

TERMS OF REFERENCE

RG-T3243 - Saint Lucia Competitiveness Agenda & Action Plan Technical Assistance to Develop a National Competitiveness Agenda for Saint Lucia

1. Background

- 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 2016¹. 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 analysing 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 Completeness 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.

2. Objective

- 2.1 The objectives of this consultancy are to (a) develop a Competitiveness Agenda and Action Plan for Saint Lucia that addresses gender, social inclusion and climate change considerations, along with a Financing Strategy and Implementation Strategy; and (b) design and implement capacity building initiatives aimed at improving key stakeholders' capacity to participate in developing, implementing and/or coordinating the implementation of the Agenda.

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.

3. Scope of Services

The scope of services includes the following:

- 3.1 **Defining a National Competitiveness Agenda, Action Plan, Financing Strategy and Implementation Strategy.** The consultants will use a participatory approach to assist the Government of Saint Lucia with the preparation of a Competitiveness Agenda and Action Plan that addresses gender, social inclusion and climate change considerations, a Financing Strategy and an Implementation Strategy, and realistic strategies for its financing and implementation.⁴ The Agenda, Financing Strategy and Implementation Strategy must be informed by a thorough review of the following:
- (a) The structure and performance of Saint Lucia's economy with a view to understanding, not only the characteristics of individual sectors, but also the inter-linkages.
 - (b) Issues constraining innovation, productivity and competitiveness in the private sector; the major facilitators and inhibitors to the flows of technology and information; and the state of development of the national innovation eco-system.
 - (c) Existing sectoral and/or national plans to develop an understanding of sectoral and national objectives and the most urgent development challenges, as perceived by the country's leaders.
 - (d) Barriers to greater participation in the economy by marginalized segments, including women, youth and the poor; and how the Agenda may contribute to addressing observed productivity gaps among women-owned firms⁵, and higher levels of female and youth unemployment.
 - (e) Domestic business practices across all sectors, and a benchmarking of sector performance based on international best practices.
 - (f) The experience of other countries, especially those with small open economies, with developing and implementing national competitiveness strategies.
 - (g) Current initiatives (even if not integrated/streamlined) that Saint Lucia is pursuing to improve competitiveness and the gaps, in the context of international best practices. The level of financing already committed and/or mobilised for current initiatives; and potential sources of additional funding to finance the implementation of the Agenda.
 - (h) Current and recent implementation performance implementing national initiatives, reasons for same and implications for developing and implementing the Competitiveness Agenda.
 - (i) Capacity of key competitiveness related agencies to lead and/or participate in the development and implementation of the Agenda.
 - (j) Level of ownership for the Agenda among key stakeholders.
- 3.2 **Capacity Building.** Based on the institutional assessment at item 3.1 (i), the consultants will design and implement capacity building activities targeted at NCPC, DOI, and other key public sector, private sector and civil society stakeholders and aimed at:
- (i) improving understanding of issues impacting innovation, productivity, and competitiveness in Saint Lucia and the potential contribution of a Competitiveness Agenda.

⁴ The financing strategy need to identify activities for which funding is already committed/mobilized, develop estimates for others, estimate financing gap, identify resources of funds to fill financing gap.

⁵ The Consultants should also consult the findings of the ongoing Compete Caribbean financed study Reducing the Gender Gap in Firm Productivity in the Caribbean.

- (ii) improving understanding and raising awareness of approaches used by other countries to accelerate: technology adoption, human capital formation, the move towards a digital economy, and innovation and productivity in the public and private sectors.
- (iii) improving capacity to address gender, climate change and social inclusion considerations in the development and implementation of the agenda.
- (iv) increasing understanding of the need for a results-focused, collaborative, multi-stakeholder approach to implementation, the details of the implementation strategy, and the role of NCPC as a central coordinating agency.
- (v) improving senior public officers' capacity to lead the implementation process.
- (vi) increasing ownership for the implementation of the Agenda.

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 and NCPC to develop a more in depth understanding of the assignment.
- 4.2 Conduct an inception mission. Liaise with key stakeholders on the country's priority development challenges; recent, ongoing or planned initiatives to address these challenges, and the potential contribution of a Competitiveness Agenda. Assess capacity of key stakeholders to participate in developing, implementing, leading the implementation process, and/or monitoring and evaluating implementation performance of, the Agenda.
- 4.3 Review background documents (sector analyses prepared by the Government of Saint Lucia; national policies, strategies and action plans; outputs of other related initiatives⁶, etc) and liaise with key stakeholders to assess the availability of data and identify data gaps.
- 4.4 Prepare an Inception Report detailing the findings of the inception mission; and a Work Plan that details data collection methods and tools; strategies for engaging, securing the participation of and ownership by stakeholders, including national leaders; and a very results-focused stakeholder capacity building plan with clear implementation timelines.
- 4.5 Execute the capacity building plan in accordance with the approved timelines.

⁶ Some of these initiatives include:

Preparation of a long term National Development Plan with assistance from the Caribbean Regional Technical Assistance Centre (CARTAC).

Preparation of a Medium-Term Plan (MTP), which will be informed by long-term development goals. The MTP will be implemented through agency level, sector level or thematic strategies and action plans, many of which are already existing or under preparation.

The Caribbean Development Bank supported "PEMANDU initiative" aimed at improving delivery and development outcomes in the Caribbean through the establishment of Delivery Systems in Borrowing Member Countries. The outputs of PEMANDU process in Saint Lucia will inform the objectives of the MTP and lead to the establishment of a Delivery Unit.

The Development Control Authority (DCA) of Saint Lucia is receiving technical assistance from the Infrastructure Transitions Research Consortium (ITRC) to prepare a development plan for Castries.

Saint Lucia's Cultural Development Foundation is leading community-based tourism efforts in three communities as part of wider efforts to improve the competitiveness of country's tourism product.

The Caribbean Centre for Development Administration (CARICAD) is assisting GOSL to implement a leadership development and succession planning program.

The Trade Export Promotion Agency (TEPA) has just drafted a National Export Strategy with assistance from the International Trade Centre.

Various efforts are ongoing to diversify Saint Lucia's energy sources (solar energy, geothermal, introduction of electric vehicles, etc.) and reduce the cost of energy.

A national initiative to map Saint Lucia's road to improve traffic management plans is ongoing.

The 1st National Bank, Chamber of Commerce, and Small Business Development Centre network are partnering with the German Savings Bank Foundation for International Cooperation to strengthen Saint Lucia's entrepreneurial ecosystem and improve MSMEs' access to credit and business support services.

- 4.6 Prepare and submit to NCPC and Compete Caribbean draft of all materials to be used for capacity building events at least 2 weeks prior to the planned event; revised draft within 2 days of receipt of comments; and a concise Capacity Building Evaluation Report, within 2 days of the completion of the event.
- 4.7 Facilitate, using a very participatory approach, the development of the first draft of the Competitiveness Agenda, which presents (i) a situational analysis (*A Situational Analysis: Innovation, Productivity and Competitiveness and Implications for a National Competitiveness Agenda*); and (ii) recommended actions for improving the country's competitiveness, as well as for financing and managing the implementation process.
- 4.8 Prepare the second draft of the Competitiveness Agenda incorporating comments from Government of Saint Lucia, through NCPC, and from Compete Caribbean.
- 4.9 Facilitate, using a very participatory process, first drafts of the Action Plan, Implementation Strategy and Financing Strategy. The Action Plan should clearly identify short term priorities (low hanging fruits), which may be financed under the Compete Caribbean supported project *Saint Lucia Competitiveness Agenda & Action Plan*. The Financing Plan should be informed by discussions with relevant government officials and regional and international development partners.
- 4.10 Finalise the Competitiveness Agenda, Action Plan, Implementation Strategy and Financing Strategy incorporating comments from Government of Saint Lucia, through NCPC, and from Compete Caribbean.

5. Expected Outcomes and Deliverables

The expected outcomes and products under this assignment are as follows:

- 5.1 Inception Report within 4 weeks of contract signing.
- 5.2 Draft of all materials to be used for capacity building events at least 2 weeks prior to the planned event; revised draft of materials within 2 days of receipt of comments; and a concise Capacity Building Evaluation Report, within 2 days of the completion of the event.
- 5.3 First draft of the Competitiveness Agenda within 8 weeks of contract signing.
- 5.4 Second draft of the Competitiveness Agenda within 1 week of receipt of comments from Compete Caribbean and NCPC on the first draft of the Agenda.
- 5.5 First drafts of the Action Plan, Implementation Strategy and Financing Strategy within 3 weeks of receipt of comments from Compete Caribbean and NCPC on the first draft of the Agenda.
- 5.6 The finalised Competitiveness Agenda, Action Plan, Implementation Strategy and Financing Strategy within three weeks of receipt of comments from Compete Caribbean and NCPC on the first drafts of the Action Plan, Implementation Strategy and Financing Strategy.
- 5.7 Final Report that summarises the results of the capacity building activities, other achievements of the assignment, and possible threats to the successful implementation of the Agenda and mitigation measures.

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		
Deliverable		
	Inception Report	20%
	First draft of the Competitiveness Agenda	20%
	First drafts of the Action Plan, Implementation Strategy and Financing Strategy	20%
	Finalized Competitiveness Agenda, Implementation Strategy and Financing Strategy	20%
	Final Report	20%
	Total	100%

Qualifications

Contractual teams should have specific expertise and knowledge, which will be the main criterion for their selection. It is anticipated that the team would comprise individuals with strong competencies in the below areas, but this is not meant to restrict team composition to the exact roles described below.

Team Leader

Academic Degree / Level & Years of Professional Work Experience:

- Advanced university degree in Competitiveness and Innovation, Innovation Policy, Economic Development, Public Policy, Science and Technology or other related field.

Experience

- A minimum of 15 years of experience leading the development, implementation and/or evaluation of economic growth policies and strategies, specifically national competitiveness strategies and action plans. Specific experience in leading the design of economic reforms in a developing country context is required. Caribbean experience will be highly valued.

Other Skills

- Project Management
- Institutional Assessment and Capacity Building
- Research and data analysis
- Strong inter-personal and stakeholder engagement skills
- Training/facilitation
- A sound understanding of the current body of work on innovation, productivity and competitiveness including the General Competitiveness Principles of the Americas, and the World Economic Forum's 12 pillars of competitiveness.

- Capacity to integrate gender, climate change and social inclusion considerations in the national strategic plans.
- Fluency in oral and written English.

Expert – Innovation Ecosystems

Academic Degree / Level & Years of Professional Work Experience:

- Advanced university degree in Competitiveness and Innovation, Innovation Policy, Economic Development, Public Policy, Science and Technology, or other related field.

Experience

- A minimum of 10 years of experience in assessing, and developing policy recommendations and action plans for strengthening, national innovation ecosystems.

Other Skills

- Institutional Assessment and Capacity Building
- Research and data analysis
- Strong inter-personal and stakeholder engagement skills
- Training/facilitation
- A sound understanding of the current body of work on innovation, productivity and competitiveness including the General Competitiveness Principles of the Americas, and the World Economic Forum's 12 pillars of competitiveness.
- Capacity to integrate gender, climate change and social inclusion considerations in the national strategic plans.
- Fluency in oral and written English

Characteristics of the Consultancy

Consultancy category and modality: Firm, Simplified Competitive Selection (SCS)

Contract duration: 10 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.