

REQUEST FOR PROPOSAL

CONSULTANCY TO PREPARE A DRAFT REGIONAL STRATEGIC PLAN FOR ICT SERVICES IN CARIFORUM STATES

Contract reference no.: 10th EDF/ 1.1.1/SER/e/1/2015

Firms or a consortium of individuals are invited to submit proposals (i.e. combined Technical and Financial Proposals) for a contract to “To Prepare a Draft Regional Strategic Plan for ICT in CARICORUM States). The technical requirements and instructions for submitting proposals are included in this **Request for Proposal (RFP)**

When submitting their tenders, tenderers must follow the instructions, forms, terms of reference, and specifications contained in this RFP and submit a tender containing the required information within the deadline specified in the RFP.

INSTRUCTIONS TO TENDERERS

1. Content of tenders

Offers, all correspondence and documents related to the tender exchanged by the tenderer and the **CARICOM Secretariat** must be written in English.

The tender must comprise of a combined **Technical offer** and a **Financial offer**, which should be submitted electronically, using the instructions provided in **Clause 5** below.

1.1 Technical offer

The Technical offer must include the following documents:

- (1) **Tender submission form** (Annex II) using the format attached to the tender submission form. The tender submission form should indicate the name of the **firm or individual or groups of individuals** who is/ are making the submission.
- (2) **Organisation and methodology** to be drawn up by the tenderer using the format in **Annex III** .The ‘Estimated number of working days’ worksheet must be included in the Organisation and methodology.
- (3) **Key experts** (see **Annex IV**) the key experts are those whose involvement is considered to be instrumental to achieve the contract objectives. Their positions and responsibilities are defined in Section 6.1.1 of the Terms of Reference in **Annex I** and are subject to evaluation according to the evaluation grid, which is included in this RFP.

Annex IV contains the templates that tenderers must use, including:

- a) a list of the names of the key experts;
- b) the CVs of each of the key experts. Each CV should be no longer than 2 pages and only one CV must be provided for each position identified in the Terms of Reference. Note that the CVs of non-key experts must not be submitted.

The qualifications and experience of each key expert must clearly match the profiles indicated in the Terms of Reference.

Tenderers must provide the following documents for any key experts proposed:

- a copy of the diplomas mentioned in their CVs,
- a copy of employer certificates or references proving the professional experience indicated in their CVs.

Only diplomas and documented experience will be taken into account.

(4) Non key experts may also be instrumental to achieve the contract objectives. However, they are not subject to evaluation.

2.2. Financial offer

The Financial offer must be presented as an amount in **USD** or Local currency¹ and must be submitted using the template for the global-price version of **Annex V**.

The global price should be broken down by outputs, as indicated in the Terms of Reference.

Consultants are reminded that the maximum budget available for this contract, is **USD \$ 50,706**. Payments under this contract will be made in the currency of the tender.

3. Period during which tenders are binding

Tenderers are bound by their tenders for 90 days after the deadline for submitting tenders or until they have been notified of non-award. In exceptional cases, before the period of validity expires, the CARICOM Secretariat may ask tenderers to extend the period for a specific number of days, which may not exceed 40.

The selected tenderer must maintain its tender for a further 60 days. A further period of 60 days is added to the validity period irrespective of the date of notification.

4. Additional information before the deadline for submitting tenders

Tenderers may submit questions in writing to the following address up to 11 days before the deadline for submission of tenders, specifying the publication reference and the contract title:

Programme Manager, Administrative Services

CARICOM Secretariat

Turkeyen, Greater Georgetown

Guyana

Fax: 592-222-0080

¹ The currency of the tender is the currency of the contract and the currency of payment.

Email: procurement@caricom.org

	Maximum	Assessment
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The CARICOM Secretariat has no obligation to provide clarification after this date (i.e. 11 days before the closing date).

Any clarification of the RFP will be communicated simultaneously in writing to all tenderers at the latest, 5 calendar day before the deadline for submitting tenders.

5. Submission of tenders

6. Tenderers are expected to submit a combined Technical and Financial Proposal (i.e. both proposals should be submitted together, using the forms referred to in Clauses 1.1 and 2.2 .Tenders may be submitted **electronically**, on or before **19th October, 2015** at **16:00 hrs**, for the attention of the :

Programme Manager, Administrative Services
CARICOM Secretariat
Turkeyen, Greater Georgetown
Guyana
Email: procurement@caricom.org

7. Amending or withdrawing tenders

Tenderers may amend or withdraw their tenders by written notification prior to the deadline for submitting tenders. Tenders may not be amended after this deadline.

8. Costs for preparing tenders

No costs incurred by the tenderer in preparing and submitting the tender are reimbursable. All such costs must be borne by the tenderer, including the cost of interviewing proposed experts.

9. Ownership of tenders

The CARICOM Secretariat retains ownership of all tenders received under this tender procedure. Consequently, tenderers do not have the right to have their tenders returned to them.

10. Evaluation of tenders

9.1 Evaluation of technical offers

The quality of each technical offer will be evaluated in accordance with the award criteria and the weighting detailed in the evaluation grid, which is provided below:

Organisation and Methodology		
Rationale	5	
Strategy	20	
Involvement of all members of the consortium	10	
Timetable activities	5	
Key Expert 1 (Maximum Score 40)		
Qualifications	10	
General Experience	10	
Specific Experience	20	
Key Expert 2 (Maximum Score 20)		
Qualifications	5	
General Experience	5	
Specific Experience	10	
Overall Total Score	100	

The award criteria will be examined in accordance with the requirements indicated in the Terms of Reference

9.2 Evaluation of financial offers

Upon completion of the technical evaluation, the financial offers for tenders that were not eliminated during the technical evaluation will be considered (i.e. those with an average score of 75 points or more).

10. Choice of selected tenderer

The best value for money is established by weighing technical quality against price on an 80/20 basis.

11 Ethics clauses / Corruptive practices

- a) Any attempt by a tenderer to obtain confidential information, enter into unlawful agreements with competitors or influence the Evaluation Committee or the CARICOM Secretariat during the process of examining, clarifying, evaluating and comparing tenders will lead to the rejection of its tender and may result in administrative penalties.
- b) The tenderer must not be affected by any conflict of interest and must have no equivalent relation in that respect with other tenderers or parties involved in the project.
- c) The CARICOM Secretariat reserves the right to suspend or cancel project financing if corrupt practices of any kind are discovered at any stage of the award process or during the execution of a contract. For the purposes of this provision, 'corrupt practices' are the offer of a bribe, gift, gratuity or commission to any person as an inducement or reward for performing or refraining from any act relating to the award of a contract or execution of a contract already concluded with the CARICOM Secretariat.
- d) Tenders will be rejected or contracts terminated if it emerges that the award or execution of a contract has given rise to unusual commercial expenses. Such unusual commercial expenses are commissions not mentioned in the main contract or not stemming from a properly concluded contract referring to the main contract, commissions not paid in return for any actual and legitimate service, commissions remitted to a tax haven, commissions paid to a payee who is not clearly identified or commissions paid to a company which has every appearance of being a front company.

Consultants found to have paid unusual commercial expenses on projects funded by the CARICOM Secretariat are liable, depending on the seriousness of the facts observed, to have their contracts terminated or to be permanently excluded from contracts of the CARICOM Secretariat. The CARICOM Secretariat reserves the right to suspend or cancel the procedure, where the award procedure proves to have been subject to substantial errors, irregularities or fraud. If substantial errors, irregularities or fraud are discovered after the award of the Contract, the CARICOM Secretariat may refrain from concluding the Contract.

11. Signature of contract(s)

11.1. Notification of award

The successful tenderer will be informed in writing that its tender has been accepted.

11.2. Signature of the contract(s)

Within 20 days of receipt of the contract signed by the CARICOM Secretariat, the selected tenderer shall sign and date the contract and return it to the CARICOM Secretariat.

12. Cancellation of the tender procedure

In the event of cancellation of the tender procedure, the CARICOM Secretariat will notify tenderers of the cancellation. If the tender procedure is cancelled before the outer envelope of any tender has been opened, the unopened and sealed envelopes, may be returned to the tenderers, if requested.

Secretariat cannot be liable for any damages whatsoever including, without limitation, damages for loss of profits, in any way connected with the cancellation of a tender procedure, even if the CARICOM Secretariat has been advised of the possibility of damages. The publication of a RFP does not commit the CARICOM Secretariat to implement the programme or project announced.

ANNEX I- TERMS OF REFERENCE

CONSULTANCY TO PREPARE A DRAFT REGIONAL STRATEGIC PLAN FOR ICT SERVICES IN CARIFORUM STATES

CONSULTANCY ON ICT SERVICES

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APPENDIX 1

TITLE: SUPPORT TO THE FORUM OF CARIBBEAN STATES IN THE IMPLEMENTATION OF THE COMMITMENTS UNDERTAKEN UNDER THE ECONOMIC PARTNERSHIP AGREEMENT – REGIONAL STRATEGIC PLAN FOR ICT SERVICES

1. BACKGROUND INFORMATION

1.1 Beneficiary Countries

All fifteen (15) participating Member States of the Forum of the Caribbean Group of African, Caribbean and Pacific (ACP) States (CARIFORUM), namely:

- Antigua and Barbuda
- The Bahamas
- Barbados
- Belize
- Dominica
- Dominican Republic
- Grenada
- Guyana
- Haiti
- Jamaica
- St. Kitts and Nevis
- Saint Lucia
- St. Vincent and the Grenadines
- Suriname
- Trinidad and Tobago

1.2 Relevant Country Background

1.2.1 CARIFORUM Context

1.2.1.1 The Economic Situation

The CARIFORUM group comprises fifteen (15) small open developing countries which are nevertheless very different in terms of level of development and economic structure. This group includes the Anglophone Caribbean countries of Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines and Trinidad and Tobago. It also includes the Dominican Republic, Haiti and Suriname. The total population of the group was 27.5 million in 2012 with the Dominican Republic, Haiti, Jamaica and Trinidad and Tobago accounting for approximately 90% of the population. The land mass of the group is approximately 511,000 square kilometres, with the Dominican Republic, Guyana, Haiti and Suriname, accounting for approximately 90% of the total land area. The total GDP at current market prices was US\$131.3 billion in 2012 with The Bahamas, Dominican Republic, Jamaica, and Trinidad and Tobago, accounting for approximately 80% of the income. These structural dynamics mean that the total market of the CARIFORUM group is still relatively small and is comparable in size to Peru which had a population of 27.9 million and GDP at current market prices of US\$205.4 billion in 2012.

The small open nature of all CARIFORUM countries means that the international economic environment in many respects drives the performance of these economies. This general economic feature of CARIFORUM countries does not however do justice to the tremendous heterogeneity inherent in this group of countries. This is highlighted by the fact that the group includes two countries that rank with the highest and lowest per capita income in the Western Hemisphere (The Bahamas and Haiti respectively), countries with credit ratings which range from selective default to investment grade, countries which are commodity-based economies to economies dominated by the Services Sector and countries with a very high score in the Human Development Index (Barbados), as well as countries which rank among the lowest (Haiti) in this index. This diversity which is reflected in large differences in economic

performance over time, is driven by factors such as initial factor endowment, productivity and competitiveness, policy choices over time, strategic economic diversification, vulnerability and political and social stability.

The Services Sector

The Services Sector covers a wide range of economic activities involving the input of human resources ranging from Business Services (Professional, Computer and Related Services, and Real Estate Services), Communication Services (Telecommunication Services, Postal and Courier Services), Construction Services, Distribution Services, to Transport Services (Air, Maritime, and Riverain). The Sector also includes some activities in the agricultural and manufacturing sectors especially the value-added of labour and management.

The average economic growth performance of CARIFORUM States has been moderately successful over the last four decades. Over this period they have undergone tremendous change in terms of a general move away from dependence on agriculture to more service based economies, the greater integration into the world economy and the attendant increased vulnerability to external shocks and increased competition from more efficient producers. Over the period 1960 to 2012, the rate of growth of these states as a group has been consistently better than Latin America with growth of per capita GDP averaging 2.4% compared to 1.45% in Latin America but lower than the 5.2% recorded by the more dynamic economies in the East Asia and Pacific region. Very important, however, is the fact that relative to East Asian countries, the growth in CARIFORUM States has been driven more by consumption and less by net exports and investment. This has implications for the sustainability and improvement of the growth trajectory as net exports in particular has been a platform on which the robust growth in East Asia has been built.

In most CARIFORUM countries trade is increasingly driven by services exports reflecting the changing structures of these economies with tourism being the main sector. There is still a great deal of diversity however, with the Dominican Republic, Guyana, Haiti, Suriname, and Trinidad and Tobago being economies where the Services Sector accounts for less than 50% of total exports of goods and services. For these 5 countries merchandise exports accounted for 70% of total exports in the 1990s and 74% in the period 2000-2005. The remaining

countries are dominated by services exports, particularly tourism with The Bahamas, Barbados, Belize, Jamaica and the OECS countries recording services exports amounting to 66.6% of total exports in the 1990s and 70.3% in the period 2000-2005. The exports of the Dominican Republic and Trinidad and Tobago, the two largest exporters in CARIFORUM, are still dominated by merchandise exports thus on average, the greater value of exports from the region is still accounted for by merchandise exports.

1.2.1.2 The Policy Situation

CARIFORUM States have been implementing diverse but interlocking strategies to enhance the growth and competitiveness of their private sectors. These include –

- (i) the CARICOM Single Market and Economy;
- (ii) the Revised Treaty of Basseterre establishing the OECS Economic Union and the OECS Growth and Development Strategy;
- (iii) the CARICOM–Dominican Republic Free Trade Agreement;
- (iv) the Dominican Republic Central America-United States Free Trade Agreement (CAFTA-DR);
- (v) the CARIFORUM – European Union Economic Partnership Agreement (EPA); and
- (vi) the General Agreement on Tariffs and Trade (GATT) and General Agreement on Trade in Services (GATS) of the World Trade Organisation (WTO).

They are severely constrained in their ability to take advantage of the opportunities for long term economic development created through these numerous trade agreements because they have inadequate policies and regulatory regimes for the Services Sector. They are also unable to effectively plan and implement strategies for growth and market penetration in the Services Sectors due to the existing data gaps with respect to services statistics for planning and marketing analyses.

The regulatory environment for the provision of services in CARIFORUM States is mixed. In some CARIFORUM States regulations already exist, however, this is not necessarily the

case for all. It is therefore necessary to establish the required regulatory frameworks, where they do not exist, and proceed to harmonise across the Region. In order to implement the obligations of Title II Investment, Trade in Services and E-Commerce of the CARIFORUM-EU EPA, it will be necessary for there to be an assessment of the regulatory framework in place in the Signatory CARIFORUM States. It will therefore be necessary to identify and list all legislation in place affecting the sectors and the changes that will be required to facilitate trade in services.

1.2.2 The CARICOM Context

The Caribbean Community and Common Market was established in 1973 by the Treaty of Chaguaramas. In 1989, the Heads of Government of the Caribbean Community (CARICOM) declared their intention to deepen the integration process and to strengthen the Caribbean Community in all its dimensions through the establishment of the CARICOM Single Market and Economy (CSME). The CSME was supposed to be one aspect of the response to the challenges and opportunities presented by the changes in the global economy. For this purpose the Revised Treaty of Chaguaramas establishing the Caribbean Community including the CSME was signed by the Heads of Government in 2001. The fundamental objective of the CSME is to achieve a single economic space that will foster growth and result in sustained development of the standard of living of all Caribbean peoples. The Single Market was established in 2006 and comprises all Member States except The Bahamas, Montserrat and Haiti. Key elements of the CSME are - **Free Movement of Capital, Labour, Goods, the Provision of Services and the Right of Establishment within Member States of the CSME.**

Services cover Free Movement of Capital and Labour, the Provision of Services and the Right of Establishment.

1.2.3 The OECS Context

Within the construct of CARICOM, the OECS is advancing a deeper integration process, through the refashioning of the original Treaty into the Revised Treaty of Basseterre establishing the OECS Economic Union which enables the OECS Region to move into a

more integrated policy and functional space. The Revised Treaty of Basseterre is essentially founded on mutual reinforcement of the rules and obligations of the two regional Treaties thereby enabling the OECS Region to be effective partners in the CSME and the Community.

1.3 Current State of Affairs in the Services Sector

Notwithstanding the significant economic contribution of the Services Sector, a regional regime for Services, which fosters the formation of a single economic space for Services and responds to the rapidly changing global economy, is still in its formative stage.

In July 2009, officials and stakeholders from a wide cross-section of the Services Sector within the CSME identified nine (9) broad elements which should be addressed in a Regional Strategic Plan for Services. During that year, also, the Council for Trade and Economic Development (COTED) established the national and regional institutional arrangements: National Focal Points (NFP), National Focal Point Persons (NFPP), National Coordinating Committees (NCC) and the Regional Services Project Steering Committee (RSPSC) respectively, for the Preparation of the Plan. The Plan is expected to cover all Services.

In 2010, the COTED, based on recommendations of the Regional Steering Committee, approved eleven (11) elements which should be addressed by the Plan, namely –

- (i) External Environment**
- (ii) Goal**
- (iii) Policy Framework**
- (iv) Legislative Framework**
- (v) Incentives**
- (vi) Human Resource Requirements**
- (vii) Financial Requirement**
- (viii) Technological Needs**
- (ix) Cross-Sectoral Linkages**
- (x) Constraints**
- (xi) Other**

The COTED also identified seven (7) sub-sectors for which priority attention would be given:

- (i) Financial Services;**
- (ii) Information and Communication Technology Services;**
- (iii) Professional Services;**
- (iv) Tourism Services;**

- (v) **Education Services;**
- (vi) **Health and Wellness Services;**
- (vii) **Recreational, Cultural and Sporting.**

In 2014 the Dominican Republic adopted these core elements, priority sectors and administrative arrangements. As a result CARIFORUM States have agreed to prepare and implement a Regional Strategic Plan for Services as a group.

With respect to ICT Services –

There is a growing body of data pointing to the critical role that ICT plays in enhancing the productivity of all sectors of the economy of countries in a constantly changing global economy. The shifts in economies place knowledge work and the human resource as key factors of production in sustainable development. Knowledge economies and information societies, underpinned by an ICT infrastructure, are emerging.

The ICT sector is divided into two subsets; Manufacturing and Services. Manufacturing includes the manufacture of computer hardware and telecommunication equipment. Services include IT services such as customer software applications, Computer software packages, and Telecommunication services.

There are also ICT-enabled Services which speak to the use of ICT in consumer services such as: Tourism (on-line travel); Health (telemedicine, electronic records); Education (distance learning); Financial Services (on-line banking) and Entertainment (Music/Visual Art/Carnival).

Despite the clear importance of the Services Sector to the CARICOM economy (including the Digital economy), relatively little is known about the impact and drivers of Service Sector productivity. Measurement can be difficult, but overseas experience suggests that there is considerable variability in the degree to which countries have benefited from improved services productivity growth.

There is urgent need for a competitive ICT industry to boost innovation, job creation and make the region more globally competitive. Improving productivity in the Services Sector

would contribute to a number of Regional goals including to lift productivity growth rate; increase labour force participation, and to increase the ratio of exports to GDP.

Identification of critical issues in the ICT Services Sector is also expected to lead to:

- (i) increased contribution of Services Sector to employment;
- (ii) increased contribution to GDP;
- (iii) new career development that can potentially enhance job creation;
- (iv) better allocation of resources;
- (vi) new and improved products and services;
- (vii) enhanced investment in ICT

CARIFORUM States have been collaborating under the aegis of the United Nations World Summit on the Information Services (UN-WSIS), the Economic Commission for Latin America and the Caribbean (UN-ECLAC/eLAC) and the European Development Fund (EDF) to facilitate the development and growth of the new information society through, *inter alia*:

- (i) the development of a Regional Digital Development Strategy;
- (ii) a Plan of Action/ Implementation Plan.

CARIFORUM States identified four (4) pillars of regional integration which could be facilitated by ICTs:

- (i) Foreign Policy Coordination;
- (ii) Economic Integration;
- (iii) Functional Cooperation; and
- (iv) Security

The ICT Plan of Action identified the following as priorities –

- (i) Access, connectivity and Internet governance;
- (ii) Capacity-building and sustainability;
- (iii) Business, trade, culture and disaster management;
- (iv) Policy formulation and the legal and regulatory framework for implementation;
- (v) ICT4D statistics.

Both the Strategy and Action Plan have been approved and require the establishment of an appropriate and supportive regional infrastructure to build the foundations for more rapid diffusion of modern ICTs as an enabler for collaboration and access for the knowledge-based economy.

The Dominican Republic has developed as well, ICT services as part of global services export which is an area of increase importance in other CARIFORUM member states.

The current project will target the following:

For CARICOM Member States -

- (a) Conducting an assessment of the state of the ICT Services, including its economic contribution, in the CSME;
- (b) Completing the development of a Draft Regional Strategy and Implementation Plan for ICT services;

For The Bahamas and the Dominican Republic -

- (c) Conducting an assessment of the state of the ICT Services, including its economic contribution, in The Bahamas and the Dominican Republic;
- (d) Establishing the basis to conduct a census of ICT related services providers in the DR;
- (e) Developing a draft national strategy and implementation plan for ICT services which would also link to regional strategy.

For all CARIFORUM States:-

- (i) Developing a roadmap for a single ICT space in CARIFORUM;
- (ii) Developing a Draft Regional Strategic Plan and Implementation Plan for ICT Services, namely: external environment, incentives regime, human resource requirements, financing requirements, technological needs, cross-sectoral linkages, constraints, and other;
- (iii) Facilitating consensus building among stakeholders through national and regional consultations;
- (iv) Facilitating the approval of the Regional Strategic Plan for ICT Services by the COTED/COHSOD and the Dominican Republic.

1.4 Work on the Related Programmes and Other Donor Activities

Other studies and consultancies are being undertaken with regard to the Services Sector by Caribbean Export and the CARICOM Secretariat. These include the Compete Caribbean Project.

2. OBJECTIVE, PURPOSE AND EXPECTED RESULTS

2.1 Overall Objective

The overall objective is to maximise the investment, employment, production, consumption and exports of ICT services within the CSME, among CARIFORUM States, with the European Union (EU) and between CARIFORUM States and other third states.

2.2 Purpose

The purpose of the project is to develop a Regional Strategy and Implementation Plan for ICT Services in CARIFORUM States. This will involve:

- (a) Conducting a desk research on the taxonomy of ICT Sector in CARIFORUM States;
- (b) Up-dating the inventory of CARIFORUM States' Policies, Plans and Strategies for ICT Services;
- (c) Interviewing representatives of public sector entities, firms and associations in the ICT sector and collecting the relevant information – services offered, employment, markets (domestic and foreign), income, exports, constraints, investment;
- (d) Doing a SWOT analysis
- (e) Completing the work already started on the CARICOM Strategic Plan for the ICT Sector- viz the Digital Development Strategy 2012;
- (f) Preparing a wider CARIFORUM ICT Strategic Plan and Implementation Plan

2.3 Results to be achieved:

The consultancy is expected to deliver results in the following components:

Component 1: Assessment of the state of the ICT Services, including its economic contribution, in CARIFORUM States.

Result 1: Report on the Assessment of the State of ICT Services in CARIFORUM States;

Component 2: Preparation of Regional Strategic Plan and Implementation Plan for ICT Services in CARICOM Member States;

Result 2: Report containing the Draft Strategy and Implementation Plan for ICT Services in CARICOM Member States;

Component 3: Preparation of Regional Strategic Plan and Implementation Plan for ICT Services in CARIFORUM Member States;

Result 3: Report containing the Draft Strategy and Implementation Plan for ICT Services in CARIFORUM Member States.

3. ASSUMPTIONS AND RISKS

3.1 Assumptions underlying the project intervention

The assumptions and risks associated with this contract are those attributed to the project of which the contract is a part, *viz*:

- (i) Member States facilitate country visits by the consultant(s) in an organised and timely manner;
- (ii) The assigned National Focal Point Persons (NFPP), members of the Coordinating Committees and Senior ICT officials in Member States are available to work with the CARICOM Secretariat, Directorate of Foreign Trade & Administration of Trade Agreements (DICOEX), Ministry of Industry and Trade, Dominican Republic, OECS Commission and Caribbean Export hereafter referred to as the [Project Coordinators] and the consultant(s) as agreed;
- (iii) Member States are able to undertake the relevant preparatory and follow up work before and after the technical consultation missions and regional symposium in order to realise the project results;
- (iv) Consultant(s) are able to work individually as well as collaboratively in country to deliver the required Draft Strategic Plan and Action Plan for ICT Services.

3.2 Risks

- (i) National Focal Point Persons, members of the National coordinating Committees and Senior ICT officials are not supplied with the requisite resources to participate in the oversight of the work at the national level;
- (ii) Lack of timely response by Member States;

- (iii) Poor coordination in Member States of national operations (such as scheduling of other meetings, timing of vacation leave of key personnel, oversees travel mission of key personnel and other such events) during planned country missions of Consultants could affect the effective execution of these missions;
- (iv) The occurrence of natural disasters in the Region may inhibit the implementation of the project as planned.

4. SCOPE OF THE WORK

4.1 General

4.1.1 Project description

This consultancy will:

- (i) Update the inventory of each Member State's Policies, Plans and Strategies for ICT Services;
- (ii) Assess the policies, strategies and plans within the CARIFORUM States for the various components of Communication Services Sub-Sector, namely, telecommunications, postal and courier services, and audio visual services, with a view to address these subsectors in the overall Regional Strategic Plan for ICT Services;
- (iii) Develop a Draft Regional Strategic Plan and Implementation Plan for CARIFORUM States covering the eleven (11) core elements as approved by the Council for Trade and Economic Development (COTED) and the Government of the Dominican Republic, and an Action Plan for ICT Services; and

- (iv) Prepare recommendations coming out of a Regional Symposium on Services, including ICT Services.

The Consultancy requires a Lead Consultant supported by at least one other consultant. The lead consultant will be responsible for delivering the Draft Strategic Plans and Implementation Plans for CARICOM and CARIFORUM, while the other consultant will be responsible for the assessment.

The consultants will be required to work collaboratively in selected CARIFORUM States to gather and disseminate information, including data on ICT goods and services produced in CARIFORUM, facilitating national consensus building in the application of the technical assistance. A Regional Symposium will also be convened to build consensus and harmonise the proposals for a regional Strategic and Action Plan for ICT Services in CARIFORUM. The Lead Consultant will be required to present the outputs from the consultancy at the Regional Symposium.

It is anticipated that at the national level the intervention will target key services providers and consumers to inform them about the progress of the project and the implications for the resulting estimates.

4.1.2 Geographical area to be covered

Member States of CARIFORUM are to be covered in this Project.

4.1.3. Target group

The target group comprises personnel both National and Regional Services Sector and ICT Stakeholders.

4.2 Specific Activities

For Component 1:

- (i) **Visit** the CARICOM Secretariat at the Commencement of the contract and **Engage** in a briefing meeting with the Project Coordinators, including DICOEX, and relevant staff on the objectives, activities, expected outputs and on any issues related to the execution of the project that require clarification and / or their input;
- (ii) **Prepare** and **submit** an Inception Report based on the clarifications provided at the briefing meeting inclusive of the approach to be undertaken along with a detailed work plan with timelines for completing the activities of the consultancy;
- (iii) **Develop an approved** Questionnaire;
- (iv) **Collect** through country visits and use of available technologies, information from Services Coalitions , Small Business Associations, Ministries with responsibility for ICT and Small businesses to determine as much as possible the types of ICT service industries;
- (v) Using the **results of the questionnaire and the SWOT methodology** on each of the approved eleven (11) elements:
 - (a) **generate strategic options taking into account:**
 - Size/categorization (micro, small, medium)
 - Years in operation
 - Pricing for Access to the Internet
 - Access to Finance
 - Building a client base
 - Skill-set of staff

- Lack/limited ICT infrastructure
- Market opportunities (intra and extra regional)
- Access to pertinent information/market intelligence
- Taxation issues
- ICT service exports (between which countries?)
- Creativity (Types of applications developed, specific solutions to Industry Concerns, for what sectors)
- Public, Private, People partnerships
- Regulatory reform

(vi) Prepare and submit a Report of the State of the ICT Sector in CARIFORUM States.

For Component 2:

(i) **Review** with respect to ICT Services –

- (a) the provisions outlined in the Revised Treaty of Chaguaramas and the EPA;
- (b) the decisions of the Conference of the Heads of Government, Community Council and the COTED, COHSOD, COFAP;
- (c) the initiatives undertaken by the CARICOM Secretariat, the OECS Commission, the CSIs, and Caribbean Export Development Agency within the past five (5) years;
- (d) the initiatives undertaken by stakeholder associations nationally, regionally and internationally; and
- (e) the recommendations from the reports of technical assistance previously undertaken.

- (ii) **evaluate and prepare** a Preliminary Draft Regional Strategic Plan and Action Plan for ICT Services;

- (iii) **Undertake** *in-country consultation* in the following areas -
 - (a) **engage** in briefing sessions with NFPPs and NCCs of selected Member States to secure commitment;
 - (b) **consult** with the representatives of the various national and regional stakeholder associations in selected CARICOM States (Grenada, Haiti, Jamaica, St. Kitts and Nevis, Suriname) to secure commitment;
 - (c) generate strategic options;
 - (d) **refine** the Preliminary Draft Regional Strategic Plan and Action based on inputs from national and regional consultations;
 - (e) **collect** all the relevant information to revise Preliminary Draft Strategic Plan and Action Plan; and
 - (f) **facilitate** the conduct of national sessions with Services Sector stakeholders in the selected CARICOM States.

- (iv) **up-date** the Inventory of Member States' Policies, Plans and Strategies for ICT Services;

- (v) **Prepare** a Draft Regional Strategic Plan and Action Plan for ICT Services;

- (v) **prepare** a Draft Roadmap for the creation of a single ICT Space in CARICOM.

For Component 3:

(i) **Review** with respect to ICT Services –

- (a) the decisions of the Governments of The Bahamas and the Dominican Republic;
- (b) the initiatives undertaken by The Bahamas and the Dominican Republic within the past five (5) years;
- (c) the initiatives undertaken by stakeholder associations nationally, regionally and internationally; and
- (d) the recommendations from the reports of technical assistance previously undertaken

(ii) **Undertake** *in-country consultation* in the following areas -

- (a) **engage** in briefing sessions with public sector officials to secure commitment;
- (b) **consult** with the representatives of the various national and regional stakeholder associations to secure commitment;
- (c) **collect** all the relevant information to revise the Draft Strategic Plan and Action Plan for CARICOM;
- (d) generate strategic options;
- (e) **refine** the Draft CARICOM Regional Strategic Plan and Action based on inputs from national consultations;

(iii) **Facilitate** the conduct of a Regional Symposium on Services, including ICT Services, with a representative sample of CARIFORUM stakeholders to enable the sharing of best practices and harmonisation of approach with respect to the implementation of Strategic Plans for ICT Services;

- (vi) **Prepare** reports as required on the Regional Symposium;
- (vii) **Prepare** a Draft Report of all activities undertaken under the project;
- (viii) **Prepare** an up-dated inventory of each CARIFORUM State's Policies, Plans and Strategies for ICT Services;
- (ix) **Prepare** a Draft Regional Strategic Plan and Action Plan for ICT Services;
- (x) **prepare** a Draft Roadmap for the creation of a single ICT Space in CARIFORUM;
- (xi) **Prepare** a Final Report of all activities and after feedback from the CARICOM Secretariat, DICOEX, OECS Commission, Caribbean Export, CARIFORM Member States and other relevant stakeholders.

4.3 Project Management

4.3.1 Responsible body

The Directorate of Trade and Economic Integration, CARICOM Secretariat, Directorate of Foreign Trade & Administration of Trade Agreements (DICOEX), Ministry of Industry and Trade, Dominican Republic and Caribbean Export Development Agency will be responsible for managing the project.

4.3.2 Management structure

This consultancy will be jointly managed by The Deputy Programme Manager, Services Sector Development, CARICOM Secretariat, and the Divisional Head and Legal Analyst, of the Legal Department of the Directorate of Foreign Trade &

Administration of Trade Agreements (DICOEX), Ministry of Industry and Trade, Dominican Republic.

The Deputy Programme Manager, Services Sector Development, CARICOM Secretariat will be responsible for the day to day management of this project and will act as the communication interface with the consultants.

The joint Project Managers will be assisted by the Deputy Programme Manager ICT4D CARICOM Secretariat, and the Programme Officer, Services, OECS Commission.

The Deputy Programme Managers CARICOM Secretariat will be supported by the Senior Project Officer, Services Sector Development, CARICOM Secretariat; the Programme Officer, OECS Commission will be supported by the relevant staff of the Commission, and the Legal Analyst will be supported by the relevant staff of DICOEX.

The proposed support under the Tenth EDF has been presented to the Regional Services Project Steering Committee (RSPSC) now reconstituted as the Regional Services Project Advisory Committee (RSPAC) and progress reports will be presented to this body during the lifetime of the Project. The RSPAC makes recommendations to the COTED and the Government of the Dominican Republic which finally determine whether or not to accept the proposals.

4.3.3 Facilities to be provided by the Contracting Authority and/or other Parties

The Contracting Authority will provide as reasonably possible office accommodation when the consultants visit CARICOM Secretariat Headquarters and DICOEX.

5. LOGISTICS AND TIMING

5.1 Location

The operational base of the consultant (s) will be home base. The consultants are expected to visit periodically at the CARICOM Secretariat, DICOEX and the NFFPs of the selected

CARIFORUM Member States throughout the duration of the contract and shall interact with the Deputy Programme Manager, Services Sector Development and the Legal Analyst either directly or by email and other electronic communication. However, the nature of the Project requires the presence of the Consultants on a frequent and consistent basis in Member States during its execution to engage in the national and regional consultations and to facilitate the deliberations at the regional symposium.

5.2 Commencement date and Period of execution

The intended commencement date is **October 2015** and the period of execution of the contract is 90 days for the implementation of the programme in countries over a total period of not more than **six (6) months**.

6. REQUIREMENTS

6.1. Personnel

All experts who have a direct crucial role in implementing the contract are referred to as key experts. The profiles of the key experts for this contract are as follows:

6.1.1. Key Expert 1 (Lead Consultant)

Qualifications :

- (i) Post graduate qualifications in ICT, Telecoms Policy Analysis, Trade-in-Services, Business Development, International Trade, Development or a related field.

General professional experience:

- (i) Proficiency in computer skills and internet technologies for communications; and
- (ii) Excellent written and oral communication skills in English are required. Knowledge of/ability to read Spanish , Dutch , or French will be an asset ;

Specific Professional Experience:

- (i) At least ten (10) years experience in the field of ICT business development, ICT/Telecoms policy analysis, business policy planning;
- (ii) At least five (5) years experience in National/Regional ICT strategy formulation and Policy analysis;
- (iii) Previous experience working in the Caribbean region and in particular, on issues related to the development of the ICT or Services Sectors, Trade , CSME, Business development;
- (iv) At least five (5) years practical experience in the development of policies, plans and strategies for professional services at the country level.

6.1.2. Key Expert 2

Qualifications:

- (ii) Post graduate qualifications in ICT, Telecoms Policy Analysis, Trade-in-Services, Economics, Business Development, International Trade, Development or a related field.

General professional experience:

- (iii) Proficiency in computer skills and internet technologies for communications; and
- (iv) Excellent written and oral communication skills in English are required. Knowledge of/ability to read Spanish , Dutch , or French will be an asset ;

Specific Professional Experience:

- (v) At least five (5) years experience in the field of ICT business development, ICT/Telecoms policy analysis, business policy planning;
- (vi) At least three (3) years experience in National/Regional ICT strategy formulation and Policy analysis;
- (vii) Previous experience working in the Caribbean region and in particular, on issues related to the development of the ICT or Services Sectors, Trade , CSME, Business development;
- (viii) At least five (3) years practical experience in the development of policies, plans and strategies for professional services at the country level.

6.1.3 Other experts

Curriculum Vitae for experts other than the key experts are not examined prior to the signature of the contract. They should not have been included in the tender. The Consultant shall select and hire other experts as required according to the profiles identified in the Organisation and Methodology. These profiles must indicate whether they are to be regarded as key/non-key experts and senior/junior so that it is clear which fee rate in the budget breakdown will apply to each profile. All experts must be independent and free from conflicts of interest in the responsibilities accorded to them. The selection procedures used by the

Consultant to select these other experts shall be transparent, and shall be based on pre-defined criteria, including professional qualifications, language skills and work experience. The findings of the selection panel shall be recorded. The selection of experts shall be subject to approval by the Contracting Authority.

Note that civil servants and other staff of the public administration of the beneficiary country cannot be recruited as experts, unless prior written approval has been obtained from the European Commission.

6.1.3. Support staff and backstopping

Backstopping costs are considered to be included in the fee rates. The costs of support staff must be included in the fee rates of the experts.

6.2 Office Accommodation

The Consultant would provide office accommodation and services for his/her activities in his/her country of origin for work done other than during visits to the Member States of the Caribbean Community. However, wherever possible, when working in Guyana, office accommodation will be provided by the CARICOM Secretariat and when working in the Dominican Republic by DICOEX.

E-mail contact for continuous communication with the Directorate of Trade and Economic Integration, CARICOM Secretariat [and DICOEX] must also be provided as well as a contact person for follow-up in the event that the Consultant will not be available to respond to the CARICOM Secretariat [and DICOEX] during the period when the Contract is in force.

6.3 Facilities to be provided by the Consultancy

The Consultant shall ensure that experts are adequately supported and equipped. In particular, the Consultant shall ensure that there is sufficient administrative, secretarial and interpreting provision to enable experts to concentrate on their primary responsibilities. The Consultant must also transfer funds as necessary to support its activities under the Contract and to ensure that its employees are paid regularly and in a timely fashion.

If the Consultant is a consortium, the arrangements should allow for the maximum flexibility in Project implementation. Arrangements offering each consortium member a fixed percentage of the work to be undertaken under the Contract should be avoided.

6.4 Equipment

No equipment is to be purchased on behalf of the Contracting Authority/beneficiary country as part of this service contract or transferred to the Contracting Authority/beneficiary country at the end of this contract. Any equipment related to this contract which is to be acquired by the beneficiary country must be purchased by means of a separate supply tender procedure.

7. REPORTS

7.1 Reporting requirements

The Contractor will submit the following reports in English and Spanish in one original and two copies:

- (i) **Preparation and submission** of an Inception Report – not later than 10 days after the commencement of the contract;
- (ii) **Preparation and submission** of a detailed Work Plan to complete all of the activities in the Terms of Reference 10 days after approval of the Inception report;
- (iii) **Completion and submission** of a Draft Preliminary Regional Strategy on ICT Services 25 days after approval of the Work Plan;
- (iv) **Completion and submission** of Interim Reports on consultations in selected Member States including best practices, challenges and follow-up required, 15 days after the completion of all missions;
- (v) **Submission** of a Symposium report fifteen days after completion of the symposium;
- (vi) **Submission** of a Draft Report of all the activities undertaken in the terms of reference two calendar months after the implementation of all activities;

- (vii) **Submission** of an expenditure verification report at the times to be specified including at the end of the period of implementation of the tasks (15 days after completion of all the tasks);
- (viii) **Submission** of the Final Report no later than 20 days after the submission of the draft reports and incorporating feedback from the CARICOM Secretariat, DICOEX and Member States.

7.2 Submission and Approval of Progress Reports

Three (3) copies of the reports referred to above must be submitted to the Deputy Programme Manager, the Programme Officer and [DICOEX] identified in the contract. The progress reports must be written in English and Spanish. The Deputy Programme Manager, Services Sector Development, the Programme Officer and [DICOEX] are responsible for approving all reports.

8. MONITORING AND EVALUATION

8.1 Definition of indicators

- (i) Updated Inventory of Member States Policies, Plans and Strategies for ICT Services;
- (ii) Preliminary Draft Regional Strategic Plan for ICT Services developed and submitted;
- (iii) Reports on national consultation missions in the specific incorporating successes, best practices, challenges and follow-up required among other issues;
- (iv) Presentations at regional and national consultations;
- (v) Draft Project Report;
- (vi) Final Project Report.

8.2 Special requirements

None

LIST OF CARIFORUM MEMBER STATES

Antigua and Barbuda

The Bahamas

Barbados

Belize

Dominica

Dominican Republic

Grenada

Guyana

Haiti

Jamaica

St. Kitts and Nevis

Saint Lucia

St. Vincent and the Grenadines

Suriname

Trinidad and Tobago

ANNEX II- TENDER SUBMISSION FORM

Ref:

Contract title:

1 SUBMITTED by (i.e. the identity of the Tenderer)

	Name(s) and address(es) of legal entity or entities submitting this tender	Nationality ⁱ
Leader ⁱⁱ		
Member ²		
Etc ...		

2 CONTACT PERSON (for this tender)

Name	
Organisation	
Address	
Telephone	
Fax	
E-mail	

3 STATEMENT

I, the undersigned, being the authorised signatory of the above tenderer, hereby declare that I have examined and accept without reserve or restriction the entire contents of the Request for Proposal for the tender procedure referred to above.

I am fully aware that, in the case of a consortium(for e.g. a group of individuals), the composition of the consortium cannot be modified in the course of the tender procedure, unless prior approval is given in writing. I am also aware that the consortium members would have joint and several liability towards CARICOM concerning participation in both the above tender procedure and any contract awarded to me as a result of it.

Signed on behalf of the tenderer

Name	
Signature	

Date	
------	--

ANNEX III - ORGANISATION & METHODOLOGY

To be completed by the tenderer

Please provide the following information:

Rationale

- Any comments you have on the Terms of Reference for the successful execution of activities, in particular regarding the objectives and expected results, thus demonstrating the degree of understanding of the contract. Your opinion on the key issues related to the achievement of the contract objectives and expected results.
- An explanation of the risks and assumptions affecting the execution of the contract.

Strategy

- An outline of the approach proposed for contract implementation.
- A list of the proposed tasks you consider necessary to achieve the contract objectives.
- Inputs and outputs.

Involvement of all members of the team

- If a tender is submitted by a consortium, a description of the input from each member of the consortium and the distribution and interaction of tasks and responsibilities between them. Furthermore, the involvement of all members of the consortium will be considered added value in the tender evaluation. If the tender is submitted by a single company, the total of available points for this part in the evaluation grid will be allocated.

Timetable of work

- The timing, sequence and duration of the proposed tasks, taking into account travel time.
- The identification and timing of major milestones in executing the contract, including an indication of how the achievement of these would be reflected in any reports, particularly those stipulated in the Terms of Reference.

ANNEX IV- KEY EXPERTS

Name of expert	Proposed position	Years of experience	Age	Educational background	Specialist areas of knowledge	Experience in beneficiary country	Languages and degree of fluency (VG, G, W)

CURRICULUM VITAE

Proposed role in the project:

Family name:

First names:

Date of birth:

Nationality:

Civil status:

Education:

Institution (Date from - Date to)	Degree(s) or Diploma(s) obtained:

Language skills: Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing

Membership of professional bodies:

Other skills: (e.g. Computer literacy, etc.)

Present position:

Years within the firm:

Key qualifications: (Relevant to the project)

Specific experience in the region:

Country	Date from - Date to

Professional experience

Date from - Date to	Location	Company& reference person ² (name & contact details)	Position	Description

Other relevant information (e.g., Publications)

² The Caribbean Community reserves the right to contact the reference persons. If you can not provide a reference, please provide a justification.

ANNEX V: BUDGET

Global price:< currency> <amount>

Please include a price breakdown based on the outputs/deliverables in the Terms of Reference.

ⁱ Country in which the legal entity is registered.

ⁱⁱ Add / delete additional lines for consortium members as appropriate. If this application is being submitted by an individual legal entity, the name of that legal entity should be entered as 'Leader' (and all other lines should be deleted).