

Regional**Support to Clustering Initiatives (SCI)
Enterprise Innovation Challenge Fund****DEVELOP A BRAND STRATEGY AND IMPLEMENTATION PLAN FOR THE ASC
CERTIFIED BELIZE SHRIMP CLUSTER**

BL-CC3005 – Preparing Belize Shrimp Growers Association for ASC Shrimp Certification to Improve its Competitiveness

TERMS OF REFERENCE**Background**

The Inter-American Development Bank (IDB), the UK's Department for International Development (DFID), the Department for Foreign Affairs, Trade and Development Canada (DFATD) and the Caribbean Development Bank (CDB), have established a co-financing program called "Compete Caribbean" (RG-X1044).

The goal of this Program is to contribute to the increase in the standard of living and quality of life, and the enhancement of the competitiveness of the 15 independent CARIFORUM countries. Specifically, the Program will increase: (i) donor harmonization and coherence, equity and sustainability of national and regional private sector strategies; (ii) the efficiency and effectiveness of Caribbean governments to promote a competitive, growth-oriented business and investment climate; and (iii) innovation, productivity, value added production, sales and sustainability in key Caribbean clusters and value chains, and product sophistication, productivity and exports of individual firms.

The Program is organized in three components: (1) Comprehensive Framework for Private Sector Development and Knowledge Management, (2) Business Climate and Competitiveness Enhancement Facility (3) Enterprise Innovation Challenge Fund (EICF). The third component itself has two subcomponents: 3.1. Support to Clustering Initiatives (SCI); and 3.2: Direct Firm Support (DFS). The consultancy defined in this TOR supports the Sub-component 3.1 (SCI).

The objectives of Sub-component 3.1 are to: (a) enhance the development of the productive sector, by supporting clusters and value chains to compete in regional and global markets; and (b) increase the generation of employment and income by strengthening Caribbean businesses with resources to finance innovative ventures, develop new products, implement new business models, and enter new markets.

Consultancy objective

To develop a brand strategy and implementation plan for the ASC certified Belize shrimp cluster with the aim of measuring, building and managing the reputation of Belize's shrimp industry

Main activities

Shrimp produced in Belize, certified under the ASC shrimp standard, possess distinct characteristics that demand a high market value. In order to obtain this market advantage, the unique qualities of these shrimp need to be communicated to the consumer. Developing a unified brand and image for the Belize shrimp cluster and transmitting this image to exporters and consumers, will ensure that these shrimp can be differentiated from others within international markets, and that the cluster can obtain the high market value assigned to sustainably produced, certified shrimp. This will bring a competitive advantage to the industry and, in turn, deliver economic, social and environmental benefits to the country.

The consultant will study the cluster and develop a brand strategy and implementation plan for the cluster without losing the individual identities of the shrimp farms, and will determine the visuals and markers that will bring that brand to life. In addition they will be responsible for defining the roles and responsibilities for the Belize Shrimp Growers Association, hatcheries, farms, Government of Belize and buyers in protecting the brand and intellectual property, as well as create a schedule of rights and use.

The main activities include but are not limited to:

1. Submit a detailed work plan with implementation timelines;
2. Develop a brand strategy having due regard to the achievement, size, location and development stage of the cluster, as well as the “fit” with the country brand and individual firm brands.

Strategy should include but not be limited to:

- a. The cluster’s readiness to carry the brand and its values,
 - b. An analysis of the existing brand identity, positioning and image of the cluster and its fit with cluster growth aspirations,
 - c. Identification and discussion of the benefits, incentives and expected impact of branding as a cluster having due regard to the cluster’s competitiveness aspirations;
 - d. Discussion of the concepts of and identification of best practices in brand management and protection.
 - e. Recommendations for building the cluster brand, including branding platform (core values, positioning and promise), architecture (brand relationships particularly with the country brand and firm sub-brands, marketing and communications strategy, and action plan with specific timelines and budgets
3. Submit a draft report to cluster members for initial review and discussion
 4. Submit final report with stakeholder’s feedback
 5. Deliver final output in a presentation to the cluster.

Reports / Deliverables

Guided by the scope of this consultancy, the consultant will produce the following deliverables:

1. Work plan
2. First draft report
3. Final report accepted by Belize shrimp cluster members
4. Presentation delivered to Cluster members

Payment Schedule

The consultant will be paid in accordance with the following schedule;

- a) 20% upon submission and acceptance of the work plan, no later than 5 days after signature of the contract.
- b) 20% upon submission of first draft report – 25 days after signature of contract
- c) 40% upon submission of final report – 35 days after signature of contract
- d) 20% upon the delivery of the presentation to cluster members – no later than 45 days after signature of the contract

Qualifications

- a) An advanced degree in Marketing, branding or a related field;
 - b) At least five years working in a marketing capacity and demonstrated success in developing a marketing and branding initiative for aqua/agriculture based clusters;
 - c) Demonstrated ability to communicate effectively;
 - d) Demonstrated ability to create confidence and provide leadership;
 - e) Experience working in the Caribbean region would be an asset;
- Languages: Fluency in written and spoken English is required. Fluency in Spanish would be an asset and defined by the needs of the cluster

Characteristics of the Consultancy

- Consultancy category and modality: Products and External Services Contractual (PEC)
- Contract duration: **August 17, to October 31, 2015**
- Place(s) of work: Southern Belize, Stann Creek
- Division Leader or Coordinator:

The technical responsibilities for this consultancy will be coordinated by Sylvia Dohnert, Private Sector Development Lead Specialist (IFD/CTI), Executive Director of Compete Caribbean. Administrative responsibility of this consultancy will be coordinated by Michael Hennessey, Operations Sr. Associate (IFD/CTI) and Compete Caribbean's Operations Coordinator).

Payment and Conditions of Employment: Remuneration will be determined in accordance with Bank regulations and criteria.

Consanguinity: Individuals with relatives working for the IDB within, and including the fourth degree of consanguinity and the second degree of affinity are not eligible for employment as staff or contractual. Candidates must be citizens of a member country of the Inter-American Development Bank.

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