

PROGRAM FOR DIGITAL INNOVATION TO BOOST ECONOMIC DEVELOPMENT IN BELIZE

TERMS OF REFERENCE

Technical Assistance for the Design of a Cluster Development Plan (CDP) for Digital Service Providers in Belize

Project number: BL-L1039

Loan No.: 5647/OC-BL

1 Background

The Government of Belize and the Belize Trade and Investment Development Service (BELTRAIDE) recognize the importance of promoting the use of digital technology among Micro, Small and Medium Enterprises (MSMEs) including women-owned firms to enhance their resilience, competitiveness, and growth. The COVID-19 pandemic has highlighted the critical role of digital technology in enabling businesses to adapt to new market conditions, maintain customer engagement, and continue operations. The digital economy is a growing sector in Belize, and digital service providers (DSPs) play a critical role in driving this growth. DSPs offer a range of services, including web development, mobile app development, digital marketing, and cybersecurity, among others. However, the DSP market in Belize is fragmented and there is a need to address this challenge by strengthening and building capacity of the Digital Innovation Cluster of DSPs in Belize. This cluster will serve as a hub for digital innovation, collaboration, and knowledge-sharing among DSPs, and will enhance the capacity of weaker cluster members to provide high-quality digital services to the MSME market.

The Program for Digital Innovation to Boost Economic Development in Belize will facilitate the execution of the consultancy, aiding in the enhancement of their digital adoption and transformation endeavors.

2 Objective(s)

To develop a Cluster Development Plan (CDP), that integrates gender considerations, to assist BELTRAIDE to establish a Digital Innovation Cluster of Digital Service Providers (DSPs) that can support the MSMEs market in adopting digital technologies.

3 Scope of Services

The consultant will provide technical support, training, and advising to the cluster to prepare the CDP. A partnership agreement will also be defined to ensure buy-in and commitment from stakeholders, and a formal power of attorney may be required by the lead institution¹ to make decisions on behalf of the cluster.

The selected candidate will:

1. Conduct desk research to become familiar with the sector, type of products and services, value chain, the level of transformation, institutional infrastructure in the country, comparative advantages, growth potential and challenges preventing growth, cost drivers, etc.
2. Conduct in person and virtual consultations with cluster stakeholders to earn trust and understand concerns, identify common interests and to encourage engagement and collaboration, knowledge sharing, and buy-in. The Consultant specifically will do the following:
 - Hold one (1) face-to-face workshop at the beginning of the consultancy to engage primary and secondary cluster stakeholders to encourage convergence to develop an ICT Cluster Development Plan and to sensitize on the grant opportunities for ICT under the BL-L1039 Digital Innovation program, and to encourage them to collaborate with BELTRAIDE to register as cluster members onto their Digital Service Providers (DSPs) database.
 - Hold virtual consultations throughout the project with cluster stakeholders to articulate common vision, goals, a defined value proposition for the target market, a growth strategy that addresses gender equality and climate resilience. In addition, identify key areas for capacity building of cluster members and opportunities for firms to digitize their processes and operations and ensure that a proper management information system is in place which allows data-driven and market-driven approach to decision-making.
 - Hold a second face-to-face workshop that will involve a presentation of the drafted CDP to get final feedback and buy-in from stakeholders.
3. Develop a Cluster Development Plan (max 50 pages) and appendices (see templates provided) on behalf of DSP cluster stakeholders.
 - Develop a global and national ICT industry analysis and provide a description of the ICT cluster in Belize (activities, cluster profiles, cluster agents, gender, and climate change)
 - Develop a strategic analysis that includes strategic segmentation and evolution of industry attractiveness, generic strategic options and key success factors, and feasible options for the cluster companies and areas of improvement.
 - Develop an implementation Plan inclusive of a logical framework matrix, schedule, budget and sources of funds, human resources (execution arrangements, roles, and responsibilities by activity), procurement plans and procedures, implementation risks and mitigating measures, and engagement with cluster stakeholders.
 - Develop a Monitoring and Evaluation Framework to monitor, report and evaluate the implementation of CDP.
 - Develop a Sustainability framework highlighting governance and institutional arrangements as well as financial sustainability.
4. Develop a catalogue of services that BELTRAIDE can maintain to facilitate business to business relationships and to disseminate Request for Proposals or tender among the cluster.
5. Conduct Cluster Capacity Building for cluster members and BELTRAIDE.
 - Provide Capacity Building on clustering for cluster stakeholders based on CDP.
 - Provide Technical assistance to implement the CDP to lead cluster institution in collaboration with BELTRAIDE.

4 Deliverables

Deliverable 1: Submission of an Inception Report, which includes a detailed workplan for the consultancy with timeline of activities integrating input from the cluster leaders and comprehensive assessment report of the current capacity and capabilities of DSPs in Belize, including gaps and areas for improvement;

Deliverable 2: Submission of Interim Report # 1 which includes workshop report on planned stakeholder consultations outlining the objectives of the consultations with the stakeholders, detailed agenda about individual or group consultations, list of attendees with contacts by gender and affiliation.

Deliverable 3: Submission of Interim Report # 2 which includes the draft CDP and PowerPoint presentation. CPD must be in full compliance with the templates provided, and appendices:

Annex 1 – Implementation Plan for activities involving DSPs under the BL-L1039 Digital Loan Program, including (i) development of a catalog of services; and (ii) capacity building and certification of the cluster’s members, iii) M&E framework, timeline, and any counterpart contributions.

Annex 2 – Procurement Plan, including budget allocated for each activity/consultancy to be funded by BL-L1039 Digital Loan Program

Annex 3 – Cluster Members Information, i.e., name of business, type of activity/services provided, etc. Include baseline data such as no. of employees, revenues for the last fiscal year, etc.

Annex 4 – Terms of Reference (ToR) for all consultancies (including drafted ones to be refined later)

Annex 5 – Letter(s) of Commitment from institutions

Annex 6 – Cluster Partnership Agreement (CPA) including signatures from all key cluster members.

Deliverable 4: Submission of Final Report inclusive of the final CDP and appendices with feedback integrated from stakeholders and BELTRAIDE.

5 Person in charge of the supervision

The technical and administrative responsibilities of this consultancy will be coordinated by Henry Wade, Project Manager (Central Executing Unit) in close collaboration with BELTRAIDE.

6 Place and term of the assignment

Location: Belize; in the case of an international consultant, it is expected that at least two in country mission will be necessary.

Length of contract: 60 working days within a 4-month period.

Starting date: November 1st, 2023

7 Reporting Requirements

Requirements: Every report must be submitted to the Central Executing Unit (CEU) of the Ministry of Economic Development, Finance, and Investment (MFEDI) and BELTRAIDE 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.

Acceptance Criteria: All deliverables will be reviewed by the CEU in collaboration with BELTRAIDE and other relevant Ministries where required. Comments made by the CEU, BELTRAIDE and the IDB are expected to be incorporated into the deliverables. Payment made upon acceptance by the CEU.

8 Qualification Requirements

Education: Bachelor’s degree in International Development, Marketing, Business Administration/Management, Economics; Information Technology/Systems and/or related fields.

- Master’s Degree in the above mention fields is desirable.

Experience:

Minimum of 5 years general work experience since obtaining first degree;

Minimum of 2 years of experience working in project management.

Minimum of 2 years of experience facilitating diverse groups of stakeholders to achieve common goals.

Experience working in Belize and the Caribbean would be an asset.

Core and Technical Competencies:

- Working knowledge of Belize’s digital economy desirable
- Working experience in innovative partnerships desirable
- Working experience in business innovation desirable
- 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.

Language: Fluency in oral and written English.

9 Contract system, Payments and Time Schedule for Deliverables

Payment terms will be based on project milestones or deliverables.

	Deliverable	% of payment	Deliverable Duration
1	Deliverable 1- Inception Report	10%	10 working days (post contract signing)
2	Deliverable 2- Interim Report # 1	20%	10 working days
3	Deliverable 3 – Interim Report # 2	35%	30 working days
4	Deliverable 4 – Final Report	35%	10 working days
	Total	100%	60 working days

10 APPLICATIONS

10.1 CRITERIA for SELECTION

Consultants will be selected in accordance with the procedures set out in the Inter-American Development Bank: [Policies for the Selection and Contracting of Consultants financed by the Inter-American Development Bank](#) (GN-2350-15) – individual consultants and is open to all eligible candidates as defined in the IDB policies. The individual consultant will be selected based on their experience and competence relevant to the assignment and most appropriate qualifications and references in accordance with the Comparison of Qualifications method set out in the Consultant Policies. **Only short-listed applicants will be invited for an interview.**

10.2 APPLICATION PROCEDURES:

Expression of Interest should be submitted in one document including:

- (i) Cover letter briefly explaining interest, experience, and competence of the consultant.
- (ii) Comprehensive resume utilizing template provided
- (iii) Copy of degrees/certificates
- (iv) List of at least two references with contact information
- (v) Proof of nationality: copy of documentation of nationality

Qualified Consultant should submit their application via e-mail in one (1) PDF file to khamilton.ceu@med.gov.bz marked **Digital Innovation – Design CDP for DSP in Belize** in the subject header, and submit two (2) hardcopies before or on **Thursday September 14, 2023 by 10:00 a.m.** to the following address:

Karon Hamilton
Procurement Specialist Assistant
Central Executing Unit
1904 2nd Floor, Habet Building, Constitution Drive
Belmopan City, Belize
Tel: 501-822-4106
Cell: 501-673-4381

Subject: Digital Innovation – Design CDP for DSP in Belize