

TERMS OF REFERENCE

RG-T3243 - Saint Lucia Competitiveness Agenda & Action Plan

Technical Assistance to Draft a National Innovation Policy for Saint Lucia

1. Background and Justification

- 1.1. Saint Lucia is an upper-middle income small island developing state and currently the largest economy in the Eastern Caribbean Currency Union (ECCU) with gross domestic product (GDP) of US\$1.4 billion in 2016.¹ Nevertheless, the economic performance of the country has been severely impacted by the global financial crisis of 2007/2008 and the significant damage caused by hurricane Tomas in 2010, the Christmas Trough of 2013 and Hurricane Matthew in 2015². These shocks to the economy have highlighted some structural weaknesses that present great challenges for sustainable development in the near to medium term. In particular, the economy is highly concentrated with the services sector accounting for over 80% of GDP, low productivity stagnates the country's development prospect and innovation is limited and fractured. Despite several attempts at analyzing the economy, Saint Lucia does not have a clear roadmap to enhance its competitiveness.
- 1.2. In this regard, the Compete Caribbean Partnership Facility is supporting the implementation of a project titled *Saint Lucia Competitiveness Agenda & Action Plan*. The ultimate goal of this project is to enhance innovation, productivity and competitiveness and foster sustainable economic growth in Saint Lucia. The specific objectives are to: (i) define a Competitiveness Agenda for the country that reflects public sector, private sector and civil society consensus and focuses on strategic interventions that promote private sector development; (ii) strengthen key institutions that facilitate innovation, productivity and competitiveness and, which will have lead roles in developing and implementing the agenda, in particular the National Competitiveness and Productivity Council (NCPC) and the Department of Innovation (DOI)³; (iii) increase awareness and understanding of innovation, productivity and competitiveness among key stakeholders to increase ownership of and capacity to participate in the development and implementation of the Agenda; and (iv) support the implementation of priority vertical reforms detailed in the Agenda.
- 1.3. This assignment is a component of the above mentioned project and is a recognition of the Government's acknowledgement that an innovative economy could contribute to Saint Lucia's export objectives through enabling the development of new and improved products and services; diversifying the range of exports; adding more value locally; and increasing the competitiveness of the country's exporters.
- 1.4. A supporting innovation environment requires: (a) a range of institutions working together within a coherent National Innovation System (NIS); and (b) coordinated government policies that encourage innovation by facilitating the effective development and interaction between the institutions in the NIS and incentivise innovative activities. A NIS comprises (a) entities such as consumers, governments and intermediate producers that create demand for innovation; (b) suppliers of innovation, mainly firms, supported by research and development institutions and intermediaries that facilitate the commercialization of research; and (c) the government's policies such as science, technology and innovation (STI) policies, wider

¹Data from the World Bank's World Development Indicators.

²GDP growth is estimated to have reached 0.8% in 2016, down from 1.8% in 2015 GDP is estimated to grow at 0.5% in 2017 and 1.5% in 2018, driven mostly by continued strong performance in construction and agriculture.

³ In 2013, with the assistance of the Compete Caribbean Program, the Government established the National Competitiveness and Productivity Council (NCPC) and an accompanying Technical Unit. The mandate of the NCPC is to raise awareness on issues of productivity and competitiveness and to undertake and recommend key reforms for the improvement of the business environment and the country's competitiveness. In 2017, the Government established a Department of Innovation (DOI), which has a critical role to play in furthering innovation, productivity and competitiveness in Saint Lucia.

economic policies and the country's business environment (increasingly importantly, the ICT infrastructure technology readiness of firms) provide critical foundations and catalytic impetus to the innovation system. A key prerequisite for a successful NIS is that its different components coordinate and collaborate effectively.

- 1.5. Saint Lucia has many of the critical constituents of a NIS, but currently does not have a National Innovation Policy (NIP) and its governance framework to coordinate and develop a coherent NIS. In addition, an NIP is required to guide the operations of the DOI, in the context of its roles and responsibilities detailed in Saint Lucia's Competitiveness Agenda.

2. Objectives

- 2.1. The objectives of this consultancy are (i) to review the innovation landscape, develop a robust and coherent National Innovation Policy to establish a National Innovation System in Saint Lucia, and guide the operations of DOI as an agency with key roles and responsibilities for the implementation of the Competitiveness Agenda; and (ii) improve capacity among key stakeholders to participate in the formulation and implementation of the Policy.

3. Scope of Services

- 3.1. The final output from this activity is an innovation policy but given Saint Lucia's inexperience with formally creating and supporting an innovation ecosystem, significant effort is needed to educate and build stakeholder buy-in. In this regard, the consultant working on this assignment will use a consultative approach to develop a robust and realistic innovation policy with the benefit of appropriate experience and training. This policy should incorporate lessons from other developing countries regarding NIPs and incorporate a costed implementation plan with clear areas of responsibility.
- 3.2. The consultant will also support the Innovation Department's efforts to raise and reinforce awareness of innovation by coordinating the organization of a national awareness launch workshop to train and inform key stakeholders on issues related to innovation. The purpose of this workshop is therefore to build capacity among stakeholders, stimulate buy-in for and commitment to the implementation of a robust innovation eco-system in the county. The formulation of an Innovation Policy, and the strengthening should be informed by an understanding of the bold new approaches to promoting innovation that are being deployed in other countries to create disruptive business models and address major social and economic challenges.

4. Key Activities

The contractual will carry out the following key activities that will facilitate the achievement of the objective:

- 4.1 Liaise with Compete Caribbean, DOI and NCPC to develop a more in-depth understanding of the assignment.
- 4.2 Review background documents and liaise with sector stakeholders to identify existing and data gaps relevant to the formulation of the NIP.
- 4.3 Prepare a detailed Work Plan including a data collection plan, data collection instruments, and the design of awareness raising, and capacity building workshops targeted to key stakeholders.

- 4.4 Collect and analyse data and prepare an Interim Report *The Innovation Ecosystem in Saint Lucia - A Situational Analysis*.
- 4.5 Design and facilitate a stakeholder workshops for (a) awareness raising and capacity building; and (b) to validate the findings in the Situational Analysis.
- 4.6 Revise the draft Situational Analysis based on feedback from the stakeholder workshop, DOI, NCPC and Compete Caribbean.
- 4.7 Working closely with a team of key stakeholders, prepare a draft version of the NIP.
- 4.8 Design and facilitate a stakeholder meeting to discuss and obtain feedback on the draft NIP.
- 4.9 Finalize policies, legislation, regulations and/or the design of improved institutional arrangements based on feedback from the stakeholder workshop, NCPC and Compete Caribbean.

5. Expected Outcome and Deliverables

The expected deliverables from this project are;

- 5.1 A detailed Work Plan within 3 weeks of contract signing.
- 5.2 Draft Situational Analysis within 6 weeks of acceptance of the Work Plan.
- 5.3 Design and facilitation of a stakeholder validation workshop within 2 weeks of the acceptance of the draft Situational Analysis.
- 5.4 Finalized Situational Analysis within 1 week of the completion of the stakeholder workshop at item 5.3 and receipt of comments from DOI, NCPC and Compete Caribbean.
- 5.5 Draft version of the NIP within 3 weeks of acceptance of the finalised Situational Analysis.
- 5.6 Design and facilitation of a stakeholder workshop within 2 weeks of the acceptance of the draft NIP.
- 5.7 Finalized NIP within 2 weeks of completion of the stakeholder workshop at item 5.6 and receipt of comments from DOI, NCPC and Compete Caribbean

6. Supervision and Reporting

- 6.1 The technical and administrative responsibilities of this consultancy will be coordinated by Stevenson, Claudia (IFD/CTI), Team Leader.

7. Schedule of Payments & Qualifications

- 7.1 Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required.

Payment Schedule	
<i>Deliverable</i>	%
1. Work Plan	10%
2. Finalized Situational Analysis	20%
3. Draft NIP	40%
4. Finalised NIP	30%
TOTAL	100%

Qualifications

Academic Degree / Level & Years of Professional Work Experience:

- Master's degree in Innovation Policy, Public Policy, Economic Development or a related field.

Experience

- A minimum 15 years-experience in the development, implementation and/or evaluation of economic growth policies and strategies, specifically innovation policies, strategies and action plans.

Other Skills

- Policy formulation
- Research and data analysis
- Training/facilitation
- Stakeholder engagement
- Capacity to integrate gender, climate change and social inclusion considerations in the national policies, strategies and action plans.
- Fluency in oral and written English.

Characteristics of the Consultancy

Consultancy category and modality: Individual, Product and External Services Contractual (PEC)

Contract duration: 6 months from the start date.

Place(s) of work: St. Lucia and contractual's place of residence

8. **Payment and Conditions of Employment:** Remuneration will be determined in accordance with Bank regulations and criteria.
9. **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 individuals from any IDB member country and non-IDB member countries recognized by the Donors of the Compete Caribbean Partnership Facility as eligible
10. **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.

