

TERMS OF REFERENCE

CONSULTANCY FOR CAPACITY BUILDING FOR TECH FIRMS PARTICIPATING IN THE TECHNOLOGY INNOVATION DISTRICT (TID) ACCELERATOR PROJECT *Jamaica (JA-L1079)*

BACKGROUND AND JUSTIFICATION

The Programme:

The Government of Jamaica requested of the InterAmerican Development Bank (IDB) the operation “Skills Development for Global Services” (JA-L1079). The total amount of this loan is US\$15 million. The programme will support the Government of Jamaica (GoJ) in developing its Global Services Sector or GSS.

Objectives. The main objective of the loan is to promote the growth of the Global Services Sector (GSS) in Jamaica particularly in higher value-added segments. Specifically, it intends to: (i) provide the sector with better-skilled workers, and (ii) increase Jamaica’s institutional capacity to attract Foreign Direct Investment (FDI) and increase exports. This operation proposes the following components:

Component 1. Skills Development for the Global Services Sector and Strengthening of the Skills Development System. This component seeks to align and improve the skills development system to provide the GSS with workers, particularly in higher value-added segments. First, it will finance activities to improve the system’s ability to guarantee relevance of training to increase the share of activities that are higher up the value chain from 60% BPO to 40% KPO, by 2020. Second, it will finance activities to improve the quality of training.

Component 2. Global Services Sector Ecosystem. The objective of this component is to strengthen Jamaica’s capacity to attract investment and increase exports in higher value-added and digital segments. First, the component will optimize investment promotion processes as well as the institutional, regulatory and incentive framework that governs the GSS. Second, it will support the development of a strengthened value proposition for GSS firms (foreign and domestic) seeking to invest or reinvest in Jamaica. Third, it will increase the Jamaica Promotions Corporation’s (JAMPRO) capacity to support MSMEs in the GSS, including through the establishment of an incubator and accelerator programme. Lastly, it will create a digital management system -building on existing one-stop shop platforms- to consolidate trade and business information and strengthen decision-making based on data analytics.

Execution. The Jamaica Promotions Corporation (JAMPRO) is the Executing Agency of the loan under preparation (JA-L1079). The sequence of the activities to be financed will be established by JAMPRO, which will communicate this to the Bank in the context of permanent dialogue for project preparation. The activities will be carried out/executed through consultancy services.

Strengthened value proposition for Global Services Sector. The second component of the Global Services Sector Project (GSS Project) will finance: (i) Development of a Digital Global Services Strategy - a gap analysis and an action plan for adapting to future demand for digital services in the GSS. (ii) Digital GSS Branding campaign (iii) Digital GSS promotional activities and materials. (iv) Attendance at, and hosting

of, international and regional investment targeting events. (v) National awareness campaign to increase the sector's attractiveness to local investors, job seekers, and the public.

The Context:

Jamaica is keen to grow up the value chain of the GSS and one key strategy to accomplish this objective is to boost home-grown businesses that offer exportable digital services. The establishment of a Technology Innovation District (TID) Accelerator serves as a key enabler for such a reality, given that it will create and maintain a dedicated environment designed to foster the evolution and growth of local tech firms that are scalable and have the potential to sell services overseas.

The Technology Innovation District (TID) Accelerator is being established under Component 2 of the GSSP. Twenty (20) local tech firms have been selected to join Cohort 1, based on a robust Selection Criteria Matrix. Once selected, the firms were subjected to a Needs Assessment to determine their gaps in relation to readiness for the export of tech/digital services to international markets⁹⁹. The main objectives of the TID Accelerator are to establish an ecosystem designed to:

- i. support the development of companies that are scalable and ready for acceleration so that they may offer exportable tech/digital services.
- ii. build a portfolio of exporters of tech-enabled services that supply the Global Services Sector (GSS), thus confirming Jamaica as a destination of choice for the GSS.

A key component of the TID Accelerator Project for qualified companies already operating that need specific interventions to develop their capabilities, gain access to international markets and grow global revenue streams.

To qualify for enrolment, the local tech firms must provide services in at least one of the following niches:

- Mobile & Web App Development
- Cybersecurity Services
- Digital Services Management
- Software Development

The Government of Jamaica, through Jamaica Promotions Corporation (JAMPRO) and under the auspices of the Technology Innovation District's (TID) Accelerator Project, is seeking to contract the services of a consulting firm to build the capacity and enhance the growth of local tech firms, to position them to gain access to international markets to export digital services. This consultancy is intended to start in May 2023 and end in November 2023. The TID Accelerator will require ICT-centric capacity-building intervention to strengthen the local tech firms in Cohort 1. It is expected that this organizational capacity building is the kind of intervention that will help the firms to better understand and stop the obstacles and challenges that are impeding their progress.

Prior to seeking to contract a capacity-building consulting firm, a needs assessment was conducted for each participating firm, to establish gaps and strengths in the capacities of the firms. Additionally, interviews were done with the CEO of each firm, to gain deeper insight into the leadership style that is at play in the business and the vision of the CEO.

Some potential gaps that may arise include:

- Unrealistic Business Plan
- Weak Governance & Organizational Capacity
- Weak General Internal Controls
- Poor documentation
- Low staffing levels, and limited staff capacity

- Weak financial management guidelines and systems
- Weak or limited references
- Limited financial capacity to sustain an increased output of service.
- Inexperienced at responding to RFP and Pitching

In response to the gaps identified above, the consulting firm will be required to develop and deliver professional tailor-made training, coaching and mentoring as capacity development interventions to help the firms establish and maintain the requisite capacity levels.

These interventions should result in an increase in the firm's long-term viability, management skills, readiness to do business with international clients and overall business effectiveness.

CONSULTANCY'S OBJECTIVE

Rationale

The role of the consultant is to develop an understanding of the gaps/needs of the firms and develop the requisite interventions, to address the gaps. This capacity-building intervention will:

1. Strengthen the Jamaican tech/digital firms within the TID so that they are in a state of readiness to access and penetrate international markets where they will export their services to
2. Provide technical coaching/mentorship to the owners of the local tech firms.
3. Provide real-time feedback to the owner of the firms to help them to maximize their learning and application of the new information to their businesses.
4. Help the firms to scale their businesses.

Key Objective:

The objective of this consultancy is to engage a Capacity Building Consultant to support the development of and strengthening of the organizational capacity of local tech firms enrolled in the Technology Innovation District (TID) Accelerator. The Capacity Building component of this project is intended to help high-potential early-stage tech firms to kick off their expansion or entry into the export of services within the targeted overseas markets.

The Consultant is expected to share its expertise to speed up the learning and growth of the local tech firms.

By reviewing the gap analysis of the firms and interviewing them, the Consultant will gain a strong understanding of the level at which the firms are currently operating and develop a plan of action to deliver an expert intervention programme. In so doing, it is expected that there will be:

- Optimization of the firms with respect to their business acumen
- Development of a pool of qualified export-ready tech firms to represent Jamaica as a tech destination.
- Facilitation of in-person or online coaching/training/mentoring sessions that will be assessed against a set of KPIs to determine the progress of the firms.

- A cohort of local tech firms that has the capacity to respond to RFP or contract opportunities and successfully close those deals.

Potential Areas of Training/Coaching/Mentoring

Some possible areas for Capacity -Building Intervention includes:

- Business Plan fine-tuning
- Strategic Management and Planning
- RFP writing
- Contract negotiations
- Financial Management (access to financing, funding, accounting)
- Marketing

KEY PROJECT STAKEHOLDERS

Given the nature and scope of the Project, the administration of this consultancy will be supported & guided by the interventions of the following key Project stakeholders:

- **JAMPRO** – the supervising agency for the consultancy, including the following:
 - **Contract Supervisor** – the key individual within JAMPRO that approves all deliverables, outputs and payments in the assignment.
 - **GDS Department** – the sales and promotions department within JAMPRO with portfolio responsibility for the tech sector.
- **TID Zone Manager** – the TID Zone Manager is responsible for the development and implementation of programmes under the TID. The Zone Manager utilizes the Accelerator App to communicate and engage the Participating Firms.
- **TID Participating Firms (PFs)**– firms selected to participate in the TID Accelerator Project. Each firm will have named a specific representative for participation in this assignment. Participation is non-transferrable unless it is determined that additional representation will come at no cost to the Project.

SCOPE OF SERVICES

Task One: Review Local Tech Firms In Cohort 1

- **Conduct a needs assessment of the Participating Firms Review that would include:**
 - Review of the company profiles and needs assessment reports prepared for each firm. The profiles and assessment reports have been prepared by the Zone Manager in a bid to identifying and understanding the development and growth areas of each of the TID firms.
- **Interview the Business Owner/ Designated Participating Officer**
 - Consult with the business owner/designated participating officer to garner specific insights that will lead to a tailored capacity-building intervention, as guided by the company profiles and needs assessments. The interview is designed to identify/assess the gaps highlighted during the interview as well as from a review of the company profiles and needs assessment reports.

Outputs: (1) Update/Revise the Needs Assessment Report of each Participating Firm

Task Two: Develop a detailed Capacity Building Intervention Plan for the Tech Firms

- List the areas of training, coaching and mentoring to be addressed for each firm.
- Prepare the Capacity Building Intervention Plan along with the details on the topics that will be covered for each firm based on the needs assessment of the firms
- Prepare the schedule of training, coaching, and mentoring with dates, times and the professional person who will be leading the interventions. Indicate the mode of delivery of the various interventions i.e. online or in-person
- Develop KPIs for the firms to track and measure their performance and utilization of the engagement.

Output: A Capacity Building Intervention Plan For the Local Tech Firms with Performance Measures, Training/Coaching Schedule

Task Three: Execution of a Capacity Building Intervention Plan for each tech firm, in keeping with approved Capacity Building Intervention Plan

- Liaise with the TID Zone Manager to coordinate the delivery of the interventions, particularly with the use of the Accelerator App.
- Deliver tailored training, coaching, and mentoring to business owners or designated participating officers.
- Prepare progress reports on the execution and results of each capacity building intervention report
- Prepare a progress report for each business owner or designated participating officer

Output: Monthly Execution Progress Report and Firms Performance Report based on KPIs for each Tech Firm, Final Report on the Capacity Building Intervention for the Project.

EXPECTED OUTCOMES, DELIVERABLES AND PAYMENTS

The successful execution of this consultancy is expected to:

- Directly address the key capacity gaps of each of the sixteen (16) local tech firms
- Sixteen (16) local tech firms that have the ability and are positioned to access international markets to sell their services.

Key Performance Indicators

- Sixteen (16) tech implementation plans that were fully implemented
- Minimum of 75% satisfaction ranking by the firms regarding the quality of the programme

Schedule of Deliverables and Payments

- Payment terms will be based on the acceptance of project deliverables.
- Assuming a project start date August 2023, the consultancy will be concluded at the end of December 2023, aligned with the GSSP close out date of the December 31, 2023.
- The Consultant will only be paid according to approved deliverables, in keeping with the execution timelines and schedule of payment as below:

Specifically, the deliverables are as follows:

MILESTONES AND DELIVERABLES	DEADLINE	REVIEW PERIOD	% Payment
<i>Contract Inception Meeting</i>	Day 1	N/A	
<i>DELIVERABLE 1: Assessment Report</i> <ul style="list-style-type: none"> Assessment of each of the Participating Firms based on review of TID documentation on the firms, as well as direct interaction and engagement with the Firms 	15 working days after Inception Meeting	5 working days	10%
<i>DELIVERABLE # 2: Prepare a Capacity Building Intervention Plan and Training/Coaching Schedule</i> Informed by the approved Assessment Report and the needs assessment prepared by the Zone Manager: <ul style="list-style-type: none"> Prepare a list of the areas of training, coaching and mentoring to be addressed for each firm. Prepare the Capacity Building Intervention Plan along with the details on the topics that will be covered for each firm based on the general needs assessment of the Firms Prepare the schedule of training, coaching, and mentoring with dates, times and the professional person who will be leading the interventions. Indicate the mode of delivery of the various interventions i.e. online or in-person Develop KPIs for the firms to track and measure their performance and utilization of the engagement. 	20 working days after the approved work plan	5 working days	30%
<i>DELIVERABLE #3 – 5 Progress Reports on the Execution of the Capacity Building Intervention Plan for each tech firm & Report on Performance</i> <ul style="list-style-type: none"> Handle scheduling, logistics and execution for all individual or group sessions in Accelerator App, whether the sessions are online or in-person Execute tailored training, coaching, and mentoring to business owners or designated participating officers. Execute group workshops Prepare progress reports on the execution and results of each Capacity Building Intervention, including the KPIs for this assignment 	3 working days after the close of each month	5 working days	50%
<i>DELIVERABLE #4 – Final Reports</i> <ul style="list-style-type: none"> Final Report on the Capacity Building Intervention for the Project. 	7 working days before the close of the project	5 working days	10%

Acceptance Criteria

All deliverables will be reviewed by JAMPRO and the Zone Manager for the TID Accelerator Project. All final deliverables should be submitted electronically and accompanied by release forms where applicable. Payment will be made upon the submission and acceptance of deliverables.

QUALIFICATIONS AND EXPERIENCE

The consulting firm should have the minimum qualification and demonstrated competencies:

- At least five (5) years of experience working with organizations to deliver technical business training, coaching and mentoring of a similar scope for the tech industry
- Demonstrated evidence of the validity of experience and qualifications, including work done in the ICT sector
- Accreditation by the International Coaching Federation (ICF) or any similar board is required
- The firm must demonstrate that they have key personnel with skills and /or qualifications to deliver training, coaching, mentoring for the tech industry
- Expert knowledge of start-up development, customer development, market expansion, venture financing, acceleration of tech firms, technological know-how
- Excellent written and oral communications skills
- Strong interpersonal skills and demonstrated proactive approach to problem-solving.

SUPERVISION AND REPORTING

The coordination and supervision of this consultancy will be undertaken by the JAMPRO, who has responsibility for Component 2 of the GSS Project. The Contract Supervisor is the President of JAMPRO or her designate with direct support from the Zone Manager of the TID Accelerator Project. The consulting firm will be required to submit a final report.

DURATION AND LOCATION

Assuming a project start date of August 2023, the key activities of the consultancy are expected to be conducted over a period of five (5) months up to the end of December 2023.

- The consultancy firm will work remotely and will make themselves available for face-to-face meetings, as needed.
- The Accelerator App is the preferred ecosystem that will be provided by JAMPRO for the management of all Capacity Building Engagement.
- Any expenses incurred, unless explicitly articulated and approved by the JAMPRO, will be the responsibility of the consultant.

REQUIREMENTS

QUALIFICATION CRITERIA	REQUIRED DOCUMENTS
Submit the number of capacity-building projects completed/ongoing under consultancy contract	References (copy of contract details, contact details of clients, completion certificates, customer satisfaction certificate) for these projects to be provided
Details of company profile and strengths	<ul style="list-style-type: none"> i. Company background, history and why the proposer is qualified to provide the services described in the TOR ii. A description of the firm's structure including resumes of the principals, project manager and professional staff (qualifications, expertise, level of involvement, etc) who would work directly with the local tech firms
Company registration/incorporation and valid Tax Compliance Certificate	Copy of valid certificates
Demonstrated approach to business coaching	Methodology, including work plan, as to how the work will be executed