and innovation in the blue economy in the Caribbean, serving as the preferred 'first point of contact' for international organizations or public entities wishing to promote research and development and innovation in the blue economy as well as Bluetech.

### **The team's mission**

The Compete Caribbean Partnership Facility (CCPF) is seeking a dedicated consultant to build the institutional capacity of the IMA to support the startup and innovation ecosystem within the Blue Economy in the Caribbean. More specifically, the consultant will work with the IMA's board and members on 1) the development of an institutional plan for strengthening the BE Entrepreneurship and Innovation ecosystem beyond the life of this TC including a fundraising strategy; (2) the Institutional Training and workshops to build the IMA's institutional capacity to support startups and innovative firms; (3) Help the IMA with fundraising efforts to achieve the IMA financial sustainability (4) the Supervision and coordination of the Innovation Challenge and oversight of the five firms supported via technical assistance grants, which were selected from the Blue Economy Innovation Challenge in the Caribbean; (5) the development of a monitoring and evaluation system to facilitate the supervision of consulting services

needed to implement the five projects selected; (6) and the Knowledge Dissemination including progress reports with lessons learned from the Blue Economy Innovation Challenge, workshops and an official publication about the impact of the project.

The consultant contracted under this component will work closely with IMA staff in collaboration with Compete Caribbean to ensure effective and timely implementation of the five projects. This includes conducting remote (due to COVID-19) support and guidance as needed, collecting data and information from the five firms utilizing established reporting mechanisms, and facilitating the identification and subsequent contracting and supervision of international expertise needed.

**What you'll do:**

1. Assess the current situation for the IMA to analyze the internal factors (strengths and weaknesses) and external factors (opportunities and threats) affecting the Blue Economy in the Caribbean. The key findings from this SWOT analysis will be presented. The information in the report may include: 1) mapping of the Caribbean Blue Economy Entrepreneurial and Innovation Ecosystem; 3) Database of research papers, publications, contacts and videos relevant for the strengthening of the ecosystem or any other data/information on the state of the Blue Economy in the Caribbean, the constraints to Entrepreneurship and Innovation in the Blue Economy, and the market opportunities in the Caribbean for opportunity-based blue economy entrepreneurs and employment creation, list of relevant publications, etc. This information will be obtained via diverse mechanisms including online surveys, interviews, workshops/webinars, etc.
2. In collaboration with the IMA board members, interview key stakeholders to confirm the vision, scope and specific goals of the IMA Institutional Strategy to support Entrepreneurship and Innovation within the Blue Economy. A survey instrument will also be administered to facilitate data collection.
3. Produce a first draft of the IMA Institutional Strategy taking into consideration: i) the political, social, economic, cultural and institutional context of the Caribbean; ii) the current state of regional efforts aimed at the blue economy, as assessed by the literature review and interviews; iii) the current state of the Caribbean Blue Economy and the constraints and opportunities. The draft should present an actionable, results-oriented strategy that provides clear guidance to stakeholders in the short term (1-3 years). Detail goals, mechanisms to achieve them, and resources needed including fundraising strategies. The draft should include the thematic pillars, objectives, targets, goals and indicators.
4. Develop and implement an Action Plan with the initiatives piloted to secure the financial sustainability of the IMA, as well as other activities relevant to the achievement of the strategic objectives and results of IMA Institutional Strategy (eg: procedures, guidelines, communication processes, repository of knowledge, etc). The knowledge management aspect of the IMA involving the access and dissemination of knowledge and data acquired during the consultancy and in the future will be documented and implemented.
5. Co-facilitate a validation workshop for the draft of IMA Institutional Strategy and Action Plan via one or more remote presentations to IMA Board members and facilitate the receipt, rationalization and integration of feedback from those stakeholders.

6. Design, prepare and coordinate a regional Blockchains Symposium, building on the legacy of the Blockchain Innovation Initiative (BII) targeted to the following Caribbean countries: The Bahamas, Barbados, Belize, Jamaica, Trinidad & Tobago, Antigua & Barbuda, Dominica, Grenada, St. Lucia, St. Kitts & Nevis and St. Vincent & Grenadines.

### **Deliverables:**

1. Deliverable 1 - Inception report (including work plan, methodology, timeline, assessment framework, restatement of the objectives and priorities of the IMA Institutional Strategy, literature review and annotated index of the first draft)
2. Deliverable 2 – the draft IMA Institutional Strategy (see description above)
3. Deliverable 3 – Final institutional strategy of the IMA and updated action plan to sustain progress including report on the feedback from the validation workshop and lessons learnt from the implementation of the activities. Including the IMA Action Plan (including a startup and innovation support program, fundraising program, implementation of revenue streams, operating procedures, guidelines, and communication processes for the establishment of a financial sustainability model)
4. Deliverable 4 – Institutional Training and workshops to build the IMA institutional capacity to support startups and innovative firms.
5. Deliverable 5 – Development for monitoring and evaluation system to facilitate the supervision of consulting services needed to implement the five projects selected; Monthly reports on the Supervision and coordination of the Innovation Challenge and oversight of the Five firms supported via technical assistance grants, which were selected from the Blue Economy Innovation Challenge in the Caribbean.
6. Deliverable 6 – Knowledge Dissemination including progress reports with lessons learned from the Blue Economy Innovation Challenge Hybrid Incubation/Acceleration program

### **Payment Schedule**

Payment (% total)	Deliverables Completed	Deadline from signature of contract
10%	Deliverable 1 - Inception report	3 weeks
20%	Deliverable 2 – Draft IMA Institutional Strategy	8 weeks
20%	Deliverable 3 & 4 – IMA Action including startup and innovation support program	12 weeks
30%	Deliverable 5 monitoring and evaluation system and reports	22 months
20%	Deliverable 6 – Knowledge Dissemination	24 months

### **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:** Master's degree in Business, Finance, Economics, Law, Project Management or related field.
- **Experience:** At least 10 years of experience in the private sector with experience in strategy development and direct involvement in the entrepreneurship and innovation ecosystem.
- **Languages:** Fluency in English, both written and spoken
- **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:** 24 months
- **Starting date:** July 30<sup>th</sup>, 2021
- **Location:** Home based
- **Responsible person:** The consultancy will be supervised by Kayla Grant, Sr Sector Associate (IFD/CTI), and coordinated by Wayne Elliott, 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).

**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.**



**Regional**

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

**Terms of Reference – Technical Assistant (Full-Time)**

**Design and Implementation of a Technology and Digital Adoption Program**

**Project Number: RG-T3850**

**Project Title: Support to Caribbean Startups and Innovative Firms In the Blue Economy**

**Background**

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In this context, the Compete Caribbean Partnership Facility (CCPF), is poised to invest US\$4.5 million to support private sector-driven projects in the blue economy in the Caribbean, as well as policy reforms in the blue economy space that can help unleash growth. In order to stimulate innovation and investment in the private sector, a Blue Economy Innovation Challenge<sup>3</sup> was launched in February 2021 in partnership with the [Institute of Marine Affairs](#). This call for proposals targeted to startups and innovative firms within the blue economy ended April 25<sup>th</sup>, 2021. As a way to increase applications from women-owned firms, IMA and Compete Caribbean made additional efforts to promote the BE Innovation Challenge among women entrepreneurs and women-owned firms. Up to 6 short-listed proposals will receive technical assistance from the CCPF (under RG-T3815) to prepare innovation business plans (IBPs) for funding consideration under the current TC. In accordance with Compete Caribbean’s Operating Regulations, the short-listed projects will be submitted to an Investment Panel of independent judges who will score and rank the projects based on their likelihood to achieve the following objectives:

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- **Impact on the Blue Economy (~20%)** – *the short- and long-term impact of the project on the sustainability of ocean and river ecosystems.*

The call aims to encourage start-ups and private sector firms to engage in hands-on exploration of innovative solutions to solve pervasive challenges and build a pipeline of projects involving disruptive



technologies within the Blue Economy that can be piloted in the Caribbean including sustainable fisheries, aquaculture, marine ecotourism, fish traceability, waste disposal, real-time data collection, etc. At least 5 projects deemed most suitable for funding will receive technical assistance up to \$160,000 each in non-reimbursable technical assistance grants to implement their innovation project in one of the 13 beneficiary countries. The technical assistance provided by Compete Caribbean directly disseminated by the Institute of Marine Affairs, as the executing agency, to the startups and firms for the implementation of innovative, scalable business models in the Blue Economy, can be used to contract experts, specialists, consultants, or to purchase some equipment within the restrictions of the Bank including but not limited to:

- Digital applications of the blue economy (artificial intelligence, blockchain virtual/augmented reality, Big data, Robotics, IoT, etc.)
- Resource management and monitoring (Safeguards, Waste management Complaint management/Advocacy, process engineering, supply chain improvement, Coordination)
- Product development / Consolidation, R&D, Testing, Packaging / tours, Certification (ASC, etc)
- Training and Capacity Building
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- Publication/reproduction of documents and materials
- Purchase of certain equipment (max. 30% of the project budget)

To leverage these efforts and the emerging Blue Economy in the region, the TC will be used to develop the capacity of a regional organization - the Institute of Marine Affairs (IMA)- to stimulate gender-responsive entrepreneurship and innovation. Through this TC, the CCPF team will support the institutional strengthening of IMA by providing the handholding support and other technologies as well as administrative support needed to pursue the management of an innovation call targeting emerging industries within the blue economy sector. It is envisioned that the technical support provided through the joint execution of this project would assist IMA in building the relevant processes and procedures to pursue such activities in the future; while providing the practical experience necessary to develop the required internal capacity to ensure the integrity of such innovation calls.

The Institute of Marine Affairs (IMA) is a statutory body established in Trinidad and Tobago with a regional mandate to collect, analyze and disseminate information relating to the economic, technological, environmental, social, and legal developments in marine affairs and to formulate and implement specific programs/projects. The IMA will play a key role in managing the call for proposals and the evaluation of the projects that will be selected competitively in compliance with the CCPF operating regulations. This TC will therefore leverage the IMA's expertise in marine affairs while building its capacity in private sector development to achieve its strategic objectives related to promoting Blue Economy industries at a greater scale. IMA intends to become the established regional agency to support entrepreneurship and

innovation in the blue economy in the Caribbean, serving as the preferred ‘first point of contact for international organizations or public entities wishing to promote research and development and innovation in the blue economy as well as Bluetech.

## **Objectives**

The objective of this consultancy is to design and implement a technology and digital Adoption program to provide Blue Economy private sector firms in the Caribbean with effective and specialized services that can assist them to increase adoption of relevant technology, as well as technical assistance that can strengthen beneficiary firms’ capacity to innovate. It is expected that the consulting firm will transfer its own methodological tools or partner with the Institute of Marine affairs regarding Technology Extension Services so that the IMA can continue extending these kinds of services to private sector firms in the region.

## **Scope of Service**

This consultancy is oriented to the adoption of digital technologies that can help firms address obstacles and opportunities presented to them by the COVID-19 pandemic, as well as longer-term climate change sustainability issues.

Expected outputs include:

1. The CF will provide training, hand-holding support and learning-by-doing opportunities to the IMA throughout the consultancy period to ensure effective and efficient implementation whilst preparing and delivering Business Potential Assessments (BPA), Technology Audit Plan (TAP), and the Technology Assistance Reports (TAR).
  - a. The CF must accompany the IMA to virtual meetings to facilitate the coaching for BPAs, TAPs and TARs. The number of virtual meetings will be in the CF’s proposal.
2. The CF will collaborate with the IMA to ensure the effective implementation of the TES delivery system and will monitor the implementation of the TES delivery system over twelve (12) months and propose improvements where necessary. The improved design recommended will be based on lessons learnt.
3. The CF will support the technology and digital adoption for pilot implementation of the shortlisted private sectors firms based on the TAPs which may include but not limited to (hardware, software, networks, cloud computing, etc) i) related to marketing, sales and expanding markets, but also to optimize different aspects of the business: accounting, reservation, customer relationship management (CRM), scheduling, inventory (eg: MRP II, ERP, etc), payroll, etc; ii) adoption of digital transactions and business development (online payment, mobile wallet, interoperability, artificial intelligence, digital marketing, etc); iii) adoption Financial performance management digital tools (financial analysis and forecasting, activity-based costing, scorecards, change management, data analytics, etc; iv) adoption of Operations and supply chain management digital tools (Lean operations and quality control, logistics, process reengineering, packaging and transport, etc.); iv) adoption of Food safety: traceability, certification and compliance (eg: HACCP, organic, Global GAP), supply chain management, packaging, labelling, testing, etc.) v) Industry 4.0 technology to

better manage any aspect of business or operations (big data, blockchain, artificial intelligence, machine learning, 3D printing, internet of things, virtual reality and augmented reality).

4. The consulting firm (CF) will prepare a TES Delivery Manual that will include detailed operating procedures, tools, and templates necessary for the IMA to implement the TES delivery system. These tools and templates will include the instructions and information that must be captured from diverse stakeholders (ie. clients, consultants, and intermediaries) to facilitate costing, pricing, planning, delivery, and payment. The key tools, templates, and instructions will be specified in the first deliverable, but the overview will be provided in the CF's proposal.

## **Key Activities**

### **Preparation phase for TES delivery:**

- Design the implementation plan for five pilots for Technology and Digital Adoption.
- Validate the program design and pilot project with the Compete Caribbean team and the Institute of Marine Affairs.
- Identify improvement opportunities in the Blue Economy industries in the Caribbean to assess the types of technology extension services that would most effectively fill the productivity gap and growth potential in the region?
- Provide bi-weekly status updates on the progress of implementation to Compete Caribbean and the Institute of Marine Affairs. Hold virtual meetings as necessary to discuss issues.

### **Assessment and institutional design (Institutional Strengthening)**

- Review current operating and administrative processes, tools, information system and procedures currently in place within the IMA to manage client services (eg: service level agreements, pricing system, etc).
- Assess current staffing capacity and procurement process/pool of consulting services. Identify bottle-necks, risks and any other issues that require attention in order to operate the pilot project effectively.
- Design the institutional structure with process mapping to illustrate the workflow, payment process, and the monitoring and evaluation system to foster transparency and accountability within the IMA and any other key partners.
- Prepare operating procedures, tools, templates and user-friendly instructions to facilitate the administration and operation of TES delivery.
- Prepare a toolkit for change management including special attention to women business leaders and employees.

### **Implementation of technical audit and technical interventions (Learning by doing)**

- Conduct training on the methodology for TES delivery and the importance of change management to obtain buy-in and foster motivation.
- Conduct 5 technical audits virtually with the IMA involved through a hand holding approach, along with the Technical Assistance Plan (TAP). Update the tools and instructions to ensure effective capacity of the IMA to conduct technical audits with the support of the consulting firm.
- Provide support to the IMA in the 5 interventions selected to transfer knowledge to the extension agents.
- Ensure effective M&E procedures and communication throughout the implementation
- Ensure effective payment procedures among clients, the IMA and the consultants.
- Facilitate effective collaboration, and knowledge sharing among stakeholders including the IMA

## Reporting

- Analyze and report progress on the overall structure, arrangements, resistance to change, leadership, motivation, achievement of objectives and risks. Provide key recommendations for improvements.
- Collect the baseline data necessary to evaluate the return on investment (ROI) from the perspective of the firm and the social return on investment (SROI) from the perspective of the government. This information will be used approximately nine months after the completion of the overall pilot project.
- Provide short reports on virtual interventions to selected firms and by-weekly updates on progress.
- Organize Virtual Hand Holding Sessions and provide Strategic Guidance and Feedback throughout the consultancy

## Expected Outcome and Deliverables

This contract is expected to produce the following outcomes: 5 firms receiving a technology audit, and technical assistance to adopt cutting edge technology in their sector, as well as increased knowledge about private sector demand, absorption capacity and bottlenecks in supply of Technology Extension Services in the Caribbean.

The deliverables are:

- **Work Plan & Inception Report:** This project management plan includes a synopsis of the consultancy (based on research, interviews, and review of key documents), proposed activities, timelines (including dates for the proposed missions and milestones), responsibilities, expected outputs and outcomes (results). Provide initial input on the IMA to be shared by the CCPF. The

work plan will be updated as necessary in discussion and agreement with the IDB and the IMA. The inception report should assess the current capacity of the IMA and provide tools and guidelines to fill the productivity gap and support growth potential in firms within the Blue Economy in the Caribbean.

- **TES Delivery Manual and Training:** The toolkit should include a gender sensitized institutional design for administrative and operating processes and procedures for the IMA including tools and templates with instructions to facilitate cost-effective delivery. Ensure clear understanding of the eligibility, approval process, workflow, payment process, roles & responsibilities, and performance management system within the IMA and across stakeholders. Toolkit should include a M&E system with the baseline dataset for the future evaluation of the ROI and SROI. The CF will deliver a training program to transfer the methodology to the IMA.
- **5 Technology Audit Plans (TAPs).** The technical audits to the 5 selected firms will be conducted by a specialist assigned by the CF during virtual meetings, which, if possible, will include a representative of the IMA. The audits will follow the protocols/methodologies agreed with the IMA who will also accompany the virtual meetings. The resulting Technology Audit Plan (TAP) will describe the most critical areas of technological improvement for the beneficiary firms and include: what needs to be done, why, expertise required, targets, timeline, budget, outcomes expected (in terms of impact on the firm of adopting the technology), as well as the input requirements expected from the firm in order to implement the intervention successfully. In some cases, an investment in capital goods may be required prior to the intervention. If so, the TAP will need to specify these. However, in most cases, the beneficiary inputs to the technology adoption process will be defined in terms of working hours expected by specific staff members. For example, if process reengineering is recommended, the involvement of key operations staff and the executive director will be essential to the new design. The target is 5 technology Audit Plans.
- **Design & implementation for five (3) pilot projects for Technology and Digital Adoption.** Shortlisted projects will be implementing the recommendations in the TAP. 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 recommendation and justification with an estimated business case for additional efforts or investments needed. The IMA will record the type of service delivered, hours worked, and confirm with the beneficiary firm the quality of services to trigger the final payment by Compete Caribbean to the TES provider. The target is 5 pilot projects implemented including 5 Technology Audit Reports (TARs).
- **Knowledge Product including Final Report on the TES Delivery.** Submit a report evaluating the training delivered to the IMA and evaluating the IMA performance and capacity in delivering the 5 Technology Audit Plans (TAPs) and the 5 Technology Assistance Reports (TARs). The final report will include an analysis of progress, risks and recommendations for improvement before completing the pilot, to ensure sustainability after the pilot, expand outreach and increase achievement of results in terms of productivity, innovation and growth of the Caribbean Blue

Economy sector. The final report must include the final versions of the Technology Assistance Plans, Technology Assistance Report following the interventions, and any updated edits to the toolkit (templates and training materials). the firm should capture in a short document (no more than 15 pages) lessons learned from the set of TAPs and TARs executed, reflecting on: a) capacity of beneficiary firms to absorb the technology; b) any bottlenecks in delivery; c) ways to improve/sustain a regional delivery mechanism of this kind, including the potential role of the IMAs. The PCR should include 5 stories from the field.

## **6. Project Schedule and Milestones**

- 6.1.** The consultancy is estimated to begin the 1st quarter of 2022 over a duration of 24 months months. Virtual meetings with shortlisted firms are expected for technology audits (1 day each), as well as interventions to transfer knowledge to the IMA. The cost of workshops are included in the consulting firm's budget. The schedule and milestones will be defined by the firm in agreement with the IDB and captured by the first deliverable (the work plan).

## **7. Reporting Requirements**

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

## **8. Acceptance Criteria**

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

## **9. Supervision and Reporting**

- 9.1.** The consultancy will be supervised by Sylvia Dohnert IFD/CTI at The Inter-American Development Bank and coordinated by Compete Caribbean's Pillar 1 - Coordinator for Productivity and Innovation in the Private Sector.

## **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.

<b>Payment Schedule</b>		
%	Deliverables	
10%	1. Work Plan & Inception report	2 weeks
10%	2. TES Delivery Manual and Training	6 weeks
10%	3. 5 Technology Audit Plans (TAPs)	12 weeks
60%	4. Design and Implementation for 5 pilot projects for Technology and Digital Adoption.	16 weeks
10%	5. TES Final Report	24 weeks

### **Qualifications of the Consulting Firm:**

More than 10 years' experience in providing technical, managerial and technological assistance to improve productivity and competitiveness. Experience in the Caribbean is preferred.

### **Lead Expert**

- Master's degree in economics, Master in Business Administration, Economics, Public Policy or any related field More than 10 years' experience in providing technical, managerial and technological assistance to improve productivity and competitiveness amongst firms. Experience in the Caribbean is preferred.
- Fluency in written and oral English.



- Highly developed communication and writing skills as evidenced by presentations and publicly available reports, blogs, articles, and/or academic pieces.
- Strong interpersonal relations skills.
- Proactive in seeking information, managing relationships with stakeholders, including building trust and promoting partnership.
- Ability to manage client expectations, negotiate around project execution challenges, and identify possible solutions.
- A working understanding of guidelines and procedures typically used by development banks

Other Key Team Members: Master's degree in economics, Master in Business Administration, Economics, Public Policy or any related field. At least five years' experience in implementing information technology projects in the agro-processing or tourism sector Fluency in written and oral English.

**Key Expert 1:** Expertise in Technology Startups or related manufacturing operations.

**Key Expert 2:** Expertise in digital areas particularly relevant to the Blue Economy

## Regional

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

#### Terms of Reference – Technical Assistant (Full-Time)

#### *Design and implementation of a Business Support Intermediaries (BSI) Program for the Blue Economy*

**Project Number:** RG-T3850

**Project Title:** Support to Caribbean Startups and Innovative Firms in the Blue Economy

## Background

Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries. In 2016, the Inter-American Development Bank (IDB), the United Kingdom’s Foreign, Commonwealth & Development Office (FCDO), the Caribbean Development Bank (CDB) and the Government of Canada have established a co-financing facility called “The Compete Caribbean Partnership Facility” (GN-2851), which is a continuation of the Compete Caribbean Program that funded over 100 private sector development projects over the period 2010-2016 in the Caribbean. These projects generated nearly 12,000 jobs, a 23% increase in exports (USD\$37M) and a 41% increase in the revenue of participating firms and clusters (USD\$153M), as well as an improvement in the business climate for some countries through policy or regulatory reforms. The purpose of the Compete Caribbean Partnership Facility (CCPF) is to drive inclusive and sustainable economic growth through greater competitiveness and innovation in the private sector of 13 Caribbean countries<sup>4</sup>.

Empirical studies suggest that innovation contributes to economic growth and development. Economic complexity and driving higher value-added products require innovation – a crucial factor for impacting firm level growth and productivity. A strong innovation ecosystem supports firms and other key actors in increasing innovation levels, productivity, and overall competitiveness (Navarro, Benavente, Crespi, 2016). Innovation-led productivity growth will become even more important in the future to address key challenges such as climate change (OECD, 2015).

Across the world, there is growing awareness about the blue economy as a potential source of economic diversification and growth. The Caribbean is well suited for building a strong blue economy given the relative abundance of its maritime resources. Science and new cutting-edge technologies applied to the

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<sup>4</sup>Antigua & Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, Saint Kitts & Nevis, Saint Lucia, Saint Vincent & the Grenadines, Suriname, Trinidad & Tobago

ocean space – commonly known as “Bluetech” - hold the potential to diversify into new sectors such as marine aquaculture, algaculture and agriculture, waste disposal, bioprospecting, marine biotechnology, ocean renewable energy, deep-sea mining, and high-tech marine services<sup>5</sup>. If effectively supported, these emerging industries can boost growth in the Caribbean economies as well as their resilience to climate-change related events

In this context, the Compete Caribbean Partnership Facility (CCPF), is poised to invest US\$4.5 million to support private sector-driven projects in the blue economy in the Caribbean, as well as policy reforms in the blue economy space that can help unleash growth. In order to stimulate innovation and investment in the private sector, a Blue Economy Innovation Challenge<sup>6</sup> was launched in February 2021 in partnership with the [Institute of Marine Affairs](#). This call for proposals targeted to startups and innovative firms within the blue economy ended April 25<sup>th</sup> 2021. As a way to increase applications from women owned firms, IMA and Compete Caribbean made additional efforts to promote the BE Innovation Challenge among women entrepreneurs and women-owned firms. Up to 6 short-listed proposals will receive technical assistance from the CCPF (under RG-T3815) to prepare innovation business plans (IBPs) for funding consideration under the current TC. In accordance with Compete Caribbean’s Operating Regulations, the short-listed projects will be submitted to an Investment Panel of independent judges who will score and rank the projects based on their likelihood to achieve the following objectives:

- **Level of Innovation and Scalability (~30%)** – *Level of innovation of the business model/use of innovative solutions and scalability potential. We are interested in the development of an innovative product, service or proof of concept and how it will become a viable solution that would contribute to the environmentally sustainable use or management of marine assets and resources.*
- **Revenue generation (sales & exports) and Feasibility (~30%)** – *of the business in the next 2 years to 5 years, if it receives the support. We want to know the sales and export potential of the business as well as how it will reach scale. Financial sustainability for the next 3-5 years after funding and capacity to execute. We are interested in the financial and investment plan to sustain and grow operations. What is the revenue-generation model?*
- **Job creation in the short and long term (~20%)** – *in the short and long term – the extent to which the growth of this business will create new jobs, including for women and other vulnerable or marginalised groups.*
- **Impact on the Blue Economy (~20%)** – *the short- and long-term impact of the project on the sustainability of ocean and river ecosystems.*

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<sup>5</sup> Such as unmanned underwater vehicles, hydrography, metrology, and many others.

<sup>6</sup> <https://www.competecaribbean.org/blueeconomy-innovationchallenge>. 25 applications received by April 25th. 3 webinars have been organised to promote the BE Innovation Challenge with the support of the Institute of Marine Affairs and the UNDP Accelerator Program: 1) [Blue Solutions Webinar](#); The purpose was to motivate entrepreneurs and private firms and show case Blue Economy Solutions in the Caribbean. The BE Challenge Was launched during this activity. 80 people attended; 2) [Empowering Women Innovators in the Blue Economy](#). The purpose was to engage women owned firms to apply to the BE Challenge by showcasing Women entrepreneurs success stories in the Blue Economy Sphere 25 people attended, mostly women. 3) [Blue Innovation Networking Event](#), 30 people attended to better understand the call and explore partnership opportunities among firms and entrepreneurs to apply to the BE Innovation Challenge Cal.

The call aims to encourage start-ups and private sector firms to engage in hands-on exploration of innovative solutions to solve pervasive challenges and build a pipeline of projects involving disruptive technologies within the Blue Economy that can be piloted in the Caribbean including sustainable fisheries, aquaculture, marine ecotourism, fish traceability, waste disposal, real time data collection, etc. At least 5 projects deemed most suitable for funding will receive technical assistance up to \$160,000 each in non-reimbursable technical assistance grants to implement their innovation project in one of the 13 beneficiary countries. The technical assistance provided by Compete Caribbean directly disseminated by the Institute of Marine Affairs, as the executing agency, to the startups and firms for the implementation of innovative, scalable business models in the Blue Economy, can be used to contract experts, specialists, consultants, or to purchase some equipment within the restrictions of the Bank including but not limited to:

- Digital applications of the blue economy (artificial intelligence, blockchain virtual / augmented reality, Big data, Robotics, IOT, etc.)
- Resource management and monitoring (Safeguards, Waste management Complaint management/Advocacy, process engineering, supply chain improvement, Coordination)
- Product development / Consolidation, R&D, Testing, Packaging / tours, Certification (ASC, etc)
- Training and Capacity Building
- Marketing & Commercialization (Market research & segmentation, Distribution channels, Branding and market positioning, Information Technology (IT), Digital integration, Traceability, MIS)
- Publication/reproduction of documents and materials
- Purchase of certain equipment (max. 30% of project budget)

To leverage these efforts and the emerging Blue Economy in the region, the TC will be used to develop the capacity of a regional organization - the Institute of Marine Affairs (IMA)- to stimulate gender-responsive entrepreneurship and innovation. Through this TC, the CCPF team will support the institutional strengthening of IMA by providing the handholding support and other technical as well as administrative support needed to pursue the management of an innovation call targeting emerging industries within the blue economy sector. It is envisioned that the technical support provided through the joint execution of this project would assist IMA in building the relevant processes and procedures to pursue such activities in the future; while providing the practical experience necessary to develop the required internal capacity to ensure the integrity of such innovation calls.

The Institute of Marine Affairs (IMA) is a statutory body established in Trinidad and Tobago with a regional mandate to collect, analyse and disseminate information relating to the economic, technological, environmental, social and legal developments in marine affairs and to formulate and implement specific programmes/projects. This TC will therefore leverage the IMA's expertise in marine affairs while building

its capacity in private sector development to achieve its strategic objectives related to promoting Blue Economy industries at greater scale. IMA intends to become the established regional agency to support entrepreneurship and innovation in the blue economy in the Caribbean, serving as the preferred ‘first point of contact’ for international organizations or public entities wishing to promote research and development and innovation in the blue economy as well as Bluetech.

## **1. Objectives**

- 1.1.** The general objective of this consultancy is to design and implement a Business Support Intermediaries Programme for the selected proposals from the Blue Economy Innovation Challenge. The program aims to improve productivity in Blue Economy Caribbean firms by increasing private sector investment in innovation and, ultimately, growth among startups. The program should be focused on the following outputs: (i) Innovation and growth in established firms, (ii) Facilitating growth for scalable startups, (iii) Promoting viable enterprises and (iv) Project Administration and capacity building.

## **2. Scope of Services**

- 2.1.** Establish and implement a methodology for assessing startups and innovative firms in the development of their business models, product development, innovation process, technology and digital adoption, commercialization and market growth and access to finance to scale up including mentoring support, best practices, operation manuals and guidelines to be transferred to the IMA.
- 2.2.** Implement an Institutional training workshops to transfer the methodology to the IMA.
- 2.3.** Outcomes and outputs expected from the support program: methodology transferred, surveys assessing satisfaction with the program; improved business models and product and services from selected startups and firms, digital and technology adoption from selected startups, improved access to markets and investment.

## **3. Expected Outcome and Deliverables**

- 3.1. Deliverable I. Inception Report.** Submission of a work plan that includes a schedule of activities to take place under the consultancy, including resources required to carry out such activities.
- 3.2. Deliverable II. Innovation and market growth bootcamps, and mentoring.** This activity will strengthen the technical capabilities of selected firms to scale up by fostering management efficiency and market readiness skills. It will include the design of a methodology for implementing a virtual bootcamp that will meet the needs of the selected firms. The methodology should address in detail the following; i) firms need assessment to identify technical capabilities for product development and commercialization; ii) curriculum design which would include both the theoretical and practical activities for innovation management and market

growth skills; iii) one on one mentoring sessions to assess the project implementation of selected firms. iv) Bootcamp best practice, operation manual, guidelines and institutional training workshop to transfer the methodology to the IMA.

**3.3. Deliverable III. Product Development and Process Innovation Validation.** This component is oriented to support the innovation among selected firms and considers the development of: (i) product innovation including product design, prototype, pilot implementation and product validation; (ii) process innovation including organizational reengineering and validation of business model, revenue streams and fine tuning with marketing strategy. This would allow firms to match global demand for novel products, processes or business models that would have commercial feasibility, supporting them also with appropriate intellectual property protection; iii) Program operation manual, guidelines and institutional training workshop to transfer the methodology to the IMA.

**3.4. Deliverable IV. Support commercialization and market growth.** This component is oriented to support selected firms market growth through i) the implementation of the marketing strategies and action plans; and ii) the establishment of key indicators and the design and implementation of an M&E system to monitor firms financial, productivity and growth performance. iii) Program operation manual, guidelines and institutional training workshop to transfer the methodology to the IMA.

**3.5. Deliverable V. Investment Readiness and Access to Finance.** This component is oriented to help selected firms access to finance through (i) an investment readiness bootcamp including investment diagnostic and assessment, investors presentation and pitch, investment key requirements and due diligence, term sheet and negotiation skills; (ii) identification of grant programs and preparation of project proposals for scaling up and acceleration from USD500k-USD 2.5M; and (iii) Identification of investment rounds and potential investors related to the project, relationship building with potential investors and preparation of business cases for investment rounds for at least 3 to 5 several angel investment and/or seed capital VC programs in the region and internationally; iv) Program operation manual, guidelines and institutional training workshop to transfer the methodology to the IMA.

#### **4. Project Schedule and Milestones**

**4.1.** The consultancy is expected to be completed within twenty-four (24) months.

#### **5. Reporting Requirements**

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

## 6. Acceptance Criteria

- 6.1. All deliverables will be reviewed by IDB Staff. Comments made by the Bank, the IMA and relevant stakeholders are expected to be incorporated into the deliverables.

## 7. Supervision and Reporting

- 7.1. The technical and administrative responsibilities of this consultancy will be coordinated by The Institute of Marine Affairs. The Consulting firm will report for day-to-day activities to the IMA project coordinator and will liaise with IDB staff assigned to contribute to the Programme.

## 8. Schedule of Payments

- 8.1. Payment terms will be based on project milestones or deliverables.

Payment Schedule	
<i>Deliverable</i>	%
1. IMA approval of Deliverable 1	10%
2. IMA approval of Deliverable 2	20%
3. IMA approval of Deliverable 3	25%
4. IMA approval of Deliverable 5	25%
5. IMA approval of Deliverable 6	20%
<b>TOTAL</b>	100%

## 9. Consulting Firm Qualifications:

- **Consulting Firm Experience:** At least five (5) years of experience working with organizations to identify innovation needs from the private sector and to develop innovation management curriculum. The firm must have a portfolio of successful cases, including evidence of boot camp trainees in the private sector.
- **Lead Consultant Experience:** At least five (5) year of experience in leading the design and implementation of Innovation Management curriculum. At least two (2) years of experience in the Blue Economy. Minimum of a Master's degree or equivalent in Information Communication Technology, Biology, Computer Science, or other relevant area.



- **Key Expert 1 and 2:** At least five (5) year of experienc in the Technology sector and Two (2) years in the Blue Economy, in designing and implementing business plans for technology startups. Minimum of a university degree (Master's degree or equivalent) in Business Administration, Biology, Marketing, Engineering, or other relevant area.
- **Key Expert 3:** At least three (3) years' experience in supporting technology startups with innovation management, product development and prototyping. Minimum of a university degree (Bachelor's degree or equivalent) in Engineering, Innovation Management, Product Development, or other relevant scientific area.
- **Key Expert 4:** At least three (3) years' experience in designing and implementing strong marketing strategies and supporting technology startups to close the gap between MVP and market fit and their market growth. Minimum of a university degree (Bachelor's degree or equivalent) Business Management, Marketing, Engineering or or other relevant area.
- **Key Expert 5:** At least three (3) years' experience in supporting technology startups in raising awareness of innovation competitions and encouraging high application rates to such competitions and helping them access to Finance through startup support programs, grants or angel investing. Minimum of a university degree (Bachelor's degree or equivalent) Business Management, Marketing, Social Sciences, Communication or other relevant area.

**Languages:** Fluency in oral and written English.