

## **TERMS OF REFERENCE 1**

### **BSO capacity building for competitive Caribbean clusters: Improving productivity, collaboration, and innovation to drive inclusive and sustainable growth.**

#### **REGIONAL RG-T3330**

**Public Link:** [pending]

#### **Capacity Building and Applied Research in Cluster Development Best Practices**

##### **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. On March 20, 2016, the IDB Board approved the creation of the Compete Caribbean Partnership Facility (CCPF), Phase 2 of Compete Caribbean, which will be implemented over the period 2017-2020. CCPF is a multi-donor Trust Fund jointly funded by the United Kingdom’s Department for International Development (DFID), the Caribbean Development Bank (CDB), and the Government of Canada.
- 1.3. The ultimate goal of CCPF is to support the Caribbean region in increasing productivity and Caribbean firms’ contribution to economic growth. The specific objectives are to (i) support firms to grow, innovate and enter new sectors and markets; and (ii) to promote an environment that enables innovation and growth. The Facility will support productivity and economic growth in the Caribbean by focusing on two thematic pillars: (i) productivity and innovation in firms; and (ii) enhancing the business and innovation climate. It is intended that CCPF should (a) focus on the specific needs of the more vulnerable countries; (b) support gender and diversity initiatives; (c) promote climate change adaptation/resilience activities; (d) foster the strengthening of institutions; and (e) promote scalability. The Facility is being executed by Inter-American Development Bank and henceforth all procedures related to operations and implementation thereof must comply with IDB policies.
- 1.4. Phase 1 (2010-17) The first phase of the Compete Caribbean program (CC1) provided support to cluster initiatives and delivered outstanding results: Over 5595 jobs were created (nearly 80% for women); the revenue of firms and clusters supported increased by 40% over the baseline; and six clusters developed new or improved products or services. The end of program evaluation identified two critical success factors that must be in place to foster collaboration and ensure sustainability of cluster initiatives: (1) an integrated, collaborative and strategic approach must be anchored and driven by a national/local institution; and (2) facilitation and project management skills are essential to ensure effective cooperation, progress and monitoring & evaluation.
- 1.5. CC1 found that unfortunately such capacity was lacking in some Caribbean islands. This was evidenced through the poor quality of project concept notes received from clusters in response to CC1’s call for proposals. Only 38% of applications received were deemed fit for funding by the evaluation panel and only one application from the OECS territories was funded. Thus, for the second phase of the Compete Caribbean program (CC2), it became evident that a capacity building

- effort of local institutions would be necessary to enable industry clusters to be used as drivers of economic growth in these small and vulnerable countries.
- 1.6. In September 2017, under a previous operation (RG-T3021, *Assessing the Capacity to Build Clusters in Small and Vulnerable Countries*), CC2 issued a call for expressions of interest of such local institutions, allowing for applications to be presented from public or private organisations in the Region, such as Business Associations, SME Development Councils/Centres, Partnership Facilities, Industry Development Authorities, Chambers of Commerce, etc. In the end, nine (9) BSOs in eight countries<sup>1</sup> were selected and benefited from a detailed assessment of their institutional capacity in relation to global best practices in cluster development. The main activities under the technical cooperation were completed in June 2018 with nine comprehensive Capacity Enhancement Plans (CEPs) and a cluster development toolbox comprising templates and tools to increase overall facilitation skills for engaging diverse stakeholders.
  - 1.7. Although each CEP includes some specific particularities, most needs and proposed solutions were relatively similar for the BSOs involved. Through stakeholder workshops and consultations, the CEPs identified some common weaknesses across BSOs including: (i) well-developed or proven approach for value chain analysis and cluster facilitation not in place; (ii) limited information/ data on potential clusters; (iii) lack of cluster methodologies and tools; (iv) no facilitation skills among the staff; (v) limited/ lack of secured funding support; and (vi) weak management of cluster stakeholders and projects. The CEPs crafts a roadmap for BSOs to acquire the knowledge, training and coaching activities needed to address these weaknesses and increase the BSO's capacity to support local clusters effectively in their respective context. The CEPs have been co-designed in close collaboration with the BSOs, reviewed and discussed with Compete Caribbean, and ultimately, approved by the competent authority of the respective BSO.

## 2. Objectives

- 2.1. The objective of this consultancy is to build the capacity of Business Support Organizations (BSOs) in facilitating the growth of local clusters in seven countries. The consulting firm will institutionalize the knowledge and skills needed through a learning-by-doing approach whereby the BSO will participate in a series of workshops offered by visiting experts and apply the methodology by facilitating relevant workshops for the clusters they intend to support. More specifically by the end of the consultancy, all BSOs involved will be able to:
  1. Identify, frame, and prioritize local clusters using market-driven criteria.
  2. Apply the knowledge and skills acquired to facilitate private sector-led cluster initiatives and two cluster development plans (CDPs) in particular. These are provided in the capacity enhancement framework.
  3. Support clusters in improving processes and linkages across value chains to increase revenues and reduce costs in a competitive, inclusive and sustainable manner.
  4. Integrate gender considerations into the development process and provide specific support to Women-Owned Firms (WOF)
  5. Foster innovation through formal partnerships with local institutions (educational and governmental), adoption of technology, as well as data collection, analysis and dissemination.

---

<sup>1</sup> These 9 BSOs included Dominica Export Import Agency (DEXIA), St. Lucia's Trade Export Promotion Agency (TEPA), Grenada Hotel and Tourism Association (GHTA), Grenada Investment Development Corporation (GIDC), Belize Invest BELTRAIDE, Jamaica Manufacturers' and Exporters' Association (JMEA), St. Vincent & the Grenadines' Centre for Enterprise Development (CED), and Caribbean Tourism Organisation (CTO) – a regional institution based in Barbados.

6. Identify unmet needs among cluster stakeholders which can be offered by the BSO to generate revenues or through shared services in a financially sustainable manner.

### 3. Scope of Services

**3.1.** The nine BSOs taking part in this capacity building effort are: Dominica Export Import Agency (DEXIA), St. Lucia's Trade Export Promotion Agency (TEPA), Grenada Hotel and Tourism Association (GHTA), Grenada Investment Development Corporation (GIDC), Belize Invest BELTRAIDE, Jamaica Manufacturers' and Exporters' Association (JMEA), St. Vincent & the Grenadines' Centre for Enterprise Development (CED), Tourism Hotel Association of Guyana (THAG), and the Caribbean Tourism Organisation (CTO) which is a regional institution based in Barbados. The capacity building activities and handholding support will vary slightly for each BSO based on their respective Capacity Enhancement Plan (CEP):

Components	Activities	Deliverables	BELTRAIDE (Belize)	CED (SV&G)	DEXIA (Dominica)	JMEA (Jamaica)	TEPA (St.Lucia)	GIDC (Grenada)	GHTA (Grenada)	THAG (Guyana)	CTO (Barbados)	# of BSOs	
1) Cluster Development Training & Handholding	Cluster Development Plan (CDP) training and facilitation, problem solving, prioritisation and selection of cluster initiatives, and establishment of local partnerships.	i) Three 5-day missions in each country including training workshops for the staff and similar workshops facilitated by the staff for the private firms for at least two clusters. ii) At least 2 CDPs per BSO	1	1	1	1	1	1	Participation in training with GIDC	1	Participation in some training with THAG but no handholding for preparation of CDP	7	
	Value chain analysis and pricing model	Process and distribution channel mapping for each cluster along with pricing model for key value chains.	1	1	1	1	1	1		1	1		7
2) Sector-Specific Training and R&D	Global GAP Training (Worldwide Standard for Good Agricultural Practices) www.globalgap.org	i) Understanding of Global G.A.P. benefits, certification requirements, inspections and compliance. ii) Zero-based assessment in key firms iii) Recommendations for improvement	1	1	1	1	1	1	Participation in training with GIDC			6	
	Climate Smart Agriculture Training / Organic certification cost-benefit analysis and selection	Presentation illustrating the cost-benefit analysis for organic certification and pros/cons of each option for certification (eg: CERES VS USDA VS)	1	1	1	1	1	1				6	
	Cocoa Research & Development	Design of a special R&D project to increase productivity and revenues for the most vulnerable groups in cocoa.	1		1					1			4
	Creative Industries	Design of a special project to increase synergy between creative industries and tourism and generate revenues for entrepreneurs.	1	1								1	3
3) Gender	Gender Gap Analysis, Soft Skills and management training (train the trainer & cluster training by BSOs) for WOF in particular	i) Gender gap assessment for BSOs and their clusters ii) Institutionalisation of leadership training for women offered by BSOs	1	1	1	1	1	1	1	1	1	9	

**3.2.** Because of the regional scope of the Caribbean Tourism Organisation (CTO), the staff will not receive handholding support to prepare Cluster Development Plans (CDPs) but rather engage in other capacity building activities and participate with a BSO such as THAG in some cluster training on site. This collaboration is important as CTO facilitates three other initiatives relevant for cluster development including: (1) the development of a Community-Based Tourism (CBT) roadmap with guidelines; (2) a primary market research to assess the market demand for diverse products and services which can be offered through CBT; and (3) a strategy to increase tourism revenues for micro businesses through greater adoption of mobile payment technologies.

4. To institutionalize the knowledge and skills, most capacity building activities will take place in the seven countries with the BSOs and local stakeholders – Dominica, Belize, St. Vincent and the Grenadines, Jamaica, St. Lucia, Grenada, and Guyana. The training and handholding support must be completed before Compete Caribbean's next Investment Panel (IP) planned for June 2019. The IP is composed of independent experts responsible to identify the Cluster Development Plans (CDPs) deemed suitable for grant funding (up to USD\$250,000). Another call for proposals focused on community-based tourism clusters may also be facilitated by CTO in September 2019.

## **Key Activities**

### **4.1. Conduct Inception Meeting, Desk Review, and Progress Reporting:**

- 4.1..1. Attend a virtual project kick-off meeting to discuss project objectives, approach, expected outputs and outcomes, and any other issues related to the execution of the consultancy.
- 4.1..2. Conduct a desk review which includes the assessment of project documents including the CEPs and outputs delivered under previous consultancies. See Annex for summary of CEPs.
- 4.1..3. Conduct virtual meetings with each BSO to introduce the consulting team, expectations, process, workplan and timeline.
- 4.1..4. Provide bi-monthly (twice a month) status updates on the progress of implementation to the CCPF/IDB. Hold virtual meetings as necessary to discuss issues.

### **4.2. Prepare Workplan, Targets, Methodology, Training Materials, Gender Gap Assessment and Missions:**

- 4.2..1. In dialogue with CCPF/IDB and the BSOs, review the capacity enhancement framework and develop the target results that are expected at the end of the consultancy, including a baseline indicating the current status of BSOs per indicator.
- 4.2..2. Prepare training programs and associated manuals. Training materials must be gender sensitized and should include a tool to allow participants to evaluate and give feedback on the training program.
- 4.2..3. Liaise directly with each of the 9 BSOs to confirm workshop dates and to arrange all logistics for delivery of training programme locally.
- 4.2..4. Conduct Gender Gap assessment with each BSOs and ensure completion by the firms involved in the cluster.

### **4.3. Conduct Mission 1: Delivery of Cluster Development Training Program and Gender Training:**

- 4.3..1. Deliver the gender sensitive training programme which aims to (i) improve understanding of the cluster development approach, toolkit, and how to prepare a cluster development plan (ii) increase awareness of the context of the cluster for problem formulation, problem solving, and stakeholder engagement and (iii) apply a learning-by-doing approach for applying the knowledge to two local clusters and developing process mappings for each cluster.
- 4.3..2. Support the BSO staff in facilitating a workshop for each cluster to validate the process mapping and identify opportunities for improvements. Identify other products and services related to the main value chain and map the activities and bottle-necks as well. Issue workshop evaluation sheets to participants.
- 4.3..3. Debrief, continue training and prepare for next steps (homework).

### **4.4. Conduct Mission 2: Value Chain Analysis and distribution channel mapping**

- 4.4..1. Train BSO staff and key stakeholders on (i) conducting a competitive analysis; (ii) preparing a value chain analysis, estimating costs and margins to ensure sustainability, estimating pricing model, and analyzing options for distribution and market segmentation and (iii) prioritization and goal setting.
- 4.4..2. Support the BSO staff in facilitating a workshop for each cluster to validate and update the competitive analysis, value chain graphic, cost sheet with margins along the value chain for each cluster, identification of improvement opportunities, potential distribution channels
- 4.4..3. Support the prioritization process for the cluster development plan and consensus building. Identify information need and data collection process.

- 4.4..4. Debrief, continue training and prepare for next steps (homework).
- 4.5. Conduct Mission 3: Finalise delivery of training program, conduct Stakeholder Workshops and Institutionalizing Gender Program
  - 4.5..1. Support BSOs in drafting MOUs with key partners including educational and training institutions to collect market intelligence, solve problems, while also providing industry experience to young people.
  - 4.5..2. Support integration of leadership and personal development training for Women-Owned Firm into BSO training activities.
- 4.6. Organize Virtual Handholding Sessions and provide Strategic Guidance and Feedback throughout the consultancy

## 5. Expected Outcomes and Deliverables

- 5.1. **Workplan:** This project management plan (logframe) includes a synopsis of the consultancy, proposed activities, timelines (including dates for the proposed missions and milestones), responsibilities, expected outputs and outcomes (results). The workplan will be updated as necessary in discussion with the BSOs and agreement with the CCPF/IDB. The team of consultants assigned to each BSO are expected to spend at least 15 days in each country (seven in total) to implement the capacity building activities.
- 5.2. **Training Material:** Submission of training material (training modules, accompanying PPTs, reading material, instructions on how to deliver the workshops and training, templates and tools, etc.). The training materials will be reviewed and approved by IDB and become its intellectual property.
- 5.3. **Workshops** agenda with evaluation sheet describing the expected and achieved results for the training activities with BSO staff and for the workshops with cluster stakeholders. At least six workshops with the cluster stakeholders will be facilitated by the BSO staff with the support of the consulting team.
- 5.4. **Cluster Development Plans (CDPs):** As an output of the capacity building process, the consulting firm will ensure that each BSO (other than CTO) submit at least two promising market-driven, private sector-led CDPs. The CDP template is provided in appendix and must include the process and distribution channel mapping, value chain analysis, pricing model and cost sheet, competitive analysis, partnership agreement, results matrix, budget, procurement plan, etc.
- 5.5. **Terms of References (ToRs):** All additional activities needed essential to address the objectives stated in the CDPs and well as any other projects necessary to increase overall capacity.
- 5.6. **Digitalized M&E system** with baseline and process to monitor outputs and outcomes.

## 6. Project Schedule and Milestones

- 6.1. The project is expected to begin January 7, 2019 and to be completed six months thereafter. Three missions of five days each are expected per country (seven in total). Traveling and workshop costs are included in the consulting firm's budget. The schedule and milestones will be defined by the firm in agreement with the IDB and BSOs and captured by the first deliverable (the workplan).

## 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/CCPF. 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 Michael Hennessey 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. The Consulting Firm is expected to work closely with the BSOs.

**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>	
<b><i>Deliverable</i></b>	<b>%</b>
1. Acceptance of Final Work Plan (Deliverable 1)	15%
2. Acceptance of Training Materials and workshop agenda/expected results (Deliverable 2 and 3)	30%
3. Submission of draft Cluster Development Plans including appendices and ToRs (Deliverable 4 and 5)	30%
4. Acceptance of all Final deliverables	25%
<b>TOTAL</b>	<b>100%</b>

**Qualifications to Utilize in Criteria for Selection:**

**10.3. Qualifications of Team Members:**

- This consultancy requires the services of an international consulting firm with extensive experience in clustering initiatives and institutional capacity building.
- The Lead Consultant should possess a Master degree in Management, Business Administration, International Development, Public Policy or a related field.
- Junior Consultants should possess at least a Bachelor Degree in Management, Business Administration, International Development, Public Policy or a related field.
- The firm must have a team member with experience in conducting gender gap assessments and implementing gender leadership training.
- The firm must have a team member with experience in organic certification and climate smart agriculture.

**10.4. Skills and Experience in:**

- It is essential that the consulting firm demonstrate experience in cluster development and value chain analysis training and implementation.
- Experience in in the Caribbean and Latin America is an asset. Proven project work at international, national and local levels.
- Experience with processing large amounts of information and synthesizing it in an understandable fashion to decision-makers and wider user audiences.

**10.5. Core Competencies**

- Highly developed communication skills, including the preparation of high quality reports and the delivery of training;
- Ability to work under pressure to meet tight deadlines without compromising the quality of outputs;
- Ability to maintain confidentiality and use discretion when dealing with sensitive intellectual property issues;
- Cultural awareness and sensitivity to country specific issues;
- Fluency in oral and written English.

- 8.1.** It is essential that the consulting firm demonstrate experience working in cluster development involving diverse stakeholders in developing countries; preferably in the Caribbean and Latin America.

**Annex I:**

**CEP Summary** [to be included in RFP]

## TERMS OF REFERENCE 2

### Cocoa Research & Development

#### REGIONAL RG-T3330

Public Link: [pending]

#### Capacity Building and Applied Research in Cluster Development Best Practices

##### 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. On March 20, 2016, the IDB Board approved the creation of the Compete Caribbean Partnership Facility (CCPF), Phase 2 of Compete Caribbean, which will be implemented over the period 2017-2020. CCPF is a multi-donor Trust Fund jointly funded by the United Kingdom’s Department for International Development (DFID), the Caribbean Development Bank (CDB), and the Government of Canada.
- 1.3. The ultimate goal of CCPF is to support the Caribbean region in increasing productivity and Caribbean firms’ contribution to economic growth. The specific objectives are to (i) support firms to grow, innovate and enter new sectors and markets; and (ii) to promote an environment that enables innovation and growth. The Facility will support productivity and economic growth in the Caribbean by focusing on two thematic pillars: (i) productivity and innovation in firms; and (ii) enhancing the business and innovation climate. It is intended that CCPF should (a) focus on the specific needs of the more vulnerable countries; (b) support gender and diversity initiatives; (c) promote climate change adaptation/resilience activities; (d) foster the strengthening of institutions; and (e) promote scalability. The Facility is being executed by Inter-American Development Bank and henceforth all procedures related to operations and implementation thereof must comply with IDB policies.
- 1.4. Phase 1 (2010-17) The first phase of the Compete Caribbean program (CC1) provided support to cluster initiatives and delivered outstanding results: Over 5595 jobs were created (nearly 80% for women); the revenue of firms and clusters supported increased by 40% over the baseline; and six clusters developed new or improved products or services. The end of program evaluation identified two critical success factors that must be in place to foster collaboration and ensure sustainability of cluster initiatives: (1) an integrated, collaborative and strategic approach must be anchored and driven by a national/local institution; and (2) facilitation and project management skills are essential to ensure effective cooperation, progress and monitoring & evaluation.
- 1.5. CC1 found that unfortunately such capacity was lacking in some Caribbean islands. This was evidenced through the poor quality of project concept notes received from clusters in response to CC1’s call for proposals. Only 38% of applications received were deemed fit for funding by the

evaluation panel and only one application from the OECS territories was funded. Thus, for the second phase of the Compete Caribbean program (CC2), it became evident that a capacity building effort of local institutions would be necessary to enable industry clusters to be used as drivers of economic growth in these small and vulnerable countries.

- 1.6. In September 2017, under a previous operation (RG-T3021, *Assessing the Capacity to Build Clusters in Small and Vulnerable Countries*), CC2 issued a call for expressions of interest of such local institutions, allowing for applications to be presented from public or private organisations in the Region, such as Business Associations, SME Development Councils/Centres, Partnership Facilities, Industry Development Authorities, Chambers of Commerce, etc. In the end, nine (9) BSOs in eight countries<sup>2</sup> were selected and benefited from a detailed assessment of their institutional capacity in relation to global best practices in cluster development. The main activities under the technical cooperation were completed in June 2018 with nine comprehensive Capacity Enhancement Plans (CEPs) having been completed, in addition to a toolbox comprising templates and tools to increase overall facilitation skills for engaging diverse stakeholders.
- 1.7. Although each CEP includes some specific particularities, most needs and proposed solutions were relatively similar for the BSOs involved. Through stakeholder workshops and consultations, Social Network Analysis<sup>3</sup>, the Business Model CANVAS<sup>4</sup>, and COMPASS of Cluster Competitiveness<sup>5</sup>, the CEPs identified some common weaknesses across BSOs including: (i) well-developed or proven approach for cluster management and promotion not in place; (ii) limited information/ data on potential clusters; (iii) lack of cluster methodologies and tools; (iv) no facilitation skills among the staff; (v) limited/ lack of secured funding support; and (vi) weak management of cluster stakeholders and projects. The CEPs therefore crafts a roadmap for BSOs to acquire the knowledge, training and coaching support activities needed to address these weaknesses and increase the BSO's capacity to support local clusters effectively in their respective context. The CEPs have been developed in close collaboration with the BSOs, with each CEP having been reviewed and discussed with Compete Caribbean, and ultimately, approved by the competent authority of the respective BSO.

## **2. Objectives**

- 2.1. The objective of this consultancy is to conduct research that will support 4 clusters in 4 countries with identifying issues common across all clusters (i.e. drying), and developing and piloting corresponding solutions to these issues in order to support cocoa development and export.

## **3. Scope of Services**

- 3.1. This is an estimated six (6) month consultancy. The Business Support Organizations (BSOs) supporting the four clusters in the four countries include: 1. Belize – The Belize Trade and Investment Development (BELTRAIDE); 2. Dominica (DEXIA); 3. St. Lucia (TEPA); and 4. Grenada (GHTA).

---

<sup>2</sup> These 9 BSOs included Dominica Export Import Agency, St. Lucia's Trade Export Promotion Agency, Grenada Hotel and Tourism Association, Grenada Investment Development Corporation, Belize Invest BELTRAIDE, Jamaica Manufacturers' and Exporters' Association, St. Vincent & the Grenadines' Centre for Enterprise Development, and Caribbean Tourism Organisation – a regional institution based in Barbados.

<sup>3</sup> Giuliani, E. and Pietrobelli, C. (2011) Social Network Analysis Methodologies for the Evaluation of Cluster Development Programs; IDB, Giuliani, E., Matta, A; Pietrobelli, C. (2016) Network, Cluster Development Programs, and Performance: The Electronics Cluster in Cordoba, Argentina. In Maffioli et al (2016) The Impact Evaluation of Cluster Development Programs. IDB.

<sup>4</sup> Osterwalder, A. and Y. Pigneur (2010). Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. Hoboken/ USA.

<sup>5</sup> <http://www.mesopartner.com/tools/compass/>

#### **4. Key Activities**

##### **4.1. Inception Meeting and Desk Review:**

1. Attend a virtual project kick-off meeting to discuss project objectives, approach, expected outputs and outcome, and any other issues related to the execution of the consultancy.
2. Conduct virtual meetings with BSOs and their cocoa clusters to gain understanding of the operations, the local context in which they operate, and their current level of awareness and capacity in the thematic areas.
3. Conduct a desk review which includes the assessment of project documents including the CEP outputs under previous consultancies.
4. Provide bi-monthly (twice a month) status updates on the progress of implementation to the CCPF/IDB. Hold virtual meetings as necessary to discuss issues.

##### **4.2. Collect Data:**

- Conduct missions to the four countries to collect necessary data and information from the clusters.

##### **4.3. Analyze Data, Prepare Draft Report:**

- Conduct data analysis to identify the key challenges and issues being faced by each cocoa cluster.
- Prioritize the most pressing issues common across all clusters.
- Develop cost-effective and realistic solutions for clusters to implement to address the prioritized issue

##### **4.4. Present Preliminary Findings:**

- Hold a virtual meeting to present preliminary findings to stakeholders for their input and feedback.

##### **4.5. Prepare Final Report:**

- Incorporate all comments and feedback into a final report.

#### **5. Expected Outcome and Deliverables**

**5.1. Work Plan and Methodology:** The work plan (project management plan) should include a synopsis and understanding of the consultancy (as a result of desk review and virtual meetings held), proposed activities, timelines, responsibilities, methodology, and expected outputs. It is expected the work plan will be updated as necessary.

**5.2. Draft Report:** Submission of draft report.

**5.3. Presentation of Findings:** Submission of PPT presentation and successful presentation of results to key stakeholders for stakeholder commenting and written input.

**5.4. Final Report:** Incorporation of all comments into a final report.

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

**6.1.** The project is expected to begin January 15, 2019 and to be completed four months thereafter. Three missions are expected. Workshop costs are included in the budget. The schedule will be defined by the firm in agreement with the IDB and BSOs.

**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/CCP. 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 reporting to Michael Hennessey IFD/CTI at The Inter-American Development Bank. The Consultancy will also be expected to work closely with the BSOs.

**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>	
<b><i>Deliverable</i></b>	<b>%</b>
1. Acceptance of Work Plan (Deliverable 1)	30%
2. Submission of Draft Report (Deliverable 2)	20%
3. Acceptance of Final Report (Deliverable 3)	40%
4. Presentation of Findings (Deliverable 4)	10%
<b>TOTAL</b>	<b>100%</b>

**Qualifications to Utilize in Criteria for Selection:**

**10.3. Qualifications of Team Members:**

- This consultancy requires the services of an international consulting firm with extensive experience in the conducting scientific research in the cocoa industry.
- The Lead Consultant should possess a PhD or Master degree in Agriculture or a related field with at least 10 years research experience. .
- Junior Consultants should possess at least a Master or Bachelor Degree in Agriculture or a related field with at least 2 years research experience.
- It is essential that the consulting firm demonstrate experience in cluster strategy design,

training and implementation.

- Experience in in the Caribbean and Latin America is an asset.

#### **10.4. Skills and Experience in:**

- In-depth knowledge and understanding of the cocoa industry and scientific and technological breakthroughs in cultivating cocoa.
- Proven project work in the Caribbean and work at international, national and local levels.
- Experience with processing large amounts of information and synthesizing it in an understandable fashion to decision-makers and wider user audiences.

#### **10.5. Core Competencies**

- Highly developed communication skills, including the preparation of high quality reports and the delivery of training;
- Ability to work under pressure to meet tight deadlines without compromising the quality of outputs;
- Ability to maintain confidentiality and use discretion when dealing with sensitive intellectual property issues;
- Cultural awareness and sensitivity to country specific issues;
- Fluency in oral and written English.

## TERMS OF REFERENCE 3

### Regional

#### **IFD/CTI – Compete Caribbean Partnership Facility Feasibility study for DEXIA’s support to Cocoa in Dominica - Consultant**

### TERMS OF REFERENCE

#### **Background:**

The Compete Caribbean Partnership Facility (CCPF), in collaboration with DEXIA and the Ministry of Agriculture, is looking for a professional consultant to build local capacity in conducting a feasibility study for the cocoa sector given the context post hurricane Maria.

The Agricultural sector has over the past decades suffered several setbacks ranging from disease onset, market failure to most recently hurricane devastation and in every case, significant markets were lost and vital revenue streams were curtailed. Tremendous effort is now required to uphold the visions of many young entrepreneurs who have lost raw materials, equipment and market share. The important Cluster development path chosen by the Dominica Export Import Agency (DEXIA) through this Compete Caribbean Partnership Facility (CCPF) is expected to guide our efforts at securing technical expertise, local experience, detailed stakeholder needs assessments and best practices in shaping the Agricultural/Agro Processing sector in its resurgence.

The establishment of a processing facility/plant for Cocoa and other intermediate agricultural crops can be an option chosen for growth of the sector particularly in support of plans to further diversify and add greater value to Dominica’s trade. DEXIA in consultation with its clients have recognized the need to provide adequate facilities to promote quality products that are both competitive and attract upper market value. One of these high value crops which DEXIA has chosen to promote is the<sup>1</sup>Fine flavor cocoa that now contributes only around 2 to 3 percent of world production but continues to be sought by up-market confectionery companies, who are still prepared to pay a premium price for it. Harvested crops, which are to be stored for any length of time, must have their moisture content reduced to a safe and satisfactory levels before storage. This moisture is reduced by drying the crop. Storage of the crop with moisture content above the safe level could contribute to the deterioration of the crop. The fermentation and drying process is therefore a very important step in the production of many crops such as Cocoa, Coffee, Cinnamon and other herbs. Many of the resulting products developed for local and export consumption need to go through certain critical processes that are sometimes unavailable. Current methods adopted by local producers incorporate the use of the sun for drying which has now also become an issue of concern as Small Island Developing States (SIDS) like Dominica, face up to the phenomenon of climate change.

#### **The team:**

In September 2017, CCPF selected 10 Business Support Organization (BSO) through a competitive process to assess their capacity in supporting clusters based on global best practices and the local context. DEXIA was among them to receive the support of professional consultants to co-design a capacity enhancement plan (CEP). One of the main strategic priorities in this plan was the need for DEXIA and its key partners to play a greater role in facilitating the export of cocoa in Dominica.

The Ministry of Agriculture and the Dominica Export Import Agency (DEXIA) recognize the need to develop central processing (fermenting, drying etc) facilities that will address the issues of poor quality products experienced by many producers. Many of the producers themselves are engaged in postharvest activities (fermentation, drying) on the farms and at their homes under varied conditions that result in very inconsistent and varying degrees of quality for consumers. Current methods used for both processes are unacceptable and require urgent attention.

Cocoa and other agricultural crops of interest are integral to Dominica’s Agricultural sector on which the country has depended for many years as a means of generating foreign exchange and employment. Agriculture which is still recognized as the sole income earning activity for many rural families and communities, contributes 15.3% to Dominica’s GDP <sup>6</sup> while Industry is at 13.6% and Services at 71.1%. Pre hurricane Maria support provided by both DEXIA and the Ministry of Agriculture Food and Fisheries (MAFF) included the construction of a fermentation and drying facility in the North-eastern agricultural region of the island. A more advanced processing facility for Cocoa and other crops will therefore augment export potential while bringing some relief to the many SMEs currently with damaged or devastated factory space. To satisfactorily address the issues outlined, DEXIA and the Ministry of Agriculture need to undertake a feasibility study for the construction of the Plant and optimize support for producers. Some of the objectives for this work are as follows:

1. To inform and provide an in-depth understanding of the social, environmental and financial requirements, the adequacy of the local capacity, standards, and requirements for the design of the Agro-Processing facility.
2. To determine the best location for the construction of the Agro-Processing Plant given the past and potential effect of climate change, and outline the technical, market and commercial viability for the project.
3. To outline the economic and environmental feasibility of the processing facility and the inputs, outputs, processes and procedures required.

**What you’ll do:**

The selected candidate will build local capacity through DEXIA and key partner in the Ministry of Agriculture in conducting a feasibility study for the cocoa sector using a learning-by-doing approach. The consultant will conduct research and provide technical assistance to the institutional stakeholders so they have the knowledge, skills and tools to:

1. Review the production conditions currently in place post hurricane Maria and assess the capacity of the primary crop and supply of raw materials.
2. Analyze the cost and benefits of supporting farmers in obtaining the organic certification, given the agricultural landscape.
3. Identify optimal Agro-Processing and light manufacturing activities on island.
4. Review and report on the current quality achieved using individual farmers’ processes and the effect on value added business.
5. Identify feasible clusters.
6. Provide modern technological and structural alternatives that can be incorporated in a central Agro-Processing Plant to address quality and postharvest issues/concerns.
7. Identify potential environmental, social, economic, institutional risks associated with the Agro-Processing Plant, and recommend solutions to prevent and mitigate the effects of climate change.

**Deliverables and payment timeline:**

	Deliverables	Deadline from signature of contract	Payment schedule upon approval of deliverable
1	Step-by-step workplan on how to conduct the feasibility study to meet the objectives above along with who will do what, how, when, where, and any other guidelines on scope, targets, etc.	1 week	25%
2	Templates with simple instructions on how to accomplish, record and report each task.	2 weeks	50%
3	A draft Feasibility Study Report summarizing results of analysis, cost effectiveness, profitability and evaluations conducted to include	4 weeks	

<sup>6</sup> [https://www.indexmundi.com/dominica/economy\\_profile.html](https://www.indexmundi.com/dominica/economy_profile.html)

	related data and diagrams for the development of an Agro Processing Plant.		
4	Final Report incorporating all reviews.	8 weeks	25%
	<b>Total</b>	<b>2 months</b>	<b>100%</b>

**Skills you'll need:**

**Education:** Advanced degree in Agro Processing Engineering, Agribusiness Management Studies, Economics or related discipline

**Experience:** Minimum of 10 years of experience in private sector development projects including at least three years working in the cocoa sector. Proven record of success in

**Languages:** Fluency in written and spoken English is required.

**Skills and Technical Competencies:**

- Institutional capacity building and proven record of success in conducting feasibility studies in developing countries. Strong modeling skills to conduct cost-benefit analysis and business case.
- Willingness and ability to travel to various Agricultural regions throughout the country.
- Excellent interpersonal, written and verbal communication skills.
- Understanding and respect for local culture. Residence in the country where the project takes place (Dominica) is preferred.

**Opportunity Summary:**

- Type of contract and modality: Contractual for Products and External Services (PEC), Lump Sum
- Length of contract: 2 months
- Starting date: October 1<sup>st</sup>, 2018
- Location: Dominica
- Responsible person: The consultancy will be supervised by Michael Hennessey, Private Sector Development Lead Specialist (IFD/CTI), and coordinated by Annie Bertrand, Coordinator for productivity and innovation in the private sector (CCPF).

**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.

**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.

Selection process #: RG-T3330-P003

## **TERMS OF REFERENCE 4**

### **Digitalization of Data Collection**

#### **REGIONAL RG-T3330**

**Public Link:** [pending]

#### **Capacity Building and Applied Research in Cluster Development Best Practices**

##### **1. Background and Justification**

- 1.8. 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.
- 1.9. On March 20, 2016, the IDB Board approved the creation of the Compete Caribbean Partnership Facility (CCPF), Phase 2 of Compete Caribbean, which will be implemented over the period 2017-2020. CCPF is a multi-donor Trust Fund jointly funded by the United Kingdom’s Department for International Development (DFID), the Caribbean Development Bank (CDB), and the Government of Canada.
- 1.10. The ultimate goal of CCPF is to support the Caribbean region in increasing productivity and Caribbean firms’ contribution to economic growth. The specific objectives are to (i) support firms to grow, innovate and enter new sectors and markets; and (ii) to promote an environment that enables innovation and growth. The Facility will support productivity and economic growth in the Caribbean by focusing on two thematic pillars: (i) productivity and innovation in firms; and (ii) enhancing the business and innovation climate. It is intended that CCPF should (a) focus on the specific needs of the more vulnerable countries; (b) support gender and diversity initiatives; (c) promote climate change adaptation/resilience activities; (d) foster the strengthening of institutions; and (e) promote scalability. The Facility is being executed by Inter-American Development Bank and henceforth all procedures related to operations and implementation thereof must comply with IDB policies.
- 1.11. Phase 1 (2010-17) The first phase of the Compete Caribbean program (CC1) provided support to cluster initiatives and delivered outstanding results: Over 5595 jobs were created (nearly 80% for women); the revenue of firms and clusters supported increased by 40% over the baseline; and six clusters developed new or improved products or services. The end of program evaluation identified two critical success factors that must be in place to foster collaboration and ensure sustainability of cluster initiatives: (1) an integrated, collaborative and strategic approach must be anchored and driven by a national/local institution; and (2) facilitation and project management skills are essential to ensure effective cooperation, progress and monitoring & evaluation.
- 1.12. CC1 found that unfortunately such capacity was lacking in some Caribbean islands. This was evidenced through the poor quality of project concept notes received from clusters in response to CC1’s call for proposals. Only 38% of applications received were deemed fit for funding by the evaluation panel and only one application from the OECS territories was funded. Thus, for the

second phase of the Compete Caribbean program (CC2), it became evident that a capacity building effort of local institutions would be necessary to enable industry clusters to be used as drivers of economic growth in these small and vulnerable countries.

- 1.13. In September 2017, under a previous operation (RG-T3021, *Assessing the Capacity to Build Clusters in Small and Vulnerable Countries*), CC2 issued a call for expressions of interest of such local institutions, allowing for applications to be presented from public or private organisations in the Region, such as Business Associations, SME Development Councils/Centres, Partnership Facilities, Industry Development Authorities, Chambers of Commerce, etc. In the end, nine (9) BSOs in eight countries<sup>7</sup> were selected and benefited from a detailed assessment of their institutional capacity in relation to global best practices in cluster development. The main activities under the technical cooperation were completed in June 2018 with nine comprehensive Capacity Enhancement Plans (CEPs) having been completed, in addition to a toolbox comprising templates and tools to increase overall facilitation skills for engaging diverse stakeholders.
- 1.14. Although each CEP includes some specific particularities, most needs and proposed solutions were relatively similar for the BSOs involved. Through stakeholder workshops and consultations, Social Network Analysis<sup>8</sup>, the Business Model CANVAS<sup>9</sup>, and COMPASS of Cluster Competitiveness<sup>10</sup>, the CEPs identified some common weaknesses across BSOs including: (i) well-developed or proven approach for cluster management and promotion not in place; (ii) limited information/ data on potential clusters; (iii) lack of cluster methodologies and tools; (iv) no facilitation skills among the staff; (v) limited/ lack of secured funding support; and (vi) weak management of cluster stakeholders and projects. The CEPs therefore crafts a roadmap for BSOs to acquire the knowledge, training and coaching support activities needed to address these weaknesses and increase the BSO's capacity to support local clusters effectively in their respective context. The CEPs have been developed in close collaboration with the BSOs, with each CEP having been reviewed and discussed with Compete Caribbean, and ultimately, approved by the competent authority of the respective BSO.

## **2. Objectives**

- 2.1. The objective of this consultancy is to develop and deploy a feasible technological solution for supporting BSOs in digitizing their data collection on clusters and firms.

## **3. Scope of Services**

- 3.1. This is an estimated four (4) month consultancy. The consultancy will meet with Business Support Organizations (BSOs) to understand user needs, current monitoring strategies, and the types of data that needs to be collected. The BSOs are located in eight countries: 1. Belize – The Belize Trade and Investment Development (BELTRAIDE); 2. Saint Vincent and the Grenadines (CED); 3. Dominica (DEXIA); 4. Jamaica (JMEA); 5. St. Lucia (TEPA); 6. Grenada (GIDC); 7. Grenada (GHTA); 8. Guyana (THAG); and 9. Barbados – Caribbean Tourism Organization (CTO).

---

<sup>7</sup> These 9 BSOs included Dominica Export Import Agency, St. Lucia's Trade Export Promotion Agency, Grenada Hotel and Tourism Association, Grenada Investment Development Corporation, Belize Invest BELTRAIDE, Jamaica Manufacturers' and Exporters' Association, St. Vincent & the Grenadines' Centre for Enterprise Development, and Caribbean Tourism Organisation – a regional institution based in Barbados.

<sup>8</sup> Giuliani, E. and Pietrobelli, C. (2011) Social Network Analysis Methodologies for the Evaluation of Cluster Development Programs; IDB, Giuliani, E., Matta, A; Pietrobelli, C. (2016) Network, Cluster Development Programs, and Performance: The Electronics Cluster in Cordoba, Argentina. In Maffioli et al (2016) The Impact Evaluation of Cluster Development Programs. IDB.

<sup>9</sup> Osterwalder, A. and Y. Pigneur (2010). Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. Hoboken/ USA.

<sup>10</sup> <http://www.mesopartner.com/tools/compass/>

- 3.2. The consulting firm is expected to provide six months of maintenance and support subsequent to the deployment of the technological solution.

#### 4. Key Activities

##### 4.1. **Inception Meeting, Desk Review, and Progress Reporting:**

5. Attend a virtual project kick-off meeting to discuss project objectives, approach, expected outputs and outcome, and any other issues related to the execution of the consultancy.
6. Conduct virtual meetings with BSOs to gain understanding of the BSO operations, their clusters, the local context in which they operate, and their current level of awareness and capacity in the thematic areas.
7. Conduct a desk review which includes the assessment of project documents including the CEP outputs under previous consultancies. See Annex for summary of CEPs.
8. Provide bi-monthly (twice a month) status updates on the progress of implementation to the CCPF/IDB. Hold virtual meetings as necessary to discuss issues.

##### 4.2. **Conduct a Needs Assessment:** Utilizing a user-focused approach, conduct missions to stakeholders in order to develop a needs assessment to inform the needs of potential users (such as managers within the BSOs).

##### 4.3. **Present Design Specifications:**

- Present design options to the BSOs and CCPF/IDB that define what data can be collected, analyzed, and shared including dictating roles for managing access to the data.
- Design front end user prototype interface that responds to the needs and preferences of users with embed security features (identification, authentication, and authorization) to encrypt and protect data as well as to support Know Your Customer (KYC) and self-service facilities
- The consultancy must conduct Quality Assurance practices throughout all the different phases of the implementation of the solution. Test the design amongst a sample of end users. Ensure the overall system works in accordance with developed specifications.
- Develop a visual analytics tool for displaying real-time performance metrics that tracks time taken to complete processes, user inputs, usage, efficiency, and other such KPIs as defined in conjunction with the project steering committee, and key stakeholders.

##### 4.4. **Deploy Solution and Delivery of Training:**

- Deploy the technological solution, ensuring the system is operational including provision of support after deployment.
- Execute at least one virtual training session for BSOs to be recorded and posted online for future reference.

##### 4.5. **Provide Maintenance and Support:** After deployment, provide maintenance and support for at least six months.

#### 5. Expected Outcome and Deliverables

##### 5.1. **Work Plan:** The work plan (project management plan) should include a synopsis and understanding of the consultancy, proposed activities, timelines, responsibilities, agreed up on milestones, resource required, and expected outputs. It is expected the work plan will be updated as necessary.

##### 5.2. **Needs Assessment and Design Specifications:** Develop a needs assessment report. Present

on the design specifications as described under 4.3.

**5.3. Successful Deployment and Training**

**5.4. Maintenance and Support Report:** Report on the maintenance and support provided, including any debugging or fixes.

**6. Project Schedule and Milestones**

**6.1.** The project is expected to begin January 15, 2019 and to be completed four months thereafter. Three missions are expected. Workshop costs are included in the budget. The schedule will be defined by the firm in agreement with the IDB and BSOs.

**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/CCP. 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 reporting to Michael Hennessey IFD/CTI at The Inter-American Development Bank. The Consultancy will also be expected to work closely with the BSOs.

**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>	
<b><i>Deliverable</i></b>	<b>%</b>
1. Work Plan (Deliverable 1)	25%
2. Needs Assessment and Design Specifications (Deliverable 2)	20%

3. Successful Deployment and Training (Deliverable 3)	35%
4. Maintenance Report (Deliverable 4)	20%
<b>TOTAL</b>	<b>100%</b>

**Qualifications to Utilize in Criteria for Selection:**

**10.3. Qualifications of Team Members:**

- This consultancy requires the services of an international consulting firm with extensive experience in the successful development and deployment of system integration.
- The Lead Consultant should possess a Master degree in Computer Science or a related field.
- Junior Consultants should possess at least a Bachelor Degree in Computer Science or a related field.

**10.4. Skills and Experience in:**

- In-depth knowledge and understanding of methods of integration and business process mapping.
- Familiarity with technological capabilities in Latin America and the Caribbean. Proven project work at international, national and local levels.
- Experience with processing large amounts of information and synthesizing it in an understandable fashion to decision-makers and wider user audiences.

**10.5. Core Competencies**

- Highly developed communication skills, including the preparation of high quality reports and the delivery of training;
- Ability to work under pressure to meet tight deadlines without compromising the quality of outputs;
- Ability to maintain confidentiality and use discretion when dealing with sensitive intellectual property issues;
- Cultural awareness and sensitivity to country specific issues;
- Fluency in oral and written English.

**Annex I:**

**CEP Summary** [to be included in RFP]

**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.

**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.