

REGIONAL

IFD/CTI

Compete Caribbean Partnership Facility - Cluster Project Development - Consultant

TERMS OF REFERENCE

Background:

The Inter-American Development Bank (IDB), the UK's Department for International Development (DFID), and the Caribbean Development Bank (CDB) have established a co-financing facility called "The Compete Caribbean Partnership Facility (CCPF)" (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), a 41% increase in the revenue of firms and clusters (USD\$153M), and an improvement in the business climate for some countries through policy or regulatory reforms.

The consultancy defined in these Terms of Reference supports especially the first instrument of Pillar I which provides direct support to clusters and value chains. Under this sub-component, a Call for Cluster Proposals was launched in September 2017 and 91 applications were received from the 13 CCPF beneficiary countries. Eight finalists were invited to pitch their cluster projects on January 19th, 2018 before an Investment Panel (IP) of experts. The cluster projects were selected through a competitive process based on five key criteria:

1. Job creation in the short and long term;
2. Exports (foreign exchange through sales within or outside the country);
3. Contribution to gender equality;
4. Contribution to climate change adaptation or mitigation;
5. Inclusive development / support to vulnerable groups;

In the end, four projects were recommended by the IP to progress to the next step in CCPF's cluster development process which is the co-design of a Cluster Development Plan (CDP) and implementation. These four cluster projects will receive nearly USD\$1.6 million worth of technical assistance for implementation, 20% of which will come from the private firms involved. One of these four projects is the "*Digitization of Jamaica's Outsourcing industry: Enhancing business models and advancing up the vertical value chain*", by the Business Process Industry Association of Jamaica (BPIAJ).

Given the importance of consensus building among private sector firms in designing a successful cluster initiative, Compete Caribbean is seeking a dedicated consultant to facilitate the development of a Cluster Development Plan (CDP)¹ which includes: (a) strategy and rationale to improve competitiveness and accelerate growth; (b) detailed workplan; (c) budget with funding sources; (d) monitoring and evaluation framework, including collection of baseline data; (e) obtaining a partnership agreement among the cluster members which can allow the project to move smoothly into implementation. This CDP is co-designed over a short period with the stakeholders involved to obtain buy-in and commitment. If the plan is complete and meets the conditions of the program guidelines and regulations, it will be implemented over a two-year period.

¹ Formally known as Cluster Competitiveness Improvement Plan (CCIP)

The Team:

The purpose of the Compete Caribbean Partnership Facility (CCPF) is to support the region in driving competitiveness and sustainable economic growth. The program focuses on: (i) supporting firms to grow, innovate and enter new sectors and markets; and (ii) promoting an environment that enables innovation and growth. More specifically, the CCPF's objectives are to:

- a. Increase productivity in firms;
- b. Increase employment, particularly for women and vulnerable groups;
- c. Generate and sustain exports within and outside the region;
- d. Foster sustainable and inclusive economic growth.

The Compete Caribbean Partnership Facility encompasses two mutually reinforcing private sector development pillars and instruments:

Pillar 1 - Foster productivity and innovation in the private sector through capacity building of business support organizations (BSOs) and direct support to firms, clusters and value chains.

- Direct Support to Clusters and Value Chains
- Innovation Funds
- Technology Extension Services (TES)
- Entrepreneurship Support

Pillar 2 - Enhance the business and innovation climate through technical assistance for regulatory and policy reforms.

- Drafting of legislation, regulations, operating standards, guidelines, etc.
- Strengthening of institutions that promote private sector development, competitiveness, productivity, innovation or sector-level reforms.

The work of the Facility also fosters capacity building through networks, applied knowledge and dissemination of best practices. There is emphasis on using a data-driven and market-driven approach to decision making which requires data management and transformation of data into useful information, and transfer of this information through partnerships between the public and private sector. These activities aim to make the activities of the Facility more catalytic and sustainable. The Facility also integrates gender/youth considerations, and climate change adaptation / mitigation in every project funded.

What you'll do:

The objective of this consultancy is to provide general technical support, facilitation services, advice and training to the Offshore Services Cluster in Jamaica to develop the Cluster Development Plan (CDP). The CDP must be designed using a participatory approach to reach consensus on a common vision, objectives, priorities, as well as detailed activities, roles and responsibilities, budget, funding sources, timeline and monitoring and evaluation system. In addition to the CDP, the consultancy intends to obtain a partnership agreement between the cluster members that can designate roles and responsibilities and lay the grounds for smooth implementation.

Main Activities

The selected candidate will:

1. Conduct desk research to become familiar with the sector, value chain, institutional infrastructure in the country, growth potential, cost drivers, and risks. Assess the market potential for emerging BPO/KPO sectors such as blockchain and other industry 4.0 opportunities.
2. Develop relationships with all cluster stakeholders to earn trust, understand concerns, identify common interests, encourage collaboration through a participatory approach focused on achieving common objectives.
3. Provide coaching, knowledge and advisory services to cluster stakeholders to encourage convergence around an initiative and/or a broader development agenda. This includes:
 - Helping the cluster to articulate a common vision, goals, and define a value proposition and growth strategy/ies for the market targeted. The strategy/ies should clearly address gender equality and climate change. In developing the strategy/ies the consultant should specifically explore ways for incorporation of women-operated/led operations in Jamaica in the cluster/value chain. The consultant should also assess climate change risks and incorporate initiatives to enhance climate change resiliency and adaptation.
 - Identifying opportunities for harnessing new technologies so the firms involved can become exponentially more competitive globally. This may involve big data analytics, integration of artificial intelligence and robotics, discovery of new business models that 4D technologies make available, etc.
 - Assessing the use of the current management information system in place to promote a more data-driven and market-driven approach to decision making and planning.
 - Training on cluster best practices to develop the skills and behaviors most important in effective clustering.
4. Facilitate on-the-ground stakeholder consultations and workshops to reach consensus on the CDP which includes the strategy, priorities with clear objectives, activities, targets, timeline and budget captured in the workplan, along with the funding sources.
5. Collect baseline data and prepare instructions to establish the monitoring and evaluation process that will be used to monitor the indicators required by Compete Caribbean in particular.
6. Facilitate the completion every section of the partnership agreement, and the signature of all cluster members accepting it (template to be provided).
7. Facilitate the recruiting process to select the cluster project manager who will implement the CDP. This includes promoting the ToR among multiple partners in Jamaica, identifying potential candidates, preparing a scoring sheet and process to select the candidate, facilitating the short-listing, interviewing, and final selection with the Cluster board/committee, and facilitating the smooth integration of the cluster project manager with initial training and coaching (+/-4 weeks)
8. Prepare a Powerpoint presentation that summarizes the CDP and appendices to facilitate understanding by diverse stakeholders and facilitate integration of new members.
9. Coordinate all activities of this consultancy with the IDB loan (JA-L1079) team – Skills Development for Global Services.

Deliverables:

Guided by the scope of this consultancy and the general requirements of the CCPF's Support to Clusters, the consultant will produce an indeterminate number of documents as far as appropriate and in line with the completion of the activities and deliverables expected:

- a) Workplan for the consultancy with timeline of activities, and final reports about realized activities, participation, issues and recommendations;
- b) A joint mission with the IDB loan team, and at least two stakeholder workshops: (1) Initial kick-off event with all stakeholders directly and indirectly involved and (2) Presentation of the final CDP drafted to the stakeholders, and finalization of the partnership agreement;
- c) Mission Reports within 5 days of site visits, including detailed agenda about training and workshop events, individual or group consultations, list of attendees with contacts by gender and sector (public VS private); (no longer than 2 pages)
- d) A draft and final submission of the Cluster's CDP (in full compliance with the template provided) which includes the (a) strategy, (b) workplan, (c) budget, (d) baseline for the M&E system established along with instructions on how to collect data and monitor the indicators, (e) partnership agreement.
- e) A PowerPoint presentation that illustrates the cluster strategy, rationale, operation plan and timeline.
- f) A cluster project manager selected through a transparent and professional process by the Cluster board/committee. The consultant will submit: a) Terms of Reference adapted based on the CDP; b) minutes of the selection process, signed by the Cluster board/committee, listing the preferred candidate as well as clearing 2 additional ones. (The cluster project manager will be hired by Compete Caribbean to implement the workplan and M&E framework.)

Payment Timeline:

The consultant will be paid as follows:

- Twenty (20) percent upon approved submission of the overview for the consultancy no later than five days after the start of the consultancy, ie. deliverable a)
- Eighty (70) percent upon approved submission of final deliverables (ie. b-c-d-e) no later than twenty-five days after the submission of the work plan.
- Ten (10) percent upon fulfillment of f).

Skills You'll Need:

- *Education:* Advanced degree in Economics, Management Studies or related discipline.
- *Experience:*
 - At least 10 years' experience analyzing and designing strategies to improve the competitiveness of private sector firms and clusters. Global expertise and knowledge of value chain expansion to international markets.
 - At least 5 years' experience working in the private sector and project management.
 - Knowledge and expertise in global process outsourcing and the effect that Artificial Intelligence and other technologies can have on the growth of the industry is required.
 - Experience in designing and advising cluster development programs is required.

- Experience in designing and implementing workplans using a participatory approach is required.
- Excellent facilitation and leadership skills. Able to adapt to diverse people with different working style. Demonstrate flexible approach and persistence to optimize results.
- Excellent interpersonal, written and verbal communication skills.
- **Language:** Fluency in written and spoken English is required.
- Willingness and ability to travel to Jamaica a minimum of two times.
- Understanding and respect of local culture. Residence in the country where the project takes place (Jamaica) would be an asset.

Opportunity Summary:

- **Type of contract and modality:** Contractual for Products and External Services (PEC), Lump Sum
- **Length of contract:** 2.5 months from contract signature date; 30 non-consecutive days
- **Starting date:** April 30, 2018
- **Place of work:** Consultant's place of residence. Two trips to the Caribbean are expected for this consultancy. The expenses of these trips and the workshops are included in the total amount of the contract.
- **Responsible person:** The technical and administrative responsibilities for this consultancy will be coordinated by Claudia Stevenson, Private Sector Development Lead Specialist (IFD/CTI).

Our culture: Working with us you will be surrounded by a diverse group of people who have years of experience in all types of development fields, including transportation, health, gender and diversity, communications and much more.

About us: At the Inter-American Development Bank, we're devoted 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.

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. The Bank, pursuant to applicable policies, may contribute toward travel and moving expenses. In addition, candidates must be citizens of an IDB member country.

Visa and Work Permit: The Bank, pursuant to applicable policies, may submit a visa request to the applicable immigration authorities; however, the granting of the visa is at the discretion of the immigration authorities. Notwithstanding, it is the responsibility of the candidate to obtain the necessary visa or work permits required by the authorities of the country(ies) in which the services will be rendered to the Bank. If a candidate cannot obtain a visa or work permit to render services to the Bank the contractual offer will be rescinded

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for

the IDB, IDB Invest, or MIF as staff members or Complementary Workforce contractuals, will not be eligible to provide services for the Bank.

Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, and religion. We encourage women, Afro-descendants and persons of indigenous origins to apply.