

TERMS OF REFERENCE

CONSULTANCY: MAPPING OF SOCIAL INNOVATION POLES-BARBADOS

1. BACKGROUND INFORMATION/RATIONALE

1.1 Relevant background

The EU-LAC Social Accelerator is a flagship initiative of the European Union under the Global Gateway strategy, designed to foster inclusive, resilient, and innovative ecosystems across Latin America and the Caribbean (LAC). Its overarching aim is to contribute to a just, socially responsible, and inclusive green and digital transition in the economies of LAC, with a strong emphasis on reducing inequalities, improving social cohesion, and fostering investment in high-impact social sectors.

Its specific objective is to strengthen social innovation ecosystems in the region by promoting collaborative initiatives among the public sector, private sector, academia, and civil society, with a particular focus on reducing inequalities and strengthening social cohesion—especially for women, youth, and vulnerable groups. The programme is being implemented by a consortium of six regional partners, led by CAINCO (Bolivia), and comprised by TecNALIA, Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM), the International Trade Centre (ITC), the Brazilian Confederation of Trade and Business Associations (CACB), and **Caribbean Export Development Agency**.

The programme operates through four mutually reinforcing components:

1. Development of social innovation poles and country strategies.
2. Strengthening of social-innovative initiatives.
3. Promotion of financing and investment.
4. Establishment of an EU-LAC Social Innovation Network.

Within this framework, the Caribbean Export Development Agency is leading the development of social innovation poles in the Trinidad and Tobago, Barbados, Jamaica, and the Dominican Republic. This consultancy focuses specifically on mapping and characterising social innovation poles in **Barbados**, as part of Output 1.1 of the programme. It will deliver a detailed mapping of existing initiatives, actors, and opportunities, applying validated methodologies and producing a foundational diagnostic to inform the design of a national strategy and roadmap for social innovation aligned with the EU-LAC agenda.

The mapping process will be carried out under a gender-transformative approach, in accordance with the European Union Gender Action Plan III (GAP III), incorporating the principles of intersectionality and human rights at all stages. Special attention will be given to identifying actors, initiatives, and poles that have already integrated gender equality as an

explicit objective or plan to do so, and that promote structural changes towards an equitable and sustainable social transformation.

The purpose of this consultancy is to produce a mapping that identifies key actors, levels of collaboration, priority thematic areas, emblematic cases, and opportunities for strengthening, along with an in-depth diagnostic of the national social innovation ecosystem, serving as the basis for strategic planning of the project in **Barbados**.

Key Definitions:

- **Social Innovation**

The creation, adaptation, and application of new solutions, ideas, practices, models, or policies that address complex social challenges in a collaborative, ethical, and transformative way. Special attention is given to solutions that respond to social problems through a gender approach, a human rights approach, and intersectionality. These solutions should be developed with the participation of social actors and beneficiary communities themselves, recognising their knowledge, capacities, culture, and local infrastructure, and strengthening their role as co-creators of change.

- **Social Innovation Pole**

A strategic space for coordination where diverse actors—governments, businesses, universities, civil society organisations, and innovation platforms—converge to co-create, develop, scale, and implement innovative solutions aimed at producing systemic changes that reduce structural inequalities, expand effective access to rights, and strengthen social cohesion.

- **CSO (Civil Society Organisation)**

Non-profit entities that represent citizen and collective interests and that implement or promote initiatives in development, innovation, or social advocacy. This includes foundations, associations, networks, social collectives, etc.

- **NGO (Non-Governmental Organisation)**

A subgroup of CSOs, legally recognised, with a formal structure and a public service mission in areas such as human rights, environment, gender, or local development.

- **Companies**

Private actors offering goods or services for profit. Within this project, companies are encouraged to develop inclusive, sustainable solutions with positive social impact.

- **SME (Small and Medium-Sized Enterprise)**

Formal businesses with smaller-scale operations and strong local presence. Their inclusion is key due to their capacity for innovation and job creation in local communities.

- **Startup**

Newly created companies with innovative, scalable models based on technology or creativity. This project places a strong emphasis on **impact-driven** startups that aim to generate positive social, environmental, or economic outcomes alongside financial returns.

- **Vulnerability**

Refers to individuals or groups at increased risk of exclusion, discrimination, or disadvantage. This includes both direct beneficiaries (e.g., those trained, employed, or financed) and indirect beneficiaries (those impacted by the interventions). The approach recognises their diversity and promotes their empowerment as agents of change.

1.2 Contracting Authority

Caribbean Export Development Agency, funded under the EU-LAC Social Accelerator programme of the European Union's Global Gateway strategy.

1.3 Beneficiary Countries

The programme in its entirety will be carried out in Barbados, Dominican Republic, Jamaica, and Trinidad & Tobago. For the purposes of this TOR the consultant will only focus on **Barbados**. Similar consultancies will be ongoing in the other aforementioned countries, and it is expected to have cross-sharing of information.

1.4 Target Groups

Public sector institutions, private enterprises, academia, civil society organisations, and social enterprises, with focus on women, youth, and vulnerable populations.

2. OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1 Overall Objective

To strengthen the national social innovation ecosystem by providing a robust evidence base for strategic planning and investment, contributing to a just, inclusive, and sustainable green and digital transition. This will be achieved through a participatory mapping and diagnostic of the national social innovation ecosystem, with particular emphasis on the identification, characterisation, and analysis of existing or emerging social innovation poles. The consultancy will apply the validated methodology of the EU-LAC Social Accelerator consortium and will be guided by a gender-transformative, intersectional, and human rights-based approach, in accordance with the European Union Gender Action Plan III (GAP III).

2.2 Specific Objectives

- **SO1. Identify and map active or emerging social innovation poles and key actors** in the country, aligned with the EU Global Gateway Agenda and incorporating gender, intersectionality, and social justice approaches. *Social innovation poles* refer to geographic or thematic clusters where multiple actors collaborate to address social challenges through innovative approaches. Key actors include organisations, institutions, and individuals that design, implement, or support such initiatives. The mapping will record their thematic focus, activities, partnerships, target populations, and geographic coverage.
- **SO2. Develop a structured, geo-referenced database** of actors and initiatives, disaggregated by sector, type of actor, role in the ecosystem, approach to gender equality, beneficiaries, needs, leadership profiles, and territorial scope. The database will follow the base format provided by Caribbean Export.
- **SO3. Prepare a participatory diagnostic of the national social innovation ecosystem** that includes:
 - An analysis of the national context.
 - A SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of the ecosystem.
 - A characterisation of networks, roles, and levels of collaboration among actors.
 - A **mapping and analysis of relevant policies, regulations, and laws** that affect the social innovation ecosystem or the startup sector, assessing whether they enable or hinder innovation, identifying gaps, and highlighting opportunities for improvement.

The diagnostic will integrate perspectives on gender, youth, and vulnerable populations. Findings will directly inform the design of national strategies and roadmaps in collaboration with local actors and EU experts.

- **SO4. Identify needs, barriers, challenges, and opportunities** for collaboration, investment, and policy advocacy to strengthen the social innovation ecosystem.
- **SO5. Provide key technical inputs** for the preparation of the national roadmap and identification of pilot initiatives, including an **initial suggested roadmap** based on territorial evidence, inclusive approaches, and coordination between public, private, and civil society actors.
- **SO6. Contribute to the creation of a baseline** for project monitoring and impact assessment. The mapping and diagnostic should not only identify and analyse the social innovation ecosystem but also generate useful, comparable data over time to serve as a starting point for evaluating how the project's impact evolves in **Barbados**.

2.3 Purpose of consultancy and expected results

The purpose of this consultancy is to provide a clear and comprehensive picture of the country's social innovation ecosystem by mapping and analysing the people, organisations, and initiatives driving change. Special attention will be given to identifying and describing existing and emerging *social innovation poles*—clusters where actors collaborate to address social challenges—and to understanding how they connect, where they operate, and who they serve.

The consultancy will deliver a detailed, geo-referenced mapping that identifies key actors, levels of collaboration, priority thematic areas, emblematic cases, and opportunities for strengthening the ecosystem. This will be complemented by an in-depth diagnostic of the ecosystem's current state, applying the validated methodology of the EU-LAC Social Accelerator consortium. The process will be guided by a gender-transformative, intersectional, and human rights-based approach, in line with the European Union Gender Action Plan III (GAP III), ensuring that the perspectives of women, youth, and vulnerable groups are integrated throughout. The outputs will form a robust evidence base to inform the design of a national social innovation strategy and roadmap aligned with the EU-LAC Social Accelerator's objectives of fostering a just, inclusive, and sustainable green and digital transition.

3. ASSUMPTIONS AND RISKS AND MITIGATION

3.1 Assumptions

- The consultant has or can establish a strong network of contacts to access relevant national and local stakeholders, including public institutions, private sector actors, startups, academia, and civil society organisations.
- The consultant can travel within the country, if necessary, to conduct interviews, focus groups, and validation workshops.
- Stakeholders are willing and able to provide accurate, relevant, and up-to-date information needed for the mapping and diagnostic.
- The consultant can deliver all agreed outputs according to the established timeline.

3.2 Risks

- Limited stakeholder responsiveness or availability could delay data collection.
- Travel restrictions or logistical challenges could limit the consultant's ability to conduct in-person activities.
- Stakeholders may provide incomplete or inaccurate information.
- The consultant is unable to meet deadlines due to unforeseen circumstances.

3.3 Mitigation

- Use multiple communication channels, leverage Caribbean Export's and partners' networks, and plan for follow-up reminders and alternative informants.
- Prepare contingency plans for virtual engagement and ensure the methodology can adapt to online formats if necessary.
- Triangulate data through multiple sources, cross-check with secondary information, and validate findings in stakeholder workshops.
- Establish clear milestones and reporting schedules, monitor progress What will be done to decrease the likelihood or impact of the identified risk occurring.

4. SCOPE OF WORK

4.1 Scope and Specific Activities

The consultancy will follow a structured methodological sequence in four phases. Each phase will contribute to building a robust baseline to be used for monitoring and evaluating the impact of the Social Accelerator project in **Barbados**.



The consultant shall ensure, throughout all phases, the inclusion of diverse actors such as social enterprises, academia, businesses, entrepreneurs, and others that make up a social innovation pole.

Phase 1 – Document Review

Purpose:

To understand the national context of social innovation, identifying key actors, regulatory background, and relevant prior experiences. This review will also include best practices in social innovation in Europe, systematised by partner TECNALIA (provided by Caribbean Export).

Key Activities:

- Review of the project's logical framework, methodological documents, technical manuals, and policies related to the Global Gateway and GAP III.
- Analysis of national policies and previous reports on social innovation, gender, youth, and vulnerable groups.
- Secondary research on the context of the social innovation ecosystem in Barbados and relevant experiences.

- Review of national and regional regulatory frameworks.
- Preliminary identification of relevant actors and priority sectors.

Scope:

- Analysis of the national and international context on social innovation, public policies, inclusion, and social cohesion.
- Review of the project's strategic and regulatory frameworks.
- Preliminary identification of key actors and initiatives to form the seed group.

Associated Product:

Context ex ante diagnostic and draft design of tools (included in Deliverable 2, using the format provided for both in Annex A).

Phase 2 – Design and Refinement of Tools

Purpose:

To prepare and validate the appropriate tools for primary data collection, ensuring methodological coherence between surveys, interviews, and data analysis.

Key Activities:

- Review, validation, and improvement suggestions for digital survey tools targeted at the seed group, based on the Phase 1 context analysis (expected 60–100 responses, see Annex B).
- Pilot testing of the survey to validate effectiveness.
- Review, validation, and improvement suggestions for the “Semi-Structured Interview Guide” for the SWOT analysis with actors identified through the survey (see Annex C).
- Systematic delivery in Excel of survey results, including each field.
- Participation in in-person or virtual meetings for the use of tools.

Scope:

- Identification and engagement of key actors to form the national seed group (10–15 representative actors).
- Development of surveys, interview guides, and analysis matrices, following the consortium's methodological guidelines.
- Validation of tools with Caribbean Export prior to implementation.
- Logistical preparation for fieldwork.

Associated Product:

Approved tools validated through a pilot test, containing the minimum required information for mapping and diagnosis (with value-added contributions from the consultant).

Phase 3 – Fieldwork

Purpose:

To fully implement the mapping and diagnostic tools, engaging networks and relationships identified from the seed group.

Key Activities:

- Administration of surveys to the initial seed group with an expected minimum of 60–100 completed responses (Annex B).
- Use of the “snowball” technique to expand the actor universe.
- Systematisation in Excel of survey data, including thematic focus, geographic scope, beneficiaries, gender, partnerships, collaboration level, needs, capacities, and emblematic cases.
- Delivery of the systematised data to Caribbean Export to identify existing poles using the methodology proposed by consortium partner Tecnológico de Monterrey.
- Identification of main conveners to conduct SWOT analyses by thematic area.
- Organisation of focus groups for ecosystem diagnosis with identified actors (with Caribbean Export’s support).
- Administration of semi-structured interviews (Annex C) to identified actors for SWOT analysis, applying the “snowball” technique based on thematic focus and level of collaboration.
- Systematisation of SWOT analyses by thematic sector.
- Preparation of a national social innovation ecosystem diagnostic based on secondary sources and primary data from focus groups, by thematic area and overall.
- List of relevant policies, regulations, and laws that affect the social innovation ecosystem or the startup sector, assessing whether they enable or hinder innovation, identifying gaps, and highlighting opportunities for improvement.

Scope:

- Collection of quantitative data disaggregated by gender, age, sector, and territory.
- Classification of actors by role, level of collaboration, thematic focus, and geographic scope.
- Identification of emblematic cases, leaders, promoters, and strategic seed group members.
- Initial construction of the national baseline, compatible with the consortium’s monitoring and impact system.

Associated Product:

Systematised data, SWOT analysis by thematic sector, policies and regulations, and a draft national ecosystem diagnostic.

Phase 4 – Delivery of Reports and Products

Purpose:

To consolidate fieldwork results into the defined project outputs, providing both descriptive findings and practical recommendations to strengthen the ecosystem at a national level, with a regional perspective.

Key Activities:

- Delivery of defined products (maps, reports, databases, focus group systematisation, SWOT, identification of poles).
- Ongoing exchange with Caribbean Export.
- Strategic analysis of investment and advocacy opportunities.
- Preparation of technical inputs for the national roadmap.
- Roadmap proposal for a national strategy.
- Final contribution to the consolidated baseline for project impact measurement.
- Submission of findings and recommendations report.

Scope:

- Systematisation and analysis of the collected information (interactive map, SWOT analysis, characterisation of poles).
- Diagnostic of the identified social innovation poles (territorial and thematic), describing their level of maturity, investment potential, gender approach, and institutional collaboration.
- Consolidation of all products specified in the project's Terms of Reference.
- Delivery of information in the following formats:
 - Tabulation of surveys (Annex B) in Excel and PDF format.
 - Tabulation of interviews (Annex C) in Excel and PDF format.
 - Compatible data collection matrix in Excel and PDF format resulting from the application of the digital survey (Annex B).
- Ecosystem Diagnostic Report with inputs for the national strategy (needs, investment opportunities, etc.).
- Final Report.

Associated Product:

Finalised mapping and diagnostic report, complete datasets, roadmap strategy, and baseline contribution.

Alignment with the Project Framework

The Terms of Reference is framed within the EU-LAC Social Accelerator project and directly responds to Output 1.1 of the Logical Framework: "Social innovation poles developed in LAC based on the experience of the EU." Specifically, this study contributes to the implementation of the following sub-activities defined in the project matrix (Annex D):

- Sub-activity 1.1.1: Mapping of existing initiatives and identification of social innovation poles.
- Sub-activity 1.1.2: Design of national strategies/roadmaps.

- Sub-activity 1.1.3: Validation of roadmaps by local actors and EU experts.

Through the mapping, baseline construction, and participatory diagnostic, this study will provide strategic and operational inputs to strengthen institutional capacities, generate evidence for decision-making, and guide the development of social innovation poles in Barbados, in line with the Global Gateway Investment Agenda and the gender-transformative approach (GAP III) adopted by the project.

5. DELIVERABLES

The consultancy shall submit the following products, organised by phases and aligned with the project objectives. Each product must meet quality standards, be supported by evidence, and be delivered in editable formats (Word, Excel, PNG/JPG, PDF), ready for use in programme evaluation, systematisation, and monitoring.

No.	Deliverable	Description	Delivery Date
P1	Detailed Work Plan	Includes timeline, methodological approach, and validation strategy with.	Week 1 – 19/09/2025
P2	Context Diagnostic and Validated Data Collection Tools	Revised digital survey, pilot data collection, revised interview guide for SWOT, and data collection matrix.	Week 2 – 26/09/2025
P3	Systematisation Document of Applied Survey Data	Excel file with a minimum of 60 to 100 complete surveys, disaggregated by gender, age, type of actor, etc., as per Annex B.	Week 5 – 10/10/2025
P4	Preliminary Actor Analysis Report	Classification of actors, leaders, promoters, and relationship map.	Week 6 – 17/10/2025
P5	Pole Identification and Characterisation Report	Detailed analysis of at least three social innovation poles, aligned with the Global Gateway.	Week 7 – 24/10/2025
P6	Systematisation Report of Focus Groups and Contextual Interviews	Systematisation of interviews with the seed group (technical officer will participate), preliminary findings, and justification of identified poles. Must provide complementary information to enrich data gathered through interviews. Formats as per Annex E.	Week 10 – 14/11/2025
P7	Ecosystem SWOT Analysis Report	Context analysis, strengths, weaknesses, opportunities, and threats of the ecosystem. Formats as per Annex E.	Week 11 – 21/11/2025
P8	Diagnostic of Opportunities and Gaps from a GAP III Perspective	Analysis of the inclusion of women, youth, and vulnerable groups, identifying barriers and opportunities.	Week 11 – 21/11/2025

	(Primary and Secondary Sources)		
P9	Ecosystem Baseline	Technical document with variables and indicators for impact evaluation, also in Excel format. As per Annex D.	Week 13 – 05/12/2025
P10	Consolidated Final Report: Mapping and Diagnostic, including suggested Roadmap	Summary of findings, maps, analysis, and technical annexes. As per Annex E.	Week 13 – 05/12/2025

6. PROJECT MANAGEMENT AND REPORTING

6.1 Responsible Body

Caribbean Export Development Agency

6.2 Management structure

The Deputy Executive Director will retain overall responsibility for the overall project. Day-to-day supervision of this specific consultancy is the responsibility of the Technical Officer, EU-LAC Programmes, who will communicate progress to the Deputy Executive Director.

6.3 Reporting

A monthly/weekly progress report outlining key activities undertaken, progress made, and results achieved, must be submitted to the Programme Technical Officer.

7. LOGISTICS AND TIMING

7.1 Commencement date and period of implementation of tasks

The consultancy is expected to last up to four (4) months, starting on/about **1 September 2025**.

- **Contract signature:** September 2025
- **Implementation period:** September–December 2025 (4 months)
- **Final deliverables due:** December 5th, 2025

7.2 Office Accommodation

The Consultant is expected to work remotely from their chosen location. Caribbean Export or its partners will not provide a dedicated office space for the duration of the consultancy. However, meeting space may be made available on an as-needed basis for specific activities

such as in-person meetings, workshops, or validation sessions, subject to prior availability and agreement.

7.3 Facilities to be provided by the Consultant

The Consultant shall provide all necessary facilities required to carry out the assignment, including administrative, secretarial, and general support services. This requirement also extends to the provision of any facilities needed by other experts or support staff engaged by the Consultant in the performance of this consultancy.

7.4 Equipment

To successfully complete this consultancy, the Consultant must have access to a personal laptop, reliable wireless internet, and transportation for any required in-country travel.

7.5 Travel

No international travel is expected for this consultancy. National travel may be required if, in the Consultant's professional judgment, it is necessary to conduct consultation meetings, focus groups, or other engagements with stakeholders. Travel arrangements should be planned and managed in alignment with project needs.

8. PAYMENT TERMS

Payments will be made upon satisfactory completion of deliverables as follows:

- 30% upon approval of Detailed Work Plan (P1)
- 70% upon approval of Final Report and delivery of all outputs (P10)

All services must be completed to the satisfaction of the Agency and payments will be contingent on submission and approval of the progress report and appropriate invoice. Payments will be made in accordance with the terms and conditions outlined in the contract between the contracting authority and the consultant.

9. REQUIREMENTS

9.1 Qualifications

- Degree in social sciences, economics, business administration, development studies, or related fields.
- Minimum 5 years' professional experience in social innovation, stakeholder mapping, ecosystem diagnostics, or related areas.
- Demonstrated knowledge of the national context and socio-economic environment.
- Proven experience with participatory research, multi-stakeholder engagement, and facilitation of workshops or focus groups.
- Experience applying gender-transformative approaches, intersectionality, and human rights-based frameworks (e.g., EU Gender Action Plan III).
- Strong analytical, synthesis, and report-writing skills.
- Fluency in English and Spanish (spoken and written).

9.2 Work Experience

- At least 5 years of progressive professional experience in social innovation, ecosystem mapping, diagnostics, or related fields.
- Track record of conducting participatory research and engaging with diverse stakeholder groups, including public sector, private sector, academia, and civil society.
- Proven experience facilitating multi-stakeholder processes such as workshops, focus groups, or validation sessions.
- Experience working on projects with a gender-transformative, intersectional, and human rights-based approach.
- Familiarity with the EU Gender Action Plan III (GAP III) or equivalent gender equality and social inclusion frameworks.
- Experience in Latin America and/or the Caribbean, with a strong understanding of the national context.

9.3 Required Documentation.

Proposals must be submitted electronically in PDF format to the email address specified in the procurement notice. The submission must include the following:

- **Technical Proposal**, outlining:
 - Understanding of the assignment and comments on the Terms of Reference.
 - Proposed methodology and work plan, including timelines.
 - Relevant previous experience and examples of similar assignments.
- **Financial Proposal** in USD, indicating daily rate(s), estimated number of days, and any applicable taxes.
- **Resume or CV** of the consultant (or key team members, if applicable).
- **References** from at least two previous clients for similar assignments.
- **Legal documentation** (e.g., business registration or proof of independent consultant status, if applicable).

Proposals must be submitted electronically in PDF format to maybar@carib-export.com no later than **29 August 2025 at 11:59 p.m. (AST)**. Late submissions will not be considered.

The submission must include the following:

- **Technical Proposal**, outlining:
 - Understanding of the assignment and comments on the Terms of Reference.
 - Proposed methodology and work plan, including timelines.
 - Relevant previous experience and examples of similar assignments.
- **Financial Proposal** in USD, indicating daily rate(s), and estimated number of days.
- **Resume or CV** of the consultant (or key team members, if applicable).
- **References** from at least two previous clients for similar assignments.
- **Legal documentation** (e.g., business registration or proof of independent consultant status, if applicable).

9.4 Evaluation Criteria

Proposals will be evaluated based on the following criteria and weightings:

Criterion	Description	Weight (%)
Technical Approach & Methodology	Understanding of the assignment, quality, and relevance of proposed methodology, clarity of work plan, and feasibility of timelines.	30
Relevant Experience	Demonstrated experience in social innovation mapping, participatory research, gender-transformative approaches, and ecosystem diagnostics in Latin America and/or the Caribbean.	30
Qualifications of Consultant/Team	Academic qualifications, years of relevant experience, and specific expertise aligned with the assignment requirements.	20
Financial Proposal	Cost-effectiveness, clarity of pricing, and alignment with the scope of work.	20
Total		100

10. REPORTS

10.1 Reporting requirements

The Consultant shall submit the reports specified in **Section 5 – Deliverables**, in accordance with the agreed timeline. These reports must meet the required quality standards, be supported by evidence, and be provided in both editable formats (Word, Excel, PNG/JPG) and PDF, in English, following the templates provided in the annexes to these Terms of Reference. In addition to the formal deliverables, the Consultant will:

- Participate in weekly meetings with the Technical Officer to review progress, address challenges, and agree on next steps.
- Provide monthly updates to the Technical Officer or the EU-LAC Social Accelerator consortium, if requested.

10.2 Submission and Approval of Reports

All reports and deliverables shall be submitted electronically to the Technical Officer at maybar@carib-export.com. The final report must also be submitted with three (3) printed copies. The Executive Director of Caribbean Export will be responsible for the formal review and approval of all reports.

11. EXCLUSION CRITERIA

Candidates will be excluded from participation in the bidding process if they:

- a) are bankrupt, insolvent, filing for insolvency or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- b) are the subject of proceedings for fraud, corruption, a declaration of bankruptcy, for winding-up, for administration by the courts, for an arrangement with creditors or for any similar procedure provided for in national legislation or regulations;
- c) have been convicted of an offence concerning professional conduct by a judgement which has the force of *res judicata*
- d) are guilty of grave professional misconduct proven by any means which Caribbean Export can justify;
- e) are guilty of serious misrepresentation in supplying the information required by the contracting authorities as a condition of participation in the procurement process; they have been declared to be in serious breach of contract for failure to comply with obligations in connection with another contract with the same Contracting Authority or another contract financed with Caribbean Export's funds;
- f) are in breach of payment of taxes or social security contributions;
- g) have been convicted or are the subject of proceedings for money laundering, terrorist offences or activities, child labour, human trafficking, being a criminal enterprise in the production of goods and services, or any other irregularity;
- h) are established as or operating as a shell company.

A derogation from the mandatory exclusion clauses provided above, may be provided on an exceptional basis, for overriding reasons to entities operating in the public interest such as public health or protection of the environment.

12. MONITORING AND EVALUATION

The Consultancy will be monitored and evaluated by Caribbean Export over the duration of the project. Performance on the project will be measured by satisfactory completion and timely submission of the deliverables outlined in Section 4.1 and 9.1, and as outlined within the work plan submitted in the inception report. Feedback, other than acceptance, on each submitted deliverable is not a requirement for the continuation of the project. However, in some instances the Consultant may need to integrate any feedback into the subsequent deliverables. The Contracting Authority will provide feedback to the consultant within ten (10) working days of receipt of the final report.

13. PUBLICATION OF INFORMATION

To participate in any activity executed or supported by Caribbean Export, you hereby agree that any information and personal data that you share and is collected by the Agency will be processed for the purpose of reporting the outcomes and impact of your projects and/or participation. Please note that Caribbean Export reserves the right to publish the Contractor's/Participant's name and address, the purpose and nature of the activity, and financial arrangements, in accordance with Caribbean Export's Personal Data Protection Policy. (<https://content.carib-export.com/download/personal-data-protection-policy/>). Derogation from publication of this information may be granted if it could endanger the Contractor/Participant or harm his/her commercial interests.

14. DECLARATION

To participate in any procurement undertaken by Caribbean Export, all applicants must complete and submit to the agency the Applicant Declaration Form. (<https://content.carib-export.com/download/applicant-declaration-form/>).

15. ANEXES

ANNEX A

EX-ANTE CONTEXT DIAGNOSTIC

I. Introduction

Objective of the ex-ante diagnostic:

Brief description of the purpose of the phase and its relationship to the project logic.

II. Framework of Analysis

Documents reviewed (provided by Caribbean Export):

Other secondary sources reviewed:

III. National and Regional Context Analysis

Political and regulatory dimension:

Institutional dimension:

Existing programs and initiatives:

Structural challenges:

Strategic opportunities:

IV. Relevant Experiences from Europe (TECNALIA)

Practice | Country | Sector | Replicable / Adaptable Elements

V. Preliminary Identification of Key Actors and Priority Sectors (Seed Group)

Type of Actor | Name / Category | Level (National / Local) | Role in the Ecosystem |

Initial Comment

VI. Cross-Cutting Considerations

Gender approach and GAP III:

Vulnerable populations and youth:

Green and digital sustainability:

VII. Recommendations for Phase 2

Recommendations for adjustments to suggested tools for primary data collection:

Topics and gaps to explore further in interviews and focus groups:

VIII. Annexes

Annex 1: Table of documents reviewed

Annex 2: Sheets of relevant European practices

Annex 3: Preliminary list of identified actors (Seed Group)

Annex 4: Secondary sources consulted

ANNEX B

DIGITAL SURVEY (BASE PROVIDED BY CONSORTIUM)

SECTION 1: IDENTIFICATION

- a) Full name of respondent:
- b) Email:
- c) Position within the organisation:
- d) Contact email:
- e) Name of institution/organisation:
- f) Country where organisation is headquartered:
- g) Countries where it operates:
- h) Territorial scope of action (check all that apply):
☐ Local ☐ National ☐ Regional (more than one LAC country) ☐ International / Global
- i) Type of organisation (check all that apply):
☐ National government ☐ Subnational governments ☐ Public agencies
☐ NGO ☐ CSO ☐ Social collectives
☐ Large company ☐ SME ☐ Startup ☐ Social enterprise
☐ Business chamber ☐ University ☐ R&D centre
☐ Hub ☐ Accelerator ☐ Innovation platform
☐ Cooperation agency (EU, IDB, etc.) ☐ Impact investor ☐ Other:

SECTION 2: THEMATIC AREAS OF WORK IN SOCIAL INNOVATION

- j) Does your organisation implement social innovation actions?
☐ Yes ☐ No
- k) In which thematic sectors does your organisation primarily work? (check up to 5):
☐ Economic empowerment of women and youth
☐ Violence prevention and safe environments
☐ Education, technical training, and workforce development
☐ Comprehensive health and community well-being
☐ Financial inclusion and economic services
☐ Environmental sustainability and climate change
☐ Technology, innovation, and digital transformation
☐ Promotion and defence of human rights
☐ Entrepreneurship, social and solidarity economy
☐ Citizen participation and local governance

- ☐ Decent housing and sustainable habitat
- ☐ Food security and sustainable production
- ☐ Culture, art, and community expression
- ☐ Other (specify):

SECTION 3: TARGET GROUPS

- I. With which populations or social groups does your organisation primarily work? (check up to 5):
- ☐ Women in vulnerable situations
 - ☐ Youth (15–29 years)
 - ☐ Children at social risk
 - ☐ Older adults
 - ☐ Indigenous peoples and Afro-descendants
 - ☐ Persons with disabilities
 - ☐ LGBTIQ+ community
 - ☐ Migrants, refugees, and displaced persons
 - ☐ Micro-entrepreneurs and informal workers
 - ☐ Isolated rural communities
 - ☐ Marginalised urban areas
 - ☐ People affected by climate change
 - ☐ Other:

SECTION 4: ROLE WITHIN THE ECOSYSTEM

- I. What role(s) does your organisation play in the social innovation ecosystem? (check all that apply):
- ☐ Designs and implements innovative solutions
 - ☐ Provides funding or investment
 - ☐ Facilitates multi-actor alliances and networks
 - ☐ Trains or builds capacity
 - ☐ Develops technology or digital tools
 - ☐ Conducts research or generates knowledge
 - ☐ Incubates or accelerates impact projects
 - ☐ Evaluates impact and systematises learnings
 - ☐ Other:

SECTION 5: KEY RELATIONSHIPS AND COLLABORATION

1. List up to 3 institutions you regularly collaborate with on social innovation or sustainability issues (name + contact):

2. Which actors do you consider most influential or strategic in your country for advancing social innovation?
3. What resources does your organisation mobilise to contribute to social innovation? (check all that apply):
 - ☐ Funding
 - ☐ Technical assistance
 - ☐ Training or capacity building
 - ☐ Infrastructure or physical space
 - ☐ Networks and coordination
 - ☐ Technology or digital platforms
 - ☐ Other:

SECTION 6: PARTICIPATION

1. Would you like to participate in the Social Innovation Ecosystem Diagnostic Group and in mapping/validation process activities?
 - ☐ Yes, with immediate availability
 - ☐ Yes, with prior coordination
 - ☐ Not sure
 - ☐ Not available

SECTION 7: EMBLEMATIC CASES (OPTIONAL)

Can you briefly describe a notable social innovation initiative your organisation has participated in? (Max. 500 characters)

FINAL SECTION: DATA CONSENT

I authorise the use of the information provided for the purposes of the EU-LAC Social Accelerator project's social innovation mapping. The information will be treated confidentially and used exclusively for aggregated analysis, network visualisation, and technical project reports.

- ☐ Yes, I authorise
- ☐ No, I do not authorize

ANNEX C

SEMI-STRUCTURED INTERVIEW FOR SWOT DIAGNOSTIC

Purpose:

This interview aims to identify Strengths, Weaknesses, Opportunities, and Threats in different strategic dimensions of actors within a Social Innovation Pole, in the framework of the EU-LAC Social Accelerator project. The questions are organised by thematic area to facilitate a participatory and structured diagnostic.

<i>Dimension</i>	<i>SWOT Category</i>	<i>Questions</i>
<i>Governance and Inter-Institutional Coordination</i>	Strengths	• What elements can contribute to the consolidation and functioning of a social innovation pole? • Which institutions actively collaborate and how do they coordinate?
	Opportunities	• What strategic alliances could strengthen coordination among actors in the ecosystem? • Are there public policies or national plans that support the development of this pole?
	Weaknesses	• What are the main obstacles to effective coordination among actors? • What limitations exist in terms of leadership, structure, or operations?
	Threats	• What external factors (political, legal, institutional) could undermine the sustainability of the pole?
<i>Technical and Institutional Capacities</i>	Strengths	• What technical capacities do you have, as a pole or individually, to drive social innovation? • Do you have specialised teams or proprietary methodologies?
	Opportunities	• What training, mentoring, or exchange opportunities could you leverage to strengthen capacities? • What external support could enhance your growth (EU, universities, cooperation agencies, etc.)?
	Weaknesses	• What gaps exist in terms of technical skills, infrastructure, human resources, or other areas?

<i>Social Inclusion, Gender Approach, and Vulnerable Populations</i>	Threats	• Is there high staff turnover, loss of institutional knowledge, or excessive dependence on external funding?
	Strengths	• What concrete actions have been implemented to include women, youth, or other vulnerable groups in activities individually, and which could be carried out as a pole?
	Opportunities	• What innovative initiatives do you know of that could be scaled or replicated with an inclusive approach?
	Weaknesses	• What challenges do you face individually in systematically applying a gender, youth, or interculturality approach?
<i>Financial Sustainability and Access to Investment</i>	Threats	• What socio-cultural resistances or barriers hinder a transformative gender and inclusion approach?
	Strengths	• What current financing mechanisms do you have individually? • Do you have experience managing national or international funds?
	Opportunities	• What funding sources could be explored in the future (seed capital, impact investment, public-private)? • Are there pilot projects that could be scaled with investment?
	Weaknesses	• What limitations do you face in terms of economic sustainability or attracting resources?
<i>Innovation, Technology, and Digital Transformation</i>	Threats	• Does dependence on a single donor or income source represent a risk?
	Strengths	• What types of innovative solutions or technologies have you developed individually, and which could be adapted in the pole?
	Opportunities	• What opportunities do you see to incorporate new technologies (digital, green, social)?
	Weaknesses	• What barriers do you face in adopting technological tools in internal processes or in your services?

ANNEX D

Baseline

Aligned with the Logical Framework of the EU-LAC Social Accelerator project, the consultancy must produce a national baseline of the social innovation ecosystem aimed at measuring changes expected in Output 1.1: Social innovation poles developed in LAC based on EU experience.

To this end, quantitative and qualitative data shall be collected related to the following key indicators, as defined within the framework of the project:

Output 1.1 Indicator	Indicator Description	Data in the Baseline
1.1.1. Number of strengthened social innovation poles	Active or emerging poles with a minimum level of coordination and capacities.	- Number of poles identified by department or region. - Number of poles addressing gender-related themes. - Level of institutionalisation or governance. - Thematic sectors addressed.
1.1.2. Number of institutions trained	Public sector institutions, CSOs, academia, and BSOs with staff trained in social innovation.	- Level of prior experience in social innovation. - Identified capacity-building needs.
1.1.3. Number of people directly benefiting from interventions that reduce inequality	Current or potential beneficiaries of innovative initiatives with social impact	- Estimated beneficiary population by territory, disaggregated by sex and age. - Vulnerability characteristics (age, sex, ethnic background, etc.). - Areas of social impact addressed.
1.1.4. Number of pilot initiatives supported	Experimental projects that can be supported through technical assistance.	- Inventory of existing initiatives with pilot potential. - Maturity stage of initiatives. - Interest or needs for technical assistance.

ANNEX E

MINIMUM REPORT FORMATS

Each product's format is kept with sections (cover, index, introduction, methodology, findings, recommendations, annexes) fully translated, ensuring the structure is the same so consultants can follow it directly.

PRODUCT 6. Contextual Interviews and Seed Group Report

Format: Narrative Report + Annex with Key Actor Profiles

A. Cover Page

B. Table of Contents

C. Introduction

- Purpose of the document
- Scope of the work (number of interviews, actor profiles)
- Link to the roadmap and activity 1.1.2

D. Methodology

- Criteria for selecting key actors
- Interview guide applied (in annex)
- Snowball sampling technique

E. Main Findings

- Perceptions of the current ecosystem
- Levels of coordination, leadership, and institutional capacities
- Strategic vision on challenges and opportunities

F. Justification for Seed Group Selection

- Criteria applied: diversity, leadership, territoriality, parity
- Nominal list of selected actors (name, institution, role, contact, justification)

G. Annexes

- Individual profiles of each key actor
- Transcripts or summaries of interviews
- Photographs

PRODUCT 7. SWOT Analysis Report of the Social Innovation Ecosystem

Format: Analytical Report with Participatory Approach

A. Cover Page

B. Table of Contents

C. Introduction

- Purpose of the analysis
- How it links to sub-activity 1.1.3
- Methodological approach (GAP III approach, intersectionality)

D. Context Analysis

- Social, economic, digital, and ecological trends
- Relevant legal and policy frameworks
- Key actors and interactions

E. SWOT Analysis

- Structured SWOT table with participatory results:
 - Ecosystem strengths
 - Structural weaknesses
 - Strategic opportunities
 - External threats
- Evidence of participation (workshops, interviews, surveys)

F. Cross-cutting Gender, Youth, and Vulnerability Analysis

- Cross-referencing the SWOT with the GAP III approach
- Risks and recommendations

G. Recommendations for the National Roadmap

- Prioritisation of challenges
- Suggested strategic actions
- Role of the seed group in validation
- Photographs

PRODUCT 10. Strategic Recommendations for the National Roadmap

Format: Executive Document + Technical Annex

A. Cover Page

B. Table of Contents

C. Introduction

- Purpose of the document
- Connection to activities 1.1.2 and 1.1.3

D. Methodology

- Sources used: map, SWOT, interviews, survey, expert consultation
- Validation process with local actors

E. Structure of Recommendations

- Table including:
 - Identified problem or challenge
 - Specific recommendation
 - Type of responsible actor (public, CSO, private sector, academia)
 - Level (local, national, regional)
 - Implementation horizon (short, medium, long term)

F. Prioritisation Criteria

- Based on feasibility, impact, alignment with the GGIA, gender and youth approach

G. Annex

- Summary sheet of suggested roadmap (may be in editable table format)